



RECOVERY PLAN

*City of Holmes
Beach*

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PROMULGATION STATEMENT

This Recovery Plan (herein referred to as the Plan) is intended to serve as a single source City document to promote, assist, and facilitate pre- and post-disaster decisions and actions relating to long-term community recovery, reconstruction, and economic redevelopment ahead of disasters, consistent with City Ordinance 22-20. This Plan has been developed to complement, support, and expand the guidance offered by:

- City of Holmes Beach Comprehensive Emergency Management Plan (CEMP)
- City of Holmes Beach Hurricane Plan (Annex 1 of the CEMP)
- City of Holmes Beach Continuity of Operations Plan (COOP)
- City of Holmes Beach Disaster Debris Management Plan
- City of Holmes Beach Recovery Plan
- Manatee County Local Mitigation Strategy (LMS)
- Other official policy and operational documents addressing topics and issues relevant to long-term community recovery and redevelopment.

The content and format of this Plan was developed to meet or exceed the guidance offered by relevant state statutes, *Post-Disaster Redevelopment Planning: A Guide for Florida Communities*, published jointly in 2010 by the Florida Department of Community Affairs and the Florida Division of Emergency Management (FDEM), the National Response Framework, and the provisions outlined in the National Disaster Recovery Framework.

Oversight of the development, maintenance, enhancement, and administration of this Plan is the responsibility of the City's Recovery Management Organization (RMO). Implementation of the plan rests primarily with the Mayor as Director of the RMO. The RMO is a decision-making body comprised of the Mayor, Superintendent of Public Works, City Attorney, department leaders, and the Chief of West Manatee Fire Rescue District is an *ex officio* member of the RMO. The role of the RMO is to identify and set forth the overall objectives to be accomplished during recovery. The Mayor serves as the RMO Director (Recovery Manager) and is charged with administering and coordinating recovery program activities in accordance with local, state, and federal guidance, including the periodic review and updating of the plan's content in accordance with best professional and planning standards and practices. This plan is hereby promulgated as of the sign date below.

Mayor Judy Titworth

Date: _____

RECORD OF CHANGES

The following is a record of changes to this Recovery Plan:

- initially adopted by City Commission XX/XX/2024

ACRONYMS

ACOE	Army Corps of Engineers
ADA	Americans with Disabilities Act
AEOC	Alternative Emergency Operations Center
AIA	American Institute of Architects
AMI	Area Median Income
ARES	Amateur Radio Emergency Service
BCRM	Business Continuity and Risk Management Program
BAIHP	Building America Industrialized Housing Partnership
BOCC	Board of County Commissioners
BRIC	Building Resilient Infrastructure and Communities (BRIC) FEMA program
CARE	Conservation and Aquifer Recharge Element
CBA	Certified Business Analyst
CCMP	Comprehensive Conservation and Management
CDBG	Community Development Block Grant
CDC	Centers for Disease Control and Prevention
CERT	Community Emergency Response Team
CHHA	Coastal High Hazard Area
CIP	Capital Improvement Program
CIT	Community Investment Tax
COAD	Community Organizations Active in Disasters
COG	Continuity of Government
COOP	Continuity of Operation Plan
CPIC	Citizen’s Property Insurance Corporation

CRS	Community Rating System
DRC	Disaster Recovery Center
DEM	County Division of Emergency Management
EAR	Evaluation and Appraisal Report
EAS	Emergency Alert System
ECC	Emergency Communication Center
EHEAP	Emergency Home Energy Assistance for the Elderly
EIDL	Economic Injury Disaster Loans
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
EPC	Environmental Protection Commission
EPG	Executive Policy Group (City of Holmes Beach)
ERM	Environmental Resources Management
ESF	Emergency Support Function
FAU	Florida Atlantic University
FCO	Federal Coordinating Officer
FDCA	Florida Department of Community Affairs
FDEO	Florida Department of Economic Opportunity
FDEM	Florida Division of Emergency Management
FDEP	Florida Department of Environmental Protection
FDOT	Florida Department of Transportation
FDRC	Federal Disaster Recovery Coordinator
FEMA	Federal Emergency Management Agency
FHFC	Florida Housing Finance Corporation
FHRP	Farmworker Housing Recovery Program
FIND	Florida Interfaith Network for Disasters

FIU	Florida International University
FMA	Flood Mitigation Assistance
FMAP	Florida Market Assistance Program
FMSAS	Florida Marine Spill Analysis System
FPL	Florida Power & Light
FSBDCN	Florida Small Business Development Center Network
FWC	Florida Fish and Wildlife Conservation Commission
GAO	Government Accountability Office
GDP	Gross Domestic Product
GIS	Geographic Information System
HMGP	Hazard Mitigation Grant Program
HUD	Housing and Urban Development
IHP	Individuals and Households Program
JIC	Joint Information Center
LDC	Land Development Code
LDRM	Local Disaster Recovery Manager
LEPC	Local Emergency Planning Committee
LIHEAP	Low Income Home Energy Assistance Program
LMS	Local Mitigation Strategy
L RTP	Long-range Transportation Plan
LTCR	Long Term Community Recovery
LTRC	Long Term Recovery Coalition
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
MSA	Metropolitan Statistical Area
NDRF	National Disaster Recovery Framework

NMF	National Mitigation Framework
NFIP	National Flood Insurance Program
NGO	Nongovernmental Organization
NOAA	National Oceanic and Atmospheric Administration
NRCS	Natural Resources Conservation Service
NRF	National Response Framework
OTTED	Office of Tourism, Trade, and Economic Development
PA	Public Assistance
PBS	Public Broadcasting Service
PCP	Primary Care Physician
PDRP	Post-Disaster Redevelopment Plan
PIO	Public Information Officer
POC	Point of Contact
POD	Point of Distribution
PPD-8	Presidential Policy Directive 8 (National Security)
PRA	Priority Redevelopment Area
RDSTF	Regional Domestic Security Task Force
REACT	Reemployment and Emergency Assistance Coordination Team
RFC	Repetitive Flood Claims
ROC	Recovery Operations Center
RFL	Repetitive Flood Loss
RRLP	Rental Recovery Loan Program
RSF	Recovery Support Function
SBA	Small Business Administration
OSBA	Office of Small Business Assistance
SBDC	Small Business Development Center

SDRM	State Disaster Recovery Manager
SEOC	State Emergency Operations Center
SERC	State Emergency Response Commission for Hazardous Materials
SWFWMD	Southwest Florida Water Management District
SHADP	Special Assistance Development Program
SHIP	State Housing Initiatives Program
SLR	Sea Level Rise
SRL	Severe Repetitive Loss
SWA	Solid Waste Authority
TAC	Technical Advisory Committee
TBRPC	Tampa Bay Regional Planning Council
TCRPC	Treasure Coast regional Planning Council
TDR	Transfer of Development Rights
TIP	Transportation Improvement Program
UASI	Urban Area Security Initiative
USACE	United States Army Corps of Engineers
USCG	United States Coast Guard
USDA	United States Department of Agriculture
USFWS	United States Fish and Wildlife Service
USGS	United States Geological Survey
VDC	Volunteers and Donations Center
VRC	Volunteer Reception Center

GLOSSARY

Acceptable Risk: Degree of human and material loss that is perceived by the community or relevant authorities as tolerable in actions to minimize disaster risk. (U.N., 1992)

Accommodation: A sea level rise adaptation strategy wherein coastal jurisdictions choose not to retreat but rather to continue to use areas that will be impacted by hurricane storm surge increased by sea level rise. Planners may wish to reconsider construction standards and more appropriate uses. Other accommodation strategies may include converting land use to uses that are water dependent, adaptable, or evolve as sea levels rise.

Adaptation: Actions taken to help communities and ecosystems moderate, cope with, or take advantage of actual or expected changes in weather and climate conditions. (Modified from IPCC, 2007)

Adaptation Action Areas: Florida Statutes Chapter 163.3177(6) (g) (10) states that local communities may develop an adaptation action area designation for those low-lying coastal zones that are experiencing coastal flooding due to extreme high tides and storm surge and are vulnerable to the impacts of rising sea level. Local governments that adopt an Adaptation Action Area may consider policies within the coastal management element to improve resilience to coastal flooding resulting from high tide events, storm surge, flash floods, stormwater runoff, and related impacts of sea level rise. Criteria for the adaptation action area may include, but need not be limited to, areas for which the land elevations are below, at, or near mean higher high water, which have a hydrologic connection to coastal waters, or which are designated as evacuation zones for storm surge.

Adaptation Strategies: Strategies for adapting to sea level rise, most commonly involving actions in one or more categories of protection, accommodation, and retreat.

Catastrophic Disaster: Any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions.” It produces an overwhelming demand on State and local response resources and mechanisms; causes a severe long-term effect on general economic activity; and severely affects State, local, and private sector capabilities to begin and sustain response activities.

Catastrophe: Quarantelli’s 6 criteria:

1. In catastrophes most or all a community-built structure is impacted, including facilities of emergency response organizations.
2. Local response personnel are unable to assume normal roles due to losses of personnel and/or facilities & equipment.
3. Help from nearby or even regional communities is not available because all are affected by the same event.
4. Most, if not all, of the everyday community functions are sharply and concurrently interrupted.
5. News coverage is more likely to be provided by national organizations over a longer period.
6. National government and very top officials become directly involved.

Category 1 Hurricane: The lowest of five levels of relative hurricane intensity on the Saffir/Simpson hurricane scale. A Category 1 hurricane is defined by winds of 74 to 95 MPH, or a storm surge of 4 to 5 feet above normal. This category normally does not cause real damage to permanent structures, although damage to unanchored mobile homes, shrubbery, and trees can be expected. Also, some coastal road flooding and minor pier damage. (Notification Manual)

Category 2 Hurricane: The second of five levels of relative hurricane intensity on the Saffir/Simpson hurricane scale. A Category 2 hurricane is defined by winds of 96 to 110 MPH, or a storm surge of 6 to 8 feet above normal. This category normally causes some roofing material, door, and window damage to buildings. Considerable damage to vegetation, mobile homes, and piers can be expected. Coastal and low-lying escape routes can be expected to flood 2 to 4 hours before arrival of storm center. Small craft in unprotected anchorages will bread mooring. (Notification Manual)

Category 3 Hurricane: The third of five levels of relative hurricane intensity on the Saffir/Simpson hurricane scale. A Category 3 hurricane is defined by winds of 111 to 130 MPH, or a storm surge of 9 to 12 feet above normal. This category normally does some structural damage to small residences and utility buildings, with a minor amount of curtain wall failures. Mobile homes are destroyed. Flooding near the coast can be expected to destroy smaller structures, with larger structures damaged by floating debris. Terrain continuously lower than 5 feet above sea level may be flooded inland as far as 6 miles. (Notification Manual)

Category 4 Hurricane: The fourth of five levels of relative hurricane intensity on the Saffir/Simpson hurricane scale. A Category 4 hurricane is defined by winds of 131 to 155 MPH, or a storm surge of 13 to 18 feet above normal. This category normally causes more extensive

curtain wall failures, with some complete roof structure failure on small residences. Major erosion will occur at beach areas. Major damage to lower floors of structures near the shore can be expected. Terrain continuously lower than 10 feet above sea level may be flooded, requiring massive evacuation of residential areas inland as far as 6 miles. (Notification Manual)

Category 5 Hurricane: The severest of five levels of relative hurricane intensity on the Saffir/Simpson hurricane scale. A Category 5 hurricane is defined by winds greater than 155 MPH, or a storm surge greater than 18 feet above normal. This category normally causes complete roof failure on many residential and industrial buildings; some are blown over or away. Major damage to lower floors of all structures located less than 15 feet above sea level and within 500 yards of the shoreline can be expected. Massive evacuation of residential areas on low ground within 5 to 10 miles of the shoreline may be required. (Notification Manual)

Climate Change: Any significant change in the measures of climate (e.g., temperature, precipitation, wind patterns, etc.) lasting for an extended period.

Comprehensive Emergency Management Plan (CEMP): Operations plan required under Chapter 252.38(1), Florida Statutes, that defines the organizational structure, chain of command, and operational procedure for the preparation, response and recovery, and mitigation efforts associated with an emergency; includes a basic plan as well as a recovery annex and mitigation annex. It contains policies, authorities, concept of operations, legal constraints, responsibilities, and emergency functions to be performed. Agency and departmental response plans, responder Standard Operating Procedures (SOPs), and specific incident action plans are developed from this strategic document.

Comprehensive Plan: An official document in ordinance form adopted by the local government setting forth its goals, objectives, and policies regarding the long-term development of the area within its jurisdiction; the Coastal Management and Conservation Element of City's plan contains emergency management guidance and references the Recovery Plan.

Consequence: The outcome of an event or situation expressed qualitatively or quantitatively, being a loss, injury, disadvantage, or gain. (Standards 1995)

Continuity of Government (COG): All measures that may be taken to ensure the continuity of essential functions of governments in the event of emergency conditions, including line-of-succession for key decision-makers.

Continuity of Operations Plan (COOP): An internal planning effort within individual component entities, agencies, or government organizations to ensure the capability exists to continue essential “mission-critical functions” across a wide range of potential emergencies.

Crisis: An event and/or a situation which endangers the established system, the health, life, and property of its members and urgently requires intervention.

Crisis Management: The process by which an organization or community deals with a major event that threatens to harm or has harmed the organization, community, its stakeholders, and/or the public.

Damage Assessment: The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and the status of key facilities and services such as hospitals and other health care facilities, fire and police stations, communications networks, water and sanitation systems, utilities, and transportation networks resulting from a human-generated or natural disaster.

Declaration: The formal action by the President to make a State eligible for major disaster or emergency assistance under the Robert T. Stafford Relief and Emergency Assistance Act, Public Law 93-288, as amended.

Development Moratorium: A temporary hold, for a defined period, on the issuance of building permits, approval of land-use applications, and other permits and entitlements related to the use, development, and occupancy of private property, in the interests of public health, safety, and welfare, and the protection of life and property.

Director: The Director of the Recovery Management Organization or an authorized representative.

Disaster: Any natural, technological, or civil emergency that causes damage of sufficient severity and magnitude to result in a declaration of a state of emergency by a county, the Governor, or the President of the United States. Disasters shall be identified by the severity of resulting damage, as follows:

- ***Catastrophic Disaster*** – A disaster event that results in large numbers of deaths and injuries; causes extreme damage or destruction of facilities that provide and sustain human needs; produces an overwhelming demand on the state and local response resources and mechanisms; causes a severe long-term effect on general economic activity; and severely affects state, local, and private sector capabilities to begin and sustain response activities;

- **Major Disaster** – As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C 5122) a major disaster is any natural catastrophe (earthquakes, explosion, fire, flood, high water, hostile actions, hurricanes, landslide, mudslide, storms, tidal wave, tornado, wind-driven water, snowstorms, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination LMS 2020 28 of the President causes damage of sufficient severity and magnitude to warrant disaster assistance under this Act to supplement the effort and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby; and
- **Minor Disaster** – Any disaster that is likely to be within the response capabilities of local government and results in only minimal need for state or federal assistance. The damage level to life and property is minimal and can be controlled and contained with resources within the municipality, or county in which they occurred.

Disaster Field Office: The office established in or near the designated area of a Presidentially declared major disaster to support Federal and State response and recovery operations. The DFO houses the FCO and ERT, and where possible, the SCO and support staff.

Disaster Management: The body of policy and administrative decisions and operational activities which pertain to the various stages of a disaster at all levels. (UN 1992)

Disaster Response: A sum of decisions and actions taken during and after disaster, including immediate relief, rehabilitation, and reconstruction.

Economic Redevelopment: The post-disaster process of organizing local, state and federal agencies and programs to work in concert with the private, public and non-profit sectors to develop strategies, plans and actions for redeveloping/rebuilding the damaged local economy. Community recovery is largely an economic proposition, but there is no organized government assistance program for community economic redevelopment.

Emergency: A local emergency declared by the Mayor for a specific disaster event that has not been terminated.

Emergency Management: Organized analysis, planning, decision-making, and assignment of available resources to mitigate (lessen the effect of or prevent) prepare for, respond to, and recover from the effects of all hazards. The goal of emergency management is to save lives, prevent injuries, and protect property and the environment if an emergency occurs. (FEMA 1995).

Emergency Response Period: The Emergency Response period includes activities that address the immediate and short-term effects of an emergency or disaster. Response activities are contained within the ESFs of the CEMP and include immediate actions to save lives, protect property, meet basic human needs, and begin to restore water, sewer, and other essential services. During the Response period, Plan activation is the only Recovery Plan implementation activity (FDCA/FDEM, 2010).

Milestones that typically mark the end of the Response period include the following:

- Major streets are cleared of debris to allow for restricted travel;
- Re-entry or at least temporary re-entry of the public to assess damage to their personal property is allowed; and
- Curfews are reduced or lifted (if a minor disaster).

Executive Policy Group (EPG) – The decision-making body comprised of the Mayor, Chairman of the Holmes Beach Board of City Commissioners (HBBCC), the Emergency Management Director (Police Chief), City Attorney, and other officials deemed necessary as each incident dictates the need. The role of the EPG is to identify and set forth the overall objectives to be accomplished during an EOC activation.

Federal Coordinating Officer (FCO): Federal Coordinating Officers (FCOs) are appointed to manage Federal resources during a disaster. They have a prominent role in helping FEMA accomplish its core missions of saving lives, preventing suffering, protecting property, and conducting recovery operations. Their primary mission is to coordinate the timely delivery of Federal assistance to State and local governments, individual victims, and the private sector.

Federal Disaster Recovery Coordinator (FDR): Works as a deputy to the Federal Coordinating Officer (FCO) for all matters concerning disaster recovery. The Federal Disaster Recovery Coordinator is responsible for facilitating disaster recovery coordination and collaboration between the Federal, Tribal, State, and local governments, the private sector and voluntary, faith-based and community organizations. The Federal Disaster Recovery Coordinator partners with and supports the Local Disaster Recovery Manager (LDRM) and the State and/or Tribal Disaster Recovery Coordinator (SDRC/TDR) to facilitate disaster recovery in the impacted State or Tribal area.

Federal Response Plan (FRP): 1) The plan designed to address the consequences of any disaster or emergency in which there is a need for Federal assistance under the authorities of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. 5121 et seq.

2) The FRP is the Federal government's plan of action for assisting affected States and local jurisdictions in the event of a major disaster or emergency. As the implementing document for the Stafford Act, the FRP organizes the Federal response by grouping potential response requirements into 12 functional categories, called Emergency Support Functions.

FEMA Emergency Support Function #14 (Long Term Community Recovery): FEMA Emergency Support Function (ESF) #14 Community Recovery coordinates the resources of federal departments and agencies to support the long-term recovery of States and communities, and to reduce or eliminate risk from future incidents. Led by the Federal Emergency Management Agency ESF #14 is supported by four primary agencies including the Departments of Agriculture Commerce, Homeland Security, Housing and Urban Development and Treasury, as well as the Small Business Administration. Several other agencies serve in a support role.

Flood Insurance Rate Map (FIRM): An official map of a community on which the Federal Insurance Administrator has delineated both the special flood hazard areas and the risk premium zones applicable to the community. A FIRM that has been made available digitally is called a Digital Flood Insurance Rate Map ("DFIRM").

Hazard: A situation or condition that presents the potential for causing damage to life, property, and/or the environment. An event or physical condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural loss, damage to the environment, interruption of business, or other types of harm or loss. May be biological, chemical, or physical agents capable of causing adverse health effects or property damage given a particular environment or location.

Hazard Analysis: The identification and evaluation of all hazards that potentially threaten a jurisdiction to determine the degree of threat that is posed by each. (Michigan DEM, 1998)

Hazard Assessment: The process of estimating, for defined areas, the probabilities of the occurrence of a potentially damaging phenomenon of given magnitudes within a specified period of time. Hazard assessment involves analysis of formal and informal historical records, and skilled interpretation of existing topographical graphical, geological geomorphological, hydrological, and land-use maps. (Simeon Institute 1998)

Hazard Identification: The process of defining and describing a hazard, including its physical characteristics, magnitude and severity, probability and frequency, causative factors, and locations/areas affected. (FEMA 1997)

Hazard Mitigation: Any action taken to reduce or eliminate the long-term risk to human life and property from hazards. The term is sometimes used in a stricter sense to mean cost-effective measures to reduce the potential for damage to a facility or facilities from a disaster event.

Hazard Mitigation Grant Program ("HMGP"): A program for assistance to federal, state, and local agencies whereby a grant is provided by the Federal Emergency Management Agency ("FEMA") as an incentive for implementing mutually desired mitigation programs, as authorized by the Stafford Act and related federal plans, policies, and regulations.

Hazard Probability: The estimated likelihood that a hazard will occur in a particular area.

Hazard Risk: The probability of experiencing disaster damage.

Hazard, Natural: Naturally caused events such as hurricanes, tornadoes, earthquakes, floods, volcanoes, and forest fires.

Hazard, Technological: Typically, man-related hazards such as nuclear power plant accidents, industrial plant explosions, aircraft crashes, dam breaks, mine cave-ins, pipeline explosions and hazardous material accidents. (Unknown source)

Hazard, Environmental: The threat potential posed to man or nature by events originating in, or transmitted by, the natural or built environment. (Kates 1978)

Hazard Vulnerability: The susceptibility of life, property, or the environment to damage if a hazard occurs.

Hazard Vulnerability Analysis (HVA): A structured approach to assist in evaluating potential adverse events or conditions that could disrupt an organization's operation. Identify, evaluate, and prioritize events that could significantly affect the need for the facility's services or its ability to provide those services. Each potential event is evaluated in each of three categories: probability (of occurrence), risk (severity/impact), and preparedness and assigned a numerical score that ranks orders events needing organization focus and resources for emergency planning.

Hazardous Material (HAZMAT): Any material which is explosive, flammable, poisonous, corrosive, reactive, or radioactive (or any combination), and requires special care in handling because of the hazards posed to public health, safety, and/or the environment. (Firescope 1994).

Historic Structure: Any structure included on the national, state, or municipal register of historic places as well as structures having historic significance within a recognized historic district.

Human-Made Disasters: Disasters or emergency situations where the principal, direct cause(s) are identifiable human actions, deliberate or otherwise. Apart from "technological" and "ecological" disasters, this mainly involves situations in which civilian populations suffer casualties, losses of property, basic services and means of livelihood as a result of war or civil strife, for example: Human-made disasters/emergencies can be of the rapid or slow onset types, and in the case of internal conflict, can lead to "complex emergencies" as well. Human-made disaster acknowledges that all disasters are caused by humans because they have chosen, for whatever reason, to be where natural phenomena occurs that result in adverse impacts of people. This mainly involves situations in which civilian populations suffer casualties, losses of property, basic services and means of livelihood as a result of war, civil strife, or other conflict. (Simeon Institute)

Incident: Under the ICS concept, an incident is an occurrence, either human-caused or by natural phenomena, that requires action by emergency service personnel to prevent or minimize loss of life or damage to property and/or natural resources. (FEMA Disaster Dictionary 2001, 62-63, citing National Wildfire Coordinating Group, Incident Command System, National Training Curriculum, ICS Glossary (PMS 202, NFES #2432), October 1994)

Incident Command System (ICS): A standardized on-scene emergency management concept specifically designed to allow its users to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. (NWCG 1994)

Individual Assistance Program: A program for providing small grants to individuals and households affected by a disaster to offset loss of equipment, damage to homes, or the cost of relocation to another home, as authorized under the Stafford Act and related federal regulations.

In-Kind: A structure, the same as the prior structure in size, footprint, height, shape, type of construction, number of units, general location, and appearance.

Inland Flooding: Occurs when moderate precipitation accumulates over several days, intense precipitation falls over a short period, or a water body overflows.

Intensity: The damage-generating attributes of a hazard. For example, water depth and velocity are commonly used measures of the intensity of a flood. For hurricanes, intensity

typically is characterized with the Saffir/Simpson scale, which is based on wind velocity and storm surge depths. (Deyle, French, Olshansky, and Paterson 1998)

Interim Recovery Strategy: A post-disaster strategic program identifying major recovery initiatives and critical action priorities, either included in the Recovery Plan or necessitated by certain post-disaster conditions that will be developed with the aid of this plan and based upon the circumstances of the event.

Inundation: Water covering normally dry land.

Local Mitigation Strategy ("LMS"): A plan prepared for the Manatee County Board of Commissioners and the City of Holmes Beach Board of Commissioners for adoption and FEMA approval that, among other things, assesses the type, location, and extent of natural hazards affecting the City; describes vulnerability of people, structures, and infrastructure facilities to such hazards; estimates potential losses; and includes a mitigation strategy that provides the City's blueprint for reducing identified potential losses.

Long-Term Redevelopment: The protracted phase of recovery that follows intermediate and short-term recovery focusing on redevelopment and revitalization of the overall community. It involves the total holistic process of rebuilding damaged and destroyed social, economic, natural, and built environments in the community to levels acceptable to stakeholders and moving the community toward a state of self-sufficiency, sustainability, economic viability, and disaster resiliency. Long-term recovery activities may continue for years or decades depending on the severity and extent of the disaster damage and the availability of resources.

There are three major components to the long-term redevelopment period:

1. *Reconstruction* – The long-term process of rebuilding a community's destroyed or damaged housing stock, commercial and industrial buildings, public facilities, and infrastructure to the same pre-disaster levels and standards.
2. *Holistic Recovery* – The recovery of the economy and quality of life factors within the community, including employment opportunities, social networks, cultural events, environmental quality, and educational and recreational opportunities.
3. *Community Enhancement* – The process of going beyond restoring all aspects of the community to normal functions by creating conditions improved over those that existed before the disaster. Community enhancement is characterized by activities such as implementing hazard mitigation projects during rebuilding, strengthening building codes, changing land use and zoning designations, improving transportation

corridors, building more affordable housing, and developing new economic opportunities.

Milestones that may signal a successful completion of the long-term redevelopment period include the following:

4. Replacement of housing stock adequate for the post-disaster population such that Interim housing can be removed;
5. Economic indicators show unemployment has stabilized at a rate near pre-disaster levels or comparative to other similar locations;
6. 70% or more of businesses have reopened and remained in business for at least 3 months or have been replaced; and
7. The percentage of population dependent upon disaster assistance and social assistance programs has decreased to near pre-disaster levels.

Local Disaster Recovery Managers (LDRMs): In accordance with the National Disaster Recovery Framework, locally designated LDRMs are charged with leading disaster recovery activities for their respective jurisdictions, represent and speak on behalf of their chief executives, and serve as the primary point of contact with the State Disaster Recovery Manager and Federal Disaster Recovery Coordinator. For the City of Holmes Beach, the LDRM is the Mayor.

Local Mitigation Strategy (LMS): Multi-jurisdictional hazard mitigation plan required by the Robert T. Stafford Disaster Relief and Emergency Assistance Act as a condition of federal grant assistance. The LMS is administered by a multi-jurisdictional, multi-disciplinary Steering Committee and several standing and ad hoc subcommittees.

Long Term Community Recovery (LTCR): LTCR is the process of establishing a community-based, post-disaster vision and identifying projects and project funding strategies best suited to achieve that vision and employing a mechanism to implement those projects. Each community's LTCR program is shaped by the community itself, the damage sustained, the issues identified, and the community's post-disaster vision for the future.

Long-Term Redevelopment: The process of going beyond restoring all aspects of the community to normal functions by creating conditions improved over those that existed before the disaster. Long-term redevelopment is characterized by activities such as implementing hazard mitigation projects during rebuilding, strengthening building codes, changing land use

and zoning designations, improving transportation corridors, building more affordable housing, and developing new economic opportunities.

Major Disaster: Any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which, in the determination of the President, causes damage of sufficient severity and magnitude to warrant major disaster assistance under the Stafford Act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby. (Robert T. Stafford Act 102; 44 CFR 206.2 and 206.36)

Mitigation: A sustained action taken to reduce or eliminate long-term risk to people and property from hazards and their effects. Mitigation distinguishes actions that have a long-term impact from those that are more closely associated with preparedness for, immediate response to, and short-term recovery from a specific event. (FEMA 1997, Multi Hazard . . . , xxii).

National Disaster Recovery Framework (NDRF): A federal guide released in September 2011 intended to enable inclusive, collaborative, comprehensive effective recovery support to disaster-impacted States, Tribes, Territorial and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of the community and build a more resilient Nation. The NDRF is based on the principle that the “Whole Community,” including the private sector, non-profit organizations, faith-based organizations, individual citizens, as well as local, state, tribal and federal government agencies have a role to play and have resources that potentially can be leveraged in the recovery process.

Post-Disaster Redevelopment Plan (PDRP): A plan which identifies policies, operational strategies, and roles and responsibilities for implementation that will guide decisions and actions that affect long-term recovery and redevelopment of the community after a disaster. It emphasizes seizing opportunities for hazard mitigation and community improvement consistent with the goals of the local comprehensive plan and with full participation of the citizens. Recovery topics addressed include sustainable land use, housing repair and reconstruction, business resumption and economic redevelopment, infrastructure restoration and mitigation, long-term health and social services support, environmental restoration, financial considerations, and short-term recovery actions that affect long-term redevelopment as well as

other long-term recovery issues identified by the community (Florida Department of Community Affairs/Florida Division of Emergency Management, 2010). *This Recovery Plan serves as the City's PDRP.*

Preparedness: Those activities, programs, and systems that exist prior to an emergency and are used to support and enhance response to and recovery from an emergency or disaster. Preparedness takes the form of plans, procedures and actions designed to save lives and to minimize damage when an emergency occurs. Planning, training, and disaster drills are the essential elements of preparedness. These activities ensure that when a disaster strikes, emergency managers will be able to provide the best response possible.

Prevention: Encompasses activities designed to provide permanent protection from disasters. It includes engineering and other physical protective measures, and legislative measures controlling land use and urban planning. See also "preparedness". (U.N., 1992)

Probability Analysis: The derivation of both the likelihood of incidents occurring and the likelihood of outcomes (or effects) should those events occur. (NSW, 1989)

Protection: Sea level adaptation policies that support coastal protection through physical means rather than retreat or accommodation. Such strategies may include a range of actions from the construction of barriers to stabilizing vegetation on berms in shallow waters offshore. Other alternatives may include creating breaks and adjusting the height of berms to allow tidal flow, and in spaces between mainland and offshore plantings, establish salt marsh grasses or other appropriate species. The depositing of sediment at a rate required to allow plantings to adapt to the rate of sea level rise can also provide elements of shoreline protection.

Public Assistance (PA): A program for providing reimbursement to federal, state, and local agencies and non-profit organizations for repair and replacement of facilities lost or damaged in a disaster, as authorized under the Stafford Act and related federal plans, policies, and regulations.

Recovery: Restoring housing, transportation, public services, and economic activity to levels equal to, or better than, their pre-disaster states through a series of short-term, intermediate, and long-term strategies and actions.

Recovery Management Organization (RMO): An interdepartmental organization that coordinates City staff actions in planning and implementing disaster recovery and reconstruction functions. Empowered to carry out the City's recovery ordinance. The person in charge of the City's RMO is the Mayor.

Recovery Plan: A pre- or post-disaster plan for recovery comprising policies, plans, implementation actions, and designated responsibilities related to expeditious and orderly long-term hazard mitigation, post-disaster recovery, and redevelopment.

Recovery Support Functions: The Recovery Support Functions (RSFs) comprise the *National Disaster Recovery Framework's (NDRF's)* coordinating structure for key functional areas of assistance. Their purpose is to support local governments by facilitating problem solving, improving access to resources and by fostering coordination among State and Federal agencies, nongovernmental partners, and stakeholders.

Reconstruction, Long-Term: The long-term process of rebuilding a community's destroyed or damaged housing stock, commercial and industrial buildings, public facilities, and infrastructure to similar levels and standards as existed before the disaster.

Redevelopment: Rebuilding or replacement of facilities and structures damaged or destroyed in a disaster, construction of large-scale public or private infrastructure, addition of community improvements, and restoration strategies for a healthy economy.

Relative Sea Level Rise: The increase in ocean water levels at a specific location, considering both global sea level rise and local factors such as subsidence and uplift.

Resilience: The capacity of a system, community, or society to resist or to change in order that it may obtain an acceptable level in functioning and structure. This is determined by the degree to which the social system can organize itself, and the ability to increase its capacity for learning and adaptation, including the capacity to recover from a disaster. (U.N. ISDR. 2002)

Resilience, Community: The capability of a community to anticipate risk, limit impact, and bounce back rapidly through survival, adaptability, evolution, and growth in the face of turbulent change. (CARRI)

Response: Activities to address the immediate and short-term effects of an emergency or disaster. Response includes immediate actions to save lives, protect property, meet basic human needs, stabilize the situation, and prevent further losses. Based on the requirements of the situation, response assistance will be provided to an affected State under the Federal Response Plan using a partial activation of selected Emergency Support Functions (ESF's) or the full activation of all 15 ESF's to meet the needs of the situation. (FEMA FRP, Appendix B)

Retreat: In highly vulnerable areas, which are very likely to be inundated, the jurisdiction may consider planned retreat strategies and employ the use of "rolling easements." This strategy requires human activities to yield the right of way to naturally migrating shores. This strategy is

a narrowly tailored method to ensure that natural shorelines survive rising sea levels. The simplest way to implement rolling easements throughout a state would be to prohibit the construction of bulkheads or any other structures that interfere with naturally migrating shores. Another approach would be for the government to purchase the right to develop property or to take possession of privately owned land whenever the sea rises above a threshold level.

Risk: A measure of the probability of damage to life, property, and/or the environment, which could occur if a hazard manifests itself, including the anticipated severity of consequences to people.

Risk Analysis: Risk analysis is the most sophisticated level of hazard assessment. It involves making quantitative estimates of the damage, injuries, and costs likely to be experienced within a specified geographic area over a specific period. Risk, therefore, has two measurable components: (1) the magnitude of the harm that may result (defined through vulnerability assessment); and (2) the likelihood or probability of the harm occurring in any location within any specified period of time (risk = magnitude x probability). A comprehensive risk analysis includes a full probability assessment of various levels of the hazard as well as probability assessments of impacts on structures and populations. (Deyle, French, Olshansky, and Paterson, 1998)

Risk Assessment: The process of identifying the likelihood and consequences of an event to provide the basis for informed decisions on a course of action. (FEMA, 1992)

Risk Assessment: Process or method for evaluating risk associated with a specific hazard and defined in terms of probability and frequency of occurrence, magnitude and severity, exposure, and consequences" (FEMA 1997, Multi Hazard. . . , xxi).

Risk Management: The systematic management of administrative decisions, organizations, operational skills and responsibilities to apply policies, strategies and practices for disaster risk reduction. (U.N. ISDR, 2002)

Saltwater Intrusion: Displacement of fresh water by the advance of salt water due to its greater density, usually in coastal or estuarine areas.

Short-Term Recovery: The short-term recovery period encompasses activities such as damage assessments, public information, the transition from shelters to interim housing, utility restoration, and debris clearance. Short-term recovery does not include the redevelopment of the built environment, economic sector, or normal social networks. Emergency repairs and minor reconstruction, however, will occur during this phase as well as decisions that may affect long- term redevelopment (FDCA, FDEM, PDRP Guide, 2010).

Milestones that may mark the end of the short-term recovery period include the following:

- Building moratoria are lifted, at least for most areas of the county;
- Power and water are restored to all but the destroyed structures;
- Schools are reopened or temporarily relocated; and
- Most of the road network and traffic signalization is operational.

Stafford Act: The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288, as amended).

State Disaster Recovery Manager (SDRM): In accordance with the National Disaster Recovery Framework serves as the conduit to local governments for key Federal recovery assistance programs, establishes and/or leads a statewide structure for managing recovery, provides support for local recovery-dedicated initiatives, ensures local governments understand their responsibilities and options, and facilitates the development of a unified and accessible communication strategy.

Sustainable Communities: Where people and property are kept out of the way of natural hazards, where the inherently mitigating qualities of natural environmental systems are maintained, and where development is designed to be resilient in the face of natural forces. (Godschalk, Kaiser, and Berke 1998, 86)

Sustainable Development: Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. In the context of emergency management, this meaning remains, and it is linked to creating places that are less vulnerable to natural and technological hazards and that are resilient to those events. Sustainable hazard management has five components: environmental quality; quality of life; disaster resilience; economic vitality; and inter- and intra-generational equity. Reducing the risk from hazards, reducing losses from disasters and working toward sustainable communities go hand-in-hand. (Britton, 1998)

Vulnerability: The susceptibility to injury or damage from hazards. (Godschalk, 1991)

Vulnerability Analysis: A determination of possible hazards that may cause harm. Should be a systematic approach used to analyze the effectiveness of the overall (current or proposed) emergency management, security, and safety systems at a particular facility.

Vulnerability Assessment: The process of characterizing exposed populations and property and the extent of injury and damage that may result from a hazard event of a given intensity in a given area. (Deyle, French, Olshansky and Paterson, 1998).

Working Groups: Multi-disciplinary teams of public and private sector subject experts charged with implementing and supporting decisions and actions in key topic areas, including public and private infrastructure and facilities, housing, land use, health and social services, economic redevelopment, environmental restoration, public outreach, and jurisdictional governance/financial administration. Successful implementation of Recovery Plan actions in the post- disaster environment depends heavily on these work groups.

INTRODUCTION

The City of Holmes Beach's geographic location, coastal beauty, environmental resources, and appealing tropical climate have greatly influenced its popularity as a great place to live and visit. However, these same natural characteristics also contribute to its vulnerability to a full range of natural and man-caused hazards. Like the remainder of Anna Maria Island, the City began to grow steadily after WWII. The City has mostly been spared of major disaster events, but there have been hurricane impacts over the past 20 years.

As a relatively flat, low lying, mostly developed area with low density and low-rise residential development, the City experiences frequent intense rain events and periodic tropical storms, is especially susceptible to inland flooding, coastal erosion, and storm surge damage. Concerns over the long-term effects of sea level rise have emerged as a priority as well.

These are among the more compelling reasons the City has chosen to be a proactive leader in community disaster preparedness, resiliency, and pre-event recovery planning. This Plan is one manifestation of this effort. The Plan is a cornerstone strategic tool for building a more disaster resilient community and economy.

Why a Recovery Plan for the City?

Manatee County was among the first jurisdictions in Florida to prepare its Post-Disaster Redevelopment Plan as part of a State pilot project. Influenced by an active 2004-2005 hurricane season, in 2009 the County published and adopted a Countywide PDRP designed specifically to support the difficult decisions and actions that must be made in the chaotic post-disaster environment to accomplish community long-term recovery, reconstruction, and economic redevelopment in a timely and effective manner. The plan also addressed pre-disaster and short-term recovery decisions and actions having long-term implications. The County PDRP has announced plans for an update (not yet adopted) at the time of publication of this document.

For the City to be prepared for disaster recovery and applying for post-disaster funding, it was decided that a Recovery Plan would provide the community with improved chances of a speedier recovery.

The City's Comprehensive Emergency Management Plan (CEMP) has a section on Recovery. However, this is oriented to short-term recovery addressing processes and procedures related to damage assessments, etc. This Recovery Plan is designed to promote, assist, and facilitate pre- and post-disaster decisions and actions relating to long-term community recovery, reconstruction, and economic redevelopment ahead of disasters.

Purpose

The City's Recovery Plan is intended to be a single source reference to guide action and decision making during the difficult long-term disaster recovery period. In addition, it suggests actions the community can take before disaster strikes to facilitate a more timely, effective, and complete post-disaster recovery and to use redevelopment as an opportunity to go beyond returning to the status quo to build a more sustainable, disaster resilient community.

Recovery Plan Description

The Plan is essentially a Post-Disaster Redevelopment Plan but written pre-disaster to capture the experience of other communities that have experienced disaster and provide some preliminary guidance to the City if disaster strikes. It is a guidance document that identifies and lays out policies, operational strategies, and roles and responsibilities to help guide the decisions and actions of community leaders relative to long-term recovery and redevelopment following a major or catastrophic disaster. In short, it serves as a blueprint for rebuilding the physical, social, and economic fabrics of our community. The Plan also encourages capitalizing on the unique window of opportunity for hazard mitigation and community improvement provided by the post-disaster environment, consistent with the goals of the local Comprehensive plan and with full participation of the citizens. Key recovery and redevelopment topics emphasized in the Plan include, but are not limited to:

- Business resumption and economic redevelopment
- Housing repair and reconstruction
- Infrastructure restoration and mitigation
- Governance and financial management
- Sustainable land use
- Environmental preservation and restoration, and
- Short-term recovery actions that affect long-term redevelopment

The role of this plan is to prepare the City. Please recognize that post-disaster, a new plan / Interim Recovery Strategy will likely be developed by the City, citizens, and stakeholders based upon the exact circumstances with a new vision, goals, and priorities for the City.

Guiding Principles

- Action-oriented and support other community plans and policies
- Community driven
- Based on public involvement
- Locally controlled
- Project-oriented
- Incorporate mitigation and community improvement approaches and techniques.

Goals and Objectives

Among the primary goals and objectives of the Plan are the following:

- Communicate the vision provided by the City's Comprehensive Plan and Land Development Code which establishes how the community rebuild and what it seeks to be and look like in the post-disaster environment (or alternatively host workshops and establish new vision – see *Implementing the Vision* in the appendix).
- Develop a positive momentum and identity for the recovery.
- Optimize self-sufficiency and self-determination, reduce dependency on outside assistance, retain local control over recovery, and speed economic redevelopment through the preferential use of local and regional resources and capabilities.
- Present an organized, sellable vision to successfully secure funding assistance and program support.
- Effectively secure, direct, and manage outside resources and assistance needed from federal, state, private sector, and other non-governmental sources.
- Lay the foundation for holistic recovery and bolster institutional capacity through broad engagement of community, regional, state, federal and non- governmental resources; building on collaborative partnerships and initiatives; ensuring an understanding of

assistance programs and resources; and establishing productive working relationships with public and private sector organizations within and outside the community.

- Effectively identify, address, and plan for the simultaneous coordination of a full range of redevelopment and resiliency issues including business resumption and economic redevelopment, housing repair and reconstruction, infrastructure restoration and mitigation, sustainable land use, environmental preservation and restoration, sustainable jurisdictional governance, and financial management.
- Exploit opportunities to build back better and smarter through hazard mitigation and community improvement, consistent with the goals of the local comprehensive plan and with full participation of citizens.
- Link and integrate post-disaster recovery language, priorities, principles and issues with other community plans, including the Comprehensive Plan, the CEMP, the Hurricane Recovery Plan, and the County's Local Mitigation Strategy (LMS).
- Provide for a seamless transition from disaster response and short-term recovery activities, roles, and responsibilities to those required for long-term recovery and redevelopment.
- Effectively integrate and coordinate multi-disciplinary resources, many of whom may be unfamiliar with emergency management protocols, systems, policies, and practices.
- Ensure that recovery and redevelopment take place in a manner consistent with community values.
- Gather resolve and spirit, progress forward, and heal through the active process of rebuilding together.
- Prepare the City the issues and opportunities that will come up post-disaster.

Benefits

Many benefits accrue from having a Recovery Plan:

- Promote a faster and more efficient recovery by establishing an organizational framework and processes to make smart post-disaster decisions and prepare for long-term recovery requirements.

- Helps anticipate issues and capitalize on opportunities for community improvement beyond rebuilding the status quo. Without a guiding vision, short-term decisions might otherwise inadvertently restrict long-term, sustainable redevelopment.
- Strengthens the recovery process and allows community leaders to assess risk levels and to craft strategies and plans for long-term redevelopment with reduced chaos that accompanies major disasters.
- Encourages City officials, residents, and businesses to consider long-term redevelopment goals and develop informed policies and procedures that will guide recovery and redevelopment. While outside resources will be needed and welcomed after a major or catastrophic disaster, a locally developed Plan will help to channel those resources to effectively meet the community's specific needs and goals.

Using this Plan

The Recovery Plan is intended to be a dynamic, living document that will be regularly reviewed and enhanced over time to enrich its practical utility and make it more user friendly for those charged with activating and implementing it.

This Plan incorporates observations of the planning team most recently associated with the recovery efforts from Hurricanes Irma in 2017 and Ian in 2022. The Plan includes feedback from the City's Mayor and Department Directors and experience gained from the County's disaster exercise in April 2023.

The Recovery Plan is organized into a single document with key information related to long-term recovery objectives and goals, activation, and demobilization processes, and working group membership identified in one plan. There is duplicative information provided in the City's other plans (e.g., COOP, CEMP, Hurricane Plan, Debris Plan, etc.). Appendices following the plan provide a variety of contextual and technical details that are important for working groups and City staff to consider during the execution of the Plan and should be referenced as needed.

Statutory Guidance

Manatee County's 2009 PDRP was developed in compliance with Chapter 163 of Florida's Growth Management Act, Rule 9J-5, Florida Administrative Code (F.A.C.), and the Coastal Management Element of the County's Comprehensive Plan. The PDRP included the incorporated areas of Manatee County, including the City. In its pre-2011 form, Florida's Growth Management Act of 1985 and its subsequent amendments placed a burden on coastal counties to plan and regulate land use and development to protect coastal resources, life, and property. The Act and its implementing regulations contained numerous general and specific requirements which coastal counties were expected to address, including the development and adoption of PDRPs.

In the Spring of 2011 several significant changes in Florida growth management laws were instituted in Tallahassee. Among these changes, Chapter 2011-139, Laws of Florida, revised Section 163.3178, Florida Statutes and eliminated Rule 9J-5, Florida Administrative Code. In so doing, language that explicitly "required" coastal communities to prepare PDRPs was dropped. The State's Community Planning and Emergency Management divisions, however, continue to encourage and support local jurisdictions involved in or interested in getting involved in the Statewide Post-Disaster Redevelopment Planning Initiative to the extent permitted by the remaining, albeit less stringent, guidance provided under Chapter 163.

Recognizing the criticality of having long-term redevelopment plans and the growing national trend toward adopting such plans, Manatee County and the City can be expected to continue to support the basic tenets of the Post-Disaster Redevelopment / Recovery Planning Initiative at the local level.

Types and Levels of Disasters

Although this Recovery Plan is intended to be an "all hazards" guide, its language clearly reflects a heavy emphasis on hurricanes. Hurricanes provide perhaps the most useful frame of reference for a full range of impact levels. In general, however, the guidance offered in the plan will apply to a full range of disaster types. It is anticipated the Plan will be most likely activated and implemented for events involving:

- Hurricanes
- Tropical Storms / tornado

- Large-scale flooding events

Although clearly not a disaster event in the traditional sense, sea level rise will likely produce critical consequences in the form of progressive events that will impact broad segments of the City. These consequences include increasingly higher storm surge inundation, encroaching damages from coastal erosion, saltwater intrusion into limited private fresh water well sources for irrigation, increased inland flooding from reduced drainage capacities, damage to City and County infrastructure related to more extensive flooding, etc.

Commonly used definitions of levels of disasters include:

- **"Catastrophic disaster"** A disaster event that results in large numbers of deaths and injuries; causes extreme damage or destruction of facilities that provide and sustain human needs; produces an overwhelming demand on the state and local response resources and mechanisms; causes a severe long-term effect on general economic activity; and severely affects state; local, and private sector capabilities to begin and sustain response activities.
- **"Major disaster"** As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C 5122) a major disaster is any natural catastrophe (earthquakes, explosion, fire, flood, high water, hostile actions, hurricanes, landslide, mudslide, storms, tidal wave, tornado, wind-driven water, snowstorms, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant disaster assistance under this Act to supplement the effort and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.
- **"Minor disaster"** Any disaster that is likely to be within the response capabilities of local government and results in only minimal need for state or federal assistance. The damage level to life and property is minimal and can be controlled and contained with resources within the municipality, or county in which they occurred.

The County Local Mitigation Strategy (LMS) is the basis for countywide hazards, vulnerabilities, and mitigation strategy activities. The LMS is the hazard and vulnerability analysis of record for the County and its municipalities. The following chart provides some subjective guidance for deciding if a minor, major, or catastrophic disaster has occurred. These descriptions are not meant to provide legal authority or replace any established disaster definitions but should be useful in suggesting decision points and actions to take based on the magnitude of impact.

CATASTROPHIC DISASTER	MAJOR DISASTER	MINOR DISASTER
Most likely would be caused by:		
<p>Category 4 or 5 hurricanes: Winds 130 MPH and higher, Surge 13 feet and greater</p> <p>A direct hit by storms of this magnitude will cause immense destruction in the City and County with a significant human toll.</p>	<p>Category 2 and 3 hurricanes: Winds between 96 and 129 MPH, Surge between 6 and 12 feet.</p> <p>A direct hit will cause substantial physical damage. Relatively little loss of life.</p>	<p>Tropical Storms and Category 1 hurricanes: Winds up to 95 MPH, Surge up to 5 feet.</p> <p>A direct hit will cause scattered light physical damage. Loss of life unlikely.</p>

Vulnerability

Many of the recovery issues, strategies, and actions outlined in this Recovery Plan are applicable to numerous types of disasters which may or may not have long-term implications and impacts. The County's 2009 PDRP was designed principally for use with the three most probable major disaster types: flooding, hurricanes, severe weather/storms, and tropical storms (all medium risk – no high risk was identified). Another risk more concerning to the island, is sea-level rise. While the impact is minor now, the long-term implications are major. This Recovery Plan continues to use these three disaster types in its planning assumptions.

Detailed discussions on these disasters, including pre-event hazard-specific plans, mitigation and recovery strategies, vulnerability assessments, etc. are contained in the City's CEMP, COOP, City Hurricane Recovery Plan, County THIRA, and County LMS. Technically, the Recovery Plan is useful for all levels of disasters: minor, major, and catastrophic. However, because the scale of long-term recovery and redevelopment is almost always proportional to the severity of the damage caused by a disaster, the Plan is expected to be most valuable with major or catastrophic disasters which affect a large segment of the community or region.

As they require significantly different planning strategies and recovery actions, other potentially major or catastrophic disasters such as highly contagious diseases, acts of terrorism, technological disasters, etc. will be considered for inclusion in future editions of the Plan.

Stormwater Risk Assessment April 2022

The City hired a consultant in 2022 to perform a multi-task risk assessment for the City to include an estimate of storm surge, sea level rise, and excess precipitation-induced flooding relative to the incorporated limits of the COHB. A Technical Memorandum by Progressive Water Resources was provided on April 22, 2022. This effort is intended to address applicable provisions of Chapter 380.093 F.S. (Resilient Florida Grant Program). The overall project includes the following tasks:

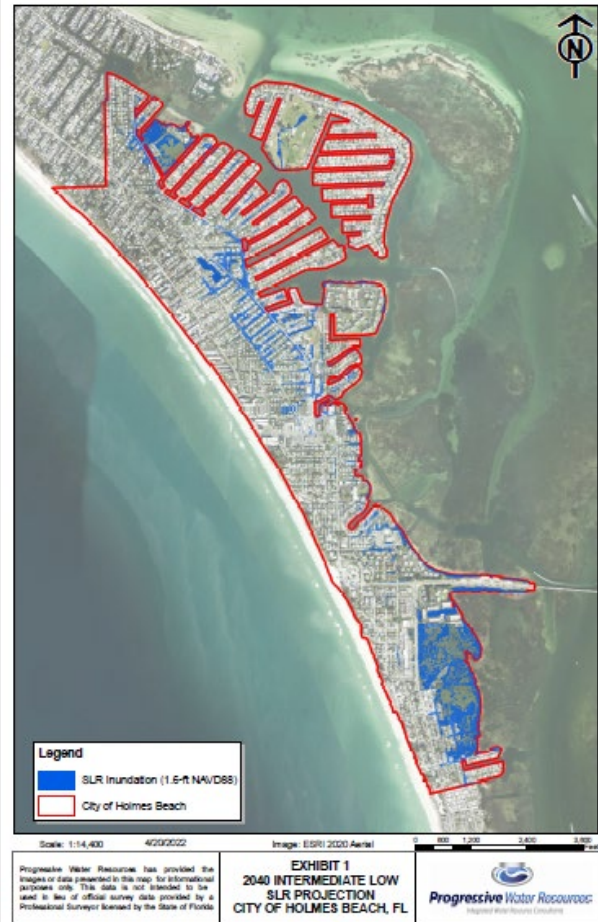
- Task 1 - Estimation of these flood risks
- Task 2 - Vulnerability assessments of Sea Level Rise (Task 2) (ongoing)
- Task 3 - Excess Precipitation Flooding (Task 3) (ongoing)

Task 1 was completed in April 2022. It provided an analysis of a hurricane storm surge based on Category 1-5 hurricanes and their estimated flood (surge) depth on the City.

It mapped the following Sea-Level Rise (SLR) Projections on the City and their level of inundation (see following graphic from report):

- 2040 Intermediate Low (1.6 ft NAVD88), High (2.3 ft NAVD88)
- 2070 Intermediate Low (2.23 ft NAVD88), High (4.28 ft NAVD88)

The 2040 intermediate low shows standing water in many residential streets which will create issues for many island residents in occupying or accessing their existing homes. The City has a slightly higher elevation along the Gulf with the intercoastal waterway side lower in elevation which is reflected in the SLR models with earlier inundation. With existing gravity-based sewer systems on these streets, County utilities may have issues handling the additional inflow of wastewater via manholes, etc. The other projections, based on existing utilities, infrastructure, and roadway elevations, make the island extremely challenging to provide City services to.



MPO Vulnerability and Risk Assessment

Sarasota-Manatee County MPO formed a Transportation Resiliency Advisory Group (TRAG) to study the vulnerability and resiliency of potential future projects. This includes looking at the planning, resilience improvements, community resilience and evacuation routes, and at-risk coastal transportation infrastructure. This study will identify these transportation assets, look to understand the shocks (e.g., hurricanes, floods) and stressors (e.g., sea-level rise) to them, determine their vulnerability and risk, and prioritize future projects and identify mitigation with the goal of spending limited dollars on good projects. Current resiliency projects include SR 64 Over Sarasota Pass Anna Maria Draw Bridge (FDOT Project # 440237-1) in Holmes Beach. The Multi-Modal Emphasis Corridor (MMEC) has allocated \$300m for several projects and includes SR 789/Gulf Dr/Gulf of Mexico Dr/Ringling Causeway, which is the main road in Holmes Beach and a key evacuation route. As this plan is updated periodically, the results of this effort will be included.

RECOVERY PLAN ACTIVATION

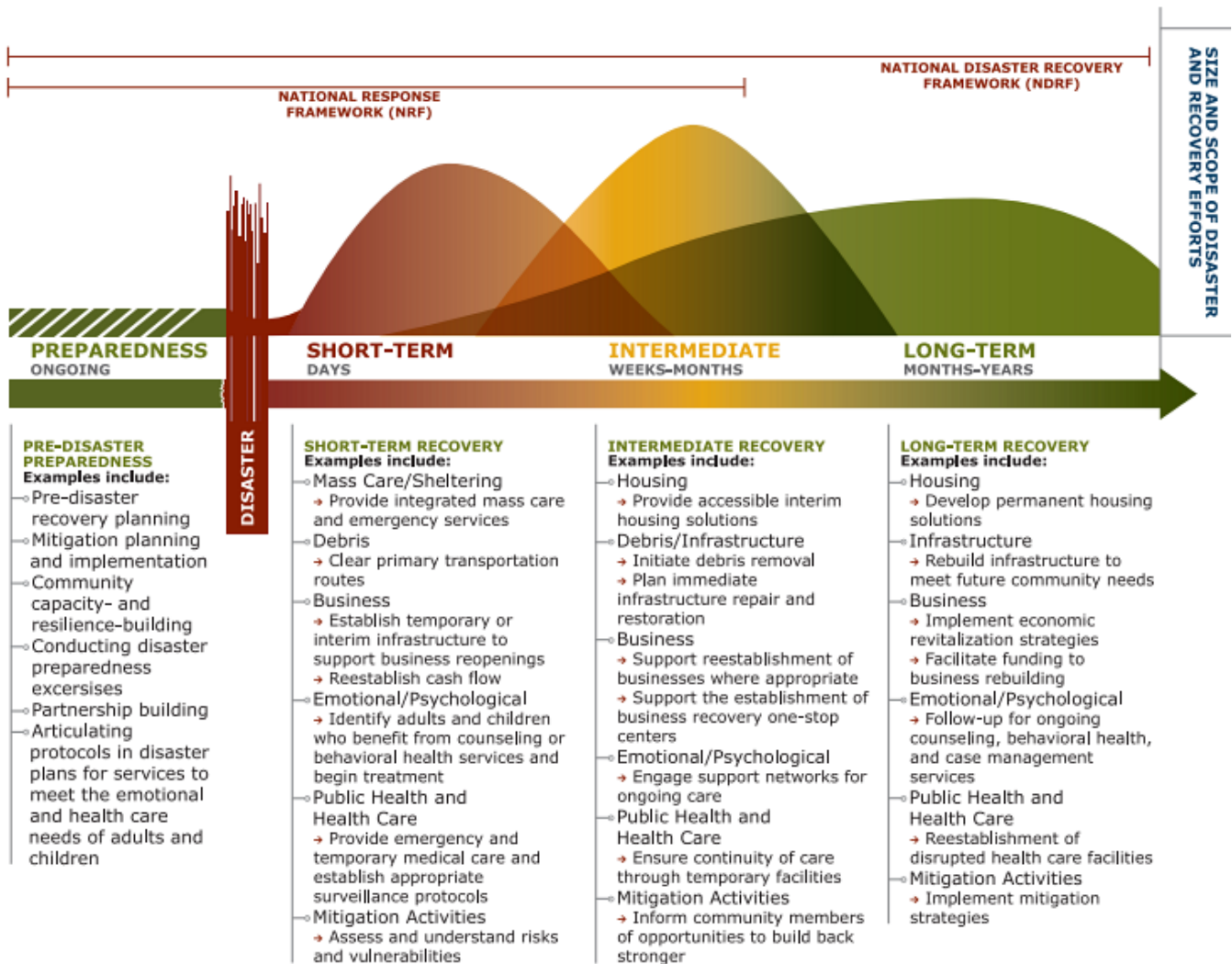
Most often, decisions as to if, when, and to what level the Recovery Plan should be activated will be based on the magnitude, scope and type of damages suffered; the status of stabilization and early recovery efforts; and considered assessments of available long-term recovery resources and capacity. In the case of slow emerging disasters such as intense hurricanes, Plan activation may be anticipated well in advance of the actual event itself.

When the Mayor declares an emergency, the Recovery Management Organization is responsible for implementing the Recovery Plan. After a declaration of emergency, the Director will report to the City Commission, as often as necessary, on actions taken to implement the Recovery Plan in any post-disaster circumstances, identify policy issues requiring City Commission policy direction, and receive authorization to proceed with interim Recovery Plan modifications necessitated by certain circumstances.

This Recovery Plan establishes the organizational framework for the City to operate. The RMO may determine that based upon the exact circumstances of the disaster, that a new recovery plan/Interim Recovery Strategy should be written to involve citizens and stakeholders and to provide additional guidance to the City on addressing the myriad of post-disaster redevelopment issues and timeframes.

The following graphic illustrates the “Recovery Continuum” and the activities the City will undergo pre- and post-disaster.

RECOVERY CONTINUUM – DESCRIPTION OF ACTIVITIES BY PHASE



Notice of Plan Activation

At a minimum, the following individuals and organizations will be promptly notified of Recovery Plan activation and provided regular recovery status reports and plans:

- City Commissioners

- Recovery Management Organization members
 - Mayor – Director
 - Superintendent of Public Works – Deputy Director
 - City Attorney – legal advisor
 - Building Official
 - Police Chief (City Emergency Management Director)
 - City Clerk
 - City Planning & Zoning Administrator
 - City Treasurer
 - Code Compliance Supervisor
 - Human Resources Analyst
 - Chief of the West Manatee Fire Rescue District is an *ex officio* member
 - Other departmental representatives as deemed necessary by the Director
- City’s Executive Policy Group (EPG)
- County Public Safety Department, Emergency Operations Center Chief
- Community EM and Recovery stakeholders and partner organizations
- City residents and businesses
- Non-governmental partners and organizations (e.g., Bradenton Area EDC, Island Chamber, Manatee Chamber, etc.)
- Island governments

Other entities that may be notified as required include:

- Regional governments (e.g., TBRPC, SWFWMD, etc.)
- Florida Department of Economic Opportunity
- Florida Division of Emergency Management
- FEMA Region IV
- Federal Disaster Recovery Framework principals and partner organizations
- Manatee County Tourist Development Council
- U.S. Chamber of Commerce/Business Civic Leadership Center

Pre-disaster Plan Implementation

While the primary emphasis of this Recovery Plan is to guide post-disaster actions and decisions, the Plan suggests several key initiatives to be carried out before disaster events threaten or occur. Implementation of these pre-disaster initiatives is important to building a more disaster resilient community.

The Action Plan Matrix in the appendix has several suggested priority pre-disaster initiatives which should be implemented as soon as time and resources permit. This will require the RMO or any working groups to remain current and active on an ongoing basis.

Some of these pre-event initiatives might be productively pursued in conjunction with the City's CIP, County's LMS, Community Rating System (CRS), and other ongoing community improvement programs.

RECOVERY MANAGEMENT ORGANIZATION

The next several pages detail the organizational framework for post-disaster long-term recovery and redevelopment according to the Recovery Plan, including the roles and responsibilities of key lead and support agencies. They also establish expectations for coordination and communication among the RMO, City, County, and island municipal officials, federal and state coordinating agencies, and the community at large.

RMO Responsibilities

The Recovery Management Organization is responsible for coordination of post-disaster recovery operations, including but not limited to:

- Business resumption
- Damage assessment
- Demolitions
- Debris removal
- Expedited repair permitting
- Hazards evaluation and mitigation
- Historical structures (if applicable)
- Moratorium procedures
- Nonconforming structures and uses
- Rebuilding plans
- Restoration of infrastructure
- Temporary and replacement housing, and
- Such other subjects as may be appropriate and as further herein.

To carry out the recovery mission, the RMO may have the following responsibilities. This list is not exclusive, and the RMO may identify additional responsibilities through the course of recovery operations, while responsibilities listed below may not be needed depending on the needs of the community and working groups:

- Review the nature of damages, identify, and evaluate alternate program objectives for repairs and reconstruction, and formulate recommendations to guide recovery.
- Review alternative strategies and actions for implementing post-disaster actions and recommend the internal and external resources needed for achieving them.

- Assist City staff in making budget requests and securing approval of grant agreements.
- Initiate recommendations for the enactment, repealing, or extension of emergency ordinances and resolutions for consideration.
- Activate working groups in accordance with needs and circumstances.
- Formulate special committees and sub-committees as situations warrant.
- Set a calendar of milestones for redevelopment tasks.
- Recommend the repealing or extension of moratoria.
- Evaluate redevelopment progress using pre-determined criteria and indicators where appropriate; ensure progress is communicated clearly and factually to the public.
- Ensure that the redevelopment process is as transparent and equitable as possible.
- Review and evaluate decisions and actions and, based on lessons learned, recommend amendments to the Recovery Plan, the CEMP, the Comprehensive plan, and other pertinent documents.

The RMO will coordinate recovery actions identified under this and following sections with those of state, federal, local, or other mutual aid organizations involved in disaster recovery, including but not limited to the FEMA, the American Red Cross, HUD, SBA, FDEM, Manatee County Public Safety Department, West Manatee Fire Rescue District, and other organizations that provide disaster assistance. Intergovernmental coordination tasks include but are not limited to the following:

- Local compliance with all applicable federal and state laws and regulations;
- Provision of information and logistical support;
- Participation in the LMS;
- Cooperation in joint establishment of one-stop service centers for victim support and assistance; and
- Such other coordination tasks as may be required under the specific circumstances of the disaster.

The RMO is authorized to administer the provisions of this section temporarily modifying provisions of the Code of Ordinances dealing with building permits, demolition permits, and restrictions on the use, development, or occupancy of private property, provided that such action, in the opinion of the Director, is reasonably justifiable for purposes of health, safety,

and welfare, protection of life and property, mitigation of hazardous conditions, avoidance of undue displacement of households or businesses, or prompt restoration of critical public infrastructure.

RMO Director Responsibilities

Primary responsibility and authority for oversight, direction, and management of post-disaster redevelopment decisions and actions ultimately rests with the Mayor, who serves as the Director of the RMO. The Superintendent of Public Works is Deputy Director and acts as Director in the absence of the Mayor. On behalf of the City Commission and municipal officials, the Mayor or designee convenes and leads the business of the RMO which serves as the interdepartmental organization that coordinates City staff actions in planning and implementing disaster recovery and reconstruction functions.



THE MAYOR SERVES AS THE
DIRECTOR OF THE RECOVERY
MANAGEMENT ORGANIZATION.
(RMO)

The Director will serve as the principal coordination contact with state and federal coordinating agencies in the capacity of the RMO Director / Local Disaster Recovery Manager as spelled out by the National Disaster Recovery Framework (NDRF). The Director will also provide ongoing monitoring reports to the City Commission on environmental issues arising in relation to the Interim Recovery Strategy, the Recovery Plan, and the statutory exemptions.

The Director has the emergency authority per Ord. 22-20 to undertake the following actions:

1. Debris Removal-Remove from public rights-of-way, and private property adjoining such rights-of-way, any debris, rubble, trees, damaged or destroyed vehicles, trailers, equipment, or other items of private property posing a threat to public health, safety, or welfare;
2. Hazardous Materials-Remove and abate hazardous and toxic substances threatening public health and safety;
3. Setbacks of Temporary Structures-Create and maintain such additional setbacks for temporary structures to assure emergency and through movement of vehicles and pedestrians essential for recovery management;

4. Prohibition of Access-Prohibit public access to areas damaged or hazardous to public health, safety, or welfare; and
5. Other-Take such other actions that, in the judgment of the Director, are reasonably justified for protection of public health and safety, provision of emergency ingress and egress, assurance of ambulance, firefighting, or emergency access, restoration of infrastructure, and mitigation of hazardous conditions.

The Director will direct damage assessment teams having authority to conduct field surveys of damaged structures and post placards designating the condition and permitted occupancy of such structures, as follows:

1. Inspected-Lawful Occupancy Permitted is to be posted on any structure in which no apparent structural hazard has been found. There may be other forms of damage, but such other damages, if any, are not of a nature that temporarily affects or restricts lawful occupancy.
2. Restricted Use is to be posted on any structure in which damage has resulted in some form to restrict continued lawful occupancy. The team member posting this placard will note in general terms the type of damage encountered and will clearly and concisely note the restrictions on continued lawful occupancy.
3. Unsafe-Do Not Enter or Occupy is to be posted on any structure that has been damaged to the extent that continued occupancy poses a threat to life safety. Structures posted with this placard must not be entered under any circumstances except as authorized in writing by the department that posted the structure or by authorized team members. The team member posting this placard will note in general terms the type of damage encountered. This placard is not a demolition order. The ordinance and section number, the name of the responsible department, its address, and phone number, will be permanently affixed to each placard. Once a placard has been attached to a structure, it must not be removed, altered, or covered by anyone other than an authorized representative of the City or upon written notification from the City. Failure to comply with this prohibition is a misdemeanor punishable by a \$500 daily fine.

The Director is authorized to establish a moratorium on the issuance of building permits, review of land use applications, or other permits and entitlements related to the use, development, and occupancy of private property authorized under other chapters of the Code of Ordinances, and other related ordinances, provided that, in the opinion of the Director, such

action is reasonably justifiable for public health, safety, and welfare, protection life and property, and subject to provisions (see Ord. 22-20).

The Director is authorized to issue permits in any zone for the temporary use of property that will aid in the immediate restoration of an area adversely impacted by a major disaster, subject to provisions (see Ord. 22-20):

Key Post-Disaster Subject (Issue) Areas

It is impossible to predict all the issues that will need to be addressed as part of the long-term recovery and redevelopment process. Each disaster will present different challenges. However, the following subject areas invariably predominate community, long-term recovery decision making, and actions following major disasters and are singled out for emphasis in this Recovery Plan.

Public-Private Infrastructure & Facilities: Rapid restoration of infrastructure and public facilities are key priorities to establish within the City's response and short-term recovery processes. The City relies on the Florida Department of Transportation for bridge access on both Manatee Avenue / SR 64 and Cortez Road. The potable water and sanitary sewer services are provided by Manatee County. The power is provided by Florida Power and Light. It will be critical for the City to seek prioritization of restoration of services due to its economic impact on the county. The City's critical infrastructure is owned and/or operated by the State, County, and semi-public sectors, pre- and post-disaster public-private partnerships which support the continuity plans, decisions, and actions of these operations is vital to both post-disaster recovery and future resiliency.

In addition, long-term considerations for infrastructure restoration will need to be weighed in conjunction with land use, environment, housing, and economic redevelopment issues. Exploiting opportunities for upgrading, mitigating, and relocating infrastructure and public facilities should be an integral piece of building a more disaster resilient community.

Governance & Financial Administration: Continuity of essential governmental functions and services and competent management of local financial matters and outside financial assistance are central to long-term community recovery.

Economic Redevelopment: Community disaster recovery hinges largely on how quickly and effectively the local economy can be rebooted and returned to viability. Economic redevelopment is a complex process beyond the reach of traditional governmental decisions

and actions, requiring significant participation of the private sector as the primary basis for jobs, essential goods and services, and tax revenue.

Health & Social Services: The community's capacity to meet the increased needs for health, public safety, and social services peaks during the short-term recovery period, but will continue well into the long-term recovery process. The economically and socially vulnerable segments of the population (particularly the elderly, very young, disabled, and poor) invariably are the most severely impacted and will present challenges.

Housing Recovery: Assuming a large percentage of the City's housing stock is destroyed or badly damaged, a significant portion of the population will need assistance on such issues as locating transitional or permanent housing, understanding, and navigating assistance programs, resolving insurance claims, deciding if and when to rebuild, finding reputable contractors, dealing with rebuilding protocols, understanding renter's rights, etc. A significant portion of the housing within the City is utilized as vacation rentals. The City maintains a license database.

Land Use: Post-disaster decisions on land use will be among the most difficult, politically charged, and contentious issues faced during the long-term recovery process. Invariably the challenge boils down to rebuilding quickly or seizing the opportunity to rebuild in a manner which breaks the "build-rebuild" cycle and increases community resiliency to future disasters. Tourism and development considerations will be central.

Environmental Restoration: The City's quality of life and economic success is tied inextricably to its rich environmental resources and beauty. As a priority in the long-term recovery process, environmental restoration extends well beyond quality-of-life issues to encompass the full range of benefits derived from healthy ecosystems (water, food, clean air, protection from natural events, etc.) to minimization of environmental degradation caused by the recovery and rebuilding process. The process of environmental restoration will be greatly complicated and slowed by the myriad of interests that must be addressed and accommodated (political, regulatory, biotic, financial, public relations/media, legal, etc.).

Public Outreach: Communication in all quarters and all levels is the cornerstone for coordinating long-term recovery efforts. Unfortunately, major disasters all too often breed communication breakdowns in the form of no information, misinformation, conflicting information, media hype, blaming, disputes, open dissatisfaction with the pace and equity of recovery, political posturing, etc. Local media coverage can become overshadowed by the presence of the national media, unfiltered or poorly filtered and screened electronic media, and

an overemphasis on dramatic negative stories. The open, timely sharing of information and involvement of the public in redevelopment activities will be essential to building confidence and trust.

One-Stop Service Center

The Recovery Management Organization will coordinate the establishment of a one-stop service center, staffed by representatives of pertinent City departments and staff of cooperating organizations, for the purpose of providing coordinated services and assistance to disaster victims for purposes including, but not limited to: permit processing to expedite repair of structures, provision of housing assistance, and encouragement of business recovery and resumption.

The Director will establish the one-stop service center and procedures in coordination with other governmental entities that may provide services and support, such as FEMA, SBA, HUD, FDEM, the Manatee County Public Safety Department, West Manatee Fire Rescue District, and other organizations that provide disaster assistance.

Emergency Contractor and Volunteer Certification

The Recovery Management Organization is authorized to establish standard certification processes for all contractors and volunteers seeking to provide clean-up, construction, or repair services within areas that have experienced disaster damage. To be eligible, contractors and volunteers must obtain the proper certification using the processes established in Ord. 22-20.

Housing Assistance

The Director will assign staff to work with FEMA, SBA, HUD, FDEM, and other appropriate governmental and private entities to identify special programs providing temporary or permanent replacement housing that will help avoid undue displacement of people and businesses. Such programs may include deployment of mobile homes under the temporary use permit procedures provided in Section 18-9 of this ordinance, use of SBA loans, available Section 8 and Community Development Block Grant funds to offset repair and replacement housing costs, and other initiatives appropriate to the conditions existing in the aftermath of a major disaster. The Director may activate a working group on this issue if the situation warrants.

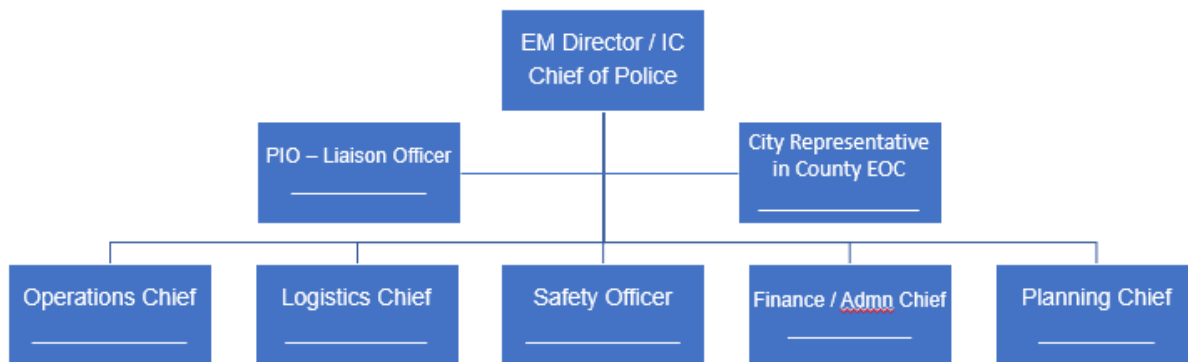
Historic Structures

The Director is authorized to order the condemnation and demolition of structures damaged in the disaster under the standard provisions of the Code of Ordinances, except as otherwise indicated in Ordinance 22-20 in reference to the protection of historic structures.

Recovery Plan Organizational Entities

Issues facing the City in post-disaster recovery will be complex and diverse. The City has established a staff director level working group, the RMO, as a means of efficiently and effectively allocating and engaging community resources and capabilities. FEMA, in the National Disaster Recovery Framework, also recommends “Working Groups” that closely align with the Recovery Support Functions (RSF) defined by is the recommended approach to address issues. Consistent with City Ordinance 22-20, the Post Disaster Recovery Ordinance, the RMO may create such standing or ad hoc committees as determined necessary by the Director. Depending upon the size of the disaster and given the size of the City and its staff, these issues may be worked via the RMO, and City staff participation in the County’s EOC ESF/RSF functional areas for recovery. However, working groups have been outlined via this Plan in case they are necessary.

The following chart provides an overview of the lead agencies comprising the City’s Recovery Plan activation organization. In several issue areas, the lead agency will depend on the support of agencies outside their areas of expertise and specialization. Representative support agencies for each working group are identified in a later section.



RMO Working Groups

Long-term post-disaster community recovery and redevelopment can require simultaneous involvement, contributions, and coordinated interactions of a broad range of highly diverse public and private sector stakeholder organizations. The task of coordinating and managing this maelstrom of highly diverse activities amidst the chaotic backdrop of a major disaster far exceeds the abilities and authorities of any single local entity.

The National Disaster Recovery Framework (NDRF) calls for a flexible organizational structure utilizing “Working Groups” has been developed to focus resources and expertise on key, common aspects of the disaster recovery process and to carry out the specific actions outlined in this Recovery Plan. However, given the size of the City and its staff, these issues will be worked via the RMO and City staff participation in the County’s EOC ESF/RSF functional areas for recovery. Working Groups will be activated as necessary by the RMO.

Working Group Activation & Makeup

In the case of necessity, this Plan spells out and describes the roles and focus areas of potential working groups. Each working group is comprised of community leaders (both public and private sector) with specialized knowledge and experience relevant to the group’s assigned area of responsibility. The number, size, and composition of each working group and the level and type of its activities are tailored to the specific challenges facing the group. While each working group represents specialized skill sets tailored to its mission, it must coordinate closely with other working groups to achieve optimum efficiency and results, and avoid duplication and incompatible actions, and ensure equitable and fair solutions. At the same time some semblance of a hierarchical structure is necessary to ensure resources are appropriately allocated to meet community priorities and to capitalize on the limited windows of opportunity provided by outside assistance organizations. Coordinated with the Mayor/RMO, working groups may provide a direct interface with state, federal, non-profit, voluntary, private sector, and other assistance organizations.

Their actions and decisions can directly determine the pace and success of the overall community recovery process. Working groups may be required to go beyond the recovery and redevelopment action items specified in the Recovery Plan.

The membership of each working group is set up to be flexible so that as special expertise is needed on a particular task or staff turnover changes membership, the working group can adjust and still function effectively. The working group’s main purpose during implementation is to assign actions to appropriate group members and partners for execution.

Potential candidates for working group membership shall be reviewed and adjusted periodically or as necessary prior to a disaster event (e.g., before each year's hurricane season). Membership will be reevaluated following a disaster to ensure pre-designated members are available and prepared to work.

Working groups will work independently and collectively, as necessary, to deal with post-disaster issues and to take on recovery and redevelopment tasks and projects. Representation in working group activities will be coordinated by the group chairpersons appointed by and at the direction of the Mayor. Private sector involvement will be coordinated through the Chambers of Commerce and other business and professional organizations. Non-governmental Organization (NGO) and Community Based Organization (CBO) participation will be coordinated principally through the Mayor and County EOC.

The working group chair(s) decide when and how often their working groups need to meet, although, obviously, during activation of the Recovery Plan there will be a need to meet with greater frequency. Each working group will be responsible for monitoring its progress toward implementing its assigned tasks and providing regular status reports to the RMO.

Specific Potential Working Groups

The National Disaster Recovery Framework (NDRF) calls for a flexible organizational structure utilizing working groups to focus resources and expertise on key, common aspects of the disaster recovery process and to carry out the specific actions outlined in this Recovery Plan. Depending upon the scale of the disaster, the Mayor and RMO may activate various working groups as necessary, which may include the following (or other working group at the discretion of the Mayor):

- Economic Development Working Group
- Environmental Restoration Working Group
- Governance and Financial Administration Working Group
- Health and Social Services Working Group
- Housing Recovery Working Group
- Infrastructure & Public Facilities Restoration Working Group
- Land Use Working Group
- Public Outreach Working Group

The appendix of this plan provides additional details of these potential working groups.

Communication and Coordination

While the Recovery Plan's RMO organizational structure allows for concentrating the community's subject area expertise on matters key to recovery and redevelopment issues. It also recognizes that the RMO cannot be expected to work independently in isolation on massive and complex tasks. Use of the working groups can provide additional resources and input to ensure a balanced and efficient recovery process.

Working groups will report to the RMO and keep leadership informed and involved in research, coordination with other entities, and recommendations. While interfacing with federal and state coordinating agencies on matters within their areas of expertise, working groups will appropriately advise and involve the Mayor and RMO in matters, decisions, and actions of political and financial significance and importance.

Stakeholder Organization and Participation

While the RMO and any activated working groups are the principal contributors to long-term recovery and redevelopment activities on an ongoing basis, there are numerous other organizational representatives, government staff, and individuals with expertise that can provide valuable support services and information on an ad hoc basis during both the pre-disaster and post-disaster stages of Recovery Plan activation. These work arrangements are referred to as stakeholder organizations.

Plan Support Staff

Certain City staff are charged with key Recovery Plan activities. These positions include but are not necessarily limited to:

Emergency Management Director: This includes facilitating and coordinating all related planning documents such as the Comprehensive Plan, Land Development Code (LDC), CEMP, COOP, Recovery Plan, LMS, Debris Plan, CEMP Annex I: Hurricane Plan, etc. The Emergency Management Director, as part of the City staff's Executive Policy Group (EPG), organizes staff meetings. During non-disaster periods the EM Director serves as the primary point of contact on all emergency management related coordination for federal, state, and non-governmental organizations and agencies.

Public Works Superintendent: Among other duties, the Public Works Superintendent is charged with working with the City Treasurer and Clerk for facilitating the securing and coordination of federal, state, and other disaster assistance. This role may be served by a consultant that is an expert in this area. Although the Building Official will be leading the

damage assessment process, once the Recovery Management Organization is activated most damage assessment activities should be wrapping up. Ongoing updates of damage, impacts, restoration, and redevelopment activities will be conducted at the Recovery Operations Center (an area/office may be designated as the ROC).

Duties consist of, but are not limited to, the following:

- Determining the types of assistance available and match with needs.
- Assisting in the local coordination of federal and state disaster recovery efforts.
- Providing local assistance to facilitate federal and state disaster assistance.
- Facilitating the securing of federal or state disaster assistance.
- Informing decision makers of the types of disaster assistance available.
- Performing other duties as directed by the RMO.
- Coordinating and reviewing redevelopment for compliance with the LDC.

Planning & Zoning Administrator: The Planning & Zoning Administrator will work with business-oriented organizations to facilitate the coordination of economic recovery within the business community following a declared disaster. This role may be served by a consultant that is an expert in this area.

Duties consist of, but are not limited to:

- Determining the potential or actual economic impacts and short- and long-term strategies for economic redevelopment.
- Assisting in the local coordination of federal and state economic recovery efforts.
- Acting as a facilitator in disseminating accurate economic impact and recovery information to and from the business community and the public.
- Keeping the business community apprised of the types of disaster assistance available.
- Performing other duties as directed by the RMO.

Hazard Mitigation Coordinator: The City's Hazard Mitigation Coordinator will work with the LMS Working Group to facilitate, coordinate, and otherwise support the long-term hazard mitigation process. This role may be served by a consultant that is an expert in this area.

Duties will include, but are not limited to:

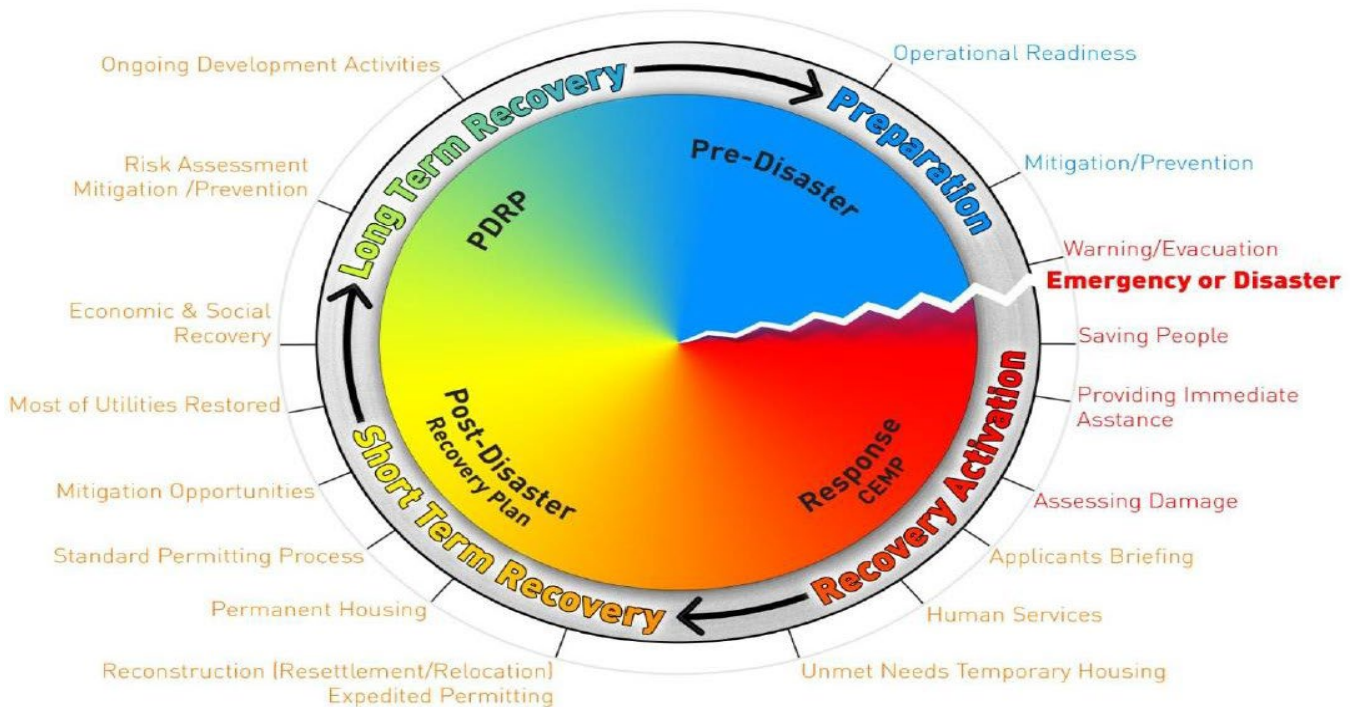
- Promoting the case for capitalizing on post-disaster mitigation opportunities.
- Identifying potential federal, state, and other sources for long-term recovery hazard mitigation assistance.
- Communicating assistance opportunities and application guidance to the community.
- Facilitating and supporting the development of mitigation plans and projects.
- Compiling mitigation project proposals; assisting with the project prioritization.
- Assisting eligible applicants apply for and secure mitigation assistance funding,
- Ensuring mitigation projects are conducted in accordance with federal, state and non-governmental program guidelines and consistent with local LMS practices.
- Performing other duties as directed by the RMO.

Mayor - Public Information Officer: As appropriate and circumstance allow, every effort will be made through the RMO to keep the public fully informed on long-term recovery and redevelopment activities and plans, and to invite public participation in meetings and workshops. Public announcements will be made through web postings and other available means.

RECOVERY MANAGEMENT

Relationship with Other Plans

The Recovery Plan is not a stand-alone document. Its scope, guidance and implementation must work effectively with, complement, and support other relevant policy and guidance documents critical to effective disaster management. Appropriate language recognizing linkages with other plans such as the City Comprehensive Plan, LDC, CEMP, CEMP Annex 1: Hurricane Recovery Plan, COOP, Debris Plan, and County PDRP and County LMS. The figure below provides a simplistic illustrative depiction of the time-phased relationships with key disaster-relevant plans and representative activities covered by each plan. Overlaps denote key transition and integration points between and among the plans during the different phases of a disaster. While the depicted flow and interactions are useful in understanding the disaster management process, they are neither definitive, fixed, nor precise. There can be significant variation from one disaster event to another.



Short Term Recovery Phase

Short-Term Recovery, as identified in the CEMP Recovery section and City Hurricane Plan, is the critical period when life-saving activities have ceased, but survivors remain in a state of uncertainty and transition. While the transition from response to recovery is gradual and not clearly delineated, there are several priority activities which signal the predominance of recovery-related activities. During short-term recovery, the goal is to reopen habitable areas by remediating any unsafe conditions such as severely damaged infrastructure, hazardous materials, downed power lines or unstable structures. Search and rescue operations are ceasing, and live recovery is improbable. Debris removal teams have at least completed emergency clearance of roadways to open one lane. Power restoration efforts should be steadily progressing, and critical facilities should be operational. The human service goal is to identify survivors with long-term displacement needs and move them from emergency and transitional shelters to more appropriate and sustainable temporary solutions such as rental properties and mobile housing units.

The initial priorities are clearing the initial debris in the streets to provide access for search and rescue and the damage assessment. The next priority will be to restore the electrical utility system. Without this, the island's water and sewer system will not function. Once power and water and sewer are restored, recovery can fully begin. Stormwater infrastructure must also be restored in a timely fashion to prevent further weather events from flooding restoration efforts.

Enhanced transportation services may be required to return evacuees from emergency shelters to alternate locations, such as interim housing, places of employment, schools, etc. Persons with special medical, physical, and/or mental health needs may require additional assistance such as transportation. During the Short-Term Recovery Phase, the City will seek to deactivate the most immediate short-term life supporting systems such as shelters, mobile feeding sites, comfort stations, and mutual aid support crews which may no longer be essential.

Key priorities for short-term recovery include:

- Restoring government service
- Repairing public facilities and infrastructure
- Providing short-term assistance to individuals and families
- Helping residents resume basic routine activities
- Restoration of essential goods and services
- Providing emergency housing
- Identifying immediate emergency funds for individuals, businesses, and the government such as bridge loans.

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City of Holmes Beach, FL

The City's Executive Policy Group (EPG) will transition to Long-Term Recovery and implement the policies detailed in this Plan to include potential activation of the Recovery Plan and Recovery Management Organization (RMO) depending upon the scale of the event.

Long-Term Recovery

Long-term recovery is the protracted phase of recovery that follows short-term recovery. Recovery actions during long-term recovery are increasingly guided by the Recovery Plan and focus on more permanent, sustainable solutions; reconstruction of the community's destroyed or damaged physical features; a return to viability through the repair, restoration and revitalization of the social, economic, and political processes, institutions, and relationships damaged by the disaster; and exploitation of opportunities to rebuild better, stronger, and smarter. The goal underlying long-term redevelopment is moving the community toward self-sufficiency, sustainability, self-determination, and greater disaster resilience. Long-term recovery activities may continue for years or decades depending on the severity and extent of the disaster damage and the availability of resources.

Key Goals of Long-Term Community Recovery

Taken from a variety of post-disaster recovery efforts, the following important post-disaster issues:

- Availability of Temporary Housing/Long-term Sheltering
- Rapid Restoration of Power and other Private Utilities
- Adequate Health and Mental Health Services available during Recovery
- Including Affordable Housing in Redevelopment Projects
- Debris Management and Disposal
- Critical Infrastructure and Facility Repair
- Sustaining Essential Governmental Services
- Ability to Rebuild with Stronger Structures
- Water Pollution from Sewer System Failures
- Shortage of Contractors/Supplies Slows Repairing of Homes and Businesses
- Beach and dune restoration - return of tourism for businesses (events, marketing, etc.)

Successful Community Recovery

Communities define successful recovery outcomes differently based on their circumstances, challenges, recovery visions, and priorities. One community may characterize success as the return of its economy to pre-disaster conditions, while another may see success as the opening of new economic opportunities. Although no single definition of a successful recovery can fit all situations, successful recoveries do share a common condition in which the community successfully meets its priorities to overcome the impacts of the disaster,

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reestablishes an economic and social base that instills the confidence of local citizens, and businesses regarding the community's viability, and rebuilds the community to be more resilient from future disasters.

The establishment of viability in the present and for the future is the critical variable that defines community recovery. Viability means the community has a developmental trajectory projected to result in continued self-sufficiency and its institutions are coping with and adapting to changing circumstances. Successful recovery also assumes the condition of the post-disaster community is generally acceptable to a critical mass of the residents.

The extent of recovery should not be measured by how closely the post-event community resembles the pre-event community. Things never return to what they were before the disaster event. Because neither individuals nor neighborhoods recover at the same pace or in the same pattern, establishment of a clear timetable for long-term recovery is unproductive.

Challenge of Governance

Among the most important requirements for successful long-term recovery are:

- Having a clear vision and well-executed plan
- Availability and management of broad and diverse funding to finance recovery
- Establishing and maintaining effective working relationships at the local, state, and federal level
- Fostering a supportive and involved community.

The single most important requirement for making this happen is effective local leadership.

Government Recovery First

Like all organizations, local governments experience losses from major disasters. This includes buildings and infrastructure damaged or lost. Financial arrangements are disrupted, data and files may be lost or destroyed, and employees may not return to work. For the City to help the community recover, the City and staff must recover sufficiently to be effective recovery agents.

Increasing Workload Demands

Disasters trigger exceptional workloads for public officials and employees. These heavy workloads, accompanied by periods of high stress, likely will begin before the event occurs and persist throughout long-term recovery. Lack of experience at all levels in disaster management necessitates "on the job" training. Role conflicts may arise as those accustomed to working in relative isolation are asked to work cooperatively with others to solve complex problems.

Examples of new demands include new/additional responsibilities, dissatisfaction with the pace of recovery, blame game (staff, media, etc.), balancing work and home recovery responsibilities, and dealing with potential burnout and higher rates of turnover.

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Ways to Ensure Continuity of Government Post-Disaster

Augmenting Staff. Exhaustion from long hours and a shortage of requisite skills invariably require local governments to augment their capacity through mutual aid, contracted help, and/or temporary workers. The federal government will almost always cover the cost of people who are working on eligible recovery work, but it will not pay for people doing the routine business of running a local government.

Minimizing Nonessential Bureaucracy. Recovery requires the City to be flexible and adaptive. Managers and staff must be able to do things they have not done before and do things in ways they have never done them before. It is far easier to simplify processes beforehand, when there is time to give them serious thought, than to waive them or ignore them in time of crisis. In the aftermath there are not enough resources to do things that don't need to be done or that can be done more simply, and there is certainly not much time for contemplation or indecision.

Understanding and Capitalizing on Assistance Programs. A myriad of assistance programs is available from federal, state, and private sources. Rather than waiting until after the event to find out which programs are available, local officials need to ensure every organization and person in the community understands which programs exist, what their eligibility requirements are, what their basic application and administration rules and regulations are, and how to maximize the probability of getting assistance from them. A clearinghouse should be set up at a central site or online. The best approach is for staff to be educated prior to a disaster. FEMA's Public Assistance: A Guide to Recovery Programs (FEMA-229) is an especially useful reference for locating recovery assistance programs.

Sustaining Essential Services

The City has been impacted by relatively minor disasters like Hurricanes Irma and Ian created scattered damages and were short-lived, easily recoverable interruptions to local economies and government operations. Catastrophic disasters, on the other hand, can devastate local economies and greatly impair a community's ability to sustain or resume even the most basic governmental services.

All or some combination of the following economic and service impacts can be expected to accompany catastrophic events. Impacted local governments will suffer post-disaster staff shortages due to casualties, travel to the island, and relocation at the time they are most needed. Payrolls may be jeopardized by depleted financial reserves. Long-term tax bases will not be replenishable because of interrupted revenue due to lower assessed property values due to damage. Cash flow and consumerism will be interrupted by business closures. Governmental priorities may have to be reassessed and services scaled back. Resources may need to be redeployed considering post-disaster needs. Relief, recovery, and reconstruction efforts can sap available capital. Credit ratings may be impacted. Borrowing power may be

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reduced. Public service and debt obligations will continue and probably increase. It will be easy to get caught up in a vicious downward economic spiral.

Even if it is in a relatively strong pre-disaster financial position going into the event, the City will likely require outside emergency financial assistance. In short, catastrophic disasters cause serious and long-term disruptions to much of the core economic activity necessary to sustain essential governmental services. Unfortunately, such disruptions do not relieve the City of their public service and financial obligations. In fact, these obligations will increase significantly in the aftermath of the event. With tax bases in disarray and reserves and insurance sapped or potentially depleted, local governments must meet the three-fold challenge of continuing to provide services, rebuilding damaged infrastructure, and servicing existing debt.

Almost immediately after a catastrophic event and well into the recovery period, difficult decisions need to be made by the City as to how to replenish revenue bases or to otherwise compensate for shortfalls. With reserves and insurance depleted, recovery may take months or years. Redevelopment of a fully sustaining revenue flow can take years. As with Hurricane Charlie, Hurricane Katrina and other catastrophic events, the economic landscape may never be the same and economic redevelopment may resemble a patchwork quilt.

On top of local concerns, Congress and the tax-exempt bond community will question to what extent tax base erosion may impair the ability of impacted local communities to make payments on outstanding debt and to issue new debt. A predictable outcome of a catastrophic disaster is being placed on CreditWatch with negative implications. In less than three months, Hurricane Katrina's economic dislocation prompted Standard & Poors and Moody's to cut the ratings of New Orleans and other regional issuers to below investment grade. General obligation debt, limited-tax debt, and pension debt took a big hit.

While there is precedent for imposing a short-term moratorium on enforcement of outstanding short-term obligations to avoid destructive actions (e.g., liens and judgments) during the time a city requires to regain its financial health, arguments for such protection can be controversial. After much debate, rulings and appeals, the State of New York enacted an Emergency Moratorium Act for New York City to relieve it of certain short term financial obligations when it experienced grave financial difficulties in the mid-1970s. Whether such actions could be taken in Florida in response to a disaster is not known.

FEMA's Public Assistance Program provides supplemental Federal disaster grant assistance for the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and infrastructure, but it cannot be applied toward operational costs. The Stafford Disaster Relief and Emergency Assistance Act also authorizes the President to "make loans to any local government which may suffer loss of tax and other revenues as a result of a major disaster and has demonstrated a need for financial assistance in order to perform its governmental functions." The Community Disaster Loan Act, signed into law in October 2005, and

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subsequently proposed supplemental appropriations and interim rules, demonstrated Congress' acknowledgement that catastrophic events, like Hurricane Katrina, warrant special attention to the financial plights of local governments and extraordinary levels of assistance as authorized by the Stafford Act.

The Disaster Recovery Reform Act (DRRA) was signed into law in 2018. The DRRA amended the Stafford Act requiring FEMA to implement 56 distinct provisions in policy or regulation changes for full implementation. The DRRA, through dedicated funding for proactive disaster mitigation, empowers building resilient communities before disaster strikes. The DRRA adjusted the language of the Hazard Mitigation Grant Program ("HMGP") to permit the federal government to *"contribute up to 75% of the cost of hazard mitigation measures which the President has determined are cost effective and which substantially reduce the risk of, or increase resilience to, future damage . . . in any area affected by a major disaster."* The DRRA also provides states, tribes, territories, and localities with new authority to rebuild buildings according to the latest building codes so that they are more resilient to future natural disasters. In response to changes in the DRRA, FEMA launched the Building Resilient Infrastructure and Communities ("BRIC") Program.

While federal programs ultimately provide critical financial assistance, it is often too little, too late for economically fragile communities and always comes with a lot of strings attached. Less than two months after Hurricane Katrina, and unable to sustain its payroll, New Orleans was forced to cut its city staff by 3,000 people (a 50% cut) and to seriously reduce its services while waiting for assistance through the Community Disaster Loan Program. Such actions are obviously contrary to the needs for recovery. The City will have to consider other, more quickly implementable strategies that may help to relieve financial shortfalls in the near term until federal help arrives.

Municipal Options

Options to address reduced revenues post-disaster include:

- cutting expenditures
- raising taxes
- postponing payment of obligations
- drawing down reserves
- renegotiating debt obligations to reduce or defer payments and
- borrowing from government entities or commercial lenders.

Some of these solutions available to local governments, such as borrowing, refinancing bonds, or postponing payments on other obligations, provide temporary relief but may increase costs

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in the long run. If the issue is only a temporary disruption in cash flow, these options can provide the needed cover until their normal revenue streams are restored. In the case of a public entity with longer-term problems, short-term fixes may just delay the day of reckoning and compound the problem.

Other remedies, such as raising taxes or cutting services, may hinder the City's ability to stabilize itself and recover. This would occur where taxes rise, or services fall to a level that discourages investment or results in disinvestment. These issues must be weighed carefully post-disaster to plan effectively for the City's future.

Interim Recovery Strategy

At the earliest possible time following a declaration of local emergency, the Recovery Management Organization will draft an Interim Recovery Strategy. The Interim Recovery Strategy will:

- Identify and describe recovery initiatives and actions necessitated by specific post-disaster circumstances.
- Identify critical action priorities including, but not limited to, those actions identified under Section 18-9 of the City's Recovery Ordinance, describing for each action its objective, urgency, affected persons and organizations, funding sources, department responsible, and likely duration.
- Separately identify those recovery initiatives and action priorities that are not covered or insufficiently covered by the adopted Recovery Plan but that, in the judgment of the Director, are essential to expeditious fulfillment of citizen needs, hazard mitigation imperatives, critical infrastructure restoration, rebuilding needs, and without which public health, safety, welfare, and protection of life and property might otherwise be impeded.
- Include short-term hazard mitigation program comprised of high-priority actions. Such measures may include urgency ordinances dealing with mitigation and abatement priorities identified under Section 18-9 of the City's Recovery Ordinance or requiring special land-use and development restrictions or structural measures in areas affected by flooding, fire, wind, seismic, or other natural hazards, or remediation of known human-induced or technological hazards including, but not limited to, toxic contamination.

The Director will transmit the Interim Recovery Strategy to the City Commission for review and approval following consultation with FEMA, other governmental agencies, businesses, infrastructure operators, and other citizen and stakeholder representatives. The Director will periodically report to the City Commission regarding Interim Recovery Strategy implementation, and any adjustments that may be required by changing circumstances.

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The Interim Recovery Strategy provides the basis for periodic amendments to the Recovery Plan and other related plans. It will identify needed post-disaster amendments to the Recovery, Comprehensive, Emergency Operations, or other codes, ordinances, plans, or regulations.

PLAN ORGANIZATIONAL LINKAGES AND THE NATIONAL DISASTER RECOVERY FRAMEWORK (NDRF)

The *National Disaster Recovery Framework (NDRF)* was formally adopted by FEMA as a federal initiative in September 2011. The NDRF provides context for how the whole community works together to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of the community.

The NDRF ensures coordination and recovery planning at all levels of government before a disaster and defines how federal agencies will work together following a disaster to best meet the needs of states, local, communities, and individuals during recoveries. It establishes coordination structures, defines leadership roles and responsibilities, and guides coordination and recovery planning at all levels of government before a disaster happens. It is intended to better utilize resources at the local, state, and federal level.

The *NDRF* identifies Recovery Support Functions (RSFs) that are led by designated federal coordinating agencies. These RSFs (listed below) roughly align with the City’s functional working groups. The RSFs comprise the coordinating structure for key functional areas of assistance. Their purpose is to support local governments by facilitating problem solving, improving access to resources, and fostering coordination among state and federal agencies, non- governmental partners, and stakeholders. These six RSFs and their designated federal coordinating agencies are:

Recovery Support Function / City Working Group	Federal Coordinating Agency
Community Planning & Capacity Building	FEMA
Economic Development	US Dept. of Commerce
Health & Social Services	US Dept. of Health and Human Services
Housing	US Department of Housing and Urban Development
Infrastructure Systems	US Army Corps of Engineers

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Natural and Cultural Services	US Dept. of the Interior
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FEMA's ESF #14 Long-Term Community Recovery function has been integrated into the NDRF organizational structure.

The NDRF also establishes three positions that provide focal points for incorporating recovery considerations into the decision-making process and for monitoring the need for adjustments in assistance where necessary and feasible throughout the recovery process. Those positions are: Federal Disaster Recovery Coordinator (FDRC), State Disaster Recovery Coordinators (SDRCs), and Local Disaster Recovery Managers (LDRMs).

Recovery Management Organization Director

The *National Disaster Recovery Framework* recommends that local government leaders prepare as part of their disaster recovery plans to appoint Local Disaster Recovery Managers (LDRMs) to lead disaster recovery activities for their respective jurisdictions. In the City of Holmes Beach, this is called the Recovery Management Organization Director, which is staffed by the Mayor.

According to the NDRF, the role of the RMO Director is to organize, coordinate, and advance recovery at the local level. The experience and skillsets of these individuals should include a strong grounding in community development and good knowledge of the community's demographics. While these positions will often interact with the emergency management community, it is not necessary that these individuals be emergency management professionals.

The individual(s) occupying the position(s) should be able to represent and speak on behalf of their respective chief executives (e.g., department directors, Commissioners, etc.) and to serve as the jurisdiction's primary point of contact with the State Disaster Recovery Coordinator during the recovery process. It is suggested that in the event of a multi-jurisdictional disaster impacting the City, that the Director of the RMO (i.e., Mayor) serves in this capacity.

Roles and Responsibilities of State Disaster Recovery Coordinator

States lead, manage, and drive the overall recovery process and play the central role in coordinating recovery activities that include providing financial and technical support. States oversee regional coordination of recovery, set priorities, and direct assistance where it is needed.

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States are a conduit to local governments for key federal recovery assistance programs. In addition to managing federally provided resources, state government may develop programs or secure funding that can help finance and implement recovery projects. An example of this type of assistance is helping communities in issuing bonds after a disaster. Where additional needs exist, states can reassign existing internal resources to streamline and expedite recovery, such as forming a new or ad hoc state recovery agency. States play an important role in keeping the public informed through strategic messaging and working with all other stakeholders to provide an information distribution process.

The *NDRF* looks to State Disaster Recovery Coordinators to establish and/or lead a statewide structure for managing recovery, providing support for local recovery-dedicated initiatives, ensuring local governments understand their responsibilities and options, and facilitating the development of a unified and accessible communication strategy.

Roles and Responsibilities of the Federal Disaster Recovery Coordinator

While disaster-impacted jurisdictions must necessarily and immediately focus on emergency response activities, the decisions made very early after a disaster can greatly influence recovery. In large-scale disasters and catastrophic incidents where a federal role is necessary, the Federal Disaster Recovery Coordinator (FDRC) is a focal point for incorporating recovery and mitigation considerations into the early decision-making processes.

The Federal Disaster Recovery Coordinator monitors the impacts and results of such decisions and evaluates the need for additional assistance and adjustments where necessary and feasible throughout the recovery. In these situations, the Federal Disaster Recovery Coordinator works as a deputy to the Federal Coordinating Officer (FCO) for all matters concerning disaster recovery. The Federal Disaster Recovery Coordinator is responsible for facilitating disaster recovery coordination and collaboration between the federal, state, and local governments; the private sector; and voluntary, faith-based and community organizations. The Federal Disaster Recovery Coordinator partners with and supports the Local Disaster Recovery Manager / City RMO Director and the State Disaster Recovery Manager to facilitate disaster recovery in the impacted area.

The FDRC responsibilities include developing a strategic approach for coordinating federal assistance and policies. The intent is to facilitate timely, sufficient, and effective federal assistance to the impacted State government to support its disaster recovery. In addition, the FDRC will work with impacted communities to establish relevant recovery measures. The aim is to track overall recovery progress and support the community in meeting its recovery goals in terms of outcome, milestones, and budget; to make timely adjustments to the recovery effort if needed; and to define relationships between new players and the existing framework.

Organizational Relationships

Coordination with regional, state, and federal agencies and assistance organizations at the working level will be coordinated primarily through the working groups and the RMO. Higher order decisions and coordination issues will necessitate involvement of the City Commission. In all cases a priority will be placed on obtaining maximum assistance benefits while retaining optimal local control over long-term recovery and redevelopment decisions and actions.

Special efforts will be made during blue sky periods to build a productive working relationship with *National Disaster Recovery Framework (NDRF)* agencies and to become familiar with their roles, responsibilities, practices, expectations, and requirements. This will help ensure the best possible collaboration and coordination following disaster events.

The City will continue to develop and sustain regional, private, and public sector partnerships that will, whenever possible, allow for mutual aid and resource sharing. All efforts will be made to recognize the primacy of local and regional resources in rebuilding communities and the economy.

Role of the Recovery Operations Center (ROC)

Implementation of post-disaster long-term recovery and redevelopment will require frequent and, at times, sustained on-going interactions within and among the working groups; integration of public and private sector subject matter expertise; and the ability to work closely and collaboratively with state and federal organizations. This may require additional space beyond the capacity of City Hall or alternative location. If required, a Recovery Operations Center (ROC) will be designated.

The ROC will be a temporary, special purpose facility, independent and physically separate from the City EOC. The City EOC facility and staff must be freed to focus on its primary mission of Emergency Management and to maintain its preparedness to deal with future disasters and emergencies.

Long-term recovery involves different players with different skill sets; different outside resource organizations and programs; different issues and agendas; and different time horizons. Many of those involved in long-term recovery and redevelopment must juggle these activities with the need to return to normal non-disaster related job functions. The ROC provides the ability to keep these functions separate and organized, with fewer competing priorities and distractions.

The ROC is activated by the Mayor and is managed by the RMO. This *Recovery Plan* identifies additional detail on the location, use, and operations of the ROC during long term community recovery and redevelopment as well as the physical and logistical requirements for supporting it. Selection of an appropriate location will be done in cooperation with the RMO,

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the State Disaster Recovery Manager, and the Federal Disaster Recovery Coordinator. DEM will provide logistical support in establishing the ROC once a location has been identified.

As many of the functions critical to recovery are housed at City Hall, serious considerations should be given to it as a likely location for the ROC. Alternatively, an off-island location such as the SCF Bradenton Campus, which serves as the alternate EOC may be required. Other potential locations could include other public agency locations on the island (e.g., public library, school, other island municipalities offices, etc.).

Overview of Recovery Leadership Responsibilities

The list of responsibilities below is meant to serve as a guide to help those in leadership (e.g., Mayor/Local Disaster Recovery Manager/Recovery Management Organization Director), to understand where they fit into the big picture of countywide recovery. During a time of emergency and recovery, many staff will be asked to take on new roles that are outside of their day-to-day function as is needed by the type and magnitude of an event. “Teams” mentioned below could be teams made up of City staff and consultants or Workgroups, which are made up of City staff and other outside stakeholders. Note: These responsibilities are not meant to serve as an official position description and may change as City leadership identifies new needs.

Time Period	Summary of Responsibilities for Mayor / Local Disaster Recovery Manager / Recovery Management Organization Director
Landfall – 3 Months	<ul style="list-style-type: none">• Work closely with Emergency Management to understand data related to the FEMA Individual Assistance Program. Specifically, document the number of applicants, the amount of assistance provided to date and the number of individuals denied assistance. It is also important to understand the number of households who are provided temporary sheltering assistance support through FEMA trailers, hotel lodging or other resources.• Review existing plans and ordinances to determine if adjustments need to be made to streamline recovery or address a specific need resulting from the disaster.
3 - 6 Months	<ul style="list-style-type: none">• Coordinate with the Housing Recovery Team/Working Group to conduct a survey of long-term housing repair needs that considers the appetite of homeowners for mitigation programs as well as voluntary buyout programs.

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6 Months – 1 Year	<ul style="list-style-type: none">• Coordinate the Housing Recovery Team/Working Group to understand impacts on homeowners and renters and the need for new workforce housing to support long-term recovery.• Coordinate with the Economic Development Team/Working Group to conduct a survey of local long-term business recovery needs (the survey conducted following Hurricane Irma is a great example).• Coordinate with the Infrastructure & Public Facilities Restoration Team/Working Group to understand infrastructure impacts and specific projects that will not be covered by the FEMA Public Assistance or the FEMA Hazard Mitigation Grant Program.• Coordinate with the Governance and Financial Administration Team/Working Group to understand the long-term fiscal impacts to the City and any additional support that may be needed to ensure a successful recovery. This can include financial assistance to support local tax revenue shortfalls or new positions that are needed to support long-term recovery and redevelopment.• Coordinate with Governance and Financial Administration Team/Working Group to understand impacts to cultural and historic resources and any gaps in funding that may exist to ensure that these resources are restored.• Coordinate with the Environmental Restoration Team/Working Group to understand impacts on the environment, including marine debris, fisheries, and other environmental concerns/impacts.• Coordinate with municipalities to understand how the disaster impacted their community and specific projects not covered by current resources, needed to support this recovery.• Conduct forums or listening sessions to get public feedback on important elements to preserve in the community and potential strategies to build-back in a way that may move the community in a more resilient direction in the future.• Create an online survey or input tool that allows community members the opportunity to provide feedback without attending meetings.
1 – 2 Years	<ul style="list-style-type: none">• Ensure that the collection of unmet needs and action plan development processes are transparent by posting relevant information to a central website for recovery and offering opportunities in-person and online for community members to ask questions and offer feedback on projects.

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	<ul style="list-style-type: none">• Work closely with the Public Information Officer to ensure that all opportunities to provide feedback are broadly disseminated through all advertising venues including social media, press releases, etc.• Work with schools and non-profit agencies to develop creative ways to involve students and the art community in soliciting feedback on redevelopment.• Develop a long-term recovery plan that builds on the information collected to date and outlines clear actions that are needed, with funding sources aligned to guide recovery and long-term redevelopment.• As resources are available to support long-term recovery, coordinate closely with municipalities and other eligible stakeholders to ensure that the opportunities are seized.
2+ Years	<ul style="list-style-type: none">• Continue close coordination with all stakeholders as funding continues to roll out and provide webinars, meetings, newsletters, and other media to get the word out about grant opportunities and facilitate a forum for communication.

Tips for Leadership

- Be proactive in evaluating unmet needs and where possible, have a seat at the table when state and federal priorities for long-term recovery are being set. This is especially important for disasters that result in congressional appropriations. It is better to provide the data that drives state and federal recovery decision making than to react to requests for information and feedback on structures that have already been outlined.
- Ensure close coordination with island municipalities from the start of long-term recovery planning efforts. It is important that when speaking to the state or federal government, the community communicates with one voice. The message will resonate more strongly if federal and state funding agencies feel that impacted local governments are on the same page.

ACTION PLAN

To assist in implementation of the Recovery Plan, this section discusses actions for post-disaster recovery and redevelopment, referencing the Action Plan Matrix in the appendix. This matrix is intended to get the City and RMO started. Based upon the exact circumstances of the event, as the City gains experience during the disaster recovery, additional recovery and redevelopment actions will be created and added to this list.

The actions listed in the appendix are not intended to be an exhaustive list of everything that should or could be done leading up to or following a disaster event. Some of the actions in this section are one-time occurrences, meaning once the task has been accomplished it can be dropped from the “to do” list. The matrix also presents short-term recovery actions that should be done in the “blue skies” or pre-disaster period.

Completed actions that do not need to be implemented every time there is a disaster event can be removed from these tables and kept as a record of accomplishments. New actions can be added, and the list can easily be resorted to meet the needs of any user of the Plan.

The Action Plan is divided into short-term and long-term recovery/redevelopment and into pre-disaster and post-disaster actions that are each sorted by the City staff/RMO/Working Group responsible for implementation. The table indicates whether the action is meant for only the City, County, or other entity. The action tables also include the approximate timeframe for implementation and funding considerations, which may allude to possible funding sources. In addition, the post-disaster action tables include a Disaster Level column that includes one or more of the disaster scenario levels (minor, major, or catastrophic). It is suggested that matrices used post-disaster be kept for future Recovery Plan updates.

The matrix format of this section, which is kept in a separate electronic spreadsheet file, should assist in easily updating and amending the actions of the Plan/RMO.

Unmet Needs Assessment

An important part of planning for long-term recovery is the development of an unmet needs assessment. An unmet needs assessment is a powerful tool to use when advocating for additional resources needed by a community and is often completed about six months to a year after a disaster once initial resources have been deployed. However, data collection can begin shortly after the disaster and continued throughout the recovery process to clearly communicate current needs to potential resource providers (state/federal agencies, State Legislature, congress, non-profit and private donors). The collection of this information is done through coordination with other recovery teams. The basic formula for an unmet needs assessment is:

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Total Disaster Impacts – Resources Received to Date = Unmet

When advocating for additional resources, agencies that have access to funding will often want to know how current resources are being used and where gaps may exist. By demonstrating this need through real data and specific examples, a community can tell the story of the assistance they need to recover and how a specific agency may be able to help.

FUNDING & ASSISTANCE SOURCES FOR COMMUNITY REDEVELOPMENT

A broad range of pre- and post-disaster funding is available from local, state, federal, private sector, foundations, and non-governmental sources that can be used to increase community disaster resilience as well as assist and facilitate post-disaster recovery and redevelopment. It falls upon the City to identify, understand, and secure these funds to meet local needs. In many cases, especially where large or multiple events are involved, the City may be competing with other communities for the same monies and will need to distinguish itself as a good investment.

City staff must familiarize themselves with potential funding assistance sources in advance. Ideally, this should be done in an unrushed, studied manner in a “blue skies” environment well before disasters threaten. To take full advantage of opportunities to secure and optimally benefit from assistance funding, it is recommended that City staff establish pre-event relationships with key funding organizations. Proactive partnering and conversations with these funding organizations provides the community with an understanding of the organization’s policies, timelines, funding uses and restrictions, types of aid, and recipient and project eligibility.

The City may also be required to provide local matches under the rules of certain funding sources. Frequently these matches can be in the form of in-kind services. Some funding organizations might allow waivers of certain criteria or allow creative financing solutions depending on the type or magnitude of the disaster, so it is advisable to explore whether these options are available.

The first part of this section provides a listing of potential funding sources taken from the *Financial Resource Companion to PDRP* administered by the Florida Division of Economic Opportunity in coordination with the FDEM. It provides funding resources that are available pre- and post-disaster for the following topical areas:

- Hazard Mitigation and Risk Reduction
- Individual Assistance
- Public Facilities and Infrastructure
- Emergency Management
- Environmental
- Economic Redevelopment

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- Historic Preservation
- Agriculture
- Other

Also included is a listing extracted, in part, from FEMA's *Disaster Assistance: A Guide to Recovery Programs*. Although there is some overlap in the programs covered, it is recommended they be used in tandem to make decisions and take actions.

The second part of this section outlines some strategies and guidance for City staff responsible for securing funding for long-term recovery and redevelopment projects. Before presenting the lists of potential sources, this source should be given special attention:

Florida Disaster Recovery Fund

The Florida Disaster Recovery Fund was originally founded in 2004 to aid hurricane victims for losses not covered by immediate recovery groups, insurance, or government funding. The fund, managed by the Volunteer Florida Foundation, works with non-profit organizations in affected communities. Donations come from a variety of sources including corporations and private foundations. Goals of the Disaster Fund include:

- Stretching recovery dollars by providing needed financial assistance where insurance and government help leaves off.
- Helping rebuild communities and lives by providing funds to help local organizations working in recovery and by helping non-profits and faith-based organizations rebuild their own structures so they can continue to assist in rebuilding communities.

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Federal Recovery/Redevelopment Funding Sources

Agency/Program/Information Link	Description of Assistance
FEMA Individual Assistance http://www.fema.gov/rrr/inassist.shtm	Individual Assistance programs assist people and businesses following a disaster and help them get back on their feet.
FEMA Public Assistance http://www.fema.gov/rrr/pa	The Public Assistance Program provides supplemental federal disaster grant assistance to help state and local governments and certain private non-profit organizations rebuild. FEMA's Public Assistance Grant Program is one-way federal assistance gets to the state and local governments and to certain private nonprofit organizations. These grants allow them to respond to disasters, to recover from their impact and to mitigate impact from future disasters. While these grants are aimed at governments and organizations -- their final goal is to help a community and all its citizens recover from devastating natural disasters.
FEMA Building Resilient Infrastructure and Communities (BRIC) program	Support states, local communities as they undertake hazard mitigation projects reducing the risks they face from disasters and natural hazards. BRIC is a new FEMA pre-disaster hazard mitigation program that replaces the existing Pre-Disaster Mitigation (PDM) program and is a result of amendments made to Section 203 of the Stafford Act by Section 1234 of the Disaster Recovery Reform Act of 2018 (DRRA). BRIC guiding principles are supporting communities through capability- and capacity-building; encouraging and enabling innovation; promoting partnerships; enabling large projects; maintaining flexibility; and providing consistency.
FEMA Regional Support http://www.fema.gov/regions	Regional FEMA staff work directly with states to help plan for disasters, develop mitigation programs, and meet needs when major disasters occur.
National Flood Insurance Program Increased Cost of Compliance Coverage (ICC) https://www.fema.gov/floodplain-management/financial-help/increased-cost-compliance	Owners of homes and businesses damaged by a flood may be required to meet certain building requirements in your community to reduce future flood damage before you repair or rebuild. To help you cover the costs of meeting those requirements, the National Flood Insurance Program (NFIP) includes Increased Cost of Compliance (ICC) coverage for all new and renewed Standard Flood Insurance Policies.
Flood Mitigation Assistance (FMA)	FMA, through the National Flood Insurance Fund, provides funding to assist States and communities in implementing measures to reduce or eliminate the long-

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<p>https://www.fema.gov/grants/mitigation/floods</p>	<p>term risk of flood damage to buildings, manufactured homes, and other structures insurable under the National Flood Insurance Program.</p>
<p>Hazard Mitigation Grant Program (HMGP)</p> <p>https://www.fema.gov/grants/mitigation/hazard-mitigation</p>	<p>Authorized under Section 404 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, the Hazard Mitigation Grant Program (HMGP) administered by the Federal Emergency Management Agency (FEMA) provides grants to States and local governments to implement long-term hazard mitigation measures after a major disaster declaration. The purpose of the program is to reduce the loss of life and property due to natural disasters and to enable mitigation measures to be implemented during the immediate recovery from a disaster.</p>
<p>Economic Development Administration (EDA)</p> <p>https://eda.gov/disaster-recovery/</p>	<p>Economic Development Administration (EDA) helps distressed communities address problems associated with long-term economic distress, as well as sudden and severe economic dislocations including recovering from the economic impacts of natural disasters, the closure of military installations and other Federal facilities, changing trade patterns, and the depletion of natural resources.</p>
<p>Environmental Protection Agency (EPA)</p> <p>http://www.epa.gov</p>	<p>U.S. Environmental Protection Agency (EPA) was established to protect human health and the environment. EPA leads the nation's environmental science, research, education, and assessment efforts.</p>
<p>Department of Energy (DOE) Technical Assistance Program</p> <p>http://www.energy.gov/engine/content.do</p>	<p>Technical Assistance Program provides services to communities for the revitalization of single-family, multifamily, and commercial buildings</p>
<p>Department of Energy (DOE) Center for Excellence for Sustainable Development</p> <p>http://www.sustainable.doe.gov</p>	<p>Department's Center for Excellence for Sustainable Development works with communities to help define and implement sustainable development strategies as part of their comprehensive community planning efforts.</p>
<p>Department of Transportation (DOT) Transportation Enhancement Funding http://www.enhancements.org</p>	<p>U.S. Department of Transportation's Federal Highway Administration (FHWA) oversees a special fund, known as Transportation Enhancement Funding, used to encourage States to dedicate transportation money to projects that enhance local communities.</p>
<p>Housing & Urban Development (HUD) Community Development Block Grants (CDBG)</p> <p>http://www.hud.gov</p>	<p>CDBG grants are administered by FL Dept. of Economic Opportunity and local governments on the behalf of the U.S. Department of Housing and Urban Development (HUD) to provide decent housing and a suitable living environment, principally for low-to-moderate income individuals. CDBG activities may include the acquisition, rehabilitation, and reconstruction of disaster-damaged properties and the redevelopment of disaster-affected</p>

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	neighborhoods.
<p>Housing & Urban Development (HUD) Community Development Block Grant-Disaster Recovery (CDBG-DR)</p>	<p>Funded by the U.S. Department of Housing and Urban Development (HUD). The FL Department of Economic Opportunity was required to develop a state action plan to outline the strategy to support long-term recovery efforts and address unmet needs. Applicable mitigation funding programs are grouped into the categories of housing activities, economic revitalization, infrastructure, and administrative and planning costs.</p>
<p>National Oceanic & Atmospheric Administration (NOAA) http://www.noaa.gov</p>	<p>Within NOAA, the Office of Ocean and Coastal Resource Management (OCRM) is responsible for administering the Coastal Zone Management Act and a leader on the Nation's coastal, estuarine and ocean management issues.</p>
<p>National Oceanic & Atmospheric Administration (NOAA) Coastal Management Coastal Resilience Grant</p>	<p>Competitive grant program funds projects that are helping coastal communities and ecosystems prepare for and recover from extreme weather events, climate hazards, and changing ocean conditions. All project proposals undergo a rigorous merit review and selection process by a panel of subject matter experts from across the United States that include representatives of government, academia, and private industry. Funding is typically available on an annual cycle.</p>
<p>Small Business Administration (SBA) http://www.sba.gov/disaster_recov/index.html</p>	<p>Small Business Administration (SBA) provides low-interest disaster assistance loans for the repair or replacement of a primary residence; household and personal property; and for business owners and non-profit organizations for the repair, rehabilitation, or replacement of property.</p>
<p>CARES Act</p>	<p>EDA has made funding available to communities during the COVID-19 crisis. Assistance will be made available through Regional Planning Councils. The Public Works program are most relevant to the needs articulated in this Plan.</p>
<p>Economic Development Administration (EDA) DOC/Economic Development Administration Investment for Public Works and Economic Development Facilities</p>	<p>Assistance to support the construction or rehabilitation of essential public infrastructure and facilities necessary to generate or retain long-term private sector jobs and investments, attract private sector capital, and promote regional competitiveness. Grants may be used for projects such as expanding and upgrading infrastructure to attract new industry, supporting technology-led development, redeveloping brownfield sites, promoting eco-industrial development, and supporting heritage preservation development.</p>
<p>USCG and FFWCC Derelict Vessel Removal</p>	<p>USCG supported debris removal in navigable waterways, such as intercoastal waterways or ports. This includes</p>

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	<p>derelict vessels. In addition, the Florida Fish and Wildlife Conservation Commission supported the removal of Derelict Vessels.</p>
<p>USACE US Army Corps of Engineers Hurricane and Storm Damage Reduction Projects</p>	<p>This authority may be used for protecting multiple public or private properties and facilities, and for the protection of single non-federal public properties against damage caused by storm-driven waves and currents. This authority allows federal participation in the cost of protecting the shores from hurricane and storm damage.</p>
<p>USACE US Army Corps of Engineers Flood Damage Reduction</p>	<p>This program provides authority to plan, design, and construct certain small flood-control projects in accordance with current policies and procedures that have not already been specifically authorized by Congress. Both structural (e.g., levees, channels, or pumps) and non-structural (e.g., flood proofing or relocation of structures) solutions to reduce damages caused by over-bank flooding are considered.</p>
<p>National Science Foundation - Science, Engineering, and Education for Sustainability Program NSF-Wide Investment (SEES)</p>	<p>This addresses the challenge of building a sustainable future through promoting research and education. Research efforts are to include global community sustainability, sustainable energy, modeling, vulnerability, resilience, sensitivity to regional change, and public engagement.</p>

State Recovery/Redevelopment Funding Sources

Agency/Program/Information Link	Description of Assistance
<p>FDEP Florida Department of Environmental Protection</p> <p>Resilience Implementation Grants (RIG)</p>	<p>For Florida communities that are mandated to have a coastal management component in their comprehensive plan. This funding source is intended to help communities in implementing projects in their adaptation or resilience plans and other nature-based options for erosion and flood control as well as elevation of public structures. There is a \$500,000 funding limit.</p>
<p>FDEP Florida Department of Environmental Protection</p> <p>Beaches Funding Program.</p>	<p>Funding for Florida's critically eroded beaches is managed by the Beach Management Funding Assistance Program. The program provides and manages grants to local governments (up to 75 percent of project costs) for planning and implementing beach and inlet management projects on the Gulf of Mexico, Atlantic Ocean, or Straits of Florida to protect upland structures and infrastructure, provide critical habitat for threatened and endangered species, provide recreational opportunities, and support local economies through tourism.</p>
<p>FDEP Florida Department of Environmental Protection</p> <p>Managed Federal Clean Water Act Section 319 (h) Grants and the State Water-quality Assistance Grants</p>	<p>Funding for control of water pollution from nonpoint sources is managed by the Nonpoint Source Management Program. Nonpoint source pollution, unlike pollution from industrial and sewage treatment plants, comes from many diffuse sources, including stormwater.</p>
<p>FDEP Florida Department of Environmental Protection</p> <p>Coastal Partnership Initiative (CPI)</p>	<p>Developed to promote the protection and effective management of Florida's coastal resources in four specific priority areas: Resilient Communities, Coastal Resource Stewardship, Access to Coastal Resources, & Working Waterfronts.</p>
<p>FDEM Florida Division of Emergency Management</p> <p>Residential Construction Mitigation Program</p>	<p>Section 215.559, FS, created the Hurricane Loss Mitigation Program, which funds the Residential Construction Mitigation Program (RCMP). Annually, the Legislature appropriates \$10M from the Florida Hurricane Catastrophe Fund for</p>

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Agency/Program/Information Link	Description of Assistance
	<p>different mitigation programs which is funded by insurance surcharges. Notice of Funding Availability (NOFA) is advertised in the Florida Administrative Weekly and all requests for proposals are issued via the www.myflorida.com Web portal. Application deadlines can also be found at www.floridadisaster.org/mitigation/rcmp/index.htm.</p>
<p>FDEP Florida Department of Environmental Protection Florida Beach Erosion Control Program</p>	<p>Established for the purpose of working in concert with local, state, and federal governmental sponsors to achieve the protection, preservation, and restoration of the coastal sandy beach resources of the state. Eligible activities of this grant-in-aid program include beach restoration and nourishment activities, project design and engineering studies, environmental studies and monitoring, inlet management planning, inlet sand transfer, dune restoration and protection activities, dune walkover construction, and other beach erosion prevention-related activities. All projects must be cost effective and compliant with the Florida Strategic Beach Management Plan.</p>
<p>FWC Florida Fish and Wildlife Conservation Commission – Florida Boating Improvement Program (FBIP)</p>	<p>Funding through competitive grants for boating access projects and other boating-related activities on coastal and inland waters of Florida. Projects eligible for funding through FBIP include recreational channel marking and other uniform waterway marking, publicly owned boat ramps, piers, docks, lifts, boats, hoists, marine railways, and other public launching facilities; derelict vessel removal; boater education; economic development initiatives that promote boating; and other local boating-related activities.</p>
<p>FWC - Fisheries Disaster Funding</p>	<p>Following Hurricane Irma, the National Oceanic and Atmospheric Administration (NOAA) allocated nearly \$45 million through the Florida Wildlife Commission to provide relief for businesses that rely on Florida's</p>

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Agency/Program/Information Link	Description of Assistance
	<p>commercial and recreational fishing industry. Ten types of projects were funded under this grant including:</p> <ol style="list-style-type: none"> 1. Lobster Trap Replacement 2. Direct Payouts to Commercial Fisherman 3. Redundant Power Supplies for Wholesale Dealers 4. Improvement or Uninsured Repair to Wholesale Dealers 5. Direct Payouts to Wholesale Dealers 6. Direct Payouts to Charter Boat Businesses 7. Coastal Habitat Restoration 8. Marine Debris Recovery 9. Florida Marine Fisheries Infrastructure Recovery Grant Program 10. Coral Rescue, Spawning, Larval Propagation and Brooding. This approach should be requested through the EOC to legislative channels.
<p>Florida Housing Finance Corporation https://www.floridahousing.org/</p>	<p>The Florida Housing Finance Corporation manages two important programs for long-term recovery: The State Housing Initiatives Partnership (SHIP) and the State Apartment Incentive Loan (SAIL) programs. In addition to annual allocations, the Corporation may also make other resources available to support housing recovery through the HOME program and special appropriations from the State Legislature for the Hurricane Housing Recovery Program and the Rental Recovery Loan Program.</p>

State and Key Outside Economic Development Organizations/Agencies

Agency/Program/Information Link	Description of Assistance
<p>OTTED Office of Trade & Tourism Development</p>	<ul style="list-style-type: none"> • Participates in agency network conference calls pre- and post- event. • Initiates pre-event contact with all OTTED partners to ensure correct identification of projected needs for response. • If needed, initiates contract and budget amendment preparation for Loan Program implementation. • Executes contract(s) with administrative entities. • Coordinates Office-specific and partner- specific media releases. • Conducts local training for participants implementing the loan program. • Schedules and conducts loan committee meetings. • Generates appropriate reports on loan activity. • Coordinates assistance to businesses regarding permitting and regulatory issues through Economic Development Liaisons. • Assists in staffing the State ESF-18.
<p>Agency for Workforce Innovation</p>	<ul style="list-style-type: none"> • Provides labor market information and census data. • Mobilizes agency’s One-Stop Mobile Units • Initiates the disaster unemployment assistance program, if deemed appropriate. • Operates the national emergency grants jobs program, if deemed appropriate. • Assists with labor exchange – matching workers with employers. • Assists in staffing the State ESF 18. • Participates in post-disaster economic recovery workshops. • Coordinates the delivery of intermediate and long-term economic impact statements
<p>Department of Agriculture and Consumer Services</p>	<ul style="list-style-type: none"> • Provides applicable information about agricultural sectors. • Assists in coordinating with agricultural associations. • Assists with the development of any recovery program guidelines relating to agricultural producers. • Identifies applicable program(s) that will aid Florida's agricultural sectors. • Participates in business assistance workshops and business assistance centers, as needed.

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Agency/Program/Information Link	Description of Assistance
	<ul style="list-style-type: none"> • Coordinates with the Manatee County Extension Service on relief and recovery • Provides outreach to agency stakeholders. • Assists in staffing the State EOC. • Participates in the development of intermediate and long-term economic impact statements.
Department of Business and Professional Regulation (DBPR)	<ul style="list-style-type: none"> • Participates in public forums to provide information and assistance to businesses and professionals. • After an event, assists with the economic disaster assessment process. • Provides outreach to professions and businesses before, during and after an event. • Assists in staffing the ESF 18. • Assists with dispute resolution related to our licensed businesses and professions.
Department of Financial Services	<ul style="list-style-type: none"> • Provides education on insurance and financial issues. • Aids with insurance contacts (short term recovery) • Monitors insurance and banking industries response in providing services. • Assists with financial disputes resolution relating to banking or insurance issues. • Provides information to the business community on insurance companies, adjustors, and agent information. • Identifies fraud and insurance trade/claim practice violations. • Continues outreach with the business community. • Participates in post-disaster economic recovery workshops, business recovery centers, etc. • Provides outreach to agency stakeholders. • Assists in staffing the ESF 18. • Participates in the development of intermediate and long-term economic impact statements.
Department of Management Services	<ul style="list-style-type: none"> • Provides services and support in the areas of human resource management, retirement benefits, health benefits, real-estate management, specialized services, state purchasing and technology.
Department of Revenue	<ul style="list-style-type: none"> • Assists in staffing the State EOC. • Participates in the development of intermediate and long-term economic impact statements. • Participates in post-disaster economic recovery workshops, business recovery centers, etc.
Enterprise FL	<ul style="list-style-type: none"> • Coordinates pre- and post- event conference calls with local economic development and business support partners to maximize input on damage

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Agency/Program/Information Link	Description of Assistance
	<p>assessment, need identification, and resource delivery.</p> <ul style="list-style-type: none"> • Coordinates business impact and damage assessment. • Assists local economic development organizations compile information necessary to request implementation of Loan Program, including legislative letters of request, Business Recovery Surveys, and media releases. • Coordinates resources for establishment of small business assistance centers and/or workshops. • Assists in implementation of Loan Program. • Identifies/helps coordinate assignment of volunteer staff from economic development partners to affected organizations. • Locates sources of equipment needed by affected economic development organizations or business groups to assist recovery efforts. • Assists local economic development organizations or major employers needing immediate assistance for displaced workers. • Assists local economic development organization or major employers identify short- and long- term employment needs. • Assists in staffing the State ESF 18. • Participates in the development of intermediate and long-term economic impact statements.
<p>Small Business Development Centers Network</p>	<ul style="list-style-type: none"> • Coordinates statewide pre- and post- event workshops for educating and training businesses in disaster preparation, continuity planning and recovery. • Supports development and training of a pool of qualified Florida businesses capable of responding to public and private sector needs (products and services) and contract solicitations. • Works with the Dept. of Management • Services to enhance the pool of "certified" businesses listed on myfloridamarketplace.com • Deploys Mobile Assistance Centers (MACs) and teams of Business Recovery SBDC analysts to affected communities. • Provides technical assistance for economic business damage assessments. • Provides technical assistance and communication linkages between SEOC and affected business communities through the MACs satellite communications capability. • Aids affected businesses in the preparation for state and SBA loan applications.

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Agency/Program/Information Link	Description of Assistance
Visit Florida	<ul style="list-style-type: none"> • Provides outreach via web site, visitor hotline and welcome centers. • Coordinates pre-and post- event conference calls with tourism and industry partners. • Maintains tourism-marketing opportunities before, during and after the event. • Coordinates with Visit Florida partners to identify temporary lodging and housing for evacuees or others displaced by the event and emergency responders. • Provides information for reports. • Assists in staffing the EOC. • Participates in the development of intermediate and long-term economic impact statements.
Volunteer Florida	<ul style="list-style-type: none"> • Works with local long-term recovery organizations to ensure private donations are targeted to areas of need.
Workforce Florida	<ul style="list-style-type: none"> • Coordinates with Regional Workforce Boards to identify impact on local employers and employees. • Identifies opportunities to assist impacted employers and employees with training programs to support recovery. • Assists in staffing the State EOC.
Associated Industries of Florida	<ul style="list-style-type: none"> • Supports economic redevelopment through its membership.
Florida Chamber	<ul style="list-style-type: none"> • Supports local business interests through its extensive pool of legislative, grassroots, and political tools.
Florida Council of 100	<ul style="list-style-type: none"> • Works with the Governor’s Office, Chief Justice, and Legislature to support economic redevelopment.
Florida Restaurant & Lodging Association	<ul style="list-style-type: none"> • Represents interests of the hospitality industry through its local chapters and state organization.
Florida Retail Federation	<ul style="list-style-type: none"> • Provides ESF18 staffing assistance. • Provides outreach via Web site and member industry communications. • Coordinates communication between SEOC (State ESF 7 Logistics) and Florida retailers. • Trouble-shoots for priority retailers of essential commodities.
National Federation of Independent Businesses	<ul style="list-style-type: none"> • Represents interests of small and independent businesses and professional practices at the state and federal levels.
FL Small Business Development Center – US Small Business Administration	<ul style="list-style-type: none"> • The Florida Small Business Development Center provides on the ground support for businesses to help them qualify for Small Business Administration low-interest disaster loans to help recover from disasters.

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Agency/Program/Information Link	Description of Assistance
<p>Florida Department of Economic Opportunity</p>	<ul style="list-style-type: none"> The Florida Department of Economic Opportunity offers an Emergency Bridge Loan Program that can provide quick, short-term interest-free working capital loans to help “bridge the gap” between the time a disaster strikes and when a business has secured longer-term recovery resources such as sufficient profits, insurance claims or federal assistance. In addition, DEO manages a website for businesses: www.floridadisaster.biz which is meant to be a one-stop-shop to help businesses prepare for, respond to and recover from emergencies. Communities can also work with the agency to advocate for specific programs to be included in the CDBG-DR Action plan to address economic recovery.
<p>Tamp Bay Regional Planning Council www.tbrpc.org</p>	<ul style="list-style-type: none"> The Regional Planning Council is a governmental planning agency serving Monroe, Miami-Dade and Broward counties. Designated an Economic Development District by the U.S. Department of Commerce, Economic Development Administration, the Council has direct access to federal and state agencies that can assist with economic and business recovery immediately following a disaster and, in the months, and years that follow. Following Hurricane Irma, the Council helped facilitate the creation and funding of the Director of Disaster Recovery Position in Monroe County. Additionally, the Council operates a small business revolving loan fund that can assist area businesses.
	<ul style="list-style-type: none">

Engaging Private Sector Resources in Community Recovery

After decades of oversight and inaction, the need for engaging the private sector in community disaster recovery is now widely recognized and being acted upon at all levels of government and by the private sector. The primacy of early engagement of local and regional business resources and capabilities is critical to economic redevelopment, reestablishment of critical services, and quality of life. State resources and capabilities are the second line of defense, capable of leveraging established relationships with key private sector organizations, contractors, and federal agencies. The National Disaster Recovery Framework and national private sector organizations such as the U.S. Chamber of Commerce’s Business Civic Leadership Center provide access to a broad range of government and private sector assistance and resources. FEMA’s Private Sector Office is also a valuable source of information on private sector engagement. Following are some key resources to be considered

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following major disasters to engage private sector resources and capabilities in community resilience and recovery.

Local/Regional/State Resources:

Business and Industry Unit (ESF 18)

The purpose of the ESF 18 is establishing productive working relationships between local government and the business community that can facilitate disaster resilience and recovery. The ESF #18 desk in the County EOC is staffed by private sector and government agency personnel with private sector interests during Level 4 activations. During long-term recovery most, if not all the ESF #18 staff will assume recovery roles at the Recovery Operation Center.

Contacts:

Business & Industry Unit Leader (ESF #18 Coordinator), Director of Emergency Management
ESF #18 Desk (Activations Only)

Bradenton Area Economic Development Council

The mission of the Business Development Board is to stimulate economic energy, promote business diversity and enrich the vitality of Manatee County through relocation, retention, and expansion of companies to the area. Among its post-disaster services is coordination with Enterprise Florida and other state agencies for bridge loans and other assistance grants/ services.

Contact: President & CEO, V.P. Business Retention and Expansion

State ESF #18

The purpose of Emergency Support Function (ESF) 18 is to coordinate local, state and federal agency actions that will provide immediate and short-term assistance for the needs of business, industry and economic stabilization, and to support SERT efforts by facilitating and coordinating the delivery intermediate and long-term economic recovery assistance.

Coordination of local, state, and federal business assistance is done primarily through networks of local and regional economic, workforce and tourism development partners, as well as business support organizations who determine the most efficient and effective ways to manage the access to these services at the local and regional level. The coordination of state agencies and organizations involved in assisting local economic development, workforce, tourism and other business support agencies and organizations includes the performance of tasks related to preparedness, response, recovery, and mitigation where local resources are not sufficient and local government requests state assistance.

Contacts:

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- State ESF #18 Coordinator
- State Emergency Management Operations Center (SEOC)
- Governor's Office of Tourism, Trade and Economic Development (OTTED) Florida
Department of Revenue (DOR)

Small Business Development Center (SBDC) at USF Manatee

The Florida Small Business Development Center (SBDC) at Muma College of Business assists existing and emerging businesses in Sarasota and Manatee counties, through no-cost confidential business consulting, information, and low-cost training. Whether starting, buying, growing, or selling a business, the Florida SBDC at USF has what entrepreneurs need to grow and succeed. Consultants can assist entrepreneurs in a variety of business areas, including marketing, business certification, capital access, market diversification, developing strategic business plans, export services, and web optimization.

Contact: 813-396-2700

Enterprise Florida

Enterprise Florida Inc. (EFI) is a public-private partnership serving as Florida's primary organization devoted to statewide economic development. Florida's disaster response programs serve as a model for the nation. Preparation and planning are key elements in keeping Florida open for business after a disaster. Enterprise Florida provides a list of state and federal resources available for businesses to utilize in recovery activities. See the following links:

<https://www.enterpriseflorida.com/disaster-assistance/>

Contact: 850-815-4925 between the hours of 8 am to 6 pm or email

ESF-18@em.myflorida.com

Florida's Emergency Management Division (FDEM)

Annually updates a statewide Comprehensive Emergency Management Plan (CEMP) with the goal that Florida's citizens and businesses receive state of the art assistance during and after an emergency.

<https://www.floridadisaster.org/>

Contact: 850-815-4000

Florida Emergency Small Business Bridge Loan Program

State of Florida Emergency Bridge Loan Program from the State of Florida. \$25,000 in short term 0% interest loans for 90 to 180 days for businesses to use while waiting for insurance or other assistance. Contact: (850) 681-3601

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Florida Department of Economic Opportunity

Administers state and federal programs and initiatives to help visitors, citizens, businesses, and communities to achieve the state's economic development goals. These programs include the Low-income Home Energy Assistance Program, Weatherization Program, Community Services Block Grant Program, community planning and development programs and services, and various workforce programs and services.

Contact: (850) 245-7105 floridajobs.org

Florida Small Business Resource Network

The Small Business Continuity Services Resource Network (SBCSRN) is a database of Florida identified to fill niche areas for recovery technical assistance in support of small business and the Florida economy.

Contact: (904) 620-2489 www.sbrn.org

Florida Department of Agriculture and Consumer Services

License, insurance, and consumer complaint information on building contractors.

Contact: (800) 435-7352 fdacs.gov

Florida Department of Environmental Protection

An order can be given to reduce regulatory processes and provide flexibility for restoring services quickly during a disaster.

Contact: (850) 245-2118 - www.floridadep.org

Florida Division of Insurance Agent and Agency Services

Provides Small Business Insurance information assistance. Contact: 877-693-5236 – myfloridacfo.com

Florida Department of Management Services

Florida Emergency Network Secure site

Logs in for State agencies, EOC offices, City, and County to order supplies during a declared emergency.

Contact: Dms.myflorida.com/fensecure

The Florida Emergency Supplier Network (Vendors): Identifies and groups needed commodities and services by type and/or distribution channel, based on experience. Coordinate suppliers of emergency commodities and services for membership in the FESN. Also collect and organize the information and make it accessible to government buyers during emergency operations.

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Contact: dms.myflorida.com/fesn

Florida Emergency Purchasing Network (Volunteers)

Coordinates purchasing volunteer efforts during declared emergencies, organizes the delivery of specialized training through the FDEM. Also collects and organizes FEPN information and makes it accessible to emergency logistics officials requiring procurement assistance during emergency operations.

Contact: [Dms.myflorida.com/fesn](https://dms.myflorida.com/fesn)

Florida Department of Revenue

The Florida Department of Revenue will waive penalties and interest during the period of emergency for taxpayers who are unable to file returns and/or make payment of taxes on time.

Contact: emailDOR@floridarevenue.com floridarevenue.com

Visit Florida

Visit Florida adopts complimentary Cover Your Event (CYE) Insurance. This supplemental insurance covers any costs directly related to re-booking a meeting should it be displaced due to a named hurricane/disaster.

Contact: (888) 735-2872 <https://www.visitflorida.com/contact/>

FEMA Private Sector Division

FEMA established a Private Sector Division within the Office of External Affairs in October 2007. The division's overarching goals include improving information sharing and coordination between FEMA and the private sector during disaster planning, response, and recovery efforts. The FEMA Private Sector Division cultivates public-private collaboration and networking in support of the various roles the private sector plays in emergency management, including impacted organization, response resource, partner in preparedness, and component of the economy. The division also fosters internal collaboration and communication among FEMA programs that have an interest in private sector engagement.

Contact: (202-646-3444 nbeoc@max.gov)

Business Civic Leadership Center (U.S. Chamber of Commerce)

BCLC's Disaster Response and Recovery Program helps businesses communicate and collaborate with each other and with the nonprofit and government sectors to make disaster relief, recovery, and reconstruction activities more effective. With a focus on community resilience before disasters and long-term economic recovery afterwards, the program is a mechanism for sharing the latest ideas on disaster assistance, practicing recovery plans,

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highlighting the good work of corporate citizens, and helping to rebuild the livelihoods of people affected by extreme events.

BCLC's National Disaster Help Desk for Business (Supported by the Office Depot Foundation) is designed to enhance community economic recovery after a disaster. The Help Desk provides on- the-ground coordination of information among businesses, local chambers of commerce, NGOs, government responders, and disaster recovery specialists.

After a major disaster, contact the Help Desk if: You are in the impact area and want help with FEMA, SBA, and other assistance programs (or for international disasters, if you want help coordinating with U.S.-based NGOs and U.S. government aid agencies); you want information about recovery best practices; you want to support the recovery process and connect with chambers or businesses in the impact area.

BCLC's Jobs4Recovery is a free service provided by the Chamber BCLC and IBM, powered by the Direct Employers Association. It provides access to job opportunities in the affected communities that are grappling with the economic crisis and striving for economic recovery, as well as geographies that are severely affected by natural disasters.

BCLC also provides an online corporate aid tracker.

<https://www.uschamber.com/>

Contact: 202-659-6000

APPENDIX

Action Plan Matrix

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City of Holmes Beach, FL

Department / RMO / Working Group (WG)	Issue Topic	Action	Disaster Level	Agency	Approx. Timeframe	Funding Consideration
Public Works Department Infrastructure & Public Facilities Restoration WG	Debris Management and Disposal	Disaster Debris Management Plan: To maximize coordination and effective, rapid clean-up, City should consider expand the existing debris management plan and private contracts to be inclusive of all AMI cities.	NA	City	Prior to next hurricane season.	Public Works budget
Public Works Department Infrastructure & Public Facilities Restoration WG	Debris Management and Disposal	Secure pre-event contracts from non-local waste collectors: The City already holds pre-approved contracts (updated 2023). Those should be assessed annually to determine that contractors have resources beyond the likely storm impact area, which would allow them to operate immediately. Local contracts could be supplemented with back-up contracts for non-local company in case locals are not operational.	NA	City	Review annually pre-hurricane season (existing contracts updated in 2023)	Public Works budget
Public Works Department Infrastructure & Public Facilities Restoration WG	Debris Management and Disposal	Annual Reassessment of Debris Collection sites: Pre-identify collection sites. Follow-up with ground truthing.	NA	City	Review annually pre-hurricane season (see Debris Plan)	Public Works budget
Public Works Department Infrastructure & Public Facilities Restoration WG	Debris Management and Disposal	Determine pre-existing conditions at all Debris Collection sites: FL Dept. of Environmental Protection (FDEP) advises soil and groundwater testing be undertaken to establish pre-existing conditions to which the site must be restored prior to official closure.	NA	City	Review annually pre-hurricane season (see Debris Plan)	Public Works budget

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Department / RMO / Working Group (WG)	Issue Topic	Action	Disaster Level	Agency	Approx. Timeframe	Funding Consideration
<p>Public Works Department</p> <p>Infrastructure & Public Facilities Restoration WG</p>	Debris Management and Disposal	<p>Develop Canal Maintenance Plans. These plans are key to a successful marine debris removal operation to provide solid documentation of what can be attributed directly to disaster impacts and avoid program funding denial due to deferred maintenance. This plan should include:</p> <ul style="list-style-type: none"> • Document ownership of all canals and waterways • Canal depth to justify sediment removal, • Routine water quality sampling, and • Sonar imaging demonstrates the difference between typical canal debris and that which is caused by a storm. • Maintenance plans and any vendor agreements should be based on time spent, instead of the amount of debris cleared. If structured around the amount of debris cleared it can be difficult for vendors to financially make this work and can lead to cherry-picking of canals, avoiding those that may not have as much debris because the compensation will not be as high. 	NA	City	Review annually pre-hurricane season (identified in Debris Plan)	Public Works budget
<p>Public Works Department</p> <p>Infrastructure & Public Facilities Restoration WG</p>	Debris Management and Disposal	<p>Promote Recycling of Surplus Materials from Reconstruction Activities: Salvaging construction materials from hurricane debris is not practical on a large scale. After a disaster, however, rushed, fragmented repair and rebuilding often results in extra construction materials being tossed in with construction debris while they could be easily salvaged. A substantial private-sector infrastructure exists within the county to recycle this type of waste and a process should be identified pre-disaster to make recycling as easy as tossing for contractors. When reconstruction activities begin, these recycling facilities should be advertised and the use of them highly</p>	NA	City, Debris Contract or	Review annually pre-hurricane season and with debris contract updates (see Debris Plan)	Public Works budget

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Department / RMO / Working Group (WG)	Issue Topic	Action	Disaster Level	Agency	Approx. Timeframe	Funding Consideration
		encouraged.				
Public Works Department Infrastructure & Public Facilities Restoration WG	Debris Management and Disposal	Create public education campaign for the proper segregation of debris: Set the categories and explain the need to separate types of debris.	NA	City	Post-Disaster (identified in Debris Plan)	Public Works budget
Public Works Department, / Building Department Infrastructure & Public Facilities Restoration WG	Critical Infrastructure & Facility Repair	Maintain current infrastructure designs and electronic back-up files: Staff should <i>continue</i> to analyze the structural integrity of the infrastructure systems (e.g., roads, culverts, bridges) to determine weaknesses and develop improved designs to increase mitigation. New construction designs could be kept on file, with electronic back-ups, for the at-risk system components. By maintaining electronic copies of designs, staff can act faster post-disaster and integrate mitigation into the repair process.	NA	City	On-going. Review annually pre-hurricane season	IT budget
All City Departments Infrastructure & Public Facilities Restoration WG	Critical Infrastructure & Facility Repair	Budget outlays for new designs and reconstruction: Considering the high cost and necessary function infrastructure systems provide, special budget outlays should be established as a contingency fund for post-disaster reconstruction or pre-disaster implementation of new, more advanced designs.	NA	City	Review annually pre-budget adoption	In-house staffing, consultants, and a source of funds for the budget outlays
All City Departments Infrastructure & Public Facilities Restoration WG	Critical Infrastructure & Facility Repair	Prearranged contracts with non-locals for repairs or supplies: Local companies should be used for public facility repairs if they have the capacity to do so after a disaster. However, to make sure that these repairs are made as soon as possible after a disaster, pre-arranged contracts with non-local companies should be made as a	NA	City	Identify needs and update vendor contact information. Review annually pre-hurricane	In-house staffing

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Department / RMO / Working Group (WG)	Issue Topic	Action	Disaster Level	Agency	Approx. Timeframe	Funding Consideration
		back-up.			season.	
All City Departments Infrastructure & Public Facilities Restoration WG	Critical Infrastructure & Facility Repair	Identify any contractors operating on the island during event: Existing contractors working on the island should be contacted pre- and post-event for their availability to work on recovery operations.	NA	City	Identify needs and update vendor contact information	In-house staffing
All City Departments Infrastructure & Public Facilities Restoration WG	Shortage of Contractors/ Supplies Slows Repairing of Homes and Businesses	Stockpile temporary repair and/or construction materials needed for immediate repairs to public facilities: A small warehouse and stockpile of regularly consumed materials needed for cleanup and quick repairs to public facilities should be obtained off-island so that a delay in supplies does not hinder resumption of public services. Rotate stock and utilize excess outside of hurricane season.	All	City	Pre-hurricane season and restock annually as needed.	Disaster Recovery Fund.
Public Works Department Infrastructure & Public Facilities Restoration WG	Rapid Restoration of Power & Private Utilities	Improve interconnections between utility providers: Isolated failures in utility infrastructure can place extreme burden on certain citizens. Identify any improvements that better provide full service quicker and valves controlled remotely that will function from afar without personnel.	NA	City, FP&L, Manatee EOC	Identify needs pre-budget for potential inclusion into CIP/budget.	Seek state assistance through programs such as HMGP.
Public Works Department Infrastructure & Public Facilities Restoration WG	Rapid Restoration of Power & Private Utilities	Include multiple utility representatives on the Infrastructure & Public Facilities Restoration Working Group: With FPL, County water and wastewater services, Frontier Communications, etc., this issue is a complex network of players that must be coordinated to achieve a swift and efficient restoration of power and other utility services.	NA	City, FP&L, Manatee EOC	Review annually pre-hurricane season	No cost.

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Department / RMO / Working Group (WG)	Issue Topic	Action	Disaster Level	Agency	Approx. Timeframe	Funding Consideration
Planning & Zoning Administrator Housing Recovery WG	Availability of Temporary Housing/ Long-term sheltering	Housing Stock Analysis: Identify those areas of the City with the most vulnerable housing stock due to the year constructed (vs Building Code updates and FEMA elevation requirements). Consider temporary housing options within or near these areas. These areas could require greatest amount of redevelopment attention.	NA	City	Immediate and update periodically.	In-house staffing or consultant
Planning & Zoning Administrator Housing Recovery WG	Availability of Temporary Housing/ Long-term sheltering	Vacant Lands Inventory: Locate suitable parcels for the placement of temporary housing units (tents or trailers). Inter-departmental coordination is needed to ensure vacant sites have adequate access to infrastructure and will be compatible with adjacent land uses. See City Open Space Map (updated May 2023).	NA	City, Island cities, Manatee County EOC	Review annually pre-hurricane season	In-house staffing or consultant
Planning & Zoning Administrator Housing Recovery WG	Availability of Temporary Housing/ Long-term sheltering	Inform Damage Assessment Teams (DAT) of Temporary Housing and Long-term Shelter Sites: Inform DATs of temporary housing sites with physical maps or GIS maps of these sites. Habitability assessments needed in initial phase to determine if previously selected sites can be used.	NA	City	Pre-event	In-house staffing
Human Resources Housing Recovery WG	Availability of Temporary Housing/ Long-term sheltering	Pre-arranged agreements with hotels to house government employees and aid workers: Secure agreements with nearby hotels to house government employees and the influx of external aid workers deemed essential for sustaining government functions.	NA	City, Manatee County EOC, Convention & Visitor's Bureau	Review annually pre-hurricane season	In-house staff
RMA Director-Mayor (or designee) Housing Recovery WG	Availability of Temporary Housing/ Long-term sheltering	Assistance in finding rental units for temporary housing: Due to the rapid turnover of rental units and the nature of private property, relying on vacant units will be a logistical problem, which could result in fewer available units than anticipated prior to the event. While utilizing available rental housing should be encouraged,	NA	City, Manatee County EOC	Immediate	Coordinate with County EOC

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Department / RMO / Working Group (WG)	Issue Topic	Action	Disaster Level	Agency	Approx. Timeframe	Funding Consideration
		finding these units will be up to individuals. The County EOC, FEMA and other agencies may assist with information at Community Redevelopment Centers				
Planning & Zoning Administrator and Building Official Housing Recovery WG	Availability of Temporary Housing/ Long-term sheltering	Consider an On-site Employee Housing Permit: Allow business owners to apply for a special permit to allow on- site employee housing in the event of a disaster. Staff will establish short term code compliance and ensure infrastructure hook ups are present to place housing where suitable.	NA	City	Prior to next hurricane season.	In-house staffing or consultant
RMA Director-Mayor (or designee) Housing Recovery WG	Availability of Temporary Housing/ Long-term sheltering	Designate Long Term Shelters: The City will coordinate with the County, FEMA, and other agencies to designate secondary shelter sites to vacate the emergency, school-based shelters for repairs and swift restoration of educational services. Focus on community centers, church facilities, etc.	NA	City, Manatee County EOC	Prior to next hurricane season.	In-house staffing or consultant
RMA Director-Mayor (or designee) Health & Social Services WG	Fair & Equitable Distribution of Disaster Assistance	Procedures for securing donations and services from the private sector: In the aftermath of a disaster, there may not only be individual donations to groups such as the Red Cross, but private sector groups may wish to donate money or services for specific recovery functions. A procedure for accepting and properly using these donations should be in place. Also, some donations of services could be pre-arranged with the private sector in the event of a disaster.	NA	City, Manatee County EOC	On-going.	Coordinate d with Manatee EOC
RMA Director-Mayor (or designee)	Sustaining Essential Governmental Services	Create countywide clearinghouse for Recovery Plan - related documentation: To ensure access, especially after a disaster, to needed documents by all working to implement Recovery actions, create a clearinghouse of all materials relevant to implementation of the Plan, as well as backup procedures. These materials include, but are not limited to, plans cited herein, all mutual aid	NA	City	Immediate Update annually.	In-house staffing.

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		agreements for post-disaster assistance, and approved, pre-arranged contracts for post-disaster work. Documents should be available in hardcopy at the EOC library and in electronic format preferably accessible through a secure website.				
Public Works Director Infrastructure & Public Facilities Restoration WG	Sustaining Essential Governmental Services	Model Damage for Different Storm Scenarios: Using local GIS data, HAZUS and Solid Waste Authority modeling capabilities, produce countywide estimated damage scenarios based on the level of disaster. These can be used in both planning and training for post-disaster redevelopment.	NA	City	Perform with updating of Debris Plan as required	In-house staffing and/or consultant updating of Debris Plan as required
Mayor and Department Directors Governance and Financial Administration WG	Sustaining Essential Governmental Services	Perform Mock-Disaster Finance Exercise: Using realistic damage estimates for a Category 4 or 5 hurricanes, conduct an exercise that includes finance staff and decision makers in determining how to proceed with essential services with inevitable depletion of revenues.	NA	City, Manatee County EOC	Prior to next hurricane season.	In-house staffing, possibly hire consultant to conduct.
Public Works Director, Building Official Infrastructure & Public Facilities Restoration WG	Sustaining Essential Governmental Services	Prioritize Essential Services: Creating a prioritized list of those services that citizens need immediately (i.e., law enforcement, transportation access, power, utilities, and housing) can help speed the decision-making process for post-disaster funding and reconstruction.	NA	City PW, FP&L, Manatee County Utilities	Immediate.	In-house staffing.
Mayor and Department Directors Governance and Financial Administration	Sustaining Essential Governmental Services	Maintain Mutual Aid Agreements statewide: The agreements can help sustain services when many local staff and employees may find themselves victims of the disaster event. Establishing agreements with local agencies prepares the City for large disasters which will also adversely affect neighboring jurisdictions.	NA	City, City of Anna Maria, City of Bradenton Beach,	On-going.	In-house staffing.

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WG				Manatee County		
Mayor and Department Directors Governance and Financial Administration WG	Sustaining Essential Governmental Services	Maintain a list of possible funding sources for disaster recovery and redevelopment: Funding sources are included in the Funding section of this plan. New ones may arise, and some may disappear. Annual updating of the funding list is essential.	NA	City	Annual update pre-hurricane season.	In-house staffing or consultant.
Mayor and Department Directors Governance and Financial Administration WG	Sustaining Essential Governmental Services	Establish protocols for operational assistance to City: If the City is overwhelmed and requires operational assistance, agreements with the State / County should clearly state the parameters of authority and control for services provided.	NA	City, Manatee County EOC, State of FL	Immediate.	In-house staffing or consultant.
Mayor and City Treasurer Governance and Financial Administration WG	Municipal Insolvency following a disaster	Establish procedures for City receiving financial assistance from the State/County: If the City is overwhelmed by disaster and loses the financial foundation to remain stable in the short term, assistance agreements with the County should clearly state services provided, proper authority and control, and procedures for restoring stability to the municipality.	NA	City, Manatee County EOC	Immediate.	In-house staffing or consultant.
Mayor and City Treasurer Governance and Financial Administration WG	Avoiding Erosion of Local Control	Establish a Disaster Recovery Fund: By creating recovery funding mechanisms (e.g., savings funds, stand-by line of credit) available for post-disaster recovery and redevelopment actions, local jurisdictions can exercise greater control over decision making and can set programs and actions in motion without having to wait for State or Federal assistance.	NA	City	Account for general contingency fund in annual FY. Work with banking for credit line.	Portion of budget set aside as savings.

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Department / RMO / Working Group (WG)	Issue Topic	Action	Disaster Level	Agency	Approx. Timeframe	Funding Consideration
Public Works Department Infrastructure & Public Facilities Restoration WG	Municipal Insolvency following a disaster	Coordinate with Island Cities and County COOP: Assists in planning for a situation which could lead to insolvency. Having coordination between the island municipalities' COOPs and County departments' COOPs could help establish procedures for dealing with possible municipality problems in providing services.	NA	City, Manatee County EOC, Island Cities	Immediate. Meet annually pre-hurricane season via County EOC for coordination.	In-house staffing or consultant.
RMO Director, Public Works Department Governance and Financial Administration WG	Municipal Insolvency following a disaster	Information Sharing between Cities and County: When entering into assistance agreements, providing access to information regarding administration practices, contracts, and GIS files can facilitate a more efficient response on the part of staff. A countywide GIS clearinghouse could be created that provides back-up of this critical data and access by all involved in disaster recovery.	NA	City, Island Cities, Manatee County EOC	Immediate.	In-house staffing or consultant.
Mayor and Department Directors Economic Development WG	Use of Local Business Capabilities in Disaster Recovery	Create a Public-Private Partnership Network to supplement government recovery/redevelopment activities: Certain services cannot be fulfilled by the government post-disaster. Establishing a partnership framework that utilizes the capabilities of private businesses to fill the voids can be beneficial to citizens.	NA	City	Prior to next hurricane season.	In-house staffing.
Mayor and Department Directors Economic Development WG	Use of Local Business Capabilities in Disaster Recovery	Include local businesses in pre-arranged contracts for recovery and redevelopment: While it would not be wise to rely entirely on local capabilities in a post-disaster situation, contract bids could be scored higher that have plans to sub-contract with local businesses if they are operational. City could also arrange for services from local companies but have back-up agreements with outside companies (e.g., unaffected areas of FL, out-of-state) if the locals are unable to operate.	NA	City	Prior to next hurricane season.	In-house staffing.

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Department / RMO / Working Group (WG)	Issue Topic	Action	Disaster Level	Agency	Approx. Timeframe	Funding Consideration
<p>Planning & Zoning Administrator and Building Official</p> <p>Economic Development WG</p>	Ability of Small Business to Stay Afloat until Adequate Financial Assistance is Available	Locate possible sites for post-disaster temporary non-residential space: On an annual basis prior to hurricane season, locate buildings/spaces that could be at least partially used for temporary space for businesses in need after a disaster, Also, locate properties near business districts that mobile units could be placed on for temporary office space.	NA	City Manatee EOC	Prior to next hurricane season.	In-house staffing or consultant.
<p>Planning & Zoning Administrator and Building Official</p> <p>Economic Development WG</p> <p>Land Use WG</p>	Ability of Small Business to Stay Afloat until Adequate Financial Assistance is Available	Mobile units/trailers for temporary non-residential space: To provide more temporary office space than can be secured in undamaged buildings, mobile units may be facilitated. Pre-arranged agreements (businesses to vendor) should be made. The Small Business Administration (SBA) should be approached to see if they would create a program to provide these just as FEMA provides temporary housing trailers.	NA	City Manatee EOC	Prior to next hurricane season.	Grants/assistance from SBA or work to get a sponsoring company to help with costs; Disaster Recovery Fund.
<p>Building Official</p> <p>Economic Development WG</p>	Shortage of Contractors/Supplies Slows Repairing of Homes and Businesses	Encourage Contractors and Citizens to maintain pre-arranged agreements for hurricane repairs: Finding a contractor after even a small storm is not easy and often results in damage going unrepaired for months or more. By coordinating with qualified contractors before a storm for them to repair any damage, it allows for quicker repairs and for the contractor to already be aware of what supplies they may need so they can pre-stock to some degree.	NA	Citywide	On-going.	Include in next season's public education materials for hurricane preparation.
<p>Planning & Zoning Administrator, Building Official</p>	Shortage of Contractors/Supplies Slows Repairing of Homes and Businesses	Provide staging areas for contractors and repair crews: Work crews of various trades consume open parking lots as their staging areas, preventing the entities using those sites from returning to normal operations. Defining regional locations that can be used as staging	NA	City, Island municipalities, County	Locate sites prior to hurricane season. Review annually.	In-house staffing.

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Department / RMO / Working Group (WG)	Issue Topic	Action	Disaster Level	Agency	Approx. Timeframe	Funding Consideration
Land Use WG		areas will coordinate recovery and redevelopment logistics.		EOC		
Public Information Officer Public Outreach WG	Reducing Incidence of Fraudulent & Unethical Practices	Inform citizens of services offered by the County/State related to post-disaster fraud: Many incidents of fraud and deception occur when individuals are not aware of proper procedures or legal protections. Forward information from State/County about available services that will be provided and proper procedures to follow to prevent such fraudulent acts.	NA	City, Island municipalities, County EOC	Post-disaster	Include in next season's hurricane education materials.
Public Information Officer Public Outreach WG	Reducing Incidence of Fraudulent & Unethical Practices	Inform citizens of services offered by the County/State related to post-disaster personal finance consultation services: Forward information from State/County about available services related to personal finance post-disaster. Lack of knowledge or assistance often forces people into selling their property in a rush for much less than it's worth or falling prey to predatory lenders.	NA	City, Island municipalities, County EOC	Post-disaster	Include in next season's hurricane education materials.
Building Department Public Outreach WG	Reducing Incidence of Fraudulent & Unethical Practices	Inform citizens of services offered by the County/State related to risks of using unlicensed contractors: Hurricane preparation education prior to storms should include information on why unlicensed contractors should not be used and how to check the credentials of a contractor. This information can also be made available before and after a hurricane.	NA	City, Island municipalities, County EOC	Post-disaster	Include in next season's hurricane education materials.
Public Information Officer Public Outreach WG	Individual's Role in Preparing for & Recovering from a Disaster	Inform citizens of expectations of disaster planning and self-reliance after a disaster: Forward information from State/County about the need to prepare for a disaster. Update / acquire property or rental insurance that covers appropriate damages. These longer-term preparedness issues can be included with education on family evacuation plans, longer food, and water supplies, and keeping personal medical/prescription records. Include	All	City, County EOC	Immediate.	Include in hurricane education materials.

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Department / RMO / Working Group (WG)	Issue Topic	Action	Disaster Level	Agency	Approx. Timeframe	Funding Consideration
		information about annual preparation tax holiday.				
Public Works Department Environmental Restoration WG	Water Pollution from Sewer System Failures	Surface water cleanup procedures: Surface waters and canals can all be contaminated by sewer system failures. Review County contingency plans for quick clean up should be in place to prevent or slow widespread contamination. It is a two- part clean up, including solids and bacterial particles.	NA	City, Manatee County EOC, Utilities, FL DEP	Immediate	Staff in coordination with the County, FDEP and USACE.
Public Information Officer, Building Official Public Outreach WG	Unhealthy Levels of Mold in Damaged Structures	Inform citizens of the health risks of mold: Include educational information in hurricane preparation materials and through the media about identifying mold problems, avoiding structures with large concentrations of mold, and hiring mold remediators. Special-needs individuals who are more susceptible (i.e., home oxygen users) should receive high priority in education efforts. Creative methods for reaching these groups should be developed (such as vendors of oxygen equipment).	NA	City	Post-disaster	Include in hurricane education materials.
Building Official, Code Compliance Section Infrastructure & Public Facilities Restoration WG Land Use WG Public Outreach	Ensuring Strong Code Enforcement	Establish building moratoriums on heavily impacted areas: Create a rolling moratorium, based on DAT reports, that utilizes the existing triaged damage assessment approach. Those areas which experience the most severe damage will have the suspension lifted later. This allows less affected areas to begin the rebuilding process. Also, place activation/deactivation authority in the hands of the Building Official, who will better recognize the personnel workload and backlog. Consider timing with utilities coming back on-line vs. limited cleaning and site prep that may not require utilities.	NA	City	Post disaster	In-house staffing.

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WG						
Public Information Officer Public Outreach WG	Communicating with & Involving the public in Recovery and Redev. Issues	Encourage faith and community organizations to collect evacuation contact information: These groups could ask their members to provide email addresses and phone numbers (i.e., cell numbers or out of state family) they could be reached through in the event of long-term evacuation. The groups could then assist in getting messages about repopulation and rebuilding out during the recovery period.	NA	City	Immediate.	In-house staffing.
Building Department Public Outreach WG	Including Mitigation in Rebuilding	Provide information on City website and building permit forms to advocate structural hazard mitigation: Providing information about structural mitigation techniques for applicants to make additional improvements to mitigate damage in future year storms.	NA	City	Immediate.	In-house staffing and educational materials.
Building Department Public Outreach WG	Debris Management and Disposal	Establish housing demolition protocols: Protocols for demolition of destroyed homes for absent property owners should be established so that these unsafe, blighted structures do not remain for too long. Lobbying efforts should focus on making the process of financial reimbursement from FEMA for demolition easier for local governments. Also, the demolition process should include detailed documentation, i.e., photos, of the structures prior to demolition for insurance purposes of the owners if they are not able to return prior to demolition. Once procedures are developed, send information out with property tax statements to inform owners of the demolition protocols and the timeframe involved for them to return or contact the local government about the destroyed structure after a disaster. The property owners should be asked to provide	NA	City	Immediate.	In-house staffing or consultant.

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		voluntary contact information such as cell phone number or email address where they could be reached after a disaster in the case of their structure being on the demolition list. This could be added to the current property appraiser database.				
Building Department Economic Development WG	Ability of Small Business to Stay Afloat until Adequate Financial Assistance is Available	Assist small business with continuity planning and mutual aid agreements: At the time of applying for an occupational license, make available information about preparing business continuity plans for small businesses. Provide Island and Manatee chamber contact information.	NA	City Island Chamber Manatee Chamber	Immediate.	Provide educational materials.
Public Information Officer Public Outreach WG, Health & Social Services WG	Adequate Health and Mental Health Services Available During Recovery	Encourage post-disaster mental health: Coordinate with County EOC and Centerstone for availability and communicate via PIO. Determine availability for City staff, insurance.	NA	City County EOC Centerstone	Contact pre-hurricane season. Follow-up post-disaster	In-house staffing
Public Works Department Infrastructure & Public Facilities Restoration WG	Coastal and Aquatic Restoration	Ensure any FDEP/SWFWMD/FDEP files/permits are up to date: State must have approved design templates on file to expedite post-disaster project approvals.	NA	City	Annual	Provide educational materials.
Public Information Officer, Building Official, Planning & Zoning Official	Ability to Rebuild Stronger Structures	Homeowner & Neighborhood Association covenants: Restrictive covenants often preclude the introduction of valuable hazard mitigation measures. The covenants can be amended to improve disaster resiliency. This can be done voluntarily through public education or, in newly proposed areas, require all new covenants to address mitigation. Incorporate information on permitting applications.	NA	City	Immediate	Provide educational materials via permitting.

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Public Outreach WG						
Building Department Land Use WG	Ability to Rebuild Stronger Structures	Consider Expand V-Zone regulations to A-Zones: Stringent flood prevention regulations directed toward V-Zones could be utilized in structures found in A-Zones. Structures could come into compliance voluntarily or once hazard related damages exceed the 50% threshold. A-Zones often experience similar flood, surge, and wind hazards but do not currently meet most protective development standards.	NA	City	Immediate.	In-house staffing.
Building Department Land Use WG Public Outreach WG	Ability to Rebuild Stronger Structures	Public education to promote hardening and mitigation: Provide information to encourage contractors and citizens to build structures that exceed the Florida Building Code and include hardening and mitigation advances. Add to building permitting information.	NA	City	Immediate.	In-house staffing.
Planning and Zoning Administrator Land Use WG	Limiting Redevelopment in Hazardous Areas	Create non-conforming structure inventory: Non-conforming structures -- those built prior to adoption of Comp. Plan/ULDC regulations of area, height, lot coverage, yard setbacks, lot location, parking, or other dimensional requirements -- are not allowed to be rebuilt to the previous standards upon reaching the 50% damage threshold. Maintaining an inventory will speed the decision-making process for redevelopment orders and permitting.	NA	City	Immediate.	In-house staffing or consultant.
RMO Director Environmental Restoration Working Group	Limiting Redevelopment in Hazardous Areas	Renew funding for Conservation Land Acquisition: Acquisition could allow the City to assemble parcels for inclusion in the open space program and it will enable the City to avoid the same amount of destruction in future storm events.	NA	City	Immediate.	In-house staffing, grant funds to implement

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Governance and Financial Administration WG						
Planning and Zoning Administrator Land Use WG Infrastructure & Public Facilities Restoration WG	Avoiding Permanent Relocations of Core Businesses Outside of the Community	Create Business Improvement Districts (BID) in non-residential areas: With cuts to local government resources post-disaster, repairing the appearance commercial areas to attract customers may be fiscally out of reach for the City. BIDs are a self-assessed, non-ad-valorem tax based on property values to fund revitalization services and improvements within the district's boundaries. BIDs tailor their services to fit the needs of their districts, usually through a non-profit organization governed by a board of directors composed of stakeholders. Most BIDs work in partnership with the public sector to make their organizations even stronger and to benefit their members.	All	City Island Chamber	Soon after the disaster.	In-house staffing to assist in creating BIDs.
RMO Director Public Outreach WG	Avoiding Permanent Relocations of Core Businesses Outside of the Community	Advertise the quick recovery and resumption of business to the nation: Once it is safe for people to return and businesses reopen, especially retail/restaurants, make sure the nation is aware of the recovery to avoid stagnation of the City economy and invite returning seasonal residents. If a major disaster strikes, the news coverage of the devastation will remain in many peoples' minds and slow investment in the area unless counteracted with positive images of recovery.	Major & Catastrophic	City Island Chamber Manatee CVB Island municipalities	Depending on the level of disaster but after enough time has elapsed for businesses to have reopened.	Would most likely be done through a consultant via CVB.
RMO Director Public Outreach WG Economic Development WG	Avoiding Permanent Relocations of Core Businesses Outside of the Community	Produce statistics for post-disaster economic environment for better marketing business opportunities and discovering needs: The demographics and economic environment is likely to have dramatic changes after a disaster. For businesses to access the market and the workforce capabilities they will need new population and economic statistics. The County CVB can assist by having a post-disaster report done and distributing to the business community.	Major & Catastrophic	City Island Chamber Manatee CVB Island municipalities	Depending on the level of disaster but after enough time has elapsed for some of the population to have returned.	Would most likely be done through a consultant via CVB. Grants, County, or state money

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						may be available but may not want to wait for these.
RMO Director, Planning and Zoning Administrator Land Use WG, Public Outreach WG, Economic Development WG	Avoiding Permanent Relocations of Core Businesses Outside of the Community	Hold an Economic Development Charette for the business community after a disaster: Due to unforeseen changes from a disaster, the any economic development plans may need updating to reflect changed conditions. To do this, a charette could be held to solicit creative solutions to rebuilding the economy - industry, tourism, medical, retail, and research and development.	Major & Catastrophic	City Island Chamber Manatee CVB Island municipalities	Depending on the level of disaster but after enough time has elapsed for some of the population to have returned.	Consultant via CVB. Grants, County, or state money may be available or disaster fund.
Public Works Department Land Use WG, Infrastructure & Public Facilities Restoration WG	Avoiding Permanent Relocations of Core Businesses Outside of the Community	Beautification/landscaping for tourism: Landscaping and other physical attributes which add to a sense of place and attract tourist and seasonal residents, need to be replaced. While not an immediate need, these little touches should not be forgotten if the City also is working on repopulation by residents and visitors.	All	City	Within a year after the disaster.	City staff, local volunteer groups and grants such as Urban Forestry Grant.
Public Works Department Housing Recovery WG, Land Use WG, Infrastructure & Public Facilities Restoration WG	Rapid Restoration of Power & Utilities	Build in Mitigation during reconstruction of utilities: Underground utilities have a high up-front cost but will ultimately lower expenditures and assist in a more rapid restoration of power after disasters. Other mitigation efforts can focus on hardened, stronger designs for the infrastructure, such as stormwater, water, and wastewater facilities and systems.	All	City FP&L Manatee County Utilities Private utilities (Frontier, etc.)	Implement after DAT findings are analyzed.	Private utilities assume costs but could be assisted or loaned funds through the Disaster Recovery Fund.

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Planning & Zoning Administrator Health & Social Services WG, Land Use WG, Infrastructure & Public Facilities Restoration WG	Restoring Educational, Cultural, and Historic Amenities	Assisting Educational and Cultural Facilities find funding for repairs and restoration: After the disaster, local governments should designate staff to assist in finding grants and other assistance for these facilities.	All	City	After immediate response activities have been completed.	In-house staffing.
Planning & Zoning Administrator Health & Social Services WG, Land Use WG	Restoring Educational, Cultural, and Historic Amenities	Tax breaks for Historic Structure Restoration: Providing property tax breaks for proper restoration of historic structures damaged by the disaster.	All	City	Prior to property taxes coming due.	Will be a slight decrease in revenues.
Public Works Department Environmental Restoration WG	Coastal and Aquatic Restoration	Coordinate with County, FDEP & USACE to conduct erosion assessment: This is the first step in securing approval and funding to undertake nourishment projects.	All	City Island Municipalities Manatee County	Immediately following the storm event.	In-house staffing.
Public Works Department Environmental Restoration WG, Land Use WG, Infrastructure & Public Facilities Restoration WG	Coastal and Aquatic Restoration	Coordinate with County/State on Reassessment of CCCL: In a catastrophic, 100-year storm event, the erosion will be so great to warrant reassessing and possibly moving the demarcation landward.	Catastrophic	City Island Municipalities County State agencies	Begin following the FDEP erosion assessment.	In-house staffing

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<p>Public Works Department</p> <p>Environmental Restoration WG, Infrastructure & Public Facilities Restoration WG</p>	Coastal and Aquatic Restoration	<p>Marine debris cleanup: Hurricane debris finds its way into the intracoastal waterway and Gulf. Clearing large or toxic debris is necessary for public safety as well as environmental protection. Coordination with the County, Coast Guard, USACE, and FDEP is recommended.</p>	All	City Island Municipalities County Federal and state agencies	After immediate response activities have been completed.	Grants are available through NOAA and other organizations.
<p>Building Department</p> <p>Land Use WG</p>	Ability to Rebuild Stronger Structures	<p>Conduct Building Code effectiveness analysis: The City should <i>continue</i> to conduct analysis of the adopted building code in search of areas that can be improved to increase public safety.</p>	Major & Catastrophic	City	After deactivation of plan.	In-house staffing, consultant, or partner with local universities to conduct research.
<p>RMO Director, Planning and Zoning Administrator</p> <p>Land Use WG, Public Outreach WG, Economic Development WG</p>	Communicating with & Involving the public in Recovery and Redev. Issues	<p>Utilize Visioning Process for severely impacted areas: The Visioning Process found in the appendices should be utilized to avoid piecemeal redevelopment and include citizen participation.</p>	Major & Catastrophic	City	After completion of damage and habitability assessments.	In-house staffing or consultant.
<p>Planning & Zoning Administrator</p> <p>Land Use WG</p>	Limiting Redevelopment in Hazardous Areas	<p>Down-zoning undeveloped parcels in hazard-prone areas: Where parcels have not been permitted for development and remain vacant (or where the parcel's existing use is not as high as the allowable zoning or Future Land Use designation), post-disaster down-zoning should be explored to reduce vulnerability to hazards. The post-disaster period provides an opportunity for the</p>	Major & Catastrophic	City	Immediately following analysis of DAT findings. Include as part of community visioning process.	In-house staffing or consultant.

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		County to achieve a valid redevelopment and mitigation initiative. This approach needs to be respectful of private property rights.				
Planning & Zoning Administrator Land Use WG	Limiting Redevelopment in Hazardous Areas	Initiate municipal cooperation in Transfer of Development Rights program: Consider partnering with the County to provide TDR whereby the development rights within the City could be transferred to less vulnerable inland locales of the county.	All	City Manatee County	Immediately following analysis of DAT findings. Include as part of community visioning process.	In-house staffing or consultant.
Planning & Zoning Administrator Land Use WG	Including Mitigation in Rebuilding	Institute landscaping & invasive vegetation public education campaign: Non-natives are poorly adapted to the local environment and are more likely to topple or become wind borne, thus causing damage during storm events. Preventing citizens from purchasing and landscaping with them will create a safer, redeveloped community. Provide information at permitting and update Land Development Code.	All	City	Immediately following the storm event.	In-house staff or consultant
Planning & Zoning Administrator Land Use WG, Housing Recovery WG	Including Affordable Housing in Redevelopment Projects	Create Community Land Trusts: City can promote & assist in the formation of CLTs to create affordable housing. The CLTs can be used in post-disaster visioning process as a vehicle for implementation.	Major & Catastrophic	City	During redevelopment visioning process.	Typically funded through grants to start. Disaster Recovery Fund could provide some assistance.

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Department / RMO / Working Group (WG)	Issue Topic	Action	Disaster Level	Agency	Approx. Timeframe	Funding Consideration
Public Works Department Infrastructure & Public Facilities WG	Disaster Resistant Public Funding Decisions	Public Facility retrofits/repairs built to exceed current standards: When retrofitting/reconstructing public facilities, the City can exceed current FBC standards to improve mitigation efforts, secure publicly funded investments, and set an example for citizens.	All	City	After completion of damage and habitability assessments.	Increased costs but may lower insurance and future repair costs.
RMO Director, Department Directors All Working Groups	Unmet Needs Assessment	Unmet needs assessment development: An important part of planning for long-term recovery. An unmet needs assessment is used to advocate for additional resources needed by a community. Completed six months to a year after a disaster once initial resources have been deployed. Data collection should begin immediately after the disaster and continued throughout the recovery process to clearly communicate current needs to potential resource providers (state/federal agencies, State Legislature, congress, non-profit and private donors). The collection of this information is done through coordination with other recovery teams. The basic formula for an unmet needs assessment is: <i>Total Disaster Impacts – Resources Received to Date = Unmet</i>	NA	City Manatee County EOC	Starts immediately post-disaster.	Coordinate d with Manatee EOC

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Working Groups Details

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Economic Development Working Group

Post-disaster redevelopment and recovery is predominantly an economic proposition. Economic recovery and redevelopment are not easily conducted through traditional government action and require participation from the private sector. The purpose of the Economic Redevelopment Working Group is to gather and organize the expertise and resources necessary to identify and resolve post-disaster economic issues and to develop and implement strategies and actions to facilitate and support economic recovery and redevelopment. Primary areas of focus are as follows:

- Identification of most vulnerable industries/assets and prioritize for recovery
- Business survival, resumption, and retention
- Small business assistance
- Addressing changes in market and workforce composition/workforce recovery
- Tourism renewal and image marketing
- Innovative strategies for economic redevelopment
- Long-term impacts caused/exacerbated by climate change and sea-level rise
- Tax incentives/policies to spur business reinvestment
- Increase capital availability to businesses
- Improved assessments of damage to local/regional economies
- Communication/coordination among local, state, and federal governments on economic redevelopment matters

Representative Assistance and Advisory Members and Resources

Lead Agency: Manatee County EOC, ESF/RSF

Support Agencies: Small Business Development Centers

- Bradenton Area Economic Development Corporation
- Business Civic Leadership Center/U.S. Chamber of Commerce
- Chambers of Commerce (Island, Manatee, etc.)
- County Health Department
- Economic Development Administration
- Enterprise Florida
- FEMA Private Sector Division
- Florida Department of Economic Opportunity
- Florida ESF #18
- Manatee County Convention and Visitors Bureau
- Manatee County Cooperative Extension (UF)
- Bradenton Area Sports Commission, Inc.

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- Manatee County Tourist Development Council
- Sarasota-Bradenton International Airport
- Sarasota-Manatee County Metropolitan Planning Organization
- Small Business Administration
- US Department of Commerce
- US Department of Labor

Potential Activities

- Survey 12-18 months post-disaster to understand long-term recovery needs of the business community. Provide results to the Florida Department of Economic Opportunity in a report to help guide the development of economic recovery programs.
- Support efforts by Housing Recovery Work Group for employee housing

Important Local, Regional, State, and Federal Resources to Support this Function

- FL Small Business Development Center – US Small Business Administration
- FL Department of Economic Opportunity – Emergency Bridge Loan Program
- FWC Fisheries Disaster Funding
- Tampa Bay Regional Planning Council - has direct access to federal and state agencies that can assist with economic and business recovery immediately following a disaster and, in the months, and years that follow.

Additional Resources

HUD Publication: [Economic Recovery and Resiliency Efforts Following Hurricane Irma Workshops \(hud.gov\)](#)

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Environmental Restoration Working Group

The Environmental Preservation & Restoration Working Group coordinates with relevant local and regional organizations and agencies to restore natural resources after a disaster, prevent environmental degradation during redevelopment, and address concerns over contamination from debris. Given the main driver economically is the environmental-based tourism, this is a priority for restoration.

Primary Areas of Focus

1. Erosion of beaches and dunes
2. Waterway debris removal, pollution
3. Health-related pollution associated with hazardous materials, debris contaminants
4. Environmental review of temporary sites
5. Environmental review of housing sites/neighborhoods/commercial areas
6. Wetland restoration
7. Habitat restoration on conservation lands
8. Urban tree canopy restoration
9. Long-term impacts caused or exacerbated by climate change and sea level rise

Representative Assistance and Advisory Members and Resources

Lead Agency: City of Holmes Beach Public Works Department

Support Agencies:

1. USACOE - Jacksonville District
2. Southwest Florida Water Management District (SFWMD)
3. Florida Department of Environmental Protection
4. Environmental Protection Agency Region 4
5. Environmental Protection Agency - Office of Wetlands, Oceans, and Watersheds
6. Manatee County Utilities Department (water, sewer, solid waste)
7. Manatee County Public Works
8. Manatee County Health Department
9. Manatee County Parks & Recreation Department
10. Manatee County Natural Resources Department
11. Island Public Works Departments
12. United States Fish and Wildlife Service
13. Environmental & Ecotourism Groups
14. Nature Preserves, Centers, Gardens
15. Universities & Colleges
16. Professional Societies (NPDES, etc.)
17. Oil Spill Taskforce

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18. City of Holmes Beach Clean Water Ad Hoc Committee
19. City of Holmes Beach Parks and Beautification Committee

Governance and Financial Administration Working Group

The Governance and Financial Administration Working Group is responsible for ensuring the continuity of essential City government functions and the administration of all disaster-related finances during the long-term recovery process. Financial responsibilities include working with local and regional organizations and agencies to exploit post-disaster funding sources and ensuring public funds are spent wisely, legally, and equitably after a disaster.

Primary Areas of Focus

1. Emergency powers and authority
2. Provide for continuity of government and operations
3. Project revenue shortfalls
4. Coordinate private and public funding
5. Pre-develop options for sustainably cutting services or finding other funding sources
6. Retain bond ratings
7. Establish internal claims reimbursement process for FEMA funds
8. Modify purchasing/contracting procedures to expedite emergency purchases
9. Track the following: financial expenditure, including tracking outside resources received and how these funds are being used
10. Employment resumption metrics
11. Home occupancy and rental rates
12. Tourism accommodations' occupancy rates

Representative Assistance and Advisory Members and Resources

Lead Agency: City of Holmes Beach Treasurer

Support Agencies:

1. City Commission - Chair
2. Manatee County League of Cities - Executive Director
3. Island Municipal Representatives
4. Manatee County Office of Financial Management & Budget (OFMB)
5. Manatee County Legislative Delegation Representative
6. City Treasurer

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Health and Social Services Working Group

The Health and Human Services Working Group is large diverse group responsible for working in coordination with relevant local and regional organizations and agencies to ensure that the City will be able to meet the increased health, social service, and public safety needs of its population after a major disaster and make a smooth transition from short-term recovery services to long-term redevelopment assistance. Special attention will be given to the socially and economically vulnerable most severely affected during a disaster event. The Health and Social Services Working Group identified and prioritized the following list of issues.

Primary Areas of Focus

Health and Medical

1. Hospital, clinic, medical office restoration
2. Medical personnel retention and recruitment
3. Mental health assistance
4. Assisted living and nursing home safety
5. Long-term assistance for special needs population
6. Health related pollution and environmental justice
7. Community redevelopment from Healthy Communities perspective

Safety and Security

1. Public safety service levels reestablished throughout City

Education

1. Schools, higher education reopened
2. Daycare, after-school, and youth programs restored
3. Recreation, cultural activities restored

Health and Social Services

1. Public transportation restoration
2. Children and family services
3. Low-income assistance
4. Homeless programs
5. Coordination and assistance for NGOs and volunteers

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Representative Assistance and Advisory Members and Resources

Lead Agency: City of Holmes Beach Human Resources

Support Agencies:

1. Long Term Recovery Coalition
2. Manatee County Health Department
3. National Volunteer Organizations Active in Disaster (NVOAD)
4. Small Business Administration
5. United Way
6. Salvation Army
8. American Red Cross
9. U.S. Army Corps of Engineers
11. Area Agency on Aging
12. Children's Services Council

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Housing Recovery Working Group

The primary mission of the Housing Recovery Working Group is to support long-range housing solutions that enable the City to quickly move its impacted residents out of emergency shelters and into safe, accessible long-term transitional housing while assisting in the repair and replacement of the damaged housing stock in a timely and efficient manner.

Primary Areas of Focus

1. Temporary housing provision and removal
2. Rapid repair permitting
3. Temporary housing sitting criteria
4. Funding assistance and insurance problems
5. Non-conforming structures/substantial damage
6. Code enforcement and contractor licensing
7. Available contractors, and skilled construction workers
8. Hazard mitigation, rebuilding enhanced and sustainable homes and neighborhoods.

Representative Assistance and Advisory Members and Resources

Lead Agency: City of Holmes Beach Building Department

Support Agencies:

1. American Red Cross
2. Area Agency on Aging
3. Center for Family Services
4. Children's Services Agency
5. Disaster Temporary Housing Program - FDEM
6. Home Investment Partnership Program
7. Housing & Urban Development (HUD)
8. Manatee County EOC
9. Manatee County Health Department
10. National Volunteer Organizations Active in Disaster (NVOAD)
11. Salvation Army
12. Small Business Administration
13. State Disaster Housing Planning Initiative (SDHPI)
14. United Way
15. U.S. Army Corps of Engineers

Data Collection

Data collection is an important part of understanding long-term impacts and communicating recovery needs to state and federal agencies that have funding to support redevelopment. It

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can also help guide the work of all the groups within the City who will be working on the mission of long-term housing recovery and redevelopment. The following resources are great tools to help understand housing impacts:

Local Damage Assessment Information: This information provides the number of homes in the community that were impacted, and categorizes them as “major”, “minor”, or “destroyed”. This data is further refined by the completion of safety inspections and substantial damage assessments.

Building Permit Applications and Approvals: The status of residential building permits is a great indicator of the progress of overall housing recovery in the community. It can also help those working on housing recovery to better understand where there may be delays or bottlenecks in the process or the need for additional resources.

FEMA Individual Assistance Data: FEMA Individual Assistance (IA) data can help a community in several ways. First, it provides information on damage by housing tenure (renter or owner) to understand impacts on both types of housing in a community. Second, it can provide point-level data to be used to display concentrated impacts on maps. Third, it includes basic information on income to help understand the impacts on low- and moderate-income populations. Finally, it can be a great tool to target outreach directly to impacted homeowners registered with FEMA to ensure their needs are met. However, this data contains personal information (like addresses) and can be sensitive and difficult to obtain. To access this information, work with the City Building Official. Tips on how to secure this data can be found on page 12.

Additional Resources

See the *Funding & Assistance Sources for Community Redevelopment* section.

TBRPC Publication: [REACH: Housing Resilience Funding Guide](#)

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Infrastructure & Public Facilities Restoration Working Group

The Infrastructure & Public Facilities Restoration Working Group is the lead implementing body for coordinating with appropriate local and regional organizations and agencies to plan for the timely repair, reconstruction, and enhanced resilience of the City's critical public and private infrastructure and public facilities following a major disaster.

Primary Areas of Focus

1. Security of critical infrastructure information
2. Infrastructure services to priority redevelopment areas and other areas of new service resulting from redevelopment
3. Infrastructure services to interim redevelopment needs
4. Infrastructure and public facility repair
5. Debris management
6. Communication and coordination among agencies, jurisdictions, and stakeholders
7. Long-term impacts caused or exacerbated by climate change and sea-level rise
8. Rebuilding infrastructure improvements with mitigation, sustainability, and resiliency in mind

Representative Assistance and Advisory Members and Resources

Lead Agency: City of Holmes Beach Public Works

Support Agencies:

1. Gas Utilities
2. Florida DOT
3. Florida Power and Light
4. Island public works directors
5. Manatee County Public Works Department (engineering, transit)
6. Manatee County Property Management Department
7. Manatee County Utilities Department (water, sewer, solid waste)
8. Manatee County School District
9. Private utilities (e.g., Comcast, Verizon Wireless, AT&T, etc.)
10. Southwest Florida Water Management District
11. Sarasota-Manatee County Metropolitan Planning Organization Property Appraiser's Office

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Land Use Working Group

The Land Use Working Group is responsible for ensuring redevelopment is done consistent with the visions of the City and in a manner that will increase its resiliency to future disasters. It will seek reasonable solutions to highly political and contentious issues relevant to post-disaster land use.

Primary Areas of Focus

1. Prioritizing areas to focus rebuilding, reconstruction, and redevelopment
2. Affordable and Workforce Housing Redevelopment Opportunities
3. Build-back standards (e.g., non-conforming structures, FEMA 50% rule, etc.)
4. Develop policies for redeveloping land areas that have sustained repeated damages from disaster events
5. Long-term impacts caused or exacerbated by climate change and sea level rise
6. Respect to private property rights – alternative future use considerations for high hazard areas, property acquisition to reduce vulnerability, etc.

Representative Assistance and Advisory Members and Resources

Lead Agency: City of Holmes Beach Planning & Zoning Administrator

Support Agencies:

1. Bradenton Area Economic Development Corporation
2. City Planning Commission
3. City Public Works Department
4. Local Emergency Planning Committee
5. Florida Public Service Commission
6. Florida Department of Economic Opportunity
7. Florida Fish & Wildlife Conservation Commission
8. Florida Power & Light
9. Manatee Cooperative Extension Service (UF)
10. Manatee County Property Management Department
11. Manatee County Utilities Department
12. Planning, Building, and Code departments
13. Property Appraisers Office
14. Southwest Florida Water Management District
15. Tampa Bay Regional Planning Council

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Public Outreach Working Group

The Public Outreach Working Group will work to maintain open lines of communication among local, state, and federal governments, partnering agencies, and the public so that the entire community has appropriate access to information regarding the long-term redevelopment process both prior to and following a disaster.

Primary Areas of Focus

1. Providing effective and clear communication to all affected groups
2. Pre-established outreach methods, traditional and nontraditional
3. Establishment or co-location of well- distributed information centers
4. Clear and effective cross-communication among governments (local, state, federal)
5. Opportunity for public participation in redevelopment decisions
6. Public understanding of redevelopment policies before a disaster
7. Transparency in redevelopment decisions and activities
8. Defense and promotion of area's viability/ability to re-build

Representative Assistance and Advisory Members and Resources

Lead Agency: City of Holmes Beach Mayor

Support Agencies:

1. Chambers of Commerce, professional organizations
2. City Planning and Zoning Administrator, consultant (Charrettes)
3. Emergency Management Director
4. City Building Department
5. City Attorney's Office
6. County and Island Public Works
7. Florida House of Representatives
8. Manatee County Health Department
9. Media (Local, National)
10. Private-Public Partnership (Business Continuity Information Network)
11. Working Groups; Recovery Plan Executive Group
12. United Way; Other NGOs, CBOs

Post-Disaster Visioning and Community Participation Process Guide

In the event the City may have suffered concentrated destruction to a degree that major redevelopment of area is necessary, rather than allow this redevelopment to happen piecemeal or, even worse, let the area remain in a prolonged neglected state, a transparent visioning process with community participation could result in an opportunity to make the impacted area better than before.

The following process outlines some important steps in involving the residents and businesses of an impacted area in decisions for the future during what could be a difficult recovery period. This effort is likely larger than the RMO and staff could address. If determined, appropriate Working Groups to oversee each action could be established and are cited.

Determining What Areas Require Visioning Process

The following will help the RMO, and work groups determine which areas of the City that may need a visioning process for redevelopment:

- Based on damage assessments GIS can be used to determine if there are areas of concentrated substantial damage. These areas may result from storm surge, excessive flooding, tornadoes, or simply high winds in relation to a hurricane or could be an area impacted by a catastrophic urban/ wildfire or other type of hazard capable of large paths of destruction.
- If a sector of the community with substantial damage to many structures is identified, City staff should create maps showing the boundaries of the area and the damage it sustained, the future land use for the area, and what the existing uses were. All of this should be available as GIS layers depending on the jurisdiction. If the area of impact is large it should be split into neighborhood units to better enable community participation during the visioning process.
- This information should be taken to the RMO with the recommendation of the Planning & Zoning Administrator as to whether this area needs a visioning process before redevelopment is allowed. If the RMO decides that it should go through a visioning process, then the RMO Director should get approval from the City Commission.
- The area should also be given an extended moratorium to allow time to prepare for a visioning process and make any needed land use or regulation changes before rebuilding begins there.
- Once a sector has been approved for a post-disaster visioning process, a press release of the City's intentions should be prepared that includes a description of the area and asks for residents and businesses from that area to participate. The

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visioning process can be conducted via a resource center, website, meetings, etc. The communication should note that the process is not intended to keep people from returning to their neighborhoods and that their right to return is a priority.

Gathering Input and Preparing for a Charette

- Several actions in this Plan recommend the creation of regional public information/resource centers on the island or in the county in the aftermath of a major or catastrophic disaster. These centers may serve several purposes such as disaster financial assistance, temporary housing assistance, mitigation, and rebuilding information, and permitting assistance once the moratorium for that area has been lifted. For any area declared for visioning, a resource center should be located there or an appropriate location that has information on the visioning process and timeline. Maps, such as those cited above, should be displayed and staff or volunteers should be able to answer questions and record comments. Questionnaires, comment sheets, and maps with markers should be out for interested people to submit ideas or concerns. Information at the resource center should be available in languages appropriate for the demographics of the impacted area.
- A website should be created with the same information available at the resource center and a means by which people can submit comments as well as a phone number for questions. This will provide a way for those citizens who have not returned to the City to begin participating.
- Analyze the risk of rebuilding (by parcel if possible) and make recommendations if mitigation through current standards will prevent a repeat of the destruction or if some areas of the sector are inappropriate for the current future land use designation. Present these findings to the RMO/City Commission, and after reaching consensus, make them available to the public as a technical report to be used in the charette discussions.
- Perform a brief economic analysis of the impacted community as it was before the disaster and determine if there may be substantial changes due to the disaster. Should the area focus economic development in a different direction? Draft a technical report with recommendations to be used in a charette.
- Stakeholder meetings can be scheduled to focus on the above technical reports and gather public input on how these recommendations could be incorporated into redevelopment plans. These meetings should be facilitated and invite all stakeholders who have returned (residents, businesses, schools, religious institutions, homeowner associations, etc.). Media involvement in these meetings should be encouraged to provide information for those who were unable to attend. Proceedings should also be posted on the website.

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- Based on public input and technical reports, visual vision alternatives should be prepared for the impact area that can be debated at the charette. Assistance from experts should be enlisted in preparing these alternative visions. The Tampa Bay Regional Planning Council, Florida Department of Economic Opportunity, professors, and their students from Florida graduate planning and/or urban design departments, American Planning Association, and Urban Land Institute are just a few places where expertise could be obtained. The alternative visions should try to incorporate some of the relevant redevelopment opportunities listed in the next section.

Holding a Charette

- Once there has been enough time for displaced persons to return and general input from the public has been developed into alternative visions, a charette can be scheduled for the impacted area. It should be held in a large meeting space as near the area as possible with appropriate audio-visual equipment. The time and date should be chosen to allow as many to participate as possible. During the day on Saturday may be appropriate if there are still safety issues from the hurricane with travel at night. The scheduled charette should be announced in a press release and advertised through signs in the affected area for several weeks prior.
- Professional facilitation services should be procured (could be a pre-disaster agreement) if staff expertise is not available. The visioning charette should create a picture of redevelopment goals for the next 20 or more years. It should be sensitive to private property rights and the possibility of citizen distrust in the process.

Implementing the Vision

- Once a vision has been accepted by the charette attendees, or if necessary, a series of charettes, any necessary Comprehensive Plan amendments or Land Development Code changes that would be required to implement the vision should be drafted and reviewed by the legal department in an expedited manner. These should be presented to the City Commission.
- After local approval has been obtained, expedited review and approval by the State should be requested so that the moratorium on this area can be lifted and rebuilding can begin in a managed manner.

Concepts to Explore for Redevelopment in Post-disaster Visioning

If major redevelopment were necessary following a disaster, ideal concepts to include with redevelopment might include some of the following items that are being used in other Florida communities post disaster. Some of these are depending upon the scale of the event from minor impacts to complete “clean slate” devastation and scouring of 1-3 feet of topsoil. Again,

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some of these ideas need to be respectful of private property rights. They may require property acquisition to facilitate.

Open space

- Consider hazardous land (i.e., surge/flood risk) for open space uses. These areas could be used for parks, habitat conservation, stormwater, or simply aesthetic public spaces to enhance the new development.
- Natural drainage areas, beach dunes, and wetlands could be preserved or restored while development is clustered elsewhere. Transfer of development rights or land acquisition programs can be used to compensate landowners.

Infrastructure

- Expand/build stormwater detention capacity while restoring native wetlands. Install water quality measures into stormwater projects to prevent contaminated runoff from directly entering the Gulf of Mexico.
- Protect canals and marina areas by creating multiple barriers to dissipate wave energy, reduce the reach of storm surge, and control storm water.
- Consider increasing the elevation and engineering standards/methods to protect roadways from repetitive flooding and storm surge. This can be done in tandem with other infrastructure improvements (e.g., water and sewer maintenance and pipe replacement).
- Address multiple needs at once when replacing or redeveloping infrastructure, (e.g., combine modifications to underground utilities, including stormwater and sewer lines, during road construction). For example, streetscape improvements (including parking and bike lanes and pedestrian accommodations) can be implemented when sewer lines are replaced. Some roadways could also serve as a surge barrier. Implementation of Complete Streets initiatives and stormwater drainage can be accomplished simultaneously, which will help ensure that emergency ingress/egress routes remain open and accessible to residents while encouraging economic revitalization through improvements to streetscapes.
- Perform a City-wide evaluation of the City's stormwater system through the development and utilization of a stormwater model. The evaluation should identify where stormwater capital improvements are needed to improve the level of service and the quality of water discharged to the Gulf of Mexico and Anna Maria Sound. The study should provide planning and management strategies to enhance the City's resilience to sea level rise, which could include the elevation of infrastructure, utilities, and structures (by fill). A similar effort was made by Treasure Island, FL. See [Watershed Management Plan \(mytreasureisland.org\)](http://mytreasureisland.org).

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- Consider dual-purpose public facilities such as co-locating police/fire stations and Emergency Operations Centers.
- Encourage County beach renourishment with enhanced dune construction/vegetation project to protect City from erosion due to wind and surge.
- Consider a future trail, boardwalk or walking path along the beach side of the City, which could be part of a dune and storm surge protection system.
- Reconstruct stormwater swale system on residential streets
- Develop a new City-wide stormwater master plan
- Consider a new minimum seawall height for the City and living seawall standards where appropriate
- Burial / move power lines underground
- Consider ways to improve County utility system protection from repetitive flooding and storm surge (e.g., vacuum based system vs gravity sewer).

Mixed-Uses

- Redevelopment can turn previous single-use areas into vibrant mixed-use areas. By mixing commercial with residential, and amending land development regulations, residents and visitors can be made more comfortable walking in the City.

Mixed-incomes

- Redevelopment projects should provide housing options for mixed-income populations. Including workforce housing helps correct the jobs-housing balance within our community. It also helps to ensure that those displaced by the disaster can afford to return to Holmes Beach.

Alternative transportation designs

- Transit and pedestrian oriented developments use human-scale designs rather than catering to automobile needs. Smaller streets and parking lots, continuous bike lanes/paths, and plentiful sidewalks with access to mass transit encourage healthy lifestyles and reduce pollution and energy consumption.

Safe and green buildings

- Environmentally friendly buildings cut energy consumption by providing natural lighting and other innovative solutions such as green roofs. Combining these innovations with hazard mitigation techniques would result in ideal structures- capable of withstanding hurricanes while also conserving natural resources.
- Incentivize new development to build to higher than code or State standards (wind, elevation, etc.)

Recovery Plan Deactivation

The City's Executive Policy Group (EPG) will continuously monitor recovery and redevelopment progress. When, in their judgment, critical post-disaster actions and initiatives contained herein and other actions identified and implemented post-disaster have been completed to a level that no longer requires the RMO's ongoing direct involvement and oversight, the EPG may recommend full or phased partial deactivation of the Recovery Plan to the Mayor and City Commission. The decision to deactivate the Plan ultimately rests with the City Commission. Certain aspects of the long-term recovery and redevelopment process may likely continue beyond Plan deactivation.

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Recovery Plan Maintenance and Updating

The Recovery Plan is a dynamic document that adapts to changes in policy, priorities, and needs. This plan will be updated as needed to meet compliance with the CEMP, and other recovery specific regulatory and guidance documents. Authority for changes to the Plan is delegated to the Emergency Management Director, who is responsible for the coordination of changes with affected agencies, and after concurrence, may make changes to this plan.

The Recovery Management Organization will organize and conduct periodic exercises and training annually, or more often as necessary, to communicate, develop, and update the Recovery Plan. Such exercises and training will be conducted with similar exercises and training in coordination with Manatee County Emergency Management.

At least annually, the Director will prepare and submit reports to the City Commission on the progress of formulation, amendment, or implementation of the Recovery Plan. At a minimum, the following should be reviewed for updates:

- Guiding documents by FEMA, FDEM, American Planning Association (APA)
- Florida Statutes
- TBRPC Sea-level Rise Working Group reports
- County PDRP, LMS, CEMP, THIRA, etc.
- FEMA flood hazard maps
- City Comprehensive Plan
- City plans (e.g., CEMP, COOP, Debris, Hurricane Recovery, etc.).
- Statewide Regional Evacuation Study for Tampa Bay Region via TBRPC

A Record of Changes, displayed at the front of this document, is used to record all published changes. All major changes will be routed to plan holders within 90 days of the promulgation of the change.

Disaster Recovery Ordinance 22-20

RESOLUTION NO. 24-05

A RESOLUTION OF THE BOARD OF CITY COMMISSIONERS OF HOLMES BEACH, FLORIDA, APPROVING THE REVISED HOLMES BEACH COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

WHEREAS, Chapter 252, Florida Statutes, assigns to the Board of City Commissioners responsibility for disaster mitigation, preparedness, response, and recovery; and

WHEREAS, being prepared for disasters means being ready to respond promptly as danger threatens, to save life and protect property, and to provide relief from suffering and privation; and

WHEREAS, local services may be overburdened or inadequate, and local government shall have to operate effectively in different ways than in normal times to provide timely relief and minimize hardships in the event of natural and technological disasters in The City of Holmes Beach; and

WHEREAS, man populated areas and parts of communities may require evacuation, shelter, and food until the disaster ends, services are restored, and needed supplies and materials are available; and

WHEREAS, this plan is intended to provide the framework for the development of detailed operating procedures for all City forces charged with the responsibility of protecting the public's health and safety from natural and technological disasters; and

WHEREAS, Chapter 27-P, Florida Administrative Code, requires each City to develop a Comprehensive Emergency Management Plan; and

WHEREAS, Chapter 27-P, Florida Administrative Code, furthermore, requires the governing body of The City of Holmes Beach to adopt by resolution, the revised The City of Holmes Beach Comprehensive Emergency Management Plan.

NOW THEREFORE, BE IT RESOLVED by the Board of City Commissioners of The City of Holmes Beach, Florida, that The City of Holmes Beach's revised Comprehensive Emergency Management Plan be hereby adopted and activated throughout The City of Holmes Beach.

This resolution shall become effective upon adoption.

PASSED AND ADOPTED this 11th day of June, 2024.

**BOARD OF CITY COMMISSIONERS
THE CITY OF HOLMES BEACH, FLORIDA**

Terry Schaefer
Chair Terry Schaefer

Carol Soustek
Vice-Chair Carol Soustek

Dan Diggins
Commissioner Dan Diggins

Pat Morton
Commissioner Pat Morton

Absent
Commissioner Greg Kerchner

Approved by me this 11th day of June, 2024

Judy Titsworth
Mayor Judy Titsworth

This 11th day of June, 2024.

ATTEST:

Stacey Johnson
Stacey Johnson, Clerk to the

Board of City Commissioners,
The City of Holmes Beach

Approved as to form and legality:

Erica Augello
Erica Augello, City Attorney