HALLANDALE BEACH
POST-DISASTER REDEVELOPMENT PLAN
JULY 2020
ACKNOWLEDGEMENTS

The Hallandale Beach Post-Disaster Redevelopment Plan was developed by City Officials with a significant amount of input from City Staff and community leaders.

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The City of Hallandale Beach wishes to express its gratitude to the Florida Department of Economic Opportunity for its support which funded the development of The Hallandale Beach Post-Disaster Redevelopment Plan. The City would also like to thank to the South Florida Regional Planning Council and OVID Solutions for their support in the development of this plan.
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All pictures used in this document were sourced using OVID Solutions Canva membership or the City of Hallandale Beach Flickr account.

Link: https://www.flickr.com/photos/hallandale_beach/albums/with/72157713638457897
More than a year ago, the City of Hallandale Beach committed to the development of a Post-Disaster Redevelopment Plan (PDRP) because of our community’s vulnerability and risk to the annual Atlantic hurricane season and sea level rise. Last year’s Hurricane Dorian, that devastated Freeport, Bahamas, could have impacted our community. The City Commission approved the development of the PDRP prior to the onset of the COVID-19 pandemic, and its deleterious effects on public health and the economy.

This Post-Disaster Redevelopment Plan will serve as a framework to help the City and its partners organize and prepare for natural disasters and pandemics. By organizing and preparing now, while our nation is still responding to immediate needs, the City, with support from the South Florida Regional Planning Council, can build and implement a strong foundation for long-term recovery that will be needed following this and future events that may arise in the future.

We are creating a plan with a special grant from the State of Florida Department of Economic Opportunity. The grant requires us to complete this framework by mid-June in preparation for adoption by the City in August. It is not likely that our City or nation will have a full understanding of the long-term impacts, needs, or resources available to address long-term recovery from COVID-19 prior to the completion of this plan. It’s important for the City to create resilient mechanisms that will withstand future shocks to public safety and the local economy. The pandemic has revealed national and local vulnerabilities. Understanding how to quickly adapt our public health infrastructure and economy towards resilience provides an opportunity for the City to lead on solutions and future growth.

By taking steps now to confirm goals for long-term redevelopment of the City of Hallandale Beach through pre-existing visions and recent community and staff input, the City of Hallandale Beach and our community can quickly put this plan into action in the months following its completion. Activation will likely include the development of subcommittees, expansion of partnerships, and seeking resources to kick start and support the long-term recovery of the City. While the development of this plan is on a tight timeline, rest assured that the City of Hallandale Beach is using this opportunity to ramp up for long-term recovery following this current and future crises, while maintaining a strong focus on the immediate needs of community residents.

**Potential Long-term Effects on the City of Hallandale Beach as a result of COVID-19**

- Loss of tourism and the impacts to service industries that support tourism
- Permanent business closures
- Job loss
- Evictions from rental properties
- Mortgage foreclosures
- Social and psychological impacts resulting from isolation and economic strain
- Tax revenue loss and impacts to local government fiscal health
- Supply chain and healthy food access disruption, especially for vulnerable populations
Summary of Feedback from Community Members on Long-term Recovery from COVID-19

As part of the development of this plan, stakeholders were asked to provide their ideas on how to build back stronger and more resilient in the face of the current COVID-19 crisis. The following ideas were generated from this survey:

- Economic diversification can help to ensure that the City is prepared to handle economic shocks in the future, by not relying solely on one type of industry to support the community.

- Rental assistance to ensure that residents are not evicted from properties and mortgage foreclosure prevention assistance may be needed in the future to keep residents in their homes.

- Update emergency action plans to include public health crises.

- Increase high-speed internet availability to enable more families to work at home and participate in distance learning. This will have a positive impact on economic development in the future as well.

- Provide positive messaging for businesses to show that the City is committed to their survival and advertise resources that are available to assist them.

- Evaluate long-term financial health of the City and plan for future needs considering impacts to tax revenues and other streams of income that may have been disrupted.

- Open lines of communication between nonprofits and local governments to encourage collaboration and leverage of resources available to support residents and businesses which may be allocated to both types of organizations.

- Develop a solid mitigation plan for the pandemic and communicate it to the public to increase public confidence in safety measures.

- Increase communication with condominium and residential administrators to get available resources to residents and tenants and ensure that where possible, solutions are explored to keep residents in their homes.

- Create a task force for the City to assist with public health response and recovery.

- Prioritize the hiring and support of local businesses first with any contracting opportunities that may become available through the City in the future to help ensure dollars remain in the community.
**Actions the City can take NOW to prepare for Long-term Recovery**

- Activate long-term recovery tasks forces, using the teams outlined in this plan. A lead individual should be appointed for each task force or recovery support function and bi-weekly meetings should be initiated soon to discuss impacts and consider resources available.

- Collect local data that will help tell the story of impacts to the local economy.

- Assign staff, and/or work with a City lobbyist to stay abreast of all opportunities that may be available through federal legislation and the state budget.

- Stay engaged with local businesses to ensure they are aware of resources available to them to keep them afloat. Ensure them that the City is committed to rebounding as quickly as possible to help them feel more confident about the long-term survivability of their business.

- Project how COVID-19 will affect local tax revenues considering business closures and restrictions on travel that may affect tourism and job losses. This projection can help the City advocate for appropriate resources and forecast future needs for support.

- The goal of this work is to create a long-term recovery plan, based on the data and needs of the City of Hallandale Beach, to guide recovery actions over the course of the next few years while preparing for the future.
EXECUTIVE SUMMARY

In the last four years, the City of Hallandale Beach has prepared for, and has experienced two hurricanes, prompting the City to develop this Post-Disaster Redevelopment Plan (PDRP) to help guide long-term recovery after a major disaster. This plan will help the City increase its resilience to natural and man-made disasters and position the City to maximize recovery efforts to make the community stronger in the face of storms and other emergencies in the future, while also considering the actions needed to increase its resiliency to sea level rise and climate change.

The City of Hallandale Beach PDRP builds off existing planning efforts, vulnerability analyses, and recent community input to create an operational framework focused on eight long-term recovery topics identified as important to the community.

The City of Hallandale Beach Commission has directed that this strategic plan to focus on the four broad areas outlined below. Additionally, through recent stakeholder input, community members suggested additional guiding principles for long-term recovery.

- Financial Stability and Organizational Capacity
- Infrastructure
- Development and Redevelopment
- Economic Development

This plan is not meant to take the place of emergency response and short-term plans that will guide efforts in the immediate aftermath of a major disaster. It is designed to bridge the gap between those efforts and long-term redevelopment. Through planning and close coordination, the City can maximize opportunities in a way that uses all resources available to build back stronger and more resilient in the future to both natural disasters and economic shocks.
HOW TO USE THIS PLAN

After a major disaster, it can be years before all recovery resources flow to a community and sometimes it will be more than a decade before the community is fully recovered. The Hallandale Beach Post-Disaster Redevelopment Plan (PDRP) is an operational framework that is intended to help the City navigate resources available for long-term recovery after FEMA Individual Assistance and FEMA Public Assistance have been exhausted. In the event of a pandemic, this can mean tapping into new funding sources that are available to support the community once it is fully reopened and charting a new course to stabilize the local economy. Through planning and close coordination, the City can maximize opportunities in a way that uses all available resources to build back stronger and more resilient in the future to both natural disasters and economic shocks.

COVID-19 Considerations

While this plan was initially created for hurricane recovery, it can apply to recovery from a pandemic at the community level as well. To recognize how recovery from COVID-19 may be different than that of a natural disaster, callout boxes have been included throughout the plan.

Guiding Principles for Long-term Recovery

It is expected that a detailed recovery plan will be developed that responds to the specific impacts and unmet needs following a disaster. However, it can be helpful to start with basic guiding principles for long-term recovery. This plan includes goals and vision for long-term recovery that can be used to guide the development of this document. These goals can also be shared with partnering organizations who may be interested in assisting the City early on after a disaster, while data is being gathered to develop the long-term recovery plan.

Source: City of Hallandale Beach Flickr, 2017
GUIDING PRINCIPLES FOR LONG-TERM RECOVERY

The City of Hallandale Beach Commission has directed the City’s strategic plan to focus on four broad areas which are outlined below. In addition, through stakeholder input, community members suggested additional guiding principles for long-term recovery.

The overarching goals that stakeholders consistently identified were planning for flooding and sea level rise, especially in zones identified most at-risk; planning for natural mitigation infrastructure instead of hardened infrastructure like sea walls; and changing zoning ordinances to allow for more resilient construction and locations of new developments. Stakeholders consistently identified roads, storm water systems, sewage and pumping stations, and green spaces as infrastructure elements that need to be improved. A transition to green transportation in the form of electric vehicle infrastructure was another goal identified. Stakeholders mentioned that the financial feasibility of infrastructure projects must be accounted for because resilient infrastructure requires federal or state funding to implement.

Financial Stability & Organizational Capacity

- Plan and manage fiscal responsibilities to ensure the timely and efficient provision of capital projects that adequately serve existing and future projected needs.

- Build and maintain financial reserves to ensure that the City has cash on hand to immediately begin recovery. Many of these costs can be reimbursed through federal or state programs but having a reserve can limit the amount of money the City needs to borrow upfront, avoiding interest fees and reducing the cost of recovery. It also avoids the need for the City to shift money from other programs that will be important to long-term vitality.

- Maintain level of service standards and consider using them as a metric for recovery after a disaster.

- Manage the FEMA reimbursement process and ensure that all staff are trained on how to fill out required documentation to ensure maximum reimbursements for the City.

- Ensure that Hallandale Beach CRA operations are an integral part in long-term recovery as its boundary comprises most of the City.

Infrastructure

- Recognize the need for natural infrastructure to protect, conserve, and restore coastal wetlands, coastal barriers, vegetation, and wildlife habitats. Preserve and enhance beach and dune vegetation systems for beaches.

- Provide sanitary sewer, solid waste, stormwater management, and potable water facilities and services to correct deficiencies to meet existing and projected demands.
  - Evaluate major storm (hurricane) related drainage problems to ascertain needs to mitigate flood damages.
Install large diameter, Class 5 drainage wells in eastern areas of the City subject to flash flooding.

- Ensure that all new infrastructure investments include resiliency considerations for sea level rise based on current sea level rise projections for the City of Hallandale Beach.

- Expand the City’s green infrastructure network and ensure that the City’s green initiatives and sustainability initiatives are incorporated into new repairs or enhancements made post-disaster.

- Engage with neighboring jurisdictions that rely on our infrastructure operability to ensure that they are aware of the City's plans for repair or enhancement and that the City is aware of theirs.

- Ensure proper infrastructure investments in high-risk areas.

- Understand that more employees may be working from home, redirect traffic around congested areas, and increase pedestrian/bicycle access through the creation of pedestrian malls and dedicated bicycle lanes.

Development and Redevelopment

- Prioritize the protection of people as well as public and private property from future damage to natural hazards.

- Discourage or limit development in areas subject to destruction by natural disasters.

- Preserve and expand natural environments within the City.

- Create a compact, connected, and resilient community within the four quadrants of the CRA.

Economic Development

- Work to improve the overall quality of life through redevelopment.

- Encourage affordable housing development to ensure adequate housing is available for residents and the workforce that supports top industries in the City of Hallandale Beach.

- Recruit new industries and expand the workforce to support these industries, working with organizations such as CareerSource Broward, OIC of South Florida, the Fort Lauderdale Alliance, and other economic development and workforce training entities.

- Expand tourism and art experiences throughout all four quadrants of the CRA.
There are many plans within the City of Hallandale Beach that guide development and resiliency. These plans are even more important in the post-disaster recovery environment. A short summary of the applicable plans is provided in the following sections.

City of Hallandale Beach CRA Plan

The Community Redevelopment Agency has three overarching guiding principles when it comes to development: becoming (1) compact; (2) connected; and (3) resilient. There are specific goals attached to each of these guiding principles, which are listed in the table below.

<table>
<thead>
<tr>
<th>Compact</th>
<th>Connected</th>
<th>Resilient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catalytic Projects</td>
<td>Complete Streets</td>
<td>Creative Placemaking</td>
</tr>
<tr>
<td>**Support the growth of the local economy with featured projects — Harlem Village + FADD</td>
<td><strong>Provide a safe and efficient road network that supports planned land uses and safe intersections.</strong></td>
<td><strong>Utilize innovative means of creating a sense of place, providing the CRA with a distinct and attractive identity for both residents and visitors.</strong></td>
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</tr>
<tr>
<td><strong>Complete Streets</strong></td>
<td><strong>Multi-Modal Integration</strong></td>
<td><strong>Architectural Variety</strong></td>
</tr>
<tr>
<td><strong>Maximize development potential with proximity to the Tri-Rail Coastal Link through increased density and a mix of uses.</strong></td>
<td><strong>Facilitate easily identifiable, safe, and efficient access to multiple modes of transportation.</strong></td>
<td><strong>Use diverse architectural styles and “massings” to create iconic buildings and destinations within the CRA, as well as a more distinct community.</strong></td>
</tr>
<tr>
<td><strong>Multi-Modal Integration</strong></td>
<td><strong>Architectural Variety</strong></td>
<td><strong>Future Proofing</strong></td>
</tr>
<tr>
<td><strong>Maximize development potential with proximity to the Tri-Rail Coastal Link through increased density and a mix of uses.</strong></td>
<td><strong>Facilitate easily identifiable, safe, and efficient access to multiple modes of transportation.</strong></td>
<td><strong>Prepare the HBCRA for a more sustainable future through the use of smart technologies, social and economic development programs, and environmental measures.</strong></td>
</tr>
<tr>
<td><strong>Neighborhood-Level Enhancements</strong></td>
<td><strong>Future Proofing</strong></td>
<td><strong>Prepare the HBCRA for a more sustainable future through the use of smart technologies, social and economic development programs, and environmental measures.</strong></td>
</tr>
<tr>
<td><strong>Promote strong neighborhood branding, safety, and identity through gateways and signage, as well as upgraded infrastructure.</strong></td>
<td><strong>Manage increasing demand for parking with a variety of strategic parking solutions.</strong></td>
<td><strong>Prepare the HBCRA for a more sustainable future through the use of smart technologies, social and economic development programs, and environmental measures.</strong></td>
</tr>
</tbody>
</table>
City of Hallandale Beach Comprehensive Plan

The City of Hallandale Beach's Comprehensive Plan lists the Goals, Objectives, and Policies used to guide development and redevelopment, and provide for the maintenance of existing development. This plan should be consulted as a community redevelops after an event. The Comprehensive Plan includes eleven Elements, these are: Future Land Use (FLU); Transportation; Housing; Sanitary Sewer, Solid Waste, Stormwater Management, Potable Water, and Natural Groundwater Aquifer Recharge; Coastal Management; Conservation, Recreation and Open Space; Capital Improvements; Intergovernmental Coordination; Public School Facilities; and Consistency with the Comprehensive Regional Policy Plan and the State Comprehensive Plan.

Description of Comprehensive Plan Elements

The Future Land Use Element presents the City’s land use goals, objectives, and policies. The Transportation Element is designed to plan for a multi-modal transportation system. The Housing Element serves as a guide in the development of plans and policies aimed at meeting identified or projected deficits in the housing supply for all residents, including affordable housing for very low, low, and moderate income households, as well as, group homes, foster care facilities and households with special needs. The Sanitary Sewer Element focuses on identifying existing water and stormwater systems in the City, provides methods for meeting existing and future needs, and identifies general facilities that will be required to meet future needs. The Coastal Management Element serves as a planning framework for guiding future coastal management decisions in the City. The Conservation Element describes the natural resources within the City, and is designed to enhance the existing natural and physical environment of the City.

The Recreation and Open Space Element focuses on the condition and appearance of parks and recreation facilities within the City, so as to maintain or improve quality of life. The Capital Improvements Elements describes how the City can most efficiently provide and maintain public services and facilities. The Intergovernmental Coordination Element demonstrates that the City is consistent with, and furthers the intent of the State of Florida, South Florida Regional Planning Council, and the Broward County Comprehensive Plans. The Public School Facilities Element ensures that public school facilities will be available for current and future students consistent with available financial resources and adopted level of service standards. The final element, Consistency with the Comprehensive Regional Policy Plan and the State Comprehensive Plan provides a table that links State Comprehensive Plan Goals and Policies to specific City Elements and Sections.

This report focuses on the elements that have a direct relationship to floodplain management, hazard mitigation, coordination, recovery, and redevelopment. This plan can be found on the City of Hallandale Beach website.

City of Hallandale Beach Floodplain Management and Hazard Mitigation Plan

The Floodplain Management and Hazard Mitigation Plan is a plan that was developed by the Floodplain Management Plan Committee in 2006 and adopted by the City of Hallandale Beach Commission on November 21st, 2007. The plan must be updated every five years and evaluated annually. There were no
significant revisions from the 2013 plan that warranted a significant update, so the City used a 2018 Evaluation Report that functions as the 5-year update. This plan can be found on the City of Hallandale Beach website. The next 5-year update will occur in 2021 prior to the next Community Rating System (CRS) Verification Visit.

City of Hallandale Beach Vulnerability and Adaptation Plan

This plan assesses the City’s vulnerability to four types of flooding-related hazards: FEMA flood zones; storm surge; sea level rise; and tidal flooding. The flood vulnerability/loss assessment is specific to commercial and City-owned properties. Residential assessment is beyond the scope of this document.

On October 25th, 2019, the South Florida and Treasure Coast Regional Planning Councils passed Joint Resolution TCSF #19-02, which urges “that any reauthorization of the National Flood Insurance Program (NFIP) must include meaningful affordability protections for all policy holders, specifically a lower cap on annual increases.” (Resolution TCSF #19-02, October 2019).

Link: http://www.tcrpc.org/council_meetings/2019/October/7_National_Flood_Insurance_Program.pdf

Broward County Local Mitigation Strategy

Broward County’s Local Mitigation Strategy is a local plan that identifies hazards in a community and potential projects to reduce risk. The 2017 update of this plan further expands the hazard identification and vulnerability assessment components to examine new emerging threats and hazards for possible inclusion. The LMS has the on-going support of all Broward County municipalities, private sector, and nonprofit organizations. This plan has helped and will continue to explore short and long-term strategies and mitigation opportunities on a longer time horizon (i.e., 10 to 20 years). This is longer than the required 5-year update, for which the initial steps should be started immediately. This plan can be found on the Broward County website.
Baseline Data for Hallandale Beach

The City of Hallandale Beach has a population of 39,847 (2019 estimate). This section provides a snapshot of the City and its population. This baseline data provides a foundation to work off when recovering from a disaster and redeveloping the City in the wake of a disaster. Understanding current land use; future land use; staff capacity; infrastructure; housing; health and human services; and economic development needs will allow the City to redevelop in a way that aligns with the City Commission's strategic long-term goals.

**Land Use and Capacity**

The City’s Future Land Use Map (FLUM) keeps high density housing on the barrier island, with a few high-density districts west of South Dixie Highway. Most lower density residential, neighborhood commercial, light industrial, and city facilities will also remain west of South Dixie Highway and extend to I-95.

The City's most vulnerable locations to flooding are east of South Dixie Highway. Understanding this flood risk will aid in redevelopment planning pre- and post-disaster. The Community Redevelopment Agency’s jurisdiction covers areas of the City that are less susceptible to the worse impacts of flooding, storm surge, and king-tide events.

**Infrastructure**

**Electricity**: Florida Power & Light provides electricity for the City.

**Stormwater**: A stormwater master plan will be developed within the next two years, around 2022-2023.

**Critical Facilities**: City Hall and the City’s police station

**Housing**

<table>
<thead>
<tr>
<th>Housing Details (2014 - 2018)</th>
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<tbody>
<tr>
<td>Households</td>
</tr>
<tr>
<td>Percentage owner-occupied</td>
</tr>
<tr>
<td>Median value of owner-occupied housing units</td>
</tr>
<tr>
<td>Median gross rent</td>
</tr>
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</table>

Source: [https://www.census.gov/quickfacts/fact/table/hallandalebeachcityflorida/HSD410218#HSD410218](https://www.census.gov/quickfacts/fact/table/hallandalebeachcityflorida/HSD410218#HSD410218)
According to estimates and projections by the Shimberg Center for Housing Studies, most residents with a household income of 50% of area median income (AMI) or less and spend more than 50% of their income on housing costs. According to Census data, the median household income in the City of Hallandale Beach is $38,319 (2014-2018). This is true for owner-occupied households and renter households alike. Spending more than 30% of household income on housing is categorized as a cost-burden. Of all households in the City earning 50% or less of AMI, 35.2% are considered housing cost-burdened. For renters, that number increases to 43.5%. These households may struggle to recover from a disaster.

Image of a typical flood-prone resident in the City of Hallandale Beach.
The City follows Broward County policies and guidelines on affordable housing. The Hallandale Beach CRA works to implement affordable housing projects within their jurisdiction.

### All Households, Cost Burden by Income, 2016 Estimate (Summary)

<table>
<thead>
<tr>
<th>Geography</th>
<th>Household Income</th>
<th>30% or less</th>
<th>3.1-50%</th>
<th>More than 50%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hallandale Beach</td>
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<td>257</td>
<td>496</td>
<td>3426</td>
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<tr>
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<td>656</td>
<td>864</td>
<td>1879</td>
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<tr>
<td>Hallandale Beach</td>
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<tr>
<td>Hallandale Beach</td>
<td>more than 120% AMI</td>
<td>4204</td>
<td>402</td>
<td>66</td>
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</tbody>
</table>

**Sources:** Estimates and projections by Shimberg Center for Housing Studies, based on 2000 and 2010 U.S. Census data and population projections by the Bureau of Economic and Business Research, University of Florida.

### Owner-Occupied Households, Cost Burden by Income, 2016 Estimate (Summary)

<table>
<thead>
<tr>
<th>Geography</th>
<th>Household Income</th>
<th>30% or less</th>
<th>3.1-50%</th>
<th>More than 50%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hallandale Beach</td>
<td>30% AMI or less</td>
<td>117</td>
<td>282</td>
<td>1525</td>
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<tr>
<td>Hallandale Beach</td>
<td>30.1-50% AMI</td>
<td>526</td>
<td>480</td>
<td>891</td>
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<tr>
<td>Hallandale Beach</td>
<td>50.1-80% AMI</td>
<td>898</td>
<td>638</td>
<td>492</td>
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<tr>
<td>Hallandale Beach</td>
<td>80.1-120% AMI</td>
<td>1068</td>
<td>357</td>
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<tr>
<td>Hallandale Beach</td>
<td>more than 120% AMI</td>
<td>3028</td>
<td>282</td>
<td>66</td>
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</tbody>
</table>

**Sources:** Estimates and projections by Shimberg Center for Housing Studies, based on 2000 and 2010 U.S. Census data and population projections by the Bureau of Economic and Business Research, University of Florida.

### Renter Households, Cost Burden by Income, 2016 Estimate (Summary)

<table>
<thead>
<tr>
<th>Geography</th>
<th>Household Income</th>
<th>30% or less</th>
<th>3.1-50%</th>
<th>More than 50%</th>
</tr>
</thead>
<tbody>
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<td>Hallandale Beach</td>
<td>30% AMI or less</td>
<td>140</td>
<td>214</td>
<td>1901</td>
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<tr>
<td>Hallandale Beach</td>
<td>30.1-50% AMI</td>
<td>130</td>
<td>384</td>
<td>987</td>
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<tr>
<td>Hallandale Beach</td>
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<td>969</td>
<td>208</td>
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<tr>
<td>Hallandale Beach</td>
<td>80.1-120% AMI</td>
<td>732</td>
<td>442</td>
<td>17</td>
</tr>
<tr>
<td>Hallandale Beach</td>
<td>more than 120% AMI</td>
<td>1176</td>
<td>120</td>
<td></td>
</tr>
</tbody>
</table>

**Sources:** Estimates and projections by Shimberg Center for Housing Studies, based on 2000 and 2010 U.S. Census data and population projections by the Bureau of Economic and Business Research, University of Florida.
Health & Human Services

The median age for Hallandale Beach residents is 46.2 years which is greater than that of the County (40 years), State (41.6 years) and Nation (37.7 years). Additionally, U.S. Census data estimates there are 9,722 older adults who are 65 and older which is nearly 25% of the City’s population (July 2019 Estimate).

The City developed an Age Friendly Community Health Assessment in 2018, which lists four strategies:

2. Health and Wellbeing (WHO Domain: Community and Health Services).
3. Transportation, Mobility and Accessibility (WHO Domain: Transportation).

With a quarter of the City’s population being seniors, long term redevelopment strategies will need to take into account the special needs of this population.

Map of Assisted Living Facilities in City of Hallandale Beach

\[\text{Map Image} - \text{Assisted Living Facilities in Hallandale Beach}\]

Source: City of Hallandale Beach; Link: https://www.hallandalebeachfl.gov/1039/Maps

Economic Development

As of September 2019, the unemployment rate in Hallandale Beach was 3.3%; this was lower than the United States unemployment rate of 3.7%. With Hallandale Beach’s employment relying heavily on the retail
accommodation and food service industries, any shock to these industries can have a dramatic effect on employment within the City.

In 2019, Accommodation and Retail comprised about one quarter of employment industries in Hallandale Beach. The Health Care sector makes up about 10%, while Construction makes up about 8.5%. Other industries include Transportation, Wholesale, Manufacturing, Professional Scientific and Technical Services, Administration, Education, Real Estate, Arts, and Finance. Within the CRA, more than a third of employees work in three industries: (1) Arts, Entertainment & Recreation, (2) Accommodation & Food Services, and (3) Food Services and Drinking Establishments.

City-Owned Park Facilities

<table>
<thead>
<tr>
<th>Northwest Quadrant</th>
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<tr>
<td>Foster Park</td>
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<td>Joseph Scavo Park</td>
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<td>OB Johnson Park</td>
<td>Sunrise Park</td>
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<td>Chaves Lake Park</td>
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<tr>
<td>Foster Park Plaza</td>
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<table>
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<th>Southwest Quadrant</th>
<th>Southeast Quadrant</th>
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<td>Peter Bluesten Park</td>
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<td>Sunset Park</td>
<td>Cultural Community Center</td>
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<tr>
<td>Historic Village</td>
<td>Golden Isles Tennis Center</td>
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<td>A1A</td>
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<td></td>
<td>North Beach Park</td>
</tr>
<tr>
<td></td>
<td>South Beach Park</td>
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City of Hallandale Beach Future Land Use Map

The City of Hallandale Beach maintains a Future Land Use Map to help guide growth and development within the community. To view this map in detail, visit the City’s [website](mailto:website).

Locations of City-Owned Parks

The map below shows the location of the beautiful parks that are well known in the City of Hallandale Beach.

Source: Map provided by City of Hallandale Beach
Natural Hazards and Sea Level Rise Vulnerability

Utilizing the City of Hallandale Beach’s Vulnerability and Adaptation Plan, published in February 2020, as well as the University of Florida’s Sea Level Rise Tool, and the South Florida Regional Planning Council’s 2018 Risk Assessment, this section examines the City’s vulnerability to king tides, storms, and sea level rise.

The Southeast Florida Regional Climate Change Compact published new sea level rise projections in January 2020. The projections in the January 2020 report are not what was utilized in the data below.

City of Hallandale Beach Vulnerability and Adaptation Plan

The City of Hallandale Beach’s Vulnerability and Adaptation Plan assesses the City’s vulnerability to four types of flooding-related hazards: FEMA flood zones; storm surge; sea level rise; and tidal flooding. The flood vulnerability / loss assessment is specific to commercial and City-owned properties. Residential assessment is beyond the scope of this study.

The plan examined commercial and City-owned property, and mapped, by census block, the number of parcels that would have a high, medium, or low vulnerability and risk under each of the identified hazards. The assessment used the 2018 parcel data from the Department of Revenue.

FEMA Flood Zones:

- Commercial: 474 parcels (81% of commercial property) are at medium or high vulnerability and risk.
- City-owned: 21 parcels (31% of City-owned property) are at medium or high vulnerability and risk.

*Sources: 2018 parcel data is from Department of Revenue. Flood Zone data is from 2014 National Flood Hazard Layer (NFHL)*

Storm Surge:

- Commercial: 275 parcels (47% of commercial property) are at medium or high vulnerability and risk.
- City-owned: 14 parcels (21% of City-owned property) are at medium or high vulnerability and risk.

Sea Level Rise (mid/long term):

- Commercial: 128 parcels (22% of commercial property) are at medium or high vulnerability and risk.
- City-owned: 11 parcels (16% of City-owned property) are at medium or high vulnerability and risk.

*Mid/Long term is defined as roughly the 2070s – 2080s.*

Sea Level Rise (short term):

- Commercial: 12 parcels (2% of commercial property) are at medium or high vulnerability and risk.
- City-owned: 0 parcels (0% of City-owned property) are at medium or high vulnerability and risk.

*Short term is defined as 2030s – 2040s.*
Tidal Flooding (current):

- Commercial: 5 parcels (<1% of commercial property) are at medium or high vulnerability and risk.
- City-owned: 0 parcels (0% of City-owned property) are at medium or high vulnerability and risk.

South Florida Regional Planning Council Assessment for the City of Hallandale Beach

The South Florida Regional Planning Council (SFRPC) completed a risk assessment for the City of Hallandale Beach in 2018. The risk assessment included an examination of the impact of king tide, compound flooding, sea level rise, and storm surge on the City. SFRPC staff looked at the current extent of compound flooding in the City of Hallandale Beach and concluded that sea level rise will most dramatically impact the areas that are currently affected by compound flooding. From the report, “… most heavily in the Oceanside, Atlantic Shores, and City Center Neighborhoods of Hallandale Beach. Virtually all of Hallandale Beach, with the exception of Fashion Row, Gateways North & West, and the eastern part of the Foster Road Neighborhood suffer during these flood events. As the sea level rises flooding will intensify in the areas where it already occurs as well as spread to a greater spatial area within Three Islands, Golden Isles, and Southwest Lakes.” [SFRPC Hallandale Beach Risk Assessment Figure 4]

Figure 1. Compound Flood Event Inundation Extent. Map by Keren Bolter.

Source: SFRPC, 2018
SFRPC staff conducted a transportation analysis using the Sea Level Scenario Sketch Planning Tool that visualizes current and future flood risk in seven different scenarios: (1) 100-year floodplain; (2) 500-year floodplain; (3) Category 1 hurricane storm surge; (4) Category 2 hurricane storm surge; (5) Category 3 hurricane storm surge; (6) Category 4 hurricane storm surge; and (7) Category 5 hurricane storm surge. Like the NOAA Sea Level Rise Viewer, the University of Florida (UF) tool also sketches sea level rise (SLR) scenarios from the U.S. Army Corps of Engineers (USACE) and the National Oceanic and Atmospheric Administration (NOAA)/ National Climate Assessment.

Source: SFRPC, 2018
City of Hallandale Beach (% Roadway in 100-Year Floodplain)

March 13, 2020

% Roadway in 100-year Floodplain

- < 10%
- 10% - 24%
- 25% - 49%
- 50% - 100%
- Coastal Areas Mapped

Source: SFRPC, 2020
City of Hallandale Beach (% Roadway in 500-Year Floodplain)

Source: SFRPC, 2020
City of Hallandale Beach (% Roadway Affected, Cat. 1 Storm)

March 13, 2020

% Roadway in Cat 1 Storm Surge
- 10% - 24%
- 25% - 49%
- 50% - 100%
- < 10%

Coastal Areas Mapped

Source: SFRPC, 2020
City of Hallandale Beach (% Roadway Affected, Cat. 2 Storm)

March 13, 2020
% Roadway in Cat 2 Storm Surge
- < 10%
- 10% - 24%
- 50% - 100%
- 25% - 49%

Coastal Areas Mapped

Source: SFRPC, 2020
Source: SFRPC, 2020
Socioeconomic Vulnerability

‘Social vulnerability refers to the resilience of communities when confronted by external stresses on human health. These stresses can be natural or human-caused disasters, or disease outbreaks. Reducing social vulnerability can decrease both human suffering and economic loss’ (Agency for Toxic Substances and Disease Registry, CDC, 2018).

The Centers for Disease Control (CDC) developed a Social Vulnerability Index (SVI), which uses fifteen variables from the U.S. census to identify communities that may face undue hardship in preparing for and recovering from a disaster. These fifteen variables are collated into four related themes. These overall SVI, its themes, and their associated maps, are found below. The latest data utilized for the SVI is from 2018.

The purpose of including the SVI is so the City can consider the social vulnerability of the City to ensure that low-income and vulnerable residents are not inadvertently living in areas of high-risk to natural disasters by limiting overall development in high-risk areas. Minimize overall development in high-risk areas.

The Social Vulnerability Index shows social vulnerability at the census tract level. The City of Hallandale Beach is divided into seven U.S. census tracts. The SVI is split up into a quartile system, with the lowest quartile, 0 - 25%, being the least vulnerable and 75 – 100% representing the most vulnerable census tracts. As seen in the maps below, the western portions of the City are the most vulnerable, representing the highest quartile. Three of the seven census tracts within the City have SVI scores above 90%. The two easternmost census tracts within the City have vulnerability scores slightly above 50%.

COVID-19 Considerations

As more information unfolds on COVID-19, direct ties between vulnerable populations and the risk for serious illness have been identified. The CDC states that people with pre-existing health conditions and the elderly are at high risk.

“Long-standing systemic health and social inequities have put some members of racial and ethnic minority groups at increased risk of getting COVID-19 or experiencing severe illness, regardless of age. Among some racial and ethnic minority groups, including non-Hispanic black persons, Hispanics and Latinos, and American Indians/Alaska Natives, evidence points to higher rates of hospitalization or death from COVID-19 than among non-Hispanic white persons. As of June 12, 2020, age-adjusted hospitalization rates are highest among non-Hispanic American Indian or Alaska Native and non-Hispanic black persons, followed by Hispanic or Latino persons.”

– CDC, June 25th, 2020

Link:
The Centers for Disease Control Social Vulnerability Index (SVI)

Overall Social Vulnerability of Hallandale Beach

The map below shows that inland areas of the City of Hallandale Beach are more vulnerable from social context. The maps that follow break this information down further by specific datasets.

Overall Social Vulnerability Index Map of Hallandale Beach

Source: Agency for Toxic Substances and Disease Registry, 2018
Socioeconomic Status

Poverty, education, income, and employment status are all indicators of higher socioeconomic vulnerability according to the Centers for Disease Control (CDC). The specific variables included in these themes are areas below poverty level, areas with high levels of unemployment and low-income or areas with high concentrations of individuals who did not receive their high school diploma.

Socioeconomic Status Map for Hallandale Beach and Surrounding Areas

Source: Agency for Toxic Substances and Disease Registry, 2018
Household Composition & Disability

Household composition can also indicate higher levels of vulnerability, according to the CDC. To examine this indicator, the CDC considers the number of households with individuals over the age of 65, individuals under the age of 18, individuals over the age of 5 with a disability, and single-parent households.

The map below again points to inland areas of the City of Hallandale Beach as more vulnerable.

**Household Composition & Disability Map of Hallandale Beach and Surrounding Areas**

*Source: Agency for Toxic Substances and Disease Registry, 2018*
Communities of Color & Language

The CDC also considers communities of color and communities with language barriers to be more vulnerable. This is likely due to the same factors outlined in the COVID-19 Considerations box earlier in this section. The map below shows areas with high concentrations of communities of color as well as households that do not speak English very well.

Communities of Color & Language Map of Hallandale Beach and Surrounding Areas

Source: Agency for Toxic Substances and Disease Registry, 2018
**Housing & Transportation** Dense or congregate living, as well as limited access to transportation, can also be an indicator of vulnerability, according to the CDC. To examine where this may be a challenge, the CDC considers that the following factors contribute to higher vulnerability: high concentrations of multi-unit structures, presence of mobile homes, dense areas or crowding, households that do not have a vehicle, and group quarters or congregate living.

**Housing & Transportation Map of Hallandale Beach and Surrounding Areas**

*Source: Agency for Toxic Substances and Disease Registry, 2018*
Considerations for Using the SVI Index

In examining some of the fifteen variables used, it is important to note a few areas where social vulnerability as measured by SVI may not align with what we see in the City. The variable “Speak English Less Than Well” may not necessarily be a contributing factor to social vulnerability in the City of Hallandale Beach as nearly 60 percent of households within the City speak a language other than English at home. This is a greater concentration of households that speak a language other than English at home than Broward County’s 40 percent. It is also a larger percentage than the City of Hollywood, located directly north of the City of Hallandale Beach, where 49 percent of Hollywood households speak a language other than English. Nearly 50 percent of Hallandale Beach residents are foreign born. Social ties within these communities may be strong within the City, which can potentially improve the long-term recovery prospects of the City.

The geographic distribution of property values in the City mirrors the overall results of the social vulnerability index analysis. Most properties with values less than $200,000 overlap with areas with the highest social vulnerability and are located in the western portions of the City. Most properties with values greater than $500,000 are found in the southeastern quadrant of the City near the coast. This is also the area with the lowest social vulnerability scores.

Property Values in the City of Hallandale Beach

Property values in the City of Hallandale Beach range from $100,000 to over $600,000. Higher property value locations are centralized in the Southeast quadrant of the City, in the Golden Isles area. This aligns with the SVI findings that show that the lowest social vulnerability in the City is located in the same area.
Hazards & Vulnerability Research Institute Social Vulnerability Index (SoVI)

This plan also looks at a second measure of social vulnerability, developed by the University of South Carolina’s Hazards & Vulnerability Research Institute (HVRI), called the Social Vulnerability Index (SoVI). The Social Vulnerability Index (SoVI) 2010-14 measures the social vulnerability of U.S. counties to environmental hazards. The index is a comparative metric that facilitates the examination of the differences in social vulnerability among counties. SoVI is a valuable tool for policy makers and practitioners because it graphically illustrates the geographic variation of social vulnerability. It shows where there is uneven capacity for preparedness and response, and where resources might be used most effectively to reduce the pre-existing vulnerability.

The Social Vulnerability Index (SoVI) combines 29 socioeconomic variables which research suggests are contributing factors to a community’s ability to prepare for, respond to, and recover from environmental hazards. Like with the CDC’s Social Vulnerability Index (SVI), SoVI collates the 29 variables into eight components / themes. These components are found in the HVRI table on the next page.

Source: City of Hallandale Beach. Image of Easter eggs hunt family fun day in the City.
# US County-Level 2010-14 Social Vulnerability Component Summary

<table>
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<tr>
<th>Component</th>
<th>Cardinality</th>
<th>Name</th>
<th>% Variance Explained</th>
<th>Dominant Variables</th>
<th>Component Loading</th>
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**Total Variance Explained**: 78.101

29 Total Variables, populations < 1 excluded, housing units < 1 excluded

**Notes:**
Component scores and composite SoVI scores in the accompanying geodatabase are relative and comparable across all US counties only.

Component cadinalities in the accompanying feature class have been adjusted as indicated above. The SoVI composite score is obtained by summing all adjusted component scores.

Input data are derived from the 2010 U.S. Census Five-Year American Community Survey, 2010-14.

*Source: University of South Carolina’s Hazards & Vulnerability Research Institute (HVRI)*
The Social & Vulnerability Index (SoVI) from HVRI compares counties across the United States along a quantile spectrum. Counties that score in the top 20% across the nation are the most socially vulnerable, while those in the bottom 20% are the least socially vulnerable.

The map below shows how counties within Florida compare to one another, as well as how they compare to counties within the United States.

In comparison to the United States as a whole, Broward County has a medium high (top 40%) social vulnerability score. Most Florida counties outside of the Florida Panhandle are in the top 40%; a result that is not surprising given the heightened risk of storms in this region.

Source: University of South Carolina’s Hazards & Vulnerability Research Institute (HVRI)
The City of Hallandale Beach will play the lead coordination role in most efforts related to long-term recovery from a disaster. However, since many resources to support long-term recovery through Broward County, there is a need for close coordination with the County. In addition, given that disasters do not respect jurisdictional boundaries, and the proximity of the City to Miami-Dade County, there will be a need for strong coordination with other entities such as:

- The City of Hollywood
- The Town of Pembroke Park
- The City of Aventura (in Miami-Dade County)
- The Town of Golden Beach (in Miami-Dade County)
- Miami-Dade County

Unlike response and short-term recovery efforts, the long-term recovery process is not always well-defined and requires coordination across departments as well as jurisdictions. Long-term recovery is a coordinated effort that leverages the entire community's capacity while respecting the role of emergency management to respond to the next event. While response and short-term recovery is more linear, long-term recovery is a collaborative process requiring coordination and collaboration among local governments, nonprofits, and private entities that will play a role in the redevelopment of the community.

Although local governments may be the recipient of most disaster recovery funding, long-term recovery requires coordination with other partners to ensure that all organizations are leveraged to lead specific efforts over which they have significant influence. For example, while housing recovery resources available from the state may flow to the Broward County Housing Finance Authority as the administrator of State Housing Initiative Partnership (SHIP) funding, local entities such as the Hallandale Beach Community Redevelopment Authority and other partners from the Long-term Recovery Coalition of Broward County can help ensure that residents receive the support they need to navigate long-term recovery.
Transition to Long-term Recovery

Long-term recovery refers to the need to re-establish a healthy, functioning community that will sustain itself over time by building back in a way that increases resilience to future disasters. While actions such as debris removal and restoration of power are extremely important to a community's recovery, these are considered short-term recovery actions that are not part of the long-term recovery process. It is impossible to draw a line that delineates the transition from response to short-term recovery and ultimately long-term recovery and redevelopment because these are overlapping functions that ramp up and down over time, as shown in the picture below. This guide is focused on the activities and decisions that begin to occur within days or weeks of the disaster that will guide recovery and redevelopment for years to come. This includes policy decisions that are made within days of a disaster that will govern long-term recovery and permitting. While there is no clear line for when a community begins to make the shift to long-term recovery, it can typically occur around six months after a disaster with all members of the community focused on long-term operations by one year after landfall.

COVID-19 Considerations

In the case of an economic shock, such as the COVID-19 global pandemic, the transition between these phases of recovery can be more difficult to decipher. For example, the direct impact of a hurricane typically lasts around 24 hours, whereas the direct impacts to a community from a global pandemic can last for months or longer. In addition, as a community navigates the various phases of a pandemic, there may be a need to move backwards in the recovery continuum due to a rise in cases or acute outbreak in a community. The figure on the next page, which is linear for hurricane recovery, should be considered fluid for a global pandemic as communities may move backwards in the continuum before reaching the final phase of long-term recovery.
Federal Recovery Support Functions

The Recovery Support Functions (RSFs) outlined in this strategy follow best practices established by the National Disaster Recovery Framework. When a major disaster occurs, the Federal Government may provide additional support to states by standing up core recovery support functions that leverage the capacity of non-FEMA resources. The intent of this approach is to recognize that there may be a need to coordinate long-term recovery actions with other federal agencies outside of FEMA who may have resources to support the community’s long-term recovery. The Federal Recovery Support Functions are coordinated and managed by a FEMA-appointed Federal Disaster Recovery Coordinator (FDRC) who provides oversight on the long-term recovery support provided to states and local governments. It is important to note that while FEMA is the coordinating agency, most of the RSFs are led by federal agencies which are not typically active in emergency response; however, have funding and technical assistance that can be valuable in the long-term recovery process. The Federal RSFs, along with coordinating primary and supporting agencies, are detailed in the diagram below.

Federal Recovery Support Functions have never been activated to support long-term recovery following a global pandemic. It remains unclear at the time of drafting this plan how they may be used to support long-term recovery from COVID-19. It is likely that the scale of this disaster will make it difficult for FEMA and other federal agencies to play a direct role with all state governments, due to lack of staffing capacity to support this broad mission. However, the framework is a great tool that can be used locally, in coordination with Broward County and the State of Florida, to coordinate long-term recovery.
FEDERAL RECOVERY SUPPORT FUNCTIONS

COMMUNITY PLANNING & CAPACITY BUILDING
COORDINATING AGENCY: FEMA
PRIMARY AGENCY: U.S. Department of Housing and Urban Development

ECONOMIC RECOVERY
COORDINATING AGENCY: U.S. Department of Commerce
PRIMARY AGENCIES: Small Business Administration, U.S. Department of Agriculture (USDA), Department of Homeland Security (DHS), U.S. Department of Labor, U.S. Department of Treasury

HOUSING RECOVERY
COORDINATING AGENCY: U.S. Department of Housing and Urban Development (HUD)
PRIMARY AGENCIES: USDA, U.S. Department of Justice, FEMA

INFRASTRUCTURE SYSTEMS
COORDINATING AGENCY: U.S. Army Corps of Engineers

NATURAL & CULTURAL RESOURCES
COORDINATING AGENCY: U.S. Department of Interior
PRIMARY AGENCIES: U.S. Environmental Protection Agency (EPA), FEMA

HEALTH AND HUMAN SERVICES
COORDINATING AGENCY: U.S. Department of Health & Human Services
Types of Support Provided by Federal RSFs through the State

The type and method of support provided by the state and federal government can vary from disaster to disaster. However, the following support is often offered for major disasters through the Federal RSFs.

- Serve as a vehicle for information sharing, interagency coordination, communication, and collaboration.
- Provide support for community engagement.
- Provide planning and technical assistance, staffing resources, and funding for recovery planning.
- Data sharing to understand recovery needs and support decision making.
- Provide funding and/or technical assistance to support community priorities.
- Identify and leverage program resources that are available to implement recovery strategies.
- Provide technical assistance to impacted areas to support recovery planning and establish task forces.
- Identify legal, policy, and programmatic requirements that may potentially limit efficient recovery and mitigate to the extent possible.

State Recovery Support Functions

The State of Florida does not yet have an established recovery support function that correlate with the National Disaster Recovery Framework; however, after disasters, a State Disaster Recovery Coordinator (SDRC) is appointed. This official leads coordination with appropriate state agencies to support local recovery and connect recovery support from the federal level to local governments and organizations. Typically, the SDRC is coordinated through the Florida Division of Emergency Management. State and federal partners often co-locate at the State-Federal Joint Field Office, Area Field Office, or Long-term Recovery Office, as needed, depending on the location and duration of the recovery.

Source: Florida Division of Emergency Management
In response to disasters, cities often assume new organizational structures (such as the Incident Command System) to facilitate expedited decision-making with clear roles and responsibilities defined to manage resources during the critical phase during and after a disaster when lives are at stake. In the City of Hallandale Beach, this structure is closely coordinated with Broward County Emergency Management. However, once an Emergency Operations Center deactivates, local governments resume normal reporting structures. This can lead to many challenges as most individuals are still focusing on some aspect of recovery operations for months if not years to come. Without proper coordination, decisions are made in a vacuum and opportunities to leverage funding and coordinate internally and with external partners can be lost. To provide for continued communication after the critical period following a disaster, the City of Hallandale Beach has developed a long-term recovery organizational framework that recognizes the need for a chain of command, while also implementing the principles of the National Disaster Recovery Framework. This organizational structure is led by a Local Disaster Recovery Coordinator and supported by many different divisions and staff that play important roles during long-term recovery. The Hallandale Beach Long-term Recovery Organizational Chart can be found on the next page of this plan.

Hallandale Beach Recovery Support Teams
In addition to a long-term recovery organizational structure, Hallandale Beach has created local recovery teams to ensure effective coordination among all local governments, nonprofits, and private entities that play a role in long-term recovery. Establishing these teams will help to better coordinate recovery functions following disasters and harness opportunities to build back stronger with recovery resources that are available. The following roles and recovery support teams are addressed:

City of Hallandale Beach Long-term Recovery Topics
Hallandale Beach PDRP
Recovery
Organizational
Framework
LOCAL DISASTER RECOVERY COORDINATION

Local Disaster Recovery Coordinator

The City Manager, with support from both Assistant City Managers and the Emergency Management Liaison, will serve as the Hallandale Beach Long-term Disaster Recovery Coordinators.

These individuals will interface with the Federal Disaster Recovery Coordinator and the State Disaster Recovery Coordinator. Particularly, one Assistant City Manager will oversee housing and long-term redevelopment along with CRA action while the other Assistant City Manager will oversee infrastructure and facility systems recovery and redevelopment. The Emergency Management Liaison will advise the City Manager on disaster recovery resources available and assist all three administrators with decision-making. In addition, the City Resilience Liaison will help to ensure that decisions made are factoring in overall sustainability and resilience goals for the community. The City Manager will provide oversight over all areas and particularly focus on preparedness and response, finance and administration, health and social services, and natural and cultural resources. Specifically, the City Manager, with support from the team, will oversee the development of policies that need Commission Approval to assist with long-term recovery.

The Hallandale Beach Emergency Management Liaison will continue to guide all activities related to immediate response, recovery, and preparedness for future disasters. While this is not a full-time position within the City of Hallandale Beach, it is likely that after a major disaster, this will be the primary role of the liaison for at least a year, if not longer. The Emergency Management Liaison will coordinate closely with Broward County Emergency Management. Recognizing that long-term recovery takes many years and that a community must always be prepared for the next event, the Hallandale Beach Emergency Management Liaison will work closely with the Hallandale Beach Local Resiliency Coordinator and City administrators while maintaining focus on ensuring that the Hallandale Beach Emergency Management Team is ready to respond, should disaster strike again.

Recovery Policy Development

To streamline redevelopment and respond quickly to recovery needs, changes to local laws and ordinances are often needed to address immediate challenges. As a best practice for long-term recovery, many communities adopt a pre-disaster recovery ordinance that contains the items that will be needed to guide post-disaster activities in advance of a storm. A comprehensive pre-disaster recovery ordinance is designed specifically to fill a void that often appears during immediate post-disaster hours, days, and weeks when it
is difficult to obtain a quorum for the purpose of adopting emergency authorization for staff actions needed to protect public health and safety. It can provide a special regulatory tool that allows a community to adopt extraordinary powers that can be executed by staff upon the declaration of a local emergency in the form of temporary regulations.

This can include:

- Environmental clearances
- Debris clearance and hazard abatement
- Damage assessment and placarding (signage and public notices)
- Development moratoria to assure public health and safety
- Temporary use and repair permits
- Deferral of fees for repair and rebuilding permits
- Continuity of nonconforming buildings and uses, accompanied by safety upgrades
- One-stop service centers
- Demolition of damaged, perhaps historic, buildings
- Emergency contractor certification

In addition, the City may wish to adopt portions of this PDRP such as special reporting structures and responsibilities to help establish clear lines of communication beyond the response and short-term recovery periods.

**Staffing and Surge Capacity**

It is typical for local governments to ramp up capacity in support of response and recovery operations. For example, contractors are hired to manage debris removal operations and consultants are procured to help with cumbersome insurance and FEMA reimbursement processes. However, it is not as commonplace for communities to consider surge capacity support for long-term operations. Following major disasters are large congressional appropriations with tens of billions of dollars to support recovery. Many times, it is the first time a community may be managing funds of this type or magnitude and it comes with strict rules and auditing processes that can be overwhelming for existing staff who are experiencing their own personal recovery journey and performing day-to-day work. Augmenting local capacity with expertise in long-term disaster recovery functions such as disaster housing recovery, marine debris removal, or economic recovery can pay dividends by maximizing grant opportunities and reducing potential costly audit findings that result in the return of recovery funding. Like contracts that are put in place ahead of a disaster to support debris removal or Public Assistance funding, communities can consider pre-arranged contracts that allow them to ramp up support for their existing staff to avoid burnout and ensure a successful long-term recovery.

Many funding sources that are provided through congressional appropriations come with allowances for administrative support. Communities that wish to augment their capacity should review grants for the allowance of administrative support and hire support when needed.
LONG-TERM COMMUNITY RECOVERY PLANNING

Long-term Community Recovery Planning Team
The role of the Hallandale Beach Community Recovery Planning Team is to develop the project-specific action plan following a disaster. They will work closely with all other recovery teams to understand and document unmet needs, coordinate with Hallandale Beach staff on internal needs, and conduct outreach to the community to understand long-term challenges with recovery. It is important to note that while the Community Recovery Planning Team is the creator of the plan, they are not the sole entity responsible for the maintenance and implementation of the plan. Their role is typically more of a coordination role with specific implementation efforts falling under appropriate staff aligned with the project.

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 continue throughout the recovery process to clearly communicate current needs to potential resource providers such as state and federal agencies, State Legislatures, Congress, nonprofits, and private donors. The collection of this information is accomplished through coordination with other recovery teams. The basic formula for an unmet needs assessment is:

TOTAL DISASTER IMPACTS (quantified in dollar amounts) – RESOURCES RECEIVED (to-date) = UNMET NEEDS

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.

Long-term Community Planning Recovery Resources
The American Planning Association (APA) released a guidebook titled Planning for Post-Disaster Recovery: Next Generation that provides great context on long-term recovery planning. In addition, APA created a series of briefing papers and case studies to assist with post-disaster planning. These resources are available on their website.
Integrate Planning for Resiliency
Recognizing the need to build back stronger, the Community Planning Recovery Team will integrate resilience practices established in the City of Hallandale Beach Comprehensive Plan and consider vulnerability analyses and other resources that assess future vulnerability to climate change and sea level rise during the long-term recovery process. Disaster recovery can be a good opportunity to incorporate resiliency measures into projects as funding to implement those projects becomes available relatively quickly. This will help ensure that proposed projects are mindful of future impacts and built to withstand disasters and increased vulnerabilities in the future. Reports have shown that every dollar spent on mitigation, saves the public six dollars in potential response and recovery activities after a disaster. Incorporating resiliency into City projects provides a good return on investment to the City.

COVID-19 Considerations
Collecting data related to unmet needs is a powerful tool when advocating for additional resources during a pandemic as well. Datasets that are commonly available post-disaster may not be as easy to come by in a pandemic. Local officials engaged in response activities should use surveys and coordinate with other local entities to ensure that while response activities are in full gear data that will help paint the picture of impacts to businesses, local government budgets, long-term physical and mental healthcare needs, and impacts to housing is collected and effectively communicated.

Community Outreach and Engagement
The Hallandale Beach Community Planning Recovery Team will conduct community forums and surveys to solicit community input on redevelopment following the disaster. Long-term disaster recovery involves all residents and stakeholders as this is often a time to re-think or implement visions for the future, with potential funding sources available to carry out projects on a shorter timeline than most community visioning efforts.

FEMA Individual Assistance Data
The data provided through the FEMA Individual Assistance (IA) program can help a community understand broader impacts and needs. Some of this data is available online and can be easily accessed through OpenFEMA datasets. More detailed information than what is provided online can help a community drill down into specific needs and demographics of individuals who need assistance. To access this data, the City must enter into a data sharing agreement with FEMA, likely in partnership with Broward County. The City should review the FEMA Secure Data Sharing Policy and work with the Florida Division of Emergency Management, the Federal Disaster Recovery Coordinator or the Federal Coordinating Officer for the specific event to start the process for getting this data.
Important Local, State, and Federal Resources to Support this Function

<table>
<thead>
<tr>
<th>Resource</th>
<th>Relationship to Long-term Community Planning for Recovery</th>
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</thead>
<tbody>
<tr>
<td>Florida DEO – Community Planning Technical Assistance Grant</td>
<td>The Florida Department of Economic Opportunity has a small Community Planning Technical Assistance Grant that can be used to support long-term recovery planning after a disaster. The application cycle is typically in the spring of each year.</td>
</tr>
<tr>
<td>Florida Department of Environmental Protection – Florida Resilient Coastlines Grant</td>
<td>The Florida Department of Environmental Protection offers the Florida Resilient Coastlines Grant on an annual basis. Past application cycles have supported long-term recovery planning after a disaster. The application cycle is typically in the late summer/early fall of each year.</td>
</tr>
<tr>
<td>Economic Development Administration</td>
<td>If awarded through a congressional appropriation, the federal Economic Development Administration may have funding to support long-term recovery planning. There is no standard application cycle as this is disaster-specific appropriation.</td>
</tr>
<tr>
<td>Community Development Block Grant - Disaster Recovery (CDBG-DR)</td>
<td>CDBG-DR funding can be used to support planning activities. As this often comes too late in the process for most communities, it can be good to advocate for the reimbursement of completed plans, if large in-scale or if there is a need to make changes to existing plans that guide growth in the aftermath of a disaster.</td>
</tr>
</tbody>
</table>

Long-term Community Recovery Planning Responsibilities
The list of responsibilities below is meant to serve as a guide to help those in this role to understand where they fit into the big picture of Citywide recovery. During a time of emergency and recovery, many people 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. Note: These responsibilities are not meant to serve as an official position description and may change as City leadership identifies new needs.
<table>
<thead>
<tr>
<th>Time Period</th>
<th>High-Level Responsibilities</th>
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| **Landfall – 3 months** | ▪ Work closely with Broward County 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**  | ▪ Coordinate with the Housing Recovery Team 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. |
| **6 months – 1 year** | ▪ Coordinate the Housing Recovery Team to understand impacts on homeowners and renters and the need for new workforce housing to support long-term recovery.  
▪ Coordinate with the Economic Recovery Team to conduct a survey of local long-term business recovery needs. The Florida Department of Economic Opportunity often conducts their own assessment. The City should coordinate with Broward County and the Florida Department of Economic Opportunity to access this data, if possible.  
▪ Coordinate with the Infrastructure Recovery Team 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 Finance and Administration Teams to understand the long-term fiscal impacts 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 the Finance and Administration 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 to understand impacts on the environment, including dune systems and offshore coral reefs.  
▪ Conduct forums or listening sessions to get public feedback on important elements to preserve in the community and potential strategies to rebuild 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. |
Ensure that the collection of unmet needs and action plan development processes are transparent by posting relevant information to a central website for recovery which offers opportunities, in-person and online, for community members to ask questions and offer feedback on projects.

- 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 nonprofit 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 identified and pursued.

| 1 – 2 years | 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. |
| 2 + years | |

Community Disaster Recovery Planning Coordinator

It is important to have one individual who is leading community recovery planning for the City in coordination with the CRA and other local stakeholders. This provides a central point of contact who can focus on the future during the early stages of recovery while others are working on tasks that are immediately needed to respond to the disaster.

This individual should have a seat at the table when city and county priorities for long-term recovery resources are discussed. It is important when speaking to state or federal agencies that the City and County communicate with one voice. This message will resonate more strongly, if federal and state funding agencies feel that impacted local governments are on the same page.

Recovery Guiding Principles

Within a couple of months after disaster strikes, federal and state agency representatives, along with nonprofits, will be in the community ready to talk about long-term planning for community recovery. This can be overwhelming for local officials who are still responding to basic needs of residents and dealing with their own personal recovery. It can be helpful for the City Commission to review the guiding principles outlined in this document, quickly update as needed, and provide them to agencies with resources to help answer the questions about how their resources can be used to support the vision of the City.
LONG-TERM HOUSING RECOVERY

Long-term Housing Recovery Team
The main role of the Long-term Housing Recovery Team is to map out solutions for rebuilding a stronger, safer, and more resilient housing stock following a disaster. Short-term housing assistance including the Federal Emergency Management Agency (FEMA) Sheltering and Temporary Essential Power (STEP) Program, trailers and hotel lodging through the FEMA Individual Assistance Program, and other transitional housing options are an important part of recovery. However, the role of the Long-term Housing Recovery Team is focused on the repair of homes that were damaged or destroyed, facilitating the construction of new, resilient affordable housing options, as well as long-term infrastructure and economic development solutions.

COVID-19 Considerations

After an economic shock like a global pandemic, the impacts to housing will not be evident through tarped roofs but rather through the potential for higher-than-normal eviction rates from rental properties and mortgage foreclosure rates. However, a community can anticipate these impacts and mitigate this shock as much as possible. By tapping into CRA funding and partnering with the Broward County Housing Finance Authority to promote State Housing Initiatives Partnership dollars, residents can receive additional support to help avoid evictions and foreclosures.
## Important Local, State, and Federal Resources to Support this Function

<table>
<thead>
<tr>
<th>Resource</th>
<th>Relationship to Long-term Housing Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-term Recovery Coalition of Broward County</td>
<td>The Long-term Recovery Coalition of Broward County coordinates with nonprofit and other philanthropic groups to support a range of unmet needs, including housing rehabilitation and repair. This organization was instrumental in recovery following Hurricane Irma and is now an active part of the conversation about long-term recovery following the COVID-19 pandemic.</td>
</tr>
<tr>
<td>Hallandale Beach Community Redevelopment Agency</td>
<td>The Hallandale Beach Community Redevelopment Agency (CRA) plays an important role in the City as most of the municipality falls within its jurisdictional boundaries. The CRA offers residential programs that can be leveraged to reduce slum and blight created by a natural disaster. These resources may also be useful to address mortgage prevention to mitigate slum and blight during an economic shock to a community.</td>
</tr>
<tr>
<td>Broward County Housing Finance Authority</td>
<td>The Broward County Housing Finance Authority is a quasi-governmental organization that provides support for residents and developers to promote affordable housing. Housing funding allocated for disaster recovery from the State of Florida will likely flow to this organization for use in the City of Hallandale Beach.</td>
</tr>
<tr>
<td>Florida Housing Finance Corporation</td>
<td>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 Investment Partnerships Program and special appropriations from the State Legislature for the Hurricane Housing Recovery Program and the Rental Recovery Loan Program. For more information on these programs, see page 81. The Broward County Housing Finance Authority manages these programs Countywide pre- disaster and post-disaster.</td>
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</table>
Florida Department of Economic Opportunity / U.S. Department of Housing and Urban Development

The Florida Department of Economic Opportunity (DEO) manages the annual allocation of Community Development Block Grant (CDBG) Program funds as well as any disaster supplemental funds that may be available for disaster recovery. An application can be submitted to DEO to secure annual appropriations for CDBG funding to support housing rehabilitation. In addition, the State may have emergency funding set-aside to assist with long-term recovery (see page 92 for CDBG overview). In addition, DEO is charged with developing the State’s action plan for CDBG-Disaster Recovery Funding as well as implementing programs (see page 91).

Long-term Housing Recovery Responsibilities
The list of responsibilities below serves as a guide for actions to be taken in the aftermath of a disaster to address housing recovery. During post-disaster response, short-term recovery, and long-term redevelopment many people will be assigned new roles that are beyond their day-to-day function based upon the type and magnitude of an event. Note: These responsibilities are not meant to serve as an official position description and may change as City leadership identifies new needs.

COVID-19 Considerations
The CARES Act implemented several programs that will help homeowners and renters with housing stabilization. Broward County, as a HUD-designated entitlement community, will receive an additional $1.66 million in Community Development Block Grant funding in addition to their annual allocation. This funding can be used to construct new homes or create public service programs to support myriad needs. In addition, Broward County will receive more than $824,000 in Emergency Solutions Grant funding from HUD, which can be used to assist individuals with rent payments as well as utility payments, along with a host of other solutions aimed at reducing homelessness. The Broward County Community Action Agency may also be able to provide assistance to qualified individuals who need help covering their energy costs through the Low-Income Home Energy Assistance Program.
<table>
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<tr>
<th>Time Period</th>
<th>High-Level Responsibilities</th>
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</table>
| **Landfall – 3 months** | ▪ Monitor data collection on damage to housing and mobile home parks to consider long-term impacts for redevelopment. This may include preliminary damage assessment data, safety inspection data, and substantial damage assessment data being collected through the planning and building department as well as other partner organizations.  
▪ Monitor FEMA Individual Assistance Programs in coordination with the Broward County Emergency Management to understand temporary sheltering needs and the data to understand long-term housing needs.  
▪ Provide support to evaluate and identify temporary and transitional sheltering options including hotels, motels, vacation rental properties, sites for recreational vehicles, and others. |
| **3 – 6 months** | ▪ Monitor residential reconstruction progress by reviewing housing permit applications and approvals throughout the recovery process to understand long-term community housing needs.  
▪ Consider temporarily augmenting permitting staff to account for higher demands.  
▪ Participate in meetings of the Long-term Recovery Coalition of Broward County to evaluate non-profit and faith-based resources available to support immediate housing needs and real-time information on unmet housing needs resulting from case management.  
▪ Coordinate with organizations providing temporary and transitional sheltering options. |
| **6 months – 1 year** | ▪ Coordinate with the Hallandale Beach Executive Staff and lobbyists and provide data as requested to support requests for funding to assist with long-term housing recovery and redevelopment such as SHIP, SAIL, and CDBG-DR.  
▪ Monitor the appropriation of major resources to support housing from the State, including SHIP, SAIL as well as from the federal government including Community Development Block Grant – Disaster Recovery (CDBG-DR), United States Department of Agriculture (USDA), Hazard Mitigation Grant Program (HMGP), Building Resilient Infrastructure and Communities (BRIC), and Federal Emergency Management Agency (FEMA). |
| **1 – 2 years** | ▪ Inventory shovel-ready affordable housing projects and streamline the development of new affordable housing developments to address potential housing shortages.  
▪ Be proactive and communicate long-term recovery needs and program structures that will work best for the City, in coordination with Broward County and the State, to guide the development of the CDBG-DR Action Plan.  
▪ Understand the details of available housing programs and ensure eligible homeowners know how to apply for assistance.  
▪ Coordinate code enforcement operations with housing assistance programs to connect individuals who still need assistance with resources for housing recovery.  
▪ Monitor or manage the CDBG-DR application intake and approval process to understand if application numbers are matching up with identified needs in the community. |
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 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 to help target assistance with areas of need. 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 Broward County Emergency Management. Tips on how to secure this data can be found on page 50.
Economic and Business Recovery Team

The Hallandale Beach Economic and Business Recovery Team will monitor the overall economic impacts and health of the community and identify possible resources for addressing issues resulting from a disaster. This role involves working through the CRA with private businesses, chambers of commerce, as well as key community workforce partners to address challenges with long-term economic recovery. The Economic and Business Recovery Team will work with local businesses to understand their recovery needs and help facilitate any issues relating to permitting and other repair and redevelopment challenges following the disaster. The team will also coordinate with local businesses and workforce development entities that serve the City (CareerSource Broward, local colleges, universities, etc.) to determine workforce impacts, and advocate for resources to support these needs. Following many disasters, the biggest impact on the workforce is lack of housing, as was true following Hurricane Irma. In this case, the Hallandale Beach Economic and Business Recovery Team may support the efforts of the Housing Recovery Team by providing information about how housing is contributing to many economic recovery challenges in the community and advocate for resources and support.

COVID-19 Considerations

Economic recovery following a pandemic can look like that of long-term recovery from a hurricane without the structural damage. There will need to be focused attention on business retention and the significant debt that some businesses may have taken on in order to stay afloat. As the unemployment rate continues to escalate throughout Broward County, it is likely that there will be a need to work with CareerSource Broward to ensure that job seekers connect with business owners who need employees. Once travel for pleasure is deemed safe, outreach campaigns touting the precautions that the community and local businesses are taking, especially places with large public gatherings like casinos and racetracks, will be needed to instill confidence in potential visitors to the City of Hallandale Beach. The City, in partnership with the CRA, could work in coordination with major employers to seek grants to support these types of campaigns to showcase local businesses.
## Important Local, State, and Federal Resources to Support this Function

<table>
<thead>
<tr>
<th>Resource</th>
<th>Relationship to Economic Recovery</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Florida Small Business Development Center - US Small Business Administration</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Florida Department of Economic Opportunity</strong></td>
<td>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: <a href="http://www.floridadisaster.biz">www.floridadisaster.biz</a>, 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 department to advocate for specific programs to be included in the CDBG-DR Action plan to address economic recovery.</td>
</tr>
<tr>
<td><strong>South Florida Regional Planning Council</strong></td>
<td>The South Florida 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</td>
</tr>
</tbody>
</table>
months and years that follow. Additionally, the Council operates a small business revolving loan fund that can assist area businesses.

| Economic Development Administration – Disaster Supplemental Funding | The Economic Development Administration (EDA) may receive funding through a disaster supplemental appropriation from Congress to help communities rebuild their local economies. Communities and some nonprofits can apply for this funding to support repairs needed as well as infrastructure and other activities that can stimulate the economy and ultimately create jobs. EDA partners with the South Florida Regional Planning Council. |

Long-term Economic Recovery Responsibilities
The list of responsibilities on the following page is meant to serve as a guide to help those in this role to understand where they fit into the big picture of Citywide recovery. During a time of emergency and recovery, many people will be asked to take on new roles outside of their day-to-day functions, depending on the type and magnitude of an event. Note: These responsibilities are not meant to serve as an official position description and may change as City leadership identifies new needs for the community.

COVID-19 Considerations
The CARES Act provided EDA with $1.5 billion for economic development assistance programs to help communities prevent, prepare for, and respond to COVID-19. EDA began accepting applications for these funds on May 7, 2020 and will continue to accept them on a rolling basis until funds are exhausted. More information on this funding source can be found on the EDA website. The City should coordinate with the South Florida Regional Planning Council to develop competitive proposals.
<table>
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<tr>
<th>Time Period</th>
<th>High-Level Responsibilities</th>
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</table>
- Through the CRA, coordinate with the Hallandale Beach Chamber of Commerce to ensure that they are aware of business support resources. |
| 3 – 6 months     | - Host meetings with local businesses and chambers to understand their challenges and help address concerns related to tourism and other industry sectors.  
- Provide web-based information on loans and other resources that may be available to assist businesses. |
| 6 months – 1 year | - Compile unmet needs to share with the Community Recovery Planning Team to support the development of the Local Long-term Recovery Plan.  
- Advocate for business recovery programs to be included in the CDBG-DR Action plan that supports local business and economic recovery needs. This can include commercial revitalization efforts to support the CRA and businesses within the community. |
| 1 – 2 years +    | - As new resources become available to support long-term business recovery, conduct public outreach campaigns to ensure that this information is communicated to all business owners who may still need assistance.  
- Work closely with tourism-related organizations to monitor visitors and evaluate the need for outreach campaigns to show that Hallandale Beach has recovered from the event. |

**Planning for Success**

To ensure that businesses can recover following a disaster, they must get help to understand and plan for some of the vulnerabilities that can come with owning a business in a coastal community. Conducting disaster recovery workshops ahead of time with businesses to educate them on their responsibilities and the tools available to them prior to and following a disaster can help them be ready when disaster strikes. Some recommended measures for businesses include creating cash reserves and seeking adequate insurance coverage. The CRA, in partnership with the Chamber of Commerce, may consider forming a local business recovery network to help guide both pre- and post-disaster business recovery efforts.
Long-term Financial Administration Team

The main role of the Long-term Financial Administration Team is to coordinate with private insurance and the FEMA Public Assistance program following a disaster and manage all long-term fiscal needs and impacts in the community. The FEMA Public Assistance reimbursement process is a significant undertaking as it requires coordination across all departments within a community to provide proper documentation on damage as well as repairs completed to infrastructure and public facilities. Since this is a reimbursement process, it often requires communities to take out loans and other forms of credit to pay for upfront costs. These loans come with interest payments, which are not considered a reimbursable expense. The longer a community must have the loan in place, the more interest it must pay. It is important that local governments streamline internal processes to ensure that reimbursement through the FEMA process is smooth and interest payments are minimized.

Further, as the financial administration coordinator for disaster recovery, this team should be searching for ways to expand the staffing capacity of the local government to support recovery operations. Most often, this comes through administrative fees and other grants provided to support long-term recovery staffing. A function of this team is to look for opportunities to use these administrative fees to augment staff, so the local government has the capacity to manage a multi-year recovery effort without overburdening existing staff, leading to burn out.

Establishing Authority to Streamline Process

After the coordinated emergency response ramps down, it can be challenging to maintain the centralized focus on tasks that support long-term reimbursement and recovery. As staff moves back into their traditional roles, other duties – both recovery and non-recovery related – can take priority. It is important to maintain a centralized chain of command that provides authority for the Budget Director and Grants Manager to provide direction to all staff and request prompt response. This should be established upfront so that all staff are clear on their primary role to continue to support disaster recovery financial management. By establishing this clear priority, documentation needed to support reimbursement claims can be streamlined reducing the amount of time a community must maintain loans with non-reimbursable interest payments. This coordination can significantly reduce the local cost of recovery.
COVID-19 Considerations

It is likely that the decline in tourism and temporary closing of businesses will significantly impact the tax revenues projected by the City prior to COVID-19. In this case, instead of staffing up to increase capacity to support additional city functions, budgeting staff may have to consider cuts to make ends meet. During this time, it can be important for the Budget Director and Grants Manager to explore all resources available to the City from federal appropriations, state allocations, and other grant sources. As a global pandemic is largely uncharted territory, new resources are being proposed at all levels of government. However, the City must proactively engage in understanding new legislation to capitalize on these opportunities. By ramping up grant writing efforts, the community may be able to get support for some projects that may have otherwise been funded locally, freeing up available budget resources for other needs. Alternatively, some projects that were not top priority but could align with resources available, especially related to infrastructure, may be able to move forward. Examples of these opportunities include the Community Development Block Grant – Mitigation Program (funded with an allocation from Hurricane Irma) as well as the EDA CARES Act Recovery Assistance Grant Program.

Source: City of Hallandale Beach. Speaker: City Manager Greg Chavarria
Important Local, State, and Federal Resources to Support this Function

<table>
<thead>
<tr>
<th>Resources</th>
<th>Relationship to Long-term Financial Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Private Insurance</strong></td>
<td>Private insurance is the first resource utilized to support local recovery of infrastructure and public facilities. It is important to start claims quickly to understand where there may be gaps that require other sources of funding.</td>
</tr>
<tr>
<td><strong>FEMA Community Disaster Loan Program</strong></td>
<td>The <a href="https://www.fema.gov/disaster-loan-program">FEMA Community Disaster Loan Program</a> is available to help local governments that are in a Presidentially Declared Disaster Area with a substantial revenue loss of at least 5 percent. This tool can help provide funding to cover upfront costs that can later be reimbursed through FEMA Public Assistance and other sources.</td>
</tr>
<tr>
<td><strong>FEMA – Public Assistance</strong></td>
<td>The FEMA Public Assistance Program is the largest grant program that provides emergency assistance such as debris clearance and protective measures, as well as permanent restoration of community infrastructure. For more information on this program, see page 50.</td>
</tr>
<tr>
<td><strong>FEMA – Hazard Mitigation Grant Program</strong></td>
<td>The FEMA Hazard Mitigation Program can be used to strengthen community infrastructure and public facilities, so it is rebuilt in a way that mitigates future risk from storms. For more information on this program, see page 92.</td>
</tr>
<tr>
<td><strong>Community Development Block Grant - Disaster Recovery (CDBG-DR)</strong></td>
<td>The CDBG-DR program is an important federal resource that can be used to match other funds such as the FEMA PA and FEMA HMGP Program. Understanding what gaps may exist with FEMA PA funding before the CDBG-DR Action Plan is developed can help Broward County advocate for local cost-share as an eligible use of funding.</td>
</tr>
</tbody>
</table>

**Long-term Financial Administration Recovery Responsibilities**

The list of responsibilities below is meant to serve as a guide to help those in this role understand where they fit into the big picture of Citywide recovery. During a time of emergency and recovery, many people will be asked to take on new roles outside of their day-to-day functions depending on the type and magnitude of an event. **Note:** These responsibilities are not meant to serve as an official position description and may change as City leadership identifies new needs.

<table>
<thead>
<tr>
<th>Time Period</th>
<th>High-Level Responsibilities</th>
</tr>
</thead>
</table>
| 1 – 3 months| • Execute contract for FEMA Public Assistance support.  
• Consider the FEMA Community Loan Program and other resources that may be needed to help cover up-front costs related to disaster recovery. |
<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Tasks</th>
</tr>
</thead>
</table>
| 3 – 6 months | ▪ Exhaust all private insurance options available to support the repair of infrastructure and facilities.  
▪ Establish a clear line of communication for ensuring that tasks related to FEMA reimbursements are prioritized across all departments.  
▪ Require all departments to begin to collect documentation needed to support the reimbursement process and establish clear expectations for what needs to be done.  
▪ Monitor Congressional appropriations and work with the Hallandale Beach Executive Team to advocate for resources needed to support needs that are not covered under private insurance or the FEMA PA programs. Also consider advocating for reduced cost-share and supplemental funding from the Florida Legislature, if needed.  
▪ Consider surge capacity needs for long-term recovery and the need for long-term recovery procurement to get support. |
| 6 months – 1 year | ▪ Continue to work through the FEMA Public Assistance Project Worksheet process with contractors and staff to streamline reimbursement. Bring to the attention of leadership when costs will not be covered by FEMA Public Assistance and other avenues should be explored. |
| 1–2 years | ▪ Advocate for cost-share and other gap funding as an eligible expense in the development of a CDBG-DR Action Plan. |
| 2+ Years | ▪ Ensure that projects involving multiple funding streams are tracked with clearly defined scopes to avoid any issues with perceived or actual duplication of benefits. |

**Planning for Success**

Planning for upfront financial management can avoid costly delays and minimize frustration in the process. It is important to ensure that the community has appropriate emergency reserves for disasters and understands that there are certain times when money must be spent early on that may not get reimbursed. In addition, it is important for all local government staff to understand the necessity of clear documentation of work. The acquisition of an asset management system can help a community manage its public facilities prior to an emergency event, streamline the process for reimbursement, and also make it easier to document losses; potentially increasing the amount a community receives through reimbursement processes. A system such as this, however, is only as good as the information put into it. If an asset management system is implemented, the City of Hallandale Beach should consider staff training for documentation requirements to ensure it is kept up to date.

**Financial Administration Coordinator**

It is essential that the individual who coordinates the financial administration of post-disaster recovery can manage contracts and the work of contractors, and has the authority to direct other staff across the entire local government. While familiarity with the FEMA Public Assistance process is a bonus, much of this expertise can be acquired through supplemental contracting staff. It is important that this individual has the support to augment staff through contractual services. This is a lengthy and labor-intensive process that is challenging to support without sufficient staff. Providing support to hire a team to assist with these efforts
can ensure that this individual can continue to manage this process for several years, while also functioning in their day-to-day roles related to financial management.

**Tips for the Long-term Financial Administration Team**

- Ensure there is a pre-arranged contract in place to support the FEMA reimbursement process procured in line with FEMA guidance.
- Consider specific procurements to supplement staff for long-term recovery support needs. This can often be reimbursed through administration fees provided by larger congressional appropriations. Understanding the desire to seek reimbursement for these costs, procurements should be consistent with federal guidelines.
- The individual who functions in this role must continue to have the authority to direct other staff to ensure an expedited reimbursement process, even when the Incident Command System is no longer in place.
- Providing advance payment to local governments through the FEMA Public Assistance Program is extremely important to reduce the amount of credit and loans that a community must access to cover upfront costs. The Long-term Financial Administration Coordinator should proactively work with Broward County Emergency Management to advocate for policies that support advance payment. If the state or local government is considering policies that would not allow for advance payment, it will be important to provide examples to the local delegation and the Florida Division of Emergency Management from Hurricane Irma where this was a major complication for local governments.
- Advocate for federal cost-share to match programs like the FEMA Public Assistance program and the FEMA Hazard Mitigation Grant Program to be included in the CDBG-DR Action Plan. This can help a community to leverage all other funding sources and continue to use local funding in a more flexible way to support needs not covered in disaster recovery grant programs.
LONG-TERM INFRASTRUCTURE SYSTEMS MANAGEMENT

Long-term Infrastructure and Public Facilities Project Management Team

The role of the Long-Term Infrastructure and Public Facilities Project Management Team is to manage the long-term repair and recovery of infrastructure and public facilities. This should be conducted in close coordination with the Financial Administration Team which provides oversight of the FEMA Public Assistance reimbursement process. This team should look for opportunities to incorporate resiliency in the design of future projects using other funding sources or creative solutions. Disasters present the opportunity to rebuild in a way that considers the future of the community. This can include the consideration of future environmental vulnerabilities such as sea level rise or projects that could provide an economic benefit to the community. This team should explore all funding sources available to support the restoration of infrastructure and public facilities and leverage these resources where possible.

This team will also manage the restoration of local government-owned historic resources serving as important public facilities throughout the community. The restoration of these properties requires additional care and consideration to retain their historical significance.

FEMA PA 428: Creative Solutions for Long-term Recovery

Recognizing the need to provide flexibility in the redevelopment process, FEMA instituted the Section 428 Alternative Public Assistance Program which enables communities to drive their own recovery and build back in new ways that respond to future needs. If a local government accepts a fixed-cost offer for a project, additional flexibility can be granted such as:

- Exemption from requirement to rebuild facilities back to what existed prior to the disaster.
- Allowed to share funds across all qualified projects that accept a fixed-cost offer.
- Exemption from tracking costs of specific work items.
- Allowed to retain and use excess funds to reduce risk and improve future disaster operations.
- Eligibility for cost-effective hazard mitigation on replacement projects.
Important Local, State, and Federal Resources to Support this Function

<table>
<thead>
<tr>
<th>Resource</th>
<th>Relationship to Long-term Infrastructure and Public Facilities Project Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Insurance</td>
<td>Private insurance is the first resource utilized to support local recovery of infrastructure and public facilities. It is important to start claims quickly to understand where there may be gaps that require other sources of funding.</td>
</tr>
<tr>
<td>FEMA – Public Assistance</td>
<td>The FEMA Public Assistance Program is the largest grant program that provides emergency assistance, such as debris clearance and protective measures as well as permanent restoration of community infrastructure. For more information on this program, see page 82.</td>
</tr>
<tr>
<td>FEMA – Hazard Mitigation Grant Program</td>
<td>The FEMA Hazard Mitigation Program can be used to strengthen community infrastructure and public facilities, so it is rebuilt in a way that mitigates future risk from storms. For more information on this program, see page 92.</td>
</tr>
<tr>
<td>Community Development Block Grant - Disaster Recovery (CDBG-DR)</td>
<td>The CDBG-DR program is an important federal resource that can be used to match other funds such as the FEMA PA and FEMA HMGP Program. Understanding what gaps may exist with FEMA PA funding before the CDBG-DR Action Plan is developed can help the County advocate for local cost-share as an eligible use of funding.</td>
</tr>
</tbody>
</table>

Long-term Infrastructure Systems Management Recovery Responsibilities

The list of responsibilities below is meant to serve as a guide to help those in this role understand where they fit into the big picture of Citywide recovery. During a time of emergency and recovery, many people 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. Note: These responsibilities are not meant to serve as an official position description and may change as City leadership identifies new needs.

<table>
<thead>
<tr>
<th>Time Period</th>
<th>High-Level Responsibilities</th>
</tr>
</thead>
</table>
| Landfall – 3 months | ▪ Conduct damage assessments for infrastructure and public facilities.  
▪ Collect important data to support reimbursement through private insurance and FEMA Public Assistance.  
▪ Remain in close coordination with the Financial Administration Team to ensure a streamlined reimbursement process, reducing the amount of time a community must use loans to cover upfront costs. |
| 3 – 6 months | ▪ Monitor Congressional appropriations and work with the Hallandale Beach Executive Team to advocate for resources needed to support impacts that are not covered under private insurance or the FEMA PA programs.  
▪ Consider surge capacity needs for long-term recovery and the need for a long-term recovery procurement to get support. |
6 months – 1 year
▪ Continue to coordinate with the Financial Administration team on the FEMA Public Assistance Project Worksheet process.
▪ Review and update the Local Mitigation Strategy to include new needs and reprioritize projects based on current conditions.

1 year – 2 years
▪ Apply for FEMA Hazard Mitigation Grant Program funding to support mitigation for infrastructure and public facilities.
▪ Advocate for cost-share and other specific infrastructure and public facility-related recovery and mitigation needs in the CDBG-DR Action Plan.

2+ Years
▪ Ensure that projects involving multiple funding streams are tracked with clearly defined scopes to avoid any issues with perceived or actual duplication of benefits.

Infrastructure and Public Facilities Project Management Coordinator
The Infrastructure and Public Facilities Project Management Coordinator should be someone with decision-making authority over all aspects of facilities management. It is essential that the individual who coordinates infrastructure and public facilities repair coordinate closely with the Financial Administration Team and prioritize their needs for reimbursement. Providing support to hire a team to assist with construction management can ensure that this individual can continue to manage this process for several years, while also functioning in their day-to-day roles related to infrastructure and public facilities management.

Tips for the Infrastructure and Public Facilities Project Management Team
▪ An asset management system can significantly improve facilities management and streamline documentation requirements for insurance and FEMA PA reimbursement before a disaster strikes.

▪ Consult resiliency planning efforts across all departments to ensure that long-term solutions and permanent work projects are undertaken with consideration of increased future vulnerability from sea level rise.

▪ Remember that natural or green infrastructure solutions are required in the Coastal High Hazard Area and Special Flood Hazard Area for shoreline protection and flood reduction.
Long-term Natural and Cultural Resources Team
The parks, open spaces, and historic village operated by the City of Hallandale Beach Parks and Recreation Department makes this community unique. In the aftermath of a disaster, in addition to ensuring that the necessary repairs are made to these great spaces, this team can be instrumental in infusing creative strategies into the redevelopment of the community. For example, if there are areas of the City that should be considered for voluntary buyout due to frequent flooding, the Natural and Cultural Resources Team can work with the Infrastructure Systems Team to redesign these areas into flood control features that also serve as community parks. In addition, this team can help restore the sense of community in a time that may be chaotic by organizing special events and other opportunities for residents to come together and heal collectively by celebrating or commemorating special events. These events can be used as passive ways to solicit community feedback on redevelopment by featuring large idea walls in partnership with the Long-term Community Recovery Planning Team.

COVID-19 Considerations

The City of Hallandale Beach maintains a frequently updated webpage that explains the rules currently in effect for public parks, facilities, and beaches. This has been a great way to communicate how to use these spaces while being safe. As the City begins to phase the reopening of more spaces in the future, outreach campaigns touting safety precautions and other efforts to encourage the use of these facilities may be needed to help residents return to normal. The City might consider brainstorming creative ways for individuals to interact during these limited use times and follow the best practices of other cities and counties across the nation. In addition, once operations return to normal, the City will want to widely broadcast its facilities to the public again to make sure they are included as recreational options as people reestablish their routines. It will be important to quickly reestablish high usage rates by residents and visitors to ensure that these resources are valued as budgets are tightened. Public parks, spaces, and community events will play a big role in restoring the sense of community after long periods of isolation.
## Important Local, State, and Federal Resources to Support this Function

<table>
<thead>
<tr>
<th>Resource</th>
<th>Relationship to Long-term Infrastructure and Public Facilities Project Management</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Private Insurance</strong></td>
<td>Private insurance is the first resource utilized to support local recovery of City-owned facilities, including parks. It is important to start claims quickly to understand where there may be gaps that require other sources of funding.</td>
</tr>
<tr>
<td><strong>FEMA – Public Assistance</strong></td>
<td>The FEMA Public Assistance Program is the largest grant program that provides emergency assistance such as debris clearance and protective measures, as well as permanent restoration of City-owned facilities including parks and historic properties. For more information on this program, see page 80.</td>
</tr>
<tr>
<td><strong>FEMA – Hazard Mitigation Grant Program</strong></td>
<td>The FEMA Hazard Mitigation Program can be used to buyout private properties to mitigate future risk from storms. These properties can then be turned into creative flood reduction systems which can also serve as park space. For more information on this program, see page 92.</td>
</tr>
<tr>
<td><strong>Community Development Block Grant - Disaster Recovery (CDBG-DR)</strong></td>
<td>The CDBG-DR program is an important federal resource that can be used to match other funds such as the FEMA PA and FEMA HMGP Program. Understanding what gaps may exist with FEMA PA funding before the CDBG-DR Action Plan is developed can help the County advocate for local cost-share as an eligible use of funding. In addition to the FEMA Hazard Mitigation Grant Program, CDBG-DR can sometimes be used for voluntary home buyouts which can be converted to community spaces. This funding can also be used to directly create more parks or make improvements to existing facilities.</td>
</tr>
<tr>
<td><strong>Emergency Supplemental Funding – Historic Preservation Fund.</strong></td>
<td>Congressional appropriations can sometimes include funding specifically for historic preservation. This can be an important resource for restoring public facilities in the community with historic value.</td>
</tr>
</tbody>
</table>

### Recreational Funding Opportunities

The Florida Department of Environmental Protection maintains a list of Greenways and Trails funding sources on their website that can be used for a range of activities, including the acquisition and development of land for recreational purposes. In addition, they promote a list of boating grants that can be used to improve water access. The grants listed on their website are not specific to disaster recovery but can be important to consider.
Long-term Natural and Cultural Resources Recovery Responsibilities

The list of responsibilities below is meant to serve as a guide to help those in this role understand where they fit into the big picture of Citywide recovery. During a time of emergency and recovery, many people 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. Note: These responsibilities are not meant to serve as an official position description and may change as City leadership identifies new needs.

<table>
<thead>
<tr>
<th>Time Period</th>
<th>High-Level Responsibilities</th>
</tr>
</thead>
</table>
| Landfall – 3 months | ▪ Conduct damage assessments for parks and City-owned facilities. Consider the unique requirements associated with repairs to historic buildings and ways to build them back stronger without compromising their historical integrity.  
▪ Collect important data to support reimbursement through private insurance and FEMA Public Assistance.  
▪ Remain in close coordination with the Financial Administration Team to ensure a streamlined reimbursement process, reducing the amount of time a community must use loans to cover upfront costs. |
| 3 – 6 months      | ▪ Monitor Congressional appropriations and work with the Hallandale Beach Executive Team to advocate for resources needed to support impacts that are not covered under private insurance or the FEMA PA programs. This can include resources to support historic preservation needs or parks. |
| 6 months – 1 year | ▪ Continue to coordinate with the Financial Administration Team on the FEMA Public Assistance Project Worksheet process.  
▪ Help the Long-term Community Planning Team coordinate community engagement activities by integrating them into community events.  
▪ Work with the Infrastructure Systems Team to consider creative ways to reuse or redevelop spaces in a way that provides recreational opportunities, including the development of parks on land that is purchased due to frequent flooding or flood control infrastructure projects. |
| 1 year – 2 years  | ▪ Consider coordinating a one-year community commemorative event that helps all residents heal and face what could be a traumatic memory together.  
▪ Apply for grants to enhance park spaces.  
▪ Advocate for the ability to access additional funding to incorporate public parks into infrastructure and voluntary buyout programs in the CDBG-DR Action Plan. |
| 2 + Years         | ▪ Ensure that projects involving multiple funding streams are tracked with clearly defined scopes to avoid any issues with perceived or actual duplication of benefits. |
HEALTH AND SOCIAL SERVICES

Long-term Health and Social Services Support Team

The main role of the Long-term Health and Social Services Support Team is to coordinate and address the needs of individuals, particularly those who are the most vulnerable, after a disaster. This is done in coordination with many other active organizations in the community. The primary partners in this effort are the Long-term Recovery Coalition of Broward County and Hands On Broward, which coordinates philanthropic and disaster-recovery volunteer organizations after a disaster. The Long-term Health and Social Services Support Team serves as the local government coordination arm of this effort, bringing to the table local government aid and resources in helping to support case management needs. In the City of Hallandale Beach, the Human Services Department will lead this effort. The workload that is required after a disaster can be overwhelming for this team and limit their ability to coordinate with other stakeholders and leverage their resources. It is important to supplement staff after a disaster with contractual support to ensure that they can continue to manage their day-to-day tasks while also assuming new disaster recovery roles and responsibilities.

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

<table>
<thead>
<tr>
<th>Resource</th>
<th>Relationship to Long-term Social Services Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-term Recovery Coalition</td>
<td>The Long-term Recovery Coalition of Broward County is a humanitarian association of nonprofits, governmental agencies, faith-based organizations, and businesses with disaster capabilities. The Long-term Recovery Coalition was created following Hurricane Irma with grant funding from FEMA and the American Red Cross. The purpose of the LTRC was to create a coalition of partners to assist in addressing the long-term unmet needs of families and Broward County affected by Hurricane Irma.</td>
</tr>
<tr>
<td>Florida Housing Finance Corporation</td>
<td>The Florida Housing Finance Corporation manages the State Housing Initiatives Program (SHIP) which can provide funding for both temporary and long-term housing solutions. After disasters, the Florida Legislature can appropriate additional dollars into the Hurricane Housing Recovery Program, which is a disaster-specific SHIP Program.</td>
</tr>
<tr>
<td>Florida Department of Economic Opportunity / U.S. Department of Housing and Urban Development</td>
<td>The Florida Department of Economic Opportunity manages the annual allocation of Community Development Block Grant (CDBG) Program funds as well as any supplemental funds that may be available for disaster recovery. An application can be submitted to DEO to secure annual appropriations for CDBG funding to support housing rehabilitation. In addition, the State may have emergency funding set-aside to assist with long-term recovery. In addition, DEO is charged with developing the State's action plan for CDBG-Disaster Recovery Funding as well as implementing programs. If additional long-term support is needed for public services to address unmet needs, the community should advocate that this be included as an eligible activity in the CDBG-DR Action Plan.</td>
</tr>
</tbody>
</table>
Broward County – Community Services Block Grant

Broward is the local provider of Community Services Block Grant funding for the City of Hallandale Beach. This is a flexible source of funding that can be used to address a myriad of needs for individuals following a disaster.

Volunteer Florida

Volunteer Florida administers the Federal Disaster Case Management Program which provides coordinated case management support following a disaster. In addition, they manage the Florida Disaster Fund which can provide flexible support to service organizations that will serve individuals in the community. This can be an important resource for addressing unmet needs.

Long-term Health and Social Services Recovery Responsibilities

The list of responsibilities below is meant to serve as a guide to help those in this role to understand where they fit into the big picture of Citywide recovery. During a time of emergency and recovery, many people 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. Note: these responsibilities are not meant to serve as an official position description and may change as City leadership identifies new needs.

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<th>Time Period</th>
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</thead>
<tbody>
<tr>
<td>Landfall – 3 months</td>
<td>- Monitor FEMA IA program intake and understand data behind the needs that are coming in through applications for assistance.</td>
</tr>
<tr>
<td></td>
<td>- Monitor mental impacts in the community including increased incarceration rates, problems with children at school and general behavioral health of the community.</td>
</tr>
<tr>
<td></td>
<td>- Establish close coordination with the Long-term Recovery Coalition of Broward County.</td>
</tr>
<tr>
<td></td>
<td>- Stay aware of all philanthropic support coming into the community and help match these organizations with needs.</td>
</tr>
<tr>
<td>3 – 6 months</td>
<td>- As the FEMA IA application closes, collect data of individuals and ramp up coordinated case management with support of the Broward County Long-term Recovery Group.</td>
</tr>
<tr>
<td></td>
<td>- Develop and maintain a uniform reporting process to collect information on unmet needs and track dollars that are coming into the community to support recovery from non-governmental sources.</td>
</tr>
<tr>
<td></td>
<td>- Request assistance from an outside organization (such as World Renew) to conduct a human-based unmet needs assessment.</td>
</tr>
<tr>
<td></td>
<td>- Actively participate in all Long-term Recovery Coalition of Broward County meetings and think of ways to leverage limited State funding with nonprofit and private dollars to address individual needs (throughout the life of the entire long-term recovery process).</td>
</tr>
<tr>
<td></td>
<td>- Advocate for resources to support identified mental and behavioral health impacts.</td>
</tr>
</tbody>
</table>
| 6 months – 1 year | ▪ Monitor Congressional appropriations and work with the Hallandale Beach Executive Team to advocate for resources needed to support needs that are not covered under private insurance or the FEMA PA programs. Also consider advocating for reduced cost-share and supplemental funding from the Legislature, if needed.  
▪ Monitor the appropriation of major resources to support housing from the State, including SHIP, HHRP, Volunteer Florida and other resources.  
▪ Provide data to support the community-wide unmet needs assessment and the Statewide unmet needs assessment for CDBG-DR funding.  
▪ Consider any public service programs that may be needed to address unmet individual needs and suggest potential CDBG-DR programs or eligible activities to address these needs. |
| 1 – 2 years | ▪ Work closely with the entity that receives the Disaster Case Management Grant to ensure that needs are being met and case management is coordinated.  
▪ As CDBG-DR program funding rolls out to address housing recovery and other needs, think of other resources that may be able to be used to fill gaps for individuals who may not be able to receive full support through these programs. |
| 2 + Years | ▪ Track additional unmet needs that are not addressed through state and federal resources and communicate those needs back to the Long-term Recovery Coalition to help advocate for additional needs and resources. |

**Data Collection**

Data collection is a critical part of the delivery of services to address the unmet needs of individuals. It is important to not only use data to support requests for assistance but also communicate how funding has been used to address community needs when requesting additional gap support. Below are some data sources that should be considered:

- **World Renew Community Needs Assessment**: World Renew is a philanthropic organization that provides support following disasters. One service that it offers is a Community Assessment of Unmet Needs. This assessment can help a community locate the vulnerable and most needy, identify resources available for recovery and provide data to support a recovery budget. It can also be a useful tool when prioritizing unmet needs. These assessments are typically conducted after a Long-term Recovery Group has formed and when most people know the benefits they will receive through FEMA, SBA, and insurance.

- **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 of low- and moderate-income populations. Finally, it can be a great tool for outreach directly to individuals who were impacted and registered with FEMA to ensure their needs are being met. This data contains personal information (like addresses) and can
be sensitive and difficult to obtain. Work with the Broward County Emergency Management to access this information. Tips on how to secure this data can be found on page 50.

- **Community Indicators of High Stress:** The stress placed on residents can often be tracked through increased crime rates, incarceration rates, behavioral issues at school, and voluntary and involuntary admission of persons for psychiatric care. Working with the local police department and other service providers can provide a community with data to see this increased level of stress and help a community advocate for resources to address these needs.

  **Providing Support for Mental Health**

Disasters are known for the physical damage that results, but an often underrepresented challenge is the post-traumatic stress that can overtake an entire community at once. Since it is a shared experience, individuals may be more likely to overlook the symptoms of Post-Traumatic Stress Disorder (PTSD) that can manifest as high levels of anxiety, guilt, or depression due to overwhelming shock after a disaster. It is important to recognize this, and advocate for and provide resources for the community. This includes the need to provide support for first responders, schoolteachers, and local government employees who are often assisting with overall recovery efforts in addition to their own personal recovery. Support can include free counseling sessions, group yoga for staff, faith-based events, or even community festivals and events that celebrate small victories. It may also include more intensive therapies for individuals whose reactions may result in incarceration or other negative actions. Recognizing the additional stress of the event and providing alternative therapies through the local penal system can help treat the underlying challenge instead of the negative reaction.
FUNDING FOR INFRASTRUCTURE AND PUBLIC FACILITIES

Funding to support disaster recovery often comes in phases, with the first resources arriving within hours of an event and other sources taking sometimes two years or more before reaching local governments. The diagram below details major funding sources that support infrastructure/public facilities recovery. As always, local revenue and resources should be consulted first as the most readily available funding to a community. In this guide it is assumed that local revenue will not be enough to cover costs and that there will be a need to focus on state and federal resources.

After damage assessments have been conducted, private insurance is the first resource that should be used to support repairs. For additional needs not supported or covered by insurance, the FEMA Public Assistance (PA) Process can provide funding for infrastructure and public facilities. Since FEMA PA is a reimbursement process, communities must often secure loans to cover upfront costs. The FEMA Community Disaster Loan can help provide support for these costs. After a local government has determined what will not be covered by private insurance and the FEMA PA process, local leaders can begin to advocate for additional support. The first line of support may be through specific state appropriations or special allocations of traditional state or federal programs.

For major disasters, Congress may appropriate a disaster supplemental package that can contain tens of billions in support for communities impacted by disasters across the nation. While most well-known for the Community Development Block Grant-Disaster Recovery (CDBG-DR) Program, these appropriations contain many more sources that should be explored as solutions for recovery needs. In concert with or shortly after, FEMA will allocate funding through its Hazard Mitigation Program (HMGP) to help strengthen communities to withstand the impacts of future disasters. Communities that are significantly impacted are likely to be eligible for a specified amount of HGMP funding. It should be noted that while the HMGP program requires a 25 percent cost-share, CDBG-DR funding can be used to cover local and state cost-share. CDBG-DR, as a funding source that is primarily designed to support housing recovery, should be leveraged to fill gaps. This should be considered if there are additional funds available that were not used by other communities (through the Tier 2 phase) to leverage additional funding for mitigation. Private donations should also be considered as a potential source of funding. Private and philanthropic donations can sometimes come with fewer restrictions and therefore should be used wisely to address needs that are not covered by more restrictive programs.

Finally, the CDBG-DR program, which is often released in a series of disbursements to communities, may provide additional funding for mitigation. This can further help strengthen a community's infrastructure and public facilities. The CDBG-DR program is a long process and often funding is allocated for programs that may not be fully utilized. Communities should closely monitor this process and stand ready with eligible projects to offer up as shovel-ready if CDBG-DR funds are reallocated and must be spent on an expedited time frame to meet grant closeout requirements.
Local Government Infrastructure and Public Facilities Post-Disaster Funding

**Private Insurance**
The first resource available to support repairs is private insurance.

**FEMA HMGP**
Funding announced and application cycle opens for Tier 1.

**Disaster Funds**
Explore all other infrastructure funding in Congressional Disaster Bill first.

**CDBG-DR**
Prioritize projects that can be tied back to housing and low-and-moderate income areas.

**State Appropriations**
A project that cannot be funded by other disaster recovery programs may be a good fit for a project-specific appropriation.

**FEMA HMGP**
The City could get Tier 2 funding if there is money remaining.

**Private Donations**
Where possible, private donations should be saved for needs that cannot be met with other funding as this may be the most flexible resource.

**CDBG-DR**
Appropriated funds not allocated to states may be distributed as mitigation dollars.

**CDBG-DR**
CDBG-DR funding that remains from other programs must be spent within a set time frame. Keep eligible projects on hand and advocate for the reallocation of remaining dollars to support it.

**Traditional Grants**
A list of traditional state and federal grant resources that can be used for recovery is on page X.

**Congressional Disaster Bill Passed**
For tips on securing state dollars to support recovery see page X.
Private Insurance and FEMA Public Assistance

Following a disaster, a community should first file a claim with any private insurance company that covers their public facility or infrastructure. For Presidentially declared disasters, the FEMA Public Assistance (PA) Program will be the next resource available to support needed repairs. Since FEMA PA is a reimbursement program, local governments may need to take out loans and might consider the FEMA Community Disaster Recovery Loan as a resource to help bridge the gap between repairs and reimbursement from FEMA.

Once a local government knows how much funding will be available through the FEMA PA program to help address remaining needs, the next step is to determine if additional resources are needed to fully repair the facility. This can also be an opportunity to make upgrades or expansions to facilities to accommodate additional community growth, address issues with older facilities or integrate resiliency to future storms and sea level rise into redevelopment. See page 68 for additional information on the FEMA PA 428 program that may help communities leverage multiple resources for more creative long-term redevelopment solutions.

FEMA Public Assistance Guidance

The FEMA Public Assistance Program and Policy Guide (PAPPG) combines all PA policy into a single volume and provides an overview of the PA Program implementation process with links to other publications and documents that provide additional details. It can be found on the FEMA website.
FUNDING TO SUPPORT HOUSING RECOVERY

Funding to support disaster recovery often comes in phases with the first resources arriving within hours of an event and other sources taking sometimes two years or more before reaching local governments. This diagram below details major housing recovery support dollars along with the timeframe for the potential implementation of these programs. Individual resources should be consulted as the first line of support for recovery. This guide assumes that an individual is uninsured or underinsured and may require additional support.

After private insurance resources have been exhausted homeowners can seek low-interest loans provided through the Small Business Administration to support repairs needed to their homes. SBA loans are provided to cover the entire cost of repairs (up to $200,000), including the cost of bringing homes up to current code standards if required and damaged beyond 50 percent of market value. For homeowners who do not qualify for SBA assistance, FEMA can provide housing repair assistance. However, the purpose of FEMA assistance is to make a home habitable and typically does not cover the complete cost of needed repairs. The maximum grant amount awarded through this process is around $33,000 and typical grants awarded are significantly less than this amount.

Local State Housing Initiative Partnership (SHIP) funding can also be utilized to cover the cost of repairs for individuals who meet income requirements for this program. Typical SHIP appropriations are modest and do not provide a significant source of disaster housing support to address community unmet needs. However, these resources can be leveraged with nonprofit support. Through philanthropic and volunteer organizations active in disasters, some individuals can receive support to help bridge the gap to cover repairs to their homes.

After major disasters, the Florida Legislature can appropriate disaster-specific housing funding that is like SHIP funding in structure, through the Hurricane Housing Recovery Program. This flexible source of funding can be used by a community to make repairs to homes as well as support the construction of new homes. It can also be used to provide purchase assistance to individuals who may have lost their homes. While this funding source was not implemented for Hurricane Irma, it was implemented the following year to address housing needs from Hurricane Michael in the Florida Panhandle.

For homes that are significantly flood-prone, elevation, or buyouts through the Hazard Mitigation Program can be an alternative solution. Local governments must prepare and submit applications on behalf of homeowners as funding is not provided directly to individual homeowners. In addition to support provided by the State Legislature, Congress may also appropriate specific funding to support long-term housing recovery. This support is typically provided through the Community Development Block Grant – Disaster Recovery (CDBG-DR) Program. When this funding is appropriated, it is important for the community to proactively advocate for solutions that will meet the needs of their community. This should be presented as data that demonstrate unmet needs and specific program ideas best fitting local housing recovery needs. A standard program offered through CDBG-DR is a housing repair or replacement program to be managed by the State or local government. While funding is provided from the U.S. Department of Housing and Urban Development (HUD) to the State, the State can grant a sub-grant to a community to manage its own local housing recovery programs. CDBG-DR housing repair and replacement programs are designed to fill the gaps and create permanent housing solutions for recovery. This includes bringing homes into code
compliance. It should be noted that as a program that is intended to fill gaps, homeowners will not be eligible to receive funding to cover costs covered by other programs. This is considered a duplication of benefits. For example, if a homeowner received funding through their insurance company but chose to spend that money on other expenses, this amount of funding will be deducted from their total award. For this reason, it is important for homeowners to understand this upfront so they document and use resources provided for the intended purpose; not doing so can result in gaps later in the process that can be difficult to meet.

In addition to programs designed to repair and replace current housing stock, some CDBG-DR programs provide resources for voluntary buyout programs in flood-prone areas. These programs are like those provided through HMGP funding but can also include incentive funding to cover the cost of purchasing a new home in less vulnerable areas.

Finally, long-term recovery funding can also be used to support the construction of new affordable housing in a community. After Hurricane Irma, CDBG-DR funding, managed by the Florida Housing Finance Corporation in partnership with DEO, resulted in a new multi-family affordable rental housing throughout the State. However, the State did not include this program in the action plan for Hurricane Michael. It will be important to coordinate with Broward County to advocate for the new construction of affordable housing. In addition, after Hurricane Michael, the Florida Legislature appropriated funding for the Rental Recovery Loan Program which will result in new affordable rental housing throughout the Florida Panhandle.
## FUNDING TO SUPPORT ECONOMIC RECOVERY

<table>
<thead>
<tr>
<th>Funding Agency</th>
<th>Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Development Administration (EDA)</td>
<td><em>Public Works:</em> Provides funding to distressed communities to revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversity local economies, and generate or retain long-term, private sector jobs and investment.</td>
</tr>
<tr>
<td></td>
<td><em>Economic Adjustment:</em> Assists state and local interests in designing and implementing strategies to adjust or bring about change to an economy. The program focuses on areas that have experienced or are under threat of serious structural damage to the underlying economic base.</td>
</tr>
<tr>
<td>Opportunity Zones</td>
<td>Opportunity Zones: A QOZ is an economically distressed community where new investments, under certain conditions, may be eligible for preferential tax treatment. Localities qualify as QOZs if they have been nominated for that designation by a state, the District of Columbia, or a U.S. territory and that nomination has been certified by the Secretary of the U.S. Treasury via his delegation of authority to the Internal Revenue Service (IRS).</td>
</tr>
</tbody>
</table>
If the County feels they will need additional resources, it is important to determine this gap as quickly as possible to gear up for the state legislative session. Since hurricanes tend to occur during the summer and early fall, timing is critical to ensure that a community’s request can be integrated into the State budget. Below are tips for securing state funding to support disaster recovery requests.

- **Only ask for what you need.** When presenting your request for funding, be sure to show how much will be covered by private insurance and/or the FEMA Public Assistance Program or FEMA Individual Assistance Program (if housing funding is sought). Prepare a budget that shows how other resources will be leveraged like insurance, FEMA Public Assistance, and housing resources available through the Florida Housing Finance Corporation. If the City is contributing funds, include this in the budget as well.

- **Work with your lobbyist.** Hire a lobbyist that is familiar with disaster recovery requests or local issues to ensure that you can secure meetings with appropriate individuals that are essential to get your request funded.

- **Coordinate your request with other local entities.** Ensure that your requests internally (within the City) and externally (with Broward County and other nearby municipalities) are coordinated so that requests are not duplicated and are leveraged with one message. Lobbyists should be aware of all requests being made not just of their client but also the requests from other surrounding areas.

- **Look for existing active programs that can be used as a vehicle.** It can be easier for Legislators to add additional funding to existing grant programs with specific proviso language that earmarks it for a disaster recovery project, than to create line-item budget requests for specific projects. These existing programs already have processes in place which can make additions potentially easier to justify in budget negotiations.

- **Look for statutorily authorized programs that may be inactive to use as a vehicle.** If there are no existing programs that align with your request, suggest including money in the budget for an inactive program with proviso language that details your request.

- **Coordinate with the agency that administers the program.** State agency leadership can help to ensure that they have the capacity in place to manage this request. Engage them early on as they are oftentimes called upon by Legislators to discuss the project/program. Meet with the agency and show how their program could help solve your disaster recovery issue. If they are informed of your request and understand how they can help solve the issue, they will be more likely to support the request when called upon by legislative staff.

- **Consider a line item request.** It is good to present several options to legislators for meeting your needs. In addition to existing programs, ensure that you are going through appropriate channels to request a specific appropriation for your project. If a line item request is the only way to accomplish a project, be sure to explain why other existing grant programs will not work.
▪ **Know the committees that must approve of your request before it is final.** Understand the path that your request will have to follow in order to get funded and meet with legislative allies ahead of time to express your need in person, if possible, and to tell your story of why this project is critical to your local recovery.

▪ **Be concise.** Be ready to present your issue in short sound bites with a prepared two-minute, five-minute and ten-minute version with several solutions that would be amenable.

▪ **Create a high-level summary.** Create a one-page document that is concise and easy to understand to leave behind with legislators and other state officials. Your request should be clear and include all potential solutions that you can identify.

▪ **Use the media to help deliver your message.** Write press releases and tap into newspapers and TV stations that will help tell the story of why the funding is needed. It is important to ensure that media coverage is objective and does not alienate legislators but keeps the recovery of your community front-and-center across the State as other issues arise that may also compete for funding.

▪ **Designate a local ambassador.** After a disaster, many organizations with resources will come to your community and want to tour the impacts and see how they can help. It can be easy to lose sight of the importance of these visits in the immediate aftermath of a disaster when there are major needs. These visits establish a personal connection with the devastation caused by the disaster and individuals who can help often leave with a personal sense of responsibility that could be lost without a first-hand visit. Designate a local ambassador who can be the point person for coordinating with these individuals, understanding their resources, and thanking them for their time. This can take the pressure off local elected officials, who can make a quick stop into the meeting and then get back to local priorities. Their visit will not be forgotten by your visitors later when their resources are needed.

▪ **Monitor the progress of your request.** Pay close attention to your request's movement through the process. If you see your request stalling, be sure to get in touch with appropriate decision-makers who are next in line to approve your request to understand any potential challenges.

▪ **Work with your neighbors.** Disasters know no boundaries and often nearby communities are experiencing the same issues. Work together on larger program requests to show how the solution you are presenting would benefit multiple communities. Local delegations coming together can be incredibly important to ensure the recovery of an entire region.

▪ **Be willing to reach a compromise or negotiate.** While disaster recovery is a hot topic, legislators receive many requests from across the State to consider any given legislative session. Be flexible and ready to answer the question of what you can do with less (i.e., project phasing).

▪ **Say thank you!** Throughout the process, give public praise to legislators and others who visit your community and help you along the way. An effective way to do this is through social media. It is
easy to forget this step when you are focused on immediate recovery. This expression of gratitude is not only appreciated, it helps to remind state and federal leaders of commitments they made to your community.
TRADITIONAL STATE AND FEDERAL PROGRAMS

Often traditional state and federal programs can serve as a resource for disaster recovery. Programs such as the Community Development Block Grant Program (awarded to Broward County) and existing programs to support infrastructure needs can be used as a vehicle for disaster recovery repairs. The City can take inventory of available traditional resources and advocate that these resources be used to support immediate needs for disaster recovery. Sometimes state and federal programs have emergency set-aside funding or set new priorities for funding following disasters that help address recovery needs. For example, the Florida Housing Finance Corporation (FHFC) will typically set aside $5 million of the State Housing Initiatives Program (SHIP) budget for disaster recovery. This funding can be released and accessed quickly by the Broward County Housing Finance Authority to address temporary and long-term housing needs. The Florida Department of Economic Opportunity (DEO) also sets aside a portion of the Community Service Block Grant (CSBG) program funding each year for disaster recovery. This funding is very flexible and can be used to support case management to understand the needs of individuals as well as temporary housing through Broward County.

In addition to potentially securing resources, exhausting these avenues is an important part of justifying requests to the state and federal government for support. Since appropriations and long-term funding support is geared towards unmet needs, the City will need to take this step to show that traditional resources were not a good fit. The City can consider reaching out to the following state agencies to request support. Communities are encouraged to think creatively when it comes to traditional resources and consider how they may be adapted to address disaster recovery needs. This may include requesting state rule waivers and other policy changes to use resources to address immediate needs

<table>
<thead>
<tr>
<th>State Agency</th>
<th>Potential Resources</th>
</tr>
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<tbody>
<tr>
<td>Florida Division of Emergency Management</td>
<td>The Florida Division of Emergency Management (DEM) is the state entity responsible for the management of FEMA funding during disaster recovery. The community may wish to request support on policy changes needed to ensure that FEMA programs meet community needs related to the FEMA Individual Assistance Program, FEMA Public Assistance Program, and FEMA Hazard Program.</td>
</tr>
</tbody>
</table>
| Florida Department of Economic Opportunity | The Florida Department of Economic Opportunity (DEO) provides many different resources to support short and long-term recovery. Communities may wish to request policy changes or the release of emergency set-asides to ensure that these programs meet community needs.  
  - **Disaster Unemployment Assistance** to provide unemployment benefits to individuals who are unemployed due to a major disaster.  
  - **Disaster Dislocated Workers Grants** provide funding to create temporary employment opportunities to assist with clean-up and recovery efforts after a disaster.  
  - The **Florida Emergency Bridge Loan Program** provides a source of expedient cash flow to Florida small businesses impacted by a disaster. |
| Florida Housing Finance Corporation | The Florida Housing Finance Corporation (FHFC) can provide support and technical assistance for housing recovery following a disaster.  
• State Housing Initiatives Partnership dollars are flexible sources of funding available to local governments to address temporary and permanent housing solutions. Typically, an emergency set-aside of $5 million is available to be released following a disaster. This funding will be awarded to Broward County.  
• Affordable Rental New Construction resources are available through a myriad of state and local funding streams. If there is a need to build new affordable housing units after a disaster, the FHFC may release targeted opportunities to address the needs of impacted local governments.  
• New Homeownership resources are available through some federal sources managed by FHFC. If there is a need to provide support for families who need to purchase new homes, the FHFC may provide disaster-specific funding opportunities to provide assistance with down-payment and closing costs.  
• Foreclosure Counseling services may be available to help homeowners impacted by a disaster who are in danger of foreclosure by providing financial counseling.  
• Affordable Rental Housing Locator services are available online to help families who are impacted by a disaster find rental housing units available throughout the State. |

|▪ The **Community Planning Technical Assistance Program** can provide small grants to local governments for the development of recovery plans.  
▪ The annual **Community Development Block Grant** program provides small communities with grants to support housing, infrastructure, and economic development activities. While Hallandale Beach receives their CDBG funding from Broward County it is important to note that additional funds may be appropriated by Congress through the CDBG-DR funding to support long-term recovery.  
▪ The **Community Service Block Grant Program** provides funding to Broward County Community Action Agency to assist eligible low-income individuals with a wide array of emergency support for temporary housing, nutrition, mental health, and other support.  
▪ The **Low-Income Home Energy Assistance Program** provides funding to the Broward County Community Action Agency to assist low-income individuals with paying energy bills following a disaster.  
▪ The **Weatherization Assistance Program** can provide funding to the Centro-Campesino Farmworker Center, Inc. to make minor repairs to homes after a disaster to restore power and the ability to heat/cool the home. |
| Florida Department of State | The Florida Department of State (DOS) can be a source of funding for historic preservation funds to support emergency repairs and recovery needs for historic properties.  
  - **State Historic Preservation Grants** can provide small matching grants to local governments and nonprofit organizations to cover emergency protective measures, restoration, rehabilitation, hazard mitigation and relocation work on Certified Historic Buildings.  
  - **Special Category Grants** can cover similar work as the grant above but are larger in scope and dollar amount. |
| Florida Department of Transportation | The Florida Department of Transportation (FDOT) plays an integral role in debris removal operations following major disasters. Through traditional grants and funding provided by the Federal Highway Administration, the agency may be able to assist with long-term recovery and repairs to infrastructure. |
| Florida Department of Environmental Protection | The Florida Department of Environmental Protection (DEP) plays an important role in debris removal following a disaster. The Division of State Lands is responsible for waterway debris removal on designated state lands as well as land acquisition. The Division of Waste Management plays a role in coordinating household hazardous waste removal and designating disaster management sites. More information on disaster debris removal resources can be found on the [DEP website](https://www.dep.state.fl.us). Additionally, the Florida Coastal Office can provide grants to local governments to support planning for recovery and resilience. |
| Florida Fish and Wildlife Conservation Commission | During the long-term recovery process, the Florida Fish and Wildlife Conservation Commission (FWC) can be a resource for managing derelict vessels and fishing equipment following a disaster. |
After a catastrophic event, Congress can elect to appropriate specific funding to support disaster recovery. This funding is not typically appropriate for one single event, but rather for a series of disasters that have occurred throughout a year. For example, funding appropriated for Hurricane Irma also addressed wildfires in California and Hurricane Maria in Puerto Rico and the U.S. Virgin Islands. While FEMA is the most well-known source of recovery funds, there are many other agencies that play a role in the disaster recovery process. The chart below shows the funding that was appropriated through a disaster supplemental in 2017-2018 by federal agency that is typical for hurricane recovery.

Given the amount of funding that flows through many different federal agencies, it is important to consider these options when exploring resources to meet community needs. The table below shows some programs recently included in a supplemental disaster appropriation.

**Examples of Congressional Disaster Supplemental Appropriations Programs by Agency**

<table>
<thead>
<tr>
<th>Federal Agency</th>
<th>Programs Included in Recent Disaster Appropriations</th>
</tr>
</thead>
</table>
| Department of Agriculture | ▪ Crop Loss Block Grants  
▪ Emergency Forest Restoration Program  
▪ Emergency Conservation Program  
▪ Natural Resources Conservation Service Watershed and Flood Prevention Operations  
▪ Rural Community Facilities Program  
▪ Forest Service  
▪ Wildland Fire Management |
| Department of Commerce     | ▪ Economic Development Administration  
▪ National Oceanic and Atmospheric Administration  
▪ NOAA – Fisheries and Disaster Assistance |
<table>
<thead>
<tr>
<th>Related Agencies</th>
<th>▪ Legal Services Corporation</th>
</tr>
</thead>
</table>
| **Department of Defense** | ▪ Army Corps of Engineers – Investigations  
▪ Army Corps of Engineers – Construction  
▪ Army Corps of Engineers – Operations, and Maintenance  
▪ Army Corps of Engineers - Flood Control and Coastal Emergencies  
▪ Military Construction for Navy, Marine Corps, Air Force, Army, and Army National Guard |
| **Department of the Interior** | ▪ Bureau of Reclamation – Water and Related Resources  
▪ U.S. Fish and Wildlife Service  
▪ National Park Service – Historic Preservation Fund  
▪ U.S. Geological Survey – Surveys Investigation and Research |
| **Environmental Protection Agency** | ▪ Leaking Underground Storage Tank Fund  
▪ Science and Technology  
▪ State and Tribal Assistance Grants – Hazardous Waste Financial Assistance Grants  
▪ Federal Water Pollution Control Act Grants  
▪ State and Tribal Assistance Grants – Wastewater Treatment and Drinking Water Facilities. |
| **Department of Health and Human Services** | ▪ National Institute of Health – Natural Institute of Environmental Health Sciences  
▪ Public Health and Social Services Emergency Fund  
▪ Administration for Children and Families – Children and Families Services Programs |
| **Department of Labor** | ▪ Employment Training and Administration – Dislocated Workers Assistance |
| **Department of Education** | ▪ Hurricane Education Recovery  
▪ Veterans’ Health Administration – Medical Facilities |
| **Department of Veterans Affairs** | ▪ Veterans’ Health Administration – Medical Facilities |
| **Department of Transportation** | ▪ Federal Transit Administration – Public Transportation Emergency Relief Program  
▪ Federal Aviation Administration – Operations  
▪ Federal Highway Administration – Emergency Relief Program |
| **Department of Housing and Urban Development** | ▪ Community Development Block Grant – Disaster Recovery |
| **General Provisions** | ▪ Disaster Nutrition Assistance |
The tips provided in securing state appropriations (page 49) can be adapted to support congressional appropriations as well. In this context, it is important to think outside of state boundaries and consider leveraging partnerships with other states who may have been impacted by a disaster. It is also important to research congressional appropriations committee membership and advocate specifically to Florida leaders who may not necessarily be from your community but could play an important role in decision-making for disaster recovery appropriations. Finally, as with state appropriations, it is best to find an existing program vehicle that can address your need and request funding to augment that program for disaster recovery.

**FEMA Hazard Mitigation Grant Program**

After a presidentially declared disaster, FEMA will provide a percentage of the cost of repairing public facilities through the FEMA Public Assistance (PA) Program to the State through the Hazard Mitigation Grant Program (HMGP). The State will then allocate the funding out to communities through a formula based on damage received and FEMA PA costs. Local governments can then submit mitigation projects to the State for funding which demonstrate how the project will support the 25 percent local cost-share required. **Note that CDBG-DR funding can be used to cover the 25 percent cost-share requirements of this program.** This is a great way to ensure that the City can submit projects for the entire amount they may be eligible to receive under this program. These projects are cataloged and prioritized in the Local Mitigation Strategy. For more information on this resource and how the program works, see the Broward County Enhanced Local Mitigation Strategy.

**Community Development Block Grant – Disaster Recovery**

As noted in the graph above, the second-largest resource available to communities following a disaster is Community Development Block Grant (CDBG) funding, appropriated specifically for disaster recovery through a supplemental disaster appropriation to the U.S. Department of Housing and Urban Development (HUD). This funding can be used to address unmet needs related to housing, infrastructure, and economic recovery. It should be noted that unmet housing needs are typically prioritized in federal guidance, along with infrastructure needs to support housing. While this funding has many of the characteristics of traditional CDBG funding, there are some particularly important differences as well, which are noted below:

- CDBG-DR funding is not available immediately and often flows through a state government agency. In Florida, this the Florida Department of Economic Opportunity.

- The Florida Department of Economic Opportunity must develop an action plan that details how this funding will be spent to address unmet needs related to the disaster.

- To ensure that local needs are met, the City should work closely with Broward County to advocate to the Florida Department of Economic Opportunity for programs that will address the greatest need. Communities should highlight infrastructure projects that seek to resolve housing needs or may address needs in low- and moderate-income areas (LMAs). An online mapping tool delineating low- and moderate-income areas in the community has been developed to support the Hallandale Beach
Post-Disaster Redevelopment Plan. This map supports communities when planning and prioritizing infrastructure projects to identify and print LMA maps for their community.

Timeline for CDBG-DR Funding

While CDBG-DR funding is often one of the largest and most flexible resources provided to support long-term recovery, it can often take years before an impacted community begins to see the benefits of the program. This is due to the long appropriations process. A summary of the timeline from congressional appropriation to award of funding following Hurricane Irma is detailed below.

<table>
<thead>
<tr>
<th>Date</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2017</td>
<td>Hurricane Irma made landfall in Florida; Congress appropriated funding to support disaster recovery nationwide through the Community Development Block Grant – Disaster Recovery (CDBG-DR) Program.</td>
</tr>
<tr>
<td>November 2017</td>
<td>HUD announced that Florida will receive approximately $616 million to support long-term recovery for Hurricane Irma.</td>
</tr>
<tr>
<td>February 2018</td>
<td>HUD released guidance that must be followed by state and local governments to access the funding; Congress appropriated additional funding to Florida for additional unmet needs and mitigation.</td>
</tr>
<tr>
<td>May 2018</td>
<td>DEO submits a Draft Hurricane Irma Action Plan detailing how the funding will be spent to HUD for review.</td>
</tr>
<tr>
<td>June 2018</td>
<td>HUD approves the State's action plan.</td>
</tr>
<tr>
<td>July 2018</td>
<td>DEO executes a grant agreement from HUD to spend funding.</td>
</tr>
<tr>
<td>August 2018</td>
<td>HUD releases guidance for second appropriation related to unmet needs and DEO begins the process of an amendment to its action plan to incorporate this additional funding.</td>
</tr>
<tr>
<td>November 2018</td>
<td>Florida announces the opening of the Housing Repair and Replacement Program, funded through CDBG-DR.</td>
</tr>
<tr>
<td>June 2019</td>
<td>Florida announces the opening of the application cycle for the New Affordable Workforce Housing Program, funded through CDBG-DR.</td>
</tr>
<tr>
<td>Date</td>
<td>Event</td>
</tr>
<tr>
<td>------------</td>
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</tr>
<tr>
<td>July 2019</td>
<td>Florida announces the opening of the application cycle for the Voluntary Home Buyout Program and the Infrastructure Repair Program, both funded through CDBG-DR.</td>
</tr>
<tr>
<td>August 2019</td>
<td>HUD releases guidance for the Community Development Block Grant – Mitigation (CDBG-MIT) program and Florida begins to create a new action plan for this funding.</td>
</tr>
<tr>
<td>October 2019</td>
<td>Florida begins to accept applications for the Workforce Recovery Training Program, funded through CDBG-DR.</td>
</tr>
<tr>
<td>December 2019</td>
<td>Florida announces the approval of funding for 23 developments through the Affordable Workforce Housing Program, funded through CDBG-DR and the awards for Voluntary Home Buyout Program.</td>
</tr>
<tr>
<td>January 2020</td>
<td>HUD announces an additional $38 million available to support infrastructure unmet needs related to Hurricane Irma in Florida. DEO announced funding awards for Infrastructure Repair Program.</td>
</tr>
<tr>
<td>February 2020</td>
<td>DEO announced funding awards for the Workforce Recovery Training Program.</td>
</tr>
</tbody>
</table>

It is important to note that over two years following Hurricane Irma, none of the programs outlined above had resulted in breaking ground on any repairs to homes, new affordable housing developments or subrecipient agreements to local governments and other partners. This demonstrates the length of time that it can take for CDBG-DR funding to begin to make a difference in a community. Currently, there are efforts to reform this process by permanently authorizing the program. The National Low-Income Housing Coalition released a summary of the Reforming Disaster Recovery Act in 2019, detailing the changes that may result if the legislation is adopted. Hallandale Beach should monitor the progress of this legislation and seek updated guidance on the program timeline and implementation requirements, should it be adopted.

COVID-19 Resources of Interest

The impacts and long-term effects of COVID-19 on our communities, healthcare systems and economy remain unclear. According to the Florida Department of Economic Opportunity, the Florida unemployment rate tripled to 12.9 percent from 4.4 percent in March. In nearby Fort Lauderdale, the unemployment rate was 14.5 percent. What we know is that times like these may make individuals risk averse and with unemployment rates at an all-time high, families may have difficulties making mortgage and rent payments, resulting in higher rates of foreclosure and homelessness. Current moratoriums in place are preventing eviction and foreclosure but these safeguards will not be in place forever. However, through the passing of federal legislation, resources have been made available to help communities weather these impacts as they come.

US Department of Housing and Urban Development
Community Development Block Grant – Coronavirus Relief

The federal government has allocated $5 billion in CDBG funds to help communities provide services for senior citizens, the homeless and public health services. This funding can also be used to support housing relief. Out of the total amount, $2 billion would be distributed using the existing formula, $1 billion would go to states based on a formula developed by HUD for COVID-19 (the states will then allocate to both entitlement and non-entitlement communities), and the remaining $2 billion will go to the states and localities based on a formula to be developed by HUD. Florida is projected to receive $154.7 million of the total $3
billion that has been allocated nationwide to-date.

The Florida Department of Economic Opportunity will be the lead agency for these funds distributed from the State, while some funding will go directly to Broward County. More information can be found on DEO’s website. To-date, more than $1.6 million has been allocated to Broward County directly in response to COVID-19. For more information visit HUD's website.

**Emergency Solutions Grant – Coronavirus Relief**

The federal government allocated $4 billion in ESG funding to help with the prevention of homelessness and the needs of individuals. This includes an additional $824,000 for Broward County directly.

**US Department of Health and Human Services**

**Community Services Block Grant – Coronavirus Relief**

The federal government allocated $1 billion in CSBG funding, which is a flexible source of money that can be used to help increase self-sufficiency, improve living conditions, and create strong family support systems in communities. Funds made available to support the City of Hallandale Beach will be managed by the Broward County Department of Human Services, as the designated Community Action Agency.

For more information on the resources allocated to local governments in response to COV-19, view this summary released by the Government Finance Officers Association.
As time marches on after a disaster and positions shift within local governments and partnering local organizations, the institutional knowledge and memory gained after a major long-term recovery effort can be lost. This is especially true for local government functions that do not typically include disaster response roles. Losing this experience can result in communities finding themselves back to square one when a disaster strikes again. The following practices are recommended to keep staff fresh on long-term recovery roles and responsibilities.

- **Integrate key long-term recovery roles and responsibilities into job descriptions.** As staff leaves and new employees are gained, it can be important in the beginning to communicate to the individuals that they may have extra roles or responsibilities assigned to them after a disaster.

- **Require review of this guide as part of the process of onboarding new employees.** As new employees are hired, require that certain employees with long-term recovery roles read this document and offer an opportunity for them to ask questions.

- **Provide a copy of this guide to current key staff.** Providing a single reference to staff members can help to ensure that everyone is working from the same playbook and remains fresh on their roles and responsibilities.

- **Offer an annual training on long-term recovery.** On an annual basis, offer a one-day seminar on long-term recovery to keep all team members fresh on their roles and responsibilities and up to date on new program changes. This could be done shortly after the annual hurricane exercise as individuals will be fresh from this experience. It can also be injected into the exercise to ensure that those who may not play an immediate emergency response role understand their long-term recovery roles.

- **Appoint Disaster Recovery Team Coordinators at the start of hurricane season each year.** Many of the roles and responsibilities outlined in this document begin within days of the disaster. However, long-term recovery is often not the focus until about a year after a disaster. By appointing these positions under blue skies, individuals can get a head start on their responsibilities and City leadership can avoid having to make these decisions when focused on higher priorities following a disaster.

- **Update this plan to reflect program evolution.** With every disaster comes lessons learned with possible improvements to programs. This can result in completely different procedures for the next event. On at least a five-year schedule, this plan should be revisited by City Leadership to ensure that it is up to date.
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