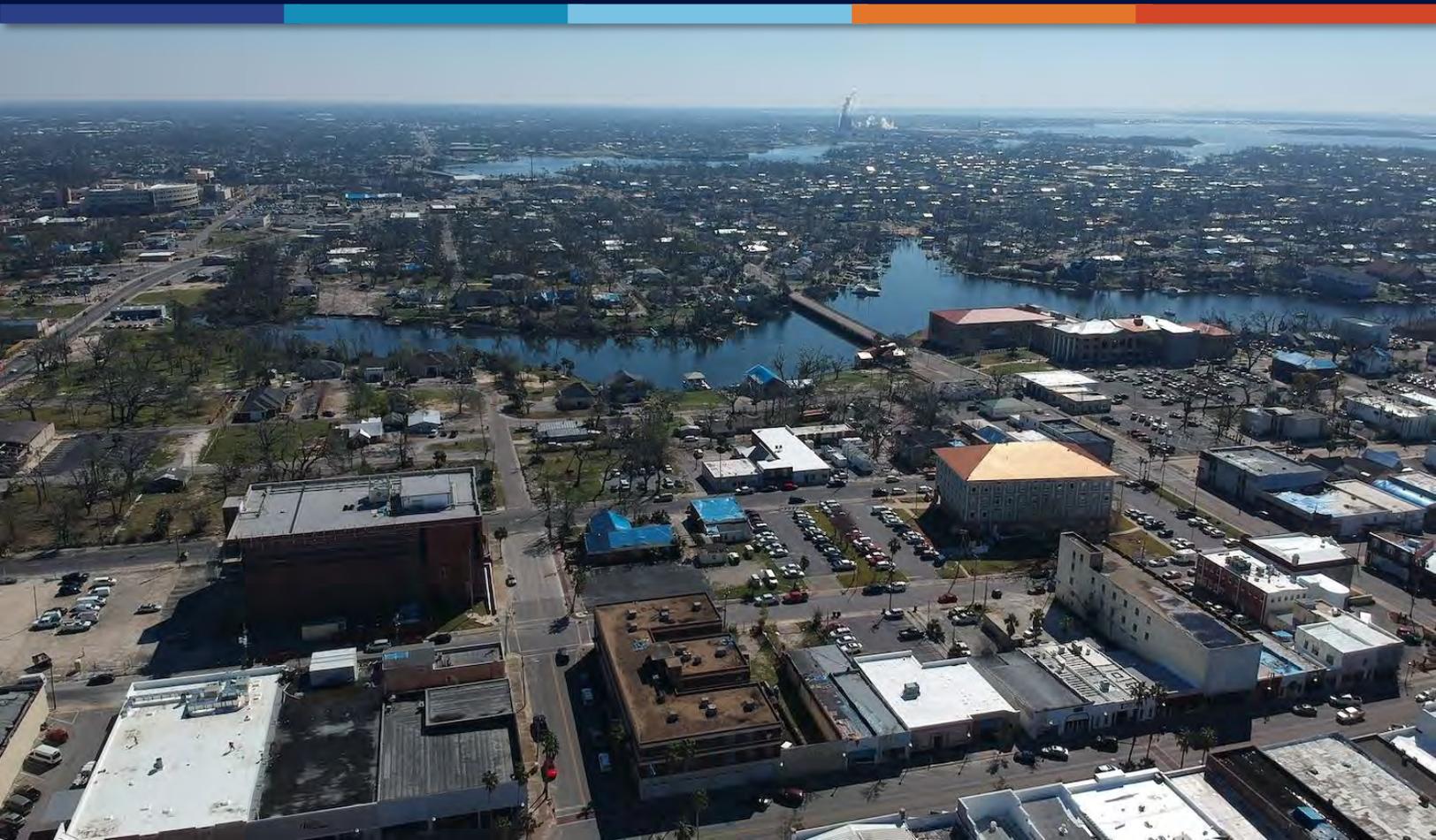




# RECOVERY ACTION PLAN

City of Panama City, Florida



# Table of Contents

Executive Summary	3
<b>The City’s Vision for Recovery</b>	4
Plan Overview	7
Background and Context	13
Hurricane Michael Impacts	15
Planning Process	16
Plan Maintenance	18
Recovery Roadmap	20
Appendices	88
Appendix A: Funding Opportunities	89
Appendix B: Organizations	91
Appendix C: Community Engagement	103
Appendix D: Recovery Needs	121
Glossary	125

# Executive Summary

Hurricane Michael was devastating to the City of Panama City and its residents. In its wake, the October 2018 *hurricane disrupted six out of the seven key community lifelines*, including health and medical services; transportation; food, water, and sheltering; communications; energy; and safety and security. The destruction of these lifelines *left the City vulnerable* and posed a significant challenge to city-wide recovery and restoration.

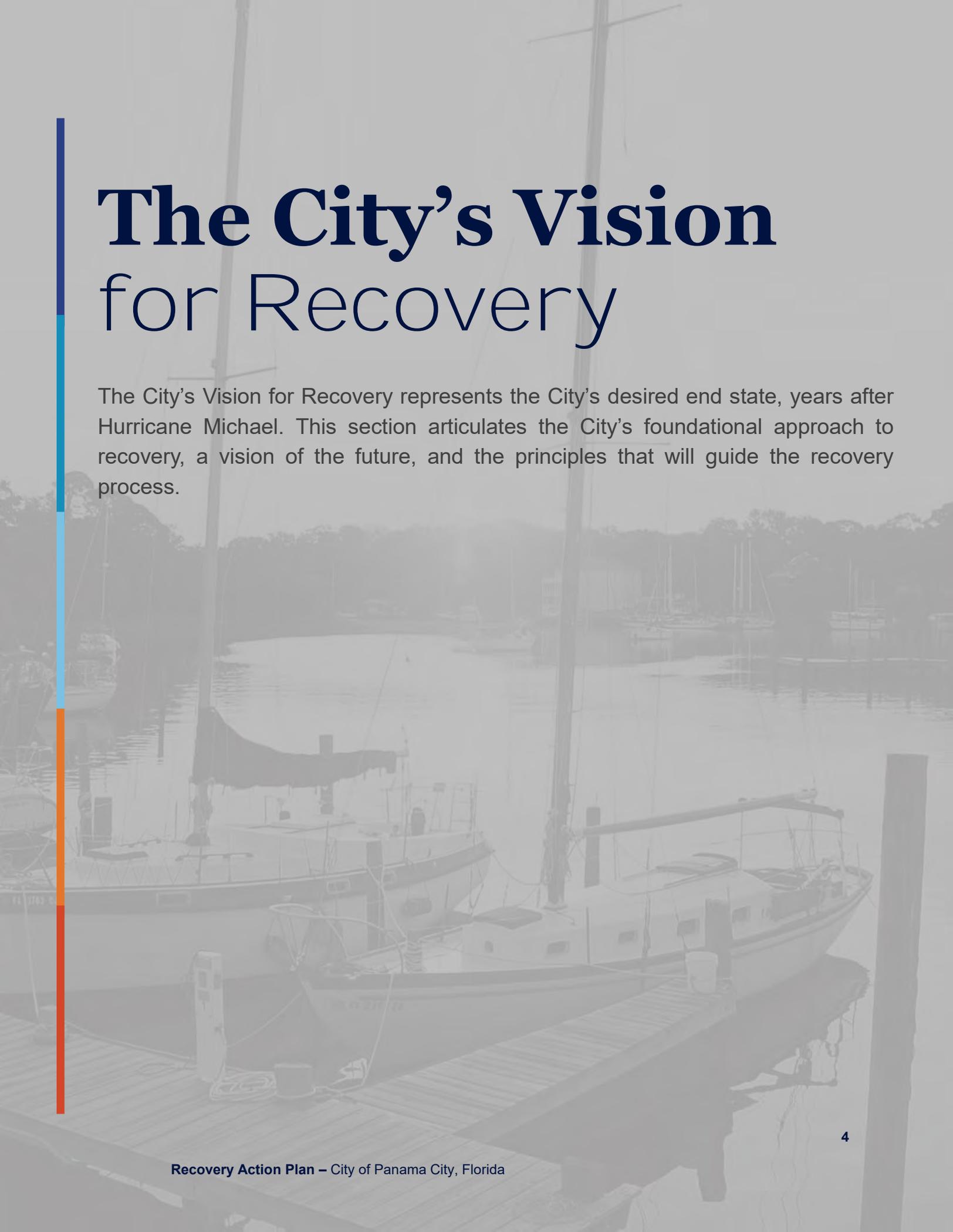
One year later, though progress has been made, the City remains in need.

- In need of short-term, intermediate, and long-term strategies to (1) immediately show its residents that recovery progress is in fact happening, and (2) that the long-term resilience is of top-level importance.
- In need of a layered approach to building resilience with activities identified, driven, and promoted by the public sector, the community, and through public private partnerships.
- In need of activities promoting the health and well-being of numerous systems within the city, including its safety and security, economy, infrastructure, and quality of life.

This *Recovery Action Plan is a roadmap for the City of Panama City that sets forth an actionable resource to address those needs*. This plan identifies recovery priorities in detail, identifies responsible parties to implement, provides supplemental resourcing and timelines to those priorities, and links them back to identified needs based on the direct and indirect impacts of Hurricane Michael on the community in 2018.

Organized to build the explanation and the story, the Recovery Action Plan is laid out in three sections.

1. **The City's Vision for Recovery** is the foundational goal that the plan strives to achieve, which lays out principles that recovery actions must adhere to through implementation.
2. **Plan Overview** provides an overview of key recommendations established through background research and layers of public input identifying unmet needs as a result of Hurricane Michael.
3. **Background and Context** summarizes the history of the City, and the impact of Hurricane Michael on the region, as well as provides context on the resulting long term recovery planning suite of plans that have been born as a result of that impact.
4. **Plan Maintenance** identifies a process to update and maintain the Recovery Action Plan.
5. **Recovery Roadmap** instructs plan users, including City officials, on how to read and implement the recovery actions, step-by-step.



# The City's Vision for Recovery

The City's Vision for Recovery represents the City's desired end state, years after Hurricane Michael. This section articulates the City's foundational approach to recovery, a vision of the future, and the principles that will guide the recovery process.

# The City's Vision for Recovery

While Hurricane Michael left a wake of devastation and destruction, it also created an opportunity: an opportunity to **expand on the City of Panama City's potential and create a vibrant, thriving community** supported by the City's greatest asset—its residents. The hurricane requires that the City recover and repair, but also enables its residents to **develop a City for the future**, focused on four major priority areas: Safety and Security, Infrastructure, Economy, and Quality of Life. Together, these four focus areas organize the City's unique assets and profound sense of community to **guide recovery and build a world-class City**.

## Safety and Security



The largest law enforcement agency in the county resides in the City of Panama City, in addition to five hospitals and six fire stations. The City should leverage and enhance these assets, while addressing issues highlighted by Hurricane Michael. Recovery efforts will focus on restoration and improvements to existing public health and safety infrastructure, as well as additional accessibility measures for populations with access and functional needs in order to make the city safe, inclusive, and healthy.

## Infrastructure



The City of Panama City is defined by many key infrastructural assets, including two marinas, multiple parks and green spaces, and soon-to-be 5G technology. However, there is an opportunity to improve upon existing infrastructure to become more resilient, efficient, and sustainable. The City will utilize these assets and additional resources to repair, restore, and redevelop infrastructure and utilities.

## Economy



The City of Panama City is an economic engine for the region, being home to two universities, a strong healthcare industry, and numerous banking institutions. The City is rich with immense capabilities that should be supported and leveraged to help the community recover from Hurricane Michael. There is also potential to grow local and small businesses, foster innovation, and enhance shopping and commercial corridors.

## Quality of Life



The City of Panama City's unique location along the Bay provides residents and visitors a plethora of recreational and entertainment opportunities. The City is also known for its lush tree canopy, historic resources and buildings, such as the McKenzie House, and local art scene. In order to maintain its cultural identity, the City of Panama City will leverage existing resources to support the restoration and redevelopment of amenities, services, and infrastructure that contribute to a high quality of life.

# City of Panama City: A Premier Destination

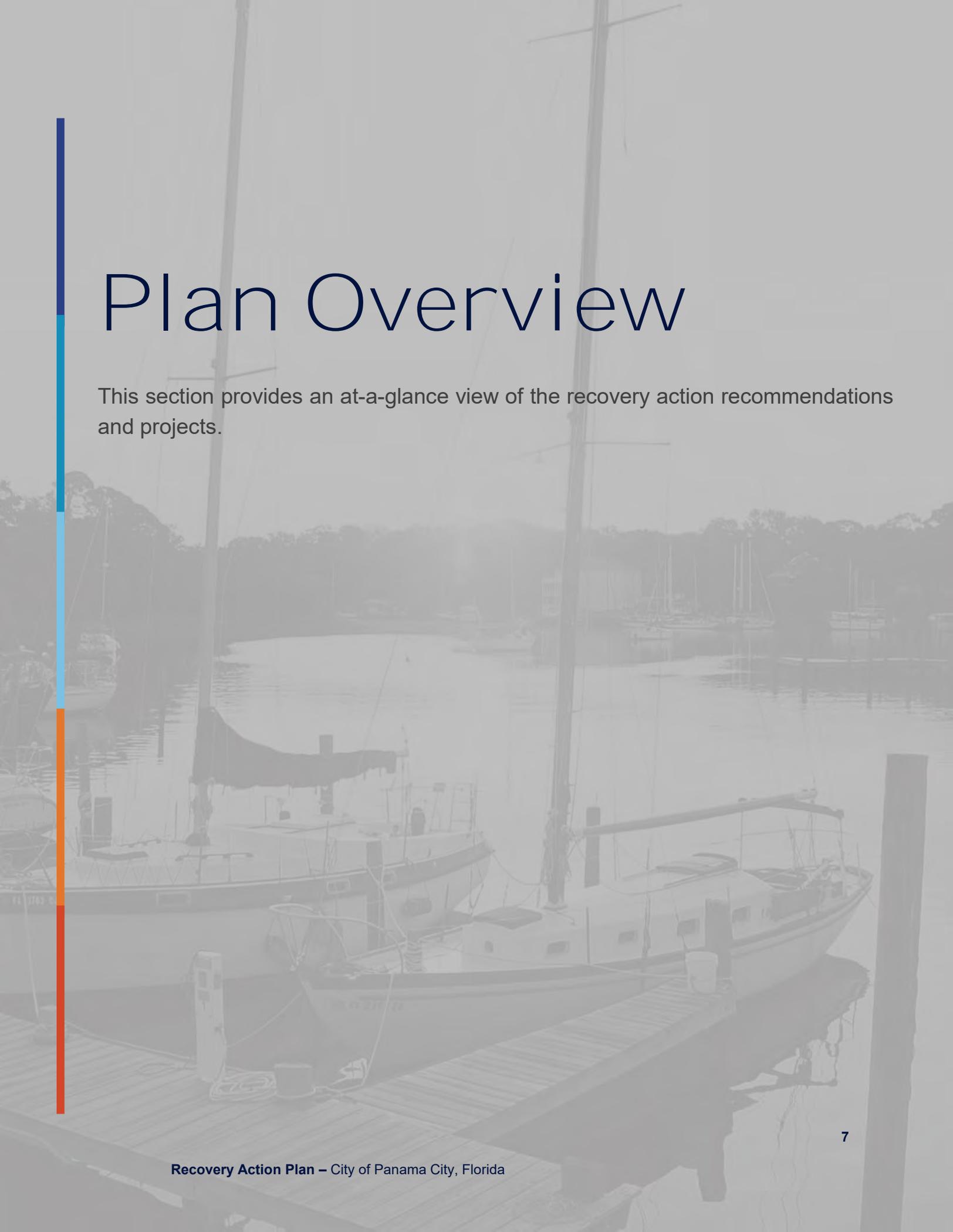
The City of Panama City's recovery vision is the guidepost by which all recovery is measured against. The **vision presents an overarching goal, or framework, of the City's aims for the future**, and holds recovery actions and initiatives accountable for contributing to this vision.



## Principles

Recovery should represent and showcase the values that the City espouses every day. The principles below provide guidance on implementing the plan and the overarching recovery vision. These principles also hold the City and its partners accountable to create a recovery process that adheres and aligns to the City's values. ***The following principles should guide all recovery actions and projects:***

- Recovery will be inclusive of the whole community—meaning projects will be supported by partners across public and private sectors and informed by diverse stakeholders with a variety of perspectives.
- Recovery actions and projects will be implemented equitably to ensure recovery addresses the needs for every member of the community.
- Resilience and sustainability concepts will be integrated into all recovery actions to ensure that the City builds back better and more prepared for the next disaster.
- Recovery actions will comply with all local, state, and federal regulations, policies, and laws. If needed to meet the recovery vision, local policies will be revised to implement recovery actions.
- Recovery action implementation and management will make efficient use of City resources, staffing, and funding opportunities.
- The community will own the implementation and identification of recovery projects.



# Plan Overview

This section provides an at-a-glance view of the recovery action recommendations and projects.

# Recovery Action Plan Overview

To facilitate recovery, the Recovery Action Plan contains a series of goals, strategies, and actions to guide the City through the recovery process in order to restore the City of Panama City and fulfill the recovery vision.



**GOALS** serve as the broad, yet attainable ambitions that the City should strive to achieve. These align with the four lines of effort identified by the City: Safety and Security, Infrastructure, Economy, and Quality of Life.



**STRATEGIES** contain a series of key priority areas that are necessary for the achievement of the respective goals. Each strategy is assigned a unique identifying number under one goal.



**ACTIONS** are the specific projects, policies, and activities that must be implemented and completed to fulfill the Plan's strategies. Each is assigned a unique identifying number that aligns with the strategy that the action falls under.

The following pages present the four goals of the Recovery Action Plan, followed by each of the strategies and actions for the corresponding line of effort. Taken together, the next four pages represent an abridged version of the Recovery Action Plan. To read more about a specific action, readers can advance to the corresponding section of the ***Recovery Roadmap***.

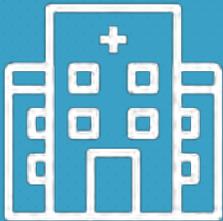


## Restore and improve safety and security.



### Provide residents with safe and clean streets.

- Clear all storm-related debris using a combination of City and community resources while minimizing illegal dumping.
- Create and implement cohesive City street lighting strategy.
- Establish and implement comprehensive street signage program.



### Provide Panama City residents with access to high-quality healthcare facilities.

- Enact temporary solutions to meet pressing healthcare concerns for disaster survivors.
- Hurricane-proof hospitals and medical facilities.



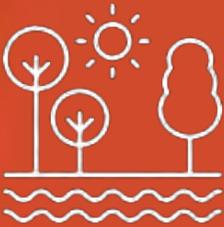
### Establish a culture of safety and security for all.

- Complete and standardize the City after-action process.
- Assess and implement soil stabilization techniques to mitigate losses during future events.
- Implement accessibility measures throughout the City.
- Enhance City preparedness by building facilities that can withstand a Category 5 hurricane and provide continuity of life-safety services.
- Develop preparedness, recovery, and redevelopment plans to enhance economic vitality, resilience, and quality of life.



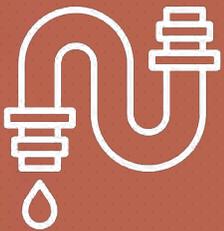
## Rebuild and enhance hazard-resilient infrastructure and utilities.

Restore infrastructure that expands access **to the City's amenities and commercial centers.**



- Enhance roadway system.
- Repair and restore sidewalk and existing non-motorized transportation pathways.
- Restore parks, public green spaces, recreational facilities and opportunities; increasing access to amenities and improving health of natural resources.
- Restore Panama City Marina to promote business, sense of community, and recreational activities.
- Restore St. Andrews Marina to promote business, sense of community, and recreational activities.

Implement strategies to restore, modernize, and make more resilient the **City's energy, water, and wastewater systems.**



- Develop Citywide comprehensive stormwater management plan that utilizes sustainable infrastructure.
- Harden and leverage power and communications infrastructure to bolster resilience.
- Modernize water, wastewater, and stormwater system infrastructure.
- Relocate the Millville Wastewater Treatment Plant.



Support an accelerating and thriving economy.



Develop resources that support a diverse and vibrant economy.

- Create and promote a suite of business development and recovery assistance programs.
- Support catalytic redevelopment.
- Strategically address blight to generate revenue, increase property value, and attract new investment.



Reclaim the City's role as the Panhandle's primary economic engine.

- Publicize and attract businesses and visitors to the City of Panama City.
- Assess next steps for a Civic Center and Convention Center.



# Create a vibrant community with a high quality of life.



## Invest in an attractive housing market that is **affordable to the City's workforce.**

- Compile and disseminate housing resources and assistance information.
- Reassess and capture post-storm housing needs.
- Create affordable, inclusive, and live-work housing through code revision, incentives, and development requirements.
- Modernize public housing.



## Provide accessible community services to all residents and visitors.

- Provide school children and their families with stability and safety through facility repair and health services.
- Establish a Long-Term Recovery Committee in the City to empower residents on the road to recovery.



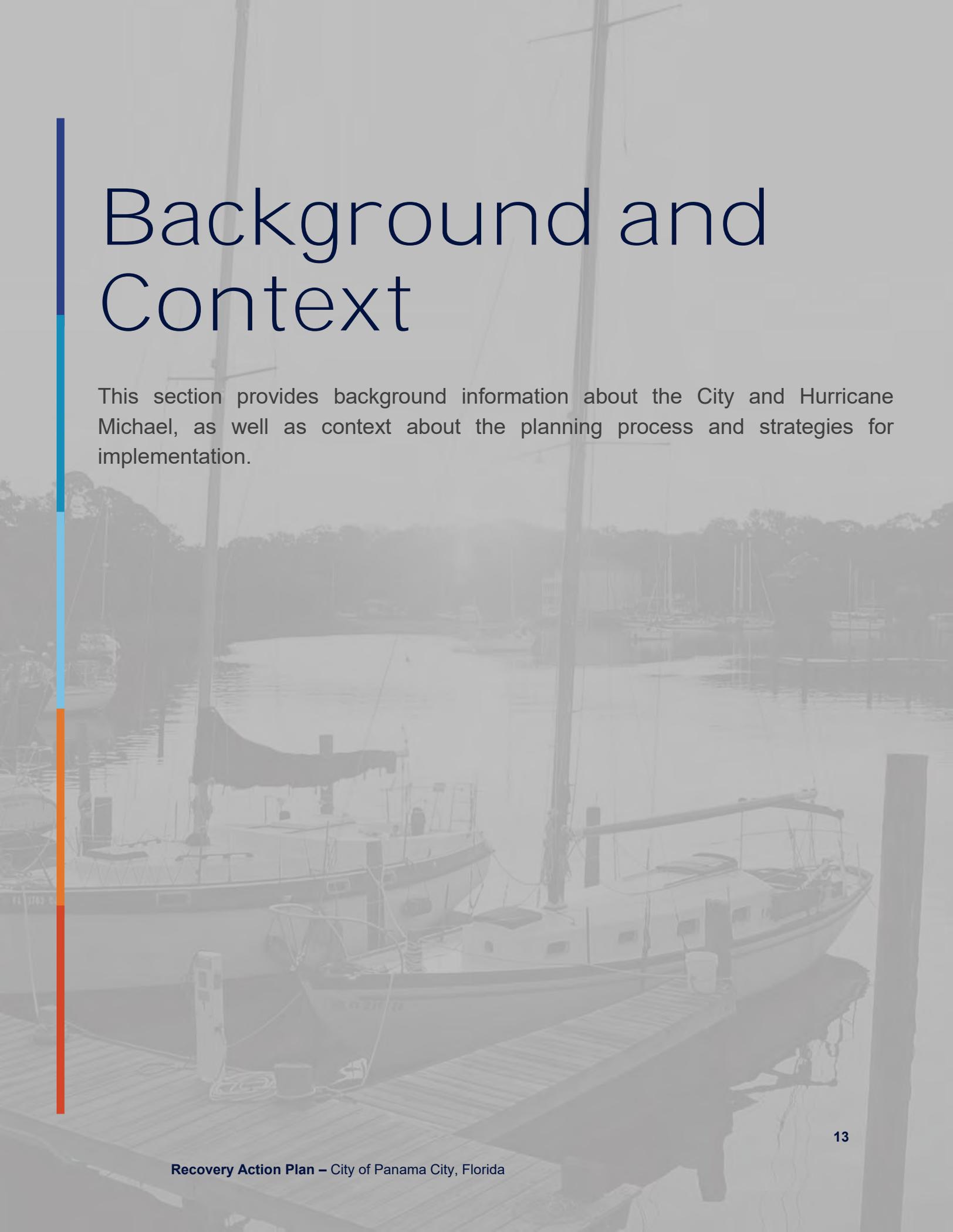
## **Honor Panama City's unique sense of place.**

- Restore citywide tree canopy.
- Repair historic buildings from previous disasters and identify opportunities to increase their resilience to future disasters.



## Establish Panama City as the premier destination for arts and culture in the Panhandle.

- Support and encourage local artists to remain in the City and preserve the City's identity as an arts community.



# Background and Context

This section provides background information about the City and Hurricane Michael, as well as context about the planning process and strategies for implementation.

# Background and Context

The City of Panama City is a unique and historical community, defined by its natural resources, connection to the water and railroads, and close-knit relationships of its residents. Over the past century, the City has transformed, developed, grown, and been shaped into what can be seen today. Original plans for the downtown and surrounding City showed an aspirational vision, aimed high in design and ornamentation to showcase the pride and dignity of the community. The City was recognized as **a sociable, welcoming community** with a vibrant downtown and prominent public buildings that represented the strength and unity of the City. In recent decades, sprawl has impacted the region, including the City, dispersing the residents and leaving pieces of the community nearly empty. Hurricane Michael's impacts exacerbated this, destroying homes, businesses, and community resources and forcing residents to find shelter and work outside of the City. While this storm has detrimentally impacted the social, environmental, and economic well-being of the City, it also poses **an opportunity to rebuild as a premier destination to live, work, and play.**

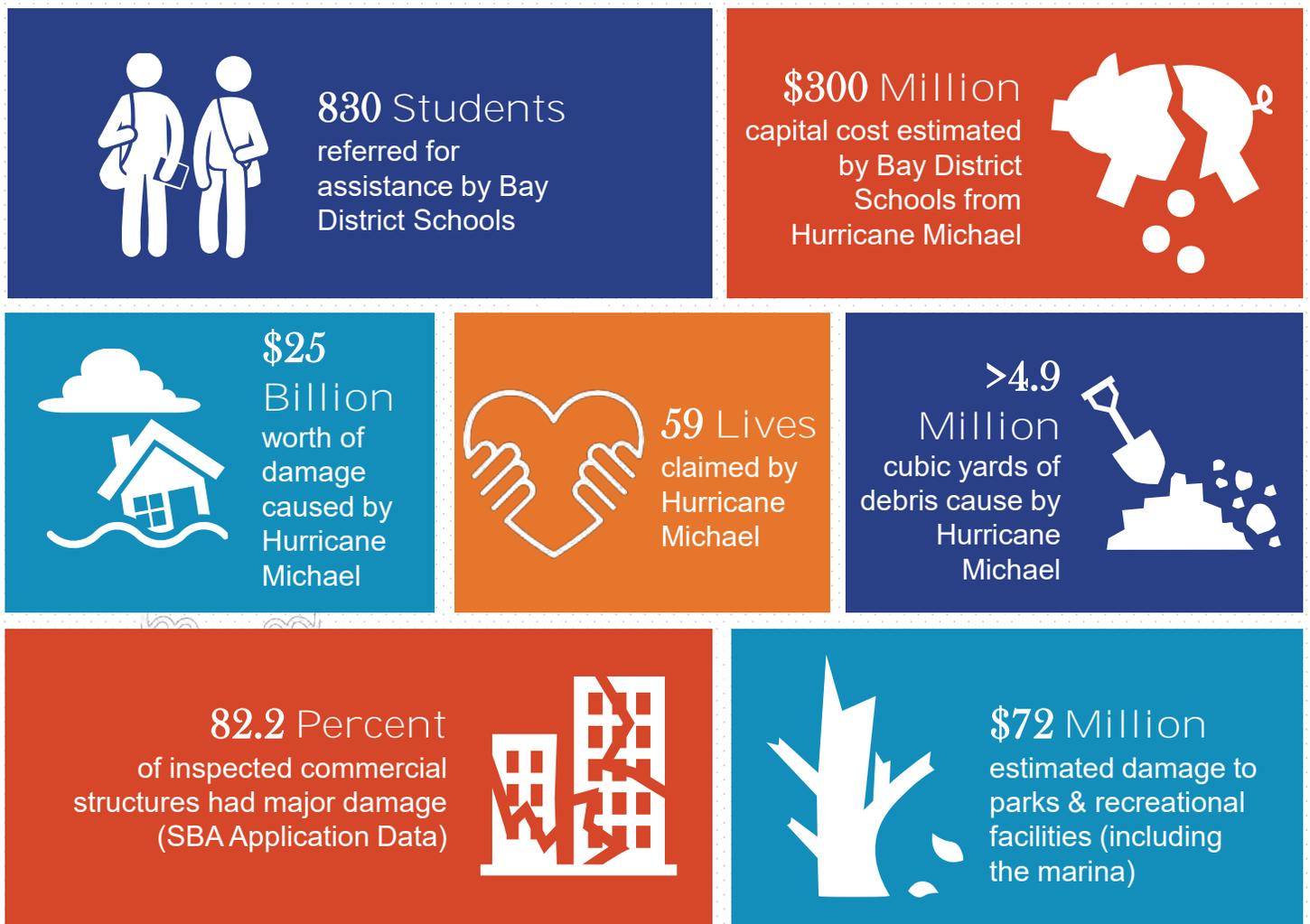


Photos courtesy of the Bay County Public Library Photograph Collection.

# Hurricane Michael Impacts

Hurricane Michael caused significant loss of life and devastating impacts to property in the City of Panama City and in neighboring communities. Forming as a Category 5 hurricane, Michael made landfall near Mexico Beach and Tyndall Air Force Base on October 10, 2018 and quickly became known as the **most powerful storm to impact North Florida in recorded history**. Beyond the physical damage that Michael caused, the hurricane displaced people from their homes, disrupted children’s routines and schooling, and impacted the mental and physical well-being of residents. **Figure 1** showcases the destructive impact that Hurricane Michael had on the City. Despite widespread and catastrophic damage, **the City’s strong sense of place and community** has been strengthened and **will serve as the foundation to begin its recovery**.<sup>1</sup>

Figure 1: Hurricane Michael Impacts



<sup>1</sup> For more information on the impacts of Hurricane Michael, refer to the *Hurricane Michael Impact Analysis*.

# Planning Process

The Recovery Action Plan was developed concurrently with the City's Economic Development Plan, Downtown Master Plan, Pre-Disaster Recovery Plan, and Redevelopment Plan to lay out a comprehensive strategy for recovery and redevelopment in the City. ***The Recovery Action Plan will serve as a living document, alongside the other four planning documents created after Hurricane Michael, to lead the City through recovery and redevelopment over the next 20 years.*** Each Plan serves an important role in this recovery, which is described below and in **Figure 2**:

- **Recovery Action Plan:** A roadmap to address immediate recovery needs that identifies funding and resources to support implementation.
- **Pre-Disaster Recovery Plan:** An organizational structure and process for recovery.
- **Redevelopment Plan:** A roadmap to address long-term recovery and redevelopment needs that identifies funding and resources to support implementation.
- **Downtown Master Plan:** A vision and plan for the City's Downtown and its waterfront.
- **Economic Development Plan:** Strategies to grow the City's economic environment beyond pre-storm conditions.

The recommendations in the Recovery Action Plan are informed by analysis captured in the Hurricane Michael Impact Analyses and the Existing Conditions Report, as well as feedback collected during an extensive community engagement campaign in June 2019. This campaign included 30 public events such as focus groups, town halls, and design studios, totaling 75 hours of engagement over two weeks. The purpose of this engagement was to gather input from the public, key community leaders, local organizations and businesses, and City officials to identify critical needs and determine key priorities to inform plan development.<sup>2</sup>

*Figure 2: Integrated Project Vision and Collaboration*



<sup>2</sup> More information about the engagement process can be found in **Appendix C: Community Engagement**.

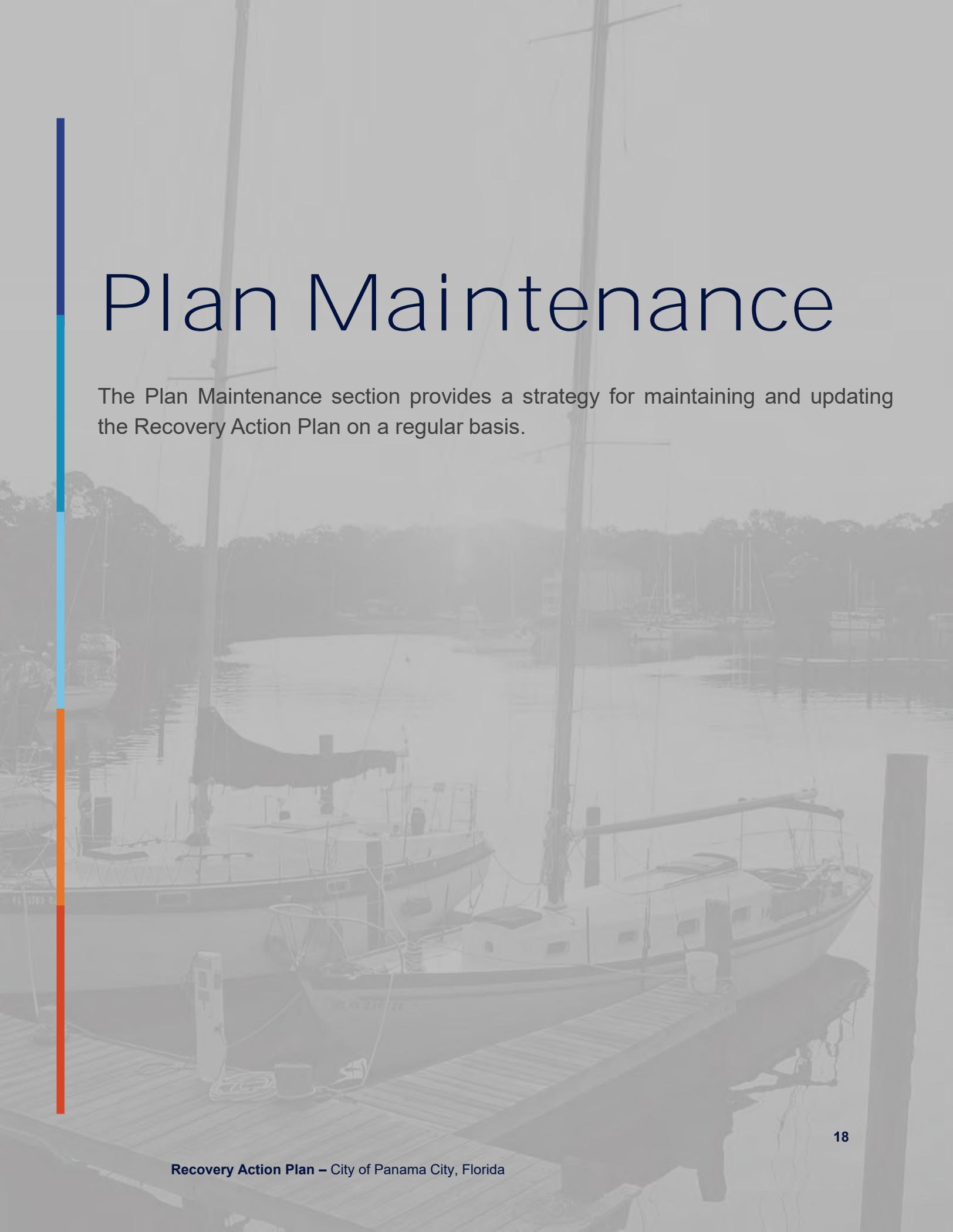
## Prioritization of Recovery Actions

To help City officials navigate the arduous process of objectively prioritizing the recovery actions that were identified, a methodology was developed to help City officials rank activities as high, medium, or low priorities.

The priority level is determined by assigning a score for each of the criteria shown in **Table 1** and using the aggregated, weighted total to assign an overall priority value. These criteria were selected and weighted by City staff and officials, as well as best practices in social equity and resilience. By using this approach to prioritize projects, the City can develop a clear, unbiased road map and timeline for recovery.

*Table 1: Prioritization Criteria*

Criteria	Question
<b>Addresses Unmet Need or Critical System</b>	Does the action tie directly to a conclusion found in the Hurricane Michael Impact Analysis and/or relate to a critical facility/system?
<b>Economic Cost-Benefit</b>	Does the action provide a higher than average benefit-cost ratio that's either quantitatively or qualitatively defined?
<b>Financial Feasibility</b>	Does the action have access to existing or known funding/financing resources to cover costs within timeframe and be sustained into the future?
<b>Community Support, Cultural Significance and Identified Champion</b>	Does the action have above average level of community-support (seen during engagement), relate to a culturally significant place and is there an identified champion?
<b>Technical Feasibility</b>	Has the action been completed/proven elsewhere and is it compatible with government initiatives, regulations, and plans?
<b>Social Equity</b>	Does the action primarily benefit low-moderate income or other socially vulnerable population groups?
<b>Co-beneficial/Cross-Cutting</b>	Does the action meet multiple recovery strategies or otherwise work towards a combination of improved economic, environmental, and societal outcomes?
<b>Foundational, Cornerstone, Building Block, Connectivity</b>	Does the action serve as a foundational activity off which several other activities depend on or require to begin?
<b>Future Resilience</b>	Does the action provide an opportunity to improve upon pre-disaster conditions? This includes the ability to adapt to future unknown conditions.



# Plan Maintenance

The Plan Maintenance section provides a strategy for maintaining and updating the Recovery Action Plan on a regular basis.

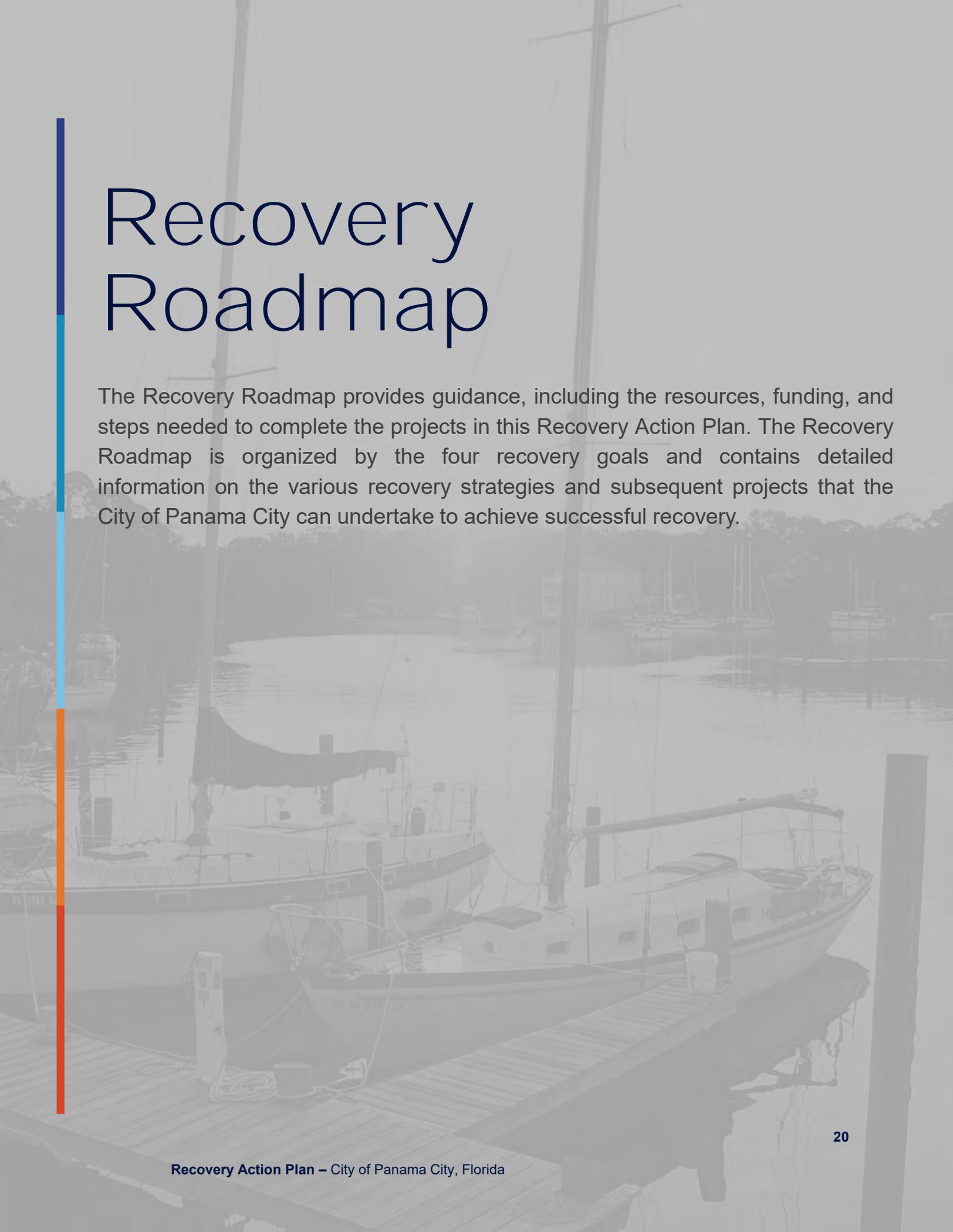
# Plan Maintenance

Recovery is a continuous and ongoing process. While the actions presented in this plan reflect the current priorities and needs of the City of Panama City, the plan needs to be revised to accurately reflect the current needs of the City to serve as an effective recovery tool. For the purposes of this plan, maintenance includes:

- **Monitoring:** progress towards the completion of recovery actions must be monitored. Project completion will be reported to City Leadership by the Recovery Team and tracked using the Recovery Action Progress Tracker.<sup>3</sup> In order to accomplish this, the Recovery Team will be in charge of monitoring the Recovery Action Plan.
- **Updating:** requires periodic revision to the Recovery Action Plan to ensure that it reflects the City's needs over time. Updates should be made annually to the plan's goals, strategies, and measures of success, as well as other action-related components, such as costs, funding, and action leadership. Updates shall be made by the Recovery Team after validation by City Leadership. It is suggested that the plan is reviewed and updated at least once per year.
- **Progress Reporting:** includes the high-level review and evaluation of the status of principles, needs, and lines of effort concurrent with the Recovery Action Progress Report. This reporting shall occur monthly and will allow the Recovery Team to provide an update to City Leadership.



<sup>3</sup> Refer to the *City of Panama City Pre-Disaster Recovery Plan* for the progress report template.



# Recovery Roadmap

The Recovery Roadmap provides guidance, including the resources, funding, and steps needed to complete the projects in this Recovery Action Plan. The Recovery Roadmap is organized by the four recovery goals and contains detailed information on the various recovery strategies and subsequent projects that the City of Panama City can undertake to achieve successful recovery.

# How to Read an Action

## Action Title and Number

Each action has a unique title that briefly describes its purpose, and unique identifying number. The number indicates the strategy that the action supports: Safety and Security [SS], Infrastructure [I], Economy [E], and Quality of Life [QL]. This number is followed by a unique number, for easy reference.

**Priority Level**  
The following indicators show the action's priority level (low, medium, or high). Three filled in boxes means high, two means medium, and one means low.

## Project Partner Type

Each icon shows the type of project partners(s) to support action implementation. They can be City-led (left), Community-led (middle), or Private-Public Partnership-led (right).

## Partners

Actions may require assistance from community partners, which are noted here.

## Measures of Success

Measures of success identify key milestones of successful action implementation.

## Cost

The estimated cost to complete the action.

## Met Needs

Met needs displays the number of redevelopment needs that the action addresses. Community needs were identified during public meetings, feedback from City officials, subject matter experts, or the Hurricane Michael Impact Assessments and Existing Conditions Report. The compilation of identified needs can be found in Appendix D.

**ACTION SS.1.2**  
Create and implement cohesive City street lighting strategy.

**OBJECTIVE 1.1**  
PRIORITY LEVEL: [Three filled boxes]

**Partners**  
Recovery Subject Matter Experts/Contractors  
City of Panama City Police Department

**Lead:** City of Panama City Public Works Department

**Action Description**  
Many of the City's streetlights were damaged or destroyed by high winds during Hurricane Michael. Though many have been repaired, broken streetlights remain a primary security concern for residents. Making repairs will eliminate blight, as well as secure streets for the City of Panama City residents.

**Resources**

- Damage Assessment Findings
- Record of streetlights ineligible for repair by federal funding
- Maintenance schedule
- Record of streetlights ineligible for repair by federal funding

**Implementation Steps**

**PHASE...**

**Progress at time of publication (Storm-Month II)** 0

- Inventory streetlights damaged as a result of the Hurricane.
- Establish cost estimations for repair of streetlights.
- Initiate application for federal funding programs to cover the cost of repair/replacement.
- Identify strategy to fund repairs to streetlights.

**Identification / Planning (>1 year)** 1

- Identify an approach to repair streetlights damaged by Hurricane Michael that are ineligible for repair under the Public Assistance Program.

**Implementation (1-3 years)** 2

- Implement strategy to fund repairs to streetlights that were damaged by Hurricane Michael but were not eligible for repair under Federal Emergency Management Agency Public Assistance.
- Initiate repairs of streetlights damaged by Hurricane Michael.

**Evaluation (>3 years)** 3

- Maintain restored streetlights in accordance with maintenance schedule; evaluate the need for revision of the maintenance schedule.

**TOTAL COST: \$1,000-1,300 PER LIGHT**

**POTENTIAL FUNDING SOURCE:** Public Assistance

**Met Needs**

- Safety + Security: 2
- Economy: 2
- Infrastructure: 1
- Quality of Life: 1

**Where is this action involved?**

- Recovery Action Plan
- Downtown Master Plan Strategy 2, 44
- Economic Development Plan
- Bay County Long-Term Recovery Plan

## Lead

The lead represents the primary organization or position charged with overseeing the action's implementation.

## Action Description

The description provides a high-level overview of each action that explains its purpose in the Recovery Action Plan.

## Resources

The resources are identified information, guidance, and/or equipment necessary to support implementation.

## Implementation Steps

The steps outline actionable tasks that are needed for implementation at three phases.

## Where else is this action involved?

Many actions relate to strategies included in the Downtown Master Plan, Economic Development Strategy, Bay County Long-Term Recovery Plan, or other actions in the Recovery Action Plan. Connections to relevant planning documents are noted in this section.



# Safety and Security

*Restore and enhance the infrastructure, capabilities, services, and practices that contribute to a safe and secure community for City residents.*



## **RECOVERY NEEDS:**

- ✓ **ACCESS TO HEALTHCARE SERVICES**
- ✓ **PUBLIC SAFETY**
- ✓ **EMERGENCY RESPONSE**
- ✓ **ACCESSIBILITY**



# Strategies and Actions

Goal 1: Restore and improve safety and security.

## PROVIDE RESIDENTS WITH SAFE AND CLEAN STREETS



*The City of Panama City was inundated with debris and was left with damaged street signage, sidewalks, and streetlights. These actions will restore street safety and cleanliness for residents in the City of Panama City.*

- SS.1.1:** Clear all storm-related debris using a combination of City and community resources while minimizing illegal dumping.
- SS.1.2:** Create and implement cohesive City street lighting strategy.
- SS.1.3:** Establish and implement comprehensive street signage program.

## PROVIDE PANAMA CITY WITH ACCESS TO HIGH-QUALITY HEALTHCARE FACILITIES



*The City is home to many high-quality healthcare facilities and services that were damaged during the storm. Improving access to premier healthcare services and restoring facilities will improve overall wellbeing for residents.*

- SS.2.1:** Enact temporary solutions to meet pressing healthcare concerns for disaster survivors.
- SS.2.2:** Hurricane-proof hospitals and medical facilities.

## ESTABLISH A CULTURE OF SAFETY AND SECURITY FOR ALL



*The City will need to prepare for the next disaster. It is important to understand vulnerabilities and increase capabilities to enhance the overall resilience of the City of Panama City.*

- SS.3.1:** Complete and standardize City after-action process.
- SS.3.2:** Assess and implement soil stabilization techniques to mitigate losses during future events.
- SS.3.3:** Implement accessibility measures throughout the City.
- SS.3.4:** Enhance City preparedness by building facilities that can withstand a Category 5 hurricane and provide continuity of life-safety services.
- SS.3.5:** Develop preparedness, recovery, and redevelopment plans to enhance economic vitality, resilience, and quality of life.



# ACTION SS.1.1

Clear all storm-related debris using a combination of City and community resources while minimizing illegal dumping.

OBJECTIVE SS.1

PRIORITY LEVEL:



## Partners

- Community Action Groups
- City of Panama City GIS Specialists
- Bay County GIS Specialists
- Florida Department of Health in Bay County
- City of Panama City Police Department
- Bay County Sheriff's Office
- Bay County Public Works Department
- Bay County Board of County Commissioners
- Recovery Subject Matter Experts
- City of Panama City Public Information Officer
- City of Panama City Purchasing Department
- City of Panama City Manager
- City of Panama City Commissioners

## Measures of Success

- 95%** debris removed 36 months post-storm
- 100%** assessment completed 18 months post-storm

## Met Needs

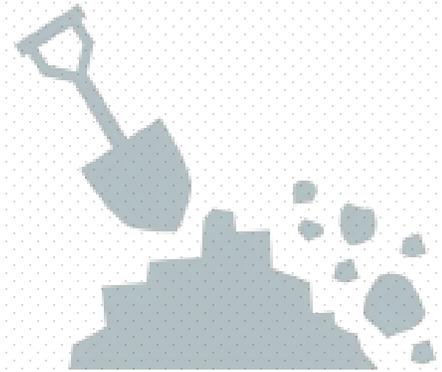


- Safety + Security
- Economy
- Infrastructure
- Quality of Life

**Lead:** City of Panama City Public Works Department

## Action Description

Hurricane Michael was a landmark debris event for the City, generating more than 4.9 million cubic yards of debris. Clearing and hauling all storm-related debris will help to preserve life, safety, and road access (right-of-way) in the City while also improving quality of life for adjacent residents.



**TOTAL COST:**

**\$130 M**

**POTENTIAL FUNDING SOURCE:**

- Public Assistance
- Private Property Debris Removal

## Resources

- Best practices for debris removal (for individuals)
- Contact information for community action groups involved in local debris clearance
- Geographic Information Specialist (GIS) support (if geotagging debris for removal)
- Standard Operating Procedure for reporting debris

### Where is this action involved?



**Recovery Action Plan**

**Strategy: E.1.3**



**Downtown Master Plan**

**Strategy: 39, 40, 44**



**Economic Development Plan**

**Page: 30**

# Implementation Steps

## PHASE...

### Identification / Planning (0-1 year)

0

- Establish Private Property Debris Removal Program.
- Apply for federal assistance for debris removal and secure funding.
- Initiate large-scale debris removal.
- Organize community action group to pick up trash and debris in localized areas.

### Progress at Time of Publication (Storm-Month-0)

1

- Submit appeals or applications for additional funding to support debris removal using federal and state funding.
- Design a reporting process by which residents can report and help geolocate debris.
- Design and launch a campaign to reenergize community action groups that previously supported debris removal.
- Establish recommendations for safe removal of debris by community action groups.
- Message residents and contractors about what illegal dumping is, where existing (legal) dumping sites are, and how they can be accessed. Publicize waivers available from Bay County to promote legal dumping activities outside of the City.
- Partner with Bay County Commissioners to waive dumping fees for a certain period, for certain parties/entities (e.g., private non-profits, contractors), or in certain circumstances (e.g., responsible party cannot be identified). Publicize availability of waivers.

### Implementation (1-3 years)

2

- Launch the reporting process and promote its use across the City.
- Train volunteers on safe practices for debris removal based on City guidance.
- Record and map reports from residents to create a comprehensive inventory of remaining debris, by location.
- Deploy newly secured funding to further support large-scale debris removal.
- Share reporting insights and GIS data (if available) with community groups to help direct their efforts to the areas that need it most.
- After six months of concentrated debris removal efforts by community groups, evaluate whether concentrated efforts to clear debris within the City are necessary. If so, continue efforts and evaluate again after an additional six months. If not, identify a new mission for community groups.

### Evaluation (3+ years)

3

- As needed, implement procedure to clear illegally dumped debris when the responsible party cannot be identified.

- Assess the need for continued funding, coordination, or oversight of City-led debris removal projects and adapt approach to meet the needs of the community.
- Assess the continued need for monitoring of illegal dumping as it relates to recovery from Hurricane Michael.



# ACTION SS.1.2

Create and implement cohesive City street lighting strategy.

OBJECTIVE SS.1

PRIORITY LEVEL:



## Partners

Recovery Subject Matter Experts/Contractors

City of Panama City Police Department

**Lead:** City of Panama City Public Works Department

## Action Description

Many of the City's streetlights were damaged or destroyed by high winds during Hurricane Michael. Though many have been repaired, broken streetlights remain a primary security concern for residents. Making repairs will eliminate blight, as well as secure streets for the City of Panama City residents.

## Measures of Success

- 15% of streetlights repaired and updated to light-emitting diode (LED) technology each year

## Resources

- Damage Assessment Findings
- Maintenance schedule
- Record of streetlights ineligible for repair by federal funding
- Record of streetlights ineligible for repair by federal funding



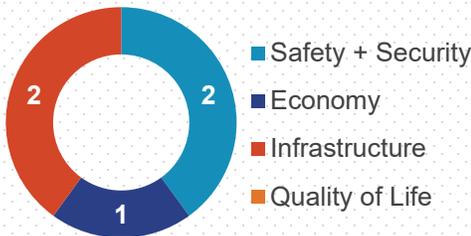
TOTAL COST:

**\$1,000-1,300 PER LIGHT**

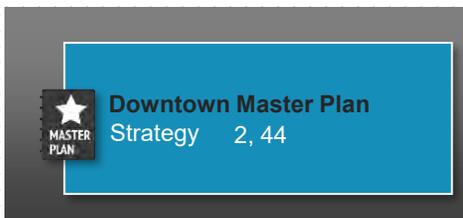
POTENTIAL FUNDING SOURCE:

- Public Assistance

## Met Needs



## Where is this action involved?



## Implementation Steps

PHASE...

Progress at time of publication  
(Storm-Month 0)

0

- Inventory streetlights damaged as a result of the Hurricane.
- Establish cost estimations for repair of streetlights.
- Initiate application for federal funding programs to cover the cost of repair/replacement.
- Identify strategy to fund repairs to streetlights.

Identification / Planning  
(0-1 year)

1

- Identify an approach to repair streetlights damaged by Hurricane Michael that are ineligible for repair under the Public Assistance Program.

Implementation  
(1-3 years)

2

- Implement strategy to fund repairs to streetlights that were damaged by Hurricane Michael but were not eligible for repair under Federal Emergency Management Agency Public Assistance.
- Initiate repairs of streetlights damaged by Hurricane Michael.

Evaluation  
(3+ years)

3

- Maintain restored streetlights in accordance with maintenance schedule; evaluate the need for revision of the maintenance schedule.



# ACTION SS.1.3

Establish and implement comprehensive street signage program.

OBJECTIVE SS.1

PRIORITY LEVEL:



## Partners

City of Panama City Police Department

Bay County Sheriff's Office

Bay Arts Alliance and local artists

## Measures of Success

- 100% of street signs repaired within 18 months

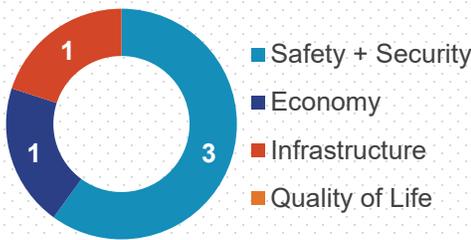


**TOTAL COST:** \$350-400 PER SIGN

**POTENTIAL FUNDING SOURCE:**

- Public Assistance

## Met Needs



**Lead:** City of Panama City Public Works Department

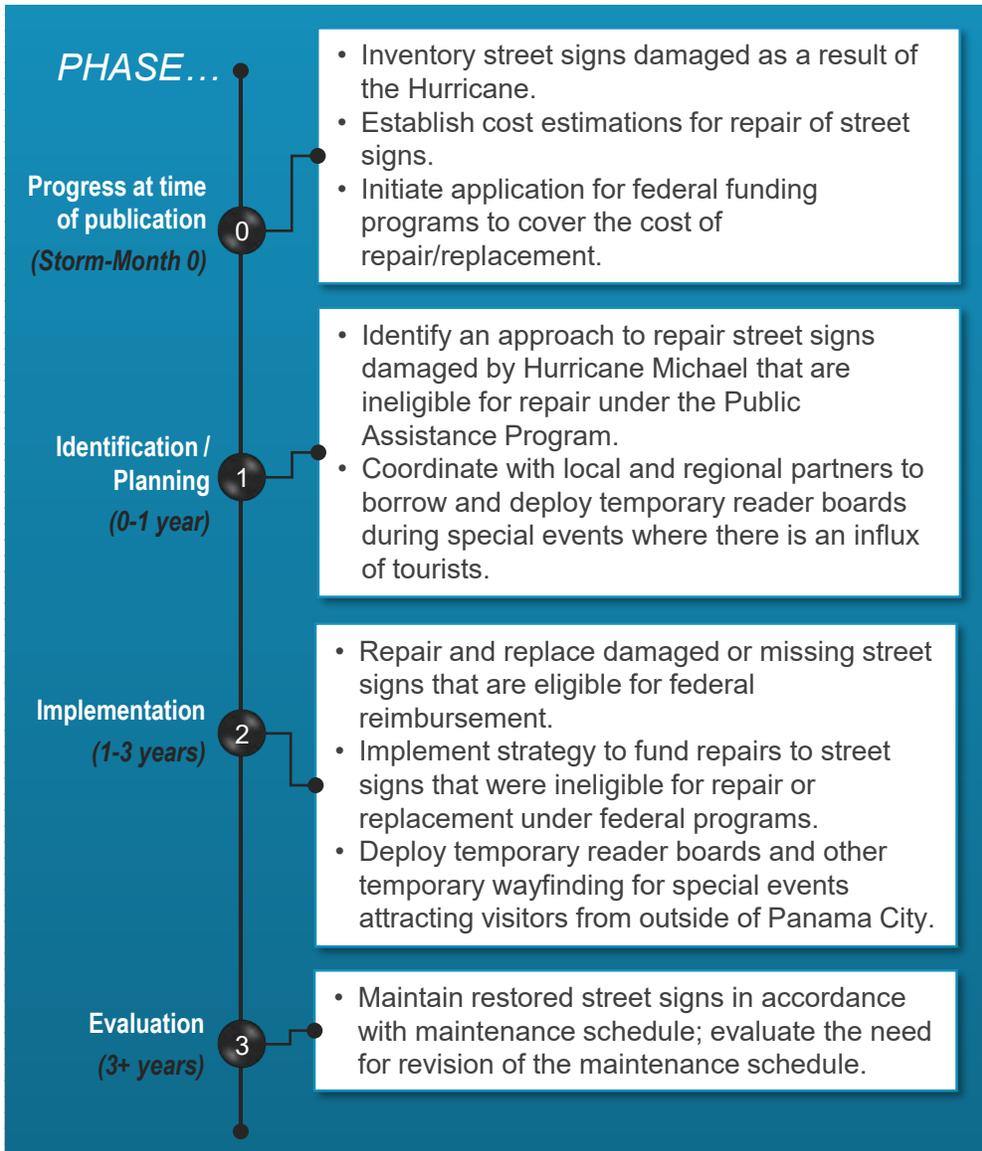
## Action Description

Repairing broken and damaged street signs addresses a persistent need created by Hurricane Michael. Since the hurricane, many street signs are missing or difficult to locate because they are out of the driver's line of sight, making wayfinding difficult for visitors.

## Resources

- Damage Assessment Findings
- Record of street signs ineligible for repair with federal funding
- Temporary reader boards
- Interested local artists

## Implementation Steps





# ACTION SS.2.1

Enact temporary solutions to meet pressing healthcare concerns for disaster survivors.

## OBJECTIVE SS.2

PRIORITY LEVEL:



### Partners

Southwest Florida Counseling Center

IMPOWER

American Red Cross

United Way

City of Panama City Public Information Officer

City of Panama City Public Works Department

City of Panama City Fire Department

Florida Department of Health in Bay County

**Lead:** City of Panama City; PanCare of Florida

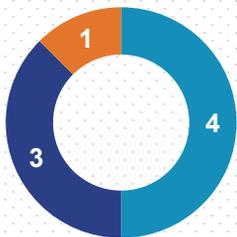
### Action Description

Hurricane Michael exacerbated preexisting challenges to community health, such as increasingly prevalent mental and behavioral health issues and challenges accessing care. Direct community engagement about post-disaster priorities revealed that mental health concerns have increased since the hurricane and remain a pressing concern. To combat these challenges, the City's residents need immediate access to health and social services that are accessible to low-income, vulnerable, and minority populations.

### Measures of Success

- Call center established
- Task force established
- Wraparound service and programming support established

### Met Needs



- Safety + Security
- Economy
- Infrastructure
- Quality of Life



**TOTAL COST:**

**\$40 K/YEAR\***

**POTENTIAL FUNDING SOURCE:**

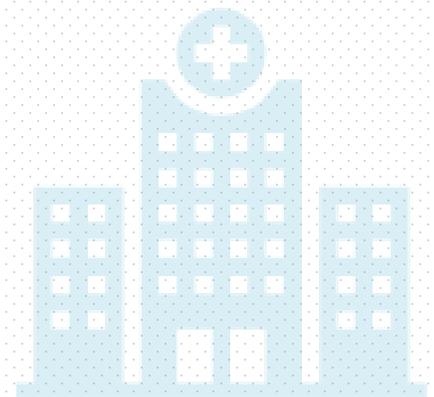
**Organizations with Potential Funding:**

- U.S. Department of Health and Human Services
- Florida Department of Health

*\*Estimated salary for one full staff person to support these actions.*

### Resources

- Mobile health and dental clinics
- Multiple locations for staging service providers' equipment or vehicles
- Telemental health and telehealth service providers



**Where is this action involved?**



**Recovery Action Plan**

**Strategy: I.1.3, I.2.2, I.2.3, QL.2.1**

# Implementation Steps

## PHASE...

### Identification / Planning (0-1 year)

0

- Analyze impacts of Hurricane Michael on healthcare services.
- Engage with community members to understand most-pressing healthcare concerns.

- Facilitate coordination between the Fire Department and Florida Department of Health to identify high-traffic areas in each of the City's wards where mobile clinics can stage equipment temporarily and the City can develop a transportation plan in case of emergency event.
- Leverage the key findings of the Hurricane Michael Impact Analysis to design a campaign to engage with non-profit and non-governmental organizations in the City requesting their support. Prioritize engagement of health and social services providers that offer case management and mental and behavioral health services.
- Support coordination with healthcare providers to design a schedule or pre-identify dates for deployment, to give residents advance notice of available services.

### Progress at Time of Publication (Storm-Month-0)

1

- Design a communication strategy with PanCare of Florida to inform residents about dates, times, locations, and services available at mobile care clinics while they are in the City. Include statistics as part of communication strategy to promote awareness.
- Coordinate with the Florida Department of Health, local hospitals, and health facilities to form a task force to understand impact of Hurricane Michael on community health.
- Identify incentives to attract and retain behavioral healthcare providers within the City.
- Establish a call center to receive and direct services based on resident need and ensure that any case management service providers have access to updated information about available services.

### Implementation (1-3 years)

2

- Implement public engagement campaign to give residents advance notice of mobile services available, including reminders of documentation or information required to receive service or treatment.
- Deploy mobile clinics and services according to pre-identified dates or schedules established in Phase 1.
- Monitor the number of visitors and services provided, as well as any services that are requested, but are not available upon request. Leverage these findings to engage additional health and social service providers and request their support in the City as needed.

### Evaluation (3+ years)

3

- Implement incentives to attract and retain behavioral healthcare providers.
- Support implementation of programming and services in schools.
- Determine whether mobile clinics and services are effectively meeting community needs, using community surveys or data from healthcare providers.
- Evaluate opportunities to build or create permanent health or social service resources (e.g., community healthcare centers) in lieu of mobile or telehealth services, which can be limited in scope.

- Reevaluate the healthcare landscape during Phase 3 and compare to pre-disaster benchmarks in order to understand long-term changes or trends.



# ACTION SS.2.2

Hurricane-proof hospitals and medical facilities.

OBJECTIVE SS.2

PRIORITY LEVEL:



## Partners

City of Panama City Public Works

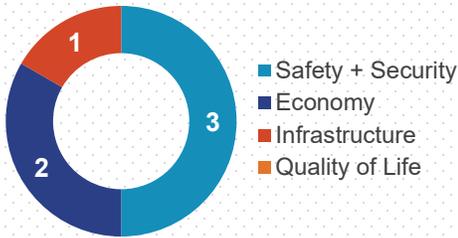
Utility providers

Florida Department of Health in Bay County

## Measures of Success

- Creation of systems that mitigate services interruption (e.g., portable water, support services)

## Met Needs



**Lead:** Property Owners and Healthcare Providers

## Action Description

During Hurricane Michael, several hospitals and healthcare facilities were damaged, making it difficult to provide care to residents. Specifically, a water line broke that prevented one hospital from accessing clean water necessary to maintain a sterile work environment. The city should work with hospitals and other medical facilities (e.g., senior care, clinics, medical service providers) to hurricane-proof windows, construct storage tanks for potable water, and install additional generators helping to support the safety and security of those experiencing in-patient care. More broadly, the City should work with the county and other partners to standardize water connections for hospitals to make it easier to connect hospitals to arriving water tanks.



TOTAL COST:

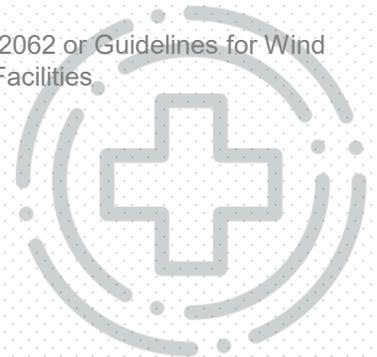
\$X

POTENTIAL FUNDING SOURCE:

Dependent on strategy initiatives

## Resources

- Federal Emergency Management Agency's P-2062 or Guidelines for Wind Vulnerability Assessments of Existing Critical Facilities



**Where is this action involved?**



Bay County Long-Term Recovery Plan

Strategy: 75

# Implementation Steps

## PHASE...

### Identification / Planning (0-1 year)

0

- Perform a wind vulnerability assessment to identify all wind and wind-driven rain vulnerabilities.
- Initiate the application process for federal funding assistance.

### Progress at Time of Publication (Storm-Month-0)

1

- Design talking points to engage critical medical facilities to encourage hazard mitigation improvements to increase resistance to high wind and flooding events.
- Identify critical medical facilities in and around the City that have not initiated hazard mitigation techniques or tactics.
- Encourage critical medical facilities to use vulnerability assessments to inform repairs, retrofits, and construction. Share available information about potential funding streams or low-cost improvement options.
- Scope projects and solicit requests for contractors if repairs and retrofits are to be performed.

### Implementation (1-3 years)

2

- Critical medical facilities that have scoped projects and received funding will implement repairs and retrofits to buildings and facilities.
- Coordinate with critical medical facilities and utility providers to establish systems that mitigate/limit service interruption (e.g., potable water, sewer, backup generators) in the event of an emergency.
- Continue engagement with critical medical facilities to encourage them to identify long-term strategies to reduce risk and increase access to care during emergencies (e.g., having back-up generators).

### Evaluation (3+ years)

3

- Continue to work with medical facilities to assess the City's healthcare facilities on the basis of hazard mitigation repairs, improvements, and upgrades to understand how resilient the facilities will be to withstand severe weather events.
- Engage critical healthcare facilities to evaluate successes and challenges since Hurricane Michael to determine where additional efforts on hazard mitigation should focus to improve the long-term resilience of critical care facilities.



# ACTION SS.3.1

Complete and standardize the City after-action process.

OBJECTIVE SS.3

PRIORITY LEVEL:



## Partners

- City of Panama City Manager
- City of Panama City Police Department
- Bay County Emergency Medical Services
- Bay County Sheriff's Office
- Bay County Emergency Management Division
- Bay Medical Sacred Heart Hospital
- Gulf Coast Regional Medical Center
- District 14 Medical Examiner
- Florida Department of Emergency Management

**Lead:** City of Panama City Fire Department

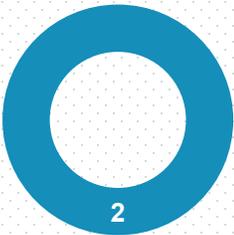
## Action Description

After Hurricane Michael, the City's police and fire departments collaborated to develop an after-action report, summarizing strengths and areas for improvement for future response operations. Though the report has been finalized, a formal debrief/review has not yet taken place. These types of events are important training and learning to improve response operations during future emergencies. Healthcare, public safety, and emergency management professionals should conduct an intra-organizational debrief to understand the hurricane's impacts and identify strategies to improve coordination during response.

## Measures of Success

- Formal schedule for after-action processes is developed and adopted

## Met Needs



- Safety + Security
- Economy
- Infrastructure
- Quality of Life



**TOTAL COST:**

**\$25 K - 50 K\***

**POTENTIAL FUNDING SOURCE:**

**Organizations with Potential Funding:**

- U.S. Department of Homeland Security
- Federal Emergency Management Agency

*\*This estimate is for an after-action report process and is not inclusive of all the steps in this action.*

## Resources

- Hurricane Michael After-Action Report
- Guidance on best practices for facilitating after-action reviews
- Guidance on improving emergency response capabilities



# Implementation Steps

## PHASE...

### Identification / Planning (0-1 year)

0

- Draft Hurricane Michael After-Action Report.
- Compile and validate list of City, county, state, and federal personnel that supported response to Hurricane Michael.

### Progress at Time of Publication (Storm-Month-0)

1

- Encourage internal City departments/agencies to perform internal after-action reporting.
- Schedule and conduct a multi-agency after-action review and validate findings of the City's after-action report, in addition to preliminary findings of single-agency after-action reviews.
- Record key findings, including strengths and areas for improvement, and present the results to City Commissioners. Share the results with City agencies/departments.
- Develop a phased approach to improve the city's response capability over time, including a timeline and milestones. Assign ownership for monitoring progress to an employee of the City.

### Implementation (1-3 years)

2

- Implement the phased approach to improvements and monitor progress according to established benchmarks.
- Formalize expectations around after-action reviews and procedures and implement a citywide policy based on best practices and lessons learned during Phases 1 and 2.
- Establish a schedule for after-action reporting (e.g., completed feedback collection within one week, completed summary within 30 days, completed after-action report within one year)

### Evaluation (3+ years)

3

- Implement after-action reporting for all future incidents meeting the pre-designated threshold.



# ACTION SS.3.2

Assess and implement soil stabilization techniques to mitigate losses during future events.

## OBJECTIVE SS.3

PRIORITY LEVEL:



### Partners

ReTree PC  
Northwest Florida Water Management

### Measures of Success



**Lead:** Florida Department of Environmental Protection

### Action Description

The removal of downed trees and stumps caused by high winds experienced during Hurricane Michael created large holes and ruts across the City. These holes are contributing to soil loss and soil management issues. Soil stabilization helps to prevent and/or mitigate erosion and flood hazards in the future. The impacts of future hurricanes can be reduced by filling in large holes with already present soil or mulch or introducing grasses in areas that are bare.

### Resources

- Guidance on soil stabilization best practices
- Information about the City's areas of greatest need requiring soil stabilization

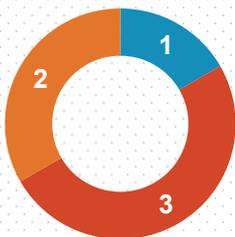
### Implementation Steps

**TOTAL COST:** \$X

#### POTENTIAL FUNDING SOURCE:

- Private Sector Organizations with Potential Funding:
- U.S. Department of Agriculture

### Met Needs



- Safety + Security
- Economy
- Infrastructure
- Quality of Life

#### PHASE...

Identification / Planning  
(0-1 year)

- Coordinate with the Florida Department of Environmental Protection to assess the City and determine where its areas of greatest need lie. These areas may have sustained significant losses during the hurricane or are likely to experience damage in the future.
- Develop a comprehensive soil stabilization strategy with the Florida Department of Environmental Protection that addresses funding, timelines, levels of ownership, and community needs. Focus on low-cost initiatives and tactics that offer co-benefits, such as using ground tree stumps to fill holes or ruts.

Implementation  
(1-3 years)

- Implement best practices for soil stabilization, prioritizing the areas of greatest need.
- Evaluate opportunities for partnership with local universities to assist with monitoring and evaluation of the effectiveness of tactics employed, to revise or inform new best practices.
- Develop a maintenance schedule for areas where soil has been stabilized to ensure the longevity of the projects completed.

Evaluation  
(3+ years)

- Reevaluate the areas of highest need during Phase 3, to determine whether the City's comprehensive strategy should be modified to pivot to provide soil stabilization in areas with greater need.
- Maintain areas where soil was stabilized according to the maintenance schedule developed in Phase 2.



# ACTION SS.3.3

Implement accessibility measures throughout the City.

## OBJECTIVE SS.3

PRIORITY LEVEL:



### Partners

St. Petersburg College Center for Public Safety Innovation

Disability Resource Center

Agency for Deaf Advocacy and Services

City of Panama City Public Safety Department

Healthcare providers and social service organizations

**Lead:** City of Panama City

### Action Description

The influx of post-disaster funding and widescale repairs and upgrades following Hurricane Michael represents an opportunity to make the City more accessible to its residents. During recovery efforts, the City should evaluate projects that are funded through money for Hurricane Michael repairs and restoration to ensure these projects meet the Americans with Disabilities Act regulations and address accessibility barriers throughout the City.

### Resources

- Americans with Disabilities Act Guidance

### Implementation Steps

### Measures of Success

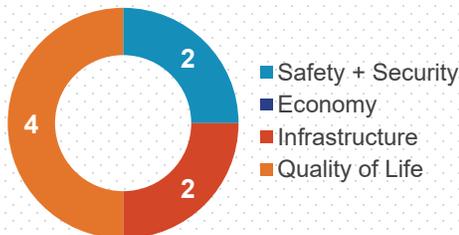


**TOTAL COST:** Included as part of all actions

**POTENTIAL FUNDING SOURCE:**

- Public Assistance
- Surface Transportation Block Grant Program

### Met Needs



**Where is this action involved?**



Downtown Master Plan Strategy 12

#### PHASE...

**Progress at time of publication**  
(Storm-Month 0)

0

- Identify opportunities to improve the capacity of City facilities to meet accessibility requirements through ongoing repair and improvement projects funded by federal entities.

**Identification / Planning**  
(0-1 year)

1

- Identify projects that require repair and upgrade and review that they are eligible for funding under Public Assistance to ensure compliance with the Americans with Disability Act (ADA).
- Identify projects that are eligible for Public Assistance that would benefit from increased accessibility measures.

**Implementation**  
(1-3 years)

2

- Implement the projects designed in Phase I to comply with ADA regulations.
- Address accessibility needs as necessary during repair and restoration of City-owned infrastructure.

**Evaluation**  
(3+ years)

3

- Evaluate projects to ensure accessibility measures have been integrated.



# ACTION SS.3.4

Enhance City preparedness by building facilities that can withstand a Category 5 hurricane and provide continuity of life-safety services.

## OBJECTIVE SS.3

PRIORITY LEVEL:



### Partners

City of Panama City Fire Department

Bay County Emergency Management Division

### Measures of Success



**Lead:** City of Panama City Police Department

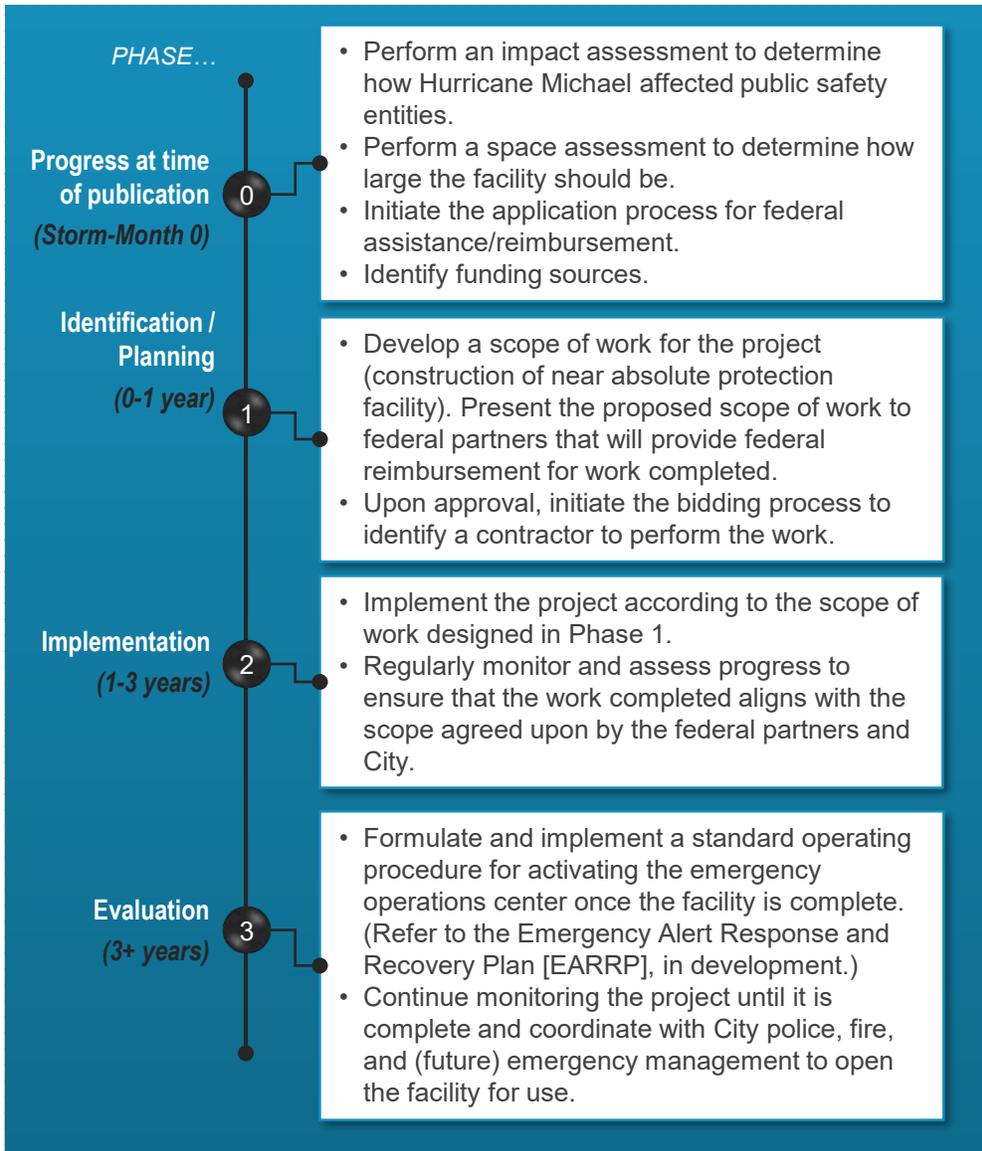
### Action Description

Prior to Hurricane Michael, the City did not own a single building built to withstand a high-wind event. To better protect the City against future disasters, the City's police and fire departments have identified the need for an accessible building built to withstand severe weather. Additionally, the City needs a structure that can withstand a high-wind event and houses critical data and communications systems, and space to coordinate emergency response activities. By building a near complete protection emergency operations center, the City's public safety and emergency response personnel will be able to coordinate and communicate more effectively during emergencies, ensuring continuous access to life-safety services for residents.

### Resources

- Guidance on developing a standard operating procedure for activating the Emergency Operations Center (EOC)
- Guidance on materials and construction to build a facility that withstands high-wind events.

### Implementation Steps

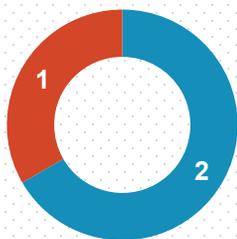


**TOTAL COST: \$2.5 M**

### POTENTIAL FUNDING SOURCE:

- Hurricane Loss Mitigation Program
- Hazard Mitigation Grant Program
- Revenue from 911 calls
- Insurance
- Capital revenue

### Met Needs



- Safety + Security
- Economy
- Infrastructure
- Quality of Life

### Where is this action involved?





# ACTION SS.3.5

Develop preparedness, recovery, and redevelopment plans to enhance economic vitality, resilience, and quality of life.

OBJECTIVE SS.3

PRIORITY LEVEL:



## Partners

- City of Panama City Community Redevelopment
- Bay County Emergency Management Division
- City of Panama City Community Redevelopment Agency
- City of Panama City Engineering Department
- City of Panama City Utilities Department
- City of Panama City Fire Department
- City of Panama City Development Services
- City of Panama City Police Department
- City of Panama City Public Safety Department
- City of Panama City Public Works Department
- City of Panama City Quality of Life Department

**Lead:** City of Panama City Manager

## Action Description

Hurricane Michael devastated the City of Panama City, destroying homes, closing businesses, and leaving residents displaced. It is important to undertake a thorough planning process to create a successful, inclusive, and comprehensive recovery process, which ultimately creates a more resilient City of Panama City. Through the planning process, the City will aim to create a framework for recovery, redevelopment, and preparedness. This framework will include the development of five plans: Recovery Action Plan, Pre-Disaster Recovery Plan, Redevelopment Plan, Downtown Master Plan, Strategic Communications Plan, and Economic Development Strategy.



**TOTAL COST:**

**\$X**

**POTENTIAL FUNDING SOURCE:**

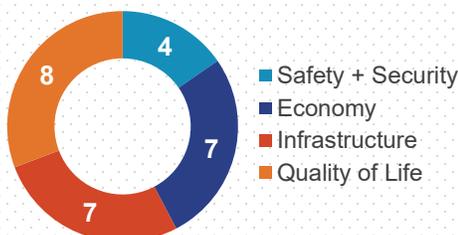
- Public Assistance
- Hazard Mitigation Grant Program
- U.S. Housing and Urban Development Community Development Block Grants – Disaster Recovery

## Measures of Success

- Hurricane Michael-related planning documents are formally adopted
- Hurricane Michael-related planning documents are updated on an annual basis

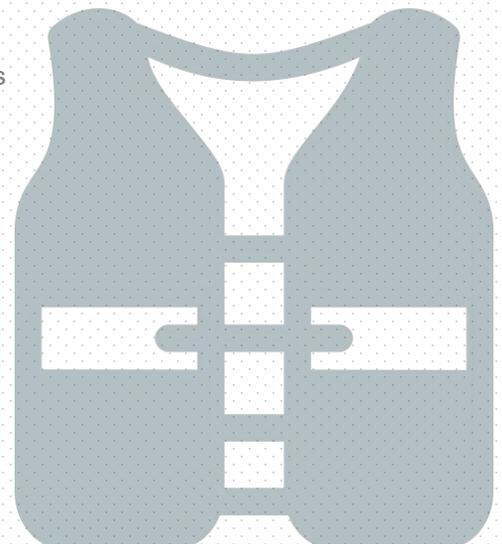


## Met Needs



## Resources

- Guidance on mitigation and debris management strategies
- Best practices guidance on community engagement



# Implementation Steps

## PHASE...

### Identification / Planning (0-1 year)

0

- Perform an impact assessment to determine how Hurricane Michael affected the City.
- Perform existing conditions analysis to understand the economic condition in the City of Panama City.
- Facilitate robust public engagement process to understand community, business, and local government stakeholder needs and priorities.
- Utilize community feedback and research to develop Recovery Action Plan, Pre-Disaster Recovery Plan, Redevelopment Plan, Downtown Master Plan, Economic Development Strategy, and Housing Strategy.
- Publish Recovery Action Plan, Pre-Disaster Recovery Plan, Redevelopment Plan, Downtown Master Plan, Strategic Communications Plan, Economic Development Strategy, and Housing Strategy.

### Progress at Time of Publication (Storm-Month-0)

1

- Implement identified elements of: Recovery Action Plan, Redevelopment Plan, Economic Development Strategy, Downtown Master Plan, and Housing Strategy to facilitate long-term recovery and redevelopment.
- Continue to engage the community and key stakeholders in the planning and implementation of preparedness and recovery initiatives.

### Implementation (1-3 years)

2

- Identify potential funding opportunities for additional preparedness/resilience activities.
- Identify implementation structure (e.g., additional personnel, contractors).
- Apply for funding.
- Utilize Pre-Disaster Recovery Plan to evaluate and update recovery processes and procedures.

### Evaluation (3+ years)

3

- Through pre-identified structure, implement planning activities.
- Continue to implement initiatives identified in plans and update plans with progress.

- Maintain and update plans according to the schedule contained in each document. Update the community and key stakeholders on progress and engage in the update and implementation of plans.



# Infrastructure

*Restore, repair, and redevelop the physical infrastructure, utilities, and community amenities that contribute to a functional City.*



## **RECOVERY NEEDS:**

- ✓ **STORMWATER MANAGEMENT AND RETENTION**
- ✓ **ENERGY EFFICIENCY**
- ✓ **REPAIR AND RESTORATION OF INFRASTRUCTURE AND UTILITIES**
- ✓ **ENHANCED MITIGATION**
- ✓ **TELECOMMUNICATIONS TECHNOLOGY UPGRADE**
- ✓ **PARKS AND RECREATION**
- ✓ **INCREASED MULTIMODAL TRANSPORTATION**



# Strategies and Actions

*Goal 2: Rebuild and enhance hazard-resilient infrastructure and utilities.*

## RESTORE INFRASTRUCTURE THAT EXPANDS ACCESS TO THE CITY'S AMENITIES AND COMMERCIAL CENTERS

*The storm had a devastating impact on amenities, resources, and infrastructure. The infrastructure restoration activities will be crucial for a safe, resilient, and accessible City of Panama City.*

- I.1.1:** Enhance roadway network.
- I.1.2:** Repair and restore sidewalk and existing non-motorized transportation pathways.
- I.1.3:** Restore parks, public green spaces, recreational facilities and opportunities; increasing access to amenities and improving health of natural resources.
- I.1.4:** Restore Panama City Marina to promote business, sense of community, and recreational activities.
- I.1.5:** Restore St. Andrews Marina to promote business, sense of community, and recreational activities.

## IMPLEMENT STRATEGIES TO RESTORE, MODERNIZE, AND MAKE MORE RESILIENT THE CITY'S ENERGY, WATER, AND WASTEWATER SYSTEMS

*Hurricane Michael caused the City's stormwater management systems to lose functionality due to excess debris, soil erosion, and clogged drainage systems. Additionally, Hurricane Michael caused damage to communication systems in the City. Efforts will be made to restore the utility infrastructure and stormwater management system.*

- I.2.1:** Develop Citywide comprehensive stormwater management plan that utilizes sustainable infrastructure.
- I.2.2:** Harden and leverage power and communications infrastructure to bolster resilience.
- I.2.3:** Modernize water, wastewater, and stormwater system infrastructure.
- I.2.4:** Relocate the Millville Wastewater Treatment Plant.



# ACTION I.1.1

Enhance roadway network.

OBJECTIVE I.1

PRIORITY LEVEL:

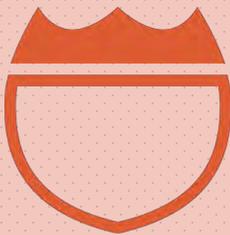


## Partners

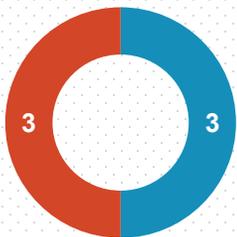
City of Panama City Public Works Department

## Measures of Success

- Completion of road assessment
- Completion of plan to reconstruct and improve road networks in conjunction with utility repair and upgrade
- Assessment of right-of-way utilization



## Met Needs



- Safety + Security
- Economy
- Infrastructure
- Quality of Life

**Lead:** Florida Department of Transportation, Bay County Roads & Bridges Department, City of Panama City, U.S. Department of Transportation

## Action Description

The City of Panama City serves essential functions to the region, including medical services; a major commercial corridor, including access to the Port of Panama City; and multiple federal, state, and county government functions. The damages to roadways and bridges caused by Hurricane Michael—estimated at \$6 million—limit the City's ability to fully recover and require significant and comprehensive repair. Safe, well-maintained roadways, particularly as they connect to county and state roadways and transportation systems, will be critical for the City's readiness to withstand another storm. The City should seek to leverage federal funding to rebuild with resilience and accessibility in mind.



**TOTAL COST:**

**\$6 M+**

**POTENTIAL FUNDING SOURCE:**

- Public Assistance
- Surface Transportation Block Grant Program
- Port Infrastructure Development Program
- Better Utilizing Investments to Leverage Development Program

**Organizations with Potential Funding:**

- Florida Department of Transportation
- Federal Highway Administration
- U.S. Department of Transportation

## Resources

- Enhance roadway network's resilience.



*Where is this action involved?*



Recovery Action Plan

Strategy: I.1.2

# Implementation Steps

PHASE...

Progress at Time  
of Publication  
(Storm-Month-0)

0

- Repeat 2018 street and roadway asset assessment to determine damages and loss of useful life directly related to Hurricane Michael to support Federal Emergency Management Public Assistance claim.
- Develop capital project implementation strategy to appropriately sequence and/or phase roadway and street projects with other repairs and capital improvements, including underground utilities, water/sewer repairs, sidewalk repairs, streetlights, stormwater system repairs, streetscape transitions, or other new capital projects.

Identification /  
Planning  
(0-1 year)

1

- Finalize damage assessment, including level of service assessment, to determine Michael-attributed damage to roadways.
- Audit the City's current roadway function and maintenance capabilities, as well as vegetative control capabilities, to understand current areas of vulnerability or where the City's capacity may be increased.
- Engage U.S. Department of Transportation to seek Federal Highway Administration funding to complement Federal Emergency Management Agency Public Assistance funding for road repairs and improvements.

Implementation  
(1-3 years)

2

- Issue request for proposal and award street and roadway repair, mitigation, and improvement contracts.
- Initiate phased capital repair and improvement project.

- Implement phased capital repair and improvement project

Evaluation  
(3+ years)

3

- Finalize capital repair and improvement project.
- Reassess needs after capital repair and improvement project finalization.



# ACTION I.1.2

Repair and restore sidewalk and existing non-motorized transportation pathways.

OBJECTIVE I.1

PRIORITY LEVEL:



## Partners

- City of Panama City Community Redevelopment Board
- City of Panama City Development Services Department
- City of Panama City Engineering Department
- City Panama City Community Development Department
- Vision Zero Network
- Community Transportation Association of America
- Florida Department of Transportation
- Neighboring Municipalities

**Lead:** City of Panama City Public Works Department; City of Panama City Quality of Life Department

## Action Description

The City's sidewalks were severely damaged during the storm due to falling trees and debris and are critical for returning the City to its pre-storm state. This recovery effort will also focus on improving connectivity and accessibility for the City, upgrading sidewalks to meet Americans with Disabilities Act standards, where feasible, and provide improved, safe access and walkability for all. As the sidewalks include part of the City's stormwater management system, this will require a coordinated effort to ensure that the City addresses the closed stormwater system in coordination with this project. The City will also restore existing pathways for non-motorized transportation to increase access to alternative transit modes, which will make it easier for low income households to access jobs, education, and other opportunities.

## Measures of Success

- Completion of Citywide Sidewalk and Drainage System Assessment
- Development of plan to coordinate repair of utilities under sidewalks
- Assessment of right-of-way utilization



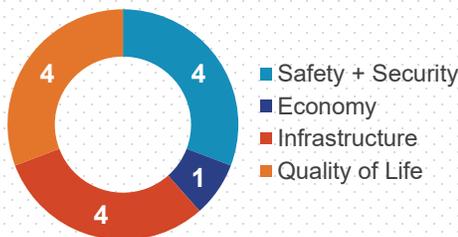
**TOTAL COST:**

**\$2.5 M+**

**POTENTIAL FUNDING SOURCE:**

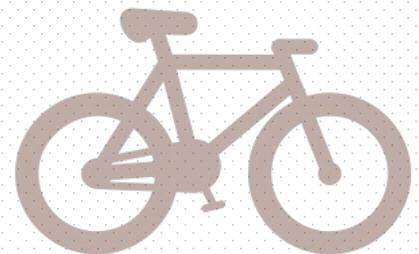
- Public Assistance
  - Surface Transportation Block Grant Program
  - Infrastructure for Rebuilding America
- Organizations with Potential Funding:**
- U.S. Department of Transportation

## Met Needs



## Resources

- Construction materials and equipment (e.g., concrete, pavers, resurfacers)
- Construction workers and staff
- Guidance on bike and pedestrian path materials and cost
- Resources and assistance from the Office of Greenways and Trails



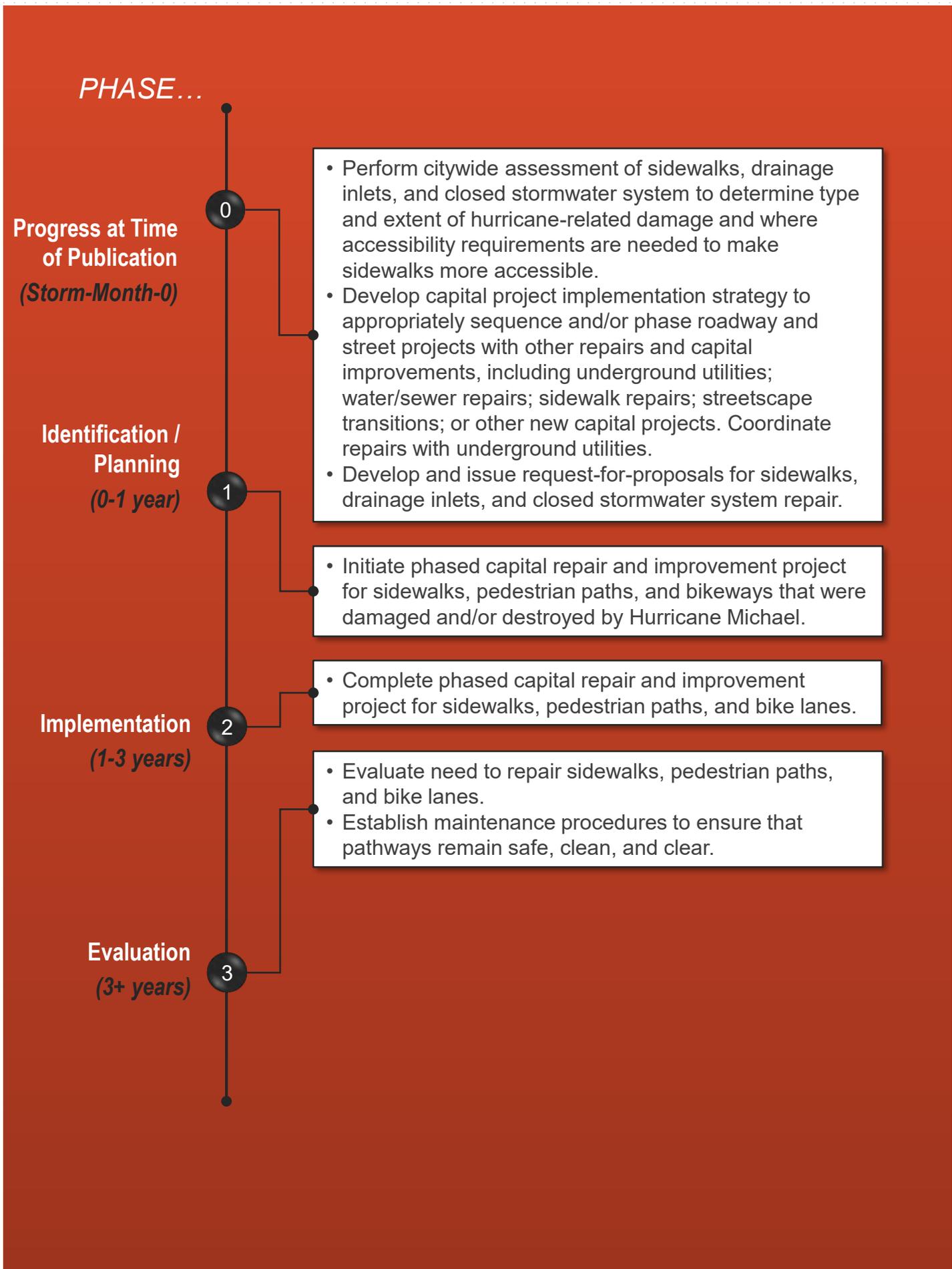
**Where is this action involved?**



Recovery Action Plan

Strategy: I.1.1

# Implementation Steps





# ACTION I.1.3

Restore parks, public green spaces, recreational facilities and opportunities; increasing access to amenities and improving health of natural resources.

OBJECTIVE I.1

PRIORITY LEVEL:



## Partners

- City of Panama City Manager
- City of Panama City Commission
- City of Panama City Development Services Department
- City of Panama City Community Redevelopment Agency
- City of Panama City Public Works Department
- City of Panama City Engineering Department
- Bay County
- National Oceanic Atmospheric Administration
- Gulf Coastal Plain Ecosystem Partnership
- Waterfronts Florida
- Tyndall Air Force Base

**Lead:** City of Panama City Quality of Life Department

## Action Description

Green space, parks and recreational facilities, and natural public amenities are important to improving the sense of community and place in the City of Panama City and improving overall quality of life that has been heavily impacted since Hurricane Michael. These spaces are also critical to the City's overall resiliency and have a unique role in the City's natural defenses in the face of future storms or flooding. Restoring public green space and recreational opportunity, while minimizing capital and operating expenditures, rebuilds resilience to extreme weather events, increases public amenities, and makes natural resources more accessible to all residents.

## Measures of Success

- Completion of citizen needs assessment
- Utilize technology to conduct an assessment to understand park usage
- 100,000** trees planted by 2023
- Completion of strategy for parks and recreation investment



**TOTAL COST:**

**\$20 M**

**POTENTIAL FUNDING SOURCE:**

- Land and Water Conservation Fund
- Outdoor Recreation Legacy Partnership Program
- Parks and Open Space Florida Forever Grant
- Florida Forever Program
- Public Assistance

**Organizations with Potential Funding:**

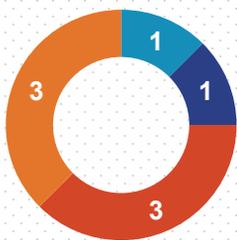
- Florida Department of Environmental Protection

## Resources

- Guidance on park development and maintenance best practices
- Damage Assessment Findings



## Met Needs

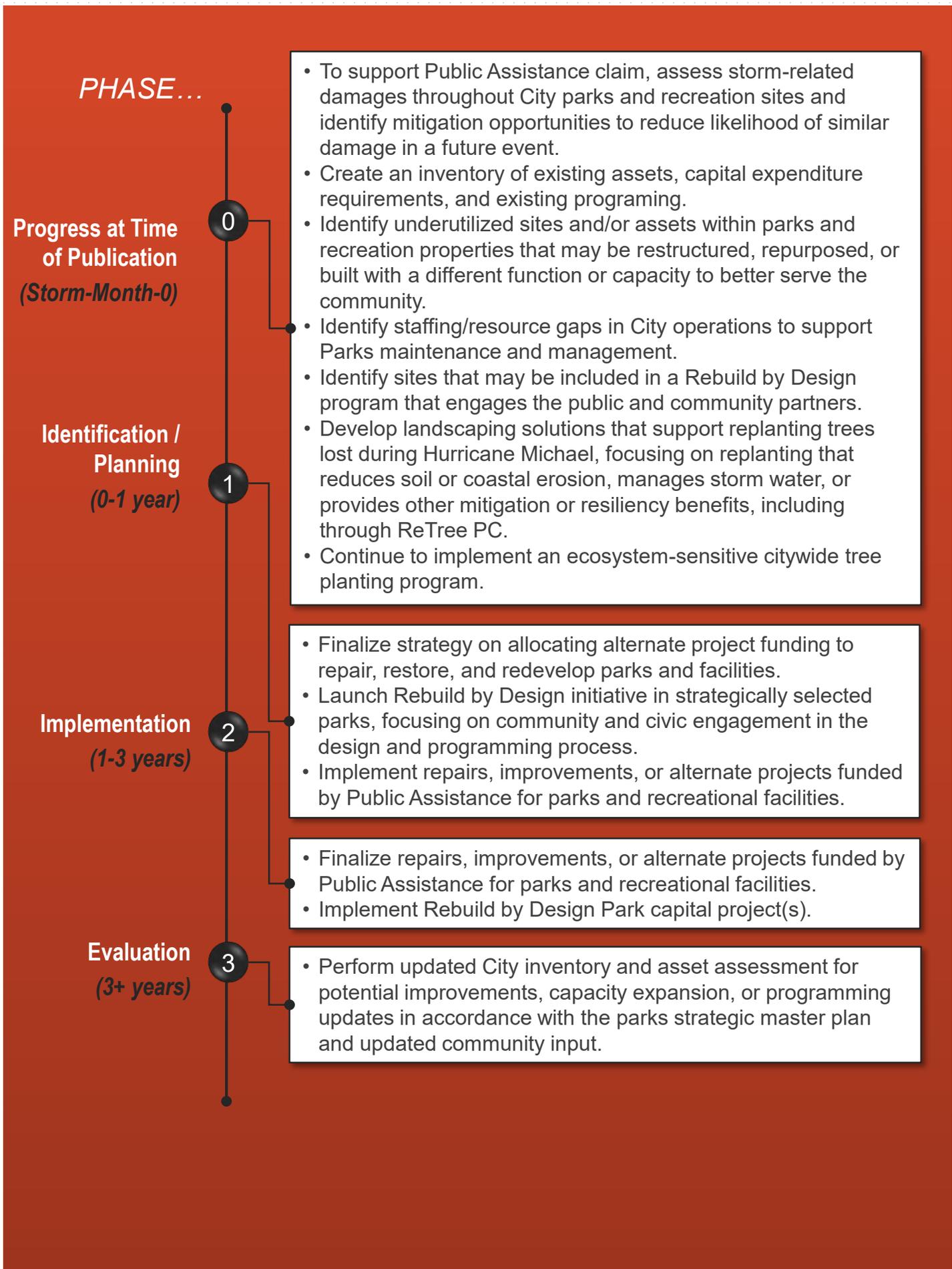


- Safety + Security
- Economy
- Infrastructure
- Quality of Life

## Where is this action involved?

	<b>Recovery Action Plan</b>	<b>Strategy: I.2.1</b>
	<b>Downtown Master Plan</b>	<b>Strategy: 26</b>
	<b>Economic Development Plan</b>	<b>Page: 64</b>
	<b>Bay County Long-Term Recovery Plan</b>	<b>Strategy: 171, 215, 223</b>

# Implementation Steps





# ACTION I.1.4

Restore Panama City Marina to promote business, sense of community, and recreational activities.

OBJECTIVE I.1

PRIORITY LEVEL:



## Partners

- City of Panama City Public Works Department
- City of Panama City Engineering Department
- City of Panama City Community Development Department
- Panama City Dockmaster(s)
- Florida Department of Environmental Protection
- US Army Corps of Engineers

**Lead:** City of Panama City Quality of Life Department

## Action Description

The City's waterfront is critical not just to the economy of the City of Panama City, but also to its unique history and identity. While retaining the character of Panama City Marina, redevelopment will focus on building a marina that is more resilient to the impact of future storms, more accessible for the community, and focused on financial growth and sustainability. As one of the featured areas of the Downtown Plan, working towards a new and improved Panama City Marina area will be a cornerstone for additional economic development investment, and connectivity to other future waterfront initiatives.

## Measures of Success

- Marina reopened
- Restoration of marina store services and environmentally friendly fuel capacity
- Increased water access
- Demolition of blighted and damaged City facilities on the Marina
- New wet slips installed that maximizes benefit and economic value to the City
- Bulkhead replacement
- 100%** of marina buildings have implemented hazard mitigation strategies



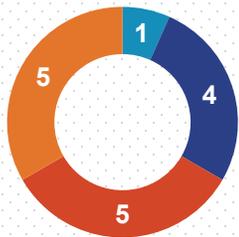
**TOTAL COST:**

**\$29 M (POTENTIAL TO INCREASE)**

**POTENTIAL FUNDING SOURCE:**

- Public Assistance

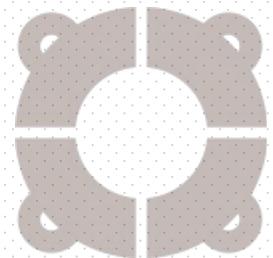
## Met Needs



- Safety + Security
- Economy
- Infrastructure
- Quality of Life

## Resources

- Engineering Damage Assessment



## Where is this action involved?

	<b>Recovery Action Plan</b>	<b>Strategy: I.1.5, E.1.2</b>
	<b>Bay County Long-Term Recovery Plan</b>	<b>Strategy: 220</b>

# Implementation Steps

## PHASE...

**Progress at Time  
of Publication**  
*(Storm-Month-0)*

0

- Assess storm-related damages to marina infrastructure, bulkhead, and marina store, including storm-related debris within marina basin.
- Identify mitigation measures that would reduce risk of similar damage in a future event, including risk of storm surge, sea-level rise, or hurricane-force wind.
- Initiate critical bulkhead repairs to reduce threat of additional damage or danger to the Downtown waterfront, including implementing mitigation measures to strengthen the City's seawall.
- Clear all storm-related debris and damaged infrastructure from marina and marina basins to prepare for design and reconstruction.
- Assess potential economic and development benefits of public-private partnership for waterfront property/redevelopment in area immediately surrounding the marina.
- Reopen the boat launch.

**Identification /  
Planning**  
*(0-1 year)*

1

- Finalize Federal Emergency Management Agency Public Assistance Section 428 Project for Panama City Marina Rebuild, including agreement on fixed cost estimate and conceptual scope for reconstruction.
- Finalize implementation of bulkhead repair and mitigation project.
- Demolish City Hall and City Hall Annex buildings.

**Implementation**  
*(1-3 years)*

2

- Implement reconstruction strategy, including redesign and rebuild City Marina Store.

**Evaluation**  
*(3+ years)*

3

- Evaluate repair of Panama City Marina and assess additional reconstruction needs.



# ACTION I.1.5

Restore St. Andrews Marina to promote business, sense of community, and recreational activities.

OBJECTIVE I.1

PRIORITY LEVEL:



## Partners

- City of Panama City Public Works Department
- City of Panama City Engineering Department
- City of Panama City Community Development Department
- Panama City Dockmaster(s)
- Florida Department of Environmental Protection
- U.S. Army Corps of Engineers
- Historic St. Andrews Waterfront Partnership

**Lead:** City of Panama City Quality of Life Department

## Action Description

Similar to the City of Panama City Marina, St. Andrews Marina is a cornerstone of the identity and economy of Historic St. Andrews and will require significant repair to restore it to its pre-storm condition and functionality. Developing both marinas creates an opportunity to develop complementary resources. The City of Panama City Marina is focused on expansion into a new market and customer base to accommodate the growth of the City, with the additional economic growth surrounding redevelopment of the waterfront; St. Andrews Marinas restoration will leverage resilient materials and methods of construction to better protect the marina and the whole of the St. Andrews waterfront in the threat of a future storm.

## Measures of Success

- Marina reopened
- Restoration of marina store services and environmentally friendly fuel capacity
- Increased water access
- Demolition of blighted and damaged City facilities on the Marina
- New wet slips installed that maximizes benefit and economic value to the City
- Bulkhead replacement
- 100%** of marina buildings have implemented hazard mitigation strategies
- Hardened marina infrastructure



**TOTAL COST:**

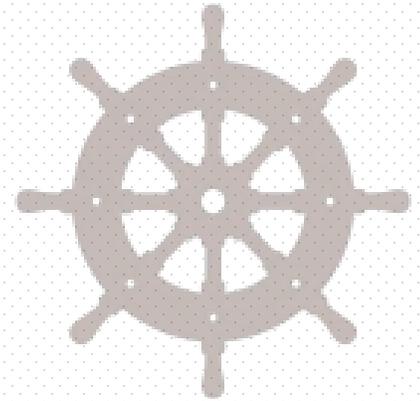
**\$6 M** (POTENTIAL TO INCREASE)

**POTENTIAL FUNDING SOURCE:**

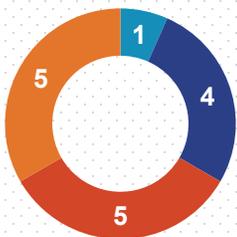
- Public Assistance

## Resources

- Engineering Damage Assessment



## Met Needs



- Safety + Security
- Economy
- Infrastructure
- Quality of Life

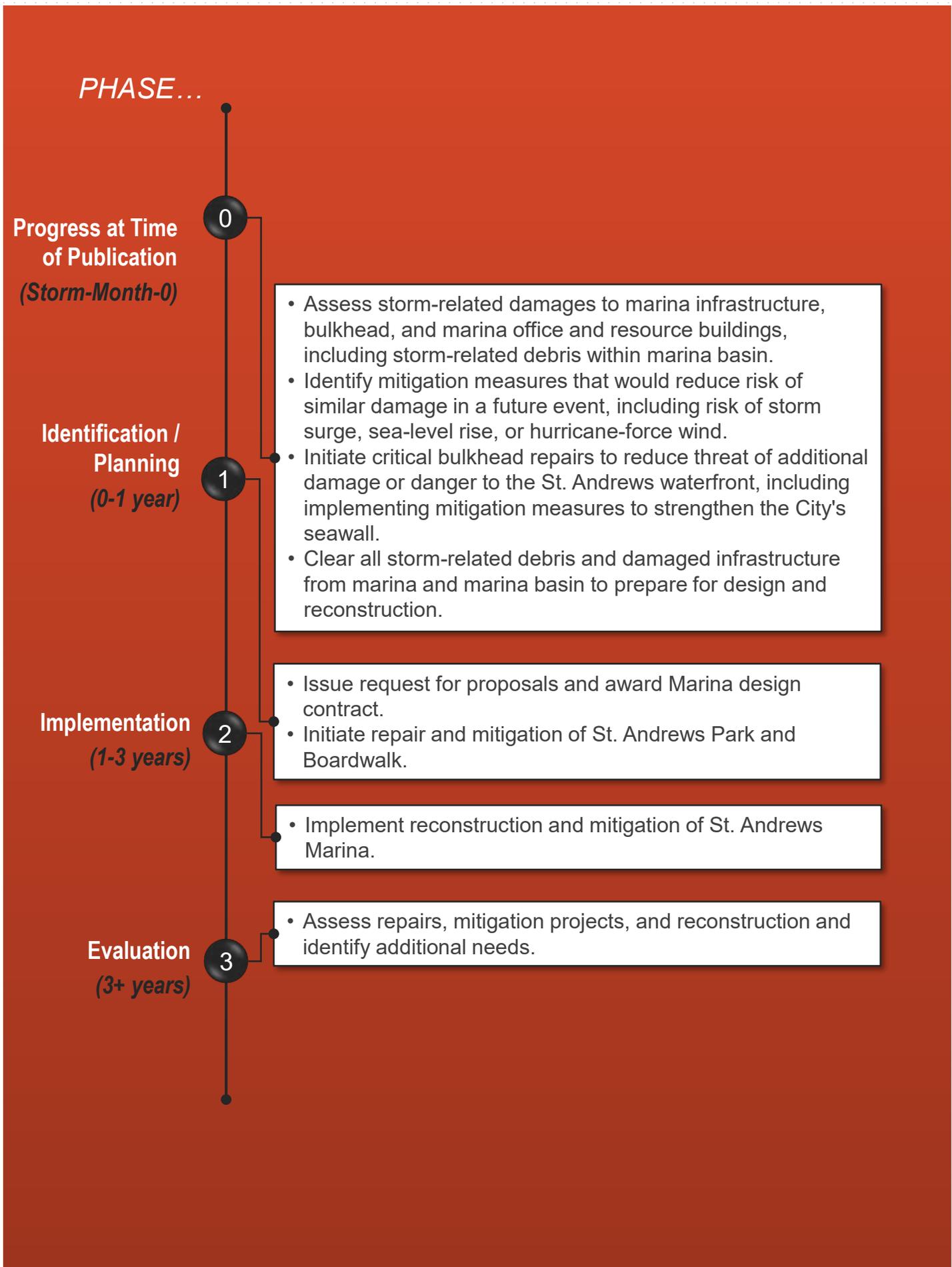
**Where is this action involved?**



Recovery Action Plan

Strategy: I.1.4, E.1.2

# Implementation Steps





# ACTION I.2.1

Develop Citywide comprehensive stormwater management plan that utilizes sustainable infrastructure.

OBJECTIVE I.1

PRIORITY LEVEL:



## Partners

City of Panama City Engineering Department

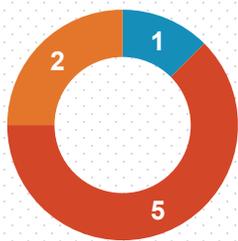
City of Panama City Development Services Department

## Measures of Success

- Completion and adoption of stormwater management plan
- 100%** restoration of stormwater capacity system



## Met Needs



- Safety + Security
- Economy
- Infrastructure
- Quality of Life

**Lead:** City of Panama City Public Works Department

## Action Description

The damage the City endured during Hurricane Michael, including the loss of an estimated one million trees, has exacerbated the limitations of the City's stormwater management system. Investing in an assessment of the capacity, flow, and design of the existing stormwater system, and its points of connection to other municipalities' upstream systems, to determine how to manage stormwater comprehensively will be critical in the long-term resiliency of the City to weather future storms or flooding. Data-based design that incorporates natural and engineered solutions for stormwater management will not only help reduce flooding risks citywide, but also may yield other environmental, social, or economic benefits, particularly where the City can utilize sustainable infrastructure in lieu of traditional hardened infrastructure.



**TOTAL COST:** **\$40 M**

**POTENTIAL FUNDING SOURCE:**

- Hazard Mitigation Grant Program
- Public Assistance
- Clean Water State Revolving Fund
- Stormwater Utility Fee
- Resilient Communities Program

**Organizations with Potential Funding:**

- National Oceanic and Atmospheric Administration

## Resources

- Hydrologic and Hydraulic Study
- Localized Sustainable Infrastructure Solutions

## Where is this action involved?



Recovery Action Plan

Strategy: SS.1.1



Downtown Master Plan

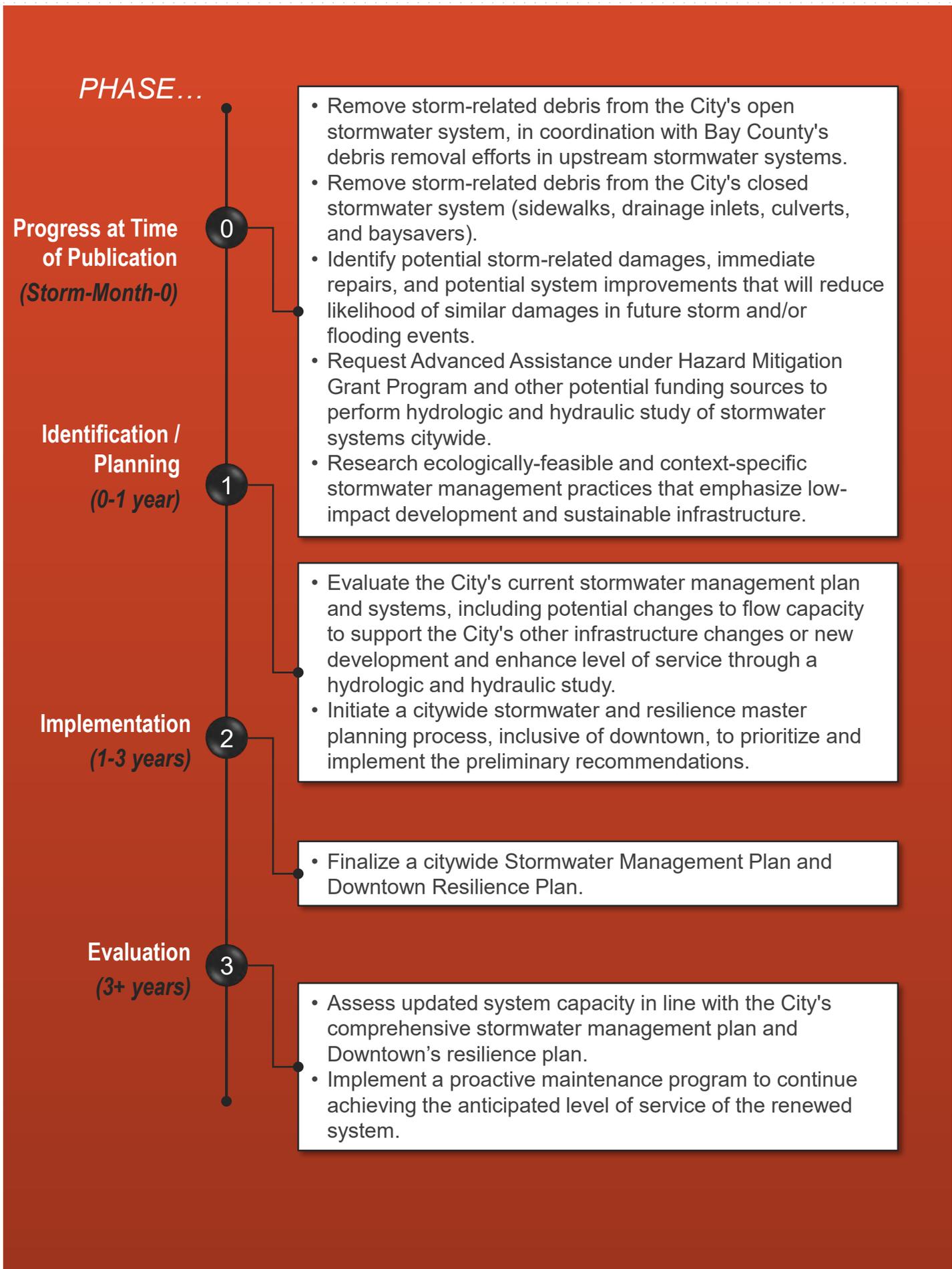
Strategy: 19, 26



Bay County Long-Term Recovery Plan

Strategy: 35, 36, 86

# Implementation Steps





# ACTION I.2.2

Harden and leverage power and communications infrastructure to bolster resilience.

OBJECTIVE I.1

PRIORITY LEVEL:



## Partners

City of Panama City Public Works Department

City of Panama City Development Services Department

NextEra Energy (i.e., Gulf Power Company)

Construction Services

City of Panama City Utilities Departments

Communication Companies

**Lead:** Utility Providers, City of Panama City

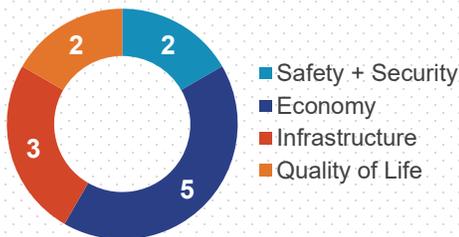
## Action Description

Hurricane Michael contributed to widespread power outages due to fallen trees and broken power lines. Repairing and restoring impacted infrastructure is important, but the ability to develop resilient, advanced, and smart infrastructure systems will improve the City of Panama City's ability to withstand future disasters.

## Measures of Success

- Support 5G technology
- 100%** of new subdivisions have underground utilities
- Maintenance of microgrids
- A standard duct bank/conduit design is approved and implemented
- Completion and approval of transmission and distribution storm protection plan

## Met Needs

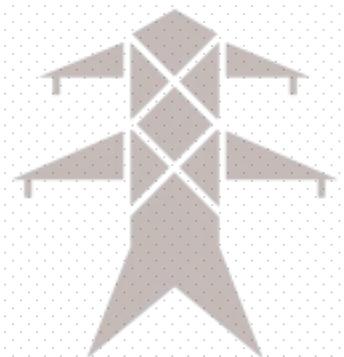


**TOTAL COST:** \$X

**POTENTIAL FUNDING SOURCE:** • Private sector

## Resources

- Construction equipment and workers



## Where is this action involved?



Downtown Master Plan Strategy: 2



Bay County Long-Term Recovery Plan Strategy: 12, 72, 141, 226

# Implementation Steps

PHASE...

Progress at Time  
of Publication  
(Storm-Month-0)

0

- Conduct assessment of communication utilities disruption and damage.
- Coordinate with Verizon to construct a citywide 5G small-cell network in the City of Panama City.

Identification /  
Planning  
(0-1 year)

1

- Create transmission and distribution storm protection plan to submit to the Public Service Commission for electric public utilities.
- Establish partnerships with private utility providers to create subsidy programs to reduce the risk of rising utility bills for private entities to harden electric and communications infrastructure.
- Create a standard duct bank/conduit design for future projects.
- Coordinate with private utility providers to maintain microgrids.
- Continue coordination between the City and Verizon to facilitate the implementation and launch of 5G network services.
- Develop regulations to require new development to construct all underground utilities.
- Publicize 5G network launch.

Implementation  
(1-3 years)

2

- Coordinate transition with other capital improvement and construction projects, to limit the risk of damage to new underground systems, including developing a map of utilities.

Evaluation  
(3+ years)

3

- Finalize transition to utility hardening and adaptation for electric public facilities.
- Develop and adjust maintenance plan for electric public utility systems.
- Coordinate with private electric utility systems to promote hardening and adaptation and develop a maintenance plan.



# ACTION I.2.3

Modernize water, wastewater, and stormwater system infrastructure.

OBJECTIVE I.1

PRIORITY LEVEL:

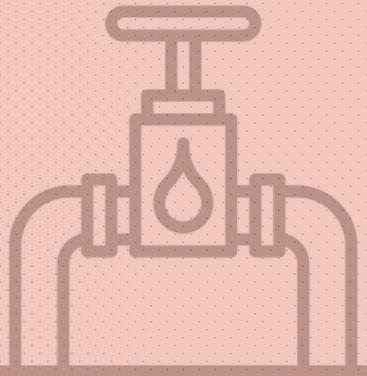


## Partners

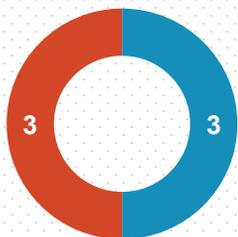
Construction services

### Measures of Success

- Assessment of functional liability of systems and their sustainability
- Funding secured from state and federal sources to replace necessary low-to-moderate income infrastructure
- Conduct feasibility study on Action I.2.4, including the replacement or relocation of lift stations
- 100%** restored fire flow across the City
- Integrated reuse of water systems



### Met Needs



- Safety + Security
- Economy
- Infrastructure
- Quality of Life

**Lead:** City of Panama City Public Works Department

## Action Description

Pipelines under the roads experienced breakage from the storm and ongoing vibrations from increased traffic patterns associated with response and recovery activity. The City's outdated water distribution and wastewater transmission requires transition to a modern, more resilient system. The City will modernize the existing water system, including implementing a water recapture and recycling program for grey water and transitioning away from septic systems within the City. Water system modernization will support the City's growth and expansion in a resilient and sustainable manner.



**TOTAL COST:**

**\$12 M**

**POTENTIAL FUNDING SOURCE:**

- Public Assistance
- Drinking Water State Revolving Fund
- Clean Water State Revolving Fund
- Hurricane Loss Mitigation Program

## Resources

- Engineering Damage Assessment
- Construction equipment, materials, and staff

### Where is this action involved?



Recovery Action Plan

Strategy: I.2.1



Downtown Master Plan

Strategy: 1



Bay County Long-Term Recovery Plan

Strategy: 10, 11, 12, 31, 72

# Implementation Steps

## PHASE...

Progress at Time  
of Publication  
(Storm-Month-0)

0

- Identify type and extent of storm-related damages.
- Develop capital project implementation strategy to appropriately sequence and/or phase roadway and street projects with other repairs and capital improvements, including underground utilities, water/sewer repairs, sidewalk repairs, streetscape transitions, or other new capital projects.

Identification /  
Planning  
(0-1 year)

1

- Conduct an analysis of infrastructure (e.g., lift stations) to target a path forward for replacement according to condition and location, based on Michael damages (e.g., restored fire flow).
- Conduct feasibility study on the relocation of the Millville Wastewater Treatment Plant.
- Consider best practices and identify opportunities to enhance water system infrastructure (i.e., waste, sewer, and stormwater) during repairs.
  - Leverage new technology and material for the new pipe systems, including water reclamation or reuse or recycling systems, and feasibility of use in Panama City's existing or expanded infrastructure.
  - Identify opportunities to implement mitigation strategies and storm-proofing.

Implementation  
(1-3 years)

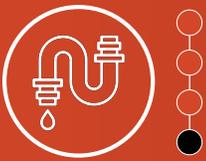
2

- Identify phased capital project design and implementation strategy for an updated systems grid, in coordination with design and phased capital update plan identified for the City's overall capital recovery projects.
- Issue and award request-for-proposal for system assessment and design.
- Implement repairs for damaged water, wastewater, and stormwater system infrastructure.

Evaluation  
(3+ years)

3

- Issue and award request for proposals for construction, according to phased capital improvement strategy and design.
- Implement and finalize construction and capital improvement project.
- Finalize repairs to damaged infrastructure.



# ACTION I.2.4

Relocate the Millville Wastewater Treatment Plant.

OBJECTIVE I.1

PRIORITY LEVEL:



## Partners

City of Panama City Development Services Department

Bay County

City of Panama City Utilities Department

**Lead:** City of Panama City Public Works Department

## Action Description

While the City is still assessing the Hurricane Michael-related damage to the Millville Wastewater Treatment Plant, the experience of the storm only demonstrates how vulnerable this facility will be in future storms or flooding events. Currently, regional course modeling of storm surge shows possible catastrophic damage, not just to the facility itself, but also to the Bay and the region's coastline. Moreover, a Flood Insurance Study shows significant still water flooding in the area, indicating that it may not require a Category 5 storm to bring serious damage to this facility. While relocation seems like the most feasible option, all mitigation options should be assessed to appropriately protect this facility, and the proposed solution should also identify methods to modernize and improve the facility's capacity and function. The City, recognizing that the Millville Wastewater Treatment Plant was designed in the 1950s and 1960s, should invest in a modern facility that both better serves the City's anticipated continued growth and reduces risks in future storms.

## Measures of Success

- Completion of a feasibility study
- Millville Wastewater Treatment Plan relocated
- Secured more than \$4 million in funding opportunities
- Restoration of greenspace and natural coastline as mitigation measures at Millville waterfront



**TOTAL COST:**

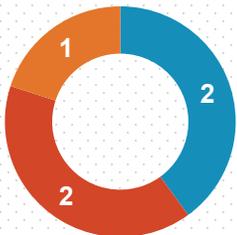
**\$24 M\***

**POTENTIAL FUNDING SOURCE:**

- Public Assistance
- Hazard Mitigation Grant Program
- Clean Water State Revolving Fund
- Community Development Block Grant – Disaster Recovery

*\*Estimate includes damage cost to the facility.*

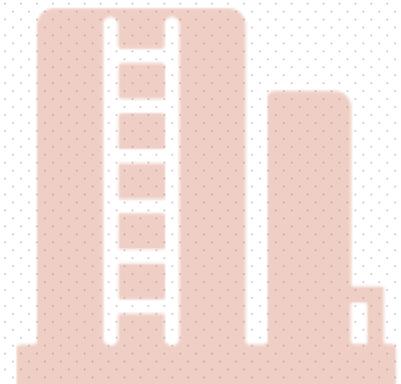
## Met Needs



- Safety + Security
- Economy
- Infrastructure
- Quality of Life

## Resources

- Flood Insurance Study
- Guidance on mitigation construction techniques and best practices



**Where is this action involved?**



Recovery Action Plan

Strategy: 70

# Implementation Steps

PHASE...

Progress at Time  
of Publication  
(Storm-Month-0)

0

- Request Advanced Assistance under Hazard Mitigation Grant Program and other potential funding sources to assess the feasibility of all mitigation options for Millville Wastewater Treatment Plant, including relocation if feasible.
- Assess and document all Hurricane Michael-related damages and assess the need for temporary and/or permanent repairs at current facility.

Identification /  
Planning  
(0-1 year)

1

- Perform comprehensive system analysis to assess mitigation options and feasibility studies for the Millville Wastewater Treatment Plant.
- Identify resources to support reuse of wastewater (e.g., rerouting water to cooling plant).
- Identify additional analysis required to develop and design mitigation proposals for Millville Wastewater Treatment Plant.

Implementation  
(1-3 years)

2

- Identify most suitable and feasible strategy for Millville Wastewater Treatment Plant, based on analysis and additional data identified in review process.
- Develop phased capital improvement strategy to implement mitigation measures to protect the Millville Wastewater Treatment Plant, including temporarily bypassing and/or transferring services.

Evaluation  
(3+ years)

3

- Implement mitigation measures for Millville Wastewater Treatment Plant.



# Economy

*Create an environment that attracts and supports a wide diversity of businesses and professionals.*

## **RECOVERY NEEDS:**



- ✓ **DIVERSE WORKFORCE AND INDUSTRY**
- ✓ **PUBLIC-PRIVATE AND EDUCATIONAL PARTNERSHIPS**
- ✓ **BUSINESS RECRUITMENT AND DEVELOPMENT**
- ✓ **LOCAL AND SMALL BUSINESS SUPPORT**
- ✓ **WORKFORCE DEVELOPMENT**
- ✓ **REDUCED CONCENTRATION OF POVERTY**
- ✓ **RESTORED RETAIL, BANKING, AND HEALTHCARE FACILITIES**



# Strategies and Actions

Goal 3: Support an accelerating and thriving economy.

## DEVELOP RESOURCES THAT SUPPORT A DIVERSE AND VIBRANT ECONOMY

*Hurricane Michael devastated businesses and local industry. Attracting and supporting diverse industry will reduce the reliance on one industry for a healthy economy, and further enhance the City's economic stability and resiliency.*

- E.1.1:** Create and promote a suite of business development and recovery assistance programs.
- E.1.2:** Support catalytic redevelopment.
- E.1.3:** Strategically address blight to generate revenue, increase property value, and attract new investment.

## RECLAIM THE CITY'S ROLE AS THE PANHANDLE'S PRIMARY ECONOMIC ENGINE

*Hurricane Michael's impact on the business community has opened the door for the City of Panama City to become a leader in business growth and innovation in the region.*

- E.2.1:** Publicize and attract businesses and visitors to the City of Panama City.
- E.2.2:** Assess next steps for a Civic Center and Convention Center.



# ACTION E.1.1

Create and promote a suite of business development and recovery assistance programs.

OBJECTIVE E.1

PRIORITY LEVEL:



## Partners

- City of Panama City Downtown Improvement Board
- City of Panama City Community Redevelopment Agency
- Florida Small Business Development Center Network
- U.S. Small Business Administration
- Gulf Coast State College's Business Innovation Center
- Emerald Coast Regional Council

## Measures of Success

- Fully staffed City department (i.e., Economic Recovery Unit)
- Establishment of business program development and recovery resources
- Business friendly culture and diverse economy
- Coordinated marketing and partnership with the Emerald Coast Regional Council
- Implemented and finalized Commercial Property Debris Removal

## Met Needs



- Safety + Security
- Economy
- Infrastructure
- Quality of Life

**Lead:** Bay County Chamber of Commerce; City of Panama City

## Action Description

Based on available market data, the number of pre-storm businesses far exceeded the number of businesses applying for or receiving Small Business Association loans to support recovery from Hurricane Michael. Of those businesses that applied, 82.2% of inspected commercial structures in the county sustained major damage. This speaks to a significant unmet need to provide local businesses with resources, tools, and connections to rebuild or redevelop in the City of Panama City. This initiative seeks to address the impacts businesses experienced as a result of Hurricane Michael by providing resources and technical assistance.



**TOTAL COST:**

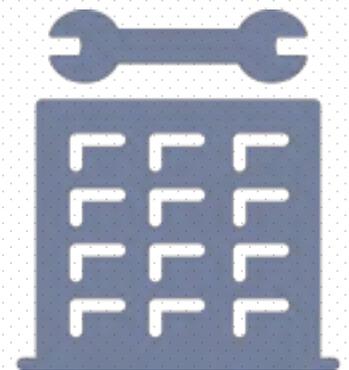
**\$X**

**POTENTIAL FUNDING SOURCE:**

- Intermediary Relending Program
- State Small Business Credit Initiative

## Resources

- Guidance on conducting a pre- and post-disaster business needs assessment



**Where is this action involved?**



**Bay County Long-Term Recovery Plan**

**Strategy: 255**

# Implementation Steps

## PHASE...

### Identification / Planning (0-1 year)

1

- Establish a City task force consisting of key partners to continue identifying business recovery needs and compiling resources, as well as implement strategies to support business recovery.
- Partner with the City of Panama City Community Redevelopment Agency, Downtown Improvement Board, Emerald Coast Regional Council, and the Bay County Chamber of Commerce to determine available resources and tools for small businesses to effectively recover and include financial literacy programs and resources. Build connectivity with existing programs and systems.
- Identify programmatic gaps and needs to inform resource development.
- Implement Commercial Property Debris Removal program, including demolition efforts.
- Build needed resources.

### Implementation (1-3 years)

2

- Assess recovery needs and continue to develop and collect tools, guidance, and resources.

- Reevaluate business needs by doing a business survey and assessment against pre-storm baseline and post-storm data.
- Identify and update resources to support businesses as they transition from recovery to long term development and growth.

### Evaluation (3+ years)

3



# ACTION E.1.2

Support catalytic redevelopment.

OBJECTIVE E.1

PRIORITY LEVEL:



## Partners

- City of Panama City Manager
- City of Panama City Downtown Improvement Board
- City of Panama City Community Redevelopment Board
- City of Panama City Community Redevelopment Agency
- Bay County
- Bay County Economic Development Alliance
- Bay District Schools

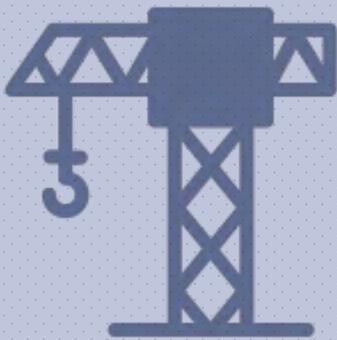
**Lead: City of Panama City Development Services Department**

## Action Description

Many key commercial assets in the City of Panama City are vacant or underperforming. This was true before the storm but has been exacerbated in the wake of the storm (e.g., mall closure). The City needs a strategy to attract and incentivize catalytic redevelopment of its key assets as a way to restore damaged commercial hubs, spur economic activity, and anchor future private investment. The City needs to incentivize the development of infill sites. This process can begin with small-scale but well-located projects that can attract other development and stimulate economic and fiscal growth in Panama City. There are two primary mechanisms at the City's disposal to incentivize these catalytic redevelopment processes: (1) providing public land to developers through a request-for-proposals process and (2) enhancing project feasibility by streamlining or expediting approvals and providing incentives such as zoning variances, parking waivers and tax abatement. This action will leverage private investment but also create jobs, enhance quality of life, and advance social equity.

## Measures of Success

- 5% increase in aggregate property values
- 50% of population are homeowners over 5 years
- Increased number of jobs created



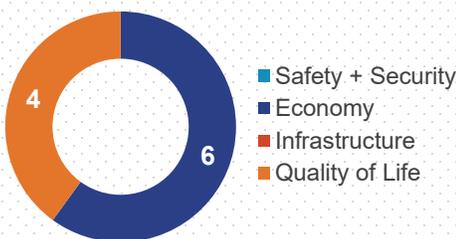
 <b>TOTAL COST:</b>	<b>\$X</b>
<b>POTENTIAL FUNDING SOURCE:</b>	<ul style="list-style-type: none"> <li>• Real Estate Investment Funds</li> <li>• Land and Water Conservation Fund</li> <li>• Parks and Open Space Florida Forever Grant</li> <li>• Florida Forever Program</li> <li>• Stan Mayfield Working Waterfronts Florida Forever Grant Program</li> <li>• Community Development Block Grant 108 Loan</li> <li>• Private Investments</li> </ul>
	<b>Organizations with Potential Funding:</b>
	• Community Redevelopment Agency

## Resources

- Guidance on local and regional economic development
- Florida Main Street Program

## Where is this action involved?

## Met Needs



	<b>Recovery Action Plan</b>	<b>Strategy: E.1.3</b>
	<b>Downtown Master Plan</b>	<b>Strategy: 5, 7, 24, 33, 41</b>
	<b>Economic Development Plan</b>	<b>Page: 68</b>
	<b>Bay County Long-Term Recovery Plan</b>	<b>Strategy: 188, 189</b>

# Implementation Steps

## PHASE...

### 1 Identification / Planning (0-1 year)

- Inventory available land for catalytic projects, including publicly owned property and "soft sites". This analysis should include public schools, County land, and other non-traditional sites. Identify and prioritize opportunities based on availability of land and location in priority development areas such as Downtown.
- Identify community needs that can be addressed through redevelopment (e.g., new hotels, housing).
- Conduct feasibility analysis to understand the need for public incentives and assistance.
- Instill a "customer service" orientation among City staff.
- Evaluate the market potential of available sites through conversations with developers.
- Conduct marketing and outreach to gauge interest and recruit developers, Opportunity Zone investors, and Triumph Fund administrators to gauge interest in potential sites.
- Release a request-for-proposals process to solicit developers for priority projects.

### 2 Implementation (1-3 years)

- Conduct request for proposals process for top priority projects for public land and buildings.
- Negotiate incentive packages for each site, considering full scale regulatory incentives (e.g., zoning waivers or bonuses, waivers for parking and stormwater retention requirements, expedited review), fiscal incentives (e.g., tax abatement, public land), and infrastructure investments (e.g., parks, streetscape, blight clearance, civic center).

### 3 Evaluation (3+ years)

- Continue to support the implementation of large-scale, catalytic opportunities.



# ACTION E.1.3

Strategically address blight to generate revenue, increase property value, and attract new investment.

## OBJECTIVE E.1

PRIORITY LEVEL:



### Partners

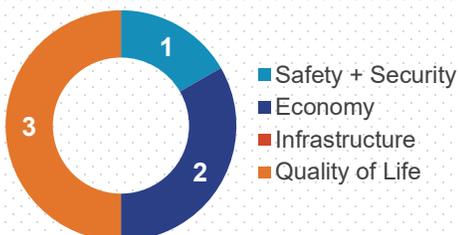
- City of Panama City Public Information Officer
- City of Panama City Attorney
- City of Panama City Purchasing Department
- City of Panama City Community Development Department
- City of Panama City Community Redevelopment Agency
- City of Panama City Community Redevelopment Board
- City of Panama City Downtown Improvement Board
- City of Panama City Code Enforcement Board
- Center for Community Progress
- Habitat for Humanity
- AmeriCorps Goodwill Goodworks!

### Measures of Success

- 20 code enforcement hearings per year
- Creation of a grant program to promote restoration and rehabilitation
- Establishment of a legal support office to address housing and property owner title issues
- Inventory of vacant and blighted properties completed
- Development of City Prospectus



### Met Needs



**Lead: City of Panama City Development Services Department**

### Action Description

Property damage and blight due to pre-storm disinvestment and storm damage is extensive throughout the City Panama City. Blighted properties decrease surrounding property values, erode the health of the local housing market, pose safety hazards, and reduce local tax revenue. The City needs a strategic plan to address both pre-existing blighted properties and blight directly caused by Hurricane Michael. Addressing code violations and repair needs is crucial to the recovery of commercial and residential areas and the attraction of private investment and economic growth. The City's property owners need support to make these improvements. Targeting specific neighborhoods and commercial corridors for code enforcement, removal of tax delinquent and derelict buildings, and launching public incentives will invite private investment and increase the quality of life in the City of Panama City.



**TOTAL COST:**

**\$X**

**POTENTIAL FUNDING SOURCE:**

- Neighborhood Stabilization Program
- Tax increase
- Private Property Debris Removal
- Florida Job Growth Grant Fund
- New Market Tax Credit
- Community Development Block Grant – Disaster Recovery
- State Housing Initiatives Partnership

**Organizations with Potential Funding:**

- Community Redevelopment Agency

### Resources

- Code enforcement regulations
- Building and zoning codes
- Guidance on streamlining code enforcement process, including materials for community meetings (e.g., flyers, web information)
- Guidance for building demolition and renovation
- Guidance on program evaluation
- Guidance on opportunity zones
- Assistance from the Community Redevelopment Agency

### Where is this action involved?

	<b>Recovery Action Plan</b>	<b>Strategy: SS.1.1, E.1.2, QL.1.1, QL.1.3</b>
	<b>Downtown Master Plan</b>	<b>Strategy: 5, 37, 38, 39, 40</b>
	<b>Economic Development Plan</b>	<b>Page: 56</b>
	<b>Bay County Long-Term Recovery Plan</b>	<b>Strategy: 185</b>

# Implementation Steps





# ACTION E.2.1

Publicize and attract businesses and visitors to the City of Panama City.

OBJECTIVE E.3

PRIORITY LEVEL:



## Partners

City of Panama City Downtown Improvement Board

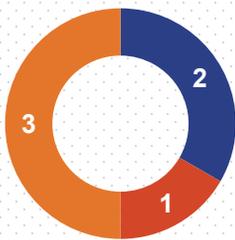
Florida State University Innovation Hub

Bay County Chamber of Commerce

## Measures of Success

- Increase in bed tax revenue
- Increase in commercial license fee revenue
- Increase in business applications
- Increase in the percentage of business that renew their license

## Met Needs



- Safety + Security
- Economy
- Infrastructure
- Quality of Life

Lead: City of Panama City

## Action Description

The City of Panama City is not an economic draw for new business. The City must attract new growth by underscoring the changes implemented as a stronger, attractive, and more resilient business community after Hurricane Michael. Previously, efforts have been made to market the downtown as a center for business. While this should continue, the City should expand its marketing to attract more comprehensive new development and showcase the whole of the City of Panama City as a center for business and commerce.



TOTAL COST:

\$X

POTENTIAL FUNDING SOURCE:

- Organizations with Potential Funding:
- Bay Economic Development Alliance
  - Downtown Improvement Board

## Resources

- Information on City's businesses
- Guidance on supporting business owners in their recovery
- Guidance on local and regional economic development
- Guidance on tourism promotion
- Guidance on program evaluation
- Guidance on incentives to support economic growth

*Where is this action involved?*



Bay County Long-Term Recovery Plan

Strategy: 154

# Implementation Steps

PHASE...

Identification /  
Planning  
(0-1 year)

0

- Inventory Panama City businesses and perform market analysis to determine areas of loss.
- Solicit input from business owners about impediments to redevelopment, return, and relocation.

Progress at Time  
of Publication  
(Storm-Month-0)

1

- Assess and reestablish marketing strategy for the City of Panama City's unique business brand and marketing the City as being "open for business."
- Utilize programming and initiatives (e.g., voluntourism) to support recovery and encourage the increase in visitors to the areas.

Implementation  
(1-3 years)

2

- Implement marketing strategy and track metrics of success (e.g., traffic, views, outcomes).
- Establish a board for the chamber of commerce tasked with researching and securing funding and staff in accordance with the implementation strategy.

Evaluation  
(3+ years)

3

- Reassess marketing campaign to identify opportunities to market success of economic recovery efforts and transition to permanent branding.
- Evaluate competitive grant and/or revolving loan fund's process, award procedure, and impact on the City's economy.
- Evaluate competitive grant and/or revolving loan fund's process, award procedure, and impact on awarded businesses' longevity, hiring, and revenue growth.



# ACTION E.2.2

Assess next steps for a Civic Center and Convention Center.

## OBJECTIVE E.3

PRIORITY LEVEL:



### Partners

Visit Panama City

Triumph Gulf Coast, Inc.

### Measures of Success

- Partial allocation of State and federal funding towards development
- Completion of market study assessment within **one year**

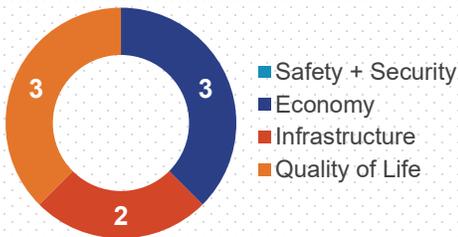


**TOTAL COST: \$30 M**

#### POTENTIAL FUNDING SOURCE:

- Parks and Open Space Florida Forever Grant Program
- Stan Mayfield Working Waterfronts Florida Forever Grant Program
- Triumph Gulf Coast Funding
- Public Assistance

### Met Needs



### Where is this action involved?

- Recovery Action Plan**  
Strategy E.1.2
- Downtown Master Plan**  
Strategy 7
- Bay County Long-Term Recovery Plan**  
Strategy 214, 291

**Lead: City of Panama City**

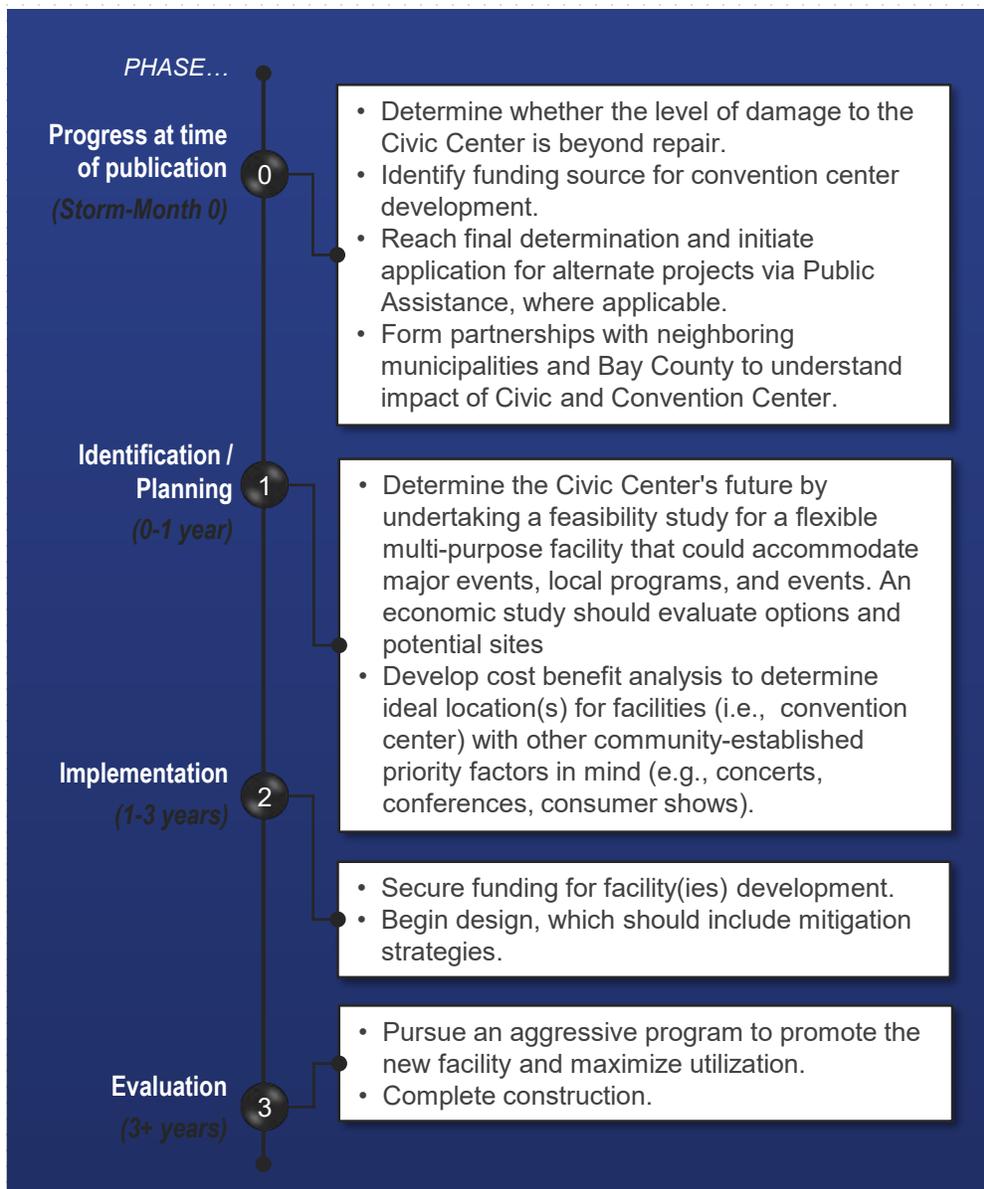
### Action Description

Several of the City's cultural activity centers were severely damaged or destroyed during Hurricane Michael, such as the Civic Center and the Martin Theatre. As a result, the City has an opportunity to restore and improve these facilities, or to build new ones—such as a convention center. At this stage of recovery, strategic decisions about which facilities will be built—and where—need to be determined in order to maximize funding assistance. The City needs to assess and determine a path forward to revitalize and bolster the arts, cultural, and historic aspects of the City.

### Resources

- Guidance on performing benefit cost analysis
- Examples of multi-purpose facilities in alternate locations
- U.S. Department of Commerce Planning Assistance Program
- Federal Emergency Management Agency Integrated Recovery Coordination Group
- Guidance to support maximum facility location

### Implementation Steps





# Quality of Life

*Increase services, resources, and amenities that contribute to a fulfilling, healthy, happy, and well-rounded life for City residents.*

## ***RECOVERY NEEDS:***



- ✓ ***INCREASED HOUSING STOCK AND OWNERSHIP***
- ✓ ***PUBLIC ACCESS TO THE WATERFRONT***
- ✓ ***PLACEMAKING AND SUPPORT FOR ART AND ARTISTS***
- ✓ ***RESTORED NATURAL RESOURCES***
- ✓ ***HISTORIC PRESERVATION***
- ✓ ***INCREASED COMMUNITY ENTERTAINMENT AND ENRICHMENT***
- ✓ ***EDUCATION SYSTEM SUPPORT***



# Strategies and Actions

Goal 4: Create a vibrant community with a high quality of life.



## INVEST IN AN ATTRACTIVE HOUSING MARKET THAT IS AFFORDABLE TO THE CITY'S WORKFORCE

*Hurricane Michael exacerbated what was already a lack of affordable housing in the City by damaging or destroying about 60 percent of the housing stock. Helping residents secure safe, affordable, and sustainable housing is vital to support recovery in the City.*

- QL.1.1:** Compile and disseminate information about housing resources and assistance.
- QL.1.2:** Reassess and capture post-storm housing needs.
- QL.1.3:** Create affordable, inclusive, and live-work housing through code revision, incentives, and development requirements.
- QL.1.4:** Modernize public housing.



## HONOR PANAMA CITY'S UNIQUE SENSE OF PLACE

*Hurricane Michael impacted many of the natural and cultural resources that made the City unique and iconic. Efforts will be made to restore these resources and the sense of place within the community.*

- QL.3.1:** Restore citywide tree canopy.
- QL.3.2:** Repair historic buildings from previous disasters and identify opportunities to increase their resilience to future disasters.



## PROVIDE ACCESSIBLE COMMUNITY SERVICES TO ALL RESIDENTS AND VISITORS

*Many residents are still in need of community resources and services to help recover from Hurricane Michael.*

- QL.2.1:** Provide school children and their families with stability and safety through facility repair and health services.
- QL.2.2:** Establish a Long-Term Recovery Committee in the City to empower residents on the road to recovery.



## ESTABLISH PANAMA CITY AS THE PREMIER DESTINATION FOR ARTS AND CULTURE IN THE PANHANDLE

*Hurricane Michael caused significant damage to many of the cultural and historic sites across the City. The restoration, redesign, and enhancement of existing and planned arts and cultural centers will be key to advancing the renewed vision for a prosperous and resilient community.*

- QL.4.1:** Support and encourage local artists to remain in the City and preserve the City's identity as an arts community.



# ACTION QL.1.1

Compile and disseminate information about housing resources and assistance.

OBJECTIVE QL.1

PRIORITY LEVEL:



## Partners

Panama City Housing Authority  
Florida Housing Finance Corporation

**Lead:** City of Panama City Community Development Department

## Action Description

The destruction of Hurricane Michael created an immediate and long-term need for housing. This need is a primary concern for residents, who are struggling to find housing information or resources. To help residents navigate this confusing process, the City will establish a centralized online resource for residents that includes information about interim housing solutions and resources for homeowners and renters.

## Measures of Success

- 40% increase in homeownership within the next five years
- 95% of residents back in their homes within five years
- Secured funding opportunities (e.g., State Housing Initiatives Partnership Program, Community Development Block Grant)
- Dissemination of public survey to identify housing needs (e.g., housing counselors)



**TOTAL COST:** \$X

**POTENTIAL FUNDING SOURCE:**

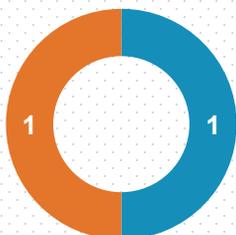
- Community Development Block Grant – Disaster Recovery
- Neighborhood Stabilization Program
- Florida Community Loan Fund
- State Housing Initiatives Partnership Program



## Resources

- Housing resources and assistance information
- Guidance on development of housing resource centers
- Guidance on interim housing programs and solutions
- Guidance on program evaluation
- Guidance on public information dissemination

## Met Needs

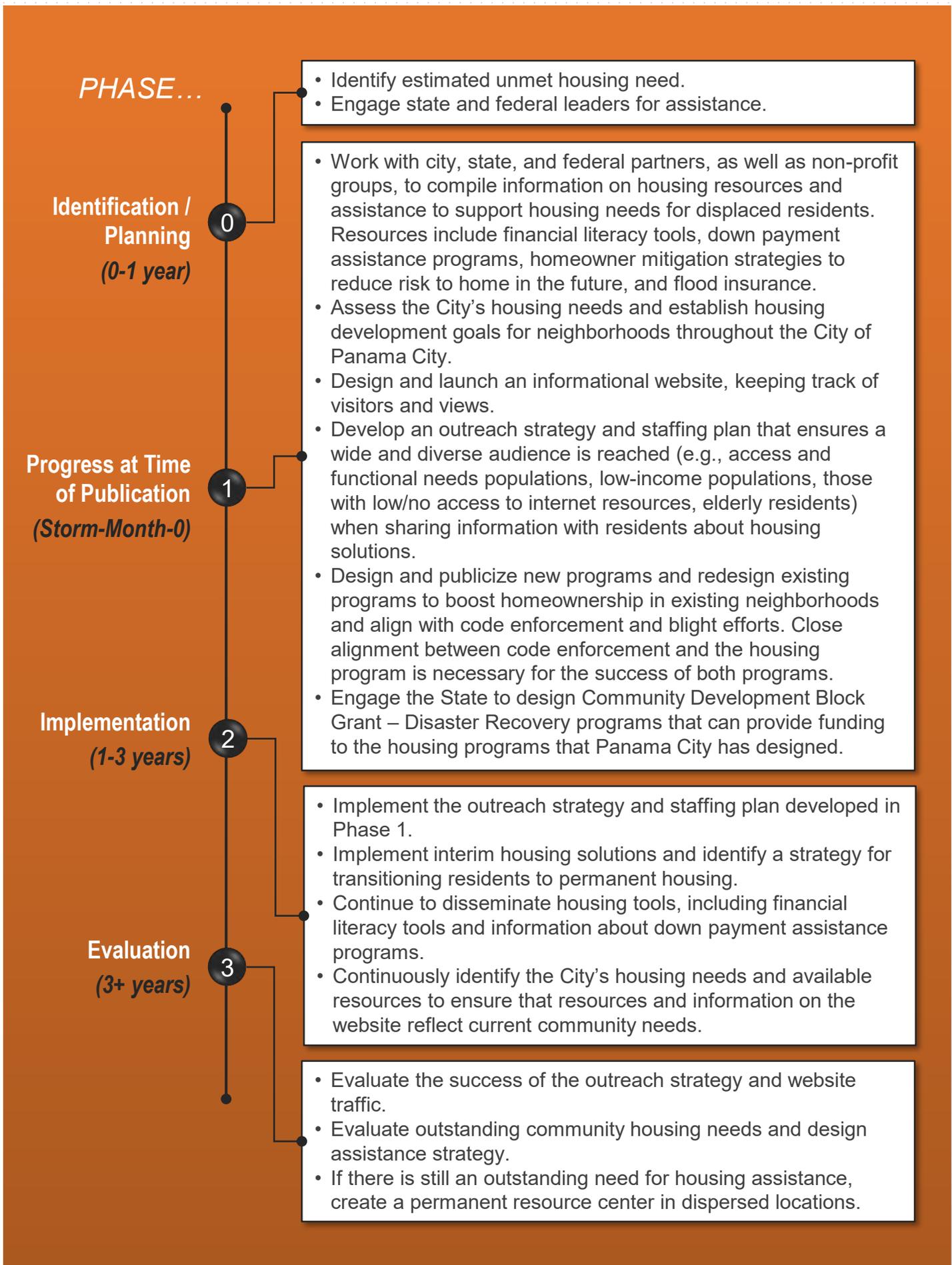


- Safety + Security
- Economy
- Infrastructure
- Quality of Life

## Where is this action involved?

	<b>Recovery Action Plan</b>	<b>Strategy: QL.1.2</b>
	<b>Downtown Master Plan</b>	<b>Strategy: 62</b>
	<b>Economic Development Plan</b>	<b>Page: 60</b>
	<b>Bay County Long-Term Recovery Plan</b>	<b>Strategy: 191, 192</b>

# Implementation Steps





# ACTION QL.1.2

Reassess and capture post-storm housing needs.

OBJECTIVE QL.1

PRIORITY LEVEL:



## Partners

Panama City Housing Authority

Bay County Contractors and Associates

Bay Building Industries Association

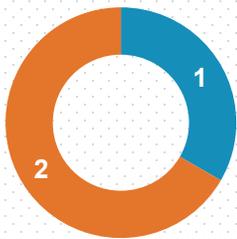
Florida Housing Finance Corporation

## Measures of Success

- ❑ Completion of housing needs and market study within 2 years



## Met Needs



- Safety + Security
- Economy
- Infrastructure
- Quality of Life

**Lead:** City of Panama City Community Development Department

## Action Description

After Hurricane Michael, damage assessments of homes were performed by multiple federal partners with differing criteria of what constitutes major or minor damage. This left the City with an incomplete understanding of the extent of damages to homes and therefore makes it difficult to understand which resources would most benefit homeowners and renters. A housing needs and market study will help establish the current state of the housing market across the City, as well as housing needs, which may support future investment to rapidly allow residents to return to the community.



**TOTAL COST:**

**\$2 M**

**POTENTIAL FUNDING SOURCE:**

- Community Development Block Grant – Disaster Recovery
- Neighborhood Stabilization Program
- Florida Community Loan Fund
- State Housing Initiatives Partnership Program
- Private Investment

## Resources

- Guidance on housing assessment practices



**Where is this action involved?**



Recovery Action Plan

Strategy: QL.1.1, QL.1.3, QL.1.4

# Implementation Steps

PHASE...

Identification /  
Planning  
(0-1 year)

1

- Work with local housing advocates to design a housing re-assessment process.
- Reassess and capture all storm related damages to housing.
- Revise the Hurricane Michael Impact Analysis to reflect key findings from the assessment.
- Use the assessment findings to inform the development of housing programs, resources, and information sent to homeowners and renters.
- Develop a strategy to perform the housing market and needs assessment (internal or external sourcing).

Implementation  
(1-3 years)

2

- Adjust housing resources (QL.1.1) based on updated needs.
- Conduct housing market and needs study.
- Disseminate findings to the appropriate developers to procure services and encourage investment in rebuilding and restoring housing in the City of Panama City.

- Evaluate housing needs and identify gaps where needs are not being addressed through current efforts.

Evaluation  
(3+ years)

3



# ACTION QL.1.3

Create affordable, inclusive, and live-work housing through code revision, incentives, and development requirements.

OBJECTIVE QL.1

PRIORITY LEVEL:



## Partners

City of Panama City Development Services Department

City of Panama City Community Redevelopment Agency

Panama City Housing Authority

Bay County Economic Development Alliance

Bay Area Defense Alliance

Bay County Chamber of Commerce

Tyndall Air Force Base

Subcommittee of Long-Term Recovery Committee

## Measures of Success

- Development and dissemination of public survey to understand public perception on housing
- Creation of educational campaign on affordable housing



## Met Needs



- Safety + Security
- Economy
- Infrastructure
- Quality of Life

**Lead:** City of Panama City Community Development Department

## Action Description

Prior to Hurricane Michael, the City had a shortage of housing of all types. This issue has been exacerbated since the storm, causing an increase in rental costs up to 400%. The City will work to repair and rebuild existing housing and can expand housing options by developing new regulations and identifying incentives and requirements to attract new investment.



**TOTAL COST:** \$X

### POTENTIAL FUNDING SOURCE:

- Community Development Block Grant – Disaster Recovery
- Neighborhood Stabilization Program
- Florida Community Loan Fund
- State Housing Initiatives Partnership Program

- Low Income Housing Tax Credit
- Private Investment
- Community Development Block Grant 108 Loan
- REBUILD Northwest Florida Residential Hurricane Mitigation Program

### Organizations with Potential Funding:

- Community Redevelopment Agency

## Resources

- Guidance on codes to create an inclusive, affordable, and live-work housing stock
- Guidance on incentives to create an inclusive, affordable, and live-work housing stock
- Guidance on requirements to create an inclusive, affordable, and live-work housing stock
- Hurricane Michael Impact Analysis
- Current land development regulations
- Guidance on engaging with developers
- Guidance on program evaluation

## Where is this action involved?



**Recovery Action Plan** Strategy: E.1.3, QL.1.2



**Downtown Master Plan** Strategy: 35, 58, 59, 61, 62, 63, 64, 67



**Economic Development Plan** Page: 60



**Bay County Long-Term Recovery Plan** Strategy: 200, 202, 207, 208

# Implementation Steps

## PHASE...

### Identification / Planning (0-1 year)

- Assess the current and future housing needs and identify gaps in the housing supply (ownership and rental).

- Engage housing developers and large property owners to gauge existing public support on regulatory obstacles to increased housing development. Based on outcome, consider a sub-committee within the long-term recovery committee that focuses on countywide housing.
- Educate developers about federal, state, and local opportunities for development, such as post-disaster development programs and affordable housing incentives. Develop requirements that define housing affordability within the City.
- Create interim housing solutions for displaced residents (particularly for teachers, students, and elderly residents). Evaluate the need for enhanced use leases to develop land on Tyndall Air Force Base and at universities. Engage construction workers to facilitate interim housing construction.
- Assess land use and development requirements related to workforce, median income, mixed-income, and live-work housing.
- Initiate City incentive programs to spur development (e.g., providing staging areas for construction materials, expediting permitting, subsidies for infill) and increase homeownership opportunities.
- Support the repair and rebuilding of homes destroyed by Hurricane Michael.
- Work with and educate downtown businesses and property owners on the benefits of live-work housing.
- Identify opportunities to reduce blight and incentivize infill development.
- Review and revise, if necessary, affordable housing and assistance programs to support various income levels and ensure programs require background checks.

### Progress at Time of Publication (Storm-Month-0)

- Address any required changes to land use and development requirements.
- Inventory and evaluate the use of public funding (e.g., low-income housing tax credit, state housing initiatives partner program, Federal Home Loan Bank, etc.) for workforce and median income housing.
- Establish a request-for-proposals to allocate public funding to support workforce and median income housing projects led by nonprofit and for-profit developers.
- Develop a set of approved drawings for small infill development to reduce the small developers' or homeowners' up-front costs and to simplify plan approvals.
- Provide incentives for second-floor housing above Downtown storefronts.
- Identify downtown buildings with upper-floor spaces suitable for conversion to residential use.
- Continue to educate developers about federal, state, and local opportunities for development incentives, this includes post-disaster development programs and affordable housing and mixed-income incentives.
- Continue to identify opportunities to reduce blight and incentivize infill development.
- Continue to support the repair and rebuilding of homes destroyed by Hurricane Michael.
- Implement City of Panama City incentive programs to meet developer needs and incentivize homeownership opportunities.
- Initiate a pilot program for live-work downtown redevelopment to attract military families.

### Implementation (1-3 years)

### Evaluation (3+ years)

- Evaluate and continue to develop initiatives to increase access to workforce and median income rental and ownership opportunities.
- Evaluate live-work pilot program to further fund and incentivize live-work housing.
- Continue to evaluate current and future housing need and identify gaps in housing supply.



# ACTION QL.1.4

Modernize public housing.

OBJECTIVE QL.1

PRIORITY LEVEL:



## Partners

City of Panama City Community Development Department

City of Panama City Manager

**Lead:** Panama City Housing Authority

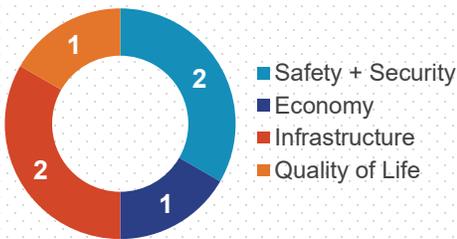
## Action Description

Panama City Housing Authority and the City of Panama City will collaborate to create a comprehensive plan to modernize all public housing in the City based on best practices for creating inclusive mixed-income communities. Redevelopment of public housing sites into thriving mixed-income communities helps the City reduce the concentration of poverty and supports neighborhood growth. The City should support the Panama City Housing Authority in redeveloping its inventory of public housing to advance the goals of both organizations.

## Measures of Success



## Met Needs



**TOTAL COST:**

**\$X**

**POTENTIAL FUNDING SOURCE:**

- Community Development Block Grant – Disaster Recovery
- Neighborhood Stabilization Program
- Rental Assistance Demonstration Program
- Choice Neighborhood Initiative
- Florida Community Loan Program

## Resources

- Public housing damage assessments
- Guidance on public housing redevelopment options
- Guidance for public housing construction contract requirements

## Where is this action involved?



**Recovery Action Plan**

**Strategy: QL.1.2**



**Downtown Master Plan**

**Strategy: 58**



**Economic Development Plan**

**Page: 82**



**Bay County Long-Term Recovery Plan**

**Strategy: 207**

# Implementation Steps

PHASE...

Identification /  
Planning  
(0-1 year)

0

- Begin reviewing damage assessment for public housing and identify options for public housing redevelopment.

Progress at Time  
of Publication  
(Storm-Month-0)

1

- In partnership with the Housing Authority, continue reviewing damage assessment for public housing and discuss options for redevelopment or restoration of public housing.
- The Housing Authority prepares a plan for all public housing that calls for redevelopment or disposition of properties. Ensure plans address public housing needs for seniors.
- City and Housing Authority determine financing structure related to recovery and ensure public housing is insured as a condition of development.

Implementation  
(1-3 years)

2

- Housing Authority moves forward with a competitive selection process to select development partners for targeted public housing sites and pursues additional federal funding.
- Establish an agreement with the Housing Authority to formalize how the City will support the redevelopment or disposition of Housing Authority properties (e.g., public funding, infrastructure investments, development of neighboring sites, regulatory relief, etc.).
- Housing Authority oversees development of public housing.
- Housing Authority will administer selection process and applications.

Evaluation  
(3+ years)

3

- Housing Authority manages public housing properties and continued maintenance.
- Reassess additional update needs and determine a plan for implementation.



# ACTION QL.2.1

Provide school children and their families with stability and safety through facility repair and health services.

OBJECTIVE QL.2

PRIORITY LEVEL:



## Partners

- PanCare
- American Red Cross
- U.S. Department of Health and Human Services
- City of Panama City Quality of Life Department
- City of Panama City Commission
- City of Panama City Community Redevelopment Agency
- Florida State University
- Gulf Coast State College
- Bay County
- Career Source Gulf Coast
- National Center for Community Schools
- Florida Department of Education
- U.S. Department of Education

**Lead:** Bay County School District; City of Panama City Community Development Department

## Action Description

For many of the City of Panama City’s students and their families, Hurricane Michael may be the most traumatic experience of their lives. Not only that, but the effects of Hurricane Michael remain, including housing insecurity, financial stressors, and a general sense of uncertainty that may follow students as they return to school for the 2019-2020 academic year. Repairing and rebuilding the damaged facilities in a timely manner and providing essential wraparound services to promote strong mental health will support the resilience of the City of Panama City. Specifically, this should include providing mental health experts to Bay County District Schools and integrating any future mental health programs developed for the schools.



**TOTAL COST: \$X**

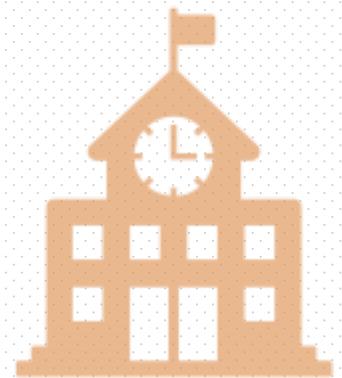
- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Promise Neighborhoods Initiative</li> <li>• Full-Service Community Schools</li> </ul> <p><b>Organizations with Potential Funding:</b></p> <ul style="list-style-type: none"> <li>• Florida State University</li> <li>• Gulf Coast State College</li> <li>• Bay County Agencies</li> <li>• Florida Department of Education</li> </ul> | <ul style="list-style-type: none"> <li>• U.S. Department of Education</li> <li>• City Agencies</li> <li>• PanCare</li> <li>• American Red Cross</li> <li>• U.S. Department of Health and Human Services</li> <li>• Career Source Gulf Coast</li> <li>• National Center for Community Schools</li> <li>• U.S. Department of Health and Human Services</li> </ul> |
|---|---|

## Measures of Success

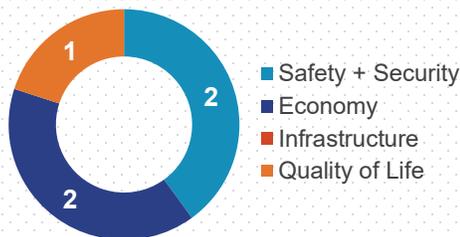
- Creation of school task force
- Training program established for educational professionals on mental health
- Number of homeless children returned to pre-storm conditions

## Resources

- Hurricane Michael Impact Analysis
- Guidance on Education Group Task Forces



## Met Needs



## Where is this action involved?

	<b>Economic Development Plan</b>	<b>Page: 76</b>
	<b>Bay County Long-Term Recovery Plan</b>	<b>Strategy: 61-66, 142</b>

# Implementation Steps

PHASE...

Identification /  
Planning  
(0-1 year)

0

- Identify unmet needs in schools and school children.
- Identify key areas where the City can support Bay District Schools.
- In collaboration with Bay District Schools, send a Crisis Counseling Assistance and Training Program extension request to the State for submission to the Regional Administrator and Secretary of Health and Human Services.
- Partner with health services organizations to provide mental health and behavioral services at schools, as well as other services to address needs from Hurricane Michael.

Implementation  
(1-3 years)

1

- Convene Education Group Task Force, including all relevant regional stakeholders to identify action plan for holistic approach to supporting City children and their families after Hurricane Michael. Ensure the plan includes programs that allow parents/guardians/family and children to spend more time with each other.
- Explore alternative funding opportunities for Bay District Schools facility repair.
- Identify strategies to support Bay District Schools, charter schools, students, and families through recovery strategies (e.g., volunteer initiatives, housing, wraparound services, improved parks).

Implementation  
(1-3 years)

2

- Education Group Task Force initiates action plan.
- Continue to support Bay District schools, charter schools, students, and families through recovery strategies (e.g., volunteer initiatives, housing, wraparound services, improved parks).

Evaluation  
(3+ years)

3

- Evaluate Education Group Task Force success and progress and revise strategy, as needed.



# ACTION QL.2.2

Establish a Long-Term Recovery Committee in the City to empower residents on the road to recovery.

OBJECTIVE QL.2

PRIORITY LEVEL:



## Partners

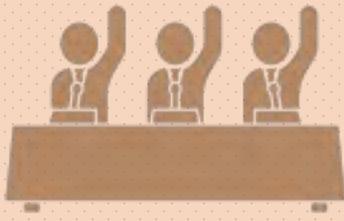
City of Panama City Downtown Improvement Board

City of Panama City Wards I-IV

Panama City Growing Strong

## Measures of Success

- 100% of recovery actions completed
- 2 members from each ward appointed to the long-term recovery committee with a clearly defined role
- Quarterly meetings and reports



**Lead:** Decided by Committee

## Action Description

Long-Term Recovery Committees are often established after significant events to help disaster survivors share information, collaboratively resolve unmet community needs, and strengthen connections between local community organizations that possess an acute awareness of local residents' needs. Establishing a Long-Term Recovery Committee can foster a better sense of community within the City of Panama City and allow community organizations and residents to play a significant role in recovery. Additionally, community partnerships can increase programming and community involvement without relying on local government staff. To ensure that the Long-Term Recovery Committee's priorities include the needs of all residents, its membership should consist of representatives from each of the City's wards.



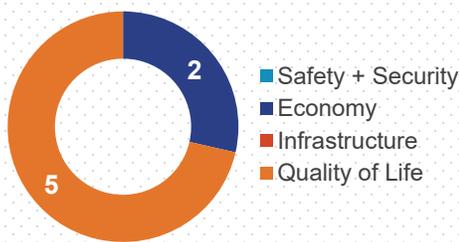
**TOTAL COST:**

**\$X**

**POTENTIAL FUNDING SOURCE:**

Dependent on initiatives undertaken by Committee

## Met Needs



## Resources

- Equipment to host meetings
- Meeting venues
- Ward-Specific Needs Assessment

**Where is this action involved?**



**Economic Development Plan**

**Page: 60**

# Implementation Steps

## PHASE...

Identification /  
Planning  
(0-1 year)

0

- Identify the community's concerns and priorities for recovery via comprehensive public engagement.
- Identify potential focus areas or subcommittees for engagement with the Long-Term Recovery Committee.

Progress at Time  
of Publication  
(Storm-Month-0)

1

- Develop an outreach campaign to publicize upcoming census count. The campaign should stress the importance of census counting and incentivize residents to participate. Implement the campaign as soon as possible.
- Follow-up with groups that attended "Mondays with the Manager" and design charrette activities and other public meetings to invite them to participate in the Long-Term Recovery Committee. Ensure that members represent each of the City's four wards.
- Develop a meeting schedule and identify venues across the City to host meetings.
- Solicit ideas for specific events and services that existing community groups are interested in supporting and develop partnerships with groups.
- Convene meetings and appoint leadership. The committee chair/board will be responsible for planning and organizing meetings and events.
- Encourage the development of partnerships among like community organizations to create subcommittees or task forces (e.g., interfaith task force).

Implementation  
(1-3 years)

2

- Assess ward-specific needs via meeting discussion, polling software or activities, or surveys and coordinate with members to bridge gaps to fill unmet needs.
- Organize and execute community events and activities to meet the needs of disaster survivors (based on needs identified during meetings) as soon as possible.

Evaluation  
(3+ years)

3

- Continuously request insight into community needs, by ward, and adjust programming and activities to meet those needs.
- As time progresses, identify opportunities to rebrand the Long-Term Recovery Committee with a steady-state (i.e., not hurricane recovery focused) purpose or mission. Successful transition to a new mission will increase the longevity of the group and continue to provide meaningful services to residents.

- Continue programming and activities to support the group's steady-state mission and identify opportunities to evolve to meet the needs and interests of the community, across all wards.



# ACTION QL.3.1

Restore citywide Tree Canopy.

OBJECTIVE QL.3

PRIORITY LEVEL:



## Partners

ReTreePC

### Measures of Success

- 100,000** trees planted by 2023
- Double** tree workshops held over the next three years

**TOTAL COST: \$500-\$1 K PER TREE**

### POTENTIAL FUNDING SOURCE:

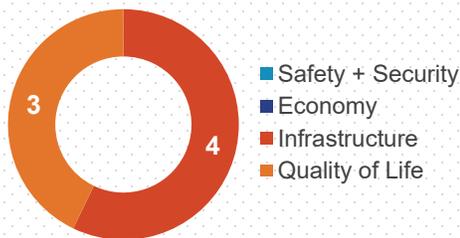
- TD Green Space Grants
- Private Investment
- Resilient Communities Program
- One Tree Planted
- Tree Assistance Program

### Organizations with Potential Funding:

- U.S. Department of Agriculture
- Florida Department of Environmental Protection
- National Fish and Wildlife Foundation

*Estimated amount for a standard tree. Mature tree replacement ranges 10 K-25 K per tree, and sapling replacement ranges \$100 - \$200 per tree.*

## Met Needs



### Where is this action involved?

	<b>Downtown Master Plan</b>
Strategy	11, 13, 18
	<b>Economic Development Plan</b>
Page	64
	<b>Bay County Long-Term Recovery Plan</b>
Strategy	295

**Lead:** City of Panama City Quality of Life Department

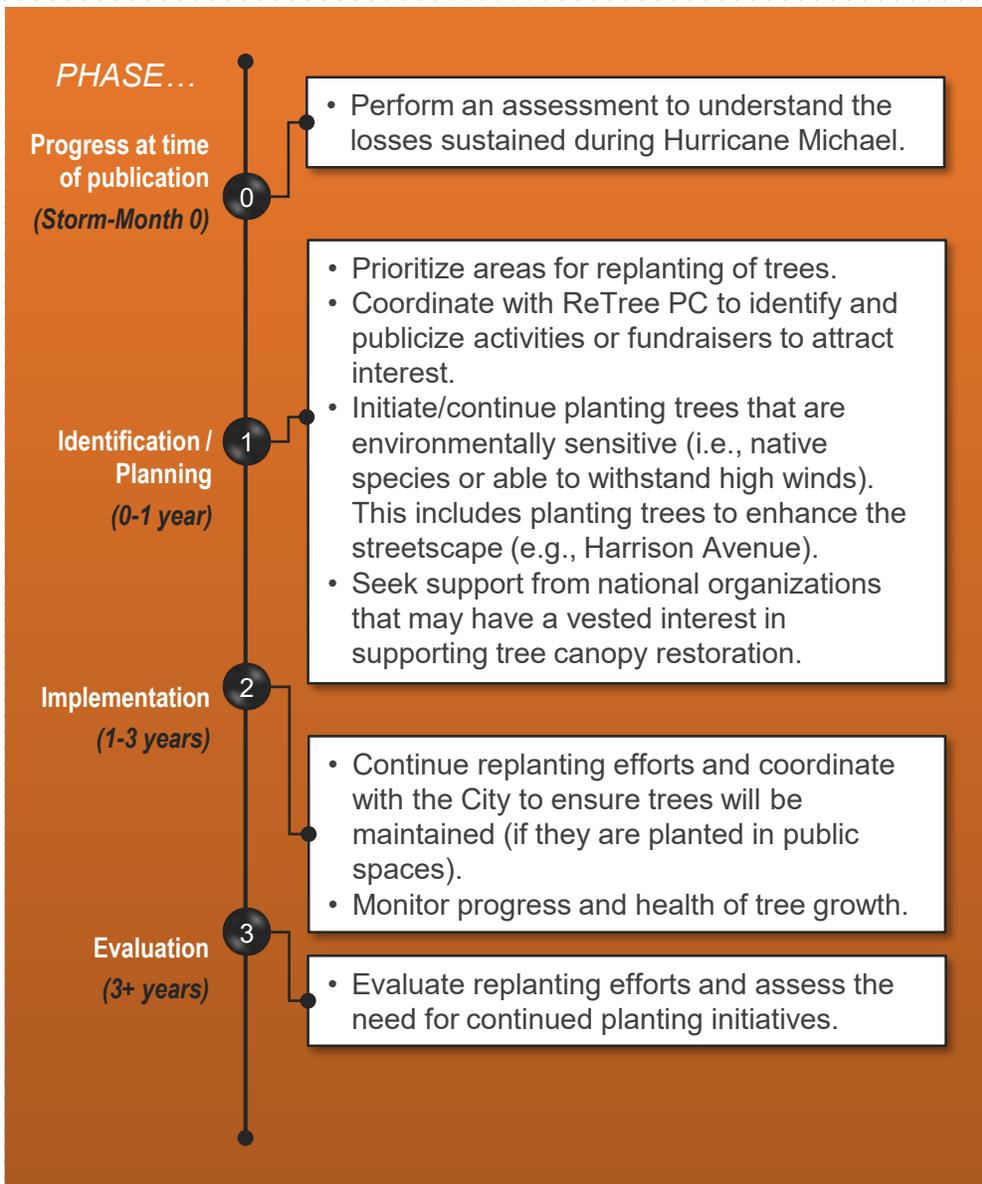
## Action Description

Prior to the storm, the City of Panama City maintained a healthy, sustainable urban forestry program demonstrated by its inclusion in the Tree City USA designation by the Arbor Day Foundation. After the storm, many of the trees have been uprooted or broken in half. The loss of these trees carries implications affecting tourism, residents, mental health, energy consumption, and ecosystem services.

## Resources

- Guidance on native trees
- Guidance on how to plant environmentally sensitive or resilient trees
- Hurricane Michael Impact Analysis
- Native trees, planting supplies, and maintenance supplies
- Federal Emergency Management Agency Interagency Recovery Coordination

## Implementation Steps





# ACTION QL.3.2

Repair historic buildings from previous disasters and identify opportunities to increase their resilience to future disasters.

OBJECTIVE QL.3

PRIORITY LEVEL:



## Partners

City of Panama City Quality of Life Department; Bay County Historical Society; City of Panama City Community Development Department; Friends of the Governor Stone, Inc.

## Measures of Success

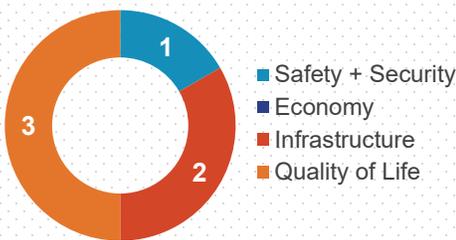
- Establishment of a historic preservation committee
- Creation of a grant program dedicated to sponsoring historic preservation projects
- Completion of a historical building and property inventory

**TOTAL COST: \$6 M+**

## POTENTIAL FUNDING SOURCE:

- National Park Service Emergency Supplemental funding from the Historic Preservation Fund (ESHPPF)
- State Historic Preservation Grants
- State Cultural and Historical Grants

## Met Needs



## Where is this action involved?



**Lead:** Private Owners; City of Panama City Development Services Department

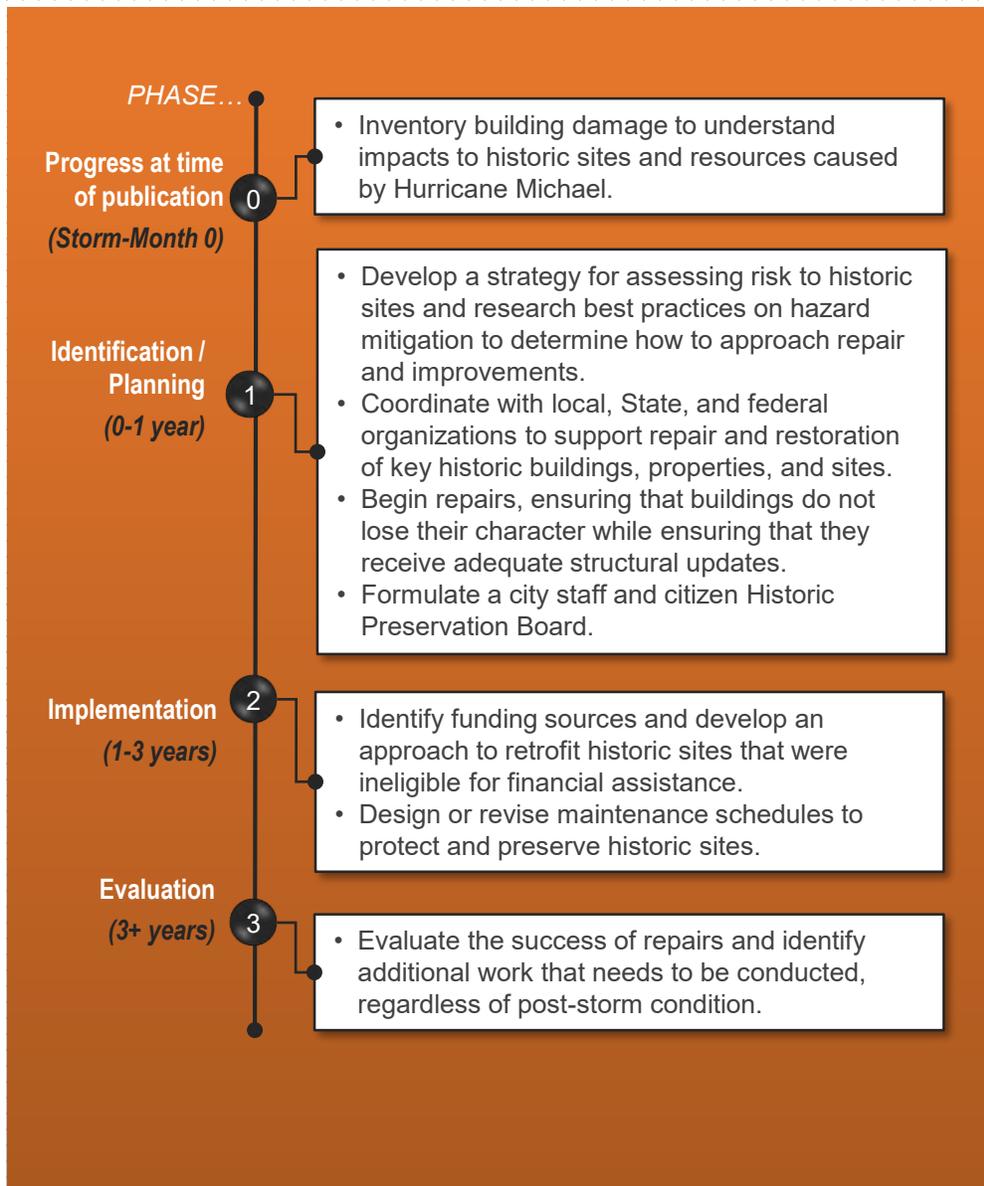
## Action Description

Some of the City's historic buildings and sites were damaged during Hurricane Michael and are in need of repair, such as the McKenzie House, Martin Theatre, and the Governor Stone Schooner. As these cultural resources are being restored and repaired, the City should advocate for and provide information about opportunities to reinforce them against future damage.

## Resources

- Guidance on retrofitting historical sites/buildings
- Historical building damage report
- Historical building inventory
- Supplies as need for repairs

## Implementation Steps





# ACTION QL.4.1

Support and encourage local artists to remain in the City and preserve the City's identity as an arts community.

OBJECTIVE QL.4

PRIORITY LEVEL:



## Partners

Bay Arts Alliance

Martin Theatre

Destination Panama City

City of Panama City Community Development Department

Panama City Center for the Arts

City of Panama City Commission

**Lead:** City of Panama City Quality of Life Department

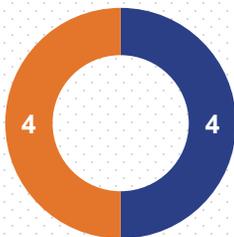
## Action Description

The local arts scene in the City of Panama City is critical for sustaining the vibrancy of the City. There are many ways that the arts scene can be utilized to help spur recovery: tree stumps can be converted into art; intangible and invisible landmarks can be marked with placards, murals, or wayfinding signage; and commemorative art competitions can be used to engage the youth, as well as their families, in exploring the local arts scene. It is important to expand opportunities for artists to engage the community and create neighborhood identities, including along Harrison Avenue, in the planned Four Points Plaza, and elsewhere downtown. The downtown vision creates a number of opportunities to embed public art in streetscape, parks and other improvements. A critical part of this effort is ensuring that artists want to and can afford to live in the City after the cost of living increased due to Hurricane Michael.

## Measures of Success

- Establishment of Arts Coordinator position in the City of Panama City
- Establishment of busking policy
- Memorandum of Agreement with Bay Arts Alliance and the Panama City Center for the Arts

## Met Needs

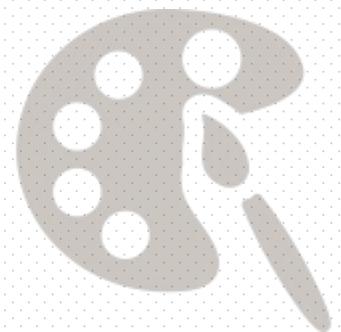


- Safety + Security
- Economy
- Infrastructure
- Quality of Life

	<b>TOTAL COST:</b>	<b>\$X</b>
	<b>POTENTIAL FUNDING SOURCE:</b>	<ul style="list-style-type: none"> <li>• Private investments</li> <li>• State Cultural and Historical Grants</li> </ul>
<b>Organizations for Potential Funding:</b>		<ul style="list-style-type: none"> <li>• National Endowment for the Arts</li> <li>• The National Governors Association</li> </ul>

## Resources

- Examples of cities with strong arts communities
- Guidance on artists' needs
- Guidance on community arts initiatives and incentives



**Where is this action involved?**

	<b>Downtown Master Plan</b>	<b>Strategy: 68</b>
	<b>Bay County Long-Term Recovery Plan</b>	<b>Strategy: 241, 305</b>

# Implementation Steps

## PHASE...

### Identification / Planning (0-1 year)

0

- Engage artists to determine post-hurricane priorities, challenges, and needs.

- Leverage the Bay Arts Alliance to conduct outreach to artists within the City to develop a strategy to make the City attractive and welcoming to artists, including initiatives for: community art programs; low-cost studio/performance spaces; establishment of an arts district and an arts tax; and regular arts festivals or events.
- Coordinate with the Bay Arts Alliance and Panama City Center for the Arts to develop a list of short-term projects or activities that will contribute to the City's immediate beautification and placemaking after Hurricane Michael.

### Progress at Time of Publication (Storm-Month-0)

1

- Develop a jury or other approach to ensure quality of public art installations.
- Identify key downtown sites for public art.
- Identify an Arts Coordinator for the City of Panama City.
- Develop busking policy.
- Create and sign Memorandum of Agreement between the City of Panama City, Bay Arts Alliance, and the Panama City Center for the Arts to support arts and culture programs around the City.

### Implementation (1-3 years)

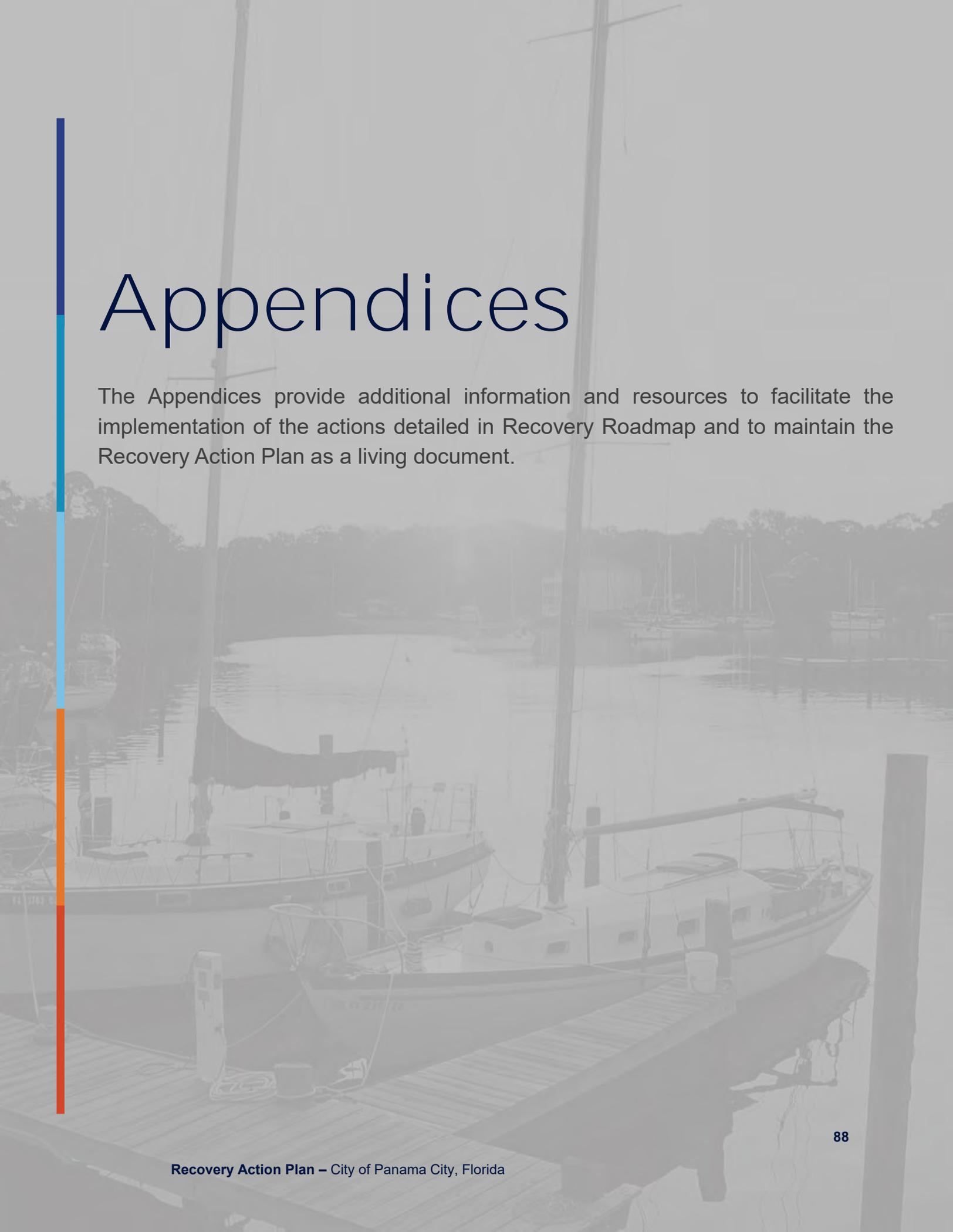
2

- Implement the City's strategy to make the City more attractive to artists and provide them space to showcase their work.
- Initiate the development of an arts tax policy.
- Explore opportunities to provide low cost studio or live-work space in or near downtown (e.g., establishing an art co-op).
- Present proposed arts district and arts tax policies to City Commission for adoption. Enforce policies if adopted.
- Develop a funding strategy for attracting community and philanthropic support and partnerships.
- Commission one to three pieces of public art, possibly through a design competition.
- Work with selected property owners to allow murals on their buildings.

### Evaluation (3+ years)

3

- Recruit and incentivize art and artists to live and work in the arts district.
- Evaluate art initiatives' success and adjust accordingly.
- Continue enforcing relevant art-related policies.
- Seek funding from individuals, foundations and government programs.
- Pursue additional works of art.



# Appendices

The Appendices provide additional information and resources to facilitate the implementation of the actions detailed in Recovery Roadmap and to maintain the Recovery Action Plan as a living document.

# Appendix A: Funding Opportunities

This appendix provides a resource for the City to understand funding opportunities available to implement recovery actions. This will serve as a living and evolving resource to understand the funding landscape and provide additional tools and information related to funding sources, where available and needed. Available sources for financing recovery recommendations may include the following:

- **Insurance Pay-Outs:** An initial source of disaster recovery funding, especially for homes and other privately-owned properties.
- **Local, State, and Federal Grant and Loan Opportunities:** A wide range of state and federal programs are available to provide financial assistance to recovery efforts when local resources are overburdened or unavailable.
- **Commercial/Small Business Administration Loans:** These loans are a source of support for funding economic revitalization and the return of businesses and jobs and are secured through private institutions, often local banks.
- **Private, Non-profit, and Other Sources:** Donations and funding opportunities from charitable organizations, community foundations, or private donors are options to fund recovery actions.

These funding sources can be used in addition to the City of Panama City resources, which should be allocated based on priority to implement recovery actions. **Participatory budgeting** is an alternative method to facilitate allocation, which will allow for a continuation of community engagement throughout the long-term recovery process. This method involves community engagement through a process where residents vote to make decisions on budgetary allocations for public projects, fostering a sense of trust and empowerment within the community and assisting the City in understanding community priorities. To support the implementation of the recovery actions, key funding sources, program descriptions, and agencies/organizations are included in **Table A.1**.

*For an exhaustive list of funding sources, please refer to Hagerty Consulting.*

Table A.1: Funding Opportunities<sup>4</sup>

Funding Opportunity	Agency/Organization and Level of Scope	Capabilities/Authorities
<b>Community Development Block Grant – Disaster Recovery</b>	United States Department of Housing and Urban Development (National)	Community Development Block Grant – Disaster Recovery is a disaster recovery grant program available through the United States Department of Housing and Urban Development for significant unmet needs for long-term recovery. Community Development Block Grant funds must be appropriated to United States Department of Housing and Urban Development through Congress, and can be used for measures such as housing, economic revitalization, and infrastructure restoration.
<b>Community Development Block Grant 108 Loan</b>	United States Department of Housing and Urban Development (National)	The Section 108 Loan Guarantee Program (Section 108) provides communities with low-cost, flexible financing for economic development, housing rehabilitation, public facilities, and other physical infrastructure projects, including those to increase resilience to natural disasters. Section 108's unique flexibility and range of applications makes it one of the most potent and important public investment tools that the United States Department of Housing and Urban Development offers to state and local governments. Section 108 offers Community Development Block Grant recipients the ability to leverage their annual grant allocation to gain access to federally guaranteed loans large enough to pursue physical and economic development projects capable of revitalizing entire neighborhoods.
<b>Hazard Mitigation Grant Program</b>	Federal Emergency Management Agency (National)	The purpose of Hazard Mitigation Grant Program is to help communities implement hazard mitigation measures following a Presidential Major Disaster Declaration in the areas of the state, tribe, or territory requested by the governor or tribal executive. The key purpose of this grant program is to enact mitigation measures that reduce the risk of loss of life and property from future disasters. Funding is applied to protect undamaged public facilities or housing. Note that the Hazard Mitigation Grant Program is part of the Hazard Mitigation Assistance program.
<b>Public Assistance</b>	Federal Emergency Management Agency (National)	Public Assistance (PA) is the Federal Emergency Management Agency's largest grant program and provides funds to help communities respond to and recover from major disasters or emergencies declared by the President. The program provides emergency assistance to protect lives and property and restore community infrastructure. Eligible applicants include states, federally recognized tribal governments, U.S. territories, local governments, and certain private non-profit (PNP) organizations. It includes discretionary funding for hazard mitigation measures that protect public facilities damaged during the declared disaster.

<sup>4</sup>Program descriptions taken or adapted from program websites.

# Appendix B: Organizations

**Table B.1** provides information on lead and partner organizations, their capabilities, and contact information (if publicly available). This list also contains organizations that can provide resources and technical assistance to support recovery.

*Table B.1: Recovery Organization Directory*

Organizations	Level of Scope	Capabilities	Contact Information
<b>Agency for Deaf Advocacy and Services</b>	National	<ul style="list-style-type: none"> <li>Provides support and advocacy for those who are deaf and hard of hearing throughout the nation</li> </ul>	<a href="http://deafadvocacyservices.com/">http://deafadvocacyservices.com/</a>
<b>American Red Cross (North Florida Region)</b>	Regional	<ul style="list-style-type: none"> <li>Provides disaster and blood donation services</li> <li>Manages volunteers</li> </ul>	1115 Easterwood Drive Tallahassee, FL 32311 (850) 878-6080 <a href="https://www.redcross.org/local/florida/north-florida.html">https://www.redcross.org/local/florida/north-florida.html</a>
<b>AmeriCorps Goodwill GoodWorks!</b>	County	<ul style="list-style-type: none"> <li>Supports civic engagement</li> <li>Provides resources, job training, and job placement for those affected by economic downturn</li> </ul>	300 Mabry St Tallahassee, FL 32304 (850) 522 – 3900 <a href="http://www.goodwillbigbend.com">www.goodwillbigbend.com</a>
<b>Bay Area Defense Alliance</b>	County	<ul style="list-style-type: none"> <li>Works with Florida’s state and national elected officials to study capability of the military and facilitate the Defense Infrastructure Grant program</li> </ul>	<a href="http://baydefensealliance.org/">http://baydefensealliance.org/</a>
<b>Bay Arts Alliance</b>	County	<ul style="list-style-type: none"> <li>Provides county cultural learning experiences for students</li> <li>Provides festival support and sponsorship</li> <li>Disseminates information surrounding the arts</li> </ul>	19 E St Panama City, FL 32401 (850) 640 - 3670 <a href="http://www.bayarts.org">www.bayarts.org</a>
<b>Bay Building Industries Association</b>	County	<ul style="list-style-type: none"> <li>Represents building and remodeling industry</li> </ul>	223 Forest Park Circle Panama City, FL 32405 (850) 784 - 0232 <a href="http://www.baybia.org/">http://www.baybia.org/</a>

Organizations	Level of Scope	Capabilities	Contact Information
<b>Bay County Board of County Commissioners</b>	County	<ul style="list-style-type: none"> <li>Serves as executive and legislative authority for Bay County</li> </ul>	840 W 11th Street Panama City, FL 32401 850-248-8140 <a href="https://www.co.bay.fl.us/305/County-Commissioners">https://www.co.bay.fl.us/305/County-Commissioners</a>
<b>Bay County Chamber of Commerce</b>	County	<ul style="list-style-type: none"> <li>Supports economic partnerships (public/private)</li> <li>Provides economic strategy and leadership development</li> <li>Provides resources for local businesses</li> </ul>	Temporary address: 5230 W. HWY 98 Panama City, FL 32401 (850) 785 – 5206 <a href="http://www.Panamacity.org">www.Panamacity.org</a>
<b>Bay County Conservancy, Inc.</b>	County	<ul style="list-style-type: none"> <li>Purchases land</li> <li>Provides natural resource protection/preservation</li> <li>Supports sustainability</li> <li>Provides volunteers</li> </ul>	P.O. Box 112 Panama City, FL 32402 (850) 281-7500 <a href="http://www.baycountyconservancy.org/">http://www.baycountyconservancy.org/</a>
<b>Bay County Contractors and Associates</b>	County	<ul style="list-style-type: none"> <li>Improves infrastructure</li> <li>Secures the future for contractors, engineers and vendors</li> </ul>	1805 Tennessee Ave Lynn Haven, FL 32444 <a href="http://www.baycountycontractors.net/">http://www.baycountycontractors.net/</a>
<b>Bay Economic Development Alliance</b>	County	<ul style="list-style-type: none"> <li>Encourages economic development and tourism throughout Bay County</li> </ul>	490 Grace Avenue Panama City, FL 32401 (850) 215 - 9965 <a href="http://1-888baysite.com/">http://1-888baysite.com/</a>
<b>Bay County Emergency Management Division</b>	County	<ul style="list-style-type: none"> <li>Maintains responsibility for development, implementation, and management of countywide disaster prevention, protection, response, recovery, and mitigation activities</li> </ul>	700 Highway 2300 Southport, FL 32409 (850) 784 - 4010 <a href="https://www.baycountyfl.gov/166/Emergency-Management-Division">https://www.baycountyfl.gov/166/Emergency-Management-Division</a>
<b>Bay County Emergency Medical Services</b>	County	<ul style="list-style-type: none"> <li>Provides medical support for Bay County</li> <li>Maintains intensive care units</li> </ul>	700 Highway 2300 Southport, FL 32409 (850) 248 - 6040 <a href="https://www.baycountyfl.gov/170/Emergency-Medical-Services-EMS">https://www.baycountyfl.gov/170/Emergency-Medical-Services-EMS</a>
<b>Bay County Geographic Information Systems</b>	County	<ul style="list-style-type: none"> <li>Provides geographic information systems</li> </ul>	840 W 11th Street Suite 2300 Panama City, FL 32401 (850) 248 - 8071 <a href="https://www.baycountyfl.gov/265/GIS">https://www.baycountyfl.gov/265/GIS</a>

Organizations	Level of Scope	Capabilities	Contact Information
<b>Bay County Historic Society</b>	County	<ul style="list-style-type: none"> <li>• Maintains historical documentation</li> <li>• Provides historical site identification</li> <li>• Provides esource hub for local historical projects</li> </ul>	133 Harrison Avenue Panama City, FL 32403 (850) 818 - 0964 <a href="http://www.bayhistorysociety.net">www.bayhistorysociety.net</a>
<b>Bay County Public Works Department</b>	County	<ul style="list-style-type: none"> <li>• Oversees various divisions that preserve and protect county infrastructure</li> </ul>	840 W 11th Street Panama City, FL 32401 (850)-248-8302 <a href="https://www.co.bay.fl.us/255/Public-Works">https://www.co.bay.fl.us/255/Public-Works</a>
<b>Bay County Roads and Bridges Department</b>	County	<ul style="list-style-type: none"> <li>• Conducts post-Michael roadway construction</li> <li>• Conducts road, drainage, and bridge maintenance</li> <li>• Provides traffic analysis</li> <li>• Studies transportation safety and reliability</li> </ul>	840 W 11 <sup>th</sup> St. Panama City, FL 32401 (850) 248 - 1234 <a href="http://www.co.bay.fl.us/176/Roads-Bridges">www.co.bay.fl.us/176/Roads-Bridges</a>
<b>Bay County Sheriff's Office</b>	County	<ul style="list-style-type: none"> <li>• Reduces and eliminates crime</li> </ul>	3421 N Highway 77 Panama City, FL 32405 (850) 747 - 4700 <a href="http://www.bayso.org">www.bayso.org</a>
<b>Bay District Schools</b>	County	<ul style="list-style-type: none"> <li>• Provides innovative teacher housing solutions</li> <li>• Supports programs for student success</li> <li>• Conducts resource sharing (where possible)</li> <li>• Supports school partnerships</li> </ul>	1322 Balboa Ave. Panama City, FL 32401 (850) 767 - 4100 <a href="http://www.bay.k12.fl.us">http://www.bay.k12.fl.us</a>
<b>Bay Medical Sacred Heart</b>	County	<ul style="list-style-type: none"> <li>• Provides comprehensive medical services</li> </ul>	615 North Bonita Avenue Panama City, FL 32401 (850) 769 - 1511 <a href="https://baymedical.org/">https://baymedical.org/</a>
<b>CareerSource Gulf Coast</b>	Regional	<ul style="list-style-type: none"> <li>• Offers services and resources to facilitate job placement</li> </ul>	625 HWY 231 Panama City, FL 32401 (850) 872-4340 <a href="https://www.careersourcegc.com/default.aspx">https://www.careersourcegc.com/default.aspx</a>
<b>Center for Community Progress</b>	National	<ul style="list-style-type: none"> <li>• Helps communities turn vacant, abandoned, deteriorated properties into community assets</li> </ul>	111 E. Court Street, Suite 2C-1 Flint, Michigan 48502 (877) 542 – 4842 <a href="https://www.communityprogress.net/">https://www.communityprogress.net/</a>

Organizations	Level of Scope	Capabilities	Contact Information
<b>City of Panama City Engineering</b>	Local	<ul style="list-style-type: none"> <li>Provides construction and design services for capital projects</li> <li>Reviews stormwater management design</li> </ul>	501 Harrison Avenue Panama City, FL 32401  (850) 872-3015  <a href="https://www.pcgov.org/167/Engineering">https://www.pcgov.org/167/Engineering</a>
<b>City of Panama City – City Commissioners</b>	Local	<ul style="list-style-type: none"> <li>Serves as executive and legislative authority for the City of Panama City</li> </ul>	<a href="https://www.pcgov.org/395/City-Commission">https://www.pcgov.org/395/City-Commission</a>
<b>City of Panama City Code Enforcement Board</b>	Local	<ul style="list-style-type: none"> <li>Holds hearings regarding demolition of unsafe structures, lot cleanup, abandoned or junked vehicles, sign violations, and cutting protected trees without a permit</li> </ul>	501 Harrison Avenue Panama City, FL 32401  (850) 872-7209  <a href="https://www.pcgov.org/225/Code-Enforcement-Board">https://www.pcgov.org/225/Code-Enforcement-Board</a>
<b>City of Panama City Community Development</b>	Local	<ul style="list-style-type: none"> <li>Provides social and human services and resources</li> <li>Works to increase, preserve, and enhance affordable and livable housing</li> </ul>	501 Harrison Avenue Panama City, FL 32401  (850) 872-7230  <a href="https://www.pcgov.org/157/Community-Development">https://www.pcgov.org/157/Community-Development</a>
<b>City of Panama City Community Redevelopment Agency (CRA)</b>	Local	<ul style="list-style-type: none"> <li>Completes infrastructure improvements</li> <li>Completes blighted area improvements</li> <li>Completes community investments</li> </ul>	501 Harrison Avenue Panama City, FL 32401  (850) 215-3872  <a href="https://www.pcgov.org/163/CRA">https://www.pcgov.org/163/CRA</a>
<b>City of Panama City Community Redevelopment Board</b>	Local	<ul style="list-style-type: none"> <li>Supports community redevelopment and revitalization</li> <li>Builds community investment and pride</li> </ul>	501 Harrison Avenue Panama City, FL 32401  <a href="https://www.pcgov.org/226/Community-Redevelopment-Board">https://www.pcgov.org/226/Community-Redevelopment-Board</a>
<b>City of Panama City Development Services</b>	Local	<ul style="list-style-type: none"> <li>Conducts comprehensive land planning and development regulation</li> </ul>	501 Harrison Avenue Panama City, FL 32401  (850) 872 – 7259  <a href="https://www.pcgov.org/175/Development-Services">https://www.pcgov.org/175/Development-Services</a>
<b>City of Panama City Downtown Improvement Board</b>	Local	<ul style="list-style-type: none"> <li>Conducts business incentive development, recruitment</li> <li>Supports downtown programming and public/private partnership development</li> </ul>	501 Grace Ave. Panama City, FL 32401  (850) 785-2554  <a href="http://www.historicdowntownpc.com">www.historicdowntownpc.com</a>
<b>City of Panama City Fire Department</b>	Local	<ul style="list-style-type: none"> <li>Conducts comprehensive emergency planning</li> <li>Conducts fire training</li> <li>Promotes fire prevention</li> <li>Facilitates public education</li> </ul>	600 E. Business Highway 98 Panama City, FL 32401  (850) 872-3055  <a href="https://www.pcgov.org/170/Fire">https://www.pcgov.org/170/Fire</a>

Organizations	Level of Scope	Capabilities	Contact Information
<b>City of Panama City Housing Authority Board</b>	Local	<ul style="list-style-type: none"> <li>Provides low-income housing</li> </ul>	804 E. 15th Street Panama City, FL 32402 (850) 769-2358 <a href="https://www.pcgov.org/230/Housing-Authority-Board">https://www.pcgov.org/230/Housing-Authority-Board</a>
<b>City of Panama City License Department</b>	Local	<ul style="list-style-type: none"> <li>Provides new business licenses and tax certification</li> <li>Conducts planning, land use, and code enforcement</li> </ul>	501 Harrison Avenue Panama City, FL 32401 (850) 872-3033 <a href="https://www.pcgov.org/184/License">https://www.pcgov.org/184/License</a>
<b>City of Panama City Police Department</b>	Local	<ul style="list-style-type: none"> <li>Prevents, reduces, and eliminates crime through cooperative efforts and shared community values</li> </ul>	1209 E. 15th Street Panama City, FL 32405 (850) 872-3100 <a href="https://www.pcgov.org/236/Police">https://www.pcgov.org/236/Police</a>
<b>City of Panama City Public Safety</b>	Local	<ul style="list-style-type: none"> <li>Contains the Fire and Police Department, police public records, sexual predator lists, and hurricane information</li> </ul>	501 Harrison Avenue Panama City, FL <a href="https://www.pcgov.org/281/Public-Safety">https://www.pcgov.org/281/Public-Safety</a>
<b>City of Panama City Public Works</b>	Local	<ul style="list-style-type: none"> <li>Supports capital and maintenance projects</li> <li>Provides street and drainage maintenance</li> </ul>	731 Massalina Drive Panama City, FL 32401 (850) 872-3170 <a href="https://www.pcgov.org/156/Public-Works">https://www.pcgov.org/156/Public-Works</a>
<b>City of Panama City Purchasing Department</b>	Local	<ul style="list-style-type: none"> <li>Conducts purchasing procurement processes</li> </ul>	501 Harrison Avenue Panama City, FL. 32402 (850) 872-3070 <a href="https://www.pcgov.org/173/Purchasing">https://www.pcgov.org/173/Purchasing</a>
<b>City of Panama City Quality of Life</b>	Local	<ul style="list-style-type: none"> <li>Completes park and green space maintenance</li> <li>Hosts recreational events and opportunities</li> <li>Manages outdoor and indoor recreation centers</li> </ul>	501 Harrison Avenue Panama City, FL 32401 (850) 872-3199 <a href="https://www.pcgov.org/190/Quality-of-Life">https://www.pcgov.org/190/Quality-of-Life</a>
<b>City of Panama City Utilities</b>	Local	<ul style="list-style-type: none"> <li>Oversees water and sanitary sewer maintenance and operations</li> </ul>	501 Harrison Avenue Panama City, FL 32401 (850) 872-3164 <a href="https://www.pcgov.org/141/Utilities">https://www.pcgov.org/141/Utilities</a>
<b>CityArts Cooperative</b>	Local	<ul style="list-style-type: none"> <li>Hosts art exhibits</li> <li>Provides art and dance classes</li> <li>Hosts cultural events</li> </ul>	318 Luverne Avenue Panama City, FL (850) 769.0608 <a href="http://www.cityartscooperative.com/">http://www.cityartscooperative.com/</a>

Organizations	Level of Scope	Capabilities	Contact Information
<b>Community Transportation Association of America</b>	National	<ul style="list-style-type: none"> <li>Improves mobility to improve quality of life</li> </ul>	<a href="https://ctaa.org/">https://ctaa.org/</a>
<b>Destination Panama City</b>	Local	<ul style="list-style-type: none"> <li>Provides destination marketing organization for the City of Panama City</li> </ul>	228 Harrison Avenue Panama City, FL 32401 (850) 215-1700 <a href="https://destinationpanamacity.com/">https://destinationpanamacity.com/</a>
<b>Disability Resources Center</b>	Local	<ul style="list-style-type: none"> <li>Works to promote independent living for and by individuals with disabilities</li> </ul>	300 West 5th Street Panama City, Florida 32401 (850) 769-6890 <a href="https://www.drpc.org/">https://www.drpc.org/</a>
<b>District 14 Medical Examiner</b>	District	<ul style="list-style-type: none"> <li>Investigates deaths and injuries to those in the 14<sup>th</sup> District of Florida</li> </ul>	3737 Frankford Ave Panama City, Florida 32405 (850) 747-5740
<b>Emerald Coast Regional Council</b>	Regional	<ul style="list-style-type: none"> <li>Provides environmental planning, geographic information systems, grant, and transportation planning services.</li> </ul>	P.O. Box 11399 Pensacola, FL 32524 (850) 332-7976 <a href="http://www.ecrc.org">www.ecrc.org</a>
<b>Florida Department of Economic Opportunity</b>	State	<ul style="list-style-type: none"> <li>Supports Florida's economy and workforce development</li> <li>Focus on rebuilding from Irma and Michael</li> </ul>	107 East Madison Street Caldwell Building Tallahassee, Florida 32399-4120 (850) 245-7105. <a href="http://www.floridajobs.org/">http://www.floridajobs.org/</a>
<b>Florida Department of Education</b>	State	<ul style="list-style-type: none"> <li>Governs the public education system of Florida</li> </ul>	325 West Gaines Street Tallahassee, Florida 32399 (850) 245-0505 <a href="http://www.fldoe.org/">http://www.fldoe.org/</a>
<b>Florida Department of Environmental Protection</b>	State	<ul style="list-style-type: none"> <li>Provides emergency response, environmental education, environmental permitting, and grant funding</li> </ul>	3900 Commonwealth Boulevard Tallahassee, Florida 32399-3000 (850) 245-2118 <a href="https://floridadep.gov/">https://floridadep.gov/</a>
<b>Florida Department of Health</b>	State	<ul style="list-style-type: none"> <li>Conducts regulation of toxins, diseases, and conditions</li> </ul>	4052 Bald Cypress Way Tallahassee, FL 32399 (850) 245 - 4444 <a href="http://www.floridahealth.gov">www.floridahealth.gov</a>

Organizations	Level of Scope	Capabilities	Contact Information
<b>Florida Department of Transportation</b>	State	<ul style="list-style-type: none"> <li>Conducts road maintenance</li> </ul>	605 Suwannee Street Tallahassee, Florida 32399-0450 (850) 414-4100 <a href="https://www.fdot.gov/">https://www.fdot.gov/</a>
<b>Florida Division of Cultural Affairs</b>	State	<ul style="list-style-type: none"> <li>Advances, supports, and promotes arts and culture to strengthen the economy and quality of life</li> </ul>	500 South Bronough Street Tallahassee, Florida 32399 (850) 245-6500 <a href="https://dos.myflorida.com/cultural/">https://dos.myflorida.com/cultural/</a>
<b>Florida Division of Emergency Management</b>	State	<ul style="list-style-type: none"> <li>Maintains responsibility for development, implementation, and management of statewide disaster prevention, protection, response, recovery, and mitigation activities</li> <li>Supports local communities' emergency preparedness and recovery</li> </ul>	2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 850-815-4000 <a href="https://www.floridadisaster.org/">https://www.floridadisaster.org/</a>
<b>Florida Housing Finance Corporation</b>	State	<ul style="list-style-type: none"> <li>Provides support to homebuyers and renters, homeowners, lenders and realtors, developers, and property owners and managers</li> </ul>	227 N. Bronough Street, Suite 5000 Tallahassee, Florida 32301 (850) 488 - 4197 <a href="https://www.floridahousing.org/contact-us">https://www.floridahousing.org/contact-us</a>
<b>Florida Small Business Development Center Network</b>	State	<ul style="list-style-type: none"> <li>Provides tools, training, professional expertise, and information to guide business decisions</li> </ul>	14101 Panama City Beach Pkwy, #200 Panama City Beach, FL, 324013 (850) 563 - 2830 or 2842 <a href="http://floridasbdc.org/">http://floridasbdc.org/</a>
<b>Florida State University</b>	State	<ul style="list-style-type: none"> <li>Conducts research in science, technology, arts, humanities, and professions</li> </ul>	222 South Copeland Street Suite 424 Tallahassee, Florida 32306 (850) 644 - 2525 <a href="https://www.fsu.edu/">https://www.fsu.edu/</a>
<b>Florida State University – Panama City</b>	Local	<ul style="list-style-type: none"> <li>Conducts research in science, technology, arts, humanities, and professions</li> </ul>	4750 Collegiate Drive Panama City, FL 32405 (850) 872-4750 <a href="https://pc.fsu.edu/">https://pc.fsu.edu/</a>

Organizations	Level of Scope	Capabilities	Contact Information
<b>Florida State University Innovations Hub</b>	State	<ul style="list-style-type: none"> <li>Supports student learning through design thinking and emerging technologies</li> </ul>	142 Collegiate Loop, Tallahassee, FL 32306-2110 (850) 645-8620 <a href="https://www.fsu.edu/">https://www.fsu.edu/</a>
<b>Friends of the Governor Stone, Inc.</b>	Local	<ul style="list-style-type: none"> <li>Maintains, restores, and preserves the sailing vessel Governor Stone</li> </ul>	P.O. Box 15968, Panama City, FL 32405 850-621-0011 <a href="http://www.governorstone.org/membership.html">http://www.governorstone.org/membership.html</a>
<b>Gulf Coast Regional Medical Center</b>	Local	<ul style="list-style-type: none"> <li>Provides omprehensive medical services</li> </ul>	449 W 23rd Street Panama City, FL 32405 (850) 769 - 8341 <a href="https://gcmc-pc.com/">https://gcmc-pc.com/</a>
<b>Gulf Coast State College</b>	State	<ul style="list-style-type: none"> <li>Provides opportunity to earn Bachelor of Science Degrees and Associate in Arts degrees</li> </ul>	5230 West Highway 98 Panama City, FL 32401 (850) 769 - 1551 <a href="https://www.gulfcoast.edu/">https://www.gulfcoast.edu/</a>
<b>Gulf Coast State College's Advanced Technology Center</b>	Local	<ul style="list-style-type: none"> <li>Provides technology programs for professional development</li> </ul>	5230 West Highway 98 Panama City, Florida 32401 (850) 872 - 3875 <a href="https://www.gulfcoast.edu/current-students/academic-divisions/business-technology/technology/index.html">https://www.gulfcoast.edu/current-students/academic-divisions/business-technology/technology/index.html</a>
<b>Gulf Coast State College's Business Innovation Center</b>	Local	<ul style="list-style-type: none"> <li>Fosters entrepreneurship</li> </ul>	5230 E Hwy 98 Panama City, FL 32401 (850) 913 - 2904 <a href="https://www.gulfcoast.edu/community/continuing-education/business-start-up-entrepreneurship.html">https://www.gulfcoast.edu/community/continuing-education/business-start-up-entrepreneurship.html</a>
<b>Gulf Coastal Plain Ecosystem Partnership (GCPEP)</b>	National	<ul style="list-style-type: none"> <li>Conserves and restores the longleaf pine ecosystem</li> <li>Provides protection, restoration, management, and public outreach and education about ecosystems</li> </ul>	12130 Dixon Center Road Andalusia, Alabama 36420 (334) 427 - 1029 <a href="https://www.longleafalliance.org/gcpep">https://www.longleafalliance.org/gcpep</a>

Organizations	Level of Scope	Capabilities	Contact Information
<b>Habitat for Humanity of Florida</b>	State	<ul style="list-style-type: none"> <li>Builds affordable housing</li> </ul>	1150 Cleveland Street #301 Clearwater, Florida 33755 (727) 474 - 8445 <a href="https://www.habitatflorida.org/">https://www.habitatflorida.org/</a>
<b>Heart to Heart International</b>	International	<ul style="list-style-type: none"> <li>Improves health access</li> <li>Provides humanitarian development</li> <li>Administers crisis relief</li> </ul>	11550 Renner Blvd. Lenexa, Kansas 66219 (913) 764 - 5200 <a href="https://www.hearttoheart.org/">https://www.hearttoheart.org/</a>
<b>Historic St. Andrews Waterfront Partnership</b>	Local	<ul style="list-style-type: none"> <li>Advocates for public and private partnerships that promote economic growth and revitalization and preserve the historic character of St. Andrews.</li> </ul>	1134 Beck Avenue, Panama City, FL 32401 (850) 872-7208 <a href="http://historicstandrews.com/index.php/waterfront-partnership/">http://historicstandrews.com/index.php/waterfront-partnership/</a>
<b>Innovations Federal Credit Union (FCU)</b>	Regional	<ul style="list-style-type: none"> <li>Provides banking services</li> </ul>	1038 Harrison Avenue Panama City, FL 32401 (850) 233 - 4400 <a href="https://www.innovationsfcu.org/">https://www.innovationsfcu.org/</a>
<b>Local Initiatives Support Corporation (LISC)</b>	National	<ul style="list-style-type: none"> <li>Supports projects that revitalize communities and bring economic opportunity</li> </ul>	501 Seventh Avenue New York, NY 10018 (212) 455 - 9800 <a href="http://www.lisc.org/">http://www.lisc.org/</a>
<b>Martin Theatre</b>	Local	<ul style="list-style-type: none"> <li>Hosts theater, concerts, and movies</li> </ul>	409 Harrison Ave Panama City, FL 32401 (850) 763 - 8080 <a href="http://www.martintheatre.com/">http://www.martintheatre.com/</a>
<b>National Center for Community Schools</b>	National	<ul style="list-style-type: none"> <li>Helps build the capacity of schools and create a centralized public education system</li> </ul>	475 Riverside Drive, Suite 1220 New York, NY 10115 (646) 867 - 6660 <a href="https://www.nccs.org/">https://www.nccs.org/</a>
<b>National Oceanic and Atmospheric Association (NOAA)</b>	National	<ul style="list-style-type: none"> <li>Conducts weather and climate monitoring, research, and oceans and coasts monitoring</li> </ul>	1401 Constitution Avenue NW Washington, DC 20230 <a href="https://www.noaa.gov/">https://www.noaa.gov/</a>
<b>NeighborWorks America</b>	National	<ul style="list-style-type: none"> <li>Supports affordable housing and community development</li> </ul>	999 North Capitol Street NE Suite 900 Washington, DC 20002 (202) 760 - 4000 <a href="http://www.neighborworks.org/">http://www.neighborworks.org/</a>

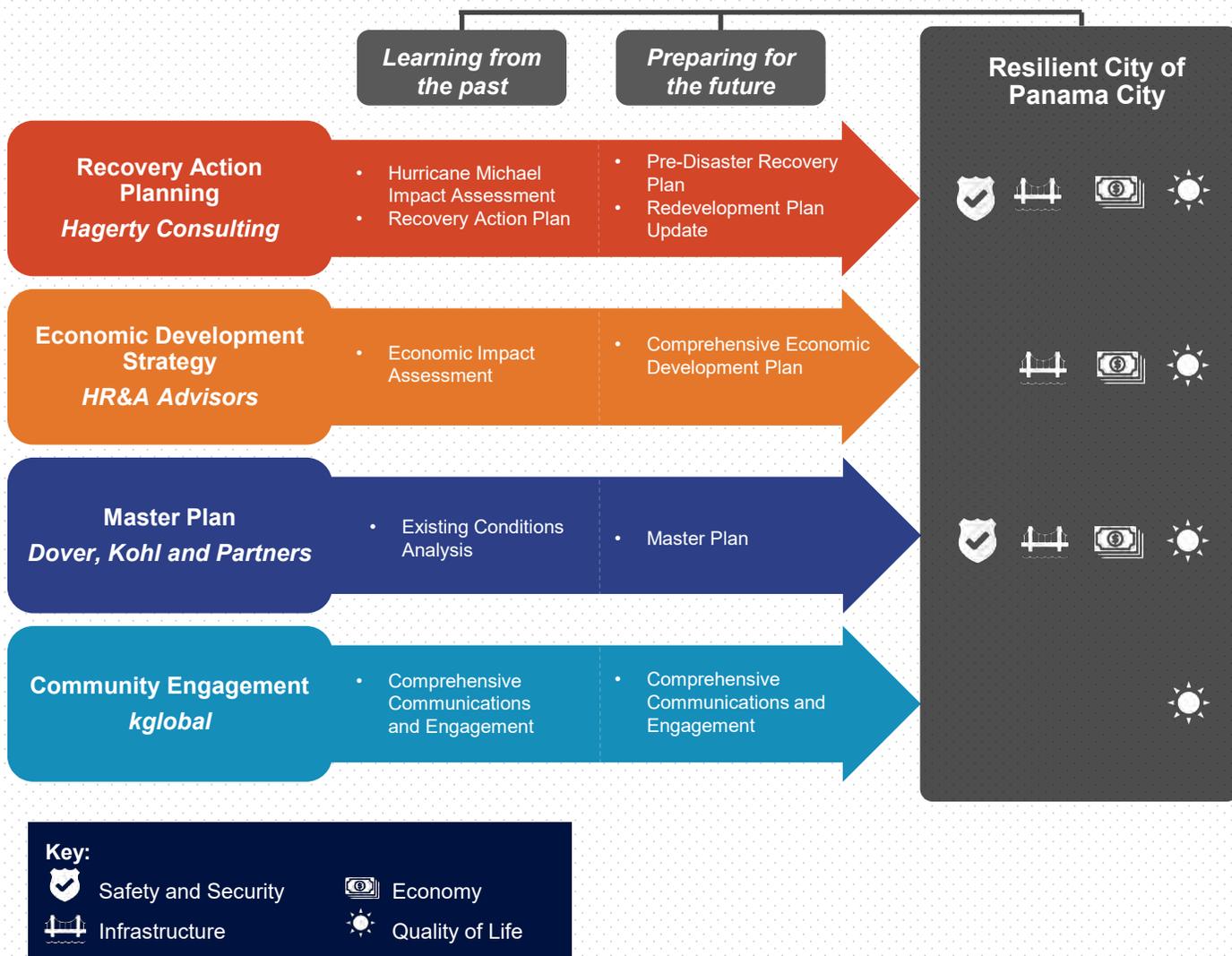
Organizations	Level of Scope	Capabilities	Contact Information
<b>NextEra Energy (i.e., Gulf Power Company)</b>	National	<ul style="list-style-type: none"> <li>Provides gas and electric power</li> </ul>	P.O. Box 14000 Juno Beach, FL 33408-0420 561-691-7171 <a href="https://www.nexteraenergyresources.com/home.html">https://www.nexteraenergyresources.com/home.html</a>
<b>Northwest Florida Water Management District</b>	Region	<ul style="list-style-type: none"> <li>Provides permits</li> <li>Conducts geographic information systems and mapping</li> <li>Supports flood protection</li> </ul>	81 Water Management Drive Havana, FL 32333-4712 (850) 539 - 5999 <a href="https://www.nwfwater.com/">https://www.nwfwater.com/</a>
<b>Panama City Center for the Arts</b>	Local	<ul style="list-style-type: none"> <li>Provides cross-cultural meeting space</li> <li>Acts as a home-base for arts programming</li> <li>Hosts student-oriented activities and camps</li> </ul>	19 E St. Panama City, FL 32401 (850) 640 - 3670 <a href="http://www.pccenterforthearts.com">www.pccenterforthearts.com</a>
<b>Panama City Dock Master(s)</b>	Local	<i>[No information available]</i>	<i>[No information available]</i>
<b>Panama City Growing Strong</b>	Local	<ul style="list-style-type: none"> <li>Supports the development and revitalization of City of Panama City and its waterfront</li> </ul>	200 East Beach Drive Panama City, Florida 32401 <a href="https://pcgrowingstrong.org/">https://pcgrowingstrong.org/</a>
<b>Panama City Music Association</b>	Local	<ul style="list-style-type: none"> <li>Hosts classical and modern music, dance, opera, and musical theater</li> </ul>	PO Box 133 Panama City, FL 32402 (850) 236 - 1260 <a href="http://www.pcmusicassociation.com/">http://www.pcmusicassociation.com/</a>
<b>Panama City Port Authority</b>	Local	<ul style="list-style-type: none"> <li>Provides modern port facilities, promotes trade, and supports industrial development</li> </ul>	One Seaport Drive Panama City, Florida 32401 (850) 767 - 3220 <a href="http://panamacityportauthority.com/">http://panamacityportauthority.com/</a>
<b>PanCare of Florida</b>	State	<ul style="list-style-type: none"> <li>Provides comprehensive healthcare services</li> </ul>	2309 East 15th Street Panama City, Florida 32405 (850) 329 - 4725 <a href="https://pancarefl.org/panamacitymedical-baycounty">https://pancarefl.org/panamacitymedical-baycounty</a>
<b>Project for Public Spaces</b>	National	<ul style="list-style-type: none"> <li>Creates and sustains public spaces for the community</li> </ul>	740 Broadway, Suite 1101 New York, NY 10003 (212) 620 - 5660 <a href="https://www.pps.org/">https://www.pps.org/</a>

Organizations	Level of Scope	Capabilities	Contact Information
<b>ReTreePC</b>	Local	<ul style="list-style-type: none"> <li>Supports the restoration of parks and green space in the City of Panama City</li> </ul>	(850) 872 - 3199 <a href="https://retreepc.com/">https://retreepc.com/</a>
<b>Southwest Florida Counseling Center</b>	Regional	<ul style="list-style-type: none"> <li>Provides outpatient counselling services, at home counseling service, and support groups</li> </ul>	1777 Tamiami Trl Ste 201 Port Charlotte, FL 33948 (941) 249 - 4354 <a href="http://www.swfcc.net/">http://www.swfcc.net/</a>
<b>St. Andrew Bay Resources Management Association (St. Andrew Bay Watch)</b>	Local	<ul style="list-style-type: none"> <li>Operates monitoring and research programs for Bay County's surface waters and critical fishery habitats</li> </ul>	PO Box 15028 Panama City, FL, 32406 (850) 763-4303 <a href="http://sabrma.org/home.html">http://sabrma.org/home.html</a>
<b>St. Andrews Dock Master(s)</b>	Local	<i>[No information available]</i>	<i>[No information available]</i>
<b>St. Joe Company</b>	Region	<ul style="list-style-type: none"> <li>Conducts real estate development</li> </ul>	133 South WaterSound Parkway Watersound, FL 32461 (866) 417 - 7133 <a href="https://www.joe.com/">https://www.joe.com/</a>
<b>St. Petersburg College Center for Public Safety Innovation</b>	Local	<ul style="list-style-type: none"> <li>Hosts high quality training for emergency and first responders, military personnel, and the general public</li> </ul>	3200 34th St. South St. Petersburg, FL 33711 (727) 341 - 4581 <a href="http://cpsp.spcollege.edu/index.htm">http://cpsp.spcollege.edu/index.htm</a>
<b>Triumph Gulf Coast, Inc.</b>	Regional	<ul style="list-style-type: none"> <li>Supports recovery, diversification, and enhancement communities disturbed by the Deepwater Horizon spill</li> </ul>	P.O. Box 12007 Tallahassee, Florida 32317 (850) 387-9405 <a href="https://www.myfloridatriumph.com/">https://www.myfloridatriumph.com/</a>
<b>Tyndall Air Force Base</b>	Regional	<ul style="list-style-type: none"> <li>Can serve as potential community partner</li> </ul>	<a href="https://www.tyndall.af.mil/">https://www.tyndall.af.mil/</a>
<b>United States Army Corps of Engineers</b>	National	<ul style="list-style-type: none"> <li>Builds and maintains national infrastructure</li> </ul>	<a href="https://www.sad.usace.army.mil/">https://www.sad.usace.army.mil/</a>
<b>United States Department of Education</b>	National	<ul style="list-style-type: none"> <li>Governs the public education system of the United States of America</li> </ul>	400 Maryland Avenue, SW Washington, D.C. 20202 (800) 872 - 5327 <a href="https://www.ed.gov/">https://www.ed.gov/</a>

Organizations	Level of Scope	Capabilities	Contact Information
<b>United States Department of Health and Human Services</b>	National	<ul style="list-style-type: none"> <li>Enhances and protects the health and well-being of all Americans</li> </ul>	200 Independence Avenue, S.W. Washington, D.C. 20201  (877) 696 - 6775  <a href="https://www.hhs.gov/">https://www.hhs.gov/</a>
<b>United States Department of Transportation</b>	National	<ul style="list-style-type: none"> <li>Helps maintain and construct transportation infrastructure</li> </ul>	1200 New Jersey Ave, SE Washington, DC 20590  (202) 366-4000  <a href="https://www.transportation.gov/">https://www.transportation.gov/</a>
<b>United States Small Business Administration</b>	National	<ul style="list-style-type: none"> <li>Provides business counseling, business and home disaster loans, Federal Government contracting</li> </ul>	409 3rd St, SW Washington DC 20416  (800) 827 - 5722  <a href="https://www.sba.gov/">https://www.sba.gov/</a>
<b>United Way of Northwest Florida</b>	Regional	<ul style="list-style-type: none"> <li>Supports disaster relief</li> </ul>	602 Harrison Ave. Panama City, FL 32401  (850) 785-7521  <a href="http://unitedwaynwfl.org/">http://unitedwaynwfl.org/</a>
<b>Vision Zero Network</b>	National	<ul style="list-style-type: none"> <li>Increases safe, health, and equitable transportation</li> </ul>	<a href="https://visionzeronetwork.org/">https://visionzeronetwork.org/</a>
<b>Visit Florida</b>	State	<ul style="list-style-type: none"> <li>Conducts tourism marketing</li> </ul>	2540 W. Executive Center Circle Suite 200 Tallahassee, Florida 32301  <a href="https://www.visitflorida.org/">https://www.visitflorida.org/</a>
<b>Waterfronts Florida</b>	State	<ul style="list-style-type: none"> <li>Provides resources and technical assistance for planning</li> </ul>	107 East Madison Street Tallahassee, Florida 32399-4120  (850) 245 – 7105  <a href="http://www.FloridaJobs.org/WaterfrontsFlorida">www.FloridaJobs.org/WaterfrontsFlorida</a>

# Appendix C: Community Engagement

The development of the Recovery Action Plan was part of a collaborative effort to help the City of Panama City recover from the devastating impacts of Hurricane Michael. This effort was led by the City and four teaming partners, each responsible for developing distinct elements of the City’s plan for long-term recovery and redevelopment. Each partner served an important role in analyzing the City’s capacity before and after the hurricane (i.e., learning from the past) and providing recommendations and strategies to help the City grow in the long-term (i.e., preparing for the future) to help the City become more resilient.



Completing this long-term recovery planning process involved a rigorous public engagement campaign which translated to 75 hours of in-person meetings and extensive online engagement. The purpose of this engagement was to identify and address the needs of all community members by gathering input from the public, key stakeholders, businesses, and City officials. **Community feedback is a critical feature of the City’s long-term recovery strategy.**

## Stakeholder and Advisory Committee Engagement

To ensure that the long-term recovery planning team had access to the information and resources necessary to develop plans for the City, two stakeholder groups were established to inform the planning process.

The **Long Term Recovery Planning Stakeholder Group** was representative of a diverse set of sectors, including but not limited to community and land use planning, cultural, historic, and community resources, education, tourism, military, healthcare, natural resources, local government, and transportation. Specific organizations within these sectors were selected based on their organizations' day-to-day responsibilities and their relevance to recovery projects. In May 2019, group members attended a Stakeholder Project Kickoff Meeting, which introduced the planning effort, outlined the stakeholders' role in the planning process, and asked them to identify opportunities for recovery in the City. The Long Term Recovery Planning Stakeholder group was also invited to participate in Charrette Week to provide additional feedback.

The **Long Term Recovery Planning Advisory Committee** was comprised of 11 representatives of City government. This group was consulted throughout the project to review documents and weigh in on core project issues such as the identification of City priorities, capabilities, and the feasibility of proposed solutions. This group attended three in-person planning meetings in May, June, and August to review and provide feedback on planning documents.

The **Economic Development Advisory Committee** consisted of public and private citizens and City government officials who were responsible for reviewing and providing feedback on the City's proposed Economic Development Plan and Existing Conditions report. This group was overseen by HR&A Advisors and convened for three meetings to hear progress and provide constructive feedback.

## Public Engagement

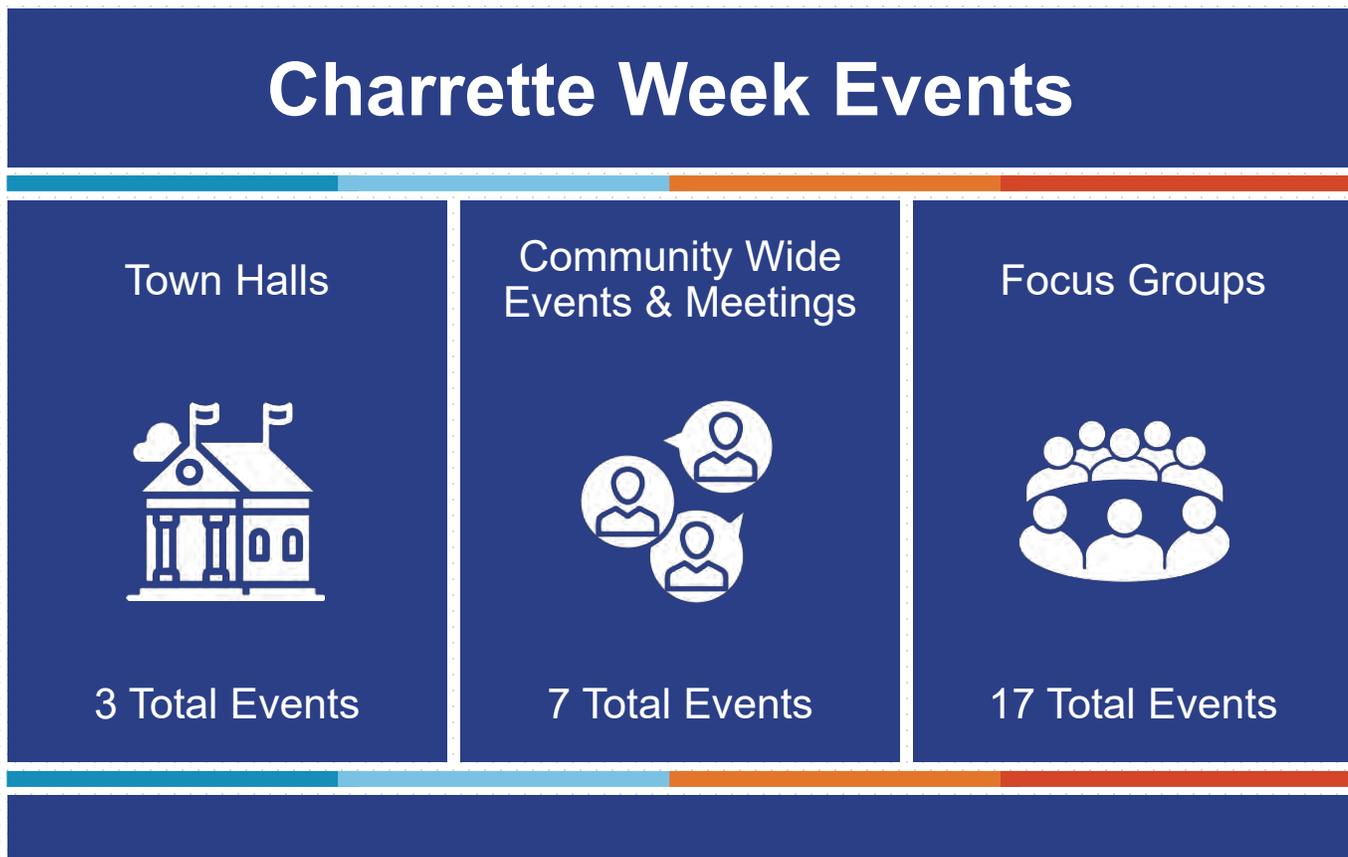
Public engagement in the long term recovery planning process began in May 2019 with a public Project Kickoff (see Figure C.1 below). The meeting was hosted by the City and teaming partners to introduce the community to the project and explain their role in the planning process, while also helping the planning teams understand the community's priorities. Following the meeting, attendees were encouraged to visit the project website ([rebuildpc.org](http://rebuildpc.org)) and complete a questionnaire. Input collected during this meeting formed the basis of the Recovery Action Plan goals and strategies and informed the next phase of public engagement.

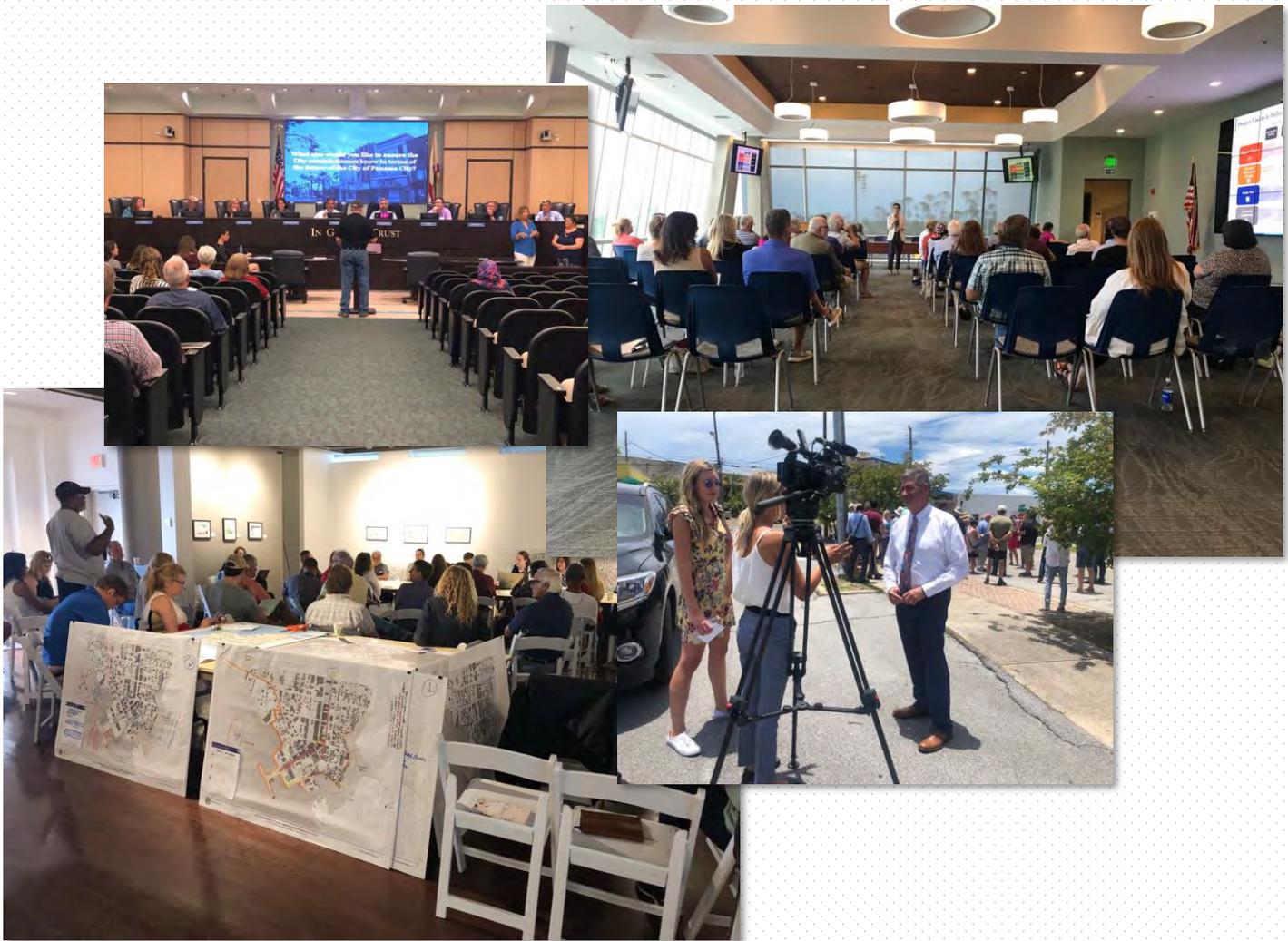
*Figure C.1: Public Project Kickoff*



The next phase of public engagement took place in June 2019, when the City and project teaming partners hosted “Charrette Week.” Charrette Week was actually a two-week-long series of public town halls, design studios, ward meetings, online surveys, and focus groups. Figure C.2 below shows the summary of events held in June. To ensure that residents who were unable to attend in-person meetings had an opportunity to provide feedback on their priorities for recovery, a series of online surveys mirroring the questions asked during in-person meetings were posted to [rebuildpc.org](http://rebuildpc.org).

Figure C.2: Summary of Charrette Week Events





## Town Halls

Town Halls are events that invite all members of the public to share feedback and insight in a forum setting regarding a certain topic. Town Halls provided residents with an opportunity to ask questions about the planning process and status of recovery, thus providing a forum for their concerns to be heard by City officials and the planning teams. Facilitation of these events included an activity that helped the planning team understand long-term recovery needs and opportunities in the City.



### Town Halls

- Community Recovery Town Hall
- Educators Town Hall
- Volunteer Organizations and Non-Profits Town Hall

## Communitywide Events and Meetings

In addition to focus groups and town hall meetings, the planning team hosted seven communitywide events. The purpose of each of these events was to gain a comprehensive understanding of community needs and collect input from a diverse group of residents. Some of the most critical of these community wide meetings were the four ward meetings. Each ward meeting was attended by a City Commissioner and enabled the planning team and City officials to understand localized issues that each area of the City experienced since Hurricane Michael.



- Hands-On Design Session
- Closing Presentation
- Ward 1 Meeting
- Ward 2 Meeting
- Ward 3 Meeting
- Ward 4 Meeting
- Meeting with City Officials

## Focus Groups

The long-term recovery planning team hosted seventeen focus groups (i.e., a small, diverse group of people participating in a guided discussion) during Charrette Week. By working with focus groups, the long-term recovery planning team was able to identify community needs and desires from numerous perspectives, creating a more robust understanding of Citywide priorities and needs. These meetings examined recovery from the perspective of their focus area (e.g., access and functional needs, military families and contractors) in order to determine what successful recovery in the City could or should look like.



- High School Students Focus Group
- Educators Focus Group
- Non-Profits & Volunteers Focus Group
- Faith-Based Organizations Focus Group
- Hospitality & Tourism Focus Group
- Arts & Arts Focus Group
- College Students Focus Group
- Local Businesses/Property Owners Focus Group
- Dealerships & Small Business Focus Group
- Military/Families/Contractors Focus Group
- Access and Functional Needs Focus Group
- Mental Health/Medical Professionals Focus Group
- Stormwater Focus Group
- Housing Focus Group
- Architects/Contractors Focus Group
- Transportation Focus Group
- Economic Development Focus Group

# Analysis and Plan Integration

The feedback collected across each of these meetings via comment cards, facilitated discussions and activities, and online surveys directly informed the development of each of the City's planning documents. Community input was assessed and synthesized on a continuous basis to understand community priorities and needs. Key takeaways from each event are summarized below to demonstrate high-level findings throughout the planning process.

## Project Kickoff

- The City of Panama City would benefit from green spaces (e.g., community parks, recreation areas, trees throughout) to bring about a sense of community in the City.
- The most pressing needs for the City are affordable housing, higher paying jobs, increased employment opportunities, enhanced education system and opportunities (i.e., STEM), and technology enhancements (e.g., 5G).
- Community members identified projects and qualities to redevelop the City. These included green spaces (i.e., community parks, recreation areas, trees), walk/bike-friendly infrastructure, family-friendly entertainment (e.g., splash parks, science/art centers and museums), access to the arts (e.g., murals in city, music/entertainment venues, daily live music), area beautification, and homeowner incentives/tax breaks.
- Feedback included general issues that the City is facing in Hurricane Michael recovery, including the need to be resilient and sustainable, lack of transparency, business struggling, and effects from the paper mill

## Town Halls

### Community Recovery Town Hall

- Mental health services are important to the residents of the City of Panama City. The rebuilding process should be comprehensive, and should foster physical, mental, and emotional stability.
- The City of Panama City is unique and historic; it has an authentic character and a strong sense of self. The rebuilding process should preserve this sense of character. The City is more than just Downtown and its waterfront. The rebuilding process should consider the City and its residents beyond this central nucleus. Every member of the community should have a voice in recovery.
- The City should embark upon inclusive projects that have a positive rippling effect throughout the community; the City should prioritize activities that maximize co-benefits.

## Volunteer Organizations and Non-Profits Town Hall

- Non-profits, NGOs, and volunteer organizations can fit the needs of groups that are not traditionally met by public services.
- Collectively identifying and serving the needs of those individuals not traditionally provided services is important. Finding established structures and building partnerships will help organizations better deliver services to all community members with unmet needs.
- When it comes to disasters, non-profits and similar community service organizations need to be able to spread the word about their services in formats that reach the community members in need.

## Communitywide Events and Meetings

### Hands-On Design Session

- The City of Panama City has many assets, including the waterfront, McKenzie Park, and many beautiful buildings downtown, that should be repaired.
- Beyond simple repairs, the City's physical assets can be enhanced to render Downtown Panama City more vibrant and attractive to residents and tourists.
- Several tools and projects can contribute to an improved Downtown. Examples include installing a walk/bikeway around the marina/waterfront to improve walkability; utilizing height restrictions and zoning codes to protect waterfront access and view; preserving open space and parks with a pool in the Downtown; attracting artists, arts venues, restaurants, and bars; and developing areas for entertainment for all ages.

### Educators Town Hall

- Schools and the services that they provide reach everyone in the City, not just the students. The extent of their work should be reflected in how the community works with them.
- Schools help to provide a sense of stability for students; it is important to ensure that the City schools are functional by the start of the school year.
- The City of Panama City's schools should consider partnerships with local organizations to provide locally-inspired, project-based courses.
- Athletics, the arts, and other extracurricular activities help to provide students and the community with a sense of pride and place. Prioritizing the reintroduction of these activities, and encouraging relevant resource sharing across schools, can restore students' sense of community and identity.

## Ward 1 Meeting

- Infrastructure is a keystone for recovery in Ward 1, including transportation, water, sewer, stormwater, and utilities. Residents discussed how infrastructure needs to be restored to Category 5 level protection against storms to increase resilience and limit cascading impacts of infrastructure damage.
- Code enforcement is a major priority for the residents of Ward 1, for both residential and commercial properties. This includes both post-storm and pre-storm code enforcement violations.
- Participants discussed how attracting companies and people to the Downtown will not just revitalize the Downtown, but support payment for other needed projects in the ward, including infrastructure projects.
- Participants discussed how students are being encouraged to study science, technology, engineering, and mathematics (STEM) fields, however there is a lack of STEM jobs in the City of Panama City. STEM jobs need to be brought to the City of Panama City in order for the youth to be attracted to stay.
- Restoring McKenzie Park is a high priority. This is an asset of the Downtown and restoring the area will also increase the feeling of safety and security in the area.
- The City should encourage the development of civic and community groups in the ward, and across the City. These groups can identify and help meet the needs of the residents.

## Ward 2 Meeting

- Ward 2 has a vibrant history that many residents want to see preserved through the restoration of historic buildings to commemorate the unique history of this area. Continued support of local and small businesses is desired in the ward (and throughout the City) through various means that are affordable to various types of businesses (e.g., co-working facilities). Small businesses and also a market to attract new industry and larger businesses will create a diverse economy, improving the overall health of this ward, as well as others.
- Support services, such as childcare options, need to return to the City for residents to effectively return to work.
- Affordable housing needs to be rebuilt across Ward 2, as well as the rest of the City, and many residents are interested in seeing this housing rebuilt with sustainability in mind (e.g., recycling, water reclamation, and solar). This concept may work well first as a pilot program that can then be expanded in the future.
- Many residents have concerns about the safety and security of Ward 2. Improving neighborhood visibility through the installation of streetlights and improved site lines will help to improve safety and sense of security. It will also allow for local businesses and organizations to stay open later, after dark.

## Ward 3 Meeting

- Affordable housing is a priority for Ward 3 residents, as many problems stem from a lack of affordable housing (e.g., the lack of housing prevents a stable workforce and sense of security). There are several methods for increasing affordable housing stock in the community, including tiny homes, workforce housing, and integrated subsidized housing.
- The infrastructure repair projects that were planned ahead of the storm should remain a priority after the storm.
- Transit connectivity and infrastructure should be improved in Ward 3; stops are currently not well lit, buses schedules are inconvenient, and it takes a long time to get around. Transit-oriented development may help improve these issues.
- The storm has affected both medical services and mental health. The City requires a comprehensive, approach to healthcare—particularly for children. Additionally, there is a need to restore and build more medical facilities.
- There is a community-driven need for transparency throughout the recovery process.
- One participant stated: “We don’t live here, we love here, or we would have left.” There is work to be done, but residents are all there to support it.

## Ward 4 Meeting

- The Bay is the anchor institution within the community. It brings a sense of identity and unity and offers residents as well as visitors a slew of recreational activities. The Bay should be made accessible to all within Ward 4.
- While St. Andrews needs to think big, it also needs to think incrementally. Neighborhood clean-up events and hyper-local initiatives can help attack some of the area’s problems from an incremental perspective.
- St. Andrews can easily become a truly walkable community. This should be prioritized.
- A range of simple actions, such as repairing streetlights, would help make the area feel safer and more secure.
- All zoning ordinances should be enforced; however, in the short-term, permitting processes should be streamlined. This provides great benefits for all lines of effort.

## Meeting with City Officials

- The City leadership discussed being impressed overall with the recovery progress in the City of Panama City thus far. While there is a lot of work still yet to do, they noted that the City should be proud of where they are today in terms of recovery.
- The City leadership discussed the engagement with the public for the long term recovery planning process. They noted the success of the engagement so far, but also noted important next steps. These next steps included continuing to reach out to underrepresented groups and understanding which future processes city-driven and which future processes will be citizen-driven.
- The meeting highlighted the need to ensure that the process of long-term recovery planning is transparent. City leadership reiterated their commitment to transparency to promote trust in government. The public comment period also reiterated the need for this transparency.
- Overall, the City leadership noted that the four lines of effort are of equal priority. There was discussion as to which needs will likely be addressed first and which will come later. Commissioners noted that both infrastructure and safety and security act as the base, to support the development of a strong economy and improved quality of life. Based on the varied impact of the storm within each ward, Commissioners noted specific priorities within their respective wards.

## Closing Presentation

- The long-term recovery planning team presented their key findings from Charrette Week. These findings included ten "big ideas" about the Downtown, and primary concerns across each of the four lines of effort. The purpose of the presentation was to show what initial conclusions teaming partners drew from community input and to summarize their next steps.
- After Charrette Week, each of the teaming partners would initiate development on their respective planning documents, taking care to further analyze and incorporate feedback gathering during public engagement to ensure that projects and priorities reflect residents' needs.
- Preliminary sketches of the Downtown revitalization effort were presented and feedback, gathered via live polling, was largely positive.

## Focus Groups

### High School Students Focus Group

- The schools serve as anchors of the community, shaping the daily lives of all of the City of Panama City's residents. Their importance and centrality should be reflected in the rebuilding process.
- Hurricane Michael was physically and emotionally draining for the entire community, including Panama City's students. Ensuring that mental health services are available in schools is necessary to assist students in working through storm-related trauma.
- Many of the problems seen in schools reflect the precarious housing situations of students and their families. Restoring housing and ensuring housing security for students is a necessary first step in recovery.
- The City has an abundance of local businesses and industries. Creating working relationships between the City's schools and the business communities would be a mutually beneficial endeavor.

### Educators Focus Group

- Educators from every part of the education spectrum need to come together to work through the problems that students face with recovery. An educator's action group could facilitate a holistic approach to addressing the needs of the City's youth.
- Schools provide more than algebra and language arts. Extracurriculars should be reinstated as soon as possible to provide a sense of community for the students, faculty, and their families.
- The City has the unique opportunity to rebuild towards the future. The schools should also capitalize on this opportunity.
- Wraparound services for students should be prioritized, especially in the near-term. Nutrition, security, and social services should all be available.

### Non-Profits and Volunteers Focus Group

- The City of Panama City is served by non-profits, non-governmental organizations (NGOs), and volunteer organizations. These organizations can address the needs of groups that are not traditionally met by public services; these groups should work to collectively identify and meet the needs of under-served individuals and families.
- Understanding how non-profits, NGOs, and volunteer organizations work together in the City of Panama City, and how they may support each other, is essential. Communication is key to service provision, particularly during emergencies or disasters. Finding established structures and building partnerships to improve communication will also improve service delivery to all community members.
- Beyond inter-organizational communication, non-profits and similar community service organizations need to be able to publicize their services and reach the community members in need. Having a strong ground game and communication strategy is important.

## Faith-Based Organizations Focus Group

- Faith-based communities touch people's lives in many personal and profound ways. Linking faith-based groups to the broader community provides an additional layer of support. They offer a means of matching people who need help with those who can provide help—and may help individuals and communities meet less-tangible needs.
- Leaders within faith-based communities need to come together to ensure that they are working collaboratively during the City's times of need. A faith-based action team can provide a structure for collaboration.
- It is important to judge the success of recovery in incremental steps. For example, small, steady increases in congregation size or participation provide good indicators of community involvement.

## Hospitality and Tourism Focus Group

- The City of Panama City has a unique sense of self; this should be preserved to both maintain the City's flair and attract visitors from afar.
- The arts are incredibly important for the City of Panama City. Continuing to amplify the arts and artists' role in civic life will help create a sense of community for locals and tourists.
- Anchor institutions should play an important role in attracting folks from out of town; leveraging public-private partnerships and engagement with academia will further establish such institutions.
- The City has a unique opportunity to rebrand itself as a destination. The City's relationship with the waterfront should be emphasized, as should its wide variety of water-related activities. Focusing the City's recovery to capitalize on these key attractions should be a priority.

## Arts and Artists Focus Group

- While maintaining local identity is important, the City of Panama City should be open to the opportunity for change. Allowing for new architecture and styles to be developed alongside traditional styles will help to make the City an eclectic destination.
- Artists and the arts need to be supported as ends in themselves, not just as means for community engagement and entertainment.
- Multipurpose public spaces, such as amphitheater/performance center hybrids, are a great way to serve artists and the community.
- The City of Panama City has the opportunity to serve as a destination center for annual arts-related events. The City should consider annual events as a means of generating revenue streams for the arts and local community.
- Several venues for the arts already exist, such as Floriopolis, the Bay County Arts Alliance, and the space offered by Trigo. The City should work to expand these offerings and spaces.

## College Students Focus Group

- Food security is important for the City of Panama City. There were food deserts before Hurricane Michael, which have been exacerbated since the storm. The City should invest in community gardens, replanting trees (ReTreePC), and other agricultural initiatives. Gardening initiatives would be low-cost solutions for the rehabilitation of vacant lots.
- Participants noted that it is hard to draw college graduates back to the City or have them remain in the City after graduation because there are not a lot of professional positions/jobs in the City.
- Due to the large number of low-wage jobs in the City, much of the community struggles to provide a high quality of life for themselves and families. The City needs to bring in higher paying jobs.
- Both colleges located in the City of Panama City are commuter campus with students living remote or farther away from campus. This makes it difficult to engage the student body.
- Other colleges have requirements or opportunities for service learning. In these programs, students participate in a service or volunteer program in their community as a part of a graduation requirement. Students who participate in this type of service can grow a stronger attachment to the community. The City should engage the local colleges to see if there is support of programs like this one.

## Local Business/Property Owners Focus Group (Meeting 1)

- Businesses and property owners are interested in pursuing relaxed minimum parking requirements.
- Participants expressed a strong interest in a long-term solution of removing and relocating the tank farm, with the potential to adapt the space into a park.
- Business and property owners are concerned with safety and security in the City of Panama City and Downtown.
- Stormwater management is a concern. Business and property owners would like to explore the idea of managing this district-wide, rather than by private lot.
- There are many existing needs to help support existing businesses. Participants suggested supporting these businesses through short-term and long-term solutions. These included improved marketing to increase commerce, street beautification (e.g., planters), increased residential spaces intermixed with commercial spaces, and improved streetscapes (e.g., renderings/art posted on the businesses while they are under development or blighted). This presents an opportunity to partner with local art organizations and artists.
- Participants identified the need to implement economic incentives to attract new businesses and encourage existing businesses to return.

## Local Business/Property Owners Focus Group (Meeting 2)

- Derelict buildings need to be immediately removed. This should be a funding priority, rather than funneling money toward good-but-not-great quality facilities.
- The City should loosen restrictions on events. They inhibit public engagement and drive money and facility utilization elsewhere.
- There should be an emphasis on localism when considering City events. There is a historic character that the City, especially its Downtown, embodies, and this should be thoroughly advertised.
- There needs to be action, not just discussion. No matter how small, each activity carries a big impact. This is especially true as it comes to clean-up efforts.
- Downtown lacks a unified identity. Creating a brand can help to create a destination and a sense of place.
- Community buy-in and business-to-business collaboration are critically important for this focus group.

## Dealerships and Small Business Focus Group

- The participants discussed the need to increase the economic diversity in the City of Panama City. This would include attracting different types of businesses in order to attract different types of workers and create a more resilient economy.
- The average income in the City of Panama City is significantly lower than that of the state. The average household income in the City is approximately \$35,000 as opposed to the average household income in the state which is approximately \$53,000. The group discussed how it is hard to revitalize the economy without the amenities that generally come from a higher paid workforce. These amenities include increased disposable income to spend on restaurants and entertainment in the area.
- There needs to be a better pipeline from the colleges to the employers in the City of Panama City. The Economic Development Administration has a partnership with Gulf Coast State College to identify programs that match with employer needs, but while this is successful there is a need for better recruitment of students into the programs and from City of Panama City employers to the enrolled students.
- The participants highlighted how the land use and zoning code should be modified to allow for increased business activity. The group believed that increasing and diversifying tourism will also promote revitalization of the Downtown area.

## **Military/Families/Contractors Focus Group**

- Families are eager to see the City of Panama City become one of the premier military destinations for military families. To realize this vision, military families and personnel see the need for restored and improved housing stock, higher performing schools, revitalized and vibrant downtown, more opportunities for recreation (e.g., golf course on Tyndall reopened and made public), and improved safety of downtown areas (e.g., street lighting).
- A centralized website could be leveraged to market events not only to military families but also people outside the area, attracting new visitors and commerce. The Panama City Community Development Corporation could be a partner in developing this resource.
- Military spouses have challenges with finding employment opportunities before and after the storm; increasing opportunities for spousal employment would help increase the attractiveness of the City to military families.
- There is an immediate need to demolish old and abandoned properties and build new homes. With assistance from county, state, and private partners, the City could more effectively resolve generational title issues and expedite demolition.

## **Access and Functional Needs Focus Group**

- The City does not currently have an Americans with Disabilities Act (ADA) Coordinator, which may help improve access to government services by all.
- Leveraging tourism-related funding streams to support the update and enhancement of accessibility services was suggested to increase Panama City's appeal and attract new visitors.
- Improvements to building accessibility, communications technology, and transportation infrastructure would improve the lives of the City's residents with access and functional needs. For instance, expanding public alerting systems and frequency of use; broader access to remote translation services in public spaces; retrofitting buildings that are non-compliant with ADA laws; and enhancing messaging and access to transportation information.
- Education of the general public on how to interact with individuals with access and functional needs (especially deafness or blindness) could improve their daily interactions with other residents.

## **Mental Health/Medical Professionals Focus Group**

- Participants identified the need to improve the Downtown, transportation opportunities, and housing availability to support healthcare providers, staff, and attract more people to the City of Panama City to increase medical capacity.
- Attendees discussed enhanced medical professional collaboration in the City to improve awareness of services, resources, and partnerships.
- Participants are concerned with the lack of counselors, psychiatrists, and trained specialists to serve juveniles.
- Mobile healthcare units, particularly in schools, were discussed as a potential opportunity to increase healthcare services.
- Participants agreed that mental health services should be publicized and destigmatized.

## Stormwater Focus Group

- The City will need to bring in additional funding and financial resources to help tackle the larger stormwater improvements, as well as a sustainable maintenance program. There is interest in attracting investors to help innovatively solve some of these challenges.
- The City should consider developing a stormwater utility that is paid based on property impact (i.e., if you mitigate your property's impact, you pay less to the stormwater utility). This utility could fund the longer-term projects from a stormwater master plan for the City.
- Protection and restoration of natural resources is a priority for many to improve management of stormwater, including improving water quality in the Bay and bayous to provide better recreation and increase population of fish and shellfish, protection and restoration of wetlands, conversion of septic to sewer, cleanups to remove trash from water, and replanting trees and greenery.
- The City should consider, as part of a longer-term plan for stormwater management, the construction of centralized stormwater management ponds instead of individual ponds on each property.
- Forward thinking stormwater management will require changes and upgrades to the City's land use and zoning ordinances.

## Housing Focus Group

- With the number of destroyed or heavily damaged affordable / workforce housing damaged in the City, an opportunity exists pilot a project providing sustainable and affordable housing solutions. Building homes with sustainable, cost-saving measures (e.g., solar power, recycling, and water reclamation systems) can offer overall cost savings to residents, resilience to housing stock, and can have a positive impact on the quality of life in the City of Panama City.
- Rent prices have jumped significantly after the storm, becoming unaffordable for many people who live and work in the City of Panama City. Many residents request that the City take a more direct approach to evaluating and managing rent pricing to restore affordability for all.
- The City's title transfer system has established barriers that complicate the transfer of title and proof of ownership. These challenges are particularly burdensome for City residents after major disasters when clear title is required for many assistance programs (e.g., Federal Emergency Management Agency Individual Assistance, US Small Business Administration) that facilitates recovery. The City recognizes and will be advocating for the change of state laws that are tied to historic title transfer issues.
- Innovative housing solutions may improve barriers to entry within the City of Panama City. Homeownership programs that focus on incentivizing and subsidizing the costs of purchasing a home is one proposed solution that creates opportunity for home ownership. Establishing financial literacy within community members is also a key element to housing stability.

## Architects/Contractors Focus Group

- The group of architects and contractors discussed the importance of rewriting codes to be able to implement new and innovative development concepts, including revising guidance and restrictions around stormwater, parking, mixed use development, and density to make the City of Panama City more accommodating to new development.
- Making affordable housing effective, and non-stigmatized, was a priority issue for the group. The group discussed how ensuring effective affordable housing will require making critical planning decisions and should include participation from future residents.
- There is a need to support workforce housing in the City of Panama City. This will work to provide contractors and other workers a place to live, as well as providing an incentive for workers involved in the service industry to return to the City.
- Attendees highlighted the need to revitalize the downtown in order to attract and incentivize people to stay in the City of Panama City. This included increasing walkability, updating standards and codes to allow for a modernized downtown, all while keeping the historic and unique character of the Downtown.

## Transportation Focus Group

- Many residents view accessible walking and biking trails along the waterfront as a priority for improving the quality of life in the City of Panama City.
- The City and its residents are very concerned about making sure that transportation is accessible to everyone, particularly to anyone with access and functional needs. Accessibility concerns include sidewalks without markings to denote the curb, buses without accommodations for the deaf and blind, and crosswalks without speakers.
- Many residents are interested in seeing some of the less conventional modes of transportation return to the City, including water taxis. These taxis have been most successful as a seasonal mode of transportation that can also be a draw for tourists.
- Future planning for the City needs to include considerations for bicyclists. Bike lanes and bike paths will help increase safety for bicyclists and improve traffic flow for motorists.

## Economic Development Focus Group

- The City’s marinas have a significant amount of economic potential. Boaters can rent or purchase boat slips and moorings that will bring additional revenue to these marinas and the larger City of Panama City. The marinas can host free public events that attract visitors (e.g., “Sunset Celebrations”).
- Economic development could be improved by increasing the overall average income for the City by generating new jobs for skilled and unskilled laborers.
- A partnership with the Board of Realtors to develop a comprehensive inventory of all the properties available to rent, lease, build on, and sell could better communicate to realtors and investors about availability of properties.
- Consider vacant properties to construct short-term shelters and facilities to house businesses.
- Run weekly or monthly marketing campaigns about City of Panama City being back open for business.

# Appendix D: Recovery Needs

The following chart synthesizes community-identified needs and the actions created to address them. The chart showcases the source of the identified need (i.e., Hurricane Michael Impact Assessments, Charrette Week Feedback, City Officials, Long Term Recovery Planning Team).

REF #	Objective	Action Title	Access to healthcare services	Public Safety	EM Response	Accessibility	Diverse Workforce + Industry	Public-private + Educational Partnerships	Business Recruitment + Development	Local + small business support	Workforce Development	Reduced concentration of poverty	Restored Retail, banking + healthcare facilities	Stormwater management + retention	Energy Efficiency	Repair + Restoration of infrastructure + utilities	Enhanced mitigation	Telecommunications technology upgrade	Parks + Recreation	Increased multimodal transportation	Increased housing stock + Ownership	Public access to the waterfront	Placemaking and support for arts and artists	Restored natural resources	Historic Preservation	Increased comm. entertainment + enrichment	Land use policy + urban design	Education system support
E.1.1	E.1	Create and promote a suite of business development and recovery assistance programs.					X	X	X	X	X	X	X															
E.1.2	E.1	Support catalytic redevelopment.					X	X	X	X	X	X	X															
E.1.3	E.1	Strategically address blight to generate revenue, increase property value, and attract new investment.		X					X	X																		
E.2.1	E.2	Publicize and attract businesses and visitors to the City of Panama City.					X		X									X			X					X		
E.2.2	E.2	Assess next steps for a Civic Center and Convention Center.					X	X	X				X										X			X		
QL.1.1	QL.1	Compile and disseminate information about housing resources and assistance.				X																						
QL.1.2	QL.1	Reassess and capture post-storm housing needs.		X																					X			
QL.1.3	QL.1	Create affordable, inclusive, and live-work housing through code revision, incentives, and development requirements.				X						X	X													X		
QL.1.4	QL.1	Modernize public housing.		X		X						X																

**Key:**

- Hurricane Michael Impact Assessments
- Charrette
- City
- Long Term Planning Team
- Existing Conditions Report

REF #	Objective	Action Title	Access to healthcare services	Public Safety	EM Response	Accessibility	Diverse Workforce + Industry	Public-private + Educational Partnerships	Business Recruitment + Development	Local + small business support	Workforce Development	Reduced concentration of poverty	Restored Retail, banking + healthcare facilities	Stormwater management + retention	Energy Efficiency	Repair + Restoration of Infrastructure + utilities	Enhanced mitigation	Telecommunications technology upgrade	Parks + Recreation	Increased multimodal transportation	Increased housing stock + Ownership	Public access to the waterfront	Placemaking and support for arts and artists	Restored natural resources	Historic Preservation	Increased comm. entertainment + enrichment	Land use policy + urban design	Education system support
QL2.1	QL2	Provide school children and their families with stability and safety through facility repair and health services.	X			X		X				X																
QL2.2	QL2	Establish a Long-Term Recovery Committee in the City to empower residents on the road to recovery.						X				X																
QL3.1	QL3	Restore citywide tree canopy.												X						X								
QL3.2	QL3	Repair historic buildings from previous disasters and identify opportunities to increase their resilience to future disasters.		X																								
QL4.1	QL4	Support and encourage local artists to remain in the City and preserve the City's identity as an arts community.																										
SS.1.1	SS1	Clear all storm-related debris using a combination of City and community resources while minimizing illegal dumping.		X	X			X																				
SS.1.2	SS1	Create and implement cohesive City street lighting strategy.		X	X							X																
SS.1.3	SS1	Establish and implement comprehensive street signage program.		X	X																							
SS.2.1	SS2	Enact temporary solutions to meet pressing healthcare concerns for disaster survivors.	X	X	X	X		X				X	X															X

REF #	Objective	Action Title	Access to healthcare services	Public Safety	EM Response	Accessibility	Diverse Workforce + Industry	Public-private + Educational Partnerships	Business Recruitment + Development	Local + small business support	Workforce Development	Reduced concentration of poverty	Restored Retail, banking + healthcare facilities	Stormwater management + retention	Energy Efficiency	Repair + Restoration of Infrastructure + utilities	Enhanced mitigation	Telecommunications technology upgrade	Parks + Recreation	Increased multimodal transportation	Increased housing stock + Ownership	Public access to the waterfront	Placemaking and support for arts and artists	Restored natural resources	Historic Preservation	Increased comm. entertainment + enrichment	Land use policy + urban design	Education system support		
SS.2.2	SS.2	Hurricane-proof hospitals and medical facilities.	X		X	X		X					X				X													
SS.3.1		Complete and standardize the City after-action process.		X																										
SS.3.2		Assess and implement soil stabilization techniques to mitigate losses during future events		X											X					X										
SS.3.3		Implement accessibility measures throughout the City.		X		X															X									
SS.3.4		Enhance City preparedness by building facilities that can withstand a Category 5 hurricane and provide continuity of life-safety services.		X	X														X											
SS.3.5		Develop preparedness, recovery, and redevelopment plans to enhance economic vitality, resilience, and quality of life.		X	X																									
I.1.1		I.1	Enhance roadway network.	X	X																									
I.1.2			Repair and restore sidewalk and existing non-motorized transportation pathways.	X	X								X																	
I.1.3			Restore parks, public green spaces, recreational facilities and opportunities; increasing access to amenities and improving health of natural resources.		X									X																

REF #	Action Title	Access to healthcare services	Public Safety	EM Response	Accessibility	Diverse Workforce + Industry	Public-private + Educational Partnerships	Business Recruitment + Development	Local + small business support	Workforce Development	Reduced concentration of poverty	Restored Retail, banking + healthcare facilities	Stormwater management + retention	Energy Efficiency	Repair + Restoration of Infrastructure + utilities	Enhanced mitigation	Telecommunications technology upgrade	Parks + Recreation	Increased multimodal transportation	Increased housing stock + Ownership	Public access to the waterfront	Placemaking and support for arts and artists	Restored natural resources	Historic Preservation	Increased comm. entertainment + enrichment	Land use policy + urban design	Education system support
1.1.4	Restore Panama City Marina to promote business, sense of community, and recreational activities.				X	X	X	X				X	X	X	X	X		X				X	X	X	X	X	
1.1.5	Restore St. Andrews Marina to promote business, sense of community, and recreational activities.				X	X	X	X				X	X	X	X	X		X				X	X	X	X	X	
1.2.1	Develop Citywide comprehensive stormwater management plan that utilizes sustainable infrastructure.		X										X	X	X	X							X				
1.2.2	Harden and leverage power and communications infrastructure to bolster resilience.		X	X		X	X	X	X	X			X	X	X	X		X							X		
1.2.3	Modernize water, wastewater, and stormwater system infrastructure.	X	X	X									X		X	X											
1.2.4	Relocate the Milville Wastewater Treatment Plant.	X	X												X	X											X

# Glossary

Term	Definition
<b>Accessibility</b>	The concept of improving access and conditions for those with access and functional needs.
<b>Capabilities</b>	Policies, funding, authorities, staff, and technical abilities that help agencies contribute to response and recovery.
<b>Community Health</b>	Refers to community social, political, economic, psychological, and physical well-being.
<b>Critical Infrastructure</b>	Those assets, systems, networks, and functions—physical or virtual—so vital to the community that their incapacitation or destruction would have a debilitating impact on security, economic security, public health or safety, or any combination of those matters. (Federal Emergency Management Agency, 2013)
<b>Live-Work Buildings</b>	Refers to buildings that host both commercial and residential uses.
<b>Long-Term Recovery</b>	Phase of recovery that may continue for months or years and addresses complete redevelopment and revitalization of the impacted area; rebuilding or relocating damaged or destroyed social, economic, natural, and built environments; and a move to self-sufficiency, sustainability, and resilience. (Federal Emergency Management Agency, 2013)
<b>Low Income Housing (LIHTC)</b>	Sixty percent or less of area median income (Low Income Housing Tax Credit).
<b>Low to Moderate Income Housing</b>	Sixty-one percent to eighty percent of area median income.
<b>Mitigation</b>	Capabilities necessary to reduce loss of life and property by lessening the impact of disasters. Mitigation capabilities include, but are not limited to, community-wide risk reduction projects; efforts to improve the resilience of critical infrastructure and key resource lifelines; risk reduction for specific vulnerabilities from natural hazards or acts of terrorism; and initiatives to reduce future risk after a disaster has occurred. (Federal Emergency Management Agency, 2013)
<b>Mixed Income Housing</b>	A deliberate effort to construct and/or own a multifamily development that has the mixing of income groups as a fundamental part of its financial and operating plans. (Brophy and Smith, 1997)

Term	Definition
<b>Mixed Use Development</b>	Mixed use development is the use of a building or set of buildings for more than one purpose. Instead of single use development that can only serve one purpose, mixed use development can combine commercial, industrial, and residential uses in one purpose.
<b>Market Rate Housing</b>	120% + of area median income.
<b>Moderate Income Housing</b>	81% -120% of area median income. (Low Income Housing Tax Credit)
<b>Needs Assessment</b>	An assessment used to determine impacts to a community, and the State's involvement and level of supplemental assistance needed for long-term recovery. (Federal Emergency Management Agency, n.d.)
<b>Public Housing</b>	Owned by Panama City Housing Authority or owned by Bay County and managed by the City of Panama City. (City of Panama City and Federal Emergency Management Agency)
<b>Redevelopment</b>	Rebuilding degraded, damaged, or destroyed social, economic, and physical infrastructure in a community, state, or tribal government to create the foundation for long-term development. (Federal Emergency Management Agency, 2016)
<b>Resilience</b>	A community's ability to resist, withstand, recover from, and/or advance despite acute shocks and long-term stressors. Resilience is achieved by imagining success 50 to 100 years in the future and working toward that vision through daily activities.
<b>Restoration</b>	The process of returning a structure, building, or resource back to a pre-disaster state and function(s).
<b>Sustainability</b>	Conditions under which [humans] and nature can exist in productive harmony, and fulfill the social, economic and other requirements of present and future generations of Americans. (National Environmental Protection Act, 2009)
<b>Whole Community</b>	The whole community includes individuals and communities, the private and nonprofit sectors, faith-based organizations, and all levels of government (local, regional/metropolitan, State, tribal, territorial, insular area, and Federal). Whole community is defined in the National Preparedness Goal as "a focus on enabling the participation in national preparedness activities of a wider range of players from the private and nonprofit sectors, including nongovernmental organizations and the general public, in conjunction with the participation of all levels of government in order to foster better coordination and working relationships. (Federal Emergency Management Agency, 2016)
<b>Workforce Housing</b>	Housing for working individuals with income sixty percent or less of AMI.

# Resources Consulted

- Bay County Geographical Information Systems. *Street Centerlines*. May 16, 2019. <http://data-baycountygis.opendata.arcgis.com/datasets/street-centerlines>
- Bay County Geographical Information Systems. *Storm Surge*. July 16, 2019. <http://data-baycountygis.opendata.arcgis.com/datasets/storm-surge>
- Bay County Geographical Information Systems. *Municipal Boundaries*. May 2019. <http://data-baycountygis.opendata.arcgis.com/datasets/municipal-boundaries>
- “Best Management Practices for South Florida Urban Stormwater Management Systems.” South Florida Water Management District, April 2002. [https://www.sfwmd.gov/sites/default/files/documents/bmp\\_manual.pdf](https://www.sfwmd.gov/sites/default/files/documents/bmp_manual.pdf).
- Brophy, Paul, and Rhonda N. Smith. “Mixed-Income Housing: Factors for Success.” *Cityscape* 3, no. 2 (1997): 3–31.
- “Bury Your Power Lines | Greenville, SC - Official Website.” Greenville, South Carolina. Accessed August 6, 2019. <https://www.greenville.sc.gov/545/Bury-Your-Power-Lines>.
- “Construction and Maintenance Costs for Trails - American Trails.” American Trails, January 1, 2007. <https://www.americantrails.org/resources/construction-and-maintenance-costs-for-trails>.
- Crawford, Liz. “New Law Allows Property Owners to Remove, Trim Trees without a Permit,” July 15, 2019. <https://www.wtsp.com/article/news/regional/florida/new-law-allows-property-owners-to-remove-trim-trees-without-a-permit/67-5bf8fc04-5f76-4266-b015-4dabbede9d28>.
- “Crisis Communications Planning: Overview.” FEMA, n.d. <https://www.hsd1.org/?view&did=765483>.
- “Crisis Counseling Program.” FEMA, October 2009. [https://www.fema.gov/media-library-data/20130726-1818-25045-7119/federal\\_emergency\\_management\\_agency\\_crisis\\_counseling\\_assistance\\_and\\_training\\_program\\_guidance.pdf](https://www.fema.gov/media-library-data/20130726-1818-25045-7119/federal_emergency_management_agency_crisis_counseling_assistance_and_training_program_guidance.pdf).
- “Critical Infrastructure and Key Resources Support Annex.” *Federal Emergency Management Agency*, May 2013, 34.
- “Down Payment Assistance Programs.” Florida Housing Finance Corporation. Accessed August 6, 2019. <https://floridahousing.org/programs/homebuyer-loan-program-wizards/down-payment-assistance-programs>.
- DRAFT City of Panama City Economic Development Strategy (In Development)
- DRAFT Downtown Master Plan (In Development)
- “Education-Related Regulatory Flexibilities, Waivers, and Federal Assistance in Response to Disasters and National Emergencies.” EveryCRSReport, February 28, 2018. <https://www.everycrsreport.com/reports/R42881.html>.
- “Environmental and Historic Preservation (EHP) Fact Sheet: Roads and Bridges.” FEMA, n.d.
- Federal Emergency Management Agency. *National Flood Hazard Layer Data*. June 26, 2019. <https://msc.fema.gov/portal/advanceSearch#searchresultsanchor>
- “Floodplain Management Bulletin Historic Structures.” FEMA, May 2008. [https://www.fema.gov/media-library-data/20130726-1628-20490-7857/tb\\_p\\_467\\_2\\_historic\\_structures\\_05\\_08\\_web.pdf](https://www.fema.gov/media-library-data/20130726-1628-20490-7857/tb_p_467_2_historic_structures_05_08_web.pdf).
- Goodyear, Sarah. “A New Way of Understanding ‘Eyes on the Street.’” *CityLab*. Accessed September 11, 2019. <http://www.theatlanticcities.com/neighborhoods/2013/07/new-way-understanding-eyes-street/6276/>.

- “Health Center Program Compliance Manual.” Bureau of Primary Healthcare, August 20, 2018. <https://bphc.hrsa.gov/sites/default/files/bphc/programrequirements/pdf/hc-compliance-manual.pdf>.
- “Health Centers Provide Cost Effective Care.” National Association of Community Health Centers, 2015. [http://www.nachc.org/wp-content/uploads/2015/06/Cost-Effectiveness\\_FS\\_2015.pdf](http://www.nachc.org/wp-content/uploads/2015/06/Cost-Effectiveness_FS_2015.pdf).
- “HUD’s Public Housing Program.” U.S. Department of Housing and Urban Development. Accessed August 6, 2019. [https://www.hud.gov/topics/rental\\_assistance/phprog](https://www.hud.gov/topics/rental_assistance/phprog).
- Hurricane Michael Impact Analysis*, 2019.
- Khoury, Marina. “Leaning toward Live-Work.” Public Square: A CNU Journal, March 17, 2016. <https://www.cnu.org/publicsquare/leaning-toward-live-work>.
- Kirk, Robert S, and William J Mallett. “Emergency Relief for Disaster-Damaged Roads and Public Transportation Systems.” *Congressional Research Service*, August 29, 2018, 19.
- McCool, Jordan. “Bay County Cracking down on Illegal Storm Debris Dumping.” *WJHG*, December 3, 2018. <https://www.wjhg.com/content/news/Bay-County-is-cracking-down-on-illegal-storm-debris-dumping-501807491.html>.
- McDONALD, ZACK. “2 Men Charged with Illegally Dumping Hurricane Debris.” *Panama City News Herald*. Accessed August 6, 2019. <https://www.newsherald.com/news/20181210/2-men-charged-with-illegally-dumping-hurricane-debris>.
- Michael, Olivia. “Verizon 5G Coming to Panama City.” *WJHG*, March 15, 2019. <https://www.wjhg.com/content/news/5G-is-coming-to-Panama-City-507230531.html>.
- Mitchell |, Stacy. “8 Policy Strategies Cities Can Use to Support Local Businesses.” Institute for Local Self-Reliance, August 28, 2017. <https://ilsr.org/8-policy-strategies-cities-can-use-to-support-local-businesses/>.
- National Environmental Protection Act (NEPA) of 1969; Executive Order 13514, 2009.
- “National Disaster Recovery Framework, Second Edition.” Federal Emergency Management Agency, June 2016. [https://www.fema.gov/media-library-data/1466014998123-4bec8550930f774269e0c5968b120ba2/National\\_Disaster\\_Recovery\\_Framework2nd.pdf](https://www.fema.gov/media-library-data/1466014998123-4bec8550930f774269e0c5968b120ba2/National_Disaster_Recovery_Framework2nd.pdf).
- National Oceanic and Atmospheric Administration. *Sea Level Rise Data*. September 2018. <https://coast.noaa.gov/slr/#/layer/slr/4/-9532780.449271677/3528261.955203452/13/satellite/57/0.8/2100/high/midAccretion>
- “Preparing a Conservation Plan.” University of New Hampshire Cooperative Extension, March 2013. [https://extension.unh.edu/resources/files/Resource001227\\_Rep1568.pdf](https://extension.unh.edu/resources/files/Resource001227_Rep1568.pdf).
- “Post-Disaster Economic Impact/Long Term Recovery Needs Assessment Tool.” Federal Emergency Management Agency, August 16, 2004. <https://www.fema.gov/media-library/assets/documents/25394>.
- “Recovery Federal Interagency Operational Plan, Second Edition.” Federal Emergency Management Agency, August 2016.
- Saunders, Jim. “Florida Lawmakers Moving Forward on Bill That Could Lead to More Underground Power Lines.” Florida Today, April 2, 2019. <https://www.floridatoday.com/story/news/local/2019/04/02/florida-lawmakers-moving-forward-bill-could-lead-more-underground-power-lines/3341461002/>.
- “Senate Bill 796 (2019) - The Florida Senate.” Accessed August 6, 2019. <https://www.flsenate.gov/Session/Bill/2019/00796>.

- Simon, Darran. "Isn't It Better to Just Bury Power Lines? That May Depend on Where You Live." *CNN*, September 14, 2017. <https://www.cnn.com/2017/09/14/us/underground-power-lines-trnd/index.html>.
- "Stormwater Management." Florida Department of Environmental Protection, June 2016. [https://floridadep.gov/sites/default/files/stormwater-management\\_0.pdf](https://floridadep.gov/sites/default/files/stormwater-management_0.pdf).
- "Stormwater Management" Accessed August 6, 2019. [https://floridadep.gov/sites/default/files/stormwater-management\\_0.pdf](https://floridadep.gov/sites/default/files/stormwater-management_0.pdf).
- "Street Lighting Policy and Procedures." City of Panama City Public Works Department, July 12, 2011. <https://www.pcgov.org/DocumentCenter/View/1320/Street-Lighting-Policies-and-Procedures>.
- "Tactical Urbanism and Sustainable Change." Accessed August 6, 2019. <https://centerforactivedesign.org/tacticalurbanism>.
- Tuerk, Miriam. "How 5G Networks Will Change America." *Forbes*, February 27, 2019. <https://www.forbes.com/sites/miriamtuerk/2019/02/27/how-5g-networks-will-change-america/>.
- "Tree City U.S.A. Information & Highlights." Accessed September 4, 2019. [http://fufc.org/tree\\_city.php](http://fufc.org/tree_city.php).
- "Tree City USA Standards - The Arbor Day Foundation." Accessed September 4, 2019. <https://www.arborday.org/programs/treecityusa/standards.cfm>.
- University of Washington. "Crime and Public Safety:: Green Cities: Good Health." Urban Forestry/Urban Greening Research. Accessed September 11, 2019. [https://depts.washington.edu/hhwb/Thm\\_Crime.html](https://depts.washington.edu/hhwb/Thm_Crime.html).
- "What Is a Community Health Center?" NACHC. Accessed August 14, 2019. <http://www.nachc.org/about/about-our-health-centers/what-is-a-health-center/>.
- Whelan, Ellen-Marie. "The Importance of Community Health Centers." Center for American Progress, August 9, 2010. <https://www.americanprogress.org/issues/healthcare/reports/2010/08/09/8195/the-importance-of-community-health-centers/>.
- "Wraparound Services." National Education Association. Accessed September 4, 2019. <https://www.nea.org/assets/docs/Wraparound-Services-05142013.pdf>.
- . "More Underground Power Lines Could Help during Hurricanes, but It Comes with Cost for Customers." *Florida Today*, April 2, 2019. <https://www.floridatoday.com/story/news/local/2019/04/02/florida-lawmakers-moving-forward-bill-could-lead-more-underground-power-lines/3341461002/>.

