



# *Sea Bright 2020*

**Recovery Plan** December 2013



STATE OF NEW JERSEY  
OFFICE OF THE GOVERNOR  
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CHRIS CHRISTIE  
GOVERNOR

November 8, 2013

The Honorable Dina Long  
Borough of Sea Bright  
1167 Ocean Avenue  
Sea Bright, NJ 07760-2286

Dear Mayor Long:

I am writing to commend the incredible efforts of Sea Bright in overcoming the destruction caused by Superstorm Sandy, which made landfall on October 29, 2012. Under your leadership, in a little over a year's time residents and businesses have pulled together to make extraordinary strides in revitalizing your community.

I would like to offer my sincere thanks to everyone who has contributed to Sea Bright's recovery and rebuilding. The determination and commitment shown by you and the community exemplify the amazing resilience of New Jerseyans. I salute Sea Bright's great spirit and look forward to supporting your further successes as we tackle the challenges ahead.

Best regards.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Christie".

Chris Christie  
Governor

**ENERGY AND COMMERCE COMMITTEE**  
U.S. GOVERNMENT PRINTING OFFICE: 2010-288-888

**ENVIRONMENT AND THE CLIMATE**  
U.S. GOVERNMENT PRINTING OFFICE: 2010-288-888

**NATURAL RESOURCES COMMITTEE**  
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**DEMOGRAPHIC POLICY COMMITTEE**  
U.S. GOVERNMENT PRINTING OFFICE: 2010-288-888

**FRANK PALLONE, Jr.**  
 5TH DISTRICT, NEW JERSEY

**Congress of the United States**  
**House of Representatives**  
 Washington, DC 20515-3006

December 9, 2013

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Borough of Sea Bright  
 Attn: Mayor Dina Long  
 1167 Ocean Ave.  
 Sea Bright, NJ 07760

Dear Citizens of Sea Bright:

I am writing to you in support of your efforts to develop a Long-Term Recovery Plan for the Borough of Sea Bright in conjunction with the Federal Emergency Management Agency. As your Representative in Congress, I am extremely proud of your commitment to the recovery of your community.

On October 29, 2012, Hurricane Sandy brought destruction and devastation to Sea Bright. Following the storm, I visited your community and witnessed the damage myself. A year later, I am truly amazed by your unwavering effort to rebuild homes, businesses, beaches and other critical infrastructure in the town. I have no doubt that Sea Bright will ultimately rebuild stronger than ever before, and it is thanks to your efforts.

Since Sandy struck, I have been working to ensure that New Jersey receives all the federal resources it needs to rebuild stronger than before. Your dedication and drive towards a recovery plan is inspiring and gives the rest of New Jersey hope for a better recovery. Thank you for your enthusiasm and commitment to rebuilding Sea Bright. If I can be of assistance in any way, please do not hesitate to contact me.

Sincerely,  
  
 FRANK PALLONE, JR.  
 Member of Congress

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**NEW JERSEY SENATE**

**JOSEPH M. KYRILLOS, JR.**  
 SENATOR, 13<sup>TH</sup> DISTRICT  
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**COMMITTEES**  
 MEMBER, JUDICIARY  
 MEMBER, ECONOMIC GROWTH

October 28, 2013

Mayor Dina Long  
 Borough of Sea Bright  
 1167 Ocean Avenue  
 Sea Bright, NJ 07760

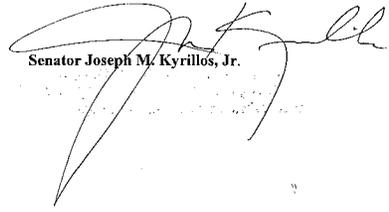
Dear Mayor Long:

I am writing in support of Sea Bright's efforts to develop a Long-Term Recovery Plan in order to rebuild the borough after the overwhelming destruction caused by Hurricane Sandy. I applaud your community's incredible strength and determination as you move forward toward your long-term goals.

Ever since the first days of the Sandy aftermath I witnessed your town's tremendous leadership and enthusiasm. Watching Sea Bright residents working tirelessly and together in the days, weeks and months afterwards to help their struggling neighbors.

I know that there are still many challenges that lie ahead and I want to ensure that Sea Bright receives all of the federal resources it needs and as quickly as possible in order to make a complete recovery from last year's devastating storm. I look forward to working with the appropriate agencies and local officials to identify sources for your recovery projects.

With best wishes,

Sincerely,  
  
 Senator Joseph M. Kyrillos, Jr.

## Acknowledgments

### *Sea Bright 2020 Committee Members*

Virginia Adair  
Lynda Arasin  
Berne Bookhamer  
Doug Bird  
Kelly Bird  
Lynn Boyce  
Chris Cappillo  
Dorothy Chrinko  
Courtney Davis  
Elizabeth DeGiulio  
Dave Deseo  
Christina Galinos  
John Galinos  
Brian George  
Joseph Hall  
George Henderson  
Joel Hersey  
Elizabeth Homer

Diane Kaplan  
Brian Kelly  
Scott Kelly  
Jean Kingman  
John Lamia  
Frank Lawrence  
Marc Leckstein  
Mary Beth Lederman  
Marianne McKenzie  
Michelle McMullin  
Kelly Morris  
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Bob Morrone  
Dakota Mulheren Woodham  
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Anna Panayiotou  
Kathie Pappas  
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Chris Pfeiffer  
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Desiree Pierce  
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Barbara Reich  
Barry Reich  
Dan Reid  
Linda Richter  
Nancy Sherman  
Steven Smith  
Felicia Stratton  
Virginia Tesi

Thank you for providing support and expertise throughout the Sea Bright 2020 recovery process:

- Sea Bright Borough Officials and Staff
- Sea Bright Resource Center
- New Jersey Future
  - David Kutner
  - Steve Nelson

A Special Thank You to those at Holy Cross School in Rumson, NJ for providing workshop meeting space that made it possible for the Sea Bright 2020 recovery process to take place:

- Lori La Plante
- Susan Symington
- Rev. Michael Manning, M.D., S.T.L., Pastor



Table of Contents



# Table of Contents

**LETTERS OF SUPPORT** ..... 2

**ACKNOWLEDGMENTS** ..... 4

**INTRODUCTION** ..... 9

    History ..... 10

    Geography ..... 10

    Demographics and Spirit ..... 11

    Hurricane Sandy Impact ..... 11

    Recovery Planning Process ..... 13

    How to Use ..... 16

**PROJECT SUMMARIES** ..... 19

    Community Project Summaries ..... 19

    Prioritization of Recovery Projects ..... 20

    Community Facilities ..... 23

    Economic Development ..... 31

    Housing and Neighborhoods ..... 41

    Waterfront Restoration ..... 51

**IMPLEMENTATION** ..... 61

    Sea Bright Hazard Mitigation Plan ..... 61

    Next Steps ..... 61

    Funding and Capacity Building Resources ..... 62

    Important Partners ..... 63

## PROJECT SUMMARIES

**COMMUNITY FACILITIES** ..... 23

    Beach Pavilion and Boardwalk ..... 24

    Parking Areas, Deck and Municipal Facilities Relocation and Consolidation ..... 26

    Traffic Calming ..... 28

**ECONOMIC DEVELOPMENT** ..... 31

    Business Development and Recruitment Strategy ..... 32

    Cityscape and Appearance ..... 34

    Identity and Branding ..... 36

    SeaBright 365 ..... 38

**HOUSING AND NEIGHBORHOODS** ..... 41

    Housing Survey ..... 42

    Landscape ..... 44

    Restoration and Rehabilitation of Neighborhoods ..... 46

    Underground Utility and Streetlight Project ..... 48

**WATERFRONT RESTORATION** ..... 51

    Sand Dune Restoration ..... 52

    Seawall Restoration ..... 54

    Bulkhead Wall along Shrewsbury River ..... 56

    Riverfront Access ..... 58

Introduction



The *Sea Bright 2020 Community Recovery Plan* highlights key recovery issues, summarizes recovery projects developed to address those issues and outlines the community's strategy for moving forward in the aftermath of Hurricane Sandy. The planning process entailed a three-month intensive effort on the part of residents, businesses and local officials of the Borough of Sea Bright. Via community workshops, borough residents identified recovery issues and refined projects proposed to address those recovery issues. Those projects are defined in this plan. The result is a project-oriented plan which incorporates various approaches and techniques to mitigate against future disasters and carries the support and buy-in of the community.

The *Sea Bright 2020 Community Recovery Plan* and companion disk will be used to:

- Explain Sea Bright's post-storm status and solutions for moving forward
- Compete for federal and state grant opportunities
- Market projects to potential funders
- Guide implementation of recovery projects
- Incorporate floodplain management and mitigation techniques
- Leverage resources among projects
- Communicate and share ideas for Sea Bright's development with partners
- Engage stakeholders in the community recovery process

The recovery process outlined in this plan was driven by the leaders and residents of Sea Bright. Going forward, Sea Bright's recovery will continue to be a community-based and led process.

*"It's such a small town, I just feel like we're all there, the storms bring us all together. [What we love is] the quaintness of the town, the accessibility of all the council members, the accessibility of the mayor; you can call her anytime and she'll answer the phone. Just the community as a whole, it's a very warm place to live, it's just a great place to live."*

**Liz Homer,  
Co-Chair,  
Steering Committee**

### HISTORY

Sea Bright was incorporated in 1869, but since the 1840s, there have been people who called this welcoming oceanfront area “home.” Nestled along the grass-topped sand dunes, a fishing village, originally named “Nauvoo” was the site of present-day Sea Bright. Often mistaken for a Native American name, Nauvoo is actually a Sephardic Hebrew word meaning “beautiful and pleasant place.” The eventual naming of the community as “Sea Bright” was actually attributed to a Mrs. Martha Stevens of Hoboken who frequented the area in the mid-1860s. According to author William J. Leonard in his 1903 history of Sea Bright and Rumson Road summer homes, “Mr. M. Paul, also a first comer, suggested the name, ‘St. Paul-on-the-Shrewsbury’, but was voted down in favor of Mrs. Stevens’ suggestion...”. Since these early days, Sea Bright has continued to attract beach-goers, naturalists, entrepreneurs and families to this small, yet big-hearted community.

Sea Bright boasts popular hotels, including the Ocean House hotel, built in 1842, and the Octagon Hotel, built in 1879, as well as numerous recreational clubs such as the Channel Club (1945), The Tradewinds (built in the 1950s; closed in 2003) and the Anchorage Pool and Surf Club. These links to the past provide a unique and interesting attraction for visitors to Sea Bright.

Some of the current beauty of Sea Bright masks past devastating storms that have destroyed much of the sand dune barriers along the eastern portion of this barrier island. A powerful storm in the winter of 1913-14 caused extensive damage to much of northern Monmouth County in general and Sea Bright in particular. The famed Octagon Hotel was destroyed, dramatically affecting the local economy; not to mention the private homes that were flung into the ocean. Through all this, the idyllic beauty of this community continued to draw tourists and beach-goers. Unfortunately, the Jersey Shoreline will never be free from the potential for catastrophic storm events. In 1992, a December

“nor’easter” storm ravished Sea Bright. The hurricane force winds and heavy rains led to massive flooding and beach erosion which drastically and permanently altered the shoreline. After this storm, many in the area called for increased funding for dune and beach replenishment projects.

### GEOGRAPHY

In northern Monmouth County, 22 miles from New York City, Sea Bright is located on the southern half of the Sandy Hook Peninsula and is approximately 3 miles long (0.55 square miles of the borough’s 1.2 square mile area is water). Bordered on the north by Highlands Borough and Sandy Hook, the east by the Atlantic Ocean, the south by Monmouth Beach and the west by the Shrewsbury River, Sea Bright has been and continues to be vulnerable to severe weather events both from ocean wave action and riverine flooding.

## DEMOGRAPHICS AND SPIRIT

According to the U.S. Census Bureau, the median household income for Sea Bright is \$78,550, whereas the median income for the state is \$71,180 (2011). This affluence is evident in the many custom-built contemporary colonial style homes throughout the borough. Though the borough has much to offer, over the past decade there has been a slight decline in population. Sea Bright's population has declined between the 2000 and 2010 Census from approximately 1,800 residents to 1,400. This has not prevented Sea Bright residents from continuing to assist their neighbors, whether with the post-storm clean-up or the recovery effort. A broad cross-section of community members continue to serve on the recovery committee responsible for this plan.

Sea Bright, like the rest of New Jersey, is diverse and welcoming, enjoying the rich traditions of many different cultures. The borough's reported first ancestries come from all across the world with the majority of the population identifying as Irish, German, or Italian. The small land area of the borough contributes to a refreshing sense of togetherness; especially during and after catastrophic events such as Hurricane Sandy. The members of this community came together and volunteered their time to help clean up the debris after the storm and continue to do so.

## HURRICANE SANDY IMPACT

The Borough of Sea Bright was heavily damaged by both waves from the ocean and flooding from the Shrewsbury River. Public facilities, infrastructure, the business district, and virtually all neighborhoods were impacted. Of the borough's seven private beach clubs, three were completely destroyed by Hurricane Sandy and one was seriously damaged. The municipal beach building was completely destroyed and other public facilities, including the Borough Hall, the firehouse, the library, and police building sustained damage. The borough's business district was heavily impacted by both wave damage and flooding. Several buildings have been demolished and many others remained boarded up a year later.

Virtually all of the structures in the borough sustained flood damage. Of the 1,263 individual properties assessed by FEMA in November 2012, 47 were deemed unsafe for entry and another 52 were deemed uninhabitable and in need of further structural analysis. Of the remaining properties, 707 had either moderate structural damage or damage to decks, roofs, and windows. Many of the residences are still unoccupied, awaiting repairs and/or elevation. A key part of any recovery is to return families to their homes and reopen damaged businesses. The borough, like other municipalities across the state, relies on ratables and property taxes, so restoring the community to its pre-storm economic levels is vital to a full recovery.

Introduction



## **RECOVERY PLANNING PROCESS**

### **The Long-Term Community Recovery Planning Process**

The Sea Bright community has come together to create, own and implement this plan. With technical assistance from the Federal Emergency Management Agency’s Community Recovery Assistance team, Sea Bright conducted a planning process designed to guide the borough through recovery and into the future. The planning process was aptly titled “Sea Bright 2020” in reference to both the community’s expansive scope of vision (the year 2020) and clarity of vision (20/20 vision). Importantly, this planning process ensured that the whole community’s core values and vision for the future are reflected in the plan to guide on-going recovery activities.

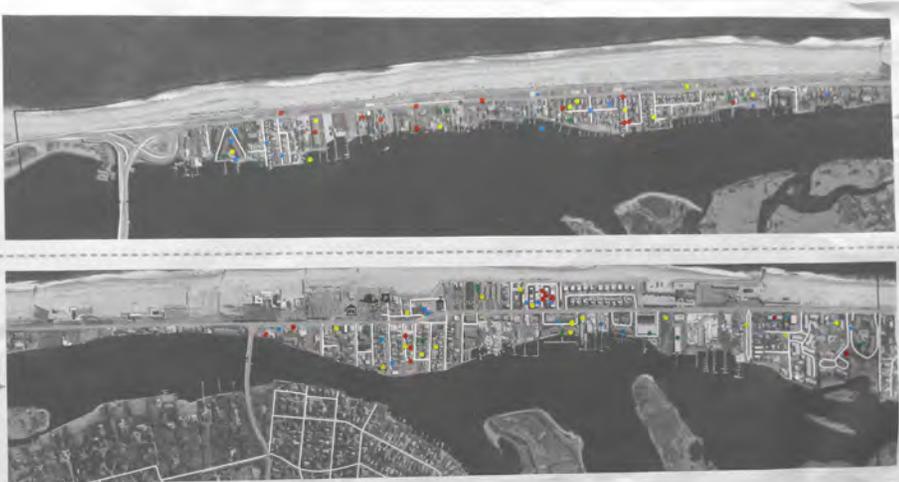
To begin the community recovery planning process, community leaders formed the Sea Bright 2020 Steering Committee. The mission of the Sea Bright 2020 Steering Committee was to gather public input that would identify recovery issues, refine recovery projects and shape an implementation strategy. Three community workshops provided a forum for gathering input from the community at-large and gave dedicated residents the opportunity to take on larger responsibilities in Sea Bright’s recovery.

## Introduction

### Community Workshops:

Three Community Workshops were held at the Holy Cross School in neighboring Rumson, New Jersey. The first took place on August 21, 2013. During this workshop, residents were asked to identify important community assets and critical issues for recovery. Questions centered around four topic areas: community facilities, economic development, housing and neighborhoods, and waterfront restoration.

Those in attendance were asked to look beyond just the immediate future and think long term. The meeting was attended by more than 130 Sea Bright homeowners and business people who provided more than 900 written comments which formed the foundation of the recovery planning process.



1st Community Meeting “Where do you live Map” where residents identified properties

Attendees were also asked to volunteer to participate on resident-led topic committees to develop projects designed to address the issues identified by the community at the workshop. Ultimately, four topic committees worked with the Sea Bright 2020 Steering Committee to develop and refine projects:

- Community Facilities Committee
- Economic Development Committee
- Housing and Neighborhoods Committee
- Waterfront Restoration Committee

More than 50 residents participated in these topic committees. These volunteers held meetings on a weekly basis to identify and develop projects during the recovery planning process. Committees met in between workshops to review public input and refine the projects. Over the course of 9 weeks, these committees held a total of 36 meetings and participants performed a tremendous amount of work outside of the regular meetings. Many of these volunteers continue to meet to move projects forward.

In the month following the first Community Workshop, the topic committees outlined potential projects designed to address the issues and leverage the assets identified at the workshop. Through six weeks of intensive effort, the committees identified and outlined 15 potential projects. The potential project outlines were presented for public feedback at the second Community Workshop held on October 9, 2013.

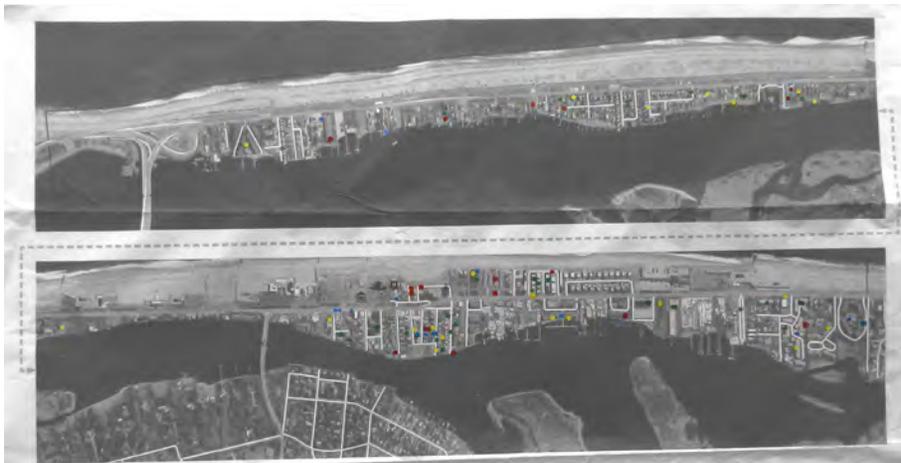
During the second Community Workshop, attendees were asked to indicate which of the potential projects best addressed the long-term recovery issues facing Sea Bright. Nearly 120 residents participated in the workshop. The input and feedback from this workshop helped refine the list of projects, allowing the topic committees to focus on developing and refining the projects that were the most strongly supported by the community.

Following the second community workshop, the topic committees focused primarily on developing and refining the projects that had garnered the most community support. Through four weeks of intensive effort, the committees developed and refined the projects to include a proposed scope of work, rough cost estimates and an estimated timeline. All of the project scopes were presented for public feedback at the third Community Workshop held in November 2013. There, more than 50 residents had the opportunity to review abridged versions of the projects on large boards. The project boards reflected the information that will be included in the final recovery plan.

Throughout the recovery planning process, local leaders, homeowners, business owners and other partners demonstrated a shared sense of urgency and determination to see that critical issues were addressed, strategic projects were developed, and that follow-through to implement these projects will be

effective. The most important aspect of the community recovery planning process was the open manner with which the borough’s elected officials, volunteers and residents participated in developing the proposed projects. Openness and transparency are key elements in any community effort and the Sea Bright community took this charge seriously.

Every effort was made to ensure the process was accessible to all interested parties, from scheduling meetings as conveniently as possible to providing multiple methods and opportunities to provide feedback. All meeting information was shared through social media, traditional media, flyers, emails and signage across the borough. Throughout the process, all of the feedback garnered from residents and stakeholders was given careful consideration by the committees developing the projects that make up the *Sea Bright 2020 Community Recovery Plan*.



2nd Community Meeting “Where do you live Map” where residents identified properties



3rd Community Meeting “Where do you live Map” where residents identified properties

## HOW TO USE THIS PLAN

The *Sea Bright 2020 Community Recovery Plan* is a guide for Sea Bright's elected officials, municipal staff, local stakeholders, and the community at-large to use in long-term community recovery efforts. The plan is a critical tool demonstrating the community's commitment to recovery and organizational capacity.

The process of developing a long-term community recovery plan requires the community to think through its recovery from many points of view. The projects that follow all address issues that were identified by the community as recovery priorities. They compose a coherent, comprehensive approach to reaching recovery goals that fulfill the community's vision for the future.

The feasibility of each project within the plan depends on:

### Ongoing Commitment

Ultimately, a community's long-term recovery depends on the focus and drive of those who live and work there. Many of the projects and processes necessary for a full recovery take time - sometimes many years - and it is imperative that the community remain resolute in its commitment to long-term recovery.

### Funding

Financing is essential to a real and complete recovery. While Sea Bright officials and residents will be the primary users of this plan, the document is also helpful to state and federal agencies, private foundations, and companies whose financial support will be so central to making these projects a reality. Many funding sources will look for a coherent and coordinated approach to solving problems for which the funds are being sought. This plan serves that purpose as well, demonstrating that the community is serious enough to have thought through its issues and has developed a plan to address them.

### Collaboration

Communication and collaboration are imperative to a successful recovery. A community's recovery is a very complex process that involves government agencies, non-profits, businesses and the community. Each decision that is made will have impacts throughout the community and each action will change the overall landscape of the recovery. Because of this, it is vital that all interested parties remain informed of all ongoing activities.



*“...it’s very exciting to see coming to life some of the things we have talked about or that we have been talking about for so long. And it’s not been easy because so many of us are still dealing with real issues, trying to get ourselves back home, in addition to doing all of this. I think sometimes it doesn’t feel like it, but the recovery, our recovery, our collective community rising is happening. And while there’s still so much to do and there’s a lot of work, big and small projects every day, I’m just really so proud to say I’m from Sea Bright.”*

**Dina Long, Mayor**

Project Summaries



## COMMUNITY PROJECT SUMMARIES

Although Sea Bright was adversely impacted by Hurricane Sandy, the strength, courage, ingenuity and spirit that ignited in the hearts and minds of the Sea Bright community will continue to drive the rebuilding of a stronger, more sustainable, and resilient Sea Bright. After the storm, the residents and leaders of Sea Bright dedicated themselves to recovering from the storm and have worked hard to move beyond recovery to create a resilient community that is prepared for any future storm. Community input and buy-in was vital to the success of the recovery planning effort and will continue to drive the development and implementation of these 15 projects.

### PRIORITIZATION OF RECOVERY PROJECTS

The Steering Committee assessed projects, examining which projects would impact the most people, be the most visible and inspiring, and provide the building blocks for the success of other projects. Recovery projects were organized into 3 levels.

The Steering Committee considered six criteria in assessing project priorities:

- How well defined is the project scope?
- What population or area does the project impact?
- How visible or inspiring to the community will the project be upon completion?
- How much time will be needed to complete the project?
- Is the project a prerequisite for other projects?
- How well is the project supported by the community?

Using these six criteria ensured a balanced approach to project prioritization. Projects were assessed as Strategic, Important or Desirable. The Steering Committee also selected a visual reflection of project priority that spoke to the community’s identity. The image of the beach umbrella reflects the identity of Sea Bright as a beach town where residents can live, tourists can visit, and all can relax and enjoy.



**Strategic:** Projects whose scope is well defined; have an impact on a broad area or population; whose benefits would be very apparent and inspirational; project completion possible within one year; could be a prerequisite for the undertaking of other projects; and is very well supported by community stakeholders.



**Important:** Projects whose scope is moderately defined, but may lack details; have impact on a moderate area or population; whose benefits have moderate visibility; project completion possible within one to three years; might be a prerequisite for the undertaking of other projects; and is well supported by community stakeholders



**Desirable:** Projects whose scope is open and/or lack defining information such as clear action steps; have impact on a limited population or area; whose benefits would be modest or limited; project completion would take longer than three years; is a stand-alone project; and is supported by some community stakeholders



## DEFINITIONS OF PROJECT WRITE-UP TERMINOLOGY

The following definitions will aid the reader in understanding the project descriptions that follow.

### Cost Estimates

A cost estimate is provided for each project and may need to be adjusted as implementation of the project is undertaken. The cost estimate can serve as a guide for planning purposes. A general discussion of potential funding sources is also included in each project description.

### Project Advocates

A project advocate is someone who will take charge of the project and move it forward to realize the plan's goals and the community's vision. Energetic and interested project advocates are critical to the success of every community recovery plan. They will be able to work with the appropriate entities to accomplish the project. A good advocate also will have support within the community – from elected officials and the general public alike.

A good advocate will:

- Continue to flesh out the details of the project after it has gone into the recovery plan;
- Find ways to attract resources for the project;
- Convince others to join in and help bring the project to fruition;
- Serve as project coordinator/leader; and
- Work with the person(s) responsible for plan implementation to help achieve all the goals of the project.

### Project Scope Sheets

For each project listed within the plan, Sea Bright has created a Project Scope Sheet, a working document which provides a more detailed scope of work, timeline, and proposed budget. These Project Scope Sheets are contained in the companion disk to this document.

Project Summaries



## COMMUNITY FACILITIES

At the beginning of the recovery planning process, residents of Sea Bright identified municipal facilities, connectivity and accessibility, and loss of amenities for residents as key issues to be addressed in recovery. The community developed the projects in this section to address these and other issues related to community facilities facing Sea Bright:

Beach Pavilion and Boardwalk.....	24
Parking Areas, Deck and Municipal Facilities Relocation and Consolidation.....	26
Traffic Calming.....	28

## *Beach Pavilion and Boardwalk* Community Facilities

**PRIORITY**  
Strategic



### PROJECT DESCRIPTION

Hurricane Sandy destroyed the bathing pavilion, mini-board walk and library in Sea Bright. Beach access is a key component of Sea Bright's community spirit and economic base. The project concept is to build a new facility that will withstand future storms, provide additional protection to surrounding areas, and allow easy access to the beachfront.

The facility would be self-sustaining through revenues generated by beach badges. The beach pavilion and boardwalk will be a year-round, multi-use, rentable facility that will be adjacent to the library, community center, lifeguard area, beach badge desk, and rest rooms. To increase its utility, it could be linked to a revenue-generating pool facility.



The project is designed to meet the year-round recreational and social needs of residents and visitors, in addition to increasing the economic base of Sea Bright. This type of recreational space will contribute to an increase in community involvement and spirit. An engaged and proud community will contribute to increased tourism potential that will help the borough's economy return to pre-storm levels.

With more beach access, the community will be able to attract water recreation businesses. Bike rentals, concerts, and kiosks are just a few of the activities that could provide stable revenues, attract tourists and increase community interest. This beach pavilion and boardwalk would help project the image of Sea Bright as a vibrant coastal community.

### ACTION STEPS

- Hold public forums
- Determine the design and optimal usage
- Develop a request for proposal
- Solicit funding and create appropriate fees
- Acquire necessary permits

### DISASTER RESILIENCE

The new pavilion facility would be built to withstand future flooding/storm events at the required new base flood elevation. The elevated facility will provide the needed additional protection from wave surge and high winds that could accompany a future weather event. The location of the pavilion will serve as a buffer to protect the residents and structures of the borough's center.

## Project Summaries



### PRELIMINARY COST ESTIMATE:

- \$2 Million

### PROJECT ADVOCATES

- Lynda Arasin
- Linda Richter

### PROJECT SPONSOR

- Borough of Sea Bright

### POTENTIAL FUNDING RESOURCES

- New Jersey Economic Development Authority
- New Jersey Department of Community Affairs
- U.S. Department of Agriculture – Community Facility Loans
- Corporate sponsorships
- Grants.gov
- The Catalog of Federal Domestic Assistance (CFDA.gov)
- FEMA New Jersey Community Resource Guide

### ESTIMATED TIMELINE:

- 6 months planning + 2 years construction



## *Parking Areas, Deck and Municipal Facilities Relocation and Consolidation* Community Facilities

**PRIORITY**  
Strategic



### PROJECT DESCRIPTION

The lack of adequate parking has long been an issue for the Borough and was further exacerbated by Hurricane Sandy. Additionally, municipal facilities continue to be vulnerable to storm and wind surge and must be protected to ensure vital government services are maintained for Sea Bright's residents. The concept is to link the parking areas with relocated and/or consolidated municipal facilities such as the borough hall, police, fire, and EMS buildings. The parking area, deck and municipal facility relocation and consolidation project is designed to centralize municipal facilities in a safer location and create sufficient parking to meet year-round needs of residents, businesses and visitors to Sea Bright.

The consolidation of these facilities will allow for more efficient and state-of-the-art police, fire and EMS operations. The centralized location would

enable efficient and effective coordination of response activities. These municipal buildings, with attractive facades, will provide improved aesthetic appeal to complement the borough's image as a vibrant coastal community. By relocating these facilities off the beachfront, the Borough can allow for better, water-dependent use of this prime beachfront real estate. The new facility would be built to the appropriate flood-resistant standards, increasing the resiliency of this flood-prone community.

A parking garage could service both the municipal facilities and beachfront parking needs. In addition, resident's cars could be parked on the high levels of the garage during periodic flooding from full moon and king tide events. A landward location for these facilities would allow for siting recreational and other water-dependent public and private facilities on the borough's greatest asset: the beachfront.

### ACTION STEPS

- Hold public forums
- Determine optimal location
- Develop request for proposal
- Solicit funding
- Acquire necessary permits



### DISASTER RESILIENCE

The new consolidated/relocated municipal facilities along with a parking deck would be located and constructed on a site with appropriate elevation and construction measures to mitigate potential flood damage. This will ensure the borough hall and emergency services will be able to function during future disaster events.



**PRELIMINARY COST ESTIMATE\***

- TBD

**PROJECT ADVOCATE**

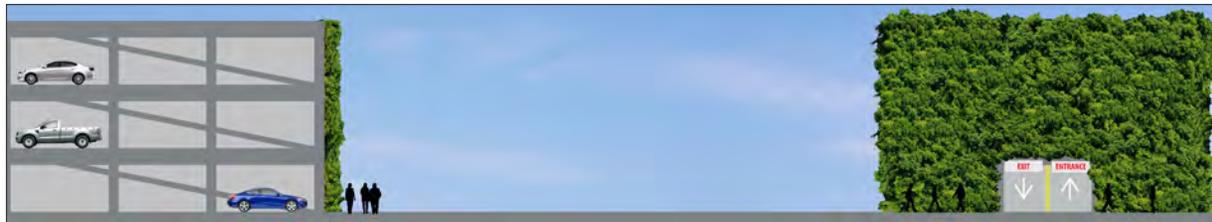
- Courtney Davis

**PROJECT SPONSOR**

- Borough of Sea Bright

**POTENTIAL FUNDING RESOURCES**

- New Jersey Department of Transportation
- New Jersey Economic Development Authority
- New Jersey Department of Community Affairs
- North Jersey Transportation Planning Authority
- FEMA Public Assistance and Hazard Mitigation
- Grants.gov
- The Catalog of Federal Domestic Assistance (CFDA.gov)
- FEMA New Jersey Community Resource Guide



**ESTIMATED TIMELINE:**

- 1 year continuing



**Traffic Calming**  
**Community Facilities**

**PRIORITY**  
**Strategic**



**PROJECT DESCRIPTION**

As with many communities along the Jersey Shore, excessive traffic can cause unsafe conditions and vehicle congestion. These conditions can lead to decreased business activity and tourism and create difficulties for residents in traversing their own community. Decreasing traffic congestion and providing a more pleasing streetscape will help to boost the local economy and make Sea Bright a more welcoming coastal community.

This project uses a design and construction methodology known as “traffic calming” to slow

down vehicular traffic to allow for a more livable, walkable, and cyclist-friendly downtown area. The design concept includes a redesign of the Ocean Avenue/ Route 36 corridor to provide safer access for cyclists and pedestrians. To accomplish this, the traffic calming project would include sidewalks, bike paths, street lighting, and road speed controls through the use of innovative street design and layout.

This community-wide project would connect the North Beach and South Beach sections to the downtown area of Sea Bright. The more open

street design elements of this traffic calming project would allow for greater enjoyment of the downtown by making the local businesses more accessible via walkways and safer road crossings. The project would be built to withstand future storm damages and by revitalizing downtown Sea Bright, it will encourage reinvestment in businesses and economic opportunities.



### ACTION STEPS

- Work with NJDOT to develop an engineering plan
- Restripe roadways as a first step to narrow lanes, delineate parking, and add areas for outdoor cafes
- Apply for NJDOT and other funding
- Repave road and apply traffic calming features to roadway

### DISASTER RESILIENCE

The new traffic calming measures would be constructed at appropriate elevations to ensure protection from flooding. Construction methods would incorporate measures to mitigate potential flood damage and allow the community to quickly resume vital functions after a severe weather event.

### PRELIMINARY COST ESTIMATE\*

- Initial steps (speed limit signs, bike lane striping, bike repair stand): \$2,200
- Other traffic calming features: \$22/linear foot

### PROJECT ADVOCATE

- Linda Richter

### PROJECT SPONSOR

### POTENTIAL FUNDING RESOURCES

- New Jersey Department of Transportation
- North Jersey Transportation Planning Authority

### ADDITIONAL RESOURCES

- North Jersey Transportation Planning Authority
- New Jersey Department of Community Affairs
- New Jersey Department of Transportation
- Monmouth County Division of Engineering and Division of Planning
- Grants.gov
- The Catalog of Federal Domestic Assistance (CFDA.gov)
- FEMA New Jersey Community Resource Guide

### ESTIMATED TIMELINE:

- 1 year planning + 2 years implementation



Project Summaries



**ECONOMIC DEVELOPMENT**

At the beginning of the recovery planning process, residents of Sea Bright identified economic diversity, community identity, and appearance of commercial areas as key issues to be addressed in recovery. The community developed the projects to address these and other issues related to economic development facing Sea Bright:

Business Development and Recruitment Strategy.....	32
Cityscape and Appearance.....	34
Identity and Branding.....	36
SeaBright 365.....	38

## ***Business Development and Recruitment Strategy*** **Economic Development**

**PRIORITY**  
**Strategic**



### **PROJECT DESCRIPTION**

Sea Bright has experienced a decline in economic vitality due to Sandy. The storm has displaced residents and businesses, outright destroying some businesses. In addition, the impact of the storm highlights the town's vulnerability to flooding, making it less desirable as a place to locate a business.

This project calls for the creation of a business development and recruitment strategy for assisting existing businesses to thrive and to attract new businesses to locate in Sea Bright. It is imperative for businesses shuttered by Sandy to re-open and to provide for basic needs of residents and to create a shopping and dining destination. Given the number of vacant storefronts, an opportunity exists to recruit new businesses, improve and diversify the local tax base, increase residential and commercial ratables, and nurture a positive business climate.

Improving downtown is also imperative for overall morale. An attractive, vibrant business district will draw residents and visitors alike to shop, eat, drink, and spend time enjoying the area. Sea Bright needs to present its downtown in an attractive light through a brand or identity that can be extended throughout the borough. Developing the downtown business district provides a positive image for Sea Bright as a whole and gives investors confidence that Sea Bright is a vibrant, economically viable community.

This project also incorporates the Sea Bright 365 initiative (Page 38), a marketing campaign to entice visitors to enjoy Sea Bright year-round.

### **DISASTER RESILIENCE**

Assisting new businesses in settling into the community would result in best mitigation practices being communicated within the entire business community. Also, by strengthening and diversifying the borough's economic base, it will be more prepared to deal with and recover from future disasters.

#### **Tip:**

*When writing a business development plan, be sure to include a business recruitment package and a public relations plan.*

#### **ACTION STEPS\***

- Develop plan for assisting new businesses with permitting and other requirements for opening
- Identify basic needs businesses to target for recruitment and underutilized properties to target for occupancy
- Partner with organizations such as Monmouth University, Monmouth County Economic Development GROW, the Small Business Development Center at Brookdale Community College
- Develop a business development plan including a recruitment package and public relations schedule
- Develop an identity (brand) for the downtown that could be extended to the entire town (can be done in house; more effective if done with at least pro-bono direction; most effective if done by marketing agency)
- Develop and execute a year-round promotions plan
- Hire staff
- Target as priorities: a year-round attraction (i.e. aquarium, museum); a conference or multi-purpose center, and; a boutique hotel
- Do a feasibility study on the creation of a business incubator

\*Each of these steps can stand alone as an individual action.

### PRELIMINARY COST ESTIMATES\*

- Develop plan for assisting new businesses with permitting and other requirements for opening- no cost
- Identify basic needs businesses to target for recruitment- no cost
- Target underutilized properties as a priority- no cost
- Partner with organizations such as Monmouth University, Monmouth County Economic Development GROW, the Small Business Development Center at Brookdale Community College- no cost
- Develop a plan including a recruitment package and public relations schedule (Range from basic printing costs (\$50) to utilizing a marketing/promotions agency (\$ 20,000)
- Develop an identity (brand) for the downtown that could be extended to the entire town (Range from \$0 for in-house to \$15,000 for a local agency)
- Develop and execute a year-round promotions plan \$5,000- \$25,000
- Hire staff \$27,500- \$55,000 (half to full time at \$20/hour plus overhead)
- Do a feasibility study on the creation of a business incubator (\$25,000 [Association of Small Business Development Centers])



### POTENTIAL FUNDING RESOURCES

- New Jersey Economic Development Authority
- New Jersey Department of Community Affairs
- Corporate sponsorships
- Sandy Recovery non-profit organizations

### ADDITIONAL RESOURCES

- Monmouth County Economic Development GROW program
- Monmouth University
- Monmouth-Ocean Small Business Development Center
- National Main Street Center (recruitment and retention resources)
- National Business Incubation Association (NBIA)
- Grants.gov
- The Catalog of Federal Domestic Assistance (CFDA.gov)
- FEMA New Jersey Community Resource Guide

### PROJECT ADVOCATES

- Marianne McKenzie

### PROJECT SPONSOR

- Businesses of Sea Bright organization

### ESTIMATED TIMELINE:

- 1 year continuing



## *Cityscape and Appearance* Economic Development

**PRIORITY**  
Strategic



### PROJECT DESCRIPTION

Due to its linear shape along a narrow strip of land, Sea Bright has not been able to develop a unique, unifying appearance that reflects identity and demarcates Sea Bright for residents, visitors and businesses. It would benefit Sea Bright to facilitate travelers on the stretch of barrier peninsula between Long Branch and Sandy Hook distinguishing Sea Bright from its neighbors. It is important for Sea Bright to create a unique “look and feel” for a community with so much to offer residents and visitors alike.

The devastation of Hurricane Sandy naturally makes creating an attractive and unifying appearance more difficult, considering the many damaged buildings, empty lots and the scouring of much of the environment. Hurricane Sandy has given Sea Bright an opportunity to reimagine and reinvent itself and make the borough even more visually appealing. The goal of the Sea Bright 2020 Recovery Committee’s Cityscape and Appearance project is to design, fund, and implement an

ongoing cityscape program that includes street furniture, post-type street lights, paver sidewalks, planters, design guidelines for commercial areas, an adopt-a-spot program, a mural project, store window displays, façade improvements and a beautification committee to coordinate it all. This project calls for the creation of a unified cityscape plan that outlines how Sea Bright can create a more inviting environment for visitors, customers, and potential businesses. Part of this plan will include planning for how visitors can more easily park their cars in the business district. Items in the plan should be laid out with mitigation strategies in mind.

The cityscape plan will also convey a unified brand identity that will be carried out throughout the borough. Businesses will be encouraged to maintain their storefronts, window displays, and facades to uphold the identity presented in the plan. The city-scape and appearance should be coordinated and consistent with the identity and branding project (Page 36).

### ACTION STEPS

- Develop initial cityscape plan and obtain Borough approval
- Develop business appearance strategy (windows, property maintenance, façade improvement)
- Work with Business Development Committee on branding
- Pursue funding for a formal cityscape plan
- Pursue funding for executing the cityscape plan
- Conduct initial community engagement efforts on a parking plan
- Obtain Borough approval for parking plan

### DISASTER RESILIENCE

One of the key aspects of the Cityscape Plan is that it will include numerous mitigation strategies and methods for how commercial properties can be better prepared to cope with future natural disasters. The use of sustainable energy, land, and natural resource usage by Sea Bright businesses will be strongly encouraged.



### PRELIMINARY COST ESTIMATES\*

- Develop an initial cityscape plan  
Drafting and copying: \$50 - \$200
- Develop a business appearance strategy  
Windows, property maintenance, façade improvement: \$0
- Conduct initial community engagement efforts on a parking plan  
Drafting and copying: \$50 - \$200
- Pursue funding for a formal cityscape plan: \$10,000 - \$25,000
- Pursue funding for executing the cityscape plan  
Range from initial street furniture to complete project including sidewalk replacement: \$30,000 - \$1.5 million

### ESTIMATED TIMELINE:

- 1 year planning + 2 years implementation



### PROJECT ADVOCATES

- Benre Bookhamer
- Jean Kingman
- Al Prasisto
- Joan Prasisto

### PROJECT SPONSOR

- Businesses of Sea Bright organization

### POTENTIAL FUNDING RESOURCES

- New Jersey Department of Transportation
- New Jersey Economic Development Authority
- New Jersey Department of Community Affairs
- North Jersey Transportation Planning Authority
- Corporate sponsorships
- Sandy Recovery non-profit organizations

### ADDITIONAL RESOURCES

- Brookdale Community College
- Monmouth University
- Rutgers University Bloustein School of Planning and Public Policy
- Monmouth County Economic Development GROW program
- New Jersey Future
- Grants.gov
- The Catalog of Federal Domestic Assistance (CFDA.gov)
- FEMA New Jersey Community Resource Guide

## *Identity and Branding* Economic Development

**PRIORITY**  
Strategic



### PROJECT DESCRIPTION

Prior to Hurricane Sandy, Sea Bright struggled to define itself with a clear brand that was recognizable by visitors and potential business owners. There was no consistent, compelling image that came to mind when thinking about Sea Bright. After the storm, there is, by default, a brand that the community has earned as a resilient and resourceful survivor of the brutality of the most powerful storm in New Jersey history. Instead of this “brand”, Sea Bright needs a proactive and encouraging brand that focuses on all of the positive aspects of the borough, year-round. This positive brand becomes crucial to attracting residents, businesses, investors, and customers to Sea Bright. A brand also reinforces shared community pride as it clarifies why residents feel their community is special.

This identity and branding project is focused on undertaking a branding process to design a consistent image to communicate the unique nature of Sea Bright to potential guests and customers. Brand identity will be used to maintain a shared and consistent identity, creating standards for selecting planters, benches, light poles, signs and other outdoor features. The project also includes consistent appearance and messaging on welcome and way-finding signs throughout the borough. This style will apply to street furniture that will readily identify Sea Bright and its community spirit. The branding project should be coordinated with or incorporated into the Business Development and Recruitment Strategy Project (see project on p. 32).



### ACTION STEPS

- Determine whether to hire a branding agency; seek pro-bono assistance such as from Monmouth University; do the branding process and logo design internally, or a combination
- Conduct a community branding input session
- Develop a branding statement
- Develop a logo that represents the brand
- Develop guidelines for applying the brand promotionally and in the selection of printed materials, street furniture, and signage
- Develop welcome sign and way finding sign program



### DISASTER RESILIENCE

A strong positive brand makes commercial and residential properties in Sea Bright more desirable and therefore reinforces commitment to mitigation and disaster recovery. The community cohesion created by a clear and consistent branding effort contributes to effective cooperation before, during and after a calamity such as Hurricane Sandy.

### PRELIMINARY COST ESTIMATES\*

- Determine whether to hire a branding agency; seek pro-bono assistance such as from Monmouth University; do the branding process and logo design internally; or a combination: \$0 - \$10,000
- Conduct a community branding input session: \$500 - \$2,000
- Develop a branding statement
- Develop a logo that represents the brand: \$2,000 (included in agency work, if one is utilized)
- Develop guidelines for applying the brand promotionally and in the selection of printed materials, street furniture, and signage
- Develop welcome and wayfinding sign program. Welcome signs: \$300 - \$3,000 each; wayfinding signs: \$200 - \$500 each

### PROJECT ADVOCATES

- Brian George
- Natalie Nicol

### ESTIMATED TIMELINE:

- 1 year



### PROJECT SPONSOR

- Businesses of Sea Bright organization

### POTENTIAL FUNDING RESOURCES

- Co-op dollars generated by supportive businesses
- Partner with major businesses in Sea Bright
- Sponsorship on signs
- New Jersey Economic Development Authority
- New Jersey Department of Community Affairs
- Sandy Recovery non-profits

### ADDITIONAL RESOURCES

- Monmouth County Economic Development GROW program
- Monmouth University (interns or possible academic projects)
- Monmouth-Ocean Small Business Development Center
- New Jersey Economic Development Authority
- New Jersey Department of Community Affairs
- Corporate sponsorships
- Sandy Recovery non-profits
- Grants.gov
- The Catalog of Federal Domestic Assistance (CFDA.gov)
- FEMA New Jersey Community Resource Guide

## SeaBright 365 Economic Development

**PRIORITY**  
**Important** 

### PROJECT DESCRIPTION

Utilizing a marketing campaign to entice visitors to enjoy Sea Bright during all four seasons will let visitors know that the town is open for business all year long. Monthly and seasonal events along with multi-seasonal businesses will add to the year-round appeal of the town for both residents and visitors to enjoy.

The project involves developing a committee to plan a year-round calendar of events, promotions, and use of media. The committee would then oversee execution of the plan including developing sub-committees for distinct aspects of the plan, such as individual events. Key aspects necessary to this approach working in a community the size of Sea Bright are:

- creation of a plan prior to the beginning of each year
- having a group identified to both create and execute the plan
- creating sub-committees or work groups to carry out aspects of the plan

Without these steps there is a risk of events and promotions not being planned and executed, as well as the Sea Bright 365 Committee becoming overwhelmed and unable to do all the work that such a program requires. Equally important to the success of a promotional project of this sort is the development of promotional partners, such as radio stations and local newspapers; development of sponsors to cover the costs (and perhaps provide profits) from various activities; and having a plan for making the most of low-cost or no-cost guerilla marketing strategies. This effort should be coordinated with or incorporated into the Business Development and Recruitment Strategy Project (see project on p.32).



### ACTION STEPS

- Create promotions committee of at least five members
- Develop calendar of and plan for potential activities: events, promotions, media
- Develop list of potential sponsor opportunities
- Develop year-round promotional partners such as radio stations and local newspapers
- Develop committees for individual activities as necessitated by the plan
- Identify funding sources

### DISASTER RESILIENCE

Year-round business vitality provides an impetus to continue to function year-round. The energy to minimize the impact of potential disasters and recover should they occur is stronger in a vibrant business community.



### POTENTIAL FUNDING RESOURCES

- Co-op dollars generated by businesses sharing cost of promotions in which they are specifically mentioned/promoted
- Partner with major businesses in Sea Bright
- Develop year-round sponsors for Sea Bright activities (major corporate and local businesses)
- New Jersey Economic Development Authority
- New Jersey Department of Community Affairs
- Sandy Recovery non-profit organizations

### ADDITIONAL RESOURCES

- Monmouth County Economic Development GROW program
- Monmouth University
- Monmouth-Ocean Small Business Development Center
- New Jersey Economic Development Authority
- New Jersey Department of Community Affairs
- Corporate sponsorships
- Sandy Recovery non-profits
- Recruitment and retention resources from the National Main Street Center
- Jersey Shore Convention and Visitors Bureau
- Monmouth County Department of Public Information & Tourism
- Grants.gov
- The Catalog of Federal Domestic Assistance (CFDA.gov)
- FEMA New Jersey Community Resource Guide

### PRELIMINARY COST ESTIMATES\*

- Promotional events and activities can range in cost from being self-supporting to needing substantial subsidies. It is recommended that Sea Bright design a calendar of events and of media placements that are totally funded through sponsorships, partnerships, and co-op (participating businesses share the cost of an ad).

### PROJECT ADVOCATES

- Michelle McMullin

### PROJECT SPONSOR

- Businesses of Sea Bright organization

### ESTIMATED TIMELINE:

- 1 year



Project Summaries



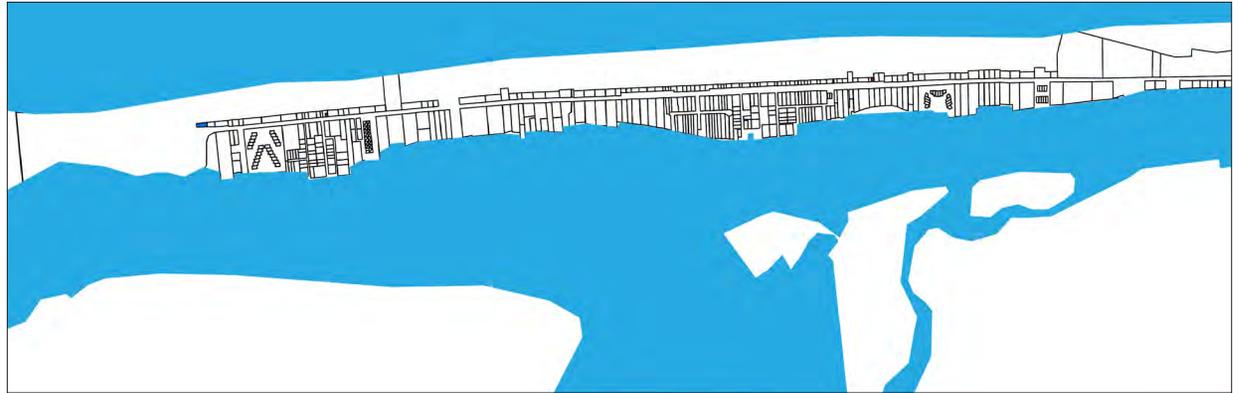
## HOUSING AND NEIGHBORHOODS

At the beginning of the recovery planning process, residents of Sea Bright identified loss of residences, vacant homes, and the appearance of neighborhoods as key issues to be addressed in recovery. The community developed the projects in this section to address these and other housing issues facing Sea Bright:

Housing Survey.....	42
Landscape.....	44
Restoration and Rehabilitation of Neighborhoods.....	46
Underground Utility and Streetlight Project.....	48

**Housing Survey**  
Housing & Neighborhoods

**PRIORITY**  
Strategic



**PROJECT DESCRIPTION**

This housing survey project involves the commissioning of a study to understand the current, post-storm situation and condition of housing in the borough as a basis for future action to improve neighborhoods.

Abandoned and unmaintained properties continue to create areas of blight in residential neighborhoods throughout the borough. A year after the storm, many homes remain vacant and boarded up yet, borough officials and concerned neighbors do not know the status of these properties or the long-term intentions of the property owners.

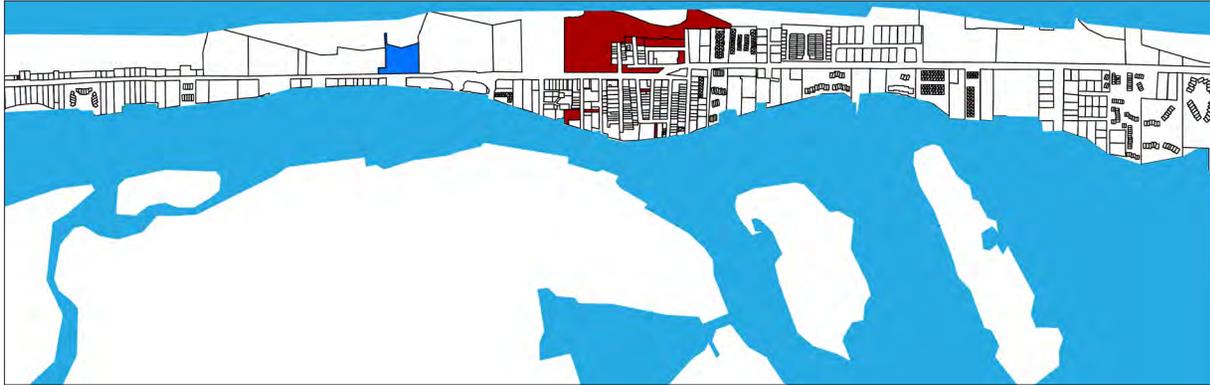
A housing survey is a planning tool often used to address areas where there is a high rate of vacancies or homes in disrepair. A house by house survey would be conducted and data collected on the condition and status of the properties, as well as the

goals or rebuilding needs of the owners. A housing inventory and a graphical map of neighborhoods showing housing trends will then be created. With this tool, once absentee owners are located, vacant homes could be labeled as abandoned, in foreclosure, or in the process of being repaired. Homes that were unharmed or successfully repaired could also be indicated, as could homes that were elevated to current flood standards.

The goal is to understand why homes remain vacant more than a year after Sandy and to develop a strategy to meet the community's short and long-term housing issues and needs. Once completed, the survey results could be shared with community outreach groups and housing officials at the local and state level to assist residents when possible and to shape policies and implement housing and community redevelopment programs.

**ACTION STEPS**

- Work with borough officials to identify funding for a commissioned housing survey
- Identify the recovery needs of residents who still cannot occupy their homes
- Work with outreach organizations and housing experts to implement necessary housing and neighborhood recovery plans
- Communicate with banks and financial institutions to encourage the fast redevelopment of bank-owned properties



### DISASTER RESILIENCE

Understanding the problems that exist with the housing stock is necessary to create neighborhoods that are resilient against future storm events. Once the housing issues are understood, programs can be implemented to build stronger neighborhoods and homes that are redeveloped with flood mitigation best practices.

### PRELIMINARY COST ESTIMATES\*

- A commissioned planning housing survey: \$50,000 - \$90,000

### ESTIMATED TIMELINE:

- 1 year



### PROJECT ADVOCATES

- Lynn Boyce
- Diane Kaplan

### PROJECT SPONSOR

- Borough of Sea Bright

### POTENTIAL FUNDING RESOURCES

- New Jersey Community Development Block Grants for Disaster Recovery
- New Jersey Economic Development Authority
- New Jersey Department of Community Affairs
- New Jersey Department of Labor and Workforce Development
- U.S. Department of Agriculture Rural Development Programs
- U.S. Department of Housing and Urban Development: Community Block Grants
- Sandy Recovery non-profit organizations

### ADDITIONAL RESOURCES

- Volunteers
- Rutgers University
- Grants.gov
- The Catalog of Federal Domestic Assistance (CFDA.gov)
- FEMA New Jersey Community Resource Guide

**Landscape**  
**Housing and Neighborhoods**

**PRIORITY**  
**Important** 



**PROJECT DESCRIPTION**

The Housing and Neighborhoods committee views the use of landscaping as an important way to unify the borough visually, create an appealing beach town appearance, attract visitors, and serve as a soil strengthening method against future flood events.

Unified landscaping design is desired throughout residential neighborhoods of Sea Bright, extending along Ocean Avenue and throughout the commercial district. A commissioned landscape architecture study will be the basis of this project. The study will be used to identify flood-resistant planting material and the best practices for landscaping. The goal is to create a consistent community plan promoting visual attractiveness, a welcoming environment

and resilient planting methods that will result in enhanced tourism and real estate values.

The committee envisions a core group of volunteers who will implement the plan, assist residents in their property landscape design and provide landscaping services for public properties, especially along Ocean Avenue. The committee will continuously look for grant resources, work with landscaping sources, and develop programs for citizen participation including the popular “Adopt-a-Spot” program.

**ACTION STEPS**

- Form a volunteer committee that will serve as an educational and action group
- Work with borough officials to request a commissioned landscape architecture study for the borough
- Identify funding and other resources
- Seek to become a formal nonprofit or develop a fiscal agency relationship with an organization eligible to receive grants and apply for funding
- Advise residents on resilient landscaping methods and create examples on public properties throughout the borough



### DISASTER RESILIENCE

Landscaping using flood tolerant native plants with dense, deep intertwined root systems physically strengthens the soil and aids in the prevention of erosion during floods. This is a common practice to create soil cohesion for sandy soil. Ultimately, this may result in less damage and a quicker recovery during storm events.



### PRELIMINARY COST ESTIMATE\*

- Formal volunteer organization fees and start-up costs: \$2,500 – 5,000
- A commissioned landscape architecture study: \$25,000 - 50,000\*
- Landscaping materials for public properties: \$100,000

\*A local university has offered volunteer services that may substantially reduce this cost.

### ESTIMATED TIMELINE:

- 1 year continuing



### PROJECT ADVOCATES

- Liz Homer

### PROJECT SPONSOR

- Borough of Sea Bright

### POTENTIAL FUNDING RESOURCES

- New Jersey Community Development Block Grants for Disaster Recovery
- New Jersey Department of Environmental Protection: The State Forest Nursery
- New Jersey Economic Development Authority
- New Jersey Department of Community Affairs
- New Jersey Department of Agriculture: Soil Conservation
- U.S. Department of Agriculture: Rural Development Programs

### ADDITIONAL RESOURCES

- Rutgers University
- Grants.gov
- The Catalog of Federal Domestic Assistance (CFDA.gov)
- FEMA New Jersey Community Resource Guide

## Restoration and Rehabilitation of Neighborhoods

### Housing and Neighborhoods

**PRIORITY**  
Important 



### PROJECT DESCRIPTION

Identifying the unmet needs of property owners to restore and rehabilitate damaged residential structures has been a priority of Sea Bright officials and residents following Hurricane Sandy. While many homeowners had flood insurance that fully covered the needed repairs, others did not, or, had coverage inadequate to make complete repairs and reoccupy their homes. As a result, many residences remain vacant a year after Hurricane Sandy, posing a safety hazard to neighbors, and depressing the overall property values and character of the neighborhood and the entire borough.

A goal of this neighborhood restoration and rehabilitation project is to assist residents who may have unforeseen obstacles to overcome in order to complete the repair and rebuilding of their damaged homes. This is best done by identifying resources available to these homeowners for the improvement of not only homes, but streets, sidewalks, and other elements of the neighborhood. Furthermore, the committee would like to promote neighborhood restoration with the theme of an enticing beach community – coordinating the style and colors of restoration accordingly. Emphasis will be placed on the new raised foundations to make them look aesthetically pleasing.

Additionally, there are many vacant lots throughout the borough as a result of the storm. These lots could be incorporated into neighborhood planning efforts with the creation of pocket parks, neighborhood gardens, or simply by preserving them as open space. At the heart of this project is the goal to once again create pride in the many residential neighborhoods that were hard hit by Sandy. This project should be coordinated closely with the Housing Survey (see project p. 42) and Landscape (see project p. 44) projects.

### ACTION STEPS

- Work with borough officials to standardize the redevelopment of neighborhoods with common design elements to promote a beautiful beach community theme
- Identify resources available for the redevelopment of neighborhoods including community block grants
- Determine and make available to residents design recommendations for raised foundations
- Implement a plan for vacant lot acquisition and use
- Promote a sense of community pride by involving the entire neighborhood in planned neighborhood projects

### DISASTER RESILIENCE

By promoting a sense of community pride and cooperation, and encouraging residential mitigation including raised foundations, the residents of Sea Bright will be better prepared for future flood events.



### PRELIMINARY COST ESTIMATE\*

This project involves the time and energy of the volunteer committee and also borough officials to design and implement programs and design standards. Therefore, little initial cost is involved. If the borough agrees to purchase vacant lots for neighborhood use, the property values would be considered and also the fact that properties may be removed from the tax rolls.

### ESTIMATED TIMELINE

- 1 year + 4 years implementation



### PROJECT ADVOCATES

- Desiree Pierce
- Felicia Stratton

### PROJECT SPONSOR

- Borough of Sea Bright

### POTENTIAL FUNDING RESOURCES

- New Jersey Economic Development Authority
- New Jersey Community Block Grants for Disaster Recovery
- New Jersey Department of Community Affairs
- U.S. Department of Agriculture
- U.S. Department of Housing and Urban Development: Community Block Grants
- U.S. Department of Agriculture: Rural Development Programs
- FEMA Hazard Mitigation Assistance Grant Programs

### ADDITIONAL RESOURCES

- Grants.gov
- The Catalog of Federal Domestic Assistance (CFDA.gov)
- FEMA New Jersey Community Resource Guide

## *Underground Utility and Streetlight Project* Housing and Neighborhoods

**PRIORITY**  
**Important**



### **PROJECT DESCRIPTION**

The utility poles in use in Sea Bright are decades old, unsightly and vulnerable to storm events, often resulting in outages. Two utility companies own all the poles in the borough and for decades have positioned their equipment throughout the borough. The poles serve as transmission and distribution devices for the residents of Sea Bright, adjoining towns and the Sandy Hook National Recreation Area.

Towering transmission poles extend the length of Ocean Ave., compromising the ocean view for residents and the small-town feel they desire. These poles present a safety hazard to drivers and limit the amount of road space available to resident and visiting bicyclists. Residents have long been troubled by the number and vulnerability of the utility poles that are located throughout Sea Bright.

This project envisions the borough free of overhead wires, ultimately placing all utility



lines underground. This will create a pleasing streetscape as well as prevent extensive damage from falling poles and the loss of power from downed transmission lines. As part of this improved streetscape design, this project includes the conversion to smaller scale and more aesthetically pleasing streetlights. Lowering street lights will benefit pedestrians and provide safety and security in some residential areas that have no street lights at all. The project will likely be implemented over the course of several years and will produce a more resilient utility grid for Sea Bright and the surrounding area.

### **ACTION STEPS**

- Hold public hearings or forums
- Work with borough officials to request the conversion
- Request formal study from New Jersey Board of Public Utilities
- Coordinate with service and utility companies

### **DISASTER RESILIENCE**

Underground utility service can be more reliable than overhead service. This is important for the entire area because transmission poles that line the



streets of Sea Bright are part of a larger grid system serving much of coastal Monmouth County and a federal facility on Sandy Hook. This increased resiliency may result in fewer outages, especially considering the many storm events that Sea Bright is exposed to given its location directly on the oceanfront.

### PRELIMINARY COST ESTIMATE\*

Jersey Central Power & Light (JCP&L) supplied preliminary estimates for the borough's conversion to underground service at a cost of: \$100/foot for single-phase residential service; \$200/foot for

three-phase commercial service; and \$300/foot for the transmission service that extends the length of Ocean Ave. and beyond. This is an expensive endeavor that will ultimately cost millions to implement over the course of several years.

### ESTIMATED TIMELINE:

- 1 year planning + 5 years implementation



### PROJECT ADVOCATES

- Virginia Adair
- Diane Kaplan
- Jean Kingsman

### PROJECT SPONSOR

- Borough of Sea Bright

### POTENTIAL FUNDING RESOURCES

- New Jersey Economic Development Authority: Stronger NJ Neighborhood and Community Revitalization Program
- New Jersey Community Development Block Grants for Disaster Recovery
- New Jersey Board of Public Utilities
- New Jersey Department of Community Affairs
- U.S. Department of Agriculture Rural Development Programs
- U.S. Department of Energy
- FEMA Hazard Mitigation Assistance grant programs

### ADDITIONAL RESOURCES

- Grants.gov
- The Catalog of Federal Domestic Assistance (CFDA.gov)
- FEMA New Jersey Community Resource Guide

Project Summaries



## WATERFRONT RESTORATION

At the beginning of the recovery planning process, residents of Sea Bright identified deficiencies in dunes and seawall, river flooding, and access to both beach and river as key issues to be addressed in recovery. The community developed the projects in this section to address these and other issues related to waterfront restoration facing Sea Bright:

Sand Dune Restoration.....	52
Seawall Restoration.....	54
Bulkhead Wall along Shrewsbury River.....	56
Riverfront Access.....	58

## Sand Dune Restoration Waterfront Restoration

**PRIORITY**  
Strategic



### PROJECT DESCRIPTION

Sand dune restoration is vital for the security of Sea Bright. It will provide for a natural protective barrier against severe storms and keep the habitat in place to support the beach ecosystem. It is often the first line of defense for coastal communities and requires and deserves the appropriate attention by community leaders and residents.

The sand dune restoration project is important for the protection of the seawall in particular and the borough in general. Areas that did not have the benefit of sand dunes suffered significant damage due to the high and violent wave action. Even storms without the intensity of Hurricane Sandy could cause damage to Sea Bright without properly built and maintained sand dunes. During Sandy, the



poorly maintained sand dune system had little to no effect on preventing sea water from flowing into downtown Sea Bright during the storm surge. Up to six feet of water covered Sea Bright during the height of the storm.

The recovery committee's proposed dune system, along with the planting of dune grass, would complement both the existing and proposed seawall (see project on p. 54). Sand dunes would lessen the effects of the nor'easters that are common along the shore and help minimize damage from waves, high tides, and perhaps even more potentially devastating storm surges. Sand dunes covered with dune grass would be a comparatively inexpensive measure to help promote resiliency and strengthen



the integrity of current and proposed beach protection measures (e.g., seawall). A project of this size could be completed in three to six months, requiring less intensive regular maintenance from that point forward.

### ACTION STEPS

- The Borough has hired a consultant to design the dune system
- Initial dune planting is scheduled for December 7, 2013
- 2nd planting is scheduled for March 2014
- Acquire necessary permits
- Identify all funding sources



### DISASTER RESILIENCE

For coastal communities, properly built and maintained sand dunes stand as a vital first line of defense against storm surge, whether from a hurricane or less powerful storm. Used in combination with other structures and techniques (e.g., seawall, elevation, dune grass), sand dunes can offer a high level of protection during severe storm events.

*“We’re looking at protecting our sea wall. When the storm came through it had nothing in its way. It’s the heart of downtown, if we repair that and protect our town, [it] will encourage people to come back.”*

– John Lamia, Secretary, Waterfront Restoration and Community Facilities Committees

### PRELIMINARY COST ESTIMATE\*

- Stockton College Design: \$10,000
- Dune grass for Fall 2013 and Spring 2014: \$40,000

### PROJECT ADVOCATES

- Chris Capillo

### PROJECT SPONSOR

- Borough of Sea Bright
- Stockton College

### POTENTIAL FUNDING RESOURCES

- Borough of Sea Bright
- State of New Jersey
- U.S. Army Corps of Engineers
- FEMA

### ADDITIONAL RESOURCES

- Stockton College
- Grants.gov
- The Catalog of Federal Domestic Assistance (CFDA.gov)
- FEMA New Jersey Community Resource Guide

### ESTIMATED TIMELINE:

- Continual, Intermittent



## Seawall Restoration Waterfront Restoration

**PRIORITY**  
Strategic



### PROJECT DESCRIPTION

Hurricane Sandy had a devastating impact on areas lacking a properly built or maintained seawall. Though some high storm impact areas had sand dunes, the lack of regular maintenance and revitalization led to the loss of homes and businesses. The seawall restoration project will be constructed in the center of Sea Bright to protect against ocean side storm surge. Currently, there is nothing to protect against waves, high tides, and storm surges in this area, so it will continue to be inundated with seawater during any future storm event. It is estimated that up to six feet of water covered this area due to its lack of protective structures.

The Sea Bright seawall, a continuous cement and rock barrier, would begin behind the police station area (where the existing wall ends) to the beach club to the north approximately 1,736 feet. From there, the wall would continue to the west about 192 feet and then turn north approximately 698 feet and meeting the other edge of the existing seawall. Gates would be installed that would open and close in the event of severe weather to protect the nearby beach clubs. Where the seawall turns to the west towards Ocean Avenue, it could continue to the Shrewsbury River (an additional 420 feet) with a gate across the avenue to protect the borough during a storm. On the east side of Ocean Avenue, the wall would continue to the north another 698

feet and meet the original seawall, leaving gate openings for the beach clubs that are along the highway. These, like the other gate opening, would be closed in times of severe weather. Some businesses near Rumson Bridge may be vulnerable with this system, so additional mitigation measures should be implemented.

### ACTION STEPS

- Consult with borough engineer on placement of seawall
- Consult with U.S. Army Corps of Engineers (USACE) on seawall design
- Identify funding sources
- Acquire necessary permits



### DISASTER RESILIENCE

The seawall will be re-enforced by a cement overlay that will provided the necessary structural rigidity to ensure the base rocks are not jarred loose during violent wave action. The seawall will provide the borough with a completed critical line of defense against future storm events.

### PRELIMINARY COST ESTIMATE\*

- TBD (USACE has not determined cost of project)

### PROJECT ADVOCATES

- Bob Marrone

### PROJECT SPONSOR

- Borough of Sea Bright
- U.S. Army Corps of Engineers

### POTENTIAL FUNDING RESOURCES

- Borough of Sea Bright
- State of New Jersey
- U.S. Army Corps of Engineers

### ADDITIONAL RESOURCES

- Grants.gov
- The Catalog of Federal Domestic Assistance (CFDA.gov)
- FEMA New Jersey Community Resource Guide

### ESTIMATED TIMELINE:

- 1 year planning + 2 year implementation



## *Bulkhead Wall along Shrewsbury River* Waterfront Restoration

**PRIORITY**  
Important



### PROJECT DESCRIPTION

Due to the low-lying location of Sea Bright (between the Shrewsbury River and the Atlantic Ocean), it is under constant threat of flooding from even the most minor storms. For example, the combination of a nor'easter, high tide and a full moon could have devastating effects on the borough, its residents and businesses. That combination of natural events could produce over a foot or more of flooding. This regular flooding has long been a problem for Sea Bright. A proposed solution is the construction of a complete bulkhead wall along the Shrewsbury River.

The proposed bulkhead wall project will be divided into three sections for construction and planning purposes. Sections will be added to the current bulkhead system to ensure the wall is continuous and complete without gaps, providing a vital level



of protection from future storms along the entire western coast of Sea Bright. The most important section of the wall, approximately 4,000 feet in length, would extend from the Rumson Bridge to Chris' Landing. The first portion, which would provide protection for the residences and business district in the downtown area, would include a three-foot high section. Ensuring the shortest disruption of business activity will help secure the borough's economic base at an extremely vulnerable time. The second section would be from Chris' Landing extending to the southern end of Sea Bright. The last section of the bulkhead to be constructed will be from the Rumson Bridge, north to the end of the borough's municipal boundary.

### ACTION STEPS

- Consult with borough town engineer on placement of bulkhead wall
- Consult with U.S. Army Corps of Engineers on design improvements
- Develop bulkhead ordinance
- Identify funding sources
- Acquire necessary permits

### DISASTER RESILIENCE

The placement of the new bulkhead would be along the same path as the one that now exists. Ensuring the proper length and thickness would improve the chances of the bulkhead effectively protecting the downtown area. Construction must be strong enough to handle the enormous water pressure potential from the river side. Including extra support structures such as whalers would improve the durability of the bulkhead.



### PRELIMINARY COST ESTIMATE\*

- TBD

### PROJECT ADVOCATES

- Kathie Pappas

### PROJECT SPONSOR

- Borough of Sea Bright
- New Jersey Department of Environmental Protection
- U.S. Army Corps of Engineers

### POTENTIAL FUNDING RESOURCES

- Borough of Sea Bright
- State of New Jersey
- New Jersey Department of Community Affairs
- U.S. Army Corps of Engineers
- U.S. Army Corps of Engineers
- U.S. Department of Agriculture

### ADDITIONAL RESOURCES

- Grants.gov
- The Catalog of Federal Domestic Assistance (CFDA.gov)
- FEMA New Jersey Community Resource Guide

### ESTIMATED TIMELINE:

- 4 years planning + 2 years building



**Riverfront Access**  
**Waterfront Restoration**

**PRIORITY**  
**Desirable**



**PROJECT DESCRIPTION**

Municipal waterfronts can create welcoming environments that can be leveraged to increase a community’s economic and residential standards. Taking advantage of access to water, fresh or salt, can be a tremendous boon to any municipality’s ratables and community atmosphere. Increasingly, municipalities are reworking their waterfronts to improve public access and to create a welcoming, enjoyable destination. The result of this work is increased business opportunities, tourism and housing demand.

Although Sea Bright has a roughly 3.5 mile riverine waterfront, it only has a limited number of access points, including ends of busy streets,

a small borough-owned parcel on Front Street, a pump station and a small park at the site of the old Rumson Bridge. Limiting river access to just these points results in an under-utilized resource.

This project would provide Sea Bright with riverfront havens offering activities such as: kayak rentals, public boat docking, water taxi service, dock and dine facilities, riverfront restaurants and cafes, and a riverfront promenade. One tool for achieving this goal could be an ordinance requiring a higher standard of public access for all new developments larger than a single family residence. This could be done in conjunction with density bonuses to offset the cost of the ordinance on property owners.

Additionally, the borough could provide for mixed-use facilities to allow for restaurants and shops that would create a public attraction. Another element of the project would be to develop a borough-wide plan for access to the riverfront. The riverfront access plan would lay out redesigns of current public access points, the potential of acquiring new public access points and working with marinas to allow public access to the river.

**ACTION STEPS**

- Create a riverfront access ordinance
- Develop comprehensive riverfront access plan



### DISASTER RESILIENCE

Currently much of the flooding experienced in Sea Bright comes from the Shrewsbury and Navesink Rivers. Solutions to this persistent flooding include building a taller bulkhead and relocating river edge structures, all of which should be a part of a comprehensive riverfront access plan. Further, the riverfront access plan can ensure related riverfront projects are developed in sustainable ways such as using renewable materials, on-site energy generation, and other physical mitigation strategies.



### PRELIMINARY COST ESTIMATE\*

- Riverfront Access Ordinance: \$2,000 - \$10,000
- Riverfront Access Plan: \$10,000 - \$20,000

### PROJECT ADVOCATES (RECRUITING)

- Chris Pfeiffer
- Barbara Reich

### PROJECT SPONSOR

- Borough of Sea Bright

### POTENTIAL FUNDING RESOURCES

- New Jersey Department of Environmental Protection: Blue Acres program

### ADDITIONAL RESOURCES

- Congress for a New Urbanism
- American Planning Association
- The Waterfront Center
- Project for Public Spaces
- Urban Land Institute
- Grants.gov
- The Catalog of Federal Domestic Assistance (CFDA.gov)
- FEMA New Jersey Community Resource Guide

### ESTIMATED TIMELINE:

- Phase I: 6mo. planning + 1 year implementation
- Phase II: 1 year planning + 4 years implementation



Implementation



## IMPLEMENTATION

### SEA BRIGHT HAZARD MITIGATION PLAN

Hazard mitigation projects, such as activities designed to mitigate the impacts of flooding and storm surge, should be included in the Borough's Hazard Mitigation Plan. The Borough is a participating jurisdiction in Monmouth County's Countywide Hazard Mitigation Plan, which is currently under development. The Hazard Mitigation Plan (HMP) is an important tool in the community's arsenal of recovery tools. Demonstrating a particular project's inclusion in the HMP strengthens a project's chances of being funded, especially via the various FEMA mitigation grant programs (i.e., Hazard Mitigation Grants, Pre-Disaster Mitigation, and Flood Mitigation Assistance). For this reason, it is important to keep the HMP current, updating it regularly to ensure desired projects are well-poised for funding.

### NEXT STEPS

#### **Roles and Responsibilities**

The Borough Council, Sea Bright 2020 Steering Committee, and resident-led topic committees established clear roles and responsibilities during the recovery planning process. As the planning process transitions into implementation, roles and responsibilities may need to be redefined and the committee structure adjusted to accommodate project champions and other stakeholders. Community leaders should continue to identify individuals and organizations that can play lead, support or advisory roles for recovery projects. Creating an organization matrix will provide a structure to help the recovery committee maintain communication with project leaders.

#### **Communications Strategy**

The development of an official communication strategy can go a long way to ensuring the recovery process includes an information exchange that is comprehensive, open, and effective. The Sea Bright 2020 Steering Committee should continue to use regularly held meetings as its primary method of communicating with stakeholders. These meetings should include an agenda that has each project lead or advocate reporting on the status of the individual projects, acknowledging any milestones achieved and identifying any barriers encountered. In addition, the communication strategy should include ongoing mechanisms to disseminate information to community residents as well as media outlets. Other tools to help strengthen communication include newsletters, recovery websites and social media sites.

## FUNDING AND CAPACITY BUILDING RESOURCES

### Guide and Tools

#### *Grants.gov*

The Federal government website Grants.gov provides a unified site for interaction between grant applicants and the Federal agencies that administer the various grant programs. Using the Grants.gov system makes it faster, easier and more cost effective for grant applicants to electronically interact with Federal grant-making agencies. The site centralizes more than 1,000 different grant programs across all 26 Federal grant-making agencies awarding more than \$500 billion annually.

#### *Catalog of Federal Domestic Assistance (CFDA)*

The Catalog of Federal Domestic Assistance (“Catalog”) provides a full listing of all Federal programs available to state and local governments, domestic public, quasi- public, and private profit and nonprofit organizations and institutions, specialized groups and individuals. It contains both financial and nonfinancial assistance programs administered by departments and establishments of the Federal government. CFDA contains detailed program descriptions for 2,199 Federal assistance programs.

The Catalog is available at the CFDA website at: <http://www.cfda.gov>. The CFDA website also contains a PDF file version of the Catalog which may be printed. Paper copies are also available for purchase. For information about purchasing the Catalog of Federal Domestic Assistance, call the Superintendent of Documents at: 202-512-1800 or, toll free at: 866-512-1800. Or you may reach the Government Printing Office’s online bookstore at <http://bookstore.gpo.gov>.

#### *Funding Summit*

On December 10, the League of Municipalities is hosting a resource and funding workshop to help match community recovery project needs with technical resources and funding opportunities. The idea is to help get some priority projects off the ground in a few of the towns that have been heavily impacted by the storm and to start getting critical information out to the broader group of communities that really need it.

#### *Philanthropic Community*

The Recovery Committee should develop a close relationship with the New Jersey Council of GrantMakers, who should be attending the Funding Summit. This organization is the pipeline to the world of philanthropy, a project funding resource that should not be ignored.

#### *New Jersey Community Resource Guide — Federal, State and Regional Resources*

The New Jersey Community Resource Guide identifies specific agencies and organizations that can potentially be tapped for either funding or technical assistance resources to implement community recovery and revitalization projects. The guide, included as a companion disk, provides an overview of hundreds of Federal, state and regional funding and technical assistance sources, both public and private.

All grant programs have specific eligibility requirements for applicants. Some programs will only fund 501(c)(3) charitable nonprofits, while others only fund local government entities. Some grants are available to both types of applicants. Therefore, public-private partnerships are important to maximize funding, capacity building and other opportunities.

Some programs limit their funding to communities that meet specified eligibility criteria, such as falling within a certain geographic area or possessing certain demographic characteristics such as high poverty or unemployment rates.

Some designations specifically target more urban areas for assistance, while others specifically target rural areas. Examples of designations, often referred to as designated areas or zones, that provide funding opportunities include:

- Food deserts<sup>1</sup> in metropolitan areas
- Distressed communities
- Housing or economic development hot zones
- Health professional shortage areas and/or medically underserved areas
- Brownfields

## IMPORTANT PARTNERS

Forming alliances and partnerships can increase grant-writing and project implementation success. Partnerships, especially public-private partnerships, can maximize funding, capacity building and other opportunities. Alliances and partnerships can exist between two communities and/or communities and other organizations. For example, if two or more adjacent communities each submit an application to fund a medical center, they will compete against each other. Conversely, if they submit an application together for one shared facility, they will have a stronger application, less competition and may even receive more funds. Programs that fund economic development activities often favor a regional approach to overcome challenges. A community and its recovery committee or nonprofit organization may partner with other local, regional and statewide organizations to build capacity or develop, fund and implement recovery strategies and projects.

### 501(c)(3) Charitable Nonprofit Organizations

A 501(c)(3) refers to a charitable nonprofit organization that is incorporated in a state and designated by the Internal Revenue Service as a charitable entity. Nonprofits do not pay Federal taxes on programs and services related to their charitable mission. Nonprofit missions can include aid to vulnerable

<sup>1</sup> Food desert: an area, most likely found in low-income communities, where affordable healthy food is difficult to obtain, particularly for those without access to an automobile.

populations; construction, erection and/or maintenance of historic buildings, monuments or works; reducing the burdens of government; community development; youth programs; and other charitable purposes. The Internal Revenue Service has, in recent years, become much more restrictive in awarding 501(c)(3) charitable status and may instead award another 501 (c) status such as (4) or (6) that is not charitable, while still non-profit.

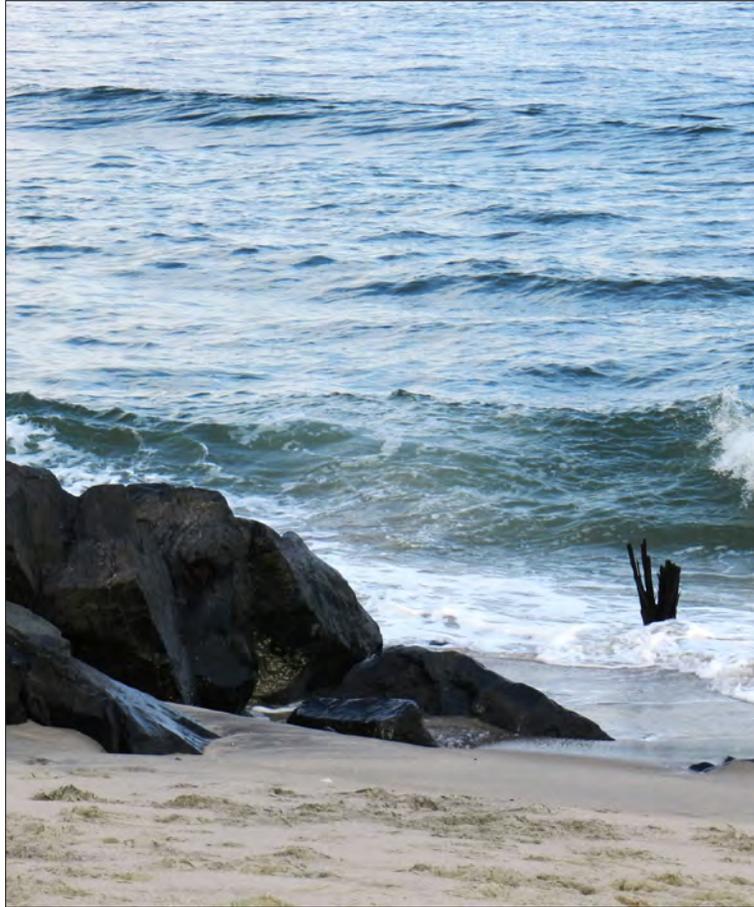
Many grant programs offer funding only to 501(c)(3) charitable nonprofits. A community's recovery committee may decide to incorporate as a charitable nonprofit and partner with the local government to strengthen the recovery effort and opportunities. Depending on the recovery goals and future development plans, the community may choose to structure its charitable nonprofit as a certain type of community service or development organization. These types of organizations are described below.

### Community Development Corporations

Community Development Corporations (CDC) are community-established organizations that anchor local capital through residential and commercial development, ranging from affordable housing to shopping centers and businesses.

### Community Housing Development Organizations

Community Housing Development Organizations (CHDO) earn designation through the Federal HOME program (affordable housing) and serve as a means to finance housing projects. A CHDO generally is defined as a nonprofit, community-based community service organization that develops affordable housing in the low-income community it serves.



### **Community Development Financial Institutions**

Community Development Financial Institutions (CDFI) earn designation from the U.S. Treasury Department. A CDFI is a private-sector financial institution that focuses on personal lending and business development efforts in local communities. They are primarily funding sources to support small business growth and development. CDFI can be an important source for the use of New Market Tax Credits to finance economic development efforts.

### **Economic Development Organizations**

Economic Development Organizations serve as the primary sources of grant funds from Federal agencies involved in economic development.

### **Certified Development Corporations**

Certified Development Corporations earn their designation from the U.S. Small Business Administration (SBA) and offer any form of SBA loan assistance. Small Business Development Centers (SBDC) are partnerships primarily between the government and colleges to provide educational services for small business owners and aspiring entrepreneurs.

### **Agencies, Universities, and Associations**

State agencies, universities, and associations provide a broad range of financial and other support to communities and organizations of interest to them. They are an excellent resource for capacity building support, technical assistance, studies and projections, and sometimes even funding. Many graduate academic programs are willing to take on a community project within their subject area as an applied learning experience within a class. Typically, these need to be designed well in advance of the start of a semester and fit within the semester schedule.

### Examples of Other Potential Partners

- Local university centers and programs
- Local chambers of commerce
- Local development authorities

This is by no means a comprehensive list, but it does illustrate that numerous agencies and organizations can partner with communities to gain needed support during the recovery process. Assembling a strong team of partners to provide support is essential to holistic recovery.

### Recovery Manager

A recovery manager is currently working with Sea Bright Borough officials to assist in recovery projects including those found in this report. His duties include providing planning and implementation support to the Borough (i.e., consensus building, identifying and obtaining project funding, etc.). The manager will work with FEMA, other federal and state agencies, and non-governmental and research organizations involved in recovery efforts.

