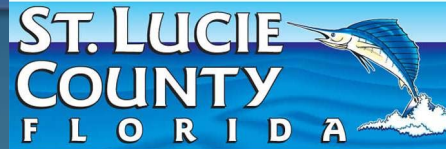


# St. Lucie County Post-Disaster Redevelopment Plan



## ACKNOWLEDGEMENTS

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AWN Construction, Inc.  
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Land Design South  
Lawnwood Medical Center  
Lucido & Associates  
Marine Industries of the Treasure Coast  
Martin Health Systems  
New Horizons  
North Treasure Coast Red Cross  
Port St. Lucie Utility Systems  
SERVPRO Emergency Services  
St. Lucie I.N.T.A.C.T.  
St. Lucie Medical Center  
St. Lucie West Service District  
St. Lucie County 911  
St. Lucie County Department of Health  
St. Lucie County Emergency Management  
St. Lucie County Engineering Division  
St. Lucie County Board of County  
Commissioners  
St. Lucie County Building and Code  
St. Lucie County Environmental Resources  
Department  
St. Lucie County Fire District  
St. Lucie County Housing and Community  
Services Department  
St. Lucie County International Airport  
St. Lucie County Mosquito Control and  
Coastal Management Services Department  
St. Lucie County Office of Management and  
Budget/Grants  
St. Lucie County Planning and Zoning  
St. Lucie County Public Safety  
St. Lucie County Public Works  
St. Lucie County Road and Bridge Division  
St. Lucie County School District  
St. Lucie County Utilities  
Treasure Coast Hospice  
Treasure Coast Regional Planning Council  
United Way of St. Lucie County



This document was prepared by:



Calvin, Giordano & Associates, Inc.  
EXCEPTIONAL SOLUTIONS

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## ACRONYMS

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ADM	Administration
AHCA	Agency for Health Care Administration
AMTA	Agricultural Marketing Transition Act
AWD	Available without declaration
B&I	Business and Industry Loan Program
BAC	Business Assistance Center
BCC	Board of County Commissioners
BLD	Building Department
CBD	Central Business District
CCE	Community Care for the Elderly
CCCL	Coastal Construction Control Line
CDBG	Community Development Block Grant
CDD	Community Development Department
CEMP	Comprehensive Emergency Management Plan
CHHA	Coastal High Hazard Area
CIE	Capital Improvements Element
CIP	Capital Improvements Program
CNS	Corporation for National Service Programs
COASL	Council on Aging of St. Lucie
COG	Continuity of Government Plan
COMP PLAN	Comprehensive Plan
COOP	Continuity of Operations Plan
CPD	Office of Community Planning and Development, under HUD
CRA	Community Redevelopment Area
CSD	Community Services Department
DCN	Disaster Contractors Network
DEP	Department of Environmental Protection (State of Florida)
Dept.	Department
DRC	Disaster Recovery Center
DOC	United States Department of Commerce
DOD	Department of Defense
DOE	Department of Energy
DOEA	Department of Elder Affair
DOH	Department of Health
DOI	Department of the Interior
DOL	United States Department of Labor
DOT	Department of Transportation
DUA	Disaster Unemployment Assistance
EAR	Evaluation and Appraisal Report
ECWAG	Emergency Community Water Assistance Grants
EDA	United States Economic Development Administration
EIDL	Economic Injury Disaster Loans
EMAC	Emergency Management Assistance Compact
EMD	Emergency Management Department
ENG	Engineering
EOC	Emergency Operations Center
EPA	US Environmental Protection Agency

ESD	Emergency Services Department
ESF	Emergency Support Function
EVT	Environmental Services Department
EWP	Emergency Watershed Protection
FAC	Florida Administrative Code
FAU	Florida Atlantic University
FDIC	Federal Deposit Insurance Corporation
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
FIRM	Flood Insurance Rate Map
FLUE	Future Land Use Element
FLUM	Future Land Use Map
FNS	Food and Nutrition Service
FPFWCD	Fort Pierce Farms Water Control District
FS	Florida Statutes
FSA	Federal Service Agency
GAR	Governor's Authorized Representative
GIS	Geographic Information System
GSA	General Services Administration
HHS	Dept. of Health and Human Services
HMGP	Hazard Mitigation Grant Program
HOME	Home Investment Partnership Program
HUD	United States Department of Housing and Urban Development
IA	Individual Assistance (Stafford Act)
IAO	Individual Assistance Officer
IFG	Individual and Family Grant Program
INPHI	Indiantown Non-Profit Housing, Inc.
INTACT	Inspired Network to Achieve Community Together <i>Now Known As 'Safer St. Lucie'</i>
IRS	Internal Revenue Service
IRSC	Indian River State College
ITS	Information Technology Services
JFO	Joint Field Office
JTPA	Job Training Partnership Act
LDC	Land Development Code
LDRM	Local Disaster Recovery Manager
LMS	Local Mitigation Strategy
LPA/P&Z	Local Planning Agency/Planning and Zoning Board
L RTP	Long-Range Transportation Plan
MEF	Mission Essential Functions
MOA	Memorandum of Agreement
MOU	Memorandum Of Understanding
MPO	Metropolitan Planning Organization
MSTU	Municipal Service Taxing Unit
NFIP	National Flood Insurance Program
NOAA	National Oceanic and Atmospheric Administration
NP	Not provided
NRC	American Nuclear Insurers and Nuclear Regulatory Commission
NRCS	Natural Resources Conservation Service
NSLRWCD	North St. Lucie River Water Control District

NSP	Federal Neighborhood Stabilization Program
PD	Presidential Declaration
PAO	Property Appraiser's Office
PDRP	Post-Disaster Redevelopment Plan
FDRC	Federal Disaster Recovery Coordinator
PDS	Planning and Development Services Department
PFO	Principal Federal Official
PIO	Public Information Officer
PRD	Parks & Recreation Department
PUD	Planned Unit Development
RC&D	Resource Conservation and Development
RCMP	Residential Construction Mitigation Program
RHS	United States Rural Housing Service
RMA	United States Risk Management Agency
ROC	Recovery Operations Center
RPC	Regional Planning Council
RUS	United States Rural Utilities Service
SA	Supplemental Appropriation
SBA	Small Business Administration
SCO	State Coordinating Officer
SFWMD	South Florida Water Management District
SHIP	State Housing Initiative Partnership (Housing Program)
SSA	Social Security Administration
TCBA	Treasure Coast Builders Association
TCI	Traditions Center for Innovation
TCRPC	Treasure Coast Regional Planning Council
TDC	Tourist Development Council
TDR	Transfer of Development Rights
TPO	St. Lucie Transportation Planning Organization
USD	Utilities & Solid Waste
USACE	U.S. Army Corps of Engineers
USDA	United States Department of Agriculture
VA	Department of Veterans Affairs
WAP	Weatherization Assistance Program



## EXECUTIVE SUMMARY

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**Introduction:** St. Lucie County has experienced major flooding, coastal storms, and wildfires over the past years, which have damaged neighborhoods and public infrastructure. Although these events were not catastrophic, they brought to light potential vulnerabilities highlighting the need for a proactive, holistic approach to planning for long-term redevelopment. The goal of this planning initiative is to develop a framework for community restoration while increasing community resilience to future disasters and building long-term sustainability.

**Purpose and Function:** The purpose of this plan is to embrace the long-term community vision, establish post-disaster priorities, and identify actions that can be taken by public, private, and non-profit stakeholders in the aftermath of a large-scale disaster. The plan emphasizes seizing opportunities for hazard mitigation and community improvement consistent with the goals of the local comprehensive plan and with full participation of the citizens. This plan builds a framework to efficiently rebuild the community, establish the quality of life elements necessary to sustain the community, and promote economic viability. The plan also provides guidance to maximize disaster funds and resources available to local jurisdictions following a disaster, identify the capacity of the jurisdictions to manage a long-term recovery and provide strategic guidance throughout the post-disaster redevelopment process.

**Plan Process:** St. Lucie County, in cooperation with public, private, and non-profit stakeholders developed this first Post-Disaster Redevelopment Plan through a series of planning meetings and consensus building discussions over a 12-month period. Operational and functional components are divided into five primary areas: **Economic Redevelopment, Housing and Community Redevelopment, Health and Human Services, Infrastructure and Public Facilities, and Environmental Issues.** Once finalized, it is hoped that each local jurisdiction will similarly employ this document as a framework for coordinating long-term redevelopment efforts on a local level. This is a dynamic plan that requires continued updates and revisions to reflect lessons learned from other areas, incorporate enhanced community vision, address new social and political challenges, reestablish community priorities, and address emerging hazards and vulnerabilities.

**Plan Structure:** St. Lucie County's Post-Disaster Redevelopment Plan contains the following:

- Chapter 1 provides an introduction to the Post-Disaster Redevelopment Plan, the planning process, and a brief overview of St. Lucie County
- Chapter 2 details the organizational framework of the PDRP transition from response to recovery
- Chapter 3 presents the concept of operations
- Chapter 4 details the Strategies and Action Plan which detail specific goals, objectives, and action items based on functional workgroup areas
- Chapter 5 addresses public education and outreach opportunities
- Chapter 6 details preparedness activities which should occur prior to a disaster and post disaster
- Chapter 7 details the financial administration of post disaster recovery priorities and actions

## CHAPTER 1 INTRODUCTION

---

### Background

Catastrophic level disasters throughout the nation such as Hurricane Katrina in New Orleans, the Joplin tornadoes, Hurricane Ike, and the September 11, 2001 terrorist attacks have emphasized the need for communities to undertake a strategic, holistic planning approach regarding how they will rebuild and reconstruct their communities in the aftermath of a large-scale disaster. History reveals some communities will rebuild to thriving and perhaps even more resilient communities, while others fail to recapture their former vitality and quality of life. The long-term redevelopment dynamics have become more complicated as the economic, social, and political complexity of communities increases, compounded by ever-increasing vulnerability to hazards.

Within the State of Florida, communities have learned to develop robust and integrated disaster response capabilities, networks, and resources. As detailed in their Comprehensive Emergency Management Plans, Emergency Operation Centers throughout the State are prepared to save lives and property in the immediate aftermath of a disaster. However, few communities understand the interdependencies of elements that drive long-term community redevelopment.

### Purpose

The purpose of the Post Disaster Redevelopment Plan (PDRP) is to provide St. Lucie County and its jurisdictions with an overarching strategic, interdisciplinary plan for guiding actions and decision-making during the disaster recovery and redevelopment period, as well as, identifying actions that can be implemented prior to a disaster that may expedite the recovery process. This PDRP establishes a strategy to leverage coordination among county departments, municipalities, businesses, non-governmental and regional organizations to redevelop after a catastrophic disaster in a proactive and effective manner. Building a strong organizational and functional redevelopment capability will expedite redevelopment efforts and maximize post-disaster “Windows of Opportunity” to build a more sustainable and resilient community. The PDRP provides a cohesive and consistent foundation for successful long-term redevelopment issues throughout the County.

### Situation

The Post-Disaster Redevelopment Plan provides the primary guidance for decision making once the initial life saving emergency response actions have ceased. It does not duplicate or supersede any mandates, authorities, or guidance detailed within the Comprehensive Emergency Management Plan. Instead, the PDRP provides guidance for a seamless transition from the response phase to long-term redevelopment actions. This plan is primarily intended to be employed in the aftermath of a large-scale major or catastrophic disaster creating the need for community-wide redevelopment.

## Scope

The PDRP serves to facilitate efficient redevelopment of the County and its municipal jurisdictions in the aftermath of a large-scale disaster and to maximize post-disaster redevelopment opportunities to reduce hazard vulnerability.

The PDRP serves as an umbrella planning document that references, supports and works in tandem with existing County emergency management and growth management plans, policies, and procedures.

The PDRP identifies a cooperative, interdisciplinary, holistic redevelopment process for coordination among county departments, municipalities, businesses, non-governmental organization and regional organization.

The PDRP establishes strategies for integrating the transition from short-term recovery to long-term recovery and redevelopment.

## Planning Assumptions

While the County and its municipal jurisdictions share responsibility for managing response and short-term recovery efforts, long-term reconstruction and redevelopment efforts fall overwhelmingly to each individual jurisdiction.

The PDRP is applicable to predominantly major and catastrophic disasters, for which redevelopment would be required. It is flexible and expanding, depending on the situation and need. Any part or section of this plan may be utilized separately if required by the situation.

## Geography

St. Lucie County is located along Florida's southeast coast and comprises approximately 600 square miles, of which approximately 440 square miles are unincorporated area. The incorporated cities within the County include the City of Fort Pierce, the City of Port St. Lucie, and the Town of St. Lucie Village. St. Lucie County has 21 miles of Atlantic Ocean shoreline, much of which is currently undeveloped. Through the efforts of the residents of St. Lucie County and the State of Florida, approximately seven miles of this unincorporated oceanfront are under public ownership. Another two miles of oceanfront property are owned by the Florida Power & Light Company, and are to be maintained in their present natural state in conjunction with the operation of the St. Lucie Power plant facilities. The balance of the remaining oceanfront properties is held in private ownership and available for development activities, which have historically been residential in character.



## Population

Between the years 2000 and 2009, the overall County population grew by about 41% to 272,864 people.<sup>1</sup> The County's population includes the City of Port St. Lucie, which was the fastest growing City in the nation in 2003. In 2005, the County was the second fastest growing County in Florida<sup>2</sup>. During the same period, the unincorporated population grew by 10% even with numerous annexations of unincorporated areas by the City of Fort Pierce. The 2010 Census showed a decline in the rate of population growth, however overall County population is projected to continue to grow and can be accommodated by approved development such as the Visions at Indrio DRI, Capron Lakes DRI and the Towns, Villages, and Countryside (TVC).

## Economy

In 2009, the labor force consisted of 125,281 people, with an unemployment rate of about 13.5%.<sup>3</sup> The top three industries in St. Lucie County in 2009 were agriculture, natural resources, and mining; construction; and education and health services.<sup>4</sup> The top employers in the County include St. Lucie County School District, Wal-Mart/Wal-Mart Distribution Center, St. Lucie County, Liberty Medical Supply, State Government, City of Port St. Lucie, QVC, and Publix Super Markets.

## Jurisdictional Application of the PDRP

Although St. Lucie County has managed this PDRP development process, this Plan has been developed in coordination with Port St. Lucie and Ft. Pierce. All jurisdictions and independent jurisdictions have participated in the planning process and provided policy guidance. Once the Plan is accepted as a consent item by each jurisdiction, this PDRP will provide an organizational structure, processes, and strategic guidance to ensure efficient and comprehensive community reconstruction and redevelopment. In the post-disaster environment, it is the responsibility of each independent jurisdiction to activate the plan, prioritize, and implement post-disaster redevelopment strategies as directed by their locally elected leadership.

In St. Lucie County, all municipalities and the County itself will have the opportunity to adopt this plan. Those municipalities include The City of Fort Pierce, The City of Port St. Lucie, and The Town of St. Lucie Village. There are 4 jurisdictions that will have the opportunity to adopt the St. Lucie County Post-Disaster Redevelopment Plan.

<sup>1</sup> St. Lucie Comprehensive Plan. Future Land Use Element.

<sup>2</sup> Florida Legislature. Office of Economic and Demographic Research. April 2010. <http://EDR.state.fl.us> EMSI Complete Employment - 2nd Quarter 2010. Retrieved from: <http://www.youredc.com/html/demographics.asp>

<sup>3</sup> Florida Legislature. Office of Economic and Demographic Research. April 2010. <http://EDR.state.fl.us>

<sup>4</sup> EMSI Complete Employment - 2nd Quarter 2010. Retrieved from: [http://www.youredc.com/forms/labor/Industry\\_Overview.pdf](http://www.youredc.com/forms/labor/Industry_Overview.pdf)

## CHAPTER 2 ORGANIZATIONAL FRAMEWORK

### Transition from Response to Recovery

In the aftermath of a large-scale disaster, where the community has sustained catastrophic level damage, ongoing coordination is required to support reconstruction and redevelopment activities for months and years following the disaster event. The PDRP provides a transition from the Emergency Operations Center (EOC) organizational framework to the Recovery Operations Center (ROC) organizational framework, which can support long-term community redevelopment within St. Lucie County, the City of Ft. Pierce, City of Port St. Lucie, and the Town of St. Lucie Village. While the first response community (fire rescue, law enforcement, emergency management) dominate command and control in the response environment, these organizations generally take on a secondary support role during long-term recovery operations when community efforts focus on the rebuilding effort. In the aftermath of a large scale disaster, the goal is to demobilize the Emergency Operations Center and redeploy the majority of first response field personnel, as soon as practicable, to their routine duties of providing public safety services to the broader community. While public safety remains an important partner throughout long-term recovery, agencies and organizations with recovery-focused duties including planning, building, zoning, infrastructure and facilities restorations, environment, public education and others take on an increased level of responsibility and dominate the recovery and long-term recovery decision making environment. If the scale of the disaster warrants ongoing long-term coordination, then these redevelopment activities will be coordinated at the Recovery Operations Center allowing the Emergency Operations Center to maintain operational readiness for disaster response activities.

“...Recovery leadership establishes guidance, including the shift of roles and responsibilities, for the transition from response operations, to recovery and finally, a return to a new normal state of community functioning...”

The National Disaster Recovery Framework, FEMA, p. 15, 2011

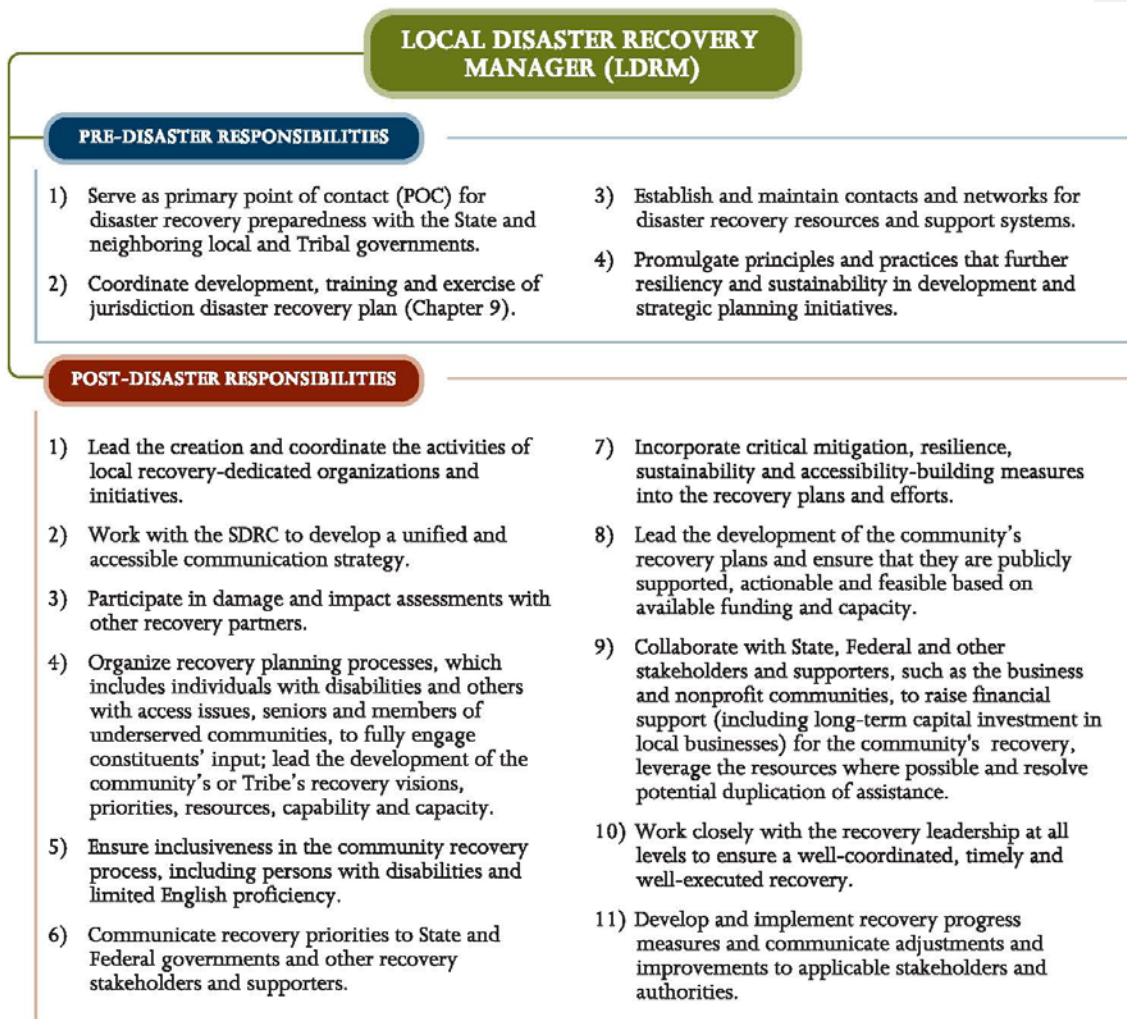
### Local Disaster Recovery Manager

The National Disaster Recovery Framework designates the Local Disaster Recovery Manager, as the central point of coordination for recovery activities for the local jurisdictions. Figure 2-1 details the assigned roles and responsibilities of the Local Disaster Recovery Manager as prescribed in the National Disaster Recovery Framework. For St. Lucie County, the County Administrator is the designated Local Disaster Recovery Manager for the all issues related to the unincorporated county. Each of the local jurisdictions within St. Lucie County may also designate a Local Disaster Recovery Manager on behalf of their municipal jurisdiction.<sup>1</sup> The City

<sup>1</sup> Each jurisdictions must determine how legally the Local Disaster Recovery Manager is designated legal authority. This may occur through official Board adoption of the PDRP by the County and cities, or it may occur through a separate local ordinance.

managers from the cities of Ft. Pierce and Port St. Lucie, and the Town of St. Lucie Village may serve as the municipal Local Disaster Recovery Managers.

Figure 2-1: Assigned Responsibilities of the Local Disaster Recovery Management Team



Source: Assigned responsibilities of the Local Disaster Recovery Manager as designated in the National Disaster Recovery Framework, p. 26 (2011)

### Authority of the Post-Disaster Redevelopment Taskforce

The County Administrator and the city managers of Ft. Pierce, Port St. Lucie, and the Town of St. Lucie Village are designated as the Local Disaster Recovery Managers for their jurisdiction. They serve as members of the PDRP Coordination Committee. The PDRP Coordination Committee is responsible for guiding the community vision and identifying redevelopment goals, objectives, and tasks, which will be implemented post-disaster. The PDRP Coordination Committee is given the authority to direct each of the workgroups to oversee community activities supporting recovery efforts.

The PDRP Coordination Committee will manage the overall recovery operations within the Recovery Operations Center (ROC) and for field activities supporting recovery efforts including the Disaster Recovery Center(s), Business Assistance Center(s), infrastructure and facility reconstruction and redevelopment efforts, and general community redevelopment activities. They have the authority to provide policy guidance on recovery activities. The scope of the PDRP Coordination Committee is to direct all activities within the Post-Disaster Redevelopment Plan and detailed in the Post-Disaster Status Report (See Appendix).

**Membership:** PDRP Coordination Committee be composed of the following representatives and additional seek additional technical expertise as needed

- St. Lucie County Administrator (chairperson)
- Ft. Pierce City Manager
- Port St. Lucie City Manager
- Town of St. Lucie Village Manager
- Community Redevelopment Taskforce Chair
- Public Facilities and Infrastructure Taskforce Chair
- Economic Redevelopment Taskforce Chair
- Health and Social Service Taskforce Chair

Comment [BethCGA1]: Confirm or change

**Activation:** Following a disaster, the Executive Policy Group, chaired by the County Administrator will convene to determine activation of the plan on case-by-case basis. Following a disaster and activation of the Plan, the Executive Policy Group will determine how often the PDRP Coordination Committee will convene.

**Policy guidance from the political leadership:** The Post-Disaster Coordination Committee will provide regular updates to the Board of County Commissioners and ensure coordination with all municipal jurisdictions. The Post-Disaster Coordination Committee will seek policy level approval from the Board of County Commissioners and solicit support from municipal leadership when necessary and required. The Committee will ensure compliance with all regulatory mandates, Florida Sunshine requirements, financial and legal requirements.

**Recovery Progress Updates:** The PDRP Coordination Committee is responsible for developing unified progress reports which provide updates regarding status of long-term recovery. The Concept of Operations Chapter details the development process for the Recovery Progress Report.

**Direct workgroups:** Due to the complex interdepartmental coordination needs, functional groupings are established to create a flexible framework that operates across departmental and jurisdictional boundaries to effectively carry out the Redevelopment Action Plan. The post-disaster goals and objectives identified by the Post-Disaster Redevelopment Taskforce will be implemented by the workgroups. Some issues, due to their broad nature, will have overlapping disciplinary and jurisdictional implications

**Authority of Taskforces**

The PDRP Coordination Committee is supported by functional taskforces as described in Table 2-1 on (see page ~~XX~~). The PDRP Coordination Committee may delegate decision-making for daily operational decisions to personnel within the Recovery Operations Center. Staff has sufficient authority to operate within the operational protocols as detailed within their Standard Operating Procedures, Standard Operating Guidelines, as well as county and municipal policies and procedures. Operational decisions and actions include the ability to direct personnel, equipment, and supplies to support objectives detailed within the PDRP. If authority is needed to direct resources beyond internal resource capabilities, in excess of authorized financial spending limits or beyond standard operating protocols, then staff must direct decision-making authority to the PDRP Coordination Committee. They will authorize policy level decisions and resources beyond normal internal capabilities. The Executive Policy Group will also determine when to elevate decisions to the Board of County Commissioners/City Councils when the decision-making authority exceeds their limits and requires a higher level of authority. The Recovery Operations Center staff will implement the policy level decisions of the PDRP Coordination Committee and ensure operational coordination.

**Responsibilities of Workgroup Chairpersons:**

- As a member of the Post-Disaster Redevelopment Taskforce develop a redevelopment community vision and strategies.
- Activate, expand, or downsize membership of workgroup based upon needed skill sets, resources, and disaster impacts.
- Guide implementation of the redevelopment actions, both pre-disaster, preparatory actions and post-disaster based upon direction of the Post-Disaster Redevelopment Taskforce.
- Schedule, convene, and leads workgroup meetings once the PDRP is activated by the Executive Committee
- Provide briefings and ongoing situation updates to Management team of recovery activities, implementation challenges, and resource shortfalls within the workgroup.
- Identify resources and staffing to implement recovery and redevelopment actions assigned to the workgroup and recommends priorities and timing capabilities to the management team.

Comment [BethCGA2]: Insert page number during final formatting



The director of each department at the county and city levels is assigned the responsibility to perform the roles and responsibilities as detailed in the PDRP for both the PDRP Coordination Committee and the assignments within the Recovery Operations Center. The department director may delegate authority to a designated representative to serve within the Recovery Operations Center.

**Role of Functional Taskforces:** The role of the functional taskforces is to provide subject matter expertise, oversight, and resources of their respective agencies to support community recovery as detailed in the Redevelopment Action Plan and directed by the PDRP Coordination Committee. Due to the large amount of intergovernmental coordination needed, functional groupings are established to create a flexible framework that operates across departmental and jurisdictional boundaries to effectively carry out the Redevelopment Action Plan. The post-disaster goals and objectives identified by the PDRP Coordination Committee will be implemented by the taskforces during long-term recovery. Some issues, due to their broad nature, will have overlapping disciplinary and jurisdictional implications. The taskforces will include monitoring and reporting progress to the PDRP Coordination Committee and recommending any changes in the course of action to achieve stated goals.

**Membership:** Figure XX and Tables XX and XX represent the core organizational structures and functional responsibilities which have been established for each jurisdiction within the County, the cities of Ft. Pierce and Port St. Lucie, and the Town of St. Lucie Village. The chairpersons of the taskforces are members of the PDRP Coordination Committee. The chairperson of each taskforces is responsible for drawing upon personnel from supporting organizations with needed expertise and whose roles and responsibilities have already been identified in other disaster plans.

**Responsibilities of Taskforce Chairpersons:**

- Selects membership of taskforce based upon needed skill sets, including various entities such as County departments and divisions, municipalities, Nongovernmental organizations, and private industry
- Oversees the taskforce during implementation of the actions, both pre-disaster, preparatory actions and post-disaster activities.
- Schedules, convenes, and leads taskforce meetings once the PDRP is activated by the Executive Committee
- Provide briefings and ongoing situation updates to Management team of recovery activities, implementation challenges, and resource shortfalls.
- Identify resources and staffing to implement recovery and redevelopment actions assigned to the taskforce and recommends priorities and timing capabilities to the management team.
- Develop timeline, benchmarks for progress, and maintain organizational accountability for assigned recovery goals, objectives, and tasks.
- Maintain documentation for monitoring and reporting on recovery activities, plan implementation

Figure 2-2: PDRP Coordination Committee Organizational Framework

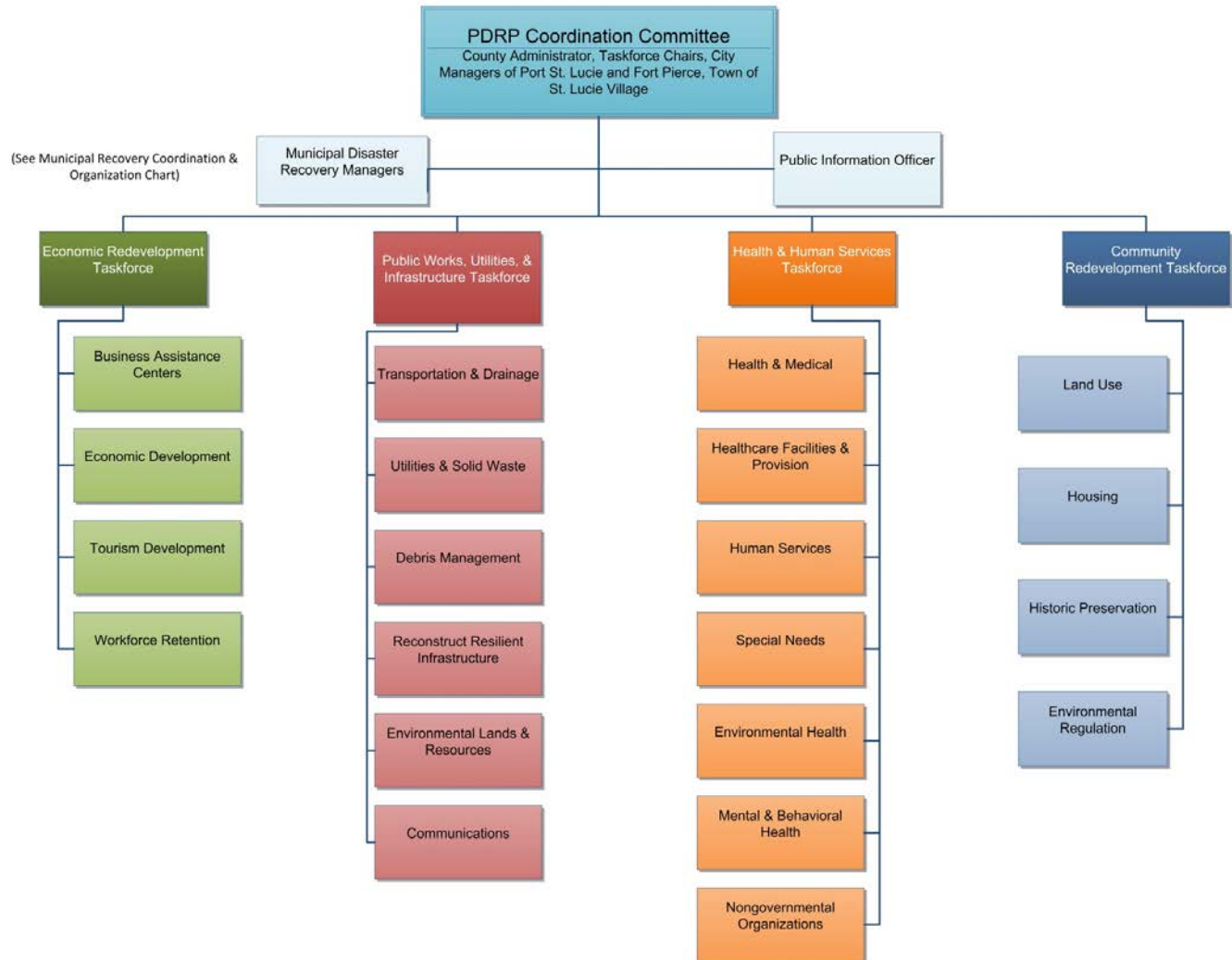


Figure 2-3: City of Port St. Lucie Organizational Chart

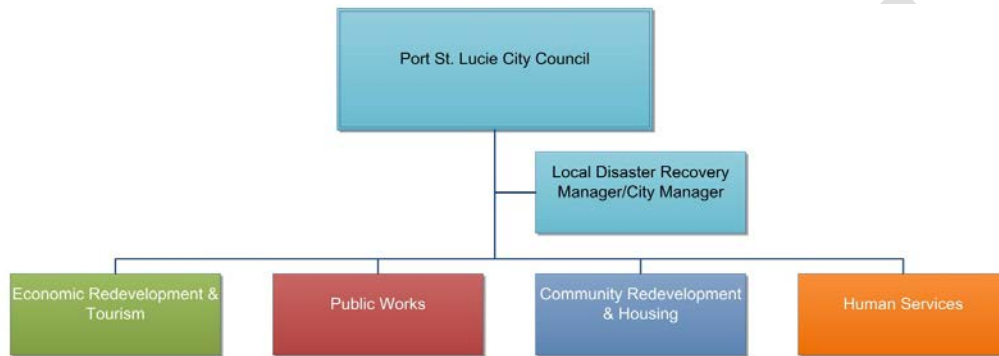


Figure 2-4: City of Fort Pierce Organizational Chart

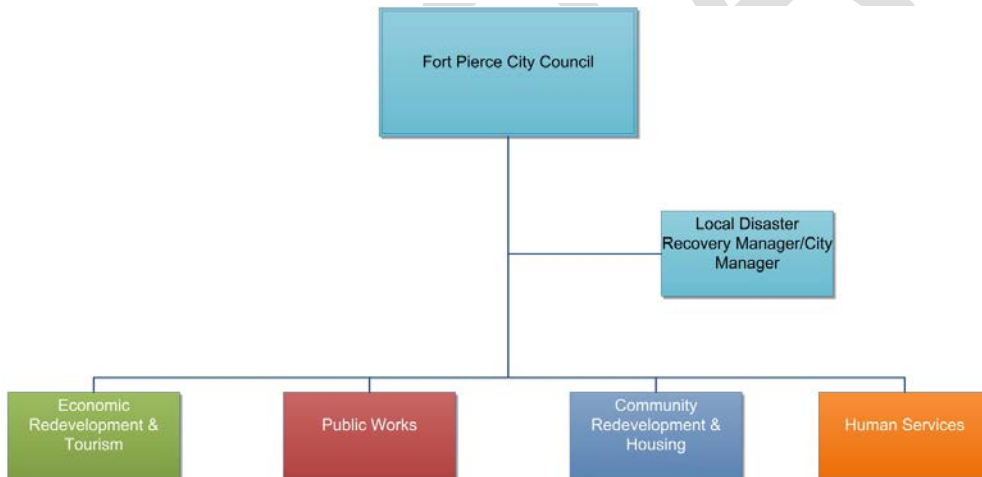


Figure 2-5: Town of St. Lucie Village Organizational Chart

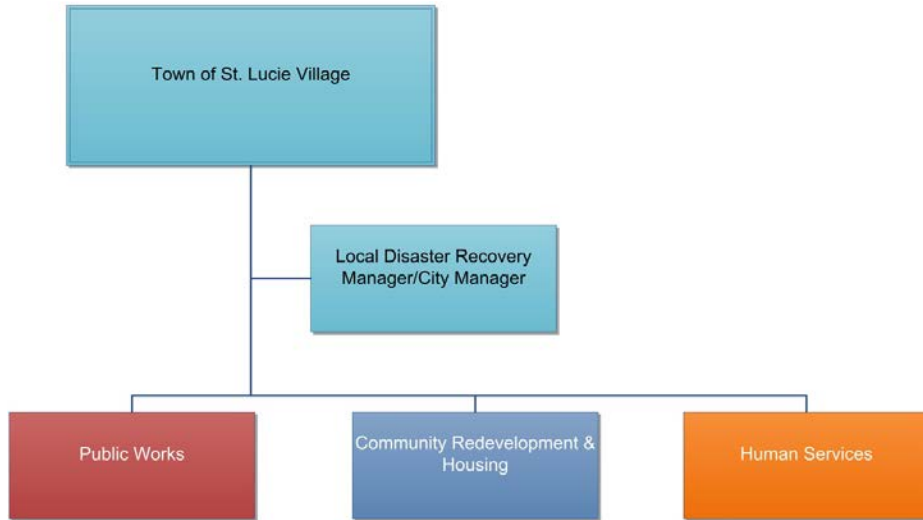


Table 2-1: St. Lucie County Organizational Assignments

Functional Taskforces	Lead Organization	Supporting Organizations
Economic Redevelopment	St. Lucie County Chamber of Commerce	Economic Development Council of St. Lucie County, St. Lucie County Tourism Development Council, St. Lucie County Health Dept., Community Redevelopment Agencies, Port of Ft. Pierce, St. Lucie County International Airport, St. Lucie County Economic Development Council, Traditions Center for Innovation, Treasure Coast Research Park, Workforce Solutions, Small Business Development Center, Fort Pierce Downtown Business Association, Main Street Fort Pierce, Inc., Lincoln Park Main Street, Solar Energy Loan Fund, UF Agricultural Extension Agency, Treasure Coast Builders Association, Indian River State College, Realtors Association, Private media outlets, Marine Industries Association, SLCTV, local newsletters
Community Redevelopment	St. Lucie Planning and Development Services	County Public Works <sup>2</sup> , local housing authority, Economic Development Council, Community Redevelopment Agencies, Realtors Association of St. Lucie County, Treasure Coast Builders Association, Environmental Resources Department, municipal planning departments, local historical societies,
Infrastructure & Public Facilities	St. Lucie County Public Works	Ft. Pierce and Port St. Lucie Public Works departments, St. Lucie County Transportation Planning Organization, Parks, Recreation and Facilities Department, Development Services Department, St. Lucie County Int'l Airport, Environmental Resources Department, Community Transit, Mosquito Control

<sup>2</sup> Includes County Utilities, Engineering, Road and Bridge, Water Quality, and Solid Waste

<p>Health and Human Services</p>	<p>SAFER St. Lucie</p>	<p>United Way, Mustard Seed Ministries, Treasure Coast Food Bank, Hunger Free Coalition, St. Lucie County Community Services, St. Lucie County Public Works, St. Lucie County Utilities Department, St. Lucie County Animal Control, St. Lucie County Mosquito Control District, New Horizons, Council on Aging, Habitat for Humanity, Indian River State College, St. Lucie County School District; St. Lucie County Health Department; St. Lucie Medical Center; Martin Health Systems, Lawnwood Regional Medical Center &amp; Heart Institute, Tradition Medical Center, St. Lucie County Emergency Management, Fire Rescue, Accessible medical transportation, ARC, Treasure Coast Chapter American Red Cross, Boys and Girls Club, Day care providers, Early Learning Coalition, Children Services Council, City of Fort Pierce Public Works, City of Port St. Lucie Public Works, Port St. Lucie Utilities Department, Fort Pierce Utilities Authority, Florida National Guard Fort Pierce Animal Control, Port St. Lucie Animal Control, Medical Examiner's Office, Disaster Medical Services, Salvation Army, United States Army</p>
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**Table 2-2: St. Lucie PDRP Coordination Committee and Taskforce Responsibilities**

Taskforce	Responsibilities
PDRP Coordination Committee	<ul style="list-style-type: none"> <li>• Reports the Executive Policy Group for all policy level recovery decisions and to receive guidance from the politically elected body</li> <li>• Prioritize, develop, and approve the community-wide post-disaster redevelopment action plan based upon the post-disaster conditions, political priorities, and socio-economic conditions, and financial capabilities</li> <li>• Provide oversight and direction to the each of the taskforces implementing the actions detailed within the post-disaster action plan</li> <li>• Coordinate recovery actions with state and federal agencies and organizations supporting redevelopment</li> <li>• Resolve disputes and prioritize limited resources</li> <li>• Direct public engagement activities</li> <li>• Coordinate interjurisdictional projects and community wide objectives with the municipalities</li> </ul>
Economic Redevelopment Taskforce	<ul style="list-style-type: none"> <li>• Implement Economic Redevelopment goals, objectives, and tasks detailed in the PDRP and approved by the PDRP Coordination Committee</li> <li>• Promote business continuity planning and business preparation</li> <li>• Facilitate communication within and among the business community</li> <li>• Identify sources of disaster assistance and financial support</li> <li>• Identify business redevelopment incentives</li> <li>• Establish, staff, and support Business Recovery Center, if activated</li> <li>• Support business relocation efforts</li> <li>• Support workforce development and placement</li> </ul>
Community Redevelopment Taskforce	<ul style="list-style-type: none"> <li>• Implement Community Redevelopment goals, objectives, and tasks detailed in the PDRP and approved by the PDRP Coordination Committee</li> <li>• Promote mitigation techniques for rebuilding and repair</li> <li>• Implement County's Disaster Housing Plan &amp; provide technical guidance</li> <li>• Coordinate with the state and federal partners to implement the disaster housing policy</li> <li>• Promote affordable housing in redevelopment projects</li> <li>• Oversee the permitting and code enforcement activities, the historic preservation/restoration activities, and the environmental preservation/restoration activities</li> </ul>

<p>Infrastructure &amp; Public Facilities Taskforce</p>	<ul style="list-style-type: none"> <li>• Implement Infrastructure and Public Facilities goals, objectives, and tasks detailed in the PDRP and approved by the PDRP Coordination Committee.</li> <li>• Maintain accurate inventory with pictures of infrastructure and facility assets</li> <li>• Prioritize assets based on high, medium or low criticality</li> <li>• Coordinate debris management and disposal with land use to ensure consistency</li> <li>• Coordinate reconstruction efforts between the county and the municipalities</li> <li>• Integrate mitigation projects, enhancements to resiliency, and green initiatives in infrastructure restoration activities</li> </ul>
<p>Health &amp; Human Services Taskforce</p>	<ul style="list-style-type: none"> <li>• Implement Health and Human Services goals, objectives, and tasks detailed in the PDRP and approved by the PDRP Coordination Committee.</li> <li>• Support health care operations including retention and recruitment of medical staff</li> <li>• Monitor potential public health threats</li> <li>• Support continuation of long-term needs to special populations</li> <li>• Coordinate human service need with SAFER St. Lucie</li> </ul>
<p>Municipal Liaison / Disaster Recovery Managers</p>	<ul style="list-style-type: none"> <li>• Serve as the primary point of contact with the PDRP Coordination Committee, the Joint Field Office, and other local, state, federal, private, and non profit stakeholders support recovery and redevelopment efforts</li> <li>• Activate and implement the organization, processes, and procedures detailed in this plan and in support of local recovery operations</li> <li>• Coordinate community outreach and engagement activities</li> <li>• Monitor and direct activities in support of special needs populations, segments of the population with functional support needs, and unmet needs</li> <li>• Integrate and reinforce mitigation, resilience, and sustainability measure in all redevelopment activities</li> <li>• Leverage available local resources and external assistance from public, private, and non-profit sources</li> </ul>



## Municipal Jurisdiction Coordination

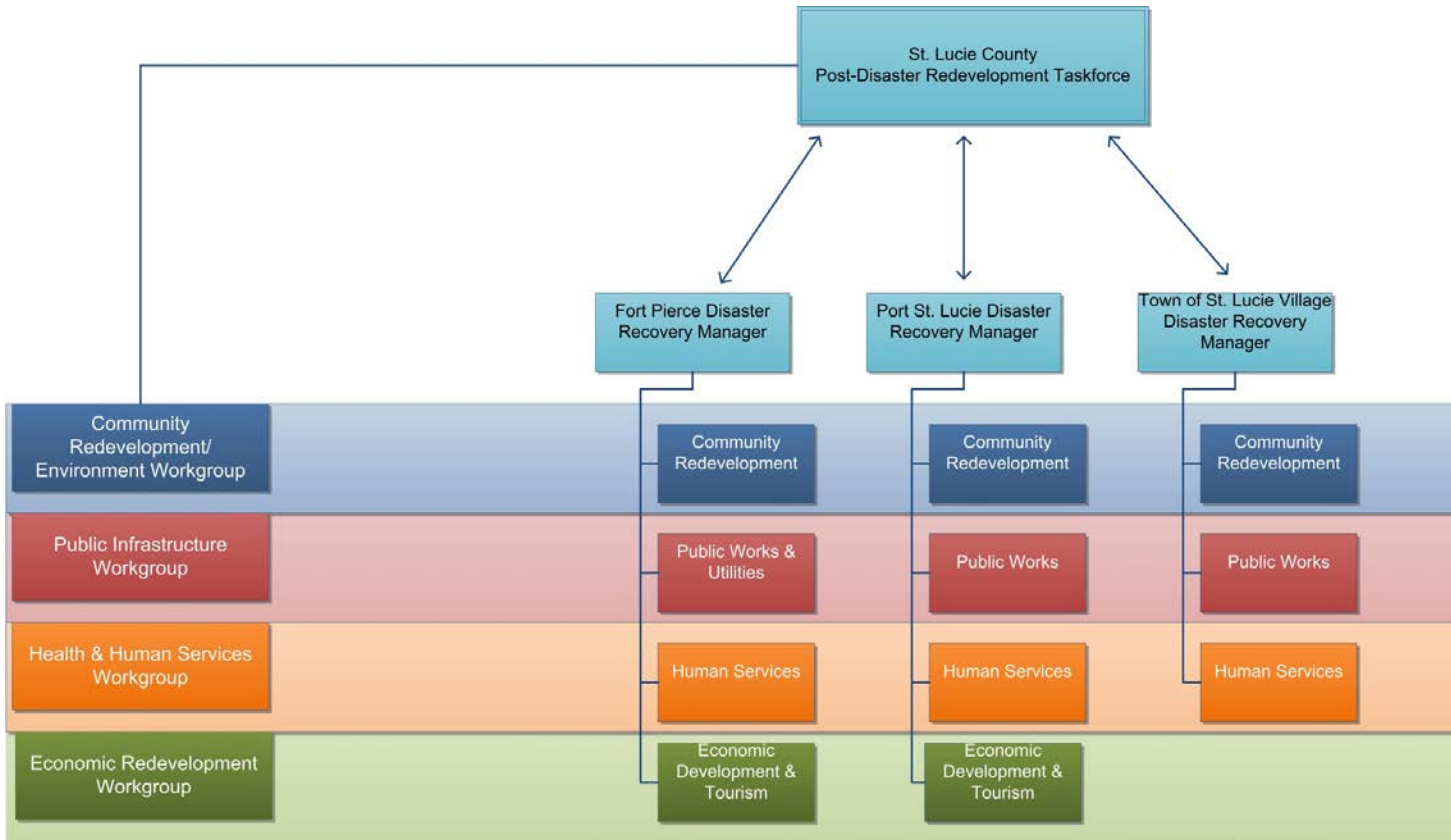
The countywide PDRP is intended to provide a framework for coordinated long-term recovery and redevelopment across jurisdictional boundaries. The plan focuses on a countywide organizational structure that includes jurisdictional needs and processes to ensure inter-jurisdictional coordination including activation of Recovery Operations Centers, Business Recovery Centers, and others. Many of the strategies and goals are general in nature and are applicable across jurisdictions. The PDRP acts as a guide to decision-making for each jurisdiction, similar to the function to the County Local Mitigation Strategy, which guides countywide mitigation planning efforts.

**Local decision-making authority:** However, each jurisdiction within the County is responsible for post-disaster redevelopment within its own boundaries and in accordance with its own regulations, priorities, and funding. Utilities, infrastructure, and facilities, which are owned and operated by the jurisdiction, must be reconstructed by the jurisdictions. Local land use and permitting requirements must be reprioritized in accordance with local preferences and under the direction of the local leadership. Each municipality in the county will designate a liaison to coordinate with the PDRP Coordination Committee. The liaisons are responsible for coordinating implementation on the municipal level through the long-term redevelopment organizational structure established in this chapter.

**Long-term Recovery Facilities:** If conditions warrant, the Post-Disaster Redevelopment Taskforce may choose to activate Business Assistance Centers, Disaster Recovery Centers (immediate recovery phase as defined in the CEMP), and County Redevelopment Centers in the long-term recovery environment. The activation, staffing, and management of these facilities may be coordinated in conjunction with municipal jurisdictions, particularly in areas with the greatest impact. These facilities may provide vital linkages to the victims and the small business community.

**Local Plan Adoption:** Individual jurisdictions may draft additional annexes to this PDRP specific to their jurisdiction to address specific priorities, concerns, and strategies. The municipal-specific annex may be tailored to address the unique socio-economic conditions of their community. Each jurisdiction is requested to adopt this PDRP by resolution or by entering into an agreement with County that specifies the degree of collaboration they intend for pre-disaster and post-disaster redevelopment planning and implementation as it pertains to this Plan. The current memorandums of understanding held between St. Lucie County Emergency Management and the municipalities could be amended to also address long-term redevelopment through the PDRP.

Figure 2-6: Municipal Recovery Coordination and Organization



## County and City Organizational Roles and Responsibilities

### Organizations Supporting Community Development (Housing, Land Use, and Historic Preservation)

#### *St. Lucie County Planning and Development Department*

#### *Ft. Pierce Planning Department*

#### *Port St. Lucie Planning and Zoning Department*

These departments promote safe and orderly growth and development through the implementation of the Comprehensive Plan and through the enforcement of relevant land development regulations and construction codes. Each jurisdiction has its own organizational structure and division of responsibilities through generally they all are responsible for building inspections, Land Development Regulation enforcement, and long-range planning. These departments will be the primary driving force for all post-disaster redevelopment efforts utilizing the existing community vision to guide decisions including the PDRP, the Comprehensive Plans, and Land Development Regulations and related visioning documents.

#### *Building Departments*

The Building Departments review applications for building/construction permits, review construction plans for compliance with applicable building codes, issues permits and conducts inspections to ensure new construction is built according to the building codes. These Departments also register licensed contractors; investigate complaints regarding workmanship and takes complaints to the Contractor Licensing Board as required by State Law. The workload associated with building permitting and inspections will increase dramatically in the aftermath of a disaster. While expedited and/or streamlined permitting processes will allow this Division to reprioritize their workload, they will still likely suffer from an extreme capacity shortfall in personnel. Jurisdictions may want to consider how they can prioritize the process, augment administrative support and prioritize and/or streamline inspections.

#### *Code Enforcement Departments*

Code Enforcement enforces the Cities' and County Land Development Regulations and other land use-related ordinances and codes. These departments provide for the handling of complaints concerning abandoned or distressed vehicles, substandard housing, junk, overgrown lots, commercial vehicles on residential property, and enforcing the sign code.

#### *St. Lucie County Housing Division*

#### *Port St. Lucie Community Services*

#### *Ft. Pierce Department of Urban Redevelopment*

The County Housing Division administers state and federal housing programs for down payment/closing cost assistance to purchase a home and to rehabilitate existing homes for low income families. This division also administers the County's disaster housing program. The County's Housing Division administers the following programs:

- Community Development Block Grants Disaster Recovery Initiatives,
- State Housing Initiative Partnership

- Neighborhood Stabilization Program One (NSP1)
- Neighborhood Stabilization Program Three (NSP3)
- HOME Investment Partnership Program (HOME)
- Weatherization Assistance Program (WAP)
- Residential Construction Mitigation Program (RCMP)

Port St. Lucie Community Services and Ft. Pierce's Department of Urban Redevelopment administer some of these same programs for its city residents. These programs seek to forge partnerships between the government and community organizations, which will support neighborhood revitalization and affordable housing opportunities. These programs may also provide improved community facilities and services as well as be positioned to support long-term post-disaster redevelopment activities particularly for the low-income community. Disaster Recovery Assistance may be available in the event of a federally declared disaster to provide assistance for minor repairs, substantial rehabilitation, or reconstruction of eligible housing for very low to moderate-income households whose properties have been damaged by a natural disaster. To be eligible, the house must be owner-occupied at the time of the disaster with needed repairs not covered by insurance.

*Port St. Lucie Community Redevelopment Agency  
Ft. Pierce Community Redevelopment Agency*

Under Florida law (Chapter 163, Part III), local governments are able to designate areas as Community Redevelopment Agencies (CRA) when certain conditions exist. Florida Statutes establishes that these are areas that have been considered as slum or blighted based on a shortage of affordable housing, deteriorating, and economically distressed areas due to outdated building density patterns, inadequate transportation, and parking facilities, faulty lot layout or inadequate street layout, or a combination thereof. Since all the monies used in financing CRA activities are locally generated, CRAs are not overseen by the state, but redevelopment plans must be consistent with local government comprehensive plans. During the post-disaster redevelopment period, CRA-designated areas provide the cities and the County with a "ready-made" opportunity to move forward with its respective Community Redevelopment Plans, which the Boards have already adopted.



*Disaster Contractors Network*

The Disaster Contractors Network (DCN) connects contractors and vendors offering services in the aftermath of a large-scale disaster with homeowners and business owners seeking repairs. The DCN web site is <http://www.dcnonline.org> and provides access to a virtual organization of construction-related associations, state and federal emergency management organizations and regulatory agencies. The purpose of DCN is to foster communication and resource matching

among government, the construction community, and home and business owners before, during, and after natural disasters. The site also offers online courses for contractors.

### *Treasure Coast Regional Planning Council (TCRPC)*

The Council's mission is to identify the long-term challenges and opportunities facing Indian River, St. Lucie, Martin, and Palm Beach Counties and assist the Region's leaders in developing and implementing creative strategies that result in more prosperous and equitable communities, a healthier and cleaner environment, and a more vibrant economy. The policy document that guides all of the Council's activities is the Strategic Regional Policy Plan of the Treasure Coast Regional Planning Council. The TCRPC has also initiated other plans as described below:<sup>3</sup>

- **Treasure Coast 2010: Comprehensive Regional Economic Development Strategy (2000):** Treasure Coast 2010 serves as a framework of ideas and a broad-based program of action to promote the long-term economic vitality of the Treasure Coast Region. It presents a comprehensive overview of the Treasure Coast Region's economy illustrating significant trends in employment, wages, income, and industry. The plan examines the Treasure Coast Region's economic foundations in technology, human resources, and finances and suggests a comprehensive economic development strategy for the future of the Treasure Coast Economic Development District. Four central questions underpin the framework: where the Treasure Coast Region is now, where do they want to be, how does the region get there, and how the region is doing.
- **Building Plans & Urban Design Principles for Towns, Cities, & Villages in South Florida (1999):** This book features plans for building types appropriate to traditional urban settlement patterns of the Treasure Coast Region to encourage revitalization and redevelopment within coastal cities. It includes articulating urban design principles that build great towns and cities. The book is well illustrated and has become a valuable resource to promote market-rate building construction in diverse and more efficient development patterns that are currently the norm.
- **Regional Attenuation Facility Task Force Report (1995):** This plan documents the efforts to improve the health of the St. Lucie River Estuary and Indian River Lagoon by creating large upland water storage areas to better manage freshwater flow to these estuaries.

The overarching goals of these plans seek to create a shared regional vision and growth strategy for the future of the region. It seeks to establish priorities for protecting and enhancing conservation areas, natural resources, recreational areas, and open spaces; enhancing regional education and healthcare opportunities; guiding transportation and infrastructure investment and planning future land use; and building healthy communities through economic development.



<sup>3</sup> Treasure Coast Regional Planning Council Plans [http://www.tcrpc.org/publications/plans\\_studies.html](http://www.tcrpc.org/publications/plans_studies.html)

## Organizations Supporting Health and Human Services

### *SAFER St. Lucie*

INTACT is a not-for-profit (501(c)(3)) grassroots collaborative comprised of many private and faith based organizations, as well as representatives from the local, state, and federal government offices and is the County's designated Long-Term Recovery Organization. The mission of St. Lucie INTACT is to strengthen disaster coordination by sharing information, simplifying resident access to services, preventing future loss, and jointly resolving case with disaster-related recovery needs. INTACT also provides for collaborative leadership in identifying long term needs for recovery and rehabilitation for individuals and families vulnerable to disaster events and in advocating on behalf of them. The INTACT Executive Board is comprised of representatives from the community, including the United Way, Mustard Seed Ministries, Treasure Coast Food Bank, St. Lucie County Community Services, New Horizons, Council on Aging, Habitat for Humanity, and Indian River State College. The Board brings the wealth of knowledge, experience, and networking that is necessary for INTACT to continue with its successful service provision. Members bring financial resources, materials, and manpower to the table. To avoid duplication of services, effort, energy and finances, the members use a case management system to help link victims with resources after other assistance is exhausted.

### *St. Lucie County Health Department*

The Health Department is the local organization that represents the State's Department of Health. The role of the Health Department is to promote and protect the health and safety of all residents. The Health Department performs three main roles: Health Protection, Health Promotion and Disease Prevention, and Health Treatment. The Health Department is the lead agency for directing and coordinating health and medical responses during emergencies and disasters. The Health Department works closely with Red Cross, Salvation Army, United Way, hospitals, medical providers, and first responders (emergency medical services, fire/rescue, Emergency Management, and law enforcement) to ensure emergency/disaster response plans are coordinated and practiced.

Public health services during emergencies and disasters include:

- Disease control
- Food and water safety
- Radiological and biological response
- Providing public health information
- Assisting in the coordination of mass casualty treatment in partnership with EMS and hospitals

### *Hospital Care*

The county currently has five medical centers: St. Lucie Medical Center, Lawnwood Regional Medical Center & Heart Institute, Lawnwood Pavilion, Traditions Medical Center, and Martin Memorial's St. Lucie West facility. St. Lucie Medical Center is a 194-bed hospital offering a full range of acute care services including rehabilitation, obstetrics, inpatient and outpatient surgery and services. It is ranked among the top 5% of all hospitals in the nation for overall clinical

**Comment [BethCGA3]:** Need info from the SAFER St. Lucie County person regarding reorganization and transition from INTACT to this new org which no longer has a LTRC, VOADS, etc. Info provided to HW by rep from this org after Planning Mtg 3

performance. Disaster preparedness procedures are in place to ensure continuous operations in the aftermath of a disaster. Transfer processes and plans are in place with network of hospitals around the country, should patients need to be relocated. The Center has arrangements and contracts in place with vendors from around the state and nation to provide support for on-site security, medical supplies, generators, food, fuel, emergency transportation, building supplies, and construction crews. Lawnwood Regional Medical Center is a 345-bed acute care hospital offering a full range of services. Lawnwood is home to the only full-service cardiac center on the Treasure Coast and offers diagnostic, interventional and therapeutic care, including open-heart surgery. Lawnwood Pavilion houses a 36-bed inpatient mental health facility and a 32-bed inpatient rehabilitation center. Mental health services include assessment and referral outpatient psychiatric and mental health services, and inpatient psychiatric services. Martin Memorial's St. Lucie West facility includes a MediCenter (walk-in clinic), adult and pediatric physicians' offices, diagnostic imaging (including mammography), laboratory services, radiation oncology cancer care, rehabilitation services and a fitness center.

#### *Council on Aging of St. Lucie, Inc.*

The Council on Aging of St. Lucie (COASL) is the designated Lead Agency for St. Lucie County for Community Care for the Elderly (CCE) state funded programs. COASL contracts with the Florida Department of Elder Affairs (DOEA) through the Treasure Coast Area Agency on Aging (AAA), to provide senior services within the county. This organization provides a number of services including homemaking, respite care, adult day care, social senior services and other programs to reflect the agency's mission of providing assistance in delaying premature placement of seniors into long term care facilities. COASL provides services to more than 25,000 seniors annually. The agency employs over 100 full and part-time employees and utilizes the services of over 200 volunteers to successfully administer its programs. Community Transit, a division of COASL, provides transportation for seniors within the county for a myriad of senior programs. Community Transit, through contract with the Board of County Commissioners of St. Lucie County, is the public transportation provider for St. Lucie County. In addition, in cooperation with the Agency for Health Care Administration (AHCA), Community Transit is the designated Medicaid Coordinator for non-emergency trips for St. Lucie County. In 2001-2002, Community Transit provided more than 172,000 one-way trips throughout the county.

These services will be in high demand in the aftermath of large-scale disaster. Particularly the elderly and frail suffer under disaster conditions. The goal will be to provide support to the social services agencies in that aftermath of a catastrophic event, to allow them to continue service delivery and expand their capabilities to meet the community needs.

### **Organizations Supporting Reconstruction of Infrastructure and Public Facilities**

#### *St. Lucie Transportation Planning Organization*

The TPO is the countywide metropolitan planning organization responsible for transportation planning, programming, and financing of State and Federal Transportation Funds for the City of Fort Pierce, City of Port St. Lucie, the Town of St. Lucie Village and unincorporated areas of St. Lucie County. As an MPO, the St. Lucie TPO provides the forum for local elected officials, their

staff, citizens, and industry experts to determine how federal and state transportation dollars are spent in the county area through the development of a long-range transportation plan. In the aftermath of major disaster, this organization will be instrumental in the reconstruction of the transportation infrastructure throughout the county, which can potentially have regional impacts to surrounding counties. They will play a major role in prioritizing projects and identifying available funds. While their planning efforts are generally long-range, it is anticipated that in the aftermath of a major disaster, the board may be willing to reevaluate regional project priorities. Moreover, due to the long-term nature of the infrastructure projects for which they are responsible for planning, it is highly recommended that this organization utilize the post-disaster environment to incorporate design changes that mitigation against the future impacts of sea level rise. Recommendations and best practices for integrating hazard mitigation into long-range transportation planning may be found in the Florida Department of Emergency Management's publication "Taking the High Road."

***St. Lucie County Public Works<sup>4</sup>***

***Ft. Pierce Engineering Department, Public Works Department***

***Port St. Lucie Public Works Department, Engineering Department, Utility Systems Department***

While each jurisdiction has a varied internal organizational structure, each of the jurisdictional departments has infrastructure restoration capabilities to support the redevelopment effort. Each division, to varying degrees, can offer facility development, replacement, and repair capabilities to the publicly owned facilities, and parks. These departments also have the capacity to manage roadway maintenance, bridges and drainage systems, traffic control and informational signs, and signals. They have the personnel, technical expertise, and equipment to provide support to the emergency repair and reconstruction of vital public service facilities. Additionally, these departments have access to numerous contractors, vendors, and private sector resources, which may be employed to support the internal recovery effort as well as provide support to other departments within the jurisdiction.

***South Florida Water Management District (SFWMD)***

***North St. Lucie River Water Control District (NSLRWCD)***

***Fort Pierce Farms Water Control District (FPFWCD)***

The SFWMD is a regional governmental agency that oversees the water resources in the southern half of the state, covering 16 counties from Orlando to the Florida Keys and serving a population of 7.7 million residents. The agency is responsible for managing and protecting water resources of South Florida by balancing and improving water quality, flood control, natural systems and water supply.

The NSLRWCD is responsible for drainage, flood control and protection, water management and reclamation of lands within NSLRWCD boundaries. The NSLRWCD owns, operates and maintains works for water management and regulates their use by others. The water management system generally includes a network of approximately 200 miles of canals, and

<sup>4</sup> Includes County Utilities, Engineering, Road and Bridge, Water Quality, and Solid Waste



associated pumps and water control structures. The NSLRWCD is located within St. Lucie County Florida, and current NSLRWCD boundaries encompass roughly 65,000 acres.

The FPFWCD is responsible for drainage, flood control and protection, water management and reclamation of lands within FPFWCD boundaries. Pursuant to Florida Statutes, Chapter 298, its Water Control Plan and any prior Plan of Reclamation, the FPFWCD owns, operates and maintains works for water management and regulates their use by others. The FPFWCD is located within St. Lucie County and current FPFWCD boundaries encompass approximately 13,000 acres and 50 miles of canals.

### Organizations Supporting Economic Redevelopment

#### *Economic Development Council of St. Lucie County (EDC)*

The EDC is a 501c (6) not-for-profit, membership organization. Members strongly support the growth and expansion of St. Lucie County's local and regional economies and consider membership an investment in the future of the area. The Council has developed a taskforce method of engaging members in economic development activity. In order to address areas of interest, a taskforce with a clear objective and a timeline to accomplish the objective is organized. The taskforce is dissolved once it is no longer necessary to meet.

Information and material on the EDC of St. Lucie County can be found at: [www.youredc.com](http://www.youredc.com). The website contains economic and research information on St. Lucie County, the economic development climate of the County, as well as business assistance information (such as tax exemptions, grants, etc.), real estate listings, State and local government resources, maps, information about EDC and membership opportunities.

#### *Local Chamber of Commerce*

As the lead coordination agency for Economic Redevelopment, the Chamber of Commerce will be highly instrumental in both pre- and post-disaster activities that can assist businesses (particularly small businesses) who are members of their Chamber by providing information, resources, and referral. In the pre-disaster environment, the Chamber can play an important role in educating and assisting business owners in developing business continuity plans. They can also be active in staffing Business Recovery Centers and provide support to the local Emergency Operations Centers through Emergency Support Function (ESF) 18.

#### *St. Lucie County Economic Program*

This program develops marketing strategies and incentive packages designed to attract and retain business enterprises St. Lucie County. They are responsible for planning, coordinating, and executing economic development activities and redevelopment initiatives. Some of those duties include working with developers and entrepreneurs to facilitate real estate development, particularly as it relates to life science enterprises like Torrey Pines Institute for Molecular Science. Economic Development Offices also promote the host of local characteristics, which provide an extraordinary quality of life for residents and businesses.

***Tradition Center for Innovation***

The Tradition Center for Innovation (TCI) is a designated business incubator research park located in Port St. Lucie. It is guided by Florida Innovation Partners, LLC, which consists of the areas anchor institutions, specifically centered around life sciences, such as Torrey Pines Institute for Molecular Studies, VGTI Florida, Mann Research Center, and Martin Memorial Health Systems. This research park offers a vast array of sophisticated resources such as facilities which continue to expand and are augmented by nearby research centers. On site, member institutions have developed over 200,000 square feet of research and development buildings. The Mann Research Center has 400,000 square feet of entitlements. In all, TCI will be more than 2 million square feet.

***Treasure Coast Research Park***

The Treasure Coast Research Park is also a designated business incubator research park located Ft. Pierce. This center geared towards the development of a research, education, and development park. It is currently comprised of 356 acres, but with planned future additions will expand to 1,650 acres. In 2005, the St. Lucie Board of County Commissioners and the University of Florida collectively created this agriculturally and bio-technologically focused Research Park on Florida's east coast. Through the cooperative efforts of the School Board of St. Lucie County and the University of Florida, plans are advancing for the inclusion of the additional property.

***St. Lucie County Tourism Council***

This entity promotes the tourism industry by providing visitors a wealth of knowledge related to the region, activities, and facilities of interest. In the aftermath of a large-scale disaster, this organization will be concerned about St. Lucie County's local image, as well as the larger image of the Treasure Coast, as it portrayed in the media. Close information coordination is necessary to encourage visitors to come back to the area as soon as conditions permit. The Convention and Visitor's Bureau will be a vital participant in promoting the area and the community's economic viability.

***Workforce Solutions***

Workforce Solutions is a private, non-profit, Florida corporation with a Board of Directors consisting of private business, economic development and education representatives, community and state agencies, and elected officials. Members of the Board represent the diversity of businesses, organizations and trades that operate in the Research Coast Region, including Indian River, Martin, Okeechobee, and St. Lucie County. Workforce Solutions is chartered by the State of Florida to create and manage a workforce development service delivery system responsive to the needs of businesses and job seekers. It offers award-winning programs and partnerships recognized locally, statewide, and nationally.

Workforce Solutions provides a system throughout the region that connects employers and jobseekers. This system offers many programs and services that may be accessed through different gateways, including a virtual network, Career Centers, Mobile Career Centers, community-based partnerships, and a toll-free hotline. This organization offers tools such as its Employer Learning Library which supports the training of a workforce at a low cost. Workforce

Solutions also organizes job fairs to assist businesses with their recruitment strategies, and special workshops on retention teach employers how to keep a workforce. It also seeks to facilitate locating appropriately trained, skilled workers and to build the skills of an existing workforce. Workforce Solutions can provide professional Business Services Consultants serve as liaisons to the business community, analyze an employer’s workforce needs, and customize services and programs according to the employer’s goals. This organization, with its depth of resources and partnerships, will be pivotal in reenergizing the local economic through the retention of a strong local workforce

**Organizations Supporting Public Outreach and Education**

St. Lucie County, the cities of Ft. Pierce and Port St. Lucie, and the Town of St. Lucie Village maintain the following positions to coordinate ongoing public outreach and education activities. These positions may consider incorporating the public outreach and education message within

**World Wide Media**

Immediately after a major disaster impacts a local community, the worldwide media provides ongoing attention, information updates, and broad coverage within the area and to the outside world. However, within weeks, the media attention will drastically wane, yet the local public continues to have a heightened need for information supporting the reconstruction and redevelopment effort.

their non-disaster duties and may potentially remain active as the recovery phase transitions into long-term redevelopment.

- Public Information Officers for the cities and county
  - St. Lucie County Fire District
  - St. Lucie County Sheriff’s Office
  - Ft. Pierce Police Department
  - Port St. Lucie Police Department

Emergency Operations Center, Public Information Officer: Within the immediate post-disaster environment, public information rests with the *Public Information Officers* at the Emergency Operations Center as detailed in the *St. Lucie County Comprehensive Emergency Management Plan*. The Emergency Operations Center will each

deactivate as soon as conditions permit and the responsibilities of the Public Information Officer will shift to the Recovery Operations Center (if activated) under the supervision of the Post-Disaster Redevelopment Management Team. It will be imperative for those responsible for public information on the city and county levels to communicate, coordinate, and share information with each other. Otherwise, it will be difficult to extend a unified message to the public.

During long-term recovery, the Public Information Officer, in collaboration with those responsible for public information collaboration in Ft. Pierce, Port St. Lucie, and St. Lucie Village will continue to coordinate recovery outreach activities to ensure ongoing public communication and input. However, as the long-term recovery phase dominates community activities, the Public Information Officer will predominantly coordinate community engagement activities, which deal with community reconstruction activities. The Public Information Officer will require an understanding of the following functions:

- Coordinate communicate visioning and engagement through town meetings, and charrettes
- Coordinate and consolidate public outreach messages from the other taskforces, disciplines, jurisdictions, agencies to ensure clear, concise, and consistent messages are distributed.
- Coordinate advertising, news releases, brochures, public meetings, and other educational opportunities.

#### ***Mass Retailers***

The Chamber of Commerce will coordinate information with the mass retailers to announce openings and ensure the community is aware of goods and services. Mass retailers may also be willing to distribute flyers at local chain stores. In coordination with the Economic Redevelopment taskforce supporting agencies these organizations will coordinate with the local business sector directly to distribute information via email blast lists, chamber newsletters and websites, and recruiting the support of local business owners.

#### ***School System***

The PDRP Coordination Committee will coordinate with the public school superintendent and local private schools to send flyers home with students that provide information on recovery efforts and meeting notices.

#### ***Nonprofit, faith-based, and volunteer organizations***

The Health and Social Services Taskforce, through SAFER St. Lucie, will coordinate with these organizations to recruited members from these organizations to assist in spreading the word and fostering buy-in within the community

### **Constitutional Officers**

Constitutional officers and members of the judiciary (judges) are elected by voters and represent the entire County. The elected officers perform mission essential functions in the aftermath of large-scale disasters, which are detailed in their Continuity of Operations Plans. Constitutional officers establish independent operating budgets and must independently manage their overall recovery and financial obligations. Each manages the assessment, emergency repair, and permanent reconstruction of facilities. All public organizations recognize the importance of effective communication between the County recovery effort and the actions of the constitutional officers in order to serve the public efficiently and cost effectively. There are five constitutional officers in St. Lucie County. Each office should maintain facility specific Continuity of Operations Plan for facilities that perform mission essential functions (MEFs) which details the MEFs that occur in those buildings and details a concept of operations of governmental continuity. At the time of the writing of this Plan, the Sheriff's Office is in process of its review. Following is a list of the constitutional offices:

- Clerk of the Courts
- Property Appraiser
- Sheriff's Office
- Supervisor of Elections

**Nonprofit Organization Eligibility for Disaster Assistance**

Private, nonprofit organizations may qualify for Federal reimbursement according to Title 44 of the Code of Federal Regulations (44 CFR) Part 206. These private nonprofit organizations or institutions that own or operate facilities that are open to the general public and that provide any of the following services, otherwise performed by a government agency, may be eligible for reimbursement:

- Education
- Systems of energy, communication, water supply, sewage collection and treatment, or similar public service facilities
- Emergency Fire protection, ambulance, rescue, and similar emergency services; Medical Hospital, outpatient facility, rehabilitation facility, or facility for long-term care for mental or physical injury or disease; custodial care, homes for the elderly and similar facilities that provide institutional care for persons who require close supervision, but do not require day-to-day medical care
- Essential Governmental Services, museums, zoos, community centers, libraries, homeless shelters, senior citizen centers, rehabilitation facilities, shelter workshops and facilities that provide health and safety services of a governmental nature
- Low-income housing, alcohol and drug rehabilitation, programs for battered spouses, transportation to medical facilities, and food programs

- Tax Collector

**Nongovernmental Organizations**

Most communication with faith-based and volunteer organizations during recovery operations will occur through SAFER St. Lucie. The organizations in this coalition will be activated in the immediate recovery phase and will remain active as long as there are unmet community needs. They will assign personnel to a multitude of activities within the Recovery Operations Center including the case management, unmet needs, and volunteer and donations management. The individuals will ensure that human service recovery efforts are coordinated with the overall community redevelopment effort. Proper tracking of all volunteer hours is important to document involvement and maximize potential in-kind matching requirements.

**State Organizational Framework for Long-Term Disaster Recovery**

The Local Disaster Recovery Management Team has the primary responsibility to coordinate recovery activities with state and federal agencies who may be able to provide support to their jurisdiction. The Joint Field Office is designated as the primary point of coordination for State and Federal Disaster Assistance programs as detailed in the State of Florida’s Comprehensive Emergency Management Plan (2010). The Florida Division of Emergency Management will liaise with the County on local issues and provides technical assistance to local governments in the coordination requirements with the Federal Emergency Management Agency.

**State Coordinating Officer:** The Governor or Governor’s Authorized Representative (GAR) will appoint a State Coordinating Officer (SCO) who will be assigned to the Federal Joint Field Office



**Figure 2-3: Clerk of Court, Downtown SLC. Photo courtesy of SLC Board of County Commissioners**

and be responsible for coordinating state emergency response activities on a daily basis. The State Coordinating Officer will report to the Governor's Authorized Representative.

**SERT Recovery Liaisons:** The State Emergency Response Team will deploy a Recovery Liaison to all impacted County Emergency Operations Centers who will likely relocate to the Recovery Operations Center once it is activated. The State Emergency Response Team Recovery Liaison will act as principal coordinating representative for providing a broad range of technical assistance and available resources

needed to support recovery operations. A number of other liaisons may also be requested from State agencies to provide technical assistance and resources. The immediate recovery activities will focus on damage assessment, the applicants briefing, emergency debris clearance and debris removal, and disaster housing activities. As recovery moves into the long-term recovery phase, a full range of State agencies may support local recovery operations in the permanent restoration of infrastructure, facilities, and the environment such as the Florida Department of Transportation, the Florida Department of Environmental Protection, the South Florida Water Management District, and others. These agencies will eventually revert to coordinating with local counterparts that have established relationships through daily operations.

### Federal Organizational Framework for Disaster Recovery

Federal agencies do not supersede or intervene with the local decision-making process. The locally elected leadership remains in full command and control of all recovery activities within their jurisdiction. Numerous agencies on the Federal level of government provide support to State and local governments once a Federal disaster declaration is issued. State and Federal agencies and organizations coordinate recovery activities through the Joint Field Office, which is discussed in further detail in the Concept of Recovery Operations section. Numerous Federal assistance programs are activated when local resources have been exhausted and become invaluable in the recovery process. For a complete listing of federal programs see the **National Disaster Recovery Framework**.

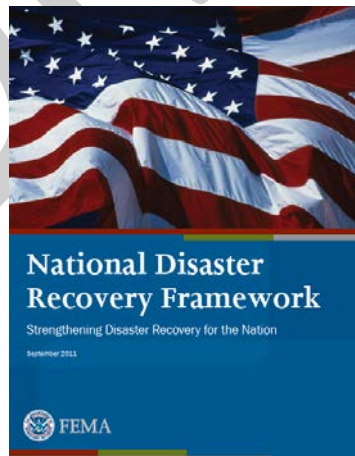
**Principal Federal Official (PFO):** The Secretary of Homeland Security may elect to designate a single individual to serve as his or her primary representative to ensure consistency of Federal support as well as the overall effectiveness of Federal incident management. When appointed, such an individual serves in the field as the Principal Federal Official for the incident. The Secretary will only appoint a Principal Federal Official for catastrophic or unusually complex incidents that require extraordinary coordination. When appointed, the Principal Federal Official interfaces with Federal, State, tribal, and local jurisdictional officials regarding the overall Federal incident management strategy and acts as the primary Federal spokesperson for coordinated media and public communications. The Principal Federal Official, when assigned, does not direct the incident command structure nor has directive authority over the Federal

Coordinating Officer, Senior Federal Law Enforcement Official, or other Federal and State officials.

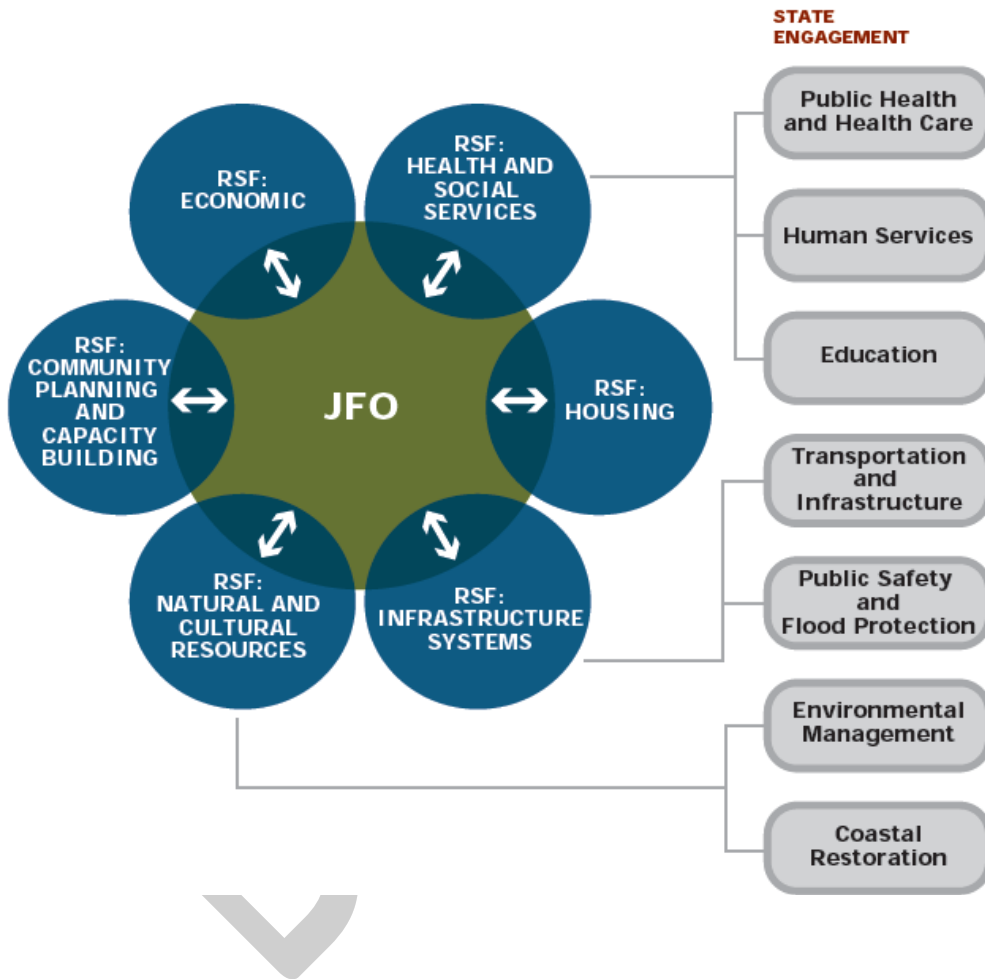
**Federal Coordinating Officer:** The Director of the Federal Emergency Management Agency will appoint a Federal Coordinating Officer, who will be responsible for coordinating all supplemental Federal Disaster Assistance available under the President's declaration. Their primary mission is to coordinate the timely delivery of Federal assistance to State and local governments, individual survivors and the private sector. The responsibilities of the Federal Coordinating Officer also include coordination of public information, Congressional liaison, community liaison, outreach activities, and establishment of a Federal Joint Field Office.

**Federal Disaster Recovery Coordinator:** This individual works as a deputy to the Federal coordinating Officer for all matters concerning disaster recovery. The FDRC is responsible for facilitating disaster recovery coordination and collaboration between the Federal, Tribal, State and local governments, the private sector and voluntary, faith-based and community organizations. The FDRC collaborates with and supports the Local Disaster Recovery manager and the State Disaster Recovery Coordinator to facilitate disaster recovery in the impacted area (National Disaster Recovery Framework, 2011, p. 31).

**Federal Recovery Support Functions:** The National Disaster Recovery Framework (2011) established six federal Recovery Support Functions as follows: Community Planning and Capacity Building, Economic, Health and Social Services, Housing, Infrastructure Systems and natural and Cultural Resources. This framework states that during post-disaster operations, these functions report to the Federal Disaster Recovery Coordinator and lead their respective RSF members to facilitate the identification, coordination, and delivery of Federal assistance needed to supplement State and local recovery resources. Recovery Support Function staff are assigned to the Joint Field Office (National Disaster Recovery Framework, 2011, pp. 41-42).



Source: National Disaster Recovery Framework, p. 40 (2011).





## Institutional Capacity Summary

Institutional capacity is the ability of each jurisdiction to implement the goals and actions identified in the PDRP through existing programs, agencies, organizations, and available resources. The assessment is intended to determine the robust programs that can support post-disaster redevelopment and to identify weaknesses, resource shortfalls, or programmatic gaps which will affect post-disaster implementation (See [Attachment A](#) at the end of this Chapter for additional details regarding the Institutional Capacity Assessment.)

### *Existing Capacity to Support Functional Activities of the Workgroups*

#### *Capacity to Support Community Redevelopment*

Policies related to land use, building, and housing are central to long-term redevelopment and reconstruction of the devastated community. Post-disaster redevelopment can provide communities the opportunity to change previous development decisions that may no longer be desired, leap forward in implementing its vision for the future, and become more resistant to disasters by avoiding or mitigating development in less desirable locations. The land use actions of the PDRP should establish a flexible strategy that will increase the resiliency of the community to future disasters. Identifying sufficient personnel to address the immediate permitting, inspection, and community planning needs may be a challenge for the planning, building and community redevelopment departments. The post-disaster environment will place a heavy burden on these services to support community redevelopment needs as outlined in the Post-Disaster Redevelopment Plan.

In the event of a catastrophic disaster, opportunities arise to enforce building codes which require structures to be rebuilt to the current and often more stringent construction standards. Disasters may also provide opportunities to implement long-term mitigation techniques to decrease losses from future disasters. Within the State of Florida the standardized building code details reconstruction requirements that are generally perceived to be sufficient to meet community needs for safety and resilience.

The challenge in most communities lies with the ability to effectively and efficiently implement these standards in the aftermath of a catastrophic disaster. Extensive community destruction will generate a high volume of permits and inspection needs. Community redevelopment efforts will require higher levels of public participation and an accelerated planning process. It will likely be crucial to identify which staff may temporarily be reassigned to support the immediate planning, building, and code enforcement needs of the community. Additional staff may also be employed on a temporary basis from other departments within the County or from other jurisdictions. The Department may also consider contracting personnel, employing professional volunteers, or seeking assistance from educational institutions to support permitting, inspection, planning, and public engagement efforts.

Each municipal jurisdiction maintains the independent authority for code enforcement and building code services. Within the cities and the County there are numerous agencies to support these efforts as detailed in the organizational framework chapter.

### *Capacity to Support Economic Redevelopment*

The numerous organizations listed in the organizational framework chapter support economic redevelopment activities within St. Lucie County. They develop marketing strategies and incentive packages designed to attract and retain corporations and other business ventures in the cities and the County. They are responsible for planning, coordinating, and executing economic development activities and redevelopment initiatives, including working with developers and entrepreneurs to facilitate real estate development. These departments and organizations include the St. Lucie County Business and Concurrency Management Division, Economic Development Council of St. Lucie County, St. Lucie County Chamber of Commerce, Workforce Education and Training Centers, and others. The combined capacity of these organizations will support implementation of the economic redevelopment strategies listed in the action plan.

### *Capacity to Support Infrastructure Restoration*

The immediate restoration of infrastructure and public utilities in the post-disaster environment is fundamental for recovery and redevelopment. This is addressed in the emergency and short-term recovery plans of local government, private utility and infrastructure organizations. However, there are long-term considerations for infrastructure recovery that must be addressed in conjunction with land use, environment, housing, and economic redevelopment issues. Communities may consider upgrade, mitigate, and relocate infrastructure or public facilities after a disaster. The jurisdictions and organizations that own and operate the infrastructure are responsible for the repair and reconstruction, yet they will need additional resources, contractors, and equipment during the long-term recovery phase.

### *Augment Personnel and Resource Capacity*

County agencies and each of the municipalities should conduct an analysis of their administrative capabilities. Any foreseen staffing issues should be discussed with the leadership to explore possibilities for temporary consolidation of services or a need for assistance agreements. A plan between the County and municipalities including **mutual aid agreements, private firm contracting, fast-tracking of new hires and training programs**, and other potential solutions to prevent staff shortages would be beneficial in expediting the augmentation of personnel. Internal recruitment of staff with specific expertise for agencies charged with key recovery actions may be required. Alternatively, agencies can also consider hiring temporary or consultant personnel that can be shared across agencies as staffing needs shift during the different phases of recovery. The County and its municipalities may want to consider hiring temporary staff with applicable skill sets for daily operational tasks that were previously performed by senior staff, which will allow senior staff to focus on recovery issues. The action matrix at the end of this chapter incorporates numerous recommendations to augment staffing shortfall including temporary consolidation of services or a need for assistance agreements.

### *Mutual Aid Agreements*

Commonly, jurisdictions have contracts in place to support immediate response activities including search and rescue, law enforcement and security, emergency medical services, logistics management, communications, and similar response activities. The SLC Comprehensive Emergency Management Plan, Basic Plan, Appendix C is a **Compendium of**

**Authorities** listing all applicable mutual aid agreements. Included are law enforcement mutual aid agreements between the cities of Port St. Lucie, Fort Pierce police departments and the Sheriff’s Office. Fire and emergency medical services in St. Lucie County were consolidated into an independent special district, which eliminated the need and cost for managing multiple fire/EMS agencies. Unlike jurisdictional fire departments, the St. Lucie County Fire District must also handle all administrative support functions independently. The Department maintains mutual aid agreements to provide additional resources support and technical expertise. All jurisdictions within St Lucie County are signature to the **Statewide Mutual Aid Agreement** and, by default, may receive assistance through the **Emergency Management Assistance Compact (EMAC)** which provides interstate mutual aid. Through EMAC, a disaster-impacted state can request and receive assistance from other member states. Mutual aid agreements for first response agencies provide equipment and personnel for assistance in the immediate response and short-term recovery phases of the disaster and resolve matters related to liability and reimbursement. The availability of mutual aid resources in the long-term recovery environment, however, is limited because of the extended timeline and need for highly skilled labor to perform recovery related functions such as engineering, architecture, community planning and financial management.

**Contract Services**

Jurisdictions may benefit by competitively bidding for contract services, which they will likely require in the post-disaster environment. With the augmented workload and decreased manpower, emergency contracts may quickly become a priority to achieve local community redevelopment. These existing, pre-established contracts, which would be competitively bid in accordance with local and state purchasing requirements, may be employed to expedite the delivery of personnel, goods and services, maximize the utilization of locally available businesses, support the reemployment of the local workforce, and will likely receive favorable consideration for reimbursement under the Federal Emergency Management Agency. In addition to these existing contract services, jurisdictions may also want to consider the execution of additional contracts to provide a wide range post-disaster recovery services. All contracts should be competitively bid in compliance with local and state purchasing requirements. **We have provided a table to assist jurisdictions in**

*“A catastrophic emergency will require the expenditure of large sums of state and local funds. Finance operations will be carried out under compressed schedules and intense political pressures, which will require expeditious purchases without lessening the requirement for such financial management and accountability. Agencies represented on ESFs and/or otherwise conducting recovery activities will be responsible for organizing their headquarters to provide financial support for their operations. This includes: documentation of any financial transactions, accurate accounting, grants management, document tracking and payroll accounting. In addition to maintaining appropriate documentation to support requests for reimbursement, agencies will be required to submit bills in a timely fashion, and closing out mission assignments.*

*St. Lucie County Comprehensive Emergency Management Plan, Annex IA, p.11*

identifying priority service delivery areas where contracts may be in place or where additional contracts may be competitively bid prior to a disaster event. FEMA may reimburse local governments for “emergency contracts” though service delivery is typically limited to the first 72 hours of work and, therefore, would be less reliable for application in the long-term redevelopment environment. Local jurisdictions generally maintain a variety of contractor services to augment the delivery of goods and services on a daily basis. Consideration may be given to enhance contract language of existing suppliers to allow for the augmented delivery of a wide range of services to meet post-disaster redevelopment needs for a catastrophic level event. There are cases when sole source contracts may be left, but there are special requirements that must be adhered to per the Code of Federal Regulations (CFR) Section 13.36.

Comment [HW4]: Does the county/cities want to complete the capacity table.

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**External Disaster Recovery Services Available to Augment Internal Capacity**

Post Disaster Services	Internal Capacity Adequate	Volunteer Services	Existing Contract Vendor (expiration date)	Disaster Recovery Contract (expiration date)	Comment
Debris Removal, Processing and Storage					Comment [hw5]: Does the jurisdictions have daily contract for any of these services?
Debris Monitoring					
Public Infrastructure and Utility Engineering and Design					
Traffic Engineering, Roadway and sidewalks					
Construction and Construction Engineering					
Inspection					
Building Code Inspection Services					
Environmental Permitting Services					
Community Planning Services, Blight, CRA					
Construction materials, lighting, barricades, and generators					
Generator for Lift Station and Services					
Canal and Waterway debris clearance and maintenance					
Rental of Heavy Equipment, Trucks, and Cars					
Vehicle Maintenance Services					
Temporary Traffic Control Supplies					
Landscaping Services					
Public Administration Support and Project Management Services					
Purchasing Services					
Legal Services					
Budgeting, Finance Support, and					
Grant Writing					
Account Receivable and Payable Support					
Information Technology and Geographic Information Services Support					
Human Resources Services					
Temporary Staffing Agency					

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Figure 2-7: Federal Recovery Support Functions as detailed in the National Recovery

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## CHAPTER 3 CONCEPT OF OPERATIONS

### Activation

#### Authority

In the aftermath of a disaster, the **Executive Group<sup>1</sup>** at the Emergency Operations Center will decide whether activation of the PDRP and recovery support facilities is necessary. This leadership team will recommend activation as appropriate to the elected political leadership of St. Lucie County and its cities. Upon approval, the Executive Policy Group will delegate authority to the Post-Disaster Redevelopment Coordination Committee supported by Local Disaster Recovery Manager (See Chapter 2: Organizational Framework) once the operations enter into the recovery phase.

#### Activation Triggers

The trigger for activation will be based upon the severity and magnitude of the disaster, the level of destruction of vital infrastructure, the need for ongoing inter-jurisdictional and interdisciplinary coordination, and the ability to maintain situational awareness in the restoration and redevelopment process.

#### Transition Timing

Activation of the PDRP and the Recovery Operations Center (ROC) is a critical juncture in the disaster response effort. Actions will dramatically shift to focus on long-term recovery efforts, which engage the full recovery management team and long-

#### Purpose of the Recovery Operations Center

The Recovery Operations Center provides the ability for recovery organizations to engage in uninterrupted integrated planning, and long-term coordination of resources and personnel while maintaining centralized control of post-disaster redevelopment operations.

#### Activation Triggers

The following conditions should be considered to determine the need to activate the PDRP and Recovery Operations Centers:

- Severity and magnitude of the disaster (disaster declarations)
- Level of destruction of vital infrastructure and extend of service outages
- Need for ongoing inter-jurisdictional and interdisciplinary coordination
- Ability to maintain situational awareness

<sup>1</sup> Roles, responsibilities, and authority of Executive Group detailed in the SLC CEMP. Executive Group consists of the County Attorney, Public Information Officer, Risk Management, County Administrator, Public Safety Director, Emergency Management Coordinator, and the municipalities. SLC CEMP Organizational Chart, Appendix D-6.



### The Recovery Operations Center Facility Layout and Needs:

- Sufficient space for jurisdictional and external stakeholders
- Provide space, facilities, and tools to conduct integrated planning and consensus building discussions among stakeholders
- Consider the ability to provide live broadcasts, virtual technology for community education activities and stakeholder engagement
- Electronic or manual displays to monitor reconstruction status and recovery activities
- Limited security to control building access

term recovery organizations within the community. The first response community (fire rescue, law enforcement, and emergency management) will refocus their efforts to ensure public safety within the community. Activation of the ROC allows the Emergency Operations Center to maintain operational readiness for future disasters. Failure to make this transition from the response phase to the Post-Disaster Redevelopment Plan framework and processes can create unnecessary delays, miscommunication, community anxiety, and loss of eligibility for fund reimbursement.

#### Recovery Facilities

In order to support long-term community recovery, the County may choose to activate a Recovery Operations Center, Business Assistance Center(s), and Community Recovery Center(s). Each of these facilities is described below.

#### Recovery Operations Center

When the disaster is of sufficient scope and magnitude to require the activation of the Post-Disaster Redevelopment Plan, the jurisdictional leadership may choose to

activate the Recovery Operations Center (ROC) for the long-term coordination of community recovery activities.

#### Location

The Recovery Operations Center will be activated at a site determined available and as appropriate by the Local Disaster Recovery Manager in coordination with LDRM Team for each of the impacted jurisdictions. Based upon the level of damage, the geographic location of the most severely impacted areas, available infrastructure, and access, the LDRM Team will identify an appropriate facility, which meets the jurisdictional needs. St. Lucie County and the cities of Ft. Pierce Port St. Lucie may decide to activate individual Recovery Operations Centers or they may choose to collocate or occasionally convene at a single location.

Table 3-1 details a number of sites and facilities, which have been pre-identified for post-disaster assessment and possible activation as a Recovery Operations Center and/or Community Recovery Center. Each site must be reevaluated post-disaster for availability and use.

### Staffing

The PDRP Coordination Committee will activate the staff necessary to support long-term recovery operations at the Recovery Operations Center. The total number of personnel may be increased or decreased based upon need. A catastrophic level disaster will require the coordination of all local, State, and Federal stakeholders, while a lesser disaster, may require only specific recovery components to address community recovery needs. For additional information regarding organizational structure, reference **Chapter 2: Organizational Framework**. In addition to the local staff, the Recovery Operations Center may also host numerous external staff from State and Federal agencies that are providing support to the jurisdiction. While most state and federal personnel will operate from the Joint Field Office, liaisons may be available to support the local Recovery Operations Center. Staffing schedules will be set by the PDRP Coordination Committee and will be based upon the need for ongoing coordination. Staff may be activated on a 24-hour basis or may convene on a daily, weekly, or monthly basis based on need.

### Health and Human Services

Working through the Health and Human Services Workgroup, New Horizons of the Treasure Coast and other identified behavioral health care organizations working through the Managing Entity will deploy health response teams and implement deployment of these teams throughout the long-term recovery process. The purpose of the assessment is to identify critical mental health needs within the community which will arise not only in the immediate aftermath, but may continue to escalate throughout reconstruction and redevelopment on a multitude of environments.

### Virtual Technology

The use of alternate communications to employ virtual interdepartmental, inter-jurisdictional, and intergovernmental coordination will be maximized when possible. This virtual coordination may replace in-person meetings as capabilities permit.

Unmet Needs Coordination: The CEMP Recovery Annex IA, p. 15 details the coordination of unmet needs in the recovery process which is initially managed by ESF #7 (Resource Support). The responsibility will be continued under the coordination of the Health and Human Services Workgroup during the long-term recovery process. As detailed in the CEMP, humanitarian association comprised of volunteer organizations, interfaith groups, social service organizations, community action agencies and locally based state agencies combine efforts to address the unmet needs of disaster survivors. A case management system is employed to identify, track, and monitor recovery of the individual families which may include housing or transportation assistance, replacement of personal property, minor home repairs, financial assistance with disaster-related medical bills, , lost earnings or support due to injury or loss of life, and mental health counseling.

The Unmet needs committee will be instrumental in setting strategic community priorities for the health and human services workgroup. They should also provide general community wide status information such as the number of persons under case management and general

classifications of unmet needs remaining within the community. This information will be included with the Recovery Status Report.

The **Tradition Center for Innovation** is a research park in Port St. Lucie is guided by Florida Innovation Partners, LLC, which consists of the areas anchor institutions, specifically centered on life sciences, such as Torrey Pines Institute for Molecular Studies, VGTI Florida, Mann Research Center, and Martin Memorial Health Systems.

The **Treasure Coast Research Park** in Ft. Pierce is a business incubator center geared towards the development of a research, education, and development park. It is currently comprised of 356 acres, but with planned future additions will expand to 1,650 acres. In 2005, the St. Lucie Board of County Commissioners and the University of Florida collectively created this agriculturally and biotechnologically focused Research Park on Florida's east coast. Through the cooperative efforts of the School Board of St. Lucie County and the University of Florida, plans are advancing for the inclusion of the additional property.

- Identify alternate employers
- Identify, train, and refer workforce

## Business Assistance Centers

Business Assistance Centers may be established by each of the impacted jurisdictions to support the economic survival of small businesses in the impacted area. Business incubators are established to provide tools, training, and infrastructure to start-up companies. The Economic Redevelopment Taskforce may explore numerous strategies as detailed in Chapter 7: Strategies and Actions to assist businesses. St. Lucie County is home to two business incubators (see sidebar)<sup>2</sup>.

The Business Assistance Centers may serve as the central point of coordination with the small business community and offer the following:

- Facilitate community awareness of Small Business Administration loans, bridge loans, and other financial assistance programs
- Provide office space as available for other business assistance organizations to meet with clients, receive applications and distribute information regarding available assistance programs
  - Support relocation efforts such as providing information on available commercial real estate for businesses needing temporary or long-term facilities
  - Coordinate with the hospitality industry to promote regional tourism
  - Provide technical assistance and counseling

<sup>2</sup> Tradition Center for Innovation <http://www.tciflorida.com/>  
Treasure Coast Research Park <http://www.treasurecoastresearchpark.com/>

- Provide access to basic office and communications equipment

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- Provide message board for networking with other businesses and offering/finding services
- Referrals and/or space to organizations and companies within the community that assists small businesses
- Employee assistance programs such as daycare services and financial assistance
- Information on recovery job opportunities
- Public outreach through social media campaigns, such as Facebook, Twitter, YouTube, and mobile texting

Representatives at the **Business Assistance Centers** may include local, state, and federal public and private sector organization. Any or all of the following partners/stakeholders may be represented at the center:

- Enterprise Florida
- Florida Retail Federation
- Agency for Workforce Innovation / Regional Workforce Boards
- Department of Business and Professional Regulation
- Local Business Leadership and Associations
- Chamber of Commerce
- Regional Planning Councils
- Economic Development Council
- Community Redevelopment Agencies
- Visit Florida

**Selection of Business Assistance Center Sites**

Sites should be located within business districts to allow for easy access. Strategic locations that best serve a majority of businesses should be identified during the pre-disaster planning period, and pre-arranged agreements to use these facilities should be executed. Some resources to consider include, but are not limited to, workforce centers, the Chamber of Commerce, vacant government-owned space, vacant commercial space, or large businesses. In the event that pre-arranged sites are inaccessible or unavailable due to damage, or it is determined additional BACs are needed, vacant offices or other suitable sites should be considered as well as the possibility of mobile BACs.

*The CEMP identifies the types of economic indicators which may be helpful in tracking economic redevelopment effort.*

*The plan lists the following:*

- *Business interruption*
- *Loss of customers*
- *Loss of return on capital investments*
- *Loss of profits on finished goods*
- *Loss of investor's confidence*
- *Loss of credit standing*
- *Loss of trained personnel who transfer jobs*
- *Excessive replacement cost due to overtime*
- *Cost of replacement of depreciated buildings*
- *Continuance of fixed charges during shutdown*
- *Cost of hiring temporary quarters*
- *Loss of valuable records*
- *Loss of value of past advertising*
- *Loss of rent from tenant*
- *Temporary loss of income*

*CEMP Annex IA, page 5*

### Staffing and Supplying the Business Assistance Center Sites

Customary business equipment such as computers, fax machines, and copiers will be necessary. Supporting local suppliers in the county or immediate region should be a priority. In addition, it is recommended that pre-arranged agreements with various business organizations for leasing or donating equipment be established. In addition, agreements with the host facility should be pre-arranged and stipulate whether or not use of its equipment is allowable. If not, or such equipment does not exist, pre-arranged vendor agreements with suppliers should be secured. Each pre-arranged site should have a corresponding list of equipment that is required in order to function.

Staffing at a BAC should consist of people that are knowledgeable in the services being offered at the facility and who can also oversee the center's activities. Volunteer organizations could be an especially valuable staffing resource. Displaced workers could also provide depth in subject matter expertise.

**Economic Redevelopment Status and Information Tracking:** The Economic Redevelopment Workgroup is responsible for conducting an economic impact analysis and ongoing evaluation of the status of the recovery effort. CEMP Annex IA, page 5 identifies the types of economic indicators which may be helpful in tracking economic redevelopment effort including the status of major employers, business closures, and workforce availability. The group will also be instrumental in setting strategic priorities for the economic redevelopment effort.

**Services provided by the State/Federal Disaster Recovery Centers (Response Phase)**

Disaster Recovery Center established by the State and Federal Disaster Relief agencies during the immediate recovery phase, may provide any of the following services:

Local Organization and Nonprofit partners:

- Health safety information
- Water test kits
- Utility restoration information
- Building permits / information
- Vouchers for clothing & household items
- Feeding, flood cleanup materials
- Shelter and housing referrals

State Government Agency Services:

- Food stamp replacement information
- Crisis counseling
- Job placement and training referrals
- Referral to elderly assistance
- Benefits, pensions, insurance settlements
- Veteran’s administration mortgages.
- Flood insurance information
- Housing referral
- Drivers licenses, identification cards, motor vehicle tag services, and voter registration replacement
- Information about Federal and State assistance programs

Federal Government Agency Services:

- FEMA Assistance registration
- Information on SBA Low-interest loans
- National Flood Insurance Program (NFIP)
- Tax assistance

**Community Recovery Centers and Community Engagement**

**Transition of Disaster Recovery Centers to Community Recovery Centers**

The State of Florida in partnership with the Federal Emergency Management Agency will establish Disaster Recovery Centers in the immediate aftermath of a disaster. The activation and implementation of these centers is detailed in the Comprehensive Emergency Management Plan in Annex IA, Section B – Recovery Sites. **These centers will likely be demobilized within the immediate recovery phase.**

If local jurisdictions require ongoing public outreach and engagement locations, then a transition to locally managed centers may be necessary. The cities and county may coordinate the activation of **Community Recovery Centers** either individually or jointly to provide information, technical assistance, public engagement activities, and other services to their impacted residents. **Community Recovery Centers will be locally activated, managed, and staffed.** These centers would maintain a central location for communications and public outreach personnel to work with the public and keep them abreast of updates and decisions affecting recovery. It would also ensure that there is an established place where people can continue receiving assistance from skilled specialists throughout redevelopment.

**Activation**

The LDRM Team in coordination with the PDRP Coordination Committee will activate the locally managed Community Recovery Centers once the Disaster Recovery Centers are deactivated by FEMA and the State. These may be located near the impacted area and may be located at the former site of the Disaster Recovery Centers. Table 3-1 details a number of potential Disaster Recovery Center locations, which have been pre-identified by the local jurisdictions. These will be

evaluated following a disaster. Alternate sites may be chosen if they do not meet post-disaster community needs. To the extent possible, proposed sites will be located at well-known, easily recognized facilities that are in close proximity to the affected area. If necessary, the Recovery Operations Center may also identify privately owned or nonprofit facilities such as churches, community centers or other sites, which can provide sufficient space, access, sanitation facilities, and parking. Access for persons with disabilities is required.

Once sites and locations have been confirmed, each local jurisdiction must determine which services they can provide at the center, the hours of operation and duration the center will remain operational. Table 3-1 provides an overview of the potential Disaster Recovery Center and Community Recovery Center sites.

### Redevelopment Services

As resources permit, each of the jurisdictions will consider providing the following services at the Community Recovery Center if applicable and needed:

### Guidelines for determining suitable locations for a Disaster Recovery Centers and Community Recovery Centers:

- Near the impacted area
- Minimum of 5,000 square feet of floor space
- Working space for all local nonprofit and partner organizations providing assistance
- Large space to conduct public meeting/planning charrette and similar visioning activities
- Data connectivity to governmental permitting system, website, etc.
- Ability to produce government access broadcasts for public meetings
- Waiting area capable of accommodating 50 people
- Access for persons with physical handicaps, hearing impairment, or visual disabilities
- Separate areas for child care, crisis counseling, and first aid
- Adequate parking
- Locations near public transportation systems
- Adequate utilities and communications
- Adequate rest rooms and



**Table 3-1: Potential Disaster Recovery Centers and Community Recovery Centers**

Location	Jurisdiction
Indian River Community College Gym, 3209 Virginia Avenue, Fort Pierce, FL	Fort Pierce
Minsky Gym, 750 Darwin Boulevard, Port St. Lucie, FL	Port St. Lucie
PAL Building 2101 Tiffany Avenue, Port St. Lucie, FL	Port St. Lucie
Mobile Site: St. Lucie County Administration Building (West Parking Lot) 2300 Virginia Avenue, Fort Pierce, FL	St. Lucie County
Mobile Site: Chuck Ray Park, 5626 Magnolia Drive, Port St. Lucie, FL	Port St. Lucie
Mobile Site: Sandhill Crane Park, 2355 SE Scenic Park Drive, Port St. Lucie, FL	Port St. Lucie
Vacant commercial buildings	Various
Havert L. Fenn Center	Fort Pierce
Indrio Crossing, 4800 N. Kings Hwy., Fort Pierce, FL 34951	Fort Pierce
Lawnwood Sports Complex, 1302 Virginia Ave., Ft. Pierce, FL 34947	Fort Pierce
City Center, 9400 S. Federal Hwy., Port St. Lucie, FL. 34952	Port St. Lucie
McChesney Park, 1585 Cashmere Blvd., Port St. Lucie, FL 34986	Port St. Lucie
Savannas Recreation Center, 1400 Midway Rd., Fort Pierce FL 34982	Fort Pierce
Lakewood Regional Park, 5990 Emerson Ave., Fort Pierce, FL 34951	Fort Pierce
Jaycee Park, S Ocean Dr, Fort Pierce, FL 34949	Fort Pierce
St. Lucie County Transportation Organization Offices	Various
Costa Vista Centre	Port St. Lucie

**Information Management and Situational Awareness**

The Recovery Task Force will develop a Recovery Countywide Recovery Status Report (see Appendix) in order to detail strategic recovery priorities and evaluate the ongoing recovery effort. The countywide status report consolidates the project status and tracks major recovery indicators for each of the functional working areas.

1. Each workgroup chair will identify their priorities, maintain situational awareness of major projects, activities, and community indicators.
2. Each municipal jurisdiction will be invited to provide a summary of major projects, priorities and activities within the city.
3. This information will be consolidated from each workgroup and each municipality into a single community wide Recovery Status Report.
4. The Recovery Task Force will review the workgroup reports and compile them into a single countywide report.
5. The report will be widely distributed to all stakeholders, partners, the Joint Field Office, and posted electronically when feasible.

**Status of Infrastructure and Facilities:** The Infrastructure and Facilities Group will maintain information on the status of countywide infrastructure and facilities reconstruction including facilities, roads, bridges, water and wastewater system, storm water management projects, and

facilities. The infrastructure status information should be summarized in Tables and Maps for easy viewing. The workgroup may also consider color coding key components to provide a overview such as green for fully functional facilities, blue for minor damage, orange for major damage, and red for complete destruction. The status of debris clearance should also be tracked by maintaining a weekly tally and running total of estimated cubic yards which have been removed, and major reconstruction projects. The status of power and communications restoration efforts throughout the community will be vital to all functional redevelopment areas. :

**Health and Human Services:** This workgroup will maintain information related to unmet needs, special populations with functional support needs, housing shortfalls, education facilities, availability of health, medical, and mental health services. The status of community unmet needs may be summarized through community wide statistics such as the total number of open cases being managed, they types of unmet community needs being identified. They may provide an ongoing status update of the available financial assistance programs from governmental and non-governmental program. Address the ability of these programs to meet the community needs. This group may also develop maps and tables listing major geographic areas of concerns, specific target populations, or other major population groups which require targeted support, assistance, or outreach efforts during the recovery process. The status of the number of displaced persons requiring disaster temporary housing will initially be essential in order to identify temporary housing needs as well as ongoing indicators of community housing reconstruction efforts.

**Community Redevelopment, Land-Use, and Building:** This workgroup should consider identifying community indicators, which provide insight into the status of community redevelopment efforts such as the number and types of permits being processed, the types of community inquiries being made, successful education and outreach activities conducted, and others. Within Indian River County, this group will also monitor various environmental indicators such as beach restoration efforts, contamination issues, and others. Area of critical beach and dune erosion may be displayed in maps along with major beach restoration projects.

**Economic Redevelopment:** Information management may indicate vital economic areas of interest, business centers, and other vital economic driving engines. The group may track business assistance activities and develop a list of financial assistance, technical recovery assistance, and governmental assistance available to the business community. Provide an ongoing list of the number of businesses, which are taking advantage of these programs. The group may also track business closures, and workforce indicators. They will be responsible for identify strategies priorities within the economic sectors and coordinating tourism and marketing strategies.

## Deactivation and Demobilization of Recovery Support Facilities

The PDRP Coordination Committee will recommend deactivation of the Recovery Operations Center, and recovery support facilities to the locally elected leadership based on their combined expertise of the ongoing evaluation of redevelopment progress within County and city

jurisdictions. While state and federal organizations providing support will deactivate as soon as possible, the recovery phase of the disaster may be ongoing for months or years after the disaster impact. The primary local recovery support organizations should continue to convene at routine intervals or through virtual meetings as long as interdepartmental and inter-jurisdictional coordination is required. Criteria to consider for transitioning back to daily routine work status and office environments:

- The PDRP Coordination Committee should consider whether the recovery actions and ongoing projects have been accomplished satisfactorily or if redevelopment has reached an acceptable milestone and can be continued without the additional coordination mechanisms of the Recovery Operations Center and/or oversight of the Recovery Management Team.
- If local agencies and organizations can operate more efficiently and effectively from their daily offices, then the Recovery Operations Center may no longer be beneficial to the recovery environment
- The local jurisdiction may establish electronic mechanisms to continue to monitor the status of community recovery activities, ongoing public engagement activities, reconstruction projects, environmental issues, funding opportunities and status of fund expenditures. The community may also continue to develop ongoing recovery status update reports, databases, internet/intranet websites, and others, which may be distributed to all recovery stakeholders.

## Addendum: Countywide Weekly Recovery Status Report Template

Countywide Recovery Status Report # \_\_\_\_\_

Date: \_\_\_\_\_ Report Developed By: \_\_\_\_\_

This countywide recovery status report was developed by consolidating the project status and ongoing project information for each of the functional working areas indicated below. Additional information may be located within the workgroups weekly status reports developed by the Workgroup Chairpersons:

- |  |  |
|--|--|
| <input type="checkbox"/> Infrastructure and Facilities     | <input type="checkbox"/> Housing                           |
| <input type="checkbox"/> Health and Human Services         | <input type="checkbox"/> Environment and Coastal Resources |
| <input type="checkbox"/> Community Redevelopment, Land-Use | <input type="checkbox"/> Economic Redevelopment            |

### Status of Infrastructure and Facilities

The Infrastructure and Facilities Group maintains information on the status of countywide infrastructure. This information is collected, analyzed, compiled, and stored at the Recovery Operations Center.

- **Status of Infrastructure:** Facilities, Transportation is summarized in Tables and Maps classified into the following color coded categories for easy reference:  
Facilities Assessment (Water, Wastewater, Parks, Facilities)
  - **Green:** No Damage / All systems operational
  - **Blue:** Functional, but minor damage partially affecting operations
  - **Orange:** Major Damage with limited or no operational capability
  - **Red:** Destroyed, complete restoration needed
- **Status of Debris Clearance and Operational Capability of Roads and Bridges:** Tables and maps are developed to indicate major road and bridge accessibility and operational capability. The Infrastructure and Facilities Group should also maintain weekly tally and running total of estimated cubic yards which have been removed, and major reconstruction projects.
  - **Green:** All lanes passable at normal posted speed
  - **Blue:** Lanes passable at reduced speed
  - **Orange:** One lane clear, limited capacity, reduced speed
  - **Red:** Road impassible, extensive damage and/or debris blockage
- **Status of Power and Communications:** Tables and maps should be developed indicating the status of power and communications. The Infrastructure Branch will track power outages and communications system status in a color coded fashion. The status of power to critical facilities is also a vital issue (i.e. communications center, hospitals, nursing homes, dialysis centers). It may be difficult to maintain ongoing status information of this information because Florida Power and Light may not provide the data on a municipal / micro level. However, an attempt will be made to monitor the status of grid when possible based on the following:

- **Green:** All power and communications are operational
- **Blue:** Scattered outages within the area
- **Orange:** Restoration in progress in the area
- **Red:** Total outage in the area

### Health and Human Services

- **Status of Community Unmet Needs:** Identify status of case management activities and unmet community needs. Develop maps and tables listing major geographic areas of concerns, specific target populations, or other major population groups which require targeted support, assistance, or outreach efforts during the recovery process.
- **Status of Family Assistance Programs:** Provide an ongoing status update of the available financial assistance programs from governmental and non-governmental program. Address the ability of these programs to meet the community needs.
- **Status of Educational Facilities:** Identify education facilities which are impacted, number of students displaced, temporary educational facilities
- **Medical and Mental Health Services:** Identify available facilities, services, and staffing. Quantify gaps and shortfalls. Track numbers and types of services requested.

### Community Redevelopment, Housing, Land use, Building

- **Disaster Housing:** Maintain an ongoing status of the number of displaced persons requiring disaster temporary housing. Develop an update of the provision of various disaster housing options being implemented within the county including need placement in hotels, motels, rental units, travel trailers, mobile homes, and others. Develop maps and tables detailing the location of disaster housing missions.
- **Temporary Roofing:** Maintain a status update of the temporary roofing program and emergency repair program. Develop maps and tables detailing temporary roofing program status.
- **Regulatory Issues:** Detail any outstanding regulatory issues inhibiting the housing recovery mission including zoning/land use restrictions, permitting issues, inspection needs, construction materials, and supplies.
- **Long-term Housing:** Assess potential long-term housing resources and strategies. Provide maps and details regarding major permanent housing strategies.
- **Permitting:** Total number of permits process, type of permits processed, moratorium in affect, other
- **Areas of Opportunity:** areas identified for focused redevelopment efforts, priority issues within these areas
- **Public Outreach and Educations:** mitigation education efforts, town meetings, charettes

### Environment and Coastal Resources

- **Environmental Contamination:** Area of environmental concern are displayed in maps and tables.
- **Beach and dune restoration:** Area of critical beach and dune erosion are displayed in maps along with major beach restoration projects.

### Economic Redevelopment

- **Status of Businesses:** Tables are developed to indicate vital economic areas of interest, business centers, and other vital economic driving engines.
- **Business Assistance Opportunities:** Develop a list of financial assistance, technical recovery assistance, and governmental assistance available to the business community. Provide an ongoing list of the number of businesses which are taking advantage of these programs.

### Finance and Administration

- **Accumulated Costs:** Maintain an ongoing tally of expenditures to date on all Recovery missions. This should include personnel time, equipment and materials as well as contractor invoices.
- **Available Financial Resources:** Identify internally available resources, external funds, insurance reimbursement totals, Federal Disaster Assistance Total, vital grant funds being allocated to the community wide recovery effort.
- **Contact Persons.** On GIS maps, electronic tables, and white boards identify the location and 24 hour points of contact for Incident Recovery Sites including the Recovery Operations Center, the Joint Field Operation site. Identify primary and backup contact information for all major organizations, vital coordinators of the functional workgroups, governmental contacts for disaster assistance programs, non profit organizations, and others vital to the recovery effort.

**Community Recovery Status Executive Overview**

	Percentage of Service/Population Operational or affected	Trend/Progress Indicator Percent change per day	Comments (detail source of information) and Major Ongoing Projects
<b>Infrastructure and Facilities</b>			
Strategic Priorities: Identify the current strategic priorities. <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> </ol>			
Debris Status			
Transportation Status			
Water Supply Status			
Wastewater Supply Status			
Power Status			
Communications Status			
Facility Restoration Status: County/City Facilities Fire Stations Police Station Public Works Parks Other			
<b>Health and Human Services Status</b>			
Strategic Priorities: Identify the current strategic priorities. <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> </ol>			

3.
4.
School Status
Day Care Centers Status
Hospital Status
Mental Health Facilities
Dialysis centers
Nursing Homes/ALFs Status
Public Transit/Paratransit Status
Number of persons under case management Status
Unmet community needs Status
<b>Housing</b>
Strategic Priorities: Identify the current strategic priorities.
1.
2.
3.
4.
Displaced Resident / Homeless Status
Disaster Housing Strategies Status
Long-term housing Need Status
Permanent Housing Strategy Status



Code and Enforcement Issues Status
Security/Law Enforcement Issues Status
Unsafe, abandoned private property issues
<b>Environment and Coastal Resources</b>
Strategic Priorities: Identify the current strategic priorities.  1.  2.  3.  4.
Beach profile status
Impacts to sensitive habitats and species
<b>Economic Redevelopment</b>
Strategic Priorities: Identify the current strategic priorities.  1.  2.  3.  4.
Status of Major Economic Sector Members
Business Closures
Workforce Availability
Workforce Housing

Workforce Transportation
Tourism and Marketing Strategies
<b>Administrative Recovery Issues</b>
<b>Strategic Priorities: Identify the current strategic priorities.</b>  1.  2.  3.  4.
<b>Summary of expenditures</b>
<b>List of external funds (grants, insurance, etc.)</b>
<b>Revenue Impacts</b>

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## CHAPTER 4 STRATEGIES AND ACTION PLAN

This chapter is dedicated to the identification of a broad range of pre- and post-disaster goals, objectives, and tasks, which may become the priority focus of each functional area in the post-disaster environment. Initially, this section will identify geographic areas that may pose a unique “window of opportunity” for post-disaster redevelopment efforts. Following, is matrix which details more global priority strategies and actions, which the county and the cities may address in the aftermath of a large-scale disaster.

### Summary of Hazard Vulnerability in the Post-Disaster Environment

For a comprehensive hazard vulnerability analysis, reference the *St. Lucie County Local Mitigation Strategy*, which provides hazard specific vulnerability and analysis of all major hazards. Additional hazard vulnerability information is summarized in the Vulnerability Identification Appendix in this Plan. In addition to analysis from these sources, an assessment of known vulnerabilities was conducted through interviews and requests for information from county and city staff with local, historical knowledge of the effects of various disaster events that have occurred throughout the county.

#### Vulnerability of Residential Structures

In St. Lucie County, approximately fifty-six percent of the housing structures (not including mobile homes) were constructed prior to the new building code (before 1994). This large percentage of older building stock, which also encompasses current affordable housing, often does not have the benefit of higher wind loading requirements and may sustain higher levels of damage after a disaster. Without affordable replacement housing for residents and commercial buildings for businesses, full repopulation will be problematic. Without the ability to maximize repopulation, there may not be sufficiently large and diverse workforce, businesses, and consumer base upon which to effectively rebuild the local economy and reestablish the community.

**Table 4-1: Countywide Estimated Wind Vulnerability<sup>1</sup>**

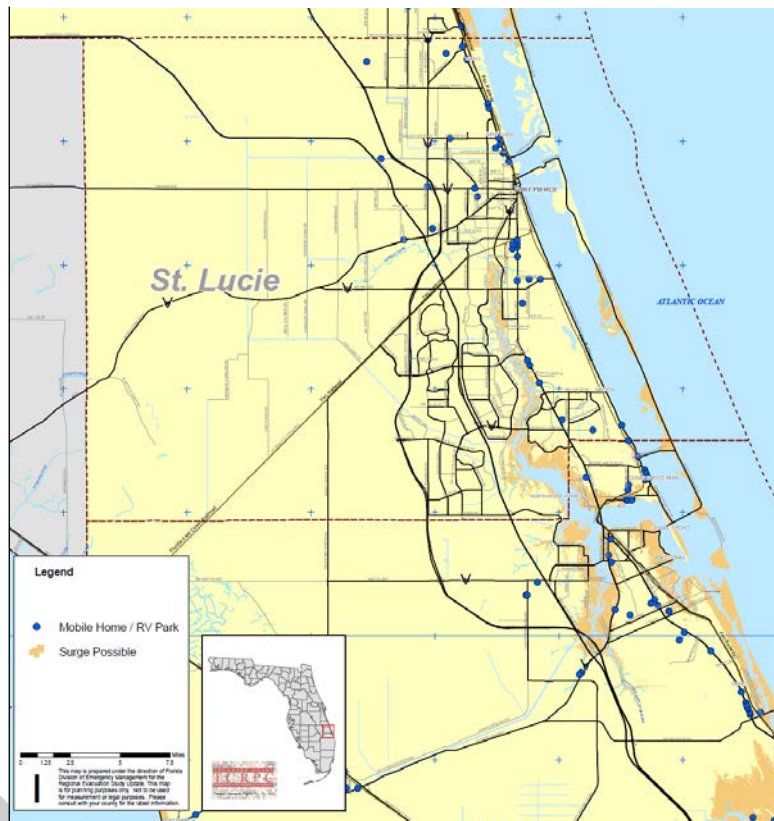
Structure Use	Before 1994	1994 to 2001	2002 to present	Total
Single Family Residential	52,266	11,162	34,427	97,855
Multi-Family Residential	12,625	1,228	3,466	17,319
Mobile Home Residential	3,017	853	978	4,848
Institutional/Governmental	1,796	292	335	2,426
Commercial	1,473	408	567	2,449
Industrial	906	218	538	1,663
Agricultural	983	90	183	1,256
Miscellaneous/Undefined	76	16	21	113
<b>Total</b>	<b>73,142</b>	<b>14,267</b>	<b>40,515</b>	<b>127,929</b>

<sup>1</sup> Refer to Appendix D: Hazard Vulnerability Identification for more detailed information regarding wind, flood, storm surge, socio-economic, and wildfire vulnerability.

Additionally, the Treasure Coast Regional Planning Council’s Hazard Vulnerability Analysis (see Appendix) reveals that under the worst case scenario 10,764 structures could potentially be impacted by hurricane storm surge.<sup>2</sup> The structural value loss of this scenario could total \$1.9 billion dollars. Residential, commercial, and governmental facilities could all take a severe impact from hurricane storm surge. .

Approximately 1,900 mobile home units are currently located within the hurricane storm surge area. These units are not likely to withstand both hurricane storm surge and the associated high winds. The most vulnerable park is Blue Heron Mobile Home Park in Jensen Beach which is the only mobile home park located within the storm surge area through multiple other mobile home parks are within close vicinity.

Mobile Home/RV Parks and Storm Surge

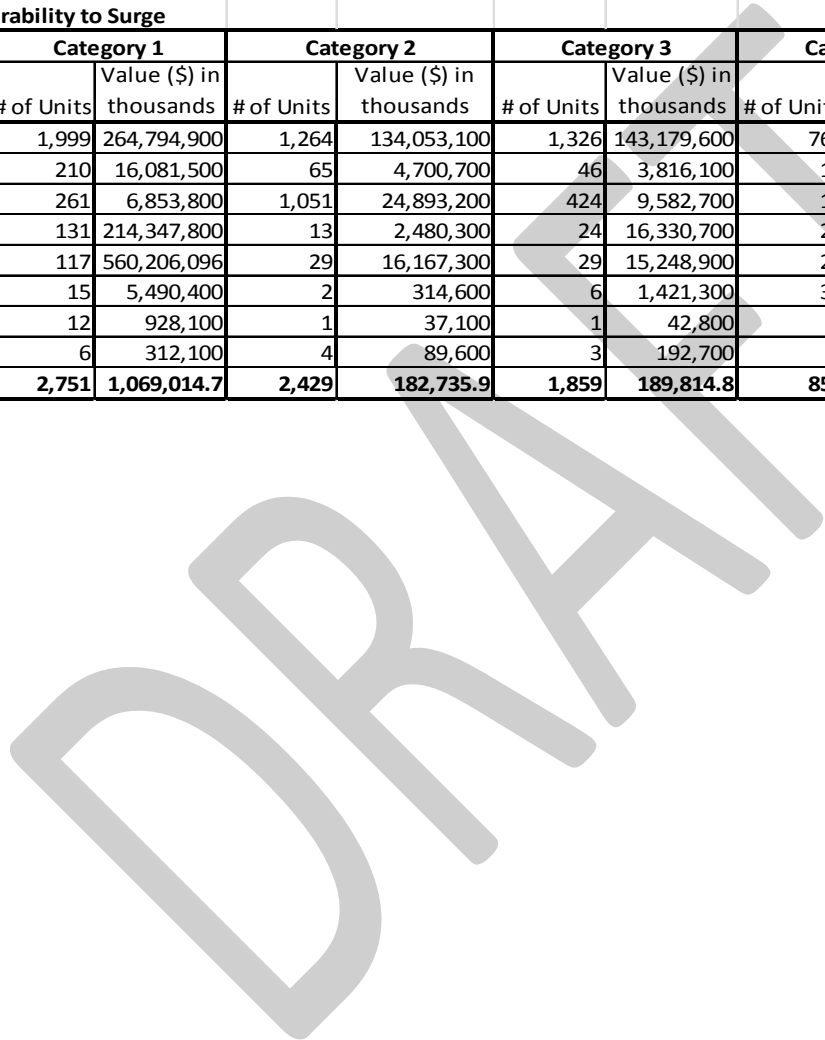


### Sea Level Rise Impacts

As detailed in the Hazard Vulnerability Analysis, 12,035 residential units are vulnerable hurricane storm surge augmented by a 2 foot sea level rise scenario and there are 99 units considered institutional/governmental that could be affected by this surge and sea level rise increase. Commercial, industrial and agricultural units total 250 structures potentially affected by the increase water levels. These structures and associated infrastructure components should be closely evaluated post-disaster in order to increase resilience to the rising sea and enhance long-term sustainability.

<sup>2</sup> Tables were created using County property Appraiser data intersecting with SLOSH (Sea, Lake and Overland Surges from Hurricanes) model from the 2010 Florida Statewide Regional Evacuation Study.

St. Lucie County												
Countywide Estimated Vulnerability to Surge												
Structure Use	Category 1		Category 2		Category 3		Category 4		Category 5		Total	
	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands
Single Family Residential	1,999	264,794,900	1,264	134,053,100	1,326	143,179,600	760	99,109,400	2,520	233,540,800	7,869	874,677.8
Multi-Family Residential	210	16,081,500	65	4,700,700	46	3,816,100	11	197,600	37	5,073,100	369	29,869.0
Mobile Home Residential	261	6,853,800	1,051	24,893,200	424	9,582,700	15	315,400	151	3,214,200	1,902	44,859.3
Institutional/Governmental	131	214,347,800	13	2,480,300	24	16,330,700	20	49,419,700	68	23,525,500	256	306,104.0
Commercial	117	560,206,096	29	16,167,300	29	15,248,900	20	2,995,600	72	22,919,800	267	617,537.7
Industrial	15	5,490,400	2	314,600	6	1,421,300	30	8,371,700	14	5,971,600	67	21,569.6
Agricultural	12	928,100	1	37,100	1	42,800	0	0	6	1,043,300	20	2,051.3
Miscellaneous/Undefined	6	312,100	4	89,600	3	192,700	0	0	1	10,700	14	605.1
<b>Total</b>	<b>2,751</b>	<b>1,069,014.7</b>	<b>2,429</b>	<b>182,735.9</b>	<b>1,859</b>	<b>189,814.8</b>	<b>856</b>	<b>160,409.4</b>	<b>2,869</b>	<b>295,299.0</b>	<b>10,764</b>	<b>1,897,273.8</b>



### *Vulnerability of Infrastructure*

The Hazard Vulnerability Analysis within the Appendix provides details regarding vulnerability of critical facilities. We have highlighted some of the most vulnerable within this section.

***Fire Stations within the Evacuation Zone:*** The St. Lucie County Fire District Station 2 on Seaway Drive in Fort Pierce is located within the 100 year flood plain, the Category A Evacuation Zone, and the Category 2 Storm Surge area. Station 8 on Ocean Drive in Jensen Beach is also within the Category A Evacuation Zone, and Category 3 Storm Surge area. This facility may be a prime target for further mitigation or relocation.

***Library / Community Outreach in Vulnerable Area:*** The Fort Pierce Branch Library on Melody Road is located within the Category 3 storm surge area and, therefore, is also highly vulnerable. During long-term recovery, however, libraries may serve as important locations for community gatherings, outreach, and assistance. This library, if mitigated, may serve as a recovery support facility within the impacted area.

***Healthcare Facilities within Storm Surge Area:*** There are a number of healthcare facilities located with the vulnerable storm surge evacuation areas including Aurora of Treasure Coast, Beachland Retirement Home, and Eben Ezer Assisted Living Facility. These facilities are privately owned; and, therefore, it is the responsibility of the facility operators to ensure continuity of care for their residents.

***Package Treatment Plants in White City and Indrio Road:*** There are numerous package treatment plants within the County, which are concentrated in the White City and Indrio Road areas. Some of these plants have experienced effluent disposal failures. The Florida Department of Environmental Protection (FDEP) has urged each facility (through their permit renewal process) to seek connection to a central sewer system where available and feasible. These facilities are slowly being connected to the public sewer systems when available within the County. St. Lucie County has five water and sewer companies: City of Port St. Lucie, City of Fort Pierce, Ft. Pierce Utilities Authority, St. Lucie West Services District and St. Lucie County Utilities Department. The post-disaster environment may provide expanded opportunities to reevaluate these package systems and explore expedited connection to the centralized sewer systems.

***Flood Vulnerable Areas along Roadways:*** Flooding is prevalent in the secondary and local canal network systems that drain into the primary drainage canal system. A few examples include, but are not limited to the Carlton Road area, portions of White City, Sunland Gardens, Paradise Park, and large agricultural ownerships in the western portion of the County. Although the primary drainage system could accommodate storm water from these areas, the secondary or local network systems have not been improved (or do not exist) to transport the runoff from these troubled areas to the primary canal system.<sup>3</sup> Areas throughout unincorporated St. Lucie

<sup>3</sup> St. Lucie County Comprehensive Plan, Section 4-18, Infrastructure Element, October 26, 2010

County are isolated with limited drainage improvements and no access to a primary or secondary drainage system. Much of this was created when land was subdivided without proper planning of drainage and drainage outfalls. Other problem areas lie within the floodplain of natural creeks or streams. See **Figure XX** is one example of a flood vulnerable area on Walton Road.

**Figure XX: Walton Road Flood Vulnerability**



## Areas of Opportunity

Areas throughout the county may be vulnerable due to aging and inadequate infrastructure, substandard housing, urban blight, and an array of socio-economic challenges. The cities and county may also have identified geographic areas where a long-term vision and targeted redevelopment actions have been developed to promote community enhancement, economic opportunity, and/or greater resilience. A major disaster may provide these pre-identified areas, post-disaster redevelopment opportunities to rebuild better, stronger, and more disaster resilient while furthering the existing community vision. The following is a brief summary of vulnerabilities and geographically identified regions for targeted post-disaster redevelopment opportunity.

### ***Downtown Districts: Port St. Lucie Community Redevelopment Area, Historic Fort Pierce Enterprise Zone, Traditional Town Center***

The Downtown Districts which may represent “areas of opportunity” for St. Lucie County include Port St. Lucie, and Fort Pierce. These areas have developed an urban in-town character over time, and are prioritized for future investment and intensification of use. The 2035 Regional Long Range Transportation Plan (p. 2-41) also identifies a number of Neighborhood Commercial Districts throughout St. Lucie County. These areas “should strive to create more urban, mixed-use districts that also provide public open space in the form of greens and squares”. In the post-disaster environment focused infrastructure redevelopment, community redevelopment, and economic redevelopment activities may provide significant opportunities. Currently, Port St. Lucie provides companies that locate within the Port St. Lucie’s Community Redevelopment Area several incentives to promote downtown redevelopment. Similarly, the City of Fort Pierce provides tax refunds for companies that will relocate within the Enterprise Zone. Credits include sales tax credit for job creation, corporate income tax credits, sales tax refunds on building materials, and equipment and property tax credits. Both districts should evaluate their incentive programs in light of post-disaster redevelopment opportunities.

### ***Economic Clusters: Tradition and Treasure Coast Education, Research and Development Authority (TCERDA)***

The Tradition Area in Port St. Lucie has become a technology cluster with three prestigious biotechnology institutions. The post-disaster environment may bring opportunities to expand, enhance, or build upon the vision of expanded technology clusters within the region. In 2005, the St. Lucie Board of County Commissioners and the University of Florida collectively created this agriculturally-and-biotechnologically-focused Research Park *Treasure Coast Education, Research and Development Authority (TCERDA)* in unincorporated St. Lucie County including renewable energy and alternative fuel companies. It is envisioned as a home to multidisciplinary scientists, researchers, and educators.

### ***Port of Fort Pierce and St. Lucie County International Airport***

The Port of Ft. Pierce and the St. Lucie County International Airport are promoted for industrial, aeronautical, and marine related activities uniquely suited for these areas. Both of these vital transportation and commercial facilities have developed detailed Master Plans, which detail the long-term vision for the development. In the aftermath of a disaster, infrastructure



redevelopment and economic redevelopment activities should evaluate these Master Plans to determine potential enhancements to expand the current vision.

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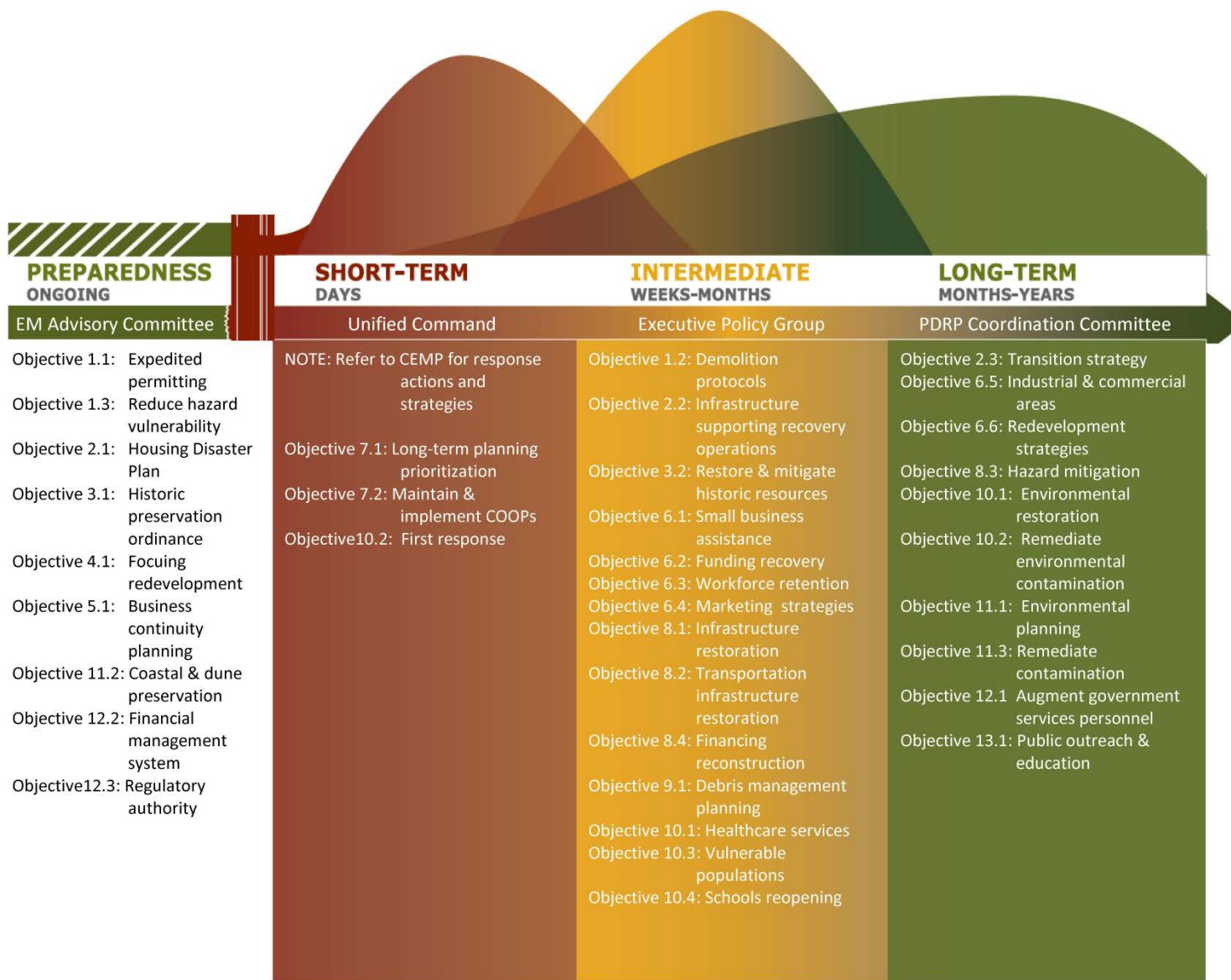
## Action Plan and Action Matrices

This Action Plan details goals, objectives, and actionable items to implement the PDRP both in the pre- and post-disaster environment. These elements were identified by the workgroups during the course of the PDRP planning process. Each task is assigned to a primary agency responsible for coordination of the task and supporting agencies assigned to provide technical support and/or resources to implement the task. Some tasks will be ongoing preparedness activities that the jurisdictions should implement to ensure operational readiness. Many tasks are designed for implementation in the post-disaster environment.

Figure 4-1 is a brief overview of the universe of actions, which may be implemented in the preparation, immediate response, short-term recovery, and long-term recovery phases of a disaster. The graphic illustrates that many actions which are commenced in the recovery activation (response) phase will continue into the later phases, while others should be implemented as soon as conditions warrant. The figure is a general decision-making support tool to support the development of incident specific, detailed recovery action plans.

Priorities are relative and may be adjusted over time as socio-economic and political factors within the community change. The post-disaster environment may affect the level of priority for individual goals, objectives, and tasks. During the annual plan update process, each task should be re-evaluated in terms of level of completion, level of relevance to the community, and ongoing need.

Timeframe Overview for Action Plan



## COMMUNITY REDEVELOPMENT (Land Use, Housing, and Historic Preservation)

*Goal 1: Expedited Reconstruction: Expedite safe structural repairs through efficient permitting process, public education, and regulatory policies which support public safety.*

		Lead Organization	Supporting Organizations
<b>Objective 1.1</b>	<p><b>Expedited Permitting:</b> Develop regulatory authority and additional capability to expedite and streamline the post-disaster permitting process which guides the repair, restriction, and rebuilding of damaged or destroyed structures following a major catastrophic incident.</p>	<p>SLC Planning and Development Services Department</p>	<p>Fort Pierce Building Department, Fort Pierce Planning Department, Port St. Lucie Planning Department, SLC Housing and Community Services Department, Fort Pierce Redevelopment Agency, Port St. Lucie Community Development, County/City Attorney Offices</p>

- TASKS**
- 1.1.1. *Planning:* Develop a strategy to categorize and prioritize the permitting process post-disaster and incorporate thresholds and a regulatory mechanism for activation of the revised permitting process. Incorporate emergency permitting measures in the post-disaster redevelopment ordinance on other regulatory tool deemed appropriate.
  - 1.1.2. *Evaluate Impacted Area:* Prioritize the evaluation of the affected areas, determine types of uses, areas to prioritize for permitting processes, and level of event/disaster. Revise ordinances and other regulatory processes to accommodate post-disaster conditions within the permitting environment including the need to revise fee assessments for homes and businesses, inspection fees, disaster housing placement and permitting, and others.
  - 1.1.3. *Fee Study:* Conduct a fee study including post-disaster elements and determine economic feasibility of modifying permitting fees.
  - 1.1.4. *Augment Staffing:* Augment staffing to meet additional capacity needs. Develop guidance criteria for emergency permitting support personnel that may respond from outside the county under mutual aid or other pre-arranged agreement. Reactivate and update an emergency procurement contract for private contract permitting services to be used in the event of a catastrophic disaster when local resources become overwhelmed. Develop agreements with other government jurisdictions that would most likely be outside the impact area to provide permitting support. Cross train other county staff (i.e. code enforcement, planning) to assist with permitting; consider development of an emergency staffing procedure. Coordinate with community resources to identify inspection resources and provide advanced training.

- 1.1.5. *Non-conforming uses/structures:* Identify the number and location of non-conforming structures and uses. Identify necessary strategies to bring non-conforming structures and uses into compliance. As necessary, evaluate revisions of the current ordinance for non-conforming structures/uses and determine triggers for review in a catastrophic environment; include a process for taking into account cumulative improvements when considering the totality of the damage.
- 1.1.6. *Community Recovery Centers:* Identify temporary satellite/field permitting offices including associated logistical needs in areas of greatest damage. This will require defining the space requirement needs. Explore the possibility of providing this service as part of the FEMA Disaster Recovery Center and/or local Community Recovery Centers.
- 1.1.7. *Public Education:* Develop/Identify outreach pamphlets or other public education tools that explain important building codes to assist residents as they begin repairs. This should include National Flood Insurance Program requirements to rebuild to the current building code if the building is over 50% destroyed.
- 1.1.8. *Contractor monitoring:* Monitor and prevent the work of unlicensed contractors, including the establishment of a process for vetting contractors from outside the area. The goal is to allow only licensed and approved contractors to work within the area. Educate the public about the use of licensed contractors after a disaster.
- 1.1.9. *Augment building supplies:* Create public/private partnerships within the business community to expedite the provision of building supplies after a large-scale disaster. Identify a network of suppliers with manufacturing capabilities outside of the area that can supply building materials into the affected area.
- 1.1.10 Incorporate the existing expedited permitting process for low income County grant funded housing projects according to current HUD income criteria and ensure it is applicable to the post-disaster environment.

<b>Objective 1.2</b>	<b>Demolition Protocols:</b> Remove destroyed homes, which create a threat to public health and safety in the absence of property owners.	Lead Organization	Supporting Organizations
		SLC Planning and Development Services Department	Fort Pierce Building Department, Fort Pierce Planning Department, Port St. Lucie Planning Department, SLC Housing and Community Services Department, Fort Pierce Redevelopment Agency, Port St. Lucie Community Development, County/City Attorney Offices, Department of Health, City/County Historic Preservation Departments

**TASKS**

- 1.2.1 *Identify dangerous structures:* Develop a process to efficiently identify destroyed structures that create a public safety hazard in the absence of private property owners.
- 1.2.2 *Notification and Removal:* Develop regulatory authority to rapidly evaluate, notify, and remove destroyed structures which create a threat to public safety.
- 1.2.3 *Emergency Procedures:* Develop an emergency ordinance to provide regulatory authority to remove unsafe structures when property owners cannot be located.
- 1.2.4 *Identification of Grant Sources:* Utilize approved grant funds and/or other funding sources to demolish dangerous structures.

<b>Objective 1.3</b>	<b>Reduce Hazard Vulnerability:</b> Encourage mitigation of damaged residential structures and provide public outreach regarding building repair requirements and hazard mitigation techniques to residents and builders.	Lead Organization	Supporting Organizations
		SLC Planning and Development Services Department, City Planning Departments	Fort Pierce Redevelopment Agency, Fort Pierce Historic Preservation, Code Enforcement, Treasure Coast Builders Association, Fort Pierce Building Department, Solar Energy and Loan Fund

**TASKS**

- 1.3.1 *Hazard Mitigation Incentives:* Propose taxation incentives and fiscal policies that encourage mitigation to the elected body. Develop fiscal policies and potential grant fund opportunities that encourage mitigation, energy efficiency, and green building strategies.
- 1.3.2 *Targeted Public Education:* Target hazard prone areas (e.g. storm surge area, mobile home parks, flood zones) with severe damage for safe reconstruction information. Consider employing the existing hurricane house to reinforce public outreach strategies (add to 4-27 – Goal 13).
- 1.3.3 *Outreach to Professionals:* Educate construction professionals and real estate professionals to gain support of hazard mitigation through land use policies.
- 1.3.4 *Funding Residential Hazard Mitigation:* Identify local strategies and funding sources to assist residents in retrofitting their homes to be more disaster resistant including the Residential Construction Mitigation Program.
- 1.3.5 *Manufactured Homes:* In compliance with the Housing Disaster Plan (2006), implement actions to reduce and protect

manufactured homes utilized as primary residences.

**Goal 2: Provide disaster housing for displaced residents, workers, vulnerable populations, and volunteers.**

<b>Objective 2.1</b>	<p><b>Housing Disaster Plan:</b> In accordance with state guidance, update the Housing Disaster Plan to address local resources, needs, and redevelopment goals.</p>	Lead Organization	Supporting Organizations
		SLC Housing and Community Services Department	Fort Pierce Redevelopment Agency, SLC Emergency Management Department, Port St. Lucie Community Services Department, Fort Pierce Housing Authority

**TASKS**

- 2.1.1 *Housing Disaster Plan:* Using the State of Florida guidance developed in 2011, update the Housing Disaster Plan (2006), which ensures that post-disaster housing strategies are consistent with long-term visioning plans, and the full range of short term/disaster housing resources are identified in Appendix II and III of the SLC Housing Disaster Plan (to include recreational vehicle parks, mobile home parks, vacant public and private lands, existing Development of Regional Impact (DRI), and others).
- 2.1.2 *Regulatory Policy:* Evaluate regulatory authority, and implementation procedures for on-site temporary housing on private residential lots, existing mobile home parks, Recreational Vehicle Parks, and temporary group housing sites. Policies should balance the need for disaster housing and economic impact. Incorporate strategies for additional staffing and operational resources to review and process residential and commercial applications, conduct inspections, issue permits, and enforce building codes.
- 2.1.3 *Vulnerable population and workforce housing:* Plan housing for vulnerable populations, persons with functional needs, and the workforce.
- 2.1.4 *Group housing:* Develop a process to include criteria for the selection of temporary group housing sites.
- 2.1.5 *Transportation:* Identify temporary housing opportunities near transit corridors by cross referencing transit corridors with vacant properties.

← →	<b>Infrastructure Supporting Recovery Operations:</b>	Lead Organization	Supporting Organizations
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	<p>Ensure temporary recovery uses are consistent with future land uses, maximize temporary infrastructure installations, and address local priorities.</p>	<p>SLC Planning and Development Services Department</p>	<p>Fort Pierce Building Department, Fort Pierce Planning Department, Port St. Lucie Planning Department, SLC Housing and Community Services Department, Fort Pierce Redevelopment Agency, Port St. Lucie Community Development, County/City Attorney Offices, FPUA, Fort Pierce Engineering and Utilities Authority, SLC Public Works Department, Port St. Lucie Public Works and Utilities</p>
<p><b>TASKS</b></p>			
<p>2.2.1 <i>Regulatory Requirements:</i> Evaluate regulatory processes and develop thresholds to accommodate infrastructure improvements needed to support disaster housing.</p> <p>2.2.2 <i>Site Plan Projects:</i> Encourage planned development conditions that allow temporary emergency housing for up to 18 months and may accommodate infrastructure support needs in appropriate areas.</p> <p>2.2.3 <i>Residential Associations:</i> Develop regulatory policies and incentives for new homeowner and neighborhood associations' covenants. These should include disaster housing and hazard mitigation measures. (Pre-Disaster)</p> <p>2.2.4 <i>Housing in Vulnerable Priority Geographic Areas:</i> Identify disaster housing strategies for critical priority redevelopment areas. Focus strategies on the CRA and vulnerable "areas of opportunity" prioritized for growth and revitalization. (Pre-Disaster)</p> <p>2.2.5 <i>Community Engagement:</i> Convene the Community Redevelopment Workgroup to host charettes and similar community engagement forums with local residents that live in high hazard areas. The goal is to prioritize redevelopment strategies and build community consensus. (Pre-Disaster and Post-Disaster)</p> <p>2.2.6 <i>Support New Development:</i> Evaluate the need for infrastructure support (transit routes, water, and sewer) and community services to address temporary and new housing and employment redistribution after a disaster.</p>			
<p><b>Objective 2.3</b></p>	<p><b>Transition Strategy:</b> Establish guidelines and support transition strategies assisting survivors to becoming self-reliant.</p>	<p>Lead Organization</p>	<p>Supporting Organizations</p>



		SLC Housing and Community Services	County and municipal housing and permitting departments
<b>TASKS</b>			
<p>2.3.1 <i>Special Needs Populations and Functional Needs Support:</i> Develop strategies to ensure successful outreach to special needs populations (language barriers, disabilities, elderly, other).</p> <p>2.3.2 <i>Social Service Agencies:</i> Support the social service agencies, through coordination with Safer St. Lucie, to continue service delivery and expand their capabilities to meet the transitional needs of survivors.</p> <p>2.3.3 <i>Reconstruction of Affordable Homes:</i> Working with the Safer St. Lucie, identify strategies to support reconstruction of affordable homes (reference Housing Disaster Plan (2006). Identify potential grant funding sources and strategies to educate the public on the availability of these funds.</p> <p>2.3.4 <i>Transition Planning:</i> Evaluate current and/or develop regulatory policies that would encourage efficient transition from temporary housing to permanent housing.</p>			
<b>Goal 3: Preserve, conserve, and restore historic resources in the aftermath of a large-scale disaster.</b>			
<b>Objective 3.1</b>	<b>Historic Preservation Ordinance:</b> Within the historic preservation ordinance incorporate post-disaster redevelopment strategies.	Lead Organization	Supporting Organizations
		SLC Planning and Development Services Department	Fort Pierce Planning Department, Historic Preservation Board, Local historic organizations, Port St. Lucie Historical Society
<b>TASKS</b>			
<p>3.1.1 <i>Update Ordinance:</i> Evaluate Land Development Regulations to support historic preservation. (Pre-Disaster)</p> <p>3.1.2 <i>Inventory:</i> Develop inventory of historically sensitive resources (historic properties, buildings, cemeteries) with contact information. (Pre-Disaster)</p> <p>3.1.3 <i>Mitigation:</i> Use hazard mitigation measures to reduce vulnerability of historic structures in accordance with allowable historic</p>			

<p>construction materials and practices, as detailed in <u><i>Disaster Mitigation for Historic Structures: Protection Strategies Guidebook</i></u>.</p>			
<b>Objective 3.2</b>	<p><b>Restore and Mitigate Historic Resource:</b> Evaluate and develop strategies to restore and preserve the historical assets within the community.</p>	Lead Organization	Supporting Organizations
		<p>SLC Planning and Development Services Department</p>	<p>Fort Pierce Planning Department, Historic Preservation Board, Local historic organizations, Port St. Lucie Historical Society</p>
<b>TASKS</b>			
<p>3.2.1 <i>Technical Assistance:</i> Establish communication between local historic preservation community experts and the respective Building Services Departments to provide expertise in maintaining historic assets. Develop strategies to salvage historical resources including rare historic building materials, artistic details, documents, and artifacts. Identify options to avoid demolition.</p> <p>3.2.2 <i>Damage Assessment:</i> After the disaster, conduct a comprehensive damage assessment of historic resources. Include historic preservation experts in damage assessment teams.</p> <p>3.2.3 <i>Secure Damaged Assets:</i> Stabilize and secure publicly owned damaged historic assets to prevent additional deterioration in the immediate aftermath of the disaster.</p> <p>3.2.4 <i>Public Education:</i> Develop educational resources for historical property owners detailing repair and rehabilitation methods.</p>			
<b>Goal 4: Identify Priority Areas for Redevelopment</b>			
<b>Objective 4.1</b>	<p><b>Focusing Redevelopment:</b> Develop strategies to prioritize redevelopment areas and financial incentives for businesses based on long-term strategic vision CRAs.</p>	Lead Organization	Supporting Organizations
		<p>SLC Community Development</p>	<p>Municipal Planning and building departments, FPRA, Public Works and Engineering, Fort Pierce Engineering and Transportation</p>

**TASKS**

- 4.1.1 *Integrate Plans:* Update CRA plans to reference and integrate PDRP priority redevelopment strategies.
- 4.1.2 *Technical Support:* Establish CRA liaison post-disaster for technical support and enhanced coordination between the CRAs, the cities, and the County.
- 4.1.3 *Infrastructure Assessment:* Establish criteria, policies, and monitoring systems to trigger the evaluation of enhanced infrastructure reconstruction (e.g. bury power lines). Triggers may include level of damage, geographic location, cost, and availability to obtain necessary right of way and estimated time of utility outage, number of customers on prolonged outages, including possible alternative utility supplies (water, power, communication) for critical facilities in the area of outage.
- 4.1.4 *Land Use Considerations:* Identify and evaluate highly vulnerable areas for possible land use density reduction policies and/or avoidance of density increases. The reduction should enhance community resilience. Coordinate this evaluation with the County and municipal planning departments. Identify possible trigger thresholds for implementation of density reduction policies.
- 4.1.5 *Vulnerable Areas:* Identify parcel acquisition opportunities in high hazard areas that would allow conversion to open space and/or recreation lands. Prioritize areas with high level of disaster related damage.
- 4.1.6 *Development Tools:* Develop and implement post-disaster flexible post-disaster policies to redistribute densities. Establish emergency regulatory power to the elected body to regulate land use decisions related to density relocation throughout the county.
- 4.1.7 *Integrate Existing Vision:* Continually identify geographic areas to prioritize reconstruction utilizing existing visions within the Comprehensive Plan, Community Redevelopment Area Plans, historic preservation strategies, economic redevelopment strategies, and others.

**ECONOMIC REDEVELOPMENT**

*Goal 5: Support Business Preparedness Activities*

<b>Business Continuity Planning:</b>	Lead Organization	Supporting Organizations
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<p>Develop strategies to support the business community with pre disaster business continuity and recovery planning.</p>	<p>SLC Chamber of Commerce</p>	<p>SLC Economic Development Council, Indian River State College, Realtors Association, Builders Association, Workforce Solutions, Small Business Development Center, Fort Pierce Downtown Business Association, Main Street Fort Pierce, Inc., Lincoln Park Main Street</p>
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- TASKS**
- 5.1.1 *Gap Analysis:* Identify weaknesses in business preparedness and continuity planning in the local business community.
  - 5.1.2 *Training Tools:* Establish or identify a diversity of public education tools to provide knowledge, and lend technical expertise in the preparation of business continuity plans including online business continuity information to assist business owners with plan creation, business continuity planning workshop, and business outreach materials. Promote the use of FEMA’s PS-Prep™ Program. Consider targeted outreach through flyer inserts with license renewal notices. Integrate a diversity of service delivery methods to meet post-disaster recovery needs within continuity of operations plans.
  - 5.1.3 *EOC Transition:* Assess the capacity and ability for Local Chambers of Commerce to provide support to the local Emergency Operations Centers through Emergency Support Function (ESF) 18. During long-term redevelopment transition this function to be active in staffing Business Recovery Centers in the field and supporting the range of business redevelopment strategies.
  - 5.1.4 *Large Business Support:* Pre-identify and engage larger, core businesses and national conglomerates (e.g. Office Depot) that have potential resources to assist small businesses and greater community economic redevelopment effort.
  - 5.1.5 *Information Sharing:* Develop a process to collect and distribute information to the business community including identification of contact information for businesses within the community (i.e. directory), methods of communication (phone, fax, alert systems), and roles of supporting agencies. Collaborate with Chamber of Commerce to outreach and support businesses. Develop and maintain information sharing network for pre-incident notification and warning, and post-disaster information distribution and assistance.
  - 5.1.4 *Expedited Permitting:* Evaluate the need, cost-benefit, and political will to implement expedited permitting for businesses repairs/reconstruction. In collaboration with the Community Redevelopment Workgroup, develop a process and criteria to “triage” the reopening of businesses, to include streamlining the permitting process for businesses and prioritizing businesses in areas of greatest need.

**Goal 6: Coordinate and implement post-disaster initiatives to support the recovery and survivability of locally**

impacted businesses.			
Objective 6.1	<p><b>Small Business Assistance:</b> Implement post-disaster business assistance programs to promote continued business operations.</p>	Lead Organization	Supporting Organizations
		SLC Chamber of Commerce	SLC Economic Development Council, Indian River State College, Realtors Association, Builders Association, Workforce Solutions, Small Business Development Center, Fort Pierce Downtown Business Association, Main Street Fort Pierce, Inc., Lincoln Park Main Street, Traditions Center for Innovation, Treasure Coast Research Park, Port of Ft. Pierce, St. Lucie County International Airport
TASKS			
<p>6.1.1 <b>Transition from Emergency Support Function 18:</b> Enhance CEMP to include Emergency Support Function 18 (ESF 18): Business, Industry and Economic Stabilization. Delineate roles and responsibilities during response, short-term, and transition to the post-disaster long-term recovery. Establish Emergency Support Function 18 (ESF 18) within the Emergency Operations Center to facilitate information gathering, coordinating needs assessment, and dissemination among the business community and with public-private partnerships within the immediate response phase.</p>			
<p>6.1.2 <b>Impact Assessment and Re-opening:</b> Develop and implement a program for business owners and staff to assess post-disaster businesses losses and long-term economic impacts.</p>			
<p>6.1.3 <b>Activate Business Assistance Centers (BACs):</b> Develop and implement Business Assistance Center(s) where public and private organizations can coordinate post-disaster business assistance and information distribution activities. Develop a procedure and supporting organization for the implementation and activation of Business Assistance Centers to provide information, technical assistance, workforce, and contract referrals in the aftermath of a disaster in the following areas:</p>			
<p>6.1.3.1 <b>Staffing Business Assistance Center:</b> Identify roles for various public, private, nonprofit organizations, and volunteers to assist in the implementation of the BAC. This may include providing technical assistance in SBA loan application process, notify businesses of available assistance, locating vacant office space, referral for recovery related opportunities.</p>			
<p>6.1.3.2 <b>Business Communication Assistance:</b> Support the temporary communications needs for locally impacted business</p>			

such as phones, internet access, network access, and employee communication. Employ social media, such as Twitter, Facebook, and YouTube to assist businesses in communication efforts in the post-disaster environment.

6.1.3.3 *Promote Local Businesses*: Identify locally available business resources and services to promote and refer the use of local businesses in the recovery process. Promote the diversification and alternative service delivery opportunities of local businesses and workers to meet recovery needs.

6.1.3.4 *Establish Networks*: Access locally available databases detailing key and essential business and key points of contact. Develop a “business to business” network in which businesses can exchange information about suppliers, vendors, and other available resources to other business owners.

6.1.3.5 *Refer Resources*: Refer locally available alternate locations, equipment, and supplies for local businesses. Identify and maintain inventory of alternate locations for temporary business uses which include communications capabilities.

6.1.3.6 *Business Referral*: Identify and provide referral to large businesses that have potential resources to assist small businesses; pre-establish MOUs or other agreements for post-disaster activation and implementation.

<b>Objective 6.2</b>	<b>Funding Recovery:</b> Identify post-disaster funding resources for business recovery.	Lead Organization	Supporting Organizations
		SLC Chamber of Commerce	SLC Economic Development Council, Indian River State College, Realtors Association, Treasure Coast Builders Association, Workforce Solutions, Small Business Development Center, Fort Pierce Downtown Business Association, Main Street Fort Pierce, Inc., Lincoln Park Main Street, Traditions Center for Innovation, Treasure Coast Research Park, Port of Ft. Pierce, St. Lucie County International Airport

<b>TASKS</b>	
6.2.1	<i>Information Distribution</i> : Develop and distribute a list of federal, state, and local funding sources for businesses, to be included on future business continuity website. Identify designated phone numbers, application centers, and websites where information on the program and applications will be available.
6.2.2	<i>Bridge Loans</i> : Assist with short-term financial assistance by coordinating, administering, and providing technical assistance

<p>with bridge loans including the Enterprise Florida Business Bridge Loan Program. Identify banks and financial institutions willing to make bridge loans including agriculturally friendly sources.</p> <p>6.2.3 <i>Other Funds:</i> Identify commercial loans, foundations, and corporate philanthropic sources that may be potential sources of funding for both pre- and post-disaster business needs.</p> <p>6.2.4 <i>Insurance Services:</i> Coordinate with insurance companies to facilitate adjustor's access to damaged areas.</p> <p>6.2.5 <i>Workforce Grants:</i> Utilize National Emergency Grant funding to support reemployment activities and assist the local workforce and businesses with recovery, funding for temporary workers.</p>		
<p><b>Objective 6.3</b></p>	<p><b>Workforce Retention:</b> Foster the retention and diversification of the local workforce to meet post-disaster redevelopment needs.</p>	<p>Lead Organization</p>
		<p>Supporting Organizations</p>
<p><b>TASKS</b></p> <p>6.3.1 <i>Planning:</i> In coordination with <b>Workforce Solutions</b>, create a business consortium to support disaster preparedness and post-disaster recovery coordination. Identify strategies and assistance for potential workforce support, which may include housing, supplies, cots, bedding supplies, toiletries, and childcare.</p> <p>6.3.2 <i>Recruit workforce:</i> Establish a process for developing a pool of known resources that are within the county and which resources businesses can supply. Identify methods for capturing the skills and staff needed by businesses. Identify ways to recruit staff. Expand ongoing efforts with current staffing organizations to use their resources to attract workforce in the post-disaster environment.</p>		

- 6.3.3 *Workforce Training:* Develop processes and procedure to conduct post-disaster skills assessment and placement to support recovery efforts. Develop strategies to extend outreach resources to attract people who need training.
- 6.3.4 *Workforce Transportation:* Identify strategies and resources for workforce transportation throughout the county. Coordinate with Health and Social Services to identify strategies for workforce transportation throughout the region. Strategies may include new public transportation configurations, MOUs (or enhance existing ones) among various transportation entities, and pre-arranged agreements with entities outside the area for additional vehicles and equipment.
- 6.3.5 *Workforce Housing:* Develop a process to provide referral for viable short-term housing through agreements with hotel or contractors on call. Establish procedures for the placement of temporary housing units on commercial property for onsite employee housing. Procedures may include opportunities to expedite or pre-permit where possible.
- 6.3.6 *Job Placement:* Enhance capabilities of workforce development centers as a resource for job skills matching and as a tool for displaced workforce to find alternative work.

<b>Objective 6.4</b>	<b>Marketing Strategies:</b> Coordinate post-disaster marketing strategies and information sharing to reestablish the local economy, business interests, and tourism.	Lead Organization	Supporting Organizations
		Tourism Development Council	SLC Chamber of Commerce, SLCTV, Public Information Officers from County and Cities, private media outlets, local newsletters, Marine Industries Association, Transportation Planning Organization
<b>TASKS</b>			
6.4.1 <i>Business Retention:</i> Identify and develop strategies for business retention and expedite a process for attracting new businesses or incentives for re-investing and rebuilding.			
6.4.2 <i>Marketing Campaign:</i> Develop a strategy for a unified marketing campaign to ensure consistent media messages and images are being broadcast to the community and potential visitors and businesses wishing to come to St. Lucie County.			
6.4.3 <i>Promote Local Business:</i> Develop a promotional campaign to “buy local” to support local vendors for all supplies. Feature local companies in ad campaigns, particularly businesses helping each other.			
6.4.4 <i>Local Events:</i> Promote and resume local annual events and festivals as part of community recovery.			
6.4.5 <i>Promote Tourism:</i> Establish targeted marketing strategies to reach the local and regional tourism markets as recovery is near completion.			
<b>Activity</b>		Lead Organization	Supporting Organizations
		Economic Development	SLC Economic Development



<p><b>Industrial and Commercial Areas:</b> Promote enhanced redevelopment opportunities of industrial and commercial land areas.</p>	<p>Council</p>	<p>Council, Indian River State College, Realtors Association, Treasure Coast Builders Association, Workforce Solutions, Small Business Development Center, Fort Pierce Downtown Business Association, Main Street Fort Pierce, Inc., Lincoln Park Main Street, Community Redevelopment Agencies, SLC Health Department, Transportation Planning Organization, Port of Ft. Pierce, St. Lucie County International Airport, Infrastructure Workgroup, Community Redevelopment Workgroup</p>
<p><b>TASKS</b></p> <p>6.5.1 <i>Focus Economic Development:</i> Identify focus areas for economic redevelopment opportunities such as CRAs. Assign a focus team to oversee long-term redevelopment within these areas. Emphasize regional strategic planning goals to focus on enhancing areas of economic opportunity. These districts are in a position for regional access, expansion, and local job opportunities. These may include:</p> <ul style="list-style-type: none"> <li>• the Regional Workplace Districts identified in the 2035 Regional Long Range Transportation Plan</li> <li>• areas along the I-95 and Turnpike corridors including the TCERDA area,</li> <li>• the Crossroads Park of Commerce,</li> <li>• the existing Rinker and Tropicana facilities along Glades Cut-off Road</li> <li>• the LTC Ranch Commerce Park: St. Lucie West Commerce Park</li> <li>• Torrey Pines Institute south of Tradition</li> <li>• Gatlin Boulevard.</li> </ul> <p>6.5.2 <i>Improve Infrastructure:</i> Implement infrastructure and facility improvements in collaboration with the business community to extend infrastructure (particularly water and sewer) to the east side of the county in the industrial land area and within the identified Regional Workplace Districts (2035 Regional Long Range Transportation Plan) in order to promote business development in that area.</p>		

- 6.5.3 *Higher density and mixed uses*: Provide incentives for higher density and mixed uses guiding acquisition of parcels. Work with realtors to identify acquisition opportunities in cases where the local owner is not interested in redeveloping with focus on Downtown Districts, Neighborhood Commercial Districts, and the US 1 Development Corridors.
- 6.5.4 *Streamline priority areas of opportunity*: Work with local regulatory agencies to develop emergency ordinance to streamline permitting process, reduce fees, and/or create blanket/simplified permits for basic repairs or exceptions for repairs within these areas of opportunities. Working with the Infrastructure and Facilities Workgroup, identify and evaluate areas with operational infrastructure that can support the expeditious reopening of businesses and potential relocation of businesses.

<b>Objective 6.6</b>	<b>Redevelopment Strategies:</b>	Lead Organization	Supporting Organizations
	Encourage redevelopment strategies within the private sector that support a more resilient and sustainable economic sector.	Treasure Coast Builders Association	Solar Energy Loan Fund, UF Agricultural Extension Agency, Community Redevelopment Workgroup

**TASKS**

- 1.1.1. *Local Mitigation Strategy Planning Process*: Enhance the participation of the private sector within the local mitigation strategy planning process.
- 1.1.2. *Technical Assistance*: Provide technical assistance to businesses during reconstruction on how they might build their businesses more disaster resilient and employ processes that enhance survivability and sustainability.
- 1.1.3. *Opportunities to enhance infrastructure support to vital business community centers*: Integrate post-disaster opportunities to enhance infrastructure support to vital business community sectors, such as transportation, communication, water, stormwater, etc.
- 1.1.4. *Redevelopment in vulnerable areas*: Reduce redevelopment in vulnerable areas.

**INFRASTRUCTURE AND FACILITIES**

**Goal 7: Assess, prioritize, and restore vital priority governmental services**

<b>Objective 7.1</b>	<b>Long-term Planning Prioritization:</b>	Lead Organization	Supporting Organizations
	Conduct and document immediate and ongoing assessments of critical infrastructure, facilities, and the ability to deliver governmental services.	County Engineer / Public Work Director	Public Works Departments, Engineering, Roads and Bridges, Traffic, Fleet Management, Storm Water Section, South Florida

Water Management District, Facilities Management, County Parks, Recreation and Facilities Department, Development Services Departments, Utilities Departments, Water Control Drainage Districts (2), Florida Department of Transportation Bridge Inspection Program, Pavement Management Program.

**TASKS**

- 7.1.1 *Assessment Methodology:* Develop standardized methodology for prioritizing damaged critical public infrastructure (i.e. based on county’s need and vulnerability analysis). Incorporate methodology into future revisions of the Comprehensive Emergency Management Plan (CEMP) and/or the PDRP. Include asset management tools such as bridge inspection reports, drainage maintenance logs, Automated Roadway Analyzer (ARAN); and others.
- 7.1.2 *Staffing assignment:* Identify, train, and exercise internal personnel to rapidly and efficiently conduct an immediate rapid impact assessment, damage assessment for Public Assistance required by the Federal Emergency Management Agency (see the St. Lucie County Comprehensive Emergency Management Plan Recovery Annex), and ongoing assessment of the recovery process. Establish pre-arranged contracts for specialized technical skills required to assess critical infrastructure assets and critical equipment that may be needed to support the assessment process.
- 7.1.3 *Mitigation Opportunities:* Throughout the assessment process, identify critical infrastructure mitigation project opportunities, which may be identified in the Local Mitigation Strategy’s Project Prioritization List, the county and/or city Capital Improvement Plans, the long-range transportation strategy, and/or Comprehensive Plan. Coordinate with owners of privately owned critical infrastructure for incorporation of identified mitigation actions. Develop criteria to prioritize geographic areas for enhancements to infrastructure and facility redevelopment. Develop maps indicating flood prone areas. Such criteria may include the identification of older communities with buildings predating the new building code (1994).
- 7.1.4 *Permitting Authority:* Develop a procedure for temporary cell tower permitting to ensure continued communication capabilities, which may be reduced by a catastrophic event due to damage to permanent structures and/or increased demand on the system by users. Incorporate protocols within the preliminary damage assessment process.

↔ -- > **Maintain and Implement COOPs:**

Lead Organization

Supporting Organizations

	Implement Continuity of Operations Plan for immediate critical service delivery.	Emergency Management Department	Facilities Department (City/County) Information Technology Department
<b>TASKS</b>			
<p>7.2.1 <i>Prioritize Critical Government Services:</i> Develop a critical service prioritization policy that will support the local leadership in reprioritizing critical local government services in the post-disaster environment. Evaluate the COOP Plans for a listing of critical services and priority policies.</p> <p>7.2.2 <i>Planning:</i> Develop plans, train personnel, and exercise Continuity of Operations Plans for all essential governmental services within the jurisdiction. (pre-disaster)</p> <p>7.2.2.1 Maintain continuity of operations plans for constitutional offices with critical functions that detail mission essential functions of the office and detail a concept of operations of governmental continuity, including Clerk of Courts, Property Appraiser, Sheriff’s Office, Supervisor of Elections, and Tax Collector.</p> <p>7.2.3 <i>Implement COOPs:</i> In the event of major facility damage and under the direction of the Post-Disaster Redevelopment Coordination Committee, activate the appropriate Continuity of Operation Plans for the continuity of governmental services.</p>			
<p><b>Goal 8: Develop strategies to rebuild a more efficient infrastructure system within identified areas of opportunity, priority redevelopment areas, and/or focused areas of economic redevelopment.</b></p>			
<b>Objective 8.1</b>	<p><b>Infrastructure Restoration:</b> Evaluate, prioritize, and reconstruct utility infrastructure and facilities with priority areas of opportunity to be more disaster resistant, sustainable, and green.</p>	Lead Organization	Supporting Organizations
		City/ County Engineer and Public Works Director	City and County Public Works Departments, Engineering, Roads and Bridges, Traffic, Fleet Management, Storm Water Section, South Florida Water Management District, Facilities Management, County Parks, Recreation and Facilities Department, Development Services Departments, Utilities Departments, Water Control Drainage Districts (2)

**TASKS**

- 8.1.1 *Identify Areas of Opportunity:* Establish criteria and identify severely damaged areas of aging infrastructure. These may include areas that operate below service levels, and/or have historical infrastructure concerns commercial areas, industrial areas, and areas with buildings predating the new building code. Develop Geographic Information System based maps to detail these areas.
- 8.1.2 *Setting Reconstruction Priorities:* Prioritize and coordinate reconstruction efforts in accordance with the established methodology. Focus on Areas of Opportunity and consider redevelopment priorities, needs of critical business members, reopening of schools, and access to critical governmental services.
- 8.1.3 *Potable Water Enhancements:* Post-disaster, expand the capacity of reverse osmosis plants in St. Lucie County and the City of Fort Pierce while maximizing external funding opportunities. Connect private water wells to the centralized potable water systems and expand plants as feasible. Develop Geographic Information System based maps to detail these areas.
- 8.1.4 *Stormwater Management Enhancements:* Identify properties for public acquisition in order to augment retention within floodprone areas. Reference the applicable storm water master plans. Develop geographic information based maps to detail and prioritize these areas.
- 8.1.5 *Waste Water Management Enhancements:* Coordinate between the City of Fort Pierce and St. Lucie County to convert septic systems on the waterfront and within sensitive habitats to centralized system. Develop Geographic Information System based maps to details these areas.
- 8.1.6 *Infrastructure Supporting Economic Development:* Implement infrastructure and facility improvements, in collaboration with the business community, to extend infrastructure capacity (particularly water and sewer) to the east side of the county in the industrial land area. Coordinate with the EDC and County Economic Development to promote business development in these areas. Consider mapping these areas for ease of post-disaster implementation.
- 8.1.7 *Aligning Residential and Infrastructure Redevelopment Priorities:* Within Areas of Opportunity and other priority redevelopment areas, temporarily reprioritize (delay) residential reconstruction permits in order to evaluate comprehensive community redevelopment and substantial upgrades of the utility infrastructure among all public, private, and nonprofit organizations.
- 8.1.8 *Energy Efficiency and Natural Gas Connectivity:* Identify strategies countywide to enhance energy efficiency and the use of alternative energy sources. Expand additional natural gas lines and allow for additional connectivity when feasible. Develop Geographic Information System based maps to detail these grids.

<b>Objective 8.2</b>	Lead Organization	Supporting Organizations
	St. Lucie Transportation Planning Organization	City and County Public Works Departments, Engineering,

**Transportation Infrastructure Restoration:** Evaluate and prioritize the permanent restoration of transportation infrastructure throughout the county ensuring regional coordination.

Roads and Bridges, Traffic, Fleet Management, Storm Water Section, South Florida Water Management District, Facilities Management, County Parks, Recreation and Facilities Department, Development Services Departments, Utilities Departments, Water Control Drainage Districts (2)

**TASKS**

- 8.2.1 *Identify Areas of Opportunity:* Establish criteria and identify severely damaged areas of aging transportation infrastructure. Incorporate areas which operate below service levels, and/or have historical transportation infrastructure concerns within commercial areas, industrial areas, and areas with buildings predating the new building code.
- 8.2.2 *Setting Reconstruction Priorities:* Prioritize and coordinate reconstruction efforts in accordance with the established methodology with focus on Areas of Opportunity. Evaluate traffic access priorities based on redevelopment, needs of critical business members, reopening of schools, and access to critical governmental services. When setting priorities for roadways, the Infrastructure Workshop should also evaluate uses of the roadways and traffic flow in the affected area based on the level of damage. Other considerations include what is planned for future use and was the project already a redesign priority. (i.e. CIP implementation is underway).
- 8.2.3 *Enhance Transit System:* Identify and prioritize areas of the county's transit system for opportunities to upgrade and increase mass transit capabilities by integrating intermodal transportation systems as detailed in the 2035 Regional Long Range Transportation Plan from the TPO and the City of Fort Pierce's Strategic Plan.
- 8.2.4 *Flooded Roadways:* Roads that routinely flood should also be identified, mapped, and prioritized for enhancements during the rebuilding process (e.g. Bell Avenue, Walton Road within the Savannas, Carlton Road among others). Consider the need to elevate roadways to enhance resilience particularly within sea level rise risk areas. Develop Geographic Information System based maps to display priority roadways.
- 8.2.5 *Mitigation of Transportation Infrastructure:* Throughout the reconstruction process, rebuild infrastructure, which is more disaster resistant. For additional information, reference Objective 8.4.

<b>Hazard Mitigation:</b> Identify mitigation opportunities to	Lead Organization	Supporting Organizations
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<p>rebuild infrastructure and facilities more efficient and disaster resilient.</p>	<p>City / County Engineering</p>	<p>Local Mitigation Strategy Committee                  City and County Public Works Departments, Engineering, Roads and Bridges, Traffic, Fleet Management, Storm Water Section, South Florida Water Management District, Facilities Management, County Parks, Recreation and Facilities Department, Development Services Departments, Utilities Departments, Water Control Drainage Districts (2)</p>
<p><b>TASKS</b></p> <p>8.3.1 <i>Incorporate Local Mitigation Strategy and Capital Improvement Plan:</i> The Public Works Departments from the county and cities should identify, and evaluate potential mitigation projects and enhanced infrastructure strategies. Incorporate projects within these documents and integrated within the long-term redevelopment strategy. Roadways, transit, and drainage enhancements should be given a higher level of consideration in the LMS process.</p> <p>8.3.2 <i>Integrate Existing Mitigation Plans and related documents:</i> Review the Local Mitigation Strategy’s Project Prioritization List, the Capital Improvement Plan, and Developments of Regional Impact for pre-identified mitigation projects and mitigation strategies to incorporate in the post-disaster redevelopment process. Consult plans for Developments of Regional Impact for potential infrastructure placement and capacity that can direct and promote repopulation and future growth. Incorporate mitigation, smart growth, and community sustainability into the decision-making process for redevelopment and reconstruction of vulnerable infrastructure.</p> <p>8.3.3 <i>Infrastructure Upgrades or Relocation:</i> Enhance infrastructure including roads, bridges, transit, and storm water system components that are operating below capacity and/or desired service levels. Cross-reference this information with the <i>Local Mitigation Strategy Project Prioritization List</i>. Reevaluate the need to reconstruct infrastructure system, which service structures or dwellings in the flood plain and other highly vulnerable areas that have sustained severe damage such as the wastewater treatment facilities located on Hutchinson Island. Upgrade utility and infrastructure systems within aging and under capacity geographic areas, commercial areas, and industrial areas including Hutchinson Island, the Savannahs between Indian River Drive and the mainland, River walk, and Lakewood Park. Develop Geographic Information System based maps to details these areas.</p> <p>8.3.3.1 Ft. Pierce Utilities will move the Water Reclamation Facility off Hutchinson Island to the Treasure Coast Energy</p>		

Center if opportunity presented itself after a disaster.

- 8.3.4 *Functionally Obsolete Bridges:* Prioritize functionally obsolete bridges primarily in locations identified through consensus of the local jurisdictions that could incorporate mitigation measures against future disasters and/or sea level rise during rebuilding. Develop and maintain a GEOGRAPHIC INFORMATION SYSTEM based map identifying the location of all obsolete bridges. For a map of obsolete bridges within the unincorporated County, see the Appendix<sup>4</sup>.
- 8.3.5 *Potable Water Systems:* Evaluate, prioritize, and absorb small package water treatment plants into the county's centralized water systems when feasible. Develop Geographic Information Systems maps which identify potential geographic areas where these enhancements may be feasible throughout the county and within the municipal jurisdictions.
- 8.1.9 *Storm Water Management / Flood Mitigation:* Identify, prioritize, and evaluate strategies to enhance drainage structures and facilities to minimize problematic flooding areas and/or repetitive loss flooding structures. Incorporate an evaluation of repetitive loss structures. Develop Geographic Information System based maps to details these areas.
- 8.3.6 *Canal Improvements:* Identify and prioritize areas of the canal system that are in need of erosion remediation and/or protection. Identify and prioritize canal banks that need erosion protection in coordination with the Drainage Districts (298 Districts). Develop Geographic Information System based maps to identify these areas.
- 8.3.7 *Alternative Energy:* Integrate alternative and green energy strategies within all Infrastructure and Facility reconstruction efforts such as solar panels on public facilities or energy efficiency strategies promoted through LEED construction standards.
- 8.3.8 *Enhance Fiber Optic Network:* Consistent with current long-term planning goals, identify opportunities to enhance the underground fiber optic network for enhanced communication capability. Incorporate installation of fiber network below ground through all available traditional and non-traditional means in all major underground projects. Develop a long-term strategy countywide for application in the post-disaster environment.
- 8.3.9 *Bury Power lines:* Establish criteria, policies, and monitoring systems to trigger the evaluation of whether power lines should be relocated below ground. Triggers may include level of damage, geographic location of the lines, cost of burial, ability to obtain necessary right of way, estimated time of outages, and number of customers on prolonged outages, including possible alternative power supplies for critical facilities in the area of outage.
- 8.3.9.1 *Ft. Pierce:* The undergrounding of utilities would be done according to a strategic plan, the power lines would remain overhead because that is the fastest way to get power back to the customers in our service area.
- 8.3.10 *Right of Way Acquisition:* Evaluate opportunities to acquire additional public right of way in severely damaged, vulnerable areas in order to provide additional space for upgrades, expansions and enhancements to existing infrastructure systems,

<sup>4</sup> A complete map of the entire county is under development and should be available in the near future.



retention ponds, burying of powerlines, installation of fiber optic connections and others.

8.3.11 *Downgrade use:* Identify highly vulnerable properties and infrastructure components where reconstruction should be prohibited, restricted, or altered and lands converted to less intense uses such as green space, storm-water re-use, or retention. Map and identify flood plain properties.

Objective 8.4	<p><b>Financing Reconstruction:</b> Develop a strategy and criteria to prioritize the use of public funds during the reconstruction process and ensure compliance with all financial documentation requirements.</p>	Lead Organization	Supporting Organizations
		Office of Finance Management and Budget / Finance Director	Clerk of court, Grants Managers, Finance Departments
8.4.1	<p><i>Grants Management:</i> Develop a grants information management process to distribute information among recovery team members. Engage the County's / City Finance Department and the Office of Finance Management and Budget and the County Grant Manager in infrastructure reconstruction decision-making and identify a point person to review grant opportunities and other funding possibilities available post-disaster. Identify points of contact with municipal finance departments for grant coordination between jurisdictions.</p>		
8.4.2	<p><i>Grant Opportunities:</i> Explore creative and innovative opportunities to qualify for, incorporate into reconstruction efforts, and expand community efficiency using such funding mechanisms as green building funds, alternative energy funds, and hazard mitigation funds. Identify grant funds and other funding strategies to support the buy-out of resident relocations from highly vulnerable areas and areas with repetitive losses/damages.</p>		
8.4.3	<p><i>Financial Priorities:</i> Identify strategies, priorities, and criteria, which will be employed to categorize and prioritize financing of reconstruction for roadways, bridges, transit, storm-water, water and other public infrastructure support systems.</p>		
8.4.4	<p><i>Financial Tracking:</i> Develop internal funds tracking procedures to ensure bond funds, external funds, and disaster grants are directed to priority projects, and meet local, state, and federal auditing requirements.</p>		
8.4.5	<p><i>Cost Estimations:</i> Support the Office of Management and Budget by providing cost estimates for the development of project worksheets and applications for the Hazard Mitigation Grant Program and ensure that mitigation is included in the repair of damaged structures through the Public Assistance program.</p>		
8.4.6	<p><i>Bonds:</i> Use bonds as an option to meet grant-matching requirements in order to maintain existing revenues and reserves for necessary expenditures. Identify bonding capabilities for three or more parties and develop a strategy for group bonding if projects overlap jurisdictions. A road bond is already established in St. Lucie County and may be employed post-disaster.</p>		

<b>Goal 9: Remove, store, recycle and dispose of disaster related debris.</b>			
<b>Objective 9.1</b>		Lead Organization	Supporting Organizations
		<p><b>Debris Management Planning:</b> Expedite the emergency clearance, permanent removal, storage of disaster related debris as detailed in the Debris Management Plan.</p>	County Solid Waste Department
<b>TASKS</b>			
<p>9.1.1 <i>Debris Management Plan:</i> Update and enhance existing debris management plans (city/county) and associated procedures to address any of the issues below:</p> <ul style="list-style-type: none"> <li>• Strategies, processes, procedures, and resources to address a major/catastrophic level event and policies incorporated in the Post-disaster Redevelopment Plan including a debris assessment process.</li> <li>• Monitor and remediate environmental or ecosystem damage due to storage of debris such as invasive plant species, contaminated runoff and ground seepage, impacts to sensitive resources and wetlands, and threats to public’s health.</li> <li>• Emergency clearance and debris removal priorities; develop procedures and maps to prioritize removal activities such as identification of critical facilities and infrastructure along private roads in St. Lucie County.</li> <li>• A criteria checklist for potential debris sites to screen pre-use conditions in order to ensure that use is still appropriate and can be restored to pre-use, pre-disaster conditions as required by the Department of Environmental Protection.</li> <li>• Specific procedures to ensure that debris clearance and repairs do not undermine historic, environmental, or agricultural resources.</li> <li>• Continually expand the list of additional landfill sites in the event that current landfill capacity is exceeded as detailed in the Debris Management Plans (city/county); identify financing options (i.e. bonds) for acquisition of additional landfill sites.</li> </ul> <p>9.1.2 <i>Recycling Operations:</i> Implement recycling and reuse strategies, land areas of sufficient capacity that are not environmentally sensitive, and geographically remote to allow a longer timeframe for recycling operations. Evaluate vegetative recycling capacity and systems to ensure systems can meet demand.</p> <p>9.1.3 <i>Advance Agreements:</i> Consider execution of written agreements with private (large) landowners to retain longer-term debris</p>			

storage areas for catastrophic level incidents that exceed current capacity. Within the guidelines of the FEMA pricing schedule and requirements, negotiate the rate in advance in order to avoid costly agreements.

- 9.1.4 *Federal Compliance with Debris Management:* Monitor compliance with the FEMA approved debris plan; coordinate with the Planning and Environmental organizations to ensure there are no negative impacts to the environment or future land use.

## HEALTH AND HUMAN SERVICES

**Goal 10: Health and Human Services: Reestablish the basic community core services to pre-disaster conditions and adjust core services where necessary to accommodate changing needs in the community.**

		Lead Organization	Supporting Organizations
<b>Objective 10.1</b>	<b>Healthcare Services:</b> Restore health and medical services in the aftermath of a disaster to support post-disaster community needs.	Health Department	United Way, Mustard Seed Ministries, St. Lucie County Community Services, New Horizons, Council on Aging, St. Lucie Medical Center; Lawnwood Regional Medical Center, Martin Health Systems, other health service providers as appropriate, including alcohol and drug treatment facilities, 211

### TASK

- 10.1.1 *Preparedness of the Healthcare Community:* Identify existing plans, policies, and procedures among local healthcare organizations and home health care organizations to address long-term recovery challenges including: tracking of patients who have been relocated through the National Disaster Medical System, identification, and provision of homebound patients. Develop a formalized communications plan that details communication methods and networks among organizations that provide health and social services.
- 10.1.2 *Harden Medical Facilities:* Identify both pre-and post-disaster opportunities to harden healthcare facilities throughout the county.
- 10.1.3 *Medical and Mental Health Assessment:* Employ medical and mental health assessment teams to assess the needs of the post-disaster community and coordinate with the unmet needs committee to develop strategies to fill medical and mental healthcare gaps. Conduct hospital assessments to ensure the services they can provide are congruent with the post-event demographic analysis of the population. Use this assessment and the demographic assessment to conduct gap analysis to

identify potential areas for unmet needs or lack of capacity.

- 10.1.4 *Enhance Communication Capability:* Develop strategies and enhance networks to expand the ability of social service agencies to communicate and coordinate health, medical, mental health, and social service needs. Develop a unified information exchange system for collection and processing of data from various information sources regarding unmet needs and case management; develop strategies and processes for dissemination of information to appropriate agencies for action.
- 10.1.5 *Healthcare Facility Information Exchange:* Develop communication processes and systems to share data among health care corporations outside the county. Strategies should consider the collection, analysis and communication of data regarding the potential shift in the dynamics of health care needs of the population following a disaster even so that adjustments for recruitment and retention of medical workforce personnel can be made.
- 10.1.6 *Medical Workforce:* Develop support and incentives to attract and retain medical professionals within the impacted area including commuting to work, temporary housing, and workforce placement. Collaborate with the Disaster Housing Plan committee during the update and revision of the plan to include strategies for medical workforce and volunteer housing.
- 10.1.7 *External Agreements:* Identify, create and/or expand mutual aid agreements that establish a system, roles, and resources both pre-, post-disaster and in long-term recovery environment with area/regional medical facilities and mental health facilities to meet service demands.
- 10.1.8 *Medical Office Space:* Identify the need for vendors to provide onsite office space during reconstruction such as trailer or modular units. Identify partnerships and resources with medical health facilities in various locations where doctors may temporarily move operations until more permanent sites are established.
- 10.1.9 *Medical and Mental Health Referral:* Develop an inventory and referral service for health, medical, and mental health resources that the County can draw upon as needed in the post-disaster environment. Utilize 211 may play to support enhanced communication and coordination between health and social services providers. Identify opportunities to reach the public through 211 and ensure that they receive ongoing accurate, status updates from all health and human services providers.
- 10.1.10 *Public Health Outbreak:* Ensure all epidemiological surveillance, monitoring, communication, and coordination systems are actively monitored and employed to identify and minimize impacts and employ strategies to address public health outbreak.

<b>First Response:</b>	Lead Organization	Supporting Organizations
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	<p>Maintain adequate first response capability to meet the post-disaster community needs.</p>	<p>Emergency Management</p>	<p>Fire Rescue, Sheriff's Office, accessible medical transportation</p>
<p><b>TASKS</b></p> <p>10.2.1 <i>Implement Continuity of Operations Plan:</i> As necessary, implement continuity of operations plans to ensure continued service delivery. Ensure ongoing and active communication on the status of the transition from response to recovery.</p> <p>10.2.2 <i>Redistribution of response resources:</i> Prioritize needs and adequately adjust geographic service areas to meet the life safety community needs in severely impacted communities. Incorporate the possible temporary redistribution of populations within the county and cities due to damaged homes and businesses.</p> <p>10.2.3 <i>Additional supplies and equipment:</i> Activate mutual aid response resources and pre-identify suppliers and vendors of medical equipment and supplies outside of the area and activate contracts upon need.</p>			
<p><b>Objective 10.3</b></p>	<p><b>Vulnerable Populations:</b> Identify, assess, and coordinate public, private, nonprofit resources to meet the unmet needs of vulnerable populations.</p>	<p>Lead Organization</p> <p>United Way</p>	<p>Supporting Organizations</p> <p>Red cross, council on aging, ARC, Safer St. Lucie (will be receiving list)</p>
<p><b>TASKS</b></p> <p>10.3.1 <i>Case Management:</i> Develop a system for long-term disaster case management to evaluate, track and adjust the shifting needs of socially and economically vulnerable populations as well as those with special needs. Ensure consistency with the St. Lucie County Comprehensive Emergency Management Plan.</p> <p>10.3.2 <i>Unmet Needs Resource Distribution:</i> Identify, coordinate, and maximize the distribution of all potential resources to support community unmet needs, such as the Federal Disaster Case Management Program and private donations, and human service agency partners.</p>			

- 10.3.3 *Provide support for persons with functional needs:* Identify potential technology, businesses, or organizations that can assist in translating or providing alternative formats of communication for speech and hearing disabled.
- 10.3.4 *Transit and Para-transit Service:* Evaluate the need of elderly persons and persons with transportation disabilities due to the destruction of homes, businesses, schools, and community service providers.
  - Expand transit system into the most severely impacted regions of the county.
  - Add policy language that would assist the county in leveraging disaster relief grants to provide expanded permanent transit service consider the development of “pre-made” grant justifications for grant applications in the event an opportunity following a disaster becomes available.
  - Provide services to persons who are dislocated at temporary disaster housing locations.
  - Establish mutual aid agreements or other pre-arranged agreements with transit organizations and school board to use busses to assist with public transit so that post-disaster services can be accessed (health care, FEMA DRC, locally managed CRC, BACs, permitting, etc.)
- 10.3.5 *Employee Assistance Programs:* Identify the role that Employee Assistance Programs may play in recovery and support employers through training and referral.
- 10.3.6 *Special Needs Outreach:* Develop strategies to ensure successful outreach to special needs populations (language barriers, disabilities, elderly, other). Identify local advocacy groups and the corresponding populations that these groups target. Develop strategies for systematic monitoring and reporting of the needs of the special care populations. Develop brochures with information regarding social services that can be distributed by field personnel such as police, fire, and public works as they interact with the community.
- 10.3.7 *Continuity of Social Service Agencies:* Support the social service agencies to allow them to continue service delivery and expand their capabilities to meet the community needs. Collaborate with County GEOGRAPHIC INFORMATION SYSTEM to develop tools to assist in the identification of locations with people with specific needs in order to prioritize and focus efforts.

		Lead Organization	Supporting Organizations
<b>Objective 10.4</b>	<p><b>School Reopening:</b> Ensure the ability to provide public education to children through the redistribution of student populations, the operation of temporary facilities, and other appropriate strategies.</p>	St. Lucie County School Board	Boys and Girls Club, Day care providers, Early Learning Coalition, Children Services Council

**TASKS**

- 10.4.1 *Assessment*: Assess, document, and track school capacity needs, availability of staffing, identify status of schools and length of service outage.
- 10.4.2 *Reopening of Schools*: Develop strategies, identify potential resources, and review annual agreements with surrounding school districts to support the expeditious reopening of schools.
- 10.4.3 *Displaced Students*: Develop a strategy to accommodate displaced students from destroyed schools at existing sites.
- 10.4.4 *External Resources*: Identify resources to augment personnel and facilities to meet needs including online available schools such as Florida Virtual, colleges and universities, and private institutions of learning.
- 10.4.5 *Long-term Community Needs*: Assess the trends of long-term increases or decreases in the student population based upon shift in demographics, relocations to alternate geographic regions within the county and outside of the county, and changes in socio-economic factors.
- 10.4.6 *Mitigate Schools*: Identify and map vulnerable school facilities located in flood hazard areas and other vulnerable areas. Incorporate strategies to rebuild more resilient and green schools.

**ENVIRONMENT**

*Goal 11: Prevent the continued degradation of natural resources in the post-disaster environment and restore natural resources essential to the quality of life and the economy.*

<b>Objective</b> 11.1	<b>Environmental Planning:</b> Coordinate intergovernmental strategies to preserve, protect, and remediate disaster impacted natural resources.	Lead Organization	Supporting Organizations
		Emergency Management	SLC Environmental Resources Department, SLC Erosion Control District

**TASKS**

- 11.1.1 *Information Management*: Develop a database of local, state, federal, private sector and nonprofit organizations that can provide resources and/or technical assistance to support the local governments in preserving, remediating, and restoring natural disaster in the aftermath of a large-scale disaster.
- 11.1.2 *External Support*: Develop and maintain a repository of information to document the effects of disaster events on St. Lucie County's natural resources and sensitive habitats, in coordination with local, regional, state, and federal environmental regulatory agencies.
- 11.1.3 *Green Space Preservation and Hazard Mitigation*: Identify and document privately owned property that may be environmentally significant for possible acquisition for conservation easements and/or to support hazard mitigation

objectives.

Objective 11.2	<p><b>Coastal and Dune Preservation<sup>5</sup>:</b> Develop and implement pre and post-disaster strategies to preserve the vulnerable coastal habitats, dunes, and beaches.</p>	Lead Organization	Supporting Organizations
		St. Lucie County Erosion District	Primarily state and federal agencies as detailed in the Federal Recovery Framework. <sup>6</sup>

**TASKS**

*11.2.1 Dune and Beach Mitigation:* Assess the full range of hard and soft shoreline protection measures to identify strategies, which promote storm protection of infrastructure and property values by protecting the upland property. The assessment should include: hardening of shoreline protection structures (seawalls and floodgates), and sustainable low energy shoreline protection measures (beach grass, dune restoration and beach renourishment).

*11.2.2 Economic Benefits:* Maximize the economic redevelopment and tourism marketing opportunities posed by beach and dune restoration in coordination with the Economic Redevelopment Workgroup.

*11.2.3 Protect Habitat:* Emphasize dune and beach restoration strategies which protect sea turtle nesting areas and sensitive habitats for shore birds or small animals. (i.e. dune mouse, etc.)

*11.2.4 Shoreline Monitoring and Documentation:* Maintain records and periodically update data and information of existing site conditions in order to compare pre- and post-beach profile storm impacts.

*11.2.5 Debris Removal:* Coordinate post-disaster beach debris removal activities including: screening and removing debris from the over-washed sand in the parks and placing it back onto the dunes; removing downed trees and vegetation; reconstructing damaged dune walk-over structures. Coordinate the permitting of emergency beach and dune projects and funding with the U.S. Army Corps of Engineers (Corps) and Florida Department of Environmental Protection (FDEP). Secondary agencies include the U.S Fish and

<sup>5</sup> For additional information reference page 95 of the Post-Disaster Redevelopment Guide.

<sup>6</sup> U.S. Army Corps of Engineers (Corps) and Florida Department of Environmental Protection (FDEP). Secondary agencies include the U.S Fish & Wildlife Service (USFWS), NOAA-National Marine Fisheries (NMS) and Florida Fish and Wildlife Commission (FWC), the Federal Emergency Management Agency.



Wildlife Service (USFWS), NOAA-National Marine Fisheries (NMS) and Florida Fish and Wildlife Commission (FWC), the Federal Emergency Management Agency.

*11.2.6 Technical Assistance:* The St. Lucie County Erosion Control District does not have the resources to maintain the beach and dune system in front of private property. The county and cities will partner with the US Army Corps of Engineers and the Florida Department of Environmental Protection to provide technical assistance for beach renourishment along Ft. Pierce Beach, primarily to offset the erosive impacts caused by Ft. Pierce Inlet; and the South Hutchinson Island.

		Lead Organization	Supporting Organizations
<p><b>Objective 11.3</b></p>	<p><b>Remediate Contamination:</b> Support post-disaster damage assessment, stabilization, decontamination and restoration of natural resources, sensitive habitats, and protected species.</p>	<p>SLC Environmental Resources Department</p>	<p>Fort Pierce Planning, Fort Pierce Solid Waste Department, Fort Pierce Utilities Authority, SLC Health Department, South Florida Water Management District, Fire Department, Historic Preservation Board, Port St. Lucie Planning, Port St. Lucie Solid Waste, SLC Planning and Development Services, SLC Solid Waste, US Fish and Wildlife</p>

**TASKS**

- 11.3.1 *Monitor Recovery Activities:* Monitor and track recovery activities, such as debris management operations, to avoid negative impacts on the environment or ecosystems (i.e. hazardous household chemicals, contaminated debris, etc.).
- 11.3.2 *Regulatory Compliance:* Implement environmental compliance requirements for all redevelopment activities including environmental reviews on recovery sites, new developments, historical sites, and others.
- 11.3.3 *External Technical Support:* Coordinate the technical expertise, resources, and information from local, state, regional, federal, private, and nonprofit organizations to assess, remediate and restore the natural resources and environmentally sensitive areas.
- 11.3.4 *New Development Impacts:* Identify proposed infrastructure, facilities, and developments that can adversely impact environmental quality and exacerbate disaster caused conditions. Control post-disaster hazardous materials spills and disposal of hazardous substances from contaminating water bodies and groundwater systems.
- 11.3.5 *Public Outreach:* Conduct public outreach and education regarding post-disaster environmental issues including the spread of invasive vegetation, drinking water contamination, protection of sensitive species, and the consequences of environmental contamination from the improper disposal of hazardous materials. Utilize various social media outlets to educate the public of environmental concerns and issues.
- 11.3.6 *Federal Compliance:* Monitor compliance with the FEMA approved debris plan. Coordinate with the planning and environmental organizations to avoid negative impacts to the environment or future land use.

**Government Operations, Financing and Coordination/Outreach Issues**

*Goal 12: Establish an administrative support framework to implement recovery operations.*

<b>Objective 12.1</b>	<p><b>Augment Personnel:</b>                  Implement a diverse set of strategies to reprioritize critical government service deliver, redistribute personnel to meet the service needs, and augment personnel to support recovery operations.</p>	Lead Organization	Supporting Organizations
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		County / City Administration	PDRP Coordination Committee, Human Resources
<b>TASKS</b>			
<p>12.1.1 <i>Augment Staffing:</i> Department directors identify areas requiring additional staffing based on the assumptions that:</p> <ul style="list-style-type: none"> <li>• Departments may lose up to half of their staffing</li> <li>• Consider how primary missions will be refocused in recovery</li> <li>• How the disaster will impact their workload</li> </ul> <p>12.1.2 <i>Process Modification:</i> Modify departmental processes to make use of non-technical experts such as isolating jobs to allow for data entry.</p> <p>12.1.3 <i>Emergency Pay/Human Resource Policy:</i> Update the emergency pay policy to include the requirements for NIMS training, emergency staffing reassignment, etc. based on information collected from department directors. Include developments and administration of a staff skills survey to assess skills of staff that could be reassigned during the long term and maximize use of local government personnel. (Refer to Local Plan Integration Chapter for complete list of recommendations for inclusion.)</p> <p>12.1.4 <i>Contracts:</i> Develop pre-established staff augmentation and recovery work contracts based on:</p> <ul style="list-style-type: none"> <li>• estimated staffing shortfalls</li> <li>• nature of recovery work that will likely be required</li> </ul>			
<b>Objective 12.2</b>	<p><b>Financial Management:</b> Develop financial management system to maximize and expedite internal and external funding streams and maintain appropriate documentation.</p>	Lead Organization	Supporting Organizations
		Office of Finance Management and Budget / Finance Director	Clerk of court, Grants Managers, Finance Departments

**TASKS**

- 12.2.1 *SOP Development*: Develop standard operating procedures to access and administer Federally funded programs.
- 12.2.2 *Tracking Procedures*: Update internal funds tracking procedures to include bond funds, external funds, and disaster grants that may be directed to priority projects, and meet local, state, and federal auditing requirements.
- 12.2.3 *Donations*: Develop procedure for receiving donations including financial donations, professional services, land parcels, goods and equipment.
- 12.2.4 *Revenue Shortfalls*: Develop collaborative process between the County, cities, and independent taxing districts that includes a timeline and cycle for estimating revenue shortfalls.
- 12.2.5 *Assessment Process*: Develop a standardized assessment reporting format that includes an evaluation of continued cost allocation and cost-cutting options to maintain essential services.
- 12.2.6 *Revenue Impacts*: Develop descriptions of key factors affecting revenue impacts and develop budgetary estimates based on these factors (i.e. revenue sources with restrictions, greater demand from constitutional offices, emergency pay policies for staff, etc.)
- 12.2.7 *Bonds*: Utilize bonds as an option to meet grant-matching requirements in order to maintain existing revenues and reserves for necessary expenditures.

<b>Objective 12.3</b>		Lead Organization	Supporting Organizations
	<p><b>Regulatory Authority:</b> Develop a regulatory framework to support decision-making and guide the redevelopment process.</p>	County / City Administration	County / City Attorney

**TASKS**

12.3.1 *Land Development Regulations:* In conjunction with development of permitting ordinance, update Land Development Regulations to include provisions that regulate the processes to address common post-disaster concerns such as:

- allowable uses of temporary housing and expedited temporary housing permit process
- expedited post-disaster demolition
- inspection and preservation of important historical and unique architectural elements
- augmenting staff and streamlining permitting process to expedite review and approval
- non-conforming uses and structures

**Goal 13: Engage the impacted public in all recovery decision making and ensure ongoing public education.**

<b>Objective 13.1</b>		Lead Organization	Supporting Organizations
	<p><b>Public Outreach and Education:</b> Provide a diversity of strategies to educate the public and solicit input in recovery decision making.</p>	County / City Administration	PDRP Coordination Committee

**TASKS**

- 13.1.1 *Insurance Coverage Information:* Develop partnerships with local insurance agents to educate residents to ensure they have sufficient coverage and/or encourage them to review their coverage with an agent.
- 13.1.2 *Priority Public Services Messages:* Develop criteria for prioritizing public services; prioritize recovery efforts with realistic timelines which is critical to effective public outreach provide translations for residents with limited English proficiency. This action would help ensure that all residents have the opportunity to remain informed of recovery and redevelopment activities and to participate in or apply for the programs and services offered.
- 13.1.3 *Vulnerable Populations:* Target hazard prone areas (e.g. storm surge area, mobile home parks, flood zones) with severe damage for safe reconstruction information. Consider employing the existing hurricane house to reinforce public outreach strategies.
- 13.1.4 *Social Media Strategy:* Form a social media committee to support the use of social media post-disaster.

Attachment A: Capacity Assessment Summary Matrix

Workgroup	Objective Supported	Current Capacity	Resources and Policy Issues	Priority Level (H, M, L)
Community Redevelopment	1.1 Expedited Permitting	<p>Future Land Use Element supports expedited permitting for economic development purposes</p> <p>No disaster-specific expedited permitting process for residential and business purposes</p> <p>County and municipal planning, building and code enforcement staff</p> <p>Participation in Florida's online permitting one-stop center (<a href="http://199.201.190.110/permits">http://199.201.190.110/permits</a>)</p> <p>Online scheduling system for building inspections (<a href="http://airs.slcf.vetrol.com/AIRSwep.php">http://airs.slcf.vetrol.com/AIRSwep.php</a>)</p>	<p>Develop inventory and assess non-conforming uses and structures</p> <p>Capacity to assess damaged non conforming sites and structures</p> <p>Policy to expedite review and permitting process</p> <p>Evaluate policies regarding non-conformance</p> <p>Train personnel to evaluate community options for non conforming uses</p> <p>Identify potential local Community Recovery Centers</p> <p>Staff augmentation to accommodate increased demand for permitting services</p> <p>Evaluate current online systems for ability to accommodate post-disaster demand, disaster permitting waivers, etc.</p>	H

Workgroup	Objective Supported	Current Capacity	Resources and Policy Issues	Priority Level (H, M, L)
Community Redevelopment	1.2 Demolition Protocols	No policies for expedited or streamlined demolition protocols exist	Development of policy and regulatory authority to remove destroyed, abandoned structures	H
Community Redevelopment	1.3 Reduce Hazard Vulnerability	Existing Local Mitigation Strategy  Ongoing public education efforts regarding structural mitigation techniques	Review building code to ensure mitigation techniques are incorporated where appropriate  Develop incentives to encourage and promote implementing mitigation measures  Engage HOAs to encourage mitigation in their covenants	M

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Workgroup	Objective Supported	Current Capacity	Resources and Policy Issues	Priority Level (H, M, L)
Community Redevelopment	2.1 Disaster Housing Plan	Existing Housing Disaster Plan Future Land Use Vision Treasure Coast Builders Association Realtors Association of St. Lucie County Disaster Contractors Network	Revise Housing Disaster Plan using FDEM guidance Policy to site temporary housing on private lots and group sites Trained personnel to coordinate program Transportation for displaced residents to access community services Strategies to co-locate workforce housing in areas of economic redevelopment Strategies to maximize temporary infrastructure installations	H
Community Redevelopment	3.1 and 3.2 Historic Preservation	No historic preservation plan exists No historic review process exists Existing Local Mitigation Strategy St. Lucie Historical Society, Inc.	Partner and collaborate with historic preservation experts to incorporate hazard mitigation techniques which are unique to historic assets Develop historic preservation plan to include mitigation strategies	L



Workgroup	Objective Supported	Current Capacity	Resources and Policy Issues	Priority Level (H, M, L)
Community Redevelopment	2.2 Infrastructure Supporting Recovery Operations	Comprehensive Plans  CRA Plans  Land Development Regulations  Public Works  Private Utilities	Consider thresholds for evaluating infrastructure improvements or upgrades  Evaluate PUDs and DRIs for potential temporary housing use  Develop polices and processes for supporting new development by coordinating infrastructure and wrap around services	
Community Redevelopment	4.1 Focusing Priority Redevelopment	Existing CRA plans  Future Land Use Element  Capital Improvements Plan	Incorporate potential post-disaster priority opportunities into CRA updates  Provide technical support via liaisons between the County, the cities, and the CRAs  Maximize current existing programs such as SHIP, CDBG, HOME Investment Partnership Program currently managed by the St. Lucie County Community Services Division in areas of focused redevelopment	

Workgroup	Objective Supported	Current Capacity	Resources and Policy Issues	Priority Level (H, M, L)
Economic Redevelopment	5.1 Business Continuity Planning	Economic Development Council  Chamber of Commerce	Lack of small business engagement  Lack of technical expertise  Develop and promote tools to assist businesses in developing business continuity plans  Educate business owners on the value of developing a BCP	

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Workgroup	Objective Supported	Current Capacity	Resources and Policy Issues	Priority Level (H, M, L)
Economic Redevelopment	6.1 Small Business Assistance  6.2 Funding business recovery	Economic Development Council  Chamber of Commerce  Treasure Coast Research Park  Tradition Center for Innovation  Workforce Solutions	Provide staffing with the expertise to assist small businesses with bridge loans, financial assistance options, etc.  Identify locations and staffing to implement Business Assistance Centers  Foster public-private partnerships to support small businesses  Develop tax relief incentives  Communication and information exchange among the business community	

Workgroup	Objective Supported	Current Capacity	Resources and Policy Issues	Priority Level (H, M, L)
Economic Redevelopment	6.3 Workforce Retention	Workforce Solutions' resources such as its virtual network, career centers, mobile career centers, and toll-free hotline	Identify workforce needs in the post-disaster environment  Develop database to capture skill sets of available workforce and provide referral services  Expand virtual network to assist with workforce placement following a disaster	
Economic Redevelopment	6.4 Marketing Strategies	Economic Development Council  St Lucie Tourism Council  Chamber of Commerce  Convention and Visitors Bureau  County and municipal public information offices	Develop strategy for unified marketing campaign  Processes for information collection, dissemination and exchange to support promoting a consistent, accurate image of the county	

Workgroup	Objective Supported	Current Capacity	Resources and Policy Issues	Priority Level (H, M, L)
Economic Redevelopment	6.5 Development of Industrial and Commercial Areas	Public Works departments  Capital Improvements Plan  Comprehensive Plan  CRA plans  Chamber of Commerce  Economic Development Council  Long Range Transportation Plans	Develop mechanisms to streamline priority areas of economic opportunity  Identify potential incentives to attract businesses to areas of desired economic growth	

Workgroup	Objective Supported	Current Capacity	Resources and Policy Issues	Priority Level (H, M, L)
Infrastructure and Facilities	7.1 Planning for Impact and Damage Assessment	County and municipal public works and engineering staff  Local Mitigation Strategy  St. Lucie County Transportation Planning Organization Staff	Develop standardized methodology for prioritizing repair of critical public infrastructure  Ensure adequate levels of trained internal staff to rapidly and efficiently conduct rapid impact assessment  Conduct assessments using the framework of the LMS to identify opportunities to implement mitigation projects in the LMS	
Infrastructure and Facilities	7.2 Maintain and Implement COOPs	No Continuity of Operations Plans exist, except for St. Lucie County Transportation Planning Organization	Develop facility-specific Continuity of Operations Plans that identify mission essential functions that occur in those primary facilities, and identify alternate locations and resources to continue to perform mission essential functions	

Workgroup	Objective Supported	Current Capacity	Resources and Policy Issues	Priority Level (H, M, L)
Infrastructure and Facilities	8.1 Infrastructure Restoration	Capital Improvements Plan  Comprehensive Plan  Local Mitigation Strategy  Public works and engineering staff  Long Range Transportation Plan  St. Lucie County Transportation Planning Organization staff	Identify priority areas of opportunity for infrastructure restoration based on the goals and objectives for long term growth and development as described in these plans  Develop processes for setting reconstruction priorities  Using the LMS, identify currently problematic areas that could provide opportunities to upgrade and enhance infrastructure for increased resiliency to future hazards, including sea level rise.	
Infrastructure and Facilities	8.2 Financing Infrastructure Reconstruction	Grants Management Division  Bond Processes  Long Range Transportation Plan	Develop grants management tracking process that aligns grant application process with infrastructure restoration priorities  Develop criteria to assist in the decision making process as to whether bonds may be needed to assist in financing reconstruction  Identify financial priorities based on priority areas identified for focusing infrastructure reconstruction	

Workgroup	Objective Supported	Current Capacity	Resources and Policy Issues	Priority Level (H, M, L)
Infrastructure and Facilities	8.3 Hazard Mitigation Opportunities	Local Mitigation Strategy  Capital Improvements Plan  Long Range Transportation Plan	Develop a process to compare and crosswalk projects listed in both of these plans for potential mitigation opportunities  Re-evaluate priority projects in the LMS and CIP based on areas and extent of damage following a disaster  Establish criteria, policies and monitoring systems to trigger evaluation of whether utilities should be hardened or made to be more resilient to future disasters (i.e. burying power lines)	
Infrastructure and Facilities	8.4 Debris Management Planning	Debris Management Plan	Ensure debris management plan is compliant with FEMA's most current debris plan guidance  Develop plans, bond processes, and contracts in advance that can be quickly implemented following a disaster to expand debris storage and processing capabilities	



Workgroup	Objective Supported	Current Capacity	Resources and Policy Issues	Priority Level (H, M, L)
Health and Social Services	10.1 Healthcare Services	Existing healthcare facility emergency plans  Workforce Solutions  Building departments for permitting	Update plans to address continued provisions of services during long-term community recovery  Develop systems and communications plans and procedures for the collection and dissemination of information between healthcare agencies and social service agencies  Collaborate with Workforce Solutions to develop and support incentives to attract and retain medical professionals  Expedite permitting to allow medical facilities to be operational as quickly as possible	
Health and Social Services	10.2 Maintain First Response Capabilities	Mutual Aid Agreements  Emergency procurement contracts	Develop COOP plans to allow continued service delivery of mission essential functions to the community  Establish a process for evaluation of response resources and redistribution of resources as required by the changing needs of the community during recovery  Ensure emergency procurement contracts identify vendors which are outside of the impacted area to ensure continued access to necessarily equipment and supplies	

Workgroup	Objective Supported	Current Capacity	Resources and Policy Issues	Priority Level (H, M, L)
Health and Social Services	10.3 Vulnerable Populations	SAFER ST. LUCIE (and member/supporting agencies)  Public transit services	Develop systems for coordinated, long-term case management to evaluate, track and adjust service provision as needs of community change  Develop process for evaluating distribution of resources for unmet needs  Identify resources and develop agreements to allow for augmenting public transportation to accommodate increased demand	
Health and Social Services	10.4 Reopen Schools	{does the district maintain capacity plans to allow for reevaluation and movement of students to other schools}		
Environment	11.1 Environmental Planning	Environmental Element of the Comprehensive Plan  State DEP Regulations  Capital Improvements Plans  State and Federal Technical Expertise	Explore green space preservation and hazard mitigation opportunities that may be advantageous in the post-disaster environment  Consider long term environmental issues such as sea level rise during reconstruction in the post-disaster environment	

Workgroup	Objective Supported	Current Capacity	Resources and Policy Issues	Priority Level (H, M, L)
Environment	11.2 Contamination Remediation	DEP and EPA guidance and regulations  Hazardous Materials Response Plans  External Technical Expertise  County Environmental Staff	Strengthen communication and collaboration with regional, state, and federal partners in stabilizing, monitoring, and restoring environmental habitats  Develop outreach strategies for public awareness regarding post-disaster environmental issues such as hazardous materials disposal	
Government Operations, Financing, and Coordination Outreach Issues	12.1 Administrative Support Framework to Implement Recovery Operations	Mutual Aid Agreements	Develop contracts to allow for the augmentation of personnel beyond the scope of mutual aid agreements (i.e. additional building inspectors, permitting review, data entry, etc.).  Evaluate job duties and descriptions to identify areas in which non-technical expertise could be utilized	

Workgroup	Objective Supported	Current Capacity	Resources and Policy Issues	Priority Level (H, M, L)
Government Operations, Financing, and Coordination Outreach Issues	12.2 and 12.3 Financial Management and Regulatory Authorities	County and city fiscal management policies and procedures  Fiscal tracking systems and reporting	Enhance financial management system to maximize and expedite internal and external funding streams and maintain appropriate documentation.  Develop procedures for receiving of financial, land, and service donations  Projection of revenue, including factors impacting revenue, budget estimates, and expected costs	
Government Operations, Financing, and Coordination Outreach Issues	13.1 Public Outreach and Education	Ongoing public engagement through public hearings for land use and zoning changes and hazard awareness  Realtors Association of St. Lucie County  Treasure Coast Builders Association  Insurance Agencies	Strengthen collaboration regarding diversity of strategies to educate the public and solicit input	

Figure 1: Map of St. Lucie County Obsolete Bridges



## CHAPTER 5 OUTREACH AND COMMUNITY ENGAGEMENT

### Purpose

A key element in achieving successful and sustainable recovery from disasters is ensuring comprehensive stakeholder engagement in the decision-making process. The ongoing exchange of information is critical in educating and informing residents, business owners, visitors, non-profit organization, and others regarding disaster preparedness, response, and ongoing recovery information.

As the response effort begins to wane, activities transition from life safety and property protection to reconstruction and redevelopment efforts. The agencies who take a lead responsibility in the reconstruction effort are no longer the first response organizations. The Public Information Officer is now responsible for coordination with a much broader group of organizations who will rebuild the community, support the economic sector, and human service needs. The methods of communication will transition as well from a one-way emergency distribution to an interactive two-way exchange of information. While it remains important to distribute information and status updates of recovery operations and available assistance. Complex decisions regarding home rebuilding requirements, community redevelopment initiatives, economic redevelopment strategies, infrastructure reconstruction must be communicated and coordinated with community input. Recovery decisions must also be coordinated other public information/community relations personnel at the state and federal levels of government often working from the Disaster Field Office. Social media will also play a vital role in the distribution of information to the public. It is important to utilize all methods of outreach. While traditional means of communicating ideas and information may change radically after a disaster, it is important to establish a robust and broad social media policy, since this method is more likely to reach people more quickly and completely.

### Overview

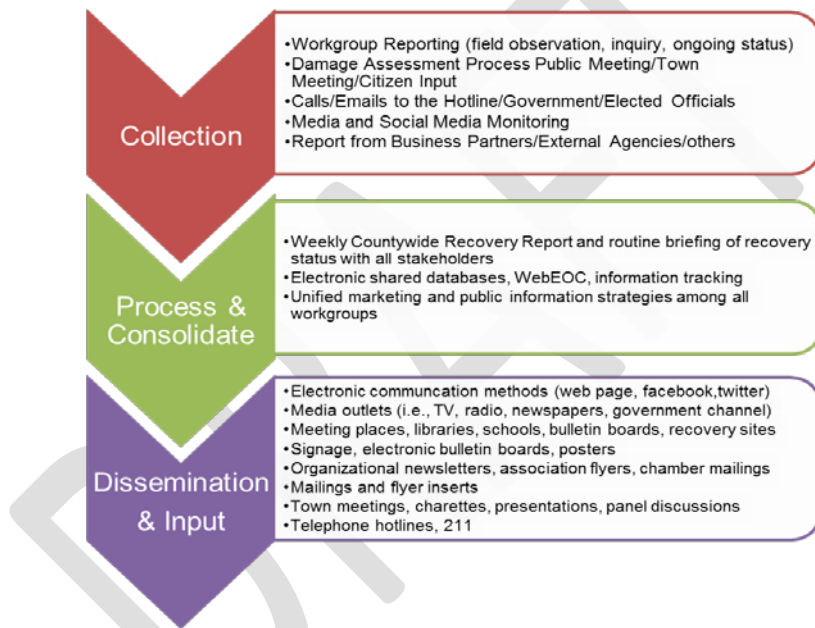
In the post-disaster environment, each workgroup is responsible for coordinating vital public information and public outreach actions and strategies through the Public Information Officer (PIO). The Public Information Officer must coordinate the following community wide activities which are illustrated in Figure 5-1:

- **Collection:** Working with each of the workgroup, the Public Information Office should collect information and recommended public education actions from the workgroup members as well as a variety of sources listed in the graphic below. The PIO is responsible for identifying the need for both public education and feedback for each workgroup and develop a strategy to maximize efficient information dissemination and public outreach strategy implementation.
- **Process and consolidate:** The PIO must consolidate and integrate the public information and education needs of all workgroups. The PIO will develop the countywide

progress report for the county that not only focus on the public outreach and education strategy, but also maintains an ongoing status report of the recovery effort.

- Disseminate:** Perhaps the greatest challenge, lies in the effective dissemination and distribution of information to the public. Through collaboration with all internal and external stakeholders, the development and issuance of public messages and public engagement activities will avoid conflicting messages, and reinforce the greater community vision. The PIO will coordinate public meetings, town meetings, charrettes, media events, press releases, mailers, educational materials and other educational public outreach tools that reach the appropriate audience and avoid duplicity of activities.

Figure 5-1: Information Processing Flow



**The Internet**

The internet and social media remains a powerful tool to communicate information in the pre- and post-disaster environment. While access to technology, power, and communications linkages may be limited in the post-disaster environment, St. Lucie County and its municipal partners may seek to institute public internet access points within the disaster-impacted community. Similarly, residents who have temporarily relocated outside of the County due to a lack of housing, infrastructure, and/or employment opportunities may be able to remain engaged in the recovery and redevelopment process through the internet. Decision makers may seek to actively involve all available electronic tools to further engage the community and encourage community recovery. The internet can be used to notify residents of public participation workshops and public meetings. The internet can also be used as an education tool to explain

redevelopment policies and alternatives through verbal, audio, and visual tools. And finally, the internet can be used to solicit feedback through comment/feedback form in which residents can submit comments or feedback online, conducting online surveys, or providing opinion polls. Following a disaster, the county may maintain a dedicated website for post-disaster redevelopment efforts at <http://www.stlucieco.gov/planning> or an alternate site may be identified. The information that may be posted may include, but is not limited to, status reports from the PDRP, public meeting and charette announcements, important instructions for directing people wishing to make donations or volunteer, registered contractors, and other important information providing instruction and/or keeping the community informed on community progress.

**Internet-based Social Media:** Other forms of social media have emerged as powerful communications tool including blogs, Facebook, and Twitter. Social media allow active citizens to play a role in information dissemination, bypassing traditional means. This can either support or hinder recovery efforts, depending on the sources and type of information being disseminated. Personal web sites, blogs, and other posts can act as helpful information fact checks, share authentic stories, and provide local knowledge tips. Conversely, they can also distribute subjective and false content without any accountability. There is no way to stop the transmittal of rumors, but there are ways to prevent widespread misinformation by monitoring active sites to stay abreast of information that is being delivered. Understanding ways to positively engage existing networks in the pre-disaster phase can also prove useful during recovery. St. Lucie County may want to consider establishing a Facebook site as a way to disseminate information as was seen after the Joplin, MO tornado disaster. Volunteers could be utilized to help monitor these sites, relay information as appropriate, and coordinate the dissemination under the direction of the Public Information Officer.

## Organizational Roles and Responsibilities for Public Outreach and Education

### Public Information Officer / Emergency Support Function 14

When the County activates its CEMP and the Emergency Operations Center (EOC), ESF 14: Public Information is activated and the Public Information Officer position is established within the National Incident Management System Framework and the Joint Information System. The Comprehensive Emergency Management Plan, Basic Plan, p. 71 states that ESF 14 responsibility is:

“To establish and manage Joint Information Centers (JIC), and to coordinate the dissemination of all disaster-related information to the media and the general public.”

The Emergency Management Division serve as the lead Public Information Officer supported by numerous agencies who have vital response and immediate recovery roles including the American Red Cross, City of Fort Pierce, City of Port St. Lucie, St. Lucie County Fire District, St. Lucie County Property Appraiser, St. Lucie County Public Health Unit, St. Lucie County Sheriff's Office (CEMP, Annex I – Page ESF 14-7). From response and through long-term recovery, the Public Information Officer employs the joint information system to coordinate local,



state, and federal efforts to disseminate public information and coordinate citizen input into the redevelopment effort.

**ESF 2: Communications**

Emergency Support Function 2 under the direction of the 911 Coordinator provides "emergency radio and telephone communications to organizations involved in the response and recovery operation and to support the private sector in restoration of the affected public grids." ~~Coordinator~~ (CEMP, Basic Plan, p.6976)". The primary agency for this emergency support function is the St. Lucie County Department of Public Safety, Emergency Management Division. Supporting agencies directly involved in providing and maintaining communications include AT&T, Dave's Communications, FL Department of Emergency Management Communications Unit, and -St. Lucie County 911 Communications Center, Bellsouth, Central Florida Cellular, National Guard, Dave's Communications, and the Amateur Radio Emergency Services (ARES) (CEMP, Basic Plan Annex I – Page ESF 2-1, p. 72). In the aftermath of a large scale disaster, continued coordination of communication systems will be required. These participants will continue to provide an important role to ensure long-term recovery operations can be communicated and coordinated.

**Comment [HW1]:** Are there any changes in assignments, responsibilities, or methods of coordination in long-term recovery?

**Comment [HW2]:** Are these organizational reference still accurate? There should perhaps be a number of additional organizations listed that the greater IT / Communications organization into the conversation. They will likely participate in the Infrastructure workgroup.

**Information Collection**

**Sources of Vital Post-Disaster Redevelopment Information**

During the redevelopment phase, the challenge lies with the PDRP Coordination Committee to coordinate with the public, private, and nonprofit agencies and organizations support long-term redevelopment. As long as the local Emergency Operations Center remains activated, the **Joint Information Center**<sup>1</sup> will maintain the primary responsibility to collect, consolidate and disseminate response and immediate recovery related information. Emergency information is disseminated to the general public through the news media, the County Government Access Television, the County website located at <http://www.stlucieco.gov/>, and the Joint Information Center as detailed in the Comprehensive Emergency Management Plan. Once the Emergency Operations Center and the Joint Information Center deactivate, the recovery command team may assign an alternate Public Information Officer to maintain the responsibility to coordinate information. Information collection and dissemination transitions back to the County's and local municipalities' communication staff to communicate with the public and coordinate among local, state, and federal agencies on redevelopment issues. In addition to lacking a well-defined mechanism of coordination, a single site of coordination, and clear chain of command, the long-term redevelopment environment must find alternative means to main viable information exchange mechanism with many of the agencies listed below throughout the long-term redevelopment process:

- St. Lucie County Housing and Community Services
- St. Lucie County Environmental Resources
- St. Lucie County Planning and Development
- St. Lucie County Public Works

<sup>1</sup> 2006 St. Lucie County CEMP, Annex I – Page ESF 14-3

- St. Lucie County Coastal Management Services
- St. Lucie County Public Safety and Communications
- St. Lucie County Human Resources
- St. Lucie County Government Access TV
- St. Lucie County School Board
- St. Lucie Historic Society, Inc. (<http://www.stluciehistoricalsociety.org/>)
- American Red Cross
- United Way
- Treasure Coast Regional Planning Council (<http://www.tcrpc.org>)
- South Florida Water Management District
- Fort Pierce Community Redevelopment Agency
- Port St. Lucie Community Redevelopment Agency
- Realtors Association of St. Lucie, Inc. (<http://www.stlucierealtors.com/>)
- Treasure Coast Builders Association (<http://www.treasurecoastba.com/>)
- St. Lucie County Chamber of Commerce (<http://www.stluciechamber.org>)
- Economic Development Council of St. Lucie County (<http://www.youredc.com>)
- Major Employers
- Florida Power and Light
- Constitutional Offices: Tax Collector, Property Appraiser, Clerk of the Circuit Court, Sheriff's Office, Supervisor of Elections,

Each workgroup will establish a central point of contact during implementation to coordinate communication and public outreach-related actions and strategies included in their action plans with the Public Information Officer. The objectives of this collaboration include the following:

- Receive recommended public outreach actions from the other taskforces and consider for implementation
- Review other taskforces actions to look for opportunities/need for public outreach that might not have previously been considered
- Work closely with other taskforces to implement public outreach-related actions by coordinating/advertising public meetings, educational opportunities, etc., but require other taskforces to be actively involved in developing content for the public outreach effort, as appropriate and necessary
- Inform the public of any PDRP updates or modifications. This would include an active role in enlisting public input during plan updates as well as assisting the PDRP Coordinator in communicating annual PDRP status reports or other ad hoc public awareness needs for the plan in general.

### Processing and Consolidation of Recovery Status Information

**Conference Calls and Status Reports:** The PDRP Coordination Committee will conduct a conference call on an as needed basis with all key recovery organizations to collect information and status updates on ongoing recovery and redevelopment projects. The PDRP Implementation Committee will designate the appropriate liaison to coordinate conference calls, document vital information during the conference call, collect status reports from each workgroup chair, summarize information into a countywide recovery report. The status reports should include indicators of progress including, but not limited to, business reopened, houses rebuilt, population estimates, population distribution, infrastructure restoration and level of service, as well as a report of recovery impediments. For a sample status report see the **Appendix**.

### Dissemination: Developing the Post-Disaster Redevelopment Message

#### Public Safety and Health

Numerous hazards face community residents during the reconstruction and redevelopment including residential construction hazards, infrastructure repair obstacles, and public health hazards due to environmental conditions, rodents, pests, and contamination. Furthermore, the disaster environment itself will stress the mental health of the disaster survivors, particularly the elderly, children, and other populations with special needs. All public safety and public organization should coordinate the important public safety messages to ensure consistency.

#### Power, Utility, Communications and Infrastructure Status Updates

Infrastructure and utility organization should maintain ongoing status updates of restoration efforts and estimates of ongoing outages.

#### Social and Community Reassurance

Establishing lines of communication before a disaster strikes helps create a sense of assurance throughout a community. Keeping the public informed of the County and municipalities' plans and efforts to implement the PDRP before a disaster can foster a sense of security and confidence in the Plan. The community knows that the County is taking steps to protect their community and they have the ability to give feedback. This will lessen the likelihood of surprises and controversy in the aftermath of an event. After a disaster, effective communication is one of the most significant roles of government, especially during long-term redevelopment when the media focus has decreased.

#### Building Community Vision

Perhaps one of the most challenging public outreach activities involves communicating and receiving input related to the implementation of the Post-Disaster Redevelopment Plan. Areas, which will be enhanced to rebuild a more resilient, green, and improved community, may require long time periods and community input. Many community members may be overwhelmed and inundated with information after a disaster - this drives the need to keep the public information campaign simple and straightforward, and to establish an early vision. Public information materials should have a consistent look and feel to help distinguish this effort in the community. These materials might consist of the following elements:

- Choosing a slogan for the long-term recovery effort, for example "Your community. Your future. Get involved."
- Communicating a consistent message
- Emphasizing this is the community's plan
- Explaining the purpose of post-disaster redevelopment

Every decision reflects not just technical, engineering, or financial considerations but also community preferences and demands. Establishing a logical framework can show key community stakeholders how the components of the whole program fit together and how those components contribute to the objective of strengthening and revitalizing the community.

**Figure 5-2: Community Visioning Tree**



**Tracking Progress in Recovery for the Public:** Quantitative and qualitative indicators should be pre-determined so that a “dashboard” of recovery can be tracked throughout a multi-year process. This will also be a good way to document lessons learned to make future changes to the PDRP. The Public Information Officer should track the following indicators:

- Financial expenditures
- Performance and schedule variance from set goals or estimated timeline (that is determined after level of damage is known)
- Contracting statistics – amount of local businesses, small or minority businesses
- Public participation levels – interaction and transparency statistics
- Employment resumption metrics
- Organization and coordination effectiveness
- Standard of living measurements to judge quality of recovery
- Number of actions/projects started and accomplished – some estimate of population benefited may be possible from this

### Other Communities

The vitality of St. Lucie County is interdependent with other communities and business sectors that extend beyond its geographic boundaries. Community vision should also consider the linkages with other communities and sectors.

Working across community boundaries can often lead to a win-win situation where two or more communities are better off through collaboration. For example, a new facility (school, hospital, library), or a service (hotline, tutoring) might be designed to serve several communities rather than just one. This collaborative approach might make possible progress that would otherwise be unaffordable and/or result in a high-level of quality. Mechanisms for collaboration may include reviewing Comprehensive Plans and Capital Improvement Plans from adjacent counties and meeting with land and infrastructure planners to explore issues or projects in plans that can provide a multi-jurisdiction benefit.

### Sectors

The PDRP planning process should include multiple sectors. It is important that synergies among sectors be sought out and included in the community's vision. Developing a single strategy to address both job creation and workforce training is likely to be more effective than two separate strategies. For instance, a single new structure in one municipality might house both the library and a health clinic. This linkage of sectors might often be a more effective use of limited resources.

### Economic Redevelopment: Marketing Image and Branding

Marketing an area in the wake of a disaster can be a complex process. Considerations such as the type of media coverage and the level of devastation will play a large role in the amount of resources a community may devote to this activity. Media coverage in the immediate aftermath may shape later efforts required for re-branding or image correction. The negative images of destruction must be overcome with positive images of redevelopment, reconstruction fueled by a vision of a more sustainable and greener community. The St. Lucie County Tourism Office will develop and implement unified marketing campaign, which will coordinate with the Public Information Officer and the media outlets. Currently, the Tourism Office does have a Crisis Communication Plan in place should a man-made or natural disaster occur. The existing plan would be used as resource and can be customized. If necessary, St. Lucie County would also work with Visit Florida, the County's tourism partner and the state's official tourism marketing organization. Visit Florida has significant crisis communications experience following hurricane disasters, the Gulf Oil Spill, etc. Other partners would be included as needed.

The County may want to consider employing these steps for post-disaster image correction.

- **Capitalize on positive images of component parts:** Capitalize on positive images of component parts. Although potential tourists may have been exposed to an overall negative image of a community following a disaster, they still may perceive certain elements to be attractive. This may include leisure activities, or other unique community features. Tourism marketing efforts may initially focus on these features to re-attract tourists.

- **Organize familiarization tours.** Travel writers, journalists, travel agents, and tour operators greatly influence tourists' decisions. A recovering community can host a select group of tourist leaders to correct misconceptions and misinformation following a disaster.
- **Use selective promotion.** Image advertising may focus on the positive aspects of a destination and downplay the least favorable attributes.
- **Tourism destinations and events.** St. Lucie County may choose to tailor their efforts regarding marketing and tourism to the recovery of key tourist destinations. Devastation from a hurricane is likely to inhibit quick recovery of tourist attractions such as:

Recreational Opportunities	Cultural Events	Historical Points of Interest
15 golf courses	Ft. Pierce Friday Fest	A.E. Baccus Art Gallery
Beaches & water sports	Marina Magic (Ft. Pierce)	Heathcote Botanical Gardens
Fishing	Rainbow Festival	PGA Historical Center
Manatee Observation Center	Seafood & Fishing Frenzy	St. Lucie County Historical Museum
Mets Stadium	St. Lucie Water Fest	Sunrise Theater
PGA Learning Center	West Fest, Port St. Lucie	UDT Seal Museum

Marketing efforts will, therefore, need to consider the appropriate timeframe for when to re-attract tourists. Such efforts may be coordinated with those agencies and working groups responsible for environmental beach restoration to ensure that accurate information is being disseminated when communicating with the public.

- **Voluntourism.** The level of devastation may determine how much time and sensitivity is required before a location can begin marketing itself and attracting vacationing tourists. However, other types of tourists, in which travelers do voluntary work to help communities or the environment in the places they are visiting, can serve as a major asset to recovery efforts. Voluntourists can vary in the skills they offer for assistance, ranging from medical, engineering, or other professional skills to clean up and rebuilding skills. The International Institute on Peace through Tourism has identified Voluntourism as a growing market. Communities who reach out to this type of tourist can benefit greatly. In addition to speeding up recovery efforts by providing much needed skills, voluntourists often inject much-needed capital before other conventional tourists may be willing to arrive.

### Methods for Delivering Post-Disaster Communication to Target Audiences

Public participation in long-term recovery decisions is imperative to keep community ties strong and to avoid a disenfranchised citizenry in the future. Disaster survivors are likely to take strong positions on recovery policies and priorities impacting their homes and businesses in the post-disaster environment. The creativity of public ideas, citizen concerns and priorities, and innovation from the business community may provide valuable insights and resources that can assist in long-term redevelopment. It is inevitable that PDRP efforts will encounter criticism from various sources. The strong defense against this is to launch a coordinated public information

campaign that encourages high attendance at PDRP community meetings and actively engages the public. The Public Information Officer should develop ongoing opportunities which give the public opportunities to provide feedback concerning decisions and activities during redevelopment allows the community to gauge general attitude towards the recovery and redevelopment initiatives.

#### **Innovative Communication Technology**

Immediately after a major disaster impacts a local community, the extensive national media provides ongoing attention, information updates, and broad coverage within the area and to the outside world. However, within weeks, the media attention will drastically wane, yet the local public continues to have a heightened need for information supporting the reconstruction and redevelopment effort. The post-disaster environment may lack communications infrastructure including broadcast stations, cable infrastructure, power for residential televisions, and community linkages. The local leaders, therefore, must seek innovative techniques for two way communications which reach impacted residents who remain in the area, displaced residents in host communities, business owners, and community partners.

#### **Dissemination of Public Information at Field Locations**

During long-term recovery, the community requires ongoing information regarding redevelopment decision being made by the political leadership, policies affecting recovery effort, and resources available to support residents and citizens. With a lack of traditional media and communications technology, public outreach and education may occur at numerous field sites within the community. While St. Lucie County and its cities may choose to establish official centers such as those listed below, there may also be a number of informal gathering sites such as community centers, libraries, churches, and schools where residents will naturally converge in the aftermath of a large scale disaster. All field sites may be opportunities to distribute written materials, gather input via meetings, surveys, or face to face interviews, conduct case management activities, inform and counsel. Working with the Federal Emergency Management Agency's Community Outreach Teams, Community Emergency Response Team (CERT), and nonprofit partners such as the American Red Cross and Salvation Army, and other recovery agencies may be able to reach out to victims. This may be accomplished through a variety of mechanisms such as door-to-door flyers, bulletin board postings at feeding sites, recovery sites, points of distribution, churches, community centers, and other public buildings, which are operational. Similarly, as schools and churches begin to reopen, they can become avenues to notify impacted families.

The following recovery sites are recommended for official ongoing public outreach and education.

**Disaster Recovery Centers (DRCs).** DRCs are facilities coordinated through a partnership between the local, state, and federal response and recovery organizations that provide residents and local businesses with disaster-related information including guidance regarding disaster recovery, housing assistance and rental resource information, status of applications being processed by FEMA, Small Business Assistance (SBA) program information, answers to

questions, resolutions to problems, and referrals to agencies that may provide further assistance.

**Long-term Outreach Centers:** The Disaster Recovery Centers may remain active through the recovery phase, but likely will not remain active many months after the disaster impact. The PDRP Implementation Committee could consider transitioning the Disaster Recovery Center(s) to long-term outreach centers at libraries or other public locations where the public may gather. This would maintain central location for communications and public outreach personnel to work with the public and keep them abreast of updates and decisions affecting recovery. It would also ensure that there is an established place where people can continue receiving assistance from skilled specialists throughout redevelopment.

#### Public Hearings, Workshops, Charrettes and Presentations

Public meetings inform residents of ongoing recovery efforts and foster participation in long-term redevelopment decisions. These venues provide the public with the opportunity to provide comments and feedback on issues relative to post-disaster redevelopment. Consensus and buy-in from the public are critical in developing vision for the community's future, particularly following a disaster. Many of the issues facing post-disaster redevelopment are also issues facing other planning processes that already utilize public workshops or hearings, such as the LMS process, hearings on zoning issues, and changes in land use. Furthermore, in the post-disaster environment, many other public education and participation efforts may not be available or accessible.

**Public Meeting and Workshop:** Continued public hearings and workshops may become the only vital link to community decision makers. They also allow for discussion on topics that may require in-depth explanation, such as the grant application process for homeowners or small business owners with damaged or affected properties. County and municipalities can benefit from using this PDRP to guide public meetings and charrettes. Conducting public meetings and charrettes can be challenging if normal media channels are disrupted or residents are displaced. Obtaining contact information in advance, however, can aid this process. Key information to collect would include contact names for neighborhood association representatives, Chambers of Commerce, and civic associations that could later act as liaisons for their organizations or groups to disseminate information quickly.

**Charrettes:** Holding a series of charrettes or other interactive meetings can solicit valuable public feedback and allow residents to provide input on rebuilding efforts that affect their futures. Multi-disciplinary teams collaborate with local residents and business owners to address regional issues such as urban planning, transportation, historic preservation, and natural resources, site-specific neighborhood revitalization plans.

**Associations:** Other opportunities to educate the community and solicit feedback also exist. These include:

- Neighborhood development organizations
- Chambers of Commerce and other business organizations



- Religious groups
- Advocacy groups such as Mid-Florida Community Services, Inc.

Outreach can also include information material distributed through a partnership with the County Tax Collector's Office or utility providers. Flyer inserts in routine mailings can provide information to business owners and homeowners as to where they can find information and support. These materials can also be placed at various locations frequented by the public. Local businesses may wish to consider "sponsoring" outreach material to help the county defray the costs of public outreach. The redevelopment process may also lend itself to audiovisual tools such as maps, drawings, video productions which can visually stimulate the community's ideas and innovation. Each workgroup will identify targeted audiences for which they will be responsible for coordinating outreach efforts.

#### **The Internet**

~~The internet and social media remains a powerful tool to communicate information in the pre- and post-disaster environment. While access to technology, power, and communications linkages may be limited in the post-disaster environment, St. Lucie County and its municipal partners may seek to institute public internet access points within the disaster-impacted community. Similarly, residents who have temporarily relocated outside of the County due to a lack of housing, infrastructure, and/or employment opportunities may be able to remain engaged in the recovery and redevelopment process through the internet. Decision makers may seek to actively involve all available electronic tools to further engage the community and encourage community recovery. The internet can be used to notify residents of public participation workshops and public meetings. The internet can also be used as an education tool to explain redevelopment policies and alternatives through verbal, audio, and visual tools. And finally, the internet can be used to solicit feedback through comment/feedback form in which residents can submit comments or feedback online, conducting online surveys, or providing opinion polls. Following a disaster, the county may maintain a dedicated website for post-disaster redevelopment efforts at <http://www.stlucieco.gov/planning> or an alternate site may be identified. The information that may be posted may include, but is not limited to, status reports from the PDRP, public meeting and charette announcements, important instructions for directing people wishing to make donations or volunteer, registered contractors, and other important information providing instruction and/or keeping the community informed on community progress.~~

~~Internet-based Social Media: Other forms of social media have emerged as powerful communications tool including blogs, Facebook, and Twitter. Social media allow active citizens to play a role in information dissemination, bypassing traditional means. This can either support or hinder recovery efforts, depending on the sources and type of information being disseminated. Personal web sites, blogs, and other posts can act as helpful information fact checks, share authentic stories, and provide local knowledge tips. Conversely, they can also distribute subjective and false content without any accountability. There is no way to stop the transmittal of rumors, but there are ways to prevent widespread misinformation by monitoring active sites to stay abreast of information that is being delivered. Understanding ways to positively engage existing networks in the pre-disaster phase can also prove useful during recovery. St. Lucie County may want to consider establishing a Facebook site as a way to disseminate information as was seen after the Joplin, MO tornado disaster. Volunteers could be utilized to help monitor these sites, relay information as appropriate, and coordinate the dissemination under the direction of the Public Information Officer.~~

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**Media Market**

Depending on the level of devastation in the region, the West Palm Beach media market may or may not target St. Lucie County recovery and redevelopment issues. Establishing a strategy to effectively communicate to news affiliates in the greater Palm Beaches media market is critical to successful implementation of this plan. The Media Relations Division of the County's Administration Department is the official public information office for the County, both under normal and emergency situations. Traditional media outlets such as news channels, newspapers, and radio stations must also be used to ensure all audiences are informed of important long-term redevelopment topics. Television documentaries, news columns, and radio programs can also provide in-depth coverage on the recovery process.

Figure 5-1: Photo courtesy of SLC Board of County Commissioners



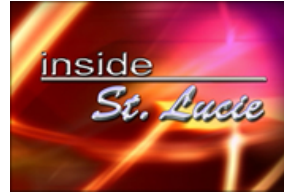
A major media challenge for community officials leading a post-disaster recovery can be the type of coverage that is delivered to audiences. Coverage of media stories that misrepresent facts is more likely to be avoided when officials develop meaningful relationships with news anchors, radio program hosts, and journalists prior to a disaster. This can include educating the media on current pre- and post-disaster programs. Local media also have a stake in long-term recovery; ensuring the correct message is accurately disseminated to the public aids in the communication process for all involved. The jurisdiction may also choose to distribute announcement, notices, and advertisements through the various public media. The leadership may also consider public service announcements on local television and radio stations, including Public Broadcasting Service (PBS) and public access stations.

**Television**

The Public Information Officer for the Board of County Commissioners will coordinate with SLCTV (the County's government channel) as well as television stations in the West Palm

Beach media market which provide coverage into St. Lucie County at a minimum to conduct interviews, announce meetings, and broadcast and highlight other recovery achievements and planned efforts.

- WAR/IND
- WPEC/CBS
- WPTV/NBC
- WTVX/IND
- WXEL/PBS
- WPBF/ABC



**Radio**

The Public Information Officer for the Board of County Commissioners will coordinate with local radio stations, including Spanish language stations, to conduct interviews with community leaders, PDRP Executive Committee members and others involved in the post-disaster recovery effort to inform the public of recovery achievements and continued efforts, as well as advertise upcoming public workshops and charrettes. The Office of Media Relations works in partnership with WQCS 88.9 FM to carry all emergency broadcast information, including press conferences. Additionally, the radio station covers most non-emergency press conferences conducted by the county.

- |                |                |
|----------------|----------------|
| • WQCS 88.9 FM | • WJNX 1330 AM |
| • WKGR 98.7 FM | • WAXE 1370 AM |
| • WILD 95.5 FM | • WIRA 1400 AM |
| • WAVW 92.7 FM | • WSTU 1450 AM |
| • WZZR 94.3 FM | • WTTB 1490 AM |
| • WGYL 93.7 FM | • WPSL 1590 AM |

**Newspapers**

The Public Information Officer for the Board of County Commissioners will coordinate with the local newspapers for advertising campaigns to announce PDRP meetings, charrettes, etc. These inserts may include a listing of upcoming meetings as well as all suggestions and recommendations made in past community meetings. Inserts will contain a website, email address, and physical address as to where people can send their comments. Newspapers include:

- |   |  |
|---|--|
| • St. Lucie News Tribune  | • Stuart News  |
| • TC Palm (online version <a href="http://www.tcpalm.com">http://www.tcpalm.com</a> ) | • <del>Indian River Press Journal</del><br><del>Vero Beach Press Journal</del> |
| • Port St. Lucie News   | • The Sebastian Sun  |
| • Treasure Coast Business Journal   | • The Jupiter Courier  |
| • Fort Pierce Tribune   | • Fifty Plus Life Style  |

**Community Presentations**

Other opportunities to educate the community and solicit feedback also exist. These include:

- Neighborhood development organizations

- Chamber of Commerce and other business organizations
- Religious groups
- Advocacy groups
- Special interest segments on SLCTV

Outreach can also include information material distributed through a partnership with the St. Lucie County Tax Collector's Office or utility providers. Flyer inserts in routine mailings can provide information to business owners and homeowners as to where they can find information and support. These materials can also be placed at various locations frequented by the public. Local businesses may wish to consider "sponsoring" outreach material to help the county defray the costs of public outreach. The redevelopment process may also lend itself to audiovisual tools such as maps, drawings, video productions which can visually stimulate the community's ideas and innovation. Each taskforce will identify targeted audiences for which they will be responsible for coordinating outreach efforts.

#### Business Community Outreach

The Economic Redevelopment Taskforce will take the lead in engaging the private sector throughout the redevelopment process. As is the case with the public's role in participation, the business community should be engaged to solicit feedback and involvement during redevelopment. By establishing business recovery centers in coordination with Chamber of Commerce, it may be more productive to maintain ongoing participation. The taskforce will also initiate public outreach campaigns to attract businesses, and identify funding sources to support business recovery. Post-disaster steps may be designed for both short-term recovery and long-term economic flourishing. Short-term steps will keep business owners updated on the status of conditions that may affect their businesses, such as a timeframe for recovery, infrastructure, public works, and other key factors that can help them make informed decisions.

#### Other Outreach Methods

In the aftermath of a large-scale disaster and throughout the recovery process, local communities should exhaust all traditional and nontraditional modes of public outreach including the following:

- Billboards
- Bus-side advertising, bus-bench and shelter advertising
- Posters at various locations for permanent messages
- Signage such as roadside signs and variable message boards alongside roads
- Door hangers
- Government newsletters/e-newsletters
- Telephone out-dial systems (i.e. EOC, Sheriff Office, School District)
- Law enforcement and fire mobile public address systems or door-to-door contact;
- FEMA toll-free teleregistration number for assistance
- Palm Beach/Treasure Coast 211 (<http://www.211palmbeach.org>)
- Recorded public meetings held throughout the county and available on the internet and television for those who are unable to attend

- Public meetings held outside the region
- A website targeting nonlocal, displaced residents
- An information line for nonlocal, displaced residents
- A public information campaign including a slogan
- Electronic communication such as e-mail blasts (from existing lists compiled from county agencies, e-mails collected through sign-in sheets, and citizen requests), social media

**Target Audience for Redevelopment Outreach and Education Efforts**

The post-disaster redevelopment effort must target the full range of impacted local and displaced citizens, business owners, and community partners including:

DRAFT

Table 5-1: Target Audience for Redevelopment Outreach and Education Efforts

Target Audience	Challenges	Outreach Strategies and Methods
<b>Local Residents</b>	Maintaining communication with the local residents with limited access to traditional media and power service	Public meetings, town meetings, charrettes, presentation Public information campaign including a slogan Electronic communication such as e-mail blasts (from existing lists Compiled from county agencies, e-mails collected through sign-in Sheets, and citizen requests), social media Surveys and comment opportunities at public meetings Disaster Recovery Centers and/or Community Recovery Centers Billboards, Posters, Bus-side advertising, bus-bench and shelter advertising, Signage such as roadside signs and variable message Boards alongside roads Door hangers Newsletters/e-newsletters Telephone out-dial systems Law enforcement and fire mobile public address systems Door-to-door contact FEMA toll-free registration number for assistance County 211, hotline Media: radio, television, newspaper <a href="#">Social Media: Facebook, Twitter, YouTube, etc.</a>
<b>Displaced Residents</b>	Reaching survivors that have temporarily relocated in nearby communities or in other regions of the country may be vital to ensuring their return.	Human service agencies to identify host communities Information at reunification centers Website targeting nonlocal, displaced residents Information hotline for nonlocal, displaced residents, feedback hotlines On-line surveys and comment forms; Record, webcast, or simulcast public meetings, town meeting, charrettes, and live presentations <a href="#">Social Media: Facebook, Twitter, YouTube, etc.</a>
<b>Hearing, sight-impaired, limited English proficiency,</b>	Essential materials and communications must be available in alternative formats for persons with disabilities or special needs.	Sign language interpreters and translators Visual aids, pictures Internet based communications Subtitles

	Delay in receiving urgent public information may pose additional hazard to this population	<a href="#">Social Media: Facebook, Twitter, YouTube, etc.</a>
<b>Elder populations, vulnerable populations, special needs populations</b>	The St. Lucie County CEMP identifies 327 people that are at-risk, vulnerable, and require special assistance during post-disaster redevelopment. <sup>2</sup>	Human service agencies Agency on aging
<b>Geographic vulnerable regions, Areas of Opportunity</b>	Some areas of the County which may be socially vulnerable and may require particular attention: Fort Pierce Redevelopment Area, Historic District on 2nd Street – Eckerd Avenue, Historic Avenue D Corridor, Port St Lucie Boulevard and Lincoln Town Main Street, NW portion of the county.	Liaisons will assist in coordinating and providing team members to ensure assistance is made known to the population in these areas. Flyers, newsletter, utility inserts, mail-outs Door to door distribution Bulletin boards St. Lucie County has a robust Community Emergency Response Teams (CERT) ( <a href="https://sites.google.com/site/stluciecert">https://sites.google.com/site/stluciecert</a> ). This team may be requested to assist in providing information to neighborhoods and identifying unmet needs and joining community response teams. <a href="#">Social Media: Facebook, Twitter, YouTube, etc.</a>
<b>Elected leadership</b>	Creating community consensus on controversial developments and prioritizing limited funds and resources	Provide routine briefings on recovery status Establish mechanisms to expedite priority setting Engage elected leadership with the community to build consensus Reinforce presence of leadership
<b>Professional organizations: Professional organizations of</b>	Provide technical expertise to support public education about post-disaster redevelopment	Realtors Association of St. Lucie, Inc., Treasure Coast Builders Association, Disaster Contractor's Network <a href="#">Social Media: Facebook, Twitter, YouTube, etc.</a>

<sup>2</sup> 2006 St. Lucie County CEMP – Basic Plan, p. 49.

<p><b>engineers, builders, building officials, code enforcement, planners, environmental planners, water resource managers, utility and infrastructure managers</b></p>	<p>Small Business: The small business highly vulnerable to the prolonged businesses outages</p> <ul style="list-style-type: none"> <li>Major employers: require current information regarding the needs of the community to adjust their business practices and continue to employ workforce.</li> <li>Potential new businesses: opportunity for the establishment of new businesses, such as construction related businesses.</li> </ul>	<p>business recovery centers, initiating public outreach campaigns to attract businesses, Chamber of Commerce meetings, mail-out, email list Treasure Coast Regional Planning Council, St. Lucie County Tourism, St. Lucie County Chamber of Commerce, and the Economic Development Council of St. Lucie County.</p>
<p><b>Business community</b></p>		
<p><b>Homeless populations and undocumented aliens</b></p>	<p>Human service agency providers Face to face outreach Soup kitchens, feeding sites</p>	



### Florida Sunshine Law

According to the Attorney General of the State of Florida, Florida's Sunshine law provides a right to access governmental proceedings at both the state and local levels. This law applies to any gathering of two or more members of the same board to discuss some matter that will foreseeable come before that board for action. There is also a constitutionally guaranteed right of access. Virtually all state and local collegial public bodies are covered by the open meetings requirements with the exception of the judiciary and the state Legislature, which has its own constitutional provision relating to access (Attorney General State of Florida, 2009).

- The Florida Public Records Law (Florida Statute Chapter 119) governs the inspection and copying of public records. It is the policy of this state that all state, county, and municipal records are open for personal inspection and copying by any person. Providing access to public records is a duty of each agency.
- The Florida Open Meetings Law (Florida Statute Chapter 286) governs the extent to which public meetings are open to the public. All meetings of any governmental body where official acts will be taken are public meetings and always open to the public, and no resolution, rule, or formal action shall be considered binding except as taken or made at such meeting. The body must provide reasonable notice of all meetings.

To comply with the Sunshine Law, the County can determine which documents should be made available to the public at which locations including websites, public meetings, Disaster Recovery Centers, and in local gathering places. During a timeframe when travel by residents is restricted, efforts should be made to ensure that materials of concern are made available for review in several locations so residents do not have to travel long distances. Responsibility will reside with the County's official records custodian which, pursuant to Chapter 28.12, Florida Statutes, is the BCC Records Department located in the Clerk of the Circuit Court, and County Attorney to identify which documents need to be made available to the public and to address public records requests.

The County can also publicize meetings through a range of methods such as roadside signs, fliers in public gathering locations, notices on websites, advertising in available locations, press releases, etc. Efforts should be made to ensure that public meeting locations are Americans with Disabilities (ADA) compliant and can accommodate all residents that request special assistance to participate.

As a way to ensure transparency during redevelopment, the County can set goals and recovery milestones after the immediate response is completed and disaster assessments have been reviewed. The County then can develop a system of reporting to the public on the progress of recovery operations and the status of meeting those goals. The Media Relations Division can lead this initiative and be responsible for ensuring that regular progress reports on meeting the goals are released to the public. The Media Relations Division can also partner with local media to provide details to the public on how recovery funding is being used. The County and media

can launch an interactive website linked to press releases or news reports on particular funding expenditures.

Quantitative and qualitative indicators should be pre-determined so that a “dashboard” of recovery can be tracked throughout a multi-year process. This will also be a good way to document lessons learned to make future changes to the PDRP. Indicators could include:

- Financial expenditures;
- Performance and schedule variance from set goals or estimated timeline (that is determined after level of damage is known);
- Contracting statistics – amount of local businesses, small or minority businesses;
- Public participation levels – interaction and transparency statistics;
- Employment resumption metrics;
- Organization and coordination effectiveness;
- Standard of living measurements to judge quality of recovery; and
- Number of actions/projects started and accomplished – some estimate of population benefited may be possible from this.

## CHAPTER 6 PREPAREDNESS ACTIVITIES

*“The ability of a community to accelerate the recovery process begins with its efforts in pre-disaster preparedness, mitigation, and recovery capacity building. These efforts result in a resilient community with an improved ability to withstand, respond to and recovery from disasters. Timely decision in response to disaster impacts can significantly reduce recovery time and cost.”*

*The National Disaster Recovery Framework, Executive Summary (FEMA, 2011)*

While initial plan development is a valuable asset for the community, ongoing plan maintenance, personnel training, and exercises will test recovery procedures, maintain the awareness of community leaders, and the operational readiness of staff.

### Planning Process

This plan was developed in 2012 through a collaborative planning process consisting of all jurisdictions within St. Lucie County. Over 50 local stakeholders met throughout the process to prioritize long-term redevelopment issues, share information about existing local capacity, and draft action plans. The planning process involved a public outreach component that consisted of a public workshop, webpage, public service announcements, and articles in local newspapers. This process and plan development was funded through a grant from the Florida Division of Emergency Management, and drafted by Calvin, Giordano, and Associates, Inc.

Comment [HW1]: Confirm accuracy

### Plan Adoption

The PDRP should be approved and/or adopted by resolution of the Board of County Commissioners and impacted City Councils. The initial PDRP was adopted as detailed in the Appendix. It will be readopted every 4 years or after major plan updates as discussed later in this section. A PDRP Ordinance may be adopted at a future date.

Comment [BethCGA2]: Confirm accuracy

### Plan Maintenance

Ongoing plan enhancements, plan integration, and policy monitoring will ensure the plan remains current and applicable to the changing conditions of the community. Ongoing implementation of pre-disaster mitigation actions, as detailed in the Local Mitigation Strategy, will also build resilience and community sustainability thereby preempting post-disaster redevelopment efforts.

**An abbreviated annual review** should be conducted for benchmarking the status of projects and responsibilities assigned to the various functional taskforces. Annually prior to April, the functional taskforces shall review the assigned actions within Chapter 4: Strategies and Action Plan and provide a status update to the PDRP Coordination Committee. The update should address the current status, completion date, or obstacles preventing implementation of assigned

responsibilities. The revisions may include recommendations for revisions to the actions that may be needed in order to achieve the plan’s stated goals and objectives. The PDRP Coordination Committee will convene annually in April to review and discuss the updates from the functional taskforces. The PDRP Coordination Committee will provide guidance for continued implementation of the Action Plan and discuss any legislative or regulatory changes that may impact goals or action items. The revised action items should then be reprioritized and reviewed with the Executive Committee for potential impact on other functional taskforces. During the annual review, the PDRP Coordination Committee will meet to discuss the working groups’ status reports, including completed actions and actions in progress, planned actions for the next year, address any membership or leadership changes, and discuss increasing municipal involvement in the PDRP if needed. The PDRP Coordination Committee will then review and approve any updates or revisions to the plan developed by the functional taskforces. If necessary, a summary of these findings will be presented to the executive elected body via the County Administrator no later than June 1<sup>st</sup> each year and distributed to the County’s municipalities. If any substantive changes have been made, the PDR Coordination Committee may consider hosting a briefing for impacted stakeholder’s assigned responsibility for implementation of these revised components.

**PDRP Comprehensive Plan Review and Update**

The comprehensive review and update will occur every four years or after a large-scale disaster. This update will include a review and revision of the plans overarching goals, objectives, priorities, and major process revisions. The review should be conducted in close coordination with the update of the Comprehensive Plan, the Local Mitigation Strategy, and Comprehensive Emergency Management Plan. The plan integration discussion in the Appendix provides an overview of additional plans and policies that impact post-disaster redevelopment. These should all be reviewed for any potential impact to PDRP and revised accordingly.

The Post-Disaster Redevelopment Plan will require review and revision as the county’s **vision for growth and change continues to evolve** and is further defined and refined in the Comprehensive Plan, the Long-Range Transportation Plan, Community Redevelopment Area Plans, Airport and Port Master Plans, and related visioning documents as detailed in **Table XX**. All of these documents may impact the density, intensity, type, and use of redevelopment efforts. Any jurisdictional changes (such as new or dissolved municipalities, jurisdictional boundaries, etc.) that may affect overall plan implementation should be addressed during this process. Moreover, political changes, availability of resources, grants and other changes will likely impact the post-disaster redevelopment goals, actions, and priorities. Provided that annual reviews have been timely and substantive, the comprehensive plan review process should be manageable enough to complete in less than one year.

Table XX: Relevant Local Documents and Workgroups			
Plans, Policies, and	Year	Workgroup Relevance	Comments

Procedures		Community Redevelopment	Economic Redevelopment	Infrastructure	Health and Environment	
Comprehensive Plan	2010	X		X		
Land Development Regulations	2006	X		X		
Local Mitigation Strategy	2010			X		
Comprehensive Emergency Management Plan	2007			X	X	
2035 Regional Long-Range Transportation Plan	2011	X	X	X		
St. Lucie County, Florida Western Lands Study	2012				X	
Debris Management Plan	2011				X	
Housing Disaster Plan	2006	X	X			
St. Lucie County International Airport Master Plan	2011		X	X		
Port of Fort Pierce Master Plan	2002		X	X		Update in 2013

A review will also be necessary in the aftermath of a major disaster, which significantly reshape the community, impacts priorities, and resources and creates substantial windows of opportunity to build a more resilient community. The PDRP Coordination Committee may also consider a review of the agency memberships in the working group in order to incorporate additional partners and/or acknowledge organizational changes affecting the committee structure.

Figure 6-1: Local Government Post-Disaster Planning Activities

Comment [BethCGA3]: Helene, I recommend deletion since most of this is pretty much addressed throughout the plan in other section and it really doesn't add anything to this chapter.

## LOCAL GOVERNMENT POST-DISASTER PLANNING ACTIVITIES

Recovery planning within a community is dependent on an active local government. Local governments are encouraged to:

- Provide leadership in recovery planning and prioritization of goals.
- Determine need and deploy a Local Disaster Recovery Manager (LDRM) or equivalent.
- Incorporate principles of post-disaster planning into the recovery process.
- Coordinate with relevant regional planning organizations that provide resources and/or planning expertise.
- Promote partnerships between nonprofit organizations, faith-based organizations, the private sector or other relevant organizations and nontraditional and underserved populations throughout the recovery process.
- Review pre-existing plans and cross-check against post-disaster planning priorities.
- Implement a transparent, accountable system to manage recovery resources.
- Manage overall recovery coordination at the local level.
- Communicate post-disaster planning as well as organizational and operational needs to the State.
- Lead an inclusive and accessible planning process, facilitating practices that comply with applicable laws, including civil rights mandates.
- Enforce all applicable Federal worker protection laws for workers who are employed to rebuild the impacted community. These Federal laws include the *Fair Labor Standards Act*, *Occupational Safety and Health Regulations*, *National Labor Relations Act* and the laws administered by the Equal Employment Opportunity Commission (EEOC).
- Implement, coordinate and manage awareness and outreach efforts to individuals with disabilities, individuals with limited English proficiency, seniors, children, and other members of underserved populations.

## Long-Term Recovery Public Information Strategy

Public participation is an integral component to the PDRP planning process and should be continued as this plan evolves over time. The **PDRP Coordinator** has the responsibility coordinating with other stakeholders as necessary for maintaining communication with the public as implementation and maintenance of the PDRP continues.

The local jurisdiction may utilize important **anniversaries** such as past hurricanes to reinvigorate community awareness of hurricane threat to its area. This important landmark represents an opportunity to educate the residents of the recovery policies, which have been developed through the Post-Disaster Redevelopment Plan. Past disasters can be used to highlight past problems in response and recovery. Public outreach events such as **annual hurricane awareness briefings, educational expositions, workshops,** and others may be used to renew interest and support.

Providing the community with practical information and tools to prepare their families and mitigate homes, businesses and infrastructure against any disaster event is the foundation of the pre-disaster outreach and education strategies.

### Integrate Across Plans and Programs

Disaster preparedness outreach strategies are detailed in the Comprehensive Emergency Management Plan, the Local Mitigation Strategy, and numerous other organizational plans such as the American Red Cross Chapter, the local business community, and others.

### Pre-Disaster Public Information and Education Actions:

- Review and integrate disaster outreach strategies in other programs, plans, policies, and procedures including the local mitigation strategy activities, home construction and reconstruction requirements, fire safety, and disaster preparedness for special populations.
- Coordinate with Public Information Officers, across disciplines and jurisdictions such as PIOs for law enforcement, fire rescue, and administration
- Reach public consensus on controversial post-disaster redevelopment issues such as non-conforming uses or relocation of critical facilities
- Incorporate the post-disaster message in existing disaster outreach forum and media such as hurricane brochures, flood mitigation brochures, utility bill inserts and others.

**Figure 6-2: Organization Supporting Public Outreach, Education, and Post-Disaster Engagement**





## PDRP Public Information Strategy

Providing the community with practical information and tools to prepare their families and mitigate homes, businesses, and infrastructure against any disaster event is the foundation of the pre-disaster outreach and education strategies. Disaster preparedness outreach strategies are detailed in the Comprehensive Emergency Management Plan, the Local Mitigation Strategy, Floodplain Management Plan, and numerous other organizations such as the American Red Cross Chapter, the local business community, and others.

Government communication is a vital component to coordinate recovery and redevelopment efforts. Through partnerships with local government, community organizations, and businesses, public outreach will deliver clear information. An understanding of the basic components of the post-disaster redevelopment environment and PDRP may effectively be incorporated in all disaster preparedness outreach and education strategies. Informing the public of redevelopment policies that relate to their neighborhood and community prior to the disaster event may be beneficial, yet, in some cases may also be politically controversial. Introducing the public to controversial redevelopment policies can lead to lengthy and emotionally charged public reaction or protest. As the local leaders implement the PDRP action plan, revised policies, and sustainable strategies in the post-disaster environment, the impacted segments of the population may not appreciate the benefits, resist community changes, and feel resentment. It is advisable to build community consensus prior to an event. Through public education, the community enhancements to make the built environment more resilient, sustainable, and stronger, can better be communicated. The community can actively participate in the dialogue before a disaster to address public dissent. The entire community will benefit if issues can be resolved during “blue skies” while there is time to give the appropriate attention to all sides of the debate.

When educating the public regarding post-disaster redevelopment policies, presenters may consider impressing vision of the potential magnitude and destructive powers of an event that would trigger expansive and drastic redevelopment actions. Conveying the level of severity is critical because disaster survivors will typically revert back to past disaster experiences as their only reference point which may have not risen to the catastrophic level. Presenters should, simultaneously, strive to strike a balance to avoid frightening the audience. The outreach message may include preparedness and action opportunities, an understanding of the vision of the leadership with the goal of empowering residents to build back better, stronger, and sustainable. Crafting an effective message that conveys a positive message despite the magnitude of a catastrophic incident is important.

## Pre-Disaster Messages Regarding the PDRP

### *Community vision*

Assumptions used to establish the previous community vision or plan may have dramatically changed as a result of the disaster. The PDRP process provides an important opportunity to open up a dialogue with the public about whether to “rethink” the existing vision. For example, safety could be a much higher priority for residents, translating into the need for updating the

building code, or new policies encouraging sustainable development practices, or working towards a diversified economy to avoid dependence on one business sector.

### Homes in vulnerable locations

Increasing awareness among residents about homes and neighborhoods in vulnerable locations prior to the disaster may make them more open and amenable to participation in voluntary mitigation programs. This may result in encouraging them to incorporate disaster mitigation not only prior to a disaster, but understand the importance of potential opportunities to incorporate mitigation during the rebuilding process following a disaster.

### *Comprehensive Emergency Management Plan , Basic Plan, p. 101*

*For any Emergency Management program to be successful, training of individuals at all levels of government for their respective roles in the four phases of emergency management must be considered a high priority.*

The LMS plan states that the areas most susceptible to flooding are the barrier islands, areas bordering the Indian River Lagoon, the Indian River Lagoon, the St. Lucie Savannahs, and the St. Lucie River and its tributaries. The barrier islands and the areas bordering the Indian River Lagoon and the St. Lucie River are most susceptible to storm surge. According to the Florida Assessment of Coastal Trends, 52% of residents in St. Lucie County live in the Category 1 Surge Zone.<sup>1</sup> The LMS also provides an extensive list of roadways throughout the county where stormwater drainage is a known roadway flooding problem.<sup>2</sup>

The {insert} is responsible for conducting public outreach on a continuous basis that focus on wind protection and wind retrofits. Wind protection focuses on reducing the damage from wind by strengthening floors, foundations, and wall/floor attachments of existing structures. The County also conducts all-hazards public outreach through an annual all-hazard safety expo. It also participates in the annual National Preparedness Month program.

**Comment [BethCGA4]:** What department is responsible for conducting outreach and/or providing information on retrofitting to the public, either proactively or if asked by the public?

**Comment [BethCGA5]:** Does the county participate or conduct any of these types of programs? What are they? If so, who leads or coordinates them?

**Comment [BethCGA6]:** Does the county participate or conduct any of these types of programs? What are they? If so, who leads or coordinates them?

### Businesses Continuity and Economic Redevelopment

Information for the business community may include protection of customer data, the development of company-based emergency plans for businesses, backing up all necessary information on remote storage sites or portable computer devices, and ensuring proper insurance coverage. Small businesses may also receive assistance from economic development organizations, business network organizations, small business agencies, and larger businesses to develop continuity of operations plans.

### Meeting Places and Information Materials

The pre-disaster period is the most strategic time to gather or create any essential informational materials that may be made available to the community regarding redevelopment and recovery. It is beneficial to the County to remain current on informational material and resources available for public distribution. Groups to consider for providing such materials include FEMA, other

<sup>1</sup> 2010 St. Lucie County Local Mitigation Strategy, p. 74

<sup>2</sup> 2010 St. Lucie County Local Mitigation Strategy, pp. 76-78

federal and state agencies involved in disaster recovery, community organizations such as United Way or Citizen Corps, disaster preparedness organizations, and communities that have been periodically affected by disasters. Collecting best practices tips, handouts, and other information in advance of a disaster will reduce the amount of research and staff time necessary post-disaster to produce the large volume of public information needed. This material may include information on rebuilding policies, home and business hazard mitigation techniques from FEMA guides, and hotline or other contact information to assist in dealing with insurance claims. It is important to note that informational materials must meet any Federal or State laws and promote inclusion by all sectors of the community, including individuals with limited English proficiency or with speech or sensory impairments. Examples of alternate formats include large print, Braille, information on CD/DVDs, audiotapes, use of websites in accessible formatting, pictographs, and information translated into Spanish and other languages spoken in the community.

Post-disaster redevelopment strategies may be incorporated within existing disaster preparedness outreach strategies. St. Lucie County uses a wide range of methods including its Emergency Management website (<http://www.stlucieco.gov/eoc/>) which includes links to preparedness information and downloadable publications; public education meetings and notices as part of the LMS planning processes and the nuclear power plant preparedness information. The City of Port St. Lucie also provides emergency preparedness information on its website (<http://www.cityofpsl.com/emergency-management/>). Public meeting announcements are broadcast on St. Lucie County TV (SLCTV - the government access channel on Comcast Channel 21) as well as published in local newspapers as required for other public meetings.



### Training

Training the staff and exercising the Post-Disaster Redevelopment Plan is a vital component in ensuring successful plan implementation. Personnel must understand and appropriately apply the immediate sense of urgency in recovery and be committed to the long-term sustainability and community collaboration required in the redevelopment process. Ensure also that nontraditional organizations such as planners, public administrators, building code officials, environmental planners, and others are active in post-

Figure 6-3: Photo courtesy of SLC Board of County Commissioners

disaster exercises.

Consider incorporating components of recovery and long-term redevelopment in **other disaster related training and exercises such as the annual hurricane exercise, hazardous materials exercises, or homeland security exercises.**

Post-Disaster Redevelopment stakeholders and decision-makers involved in post-disaster redevelopment will benefit from the following courses designed to provide a baseline of knowledge for long-term recovery.

Course Title	Source for Training	Course Overview
IS-800.B National Response Framework, An Introduction	<a href="http://training.fema.gov/EMIWeb/IS/IS800b.asp">http://training.fema.gov/EMIWeb/IS/IS800b.asp</a>	Understand the key principles, roles, and structures that organizes the response to disasters
IS-700 National Incident Management System (NIMS), An Introduction	<a href="http://training.fema.gov/EMIWeb/is/is700a.asp">http://training.fema.gov/EMIWeb/is/is700a.asp</a>	Understand the purpose, principles, key components, and benefits of NIMS.
IS-814 Long Term Community Recovery	<a href="http://training.fema.gov/EMIWeb/IS/IS814.asp">http://training.fema.gov/EMIWeb/IS/IS814.asp</a>	As part of the NRF, understand Emergency Support Function for Long Term Community Recovery.
E210 (G270) - Recovery from Disaster: The Local Government Role	<a href="http://training.fema.gov/EMICourses/EMICourse.asp">http://training.fema.gov/EMICourses/EMICourse.asp</a>	Understand the roles and responsibilities of immediate recovery team members
G-318 Mitigation Planning Workshop for Local Government	www.floridadisaster.org	Understand how to prepare hazard mitigation plans
E901-IEMC: All Hazards Recovery and Mitigation	Emergency Management Institute Course (Advanced)	Exercise-based course emphasizes recovery and mitigation activities and planning. Disaster simulated allows structured decision making and the ability to carry out their respective functions related to disaster recovery
Governor's Hurricane Conference (Annual)	<a href="http://www.flghc.org/">http://www.flghc.org/</a>	Annually the Governor's Hurricane Conference provides an broad range of training courses related to all phases of the a disaster

Documentation: Proof of training, such as copies of certificates, should be forwarded to the designated training officer within the jurisdiction.

## Exercises

The purpose of an exercise is to evaluate the capability of personnel to implement the plan and to evaluate the adequacy of the policies and procedures.

**Emergency Management's Strategic Training and Exercise Program:** As part of the **Comprehensive Emergency Management Program**, local Emergency Management and public safety organizations maintain an exercise program to test emergency plans, protocols, and equipment. General information regarding exercises and drills is located within the County Comprehensive Emergency Management Plan page 102. Members of the Management Team and key stakeholders from the Taskforces are highly encouraged to participate in preparedness exercises, and they should be included on distribution lists to receive exercise announcements from the local Emergency Management program coordinator. Participation in these response and immediate recovery exercises will ensure that the Management Team and workgroup members are aware of issues and changes as they relate to disaster response and short-term recovery.

**Long-term Recovery Exercise:** The PDRP Management Team may also conduct a tabletop or functional exercises to test the responsibilities within the PDRP within the jurisdiction and across disciplines.

**Exercise with Partner Organizations:** Many groups such as the emergency managers, the **Local Emergency Planning Committee, the Local Mitigation Strategy Committee, and the first response community** may conduct routine exercises. Annually, jurisdictions throughout the State participate in the **Statewide Hurricane Exercise, local hazardous materials drills, radiological emergency preparedness exercises, and homeland security based exercises**. The PDRP leadership may consider working with these various exercise design teams to incorporate a module or message related to Recovery and other long-term redevelopment activities. This will increase the awareness of the Post-Disaster Redevelopment Plan across disciplines and among jurisdictions.

**Improvement Planning:** The Management Team and key stakeholders should participate and provide input during the After Action Report (AAR) process, and subsequently revise the PDRP based on recommendations made in the AAR with a focus on ensuring a smooth transition from response (the CEMP) to recovery (PDRP). After action, recommendations may also have an impact on the Action Matrix of this plan. During the annual review process, consider assessing the After Action Report recommendations against the action matrix

***Comprehensive Emergency Management Plan, Basic Plan, p. 102***

*A viable exercise program is an essential component of any effort to fully train emergency personnel for their duties and responsibilities when a disaster occurs. It is crucial that those individuals who are charged with responding to emergencies are required to "experience" a disaster under as realistic conditions as possible before any actual event. The purpose of exercising is to improve the preparedness posture of the organization(s) involved. This will result in the reduction of loss of life and property when a disaster occurs.*

## CHAPTER 7 FINANCING STRATEGY

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### Introduction

The purpose of this section is to provide an overview of the financial challenges that the County government and its municipal jurisdictions will face following a major disaster. The intent of this section is also to provide information about the various types of pre and post-disaster funding sources that are available from local, state, federal, private sector, foundations, and non-governmental organizations, as well as potential non-monetary strategies that can reduce the financial strain the disaster recovery can cause.

Major disasters reduce the revenue of communities that are impacted and increase funding needs of government, businesses, and citizens. Communities with well-developed, strategies for obtaining, including the judicious use of funds, are more likely to be supported by various federal, state, local, and private organizations. As a result, this may facilitate a smoother, more efficient recovery during the post-disaster redevelopment period. Post-disaster impacts that strain local government resources include physical damage to property and infrastructure including critical and historic properties, economic losses, environmental degradation, and erosion of quality of life and the social fabric of the community. Some of these impacts can be addressed through implementation of successful hazard mitigation and redevelopment measures such as those found in the St. Lucie County Local Mitigation Strategy.

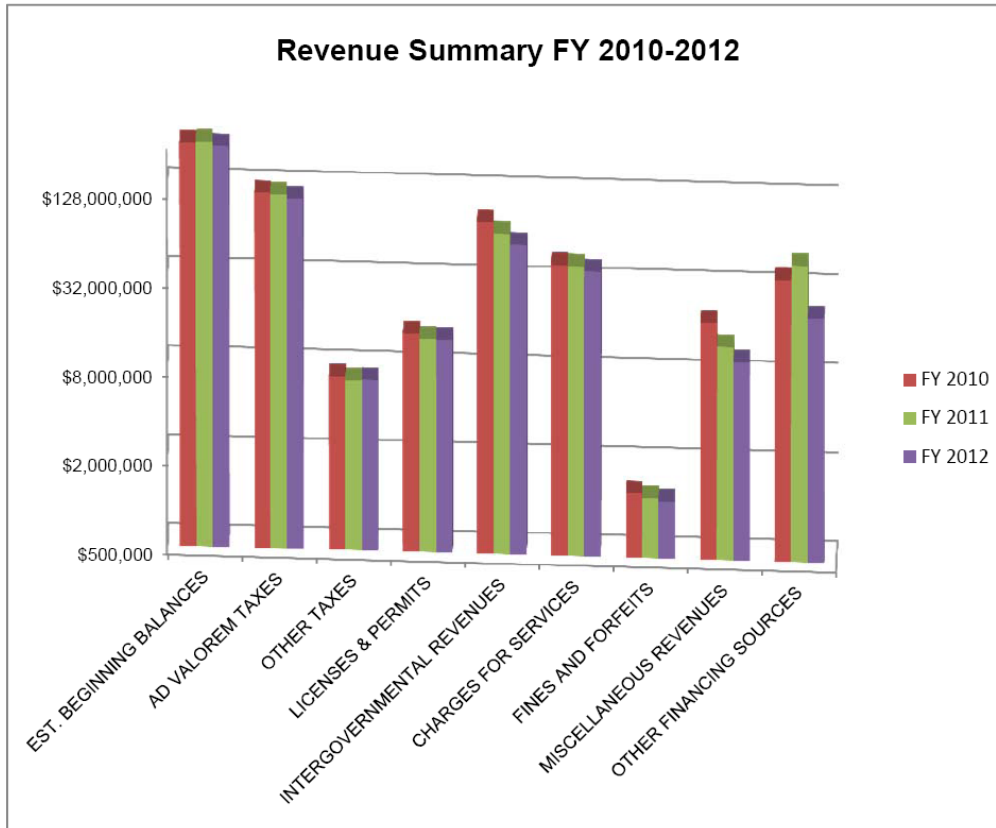
### Funds for St. Lucie County Government

#### Revenue Sources

St. Lucie County government relies on the revenues it collect from various sources to provide services for its citizens and visitors. The governmental budgeting process is subject to regulatory restrictions on expenditures of revenues. Financial resources within the General Fund may be allocated to legitimate governmental purposes with limited restrictions imposed by State or Federal laws, County ordinances, or other external regulations. The General Fund may be allocated for any jurisdiction wide purpose. The remaining percentage of the budget is reserved for restricted uses only.

Revenues are generated and collected at various times throughout the year and, therefore, the timing of a disaster event can have a significant impact on the financial resources available for use. Interruption in the collection process, such as the collection of ad valorem revenues, could significantly impact available revenue in the next budget cycle. Additionally, in the post-disaster environment, government should expect a significant reduction in the collections of user fees such as utilities, charges for services, due to extended outages. Revenue sources from property taxes are vulnerable due to the potential decline of property values and loss of revenue from persons who vacate their properties and cease paying taxes. These funds are derived from a variety of sources, as detailed in Figure 6-1.

Figure 7-1: Revenue Summary for 2010 through 2012<sup>1</sup>



Property taxes provide one of the largest sources of net available resources for St. Lucie County. Consequently, any increase in expenditures and staffing must be weighed against the impact it will have on these tax revenues. Other revenue sources generated by the enterprise activities of the county, such as user fees, and charges for services also provide a significant source in revenue. Cash forward also makes up a significant portion of budgeted revenues. Fund balance is the result of the previous fiscal year’s beginning cash balance plus revenues received minus actual expenditures. It includes unallocated resources that may be used to fund new projects/programs as well as unspent allocated funds, which will be carried forward to fund those existing projects/programs. Fund balance is adjusted for inventory and other non-cash assets and liabilities. Damage to property from disasters will impact the amount of property taxes that are collected.

<sup>1</sup> St. Lucie County Budget Summary, p. 51

Another important consideration for St. Lucie County is that most of the funding that will be provided to the County for recovery purposes following a disaster through Federal and State funds and volunteer donations will mainly be used to rebuild critical infrastructure and facilities. There is currently no source of funding that is used to pay the costs of the extra hours that planners and building department staff will have to put in to review the increased number of plan submittal, building permits, variance requests, rezoning requests, etc. that will be coming into the County's Planning Development and Services Department. FEMA Public Assistance grant funding includes an administrative fee for local governments to use for staff costs for grants administration. However, these funds are based on a sliding scale and do not always cover all associated costs.

### Estimating Revenue Shortfalls

As soon as possible after a disaster, St. Lucie County government, its municipalities, as well as independent taxing authorities should determine what revenues are affected and begin to estimate possible revenues for the upcoming budget cycle. Periodic reassessment of revenue shortfalls will be required throughout the recovery process. The assessment should determine what costs of long-term recovery can be covered while also maintaining jobs and essential services. This assessment will also guide decisions for non-essential cost cutting action in order to prioritize budget allocations to redevelopment activities. Refocusing priorities to maintain staff and essential services must remain the priority. To perform the impact analysis, a complete and current list of revenue sources and supported activities is needed such as the annual budget projections. The assessment should evaluate the potential effects on each of the sources through face-to-face interviews with appropriate county and municipal staff charged with managing the funds. The financial management personnel should develop a description of the key factors affecting the revenue impacts and develop budgetary estimates based on these factors. The following are some general items for consideration during the impact assessment process.

### Revenue Sources with Restrictions

The County's fiscal year 2011-2012 Final Budget outlines certain restrictions in the Revenue Policy section (p. 36). In addition to locally established policies, there are other numerous revenue sources that are restricted by regulatory requirements on how they may be spent. Federal and state statutes dictate, for example, that fuel revenues from the Highway Trust Fund (Federal) and State Transportation Trust Fund (State) be allocated to roadway and transit needs only. Therefore, in the post-disaster environment, St. Lucie County does not have the authority to reallocate these funds to high priority infrastructure restoration needs. Other similar restrictions may apply as outlined in Title XIV, Taxation and Finance, Florida Statutes. Allocation restrictions on expenditures apply to both county and municipal jurisdictions.

### Reserve for Contingency Funds

This fund is defined by St. Lucie County as budgeted reserve to fund unanticipated expenditures that may come up within the fiscal year. Examples include and are not limited to: matching dollars for grants; capital projects; outside agency requests; departmental requests to fund increases to current or new program initiatives; or to fund expenditures relative to a major storm or other unforeseen disaster that fundamentally alters the current tax base. According to



Chapter 129.01(2)(c), Florida Statutes, a reserve for contingency cannot be greater than 10% of the fund in which it is budgeted. This reserve should be established only in those funds where emergencies may occur. The amount recommended is a minimum of 2% of operating for major funds. Since the actual dollar figures will change from year to year, the current local budget documents for the county and the cities should be consulted and reviewed. St. Lucie County's reserve policy is detailed in Financial Policy, General Budget Policy, 5. Reserves, including designating the Board to allocate funds and designating 5% of the total operating budget excluding funds that have a minimum of 10% or \$2 million (whichever is greater) in reserves to an Emergency Reserve dedicated to natural and manmade disasters. The policy states that by a majority vote, the Board may use all or a portion of the designated emergency reserve fund and that such uses are normally reserved for natural or manmade disasters. The County has emergency reserves set aside for disasters. Any use of these reserves must be approved by the Board. In practice, the County doesn't use the reserve funds unless there are no other funds available in the department's budget.

#### Variables in Estimating Reserve for Contingency Funds

When estimating the amount of funds that should be held in reserve for the event of a disaster, there are important variables that should be considered. There may be an increased demand from on the General Fund from other constitutional offices that have experienced a decrease in revenue from fines and fees. Also affecting demands on these funds is how broad the county and the municipalities want to be in terms of personnel that remain on the payroll who may not be working. The following section provides a more detailed discussion of the impact of some of these variables and possible solutions for greater efficiency. There is currently no source of funding that is used to pay the costs of the extra hours that planners and building department staff will have to put in to review the increased number of plan submittal, building permits, variance requests, rezoning requests, etc. that will be coming into the County Planning and Building Departments.

#### State Revenues

- Coordinate with the responsible state agencies to receive revised revenue estimates
- Determine how much revenue is generated by each area that is affected
- Revenue that are per capita based, may not change significantly due to disaster

#### Building Permit Fees

- Coordinate with local permitting departments to evaluate fee waivers
- Revenue estimates may be made based upon the level of damage recorded through the damage assessment process
- Incorporate estimates for non-compliance with permitting requirements; examples could include code enforcement fines and fees for permits that were not waived as part of an emergency permitting ordinance.
- Staff positions that are funded through this revenue may create burden on budget; augmentation of staff to accommodate volume may create a burden on

the department's budget, depending upon the level of revenue being collected for code enforcement fines and permitting fees.

- Revenues may increase depending on the rate of reconstruction or decrease if fees are reduced or waived

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### Utility Fees



- Coordinate with the local utilities to estimate level of infrastructure damage and timeline for restoration
- Ability to collect fees may be impacted by internal and external factors including accounting and collections system processing and mail delivery system.
- Likely revenues will decrease for some period of time until services can be fully reestablished

### Taxable Sales



- Dependent on consumer purchases of nondurable goods, including clothing, grocery items, and personnel services
- As FEMA Individual assistance becomes available and insurance payouts are being made, sales taxes may increase due to the purchase of construction goods, furniture, etc.
- Hotel taxes may increase due to influx of relief workers and displaced residents.
- A large decrease in corporate income taxes due to loss of business or decrease in profits such as the insurance industry could have a negative impact on these revenues; locally there may be an impact on taxable business assets due to loss or damage.<sup>2</sup>
- Post-disaster reconstruction and replacement of home goods could increase these revenues particularly if the impacts are geographically widespread within the State.

### Tourist Development Tax



- Generated from sales on tourist-related resorts and facilities
- Revenues used for tourism and economic development
- Revenues likely to decrease until tourism rebounds

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<sup>2</sup> Revenue Estimating Conference, November 2005, Executive Summary, <http://www.edr.state.fl.us/Content/conferences/generalrevenue/archives/051115gr.pdf>

### State and Federal Resources, Grants, and Loans

A wide variety of financial assistance is available post disaster to support recovery efforts. A successful post-disaster financing initiative maximizes available funding options from a variety of sources including local, state, federal, private sector, foundations, and nongovernmental organizations. The most common funding mechanism, administered by the Federal Emergency Management Agency, is the Public Assistance Program, the Pre-Disaster Mitigation Grant Program (PDM), and Hazard Mitigation Grant Program (HMGP). Other Federal agencies administer many other programs that are not as widely known and not all require a presidential disaster declaration: Community Development Block Grants, Homeland Security Grants, Housing and Urban Development (HUD) funding.

St. Lucie County and its municipal jurisdictions should consider developing systems and procedures so that they prepared to apply for new sources of state and federal funding and grants from private organizations and non-governmental organizations. In order to take full advantage of these funding opportunities finance personnel should familiarize themselves with the pre and post disaster funding sources identified in this plan (see Appendix) and establishes relationship with the potential funding organizations. Proactive partnering and conversations with public and private sector funding organizations will provide St. Lucie County staff with an understanding of the organization's policies, timelines, funding uses and restrictions, types of aid, recipients and project eligibility.

There are numerous sources for governmental and non-governmental disaster relief programs and private donations that can support post-disaster redevelopment. For example, the Florida League of Cities has a 370-page resource book entitled "Financial and Technical Assistance for Florida Municipalities" 2008-2009, which provides information on grants, loans, technical assistance and other resources that are available to Florida municipalities. This resource book includes information on various programs for topics such as community development and redevelopment, economic development, emergency management, capital facilities, coastal management, environmental, historic preservation, housing and infrastructure. For more information visit: <http://www.flcities.com/membership/grant/>.

The State of Florida created a program that can potentially serve as a funding and management source for recovery needs that cannot be met by other relief organizations, government agencies, and insurance. This program, formerly known as the Hurricane Relief Fund that began in 2004, was renamed in 2007 as the Florida Disaster Recovery Fund. Many corporations and private foundations may donate funding to a program such as the Florida Disaster Recovery Fund or provide funding through other vehicles after a disaster has occurred. For more information visit: <http://www.fladisasterrecoveryfund.org/>.

Another important tool available to St. Lucie County is the Resource Identification Strategy (RIS) database that was developed in conjunction between the Department of Community Affairs and the Florida Public Affairs Center at Florida State University. The RIS is designed to identify traditional and non-traditional funding sources for local governments looking to implement disaster preparedness, response, mitigation, recovery and long-term redevelopment projects. The RIS can be accessed by visiting: <http://www.flris.org>.

Through FEMA's Community Disaster Loan program, St. Lucie County may be able to obtain a maximum of \$5 million dollars<sup>3</sup> to cover operating costs for the fiscal year in which the event occurs. Under extraordinary circumstances these loans may exceed \$5 million dollars and in rare cases, the loans are forgiven. However, following a major disaster, St. Lucie County will likely be faced with a financial crisis that far exceeds the cap that is placed on this program and will need funding outside of the fiscal year in which the event occurred.

St. Lucie County has identified numerous vulnerability reduction measures in the existing Local Mitigation Strategy Mitigation Project List and Local Comprehensive Plan Capital Improvement Projects. An approved LMS is also required for local governments to be eligible to receive grant funding for permanent work (i.e., road systems and bridges, water control facilities, public buildings and contents, public utilities, and parks and recreational facilities).

**Federal Grants and Loans Administrative Processes**

Based upon the level of disaster and the associated declaration, the availability of grants and loans, as well as, the administrative process may vary. For example, assistance from the Small Business Administration (SBA) may be activated either under a presidential declaration or by administrative declaration. The activating mechanism will determine the level of benefits. Again, using the SBA as an example, compare and contrast the following:

Presidential Declarations	Administrative Declarations (Agency)
SBA's disaster assistance programs are automatically activated	SBA's Administrator may issue a SBA-only declaration
FEMA is the coordinating agency	FEMA & other agencies are not involved in an SBA agency declaration
Grants are available	Grants NOT available.
Primary Counties: Renters, homeowners and businesses of all sizes are eligible to apply for SBA disaster loans for physical damages.	Primary Counties: Renters, homeowners and businesses of all sizes are eligible to apply for SBA disaster loans for physical damages.
Small businesses are eligible to apply for economic injury disaster loans	Small business are eligible to apply for economic injury disaster loans
Contiguous Counties: Only small businesses can apply for economic injury disaster loans. Loans for physical damages are not available to individuals or businesses in these counties	Contiguous Counties: The same assistance is available to those in the primary counties.

A matrix of disaster recovery programs including a description of the type of assistance provided, the activating mechanism, and eligible entities is included in the Appendix.

**Grant Matching**

Some grants will require a match by St. Lucie County in order to receive the award. Matches can be percentages of the total requested amount and can vary in the terms of amount and how the match can be satisfied. For example, some grants may require a monetary match, an in-kind service match, or a combination of both. Some grants may allow in-kind match from volunteer hours. All volunteers who are working on behalf of the recovery mission to properly document

<sup>3</sup> For more information, visit: [http://www.fema.gov/government/grant/fs\\_cdl.shtml](http://www.fema.gov/government/grant/fs_cdl.shtml)

their hours, job tasking, and equipment usage for potential grant match opportunities. In certain cases, funding organizations might allow waivers of certain criteria or allow creative financing solutions depending on the type or magnitude of the disaster, so it is advisable to inquire as to whether these options exist.

In the event of a large scale disaster, it is possible that items not covered by insurance, but eligible for grants could be matched with a combination of in-kind, locally budgeted funds, contingency reserve funds (as previously discussed in this chapter), and loans. Grant match is budgeted for as part of the regular annual budget process. The department submits a requested budget that is recommended to the Board by the County Administrator and ultimately approved by the Board in September of each year. On a day-to-day basis, budget analysts in the Office of Management and Budget are responsible for grant monitoring and tracking. The Human Resources Department is responsible for the disaster recovery function.

Since there will be greater demand and competition following a disaster for accessing contingency funds, the PDRP Executive Committee will prioritize the public services in an effort to judiciously and effectively allocate emergency contingency funds, including the setting aside of funds for grant matching, for grants that may be particularly urgent or of great benefit to the County. The Grants Division will be responsible for researching and coordinating private sector grants and other philanthropic assistance.

### Commercial Loans and Foundation Awards

In addition to the various potential funding sources described above, the County and its cities still may pursue commercial loans to cover disaster costs. These are most often provided through local banks and/or credit unions that have a local stake in the community. St. Lucie County could work with the local banking industry to explore the establishment of different ways the industry can help St. Lucie County and the businesses in the County following a disaster.

One potential idea for how the local banking industry could help the local economy in a post disaster environment is through the establishment of a private Disaster Recovery Fund. A second form of assistance that private banks within the county could provide is bridge loans. Bridge loans are short term loans that can be used for a variety of purposes. The purpose of these loans in a post disaster environment would be to help the County and/or local businesses recover from the disaster until the County or the local businesses could secure a more permanent source of financing.

Private corporations offering disaster grants or other community volunteer support include the Bank of America, Wal-Mart, Coca-Cola Company, Intel, Lowe's (which partners with Habitat for Humanity), and others. Many corporations understand the benefit of giving back to the community and have established philanthropic or community based programs.

### Examples of Corporate Community Support

Bank of America: They maintain a corporate philanthropy program which deploys charitable funds to communities through:

- Consulting with local community leaders and stakeholders to determine the most pressing challenges of the community
- Deploying their Neighborhood Excellence Initiative program
- Investing in charitable grants to local, regional, and Learn more about Bank of America's national programs and partners
- Demonstrating thought leadership by convening local leaders to discuss issues, share best practices, and elevate the level of knowledge to address complex challenges
- Determining organizations and causes that will be supported by Bank of America Learn more about our local grants

Walmart and Sam's Club: Their Giving Program awards \$1,000-\$5,000 to improve the communities in which Wal-Mart customers and associates live and work with priority focus on veterans and military families, traditionally underserved groups, individuals with disabilities, and people impacted by natural disasters. Eligibility requirements for this grant include:

- Organizations with current tax-exempt status under Section 501(c)(3), (4), (6), or (19)
- Recognized government entities: State, County and City agencies
- Volunteer Fire Departments with current tax-exempt status under Section 501(c)(3)
- K-12 Public Schools/Districts, Charter Schools, Community/Junior Colleges, State Colleges and Universities.
- Private schools and colleges with current tax-exempt status under Section 501(c)(3)
- Churches and other faith based organizations with propose projects that address and benefit the needs of the community at large

### Pre-established Recovery Contracts

Pre-established contracts are helpful or expediting the goods and services needed for post disaster recovery. Although, FEMA will reimburse local governments for emergency contracts, services are typically limited to the first 72 hours of work. There are cases when sole source contracts may be let, but there are special requirements that must be adhered to per the Code of Federal Regulations (CFR) Section 13.36.

### Donations

Following a major disaster, St. Lucie County will receive an outpouring of donations from private organizations. St. Lucie County has established ESF 15 in the CEMP to address the volunteers

and donations that will be available to the County following a disaster during the response phase. Florida State Statute Chapter 496 regulates the solicitation of funds by charitable organizations.

**Financial Donations**

In the past, St. Lucie County has received financial donations after the storms in 2004. Should the St. Lucie County receive donations directly, the department would sent the donation to the Finance Department and work with the Office of Management and Budget to prepare a resolution for Board approval to set up a budget for the donated funds

**Comment [m1]:** Does the County have an MOU with any organizations that serve as mechanism for receiving donations on behalf of the County?

**Land Donations**

Private donations can take the form of land or easement donations. Private landownership and land trusts may be willing to donate land as a means of encouraging more judicious land use and lowering the risk to the County. Land donations will be coordinated through the **{INSERT DEPARTMENT NAME}**.

**Comment [m2]:** How are land donations coordinated?

**Supplies and Service Donations**

Donations may also come in the form of services and supplies. As detailed in the St. Lucie County Comprehensive Emergency Management Plan, Recovery Annex I, Page ESF 15-1 (Volunteers & Donations) the St. Lucie County Community Services Department has the lead responsibility for coordinating use of volunteer support and the distribution of donated goods and services to meet the needs of the areas impacted by a disaster. St. Lucie County Personnel Department is assigned the responsibility to coordinate county employee volunteers as detailed in the SLC CEMP, Annex I, Page ESF 7-5. As the county transitions from the response phase to the long-term recovery phase, ESF 15 will continue to provide assistance with management of supplies and donated services.

**Volunteers**

This ESF is activated to coordinate response and recovery efforts related to volunteers (pre-assigned and convergent) and to assure the expeditious delivery of donated goods. Volunteer coordinators will set up reception centers and staging areas to receive all volunteers and donations. The fundamental policy demands that these resources will be deployed in support of unmet needs. Other professional organizations and skilled labor may also donate their services in support of the recovery effort. (Example: colleges and technical schools and design schools may provide teams of students and professors for a variety of community development purposes. Attorneys may wish to donate time to assist with legal matters. Local construction and home improvement may wish to donate materials.)

Assessing Levels	Service
In light of budgetary shortfalls, jurisdictions must consider:	
• impact on levels of service	
• impact on the community served	
• priorities for allocating services	
• potential sources of temporary funding	

**Comment [HW3]:** This does not allow the use of volunteers for other purposes such as volunteer engineers or planners assisting the county, volunteer data entry clerks assisting the building department, etc. etc.



## Estimating and Offsetting Expenditures

### Prioritizing Public Services

Once the revenue impact analysis is complete, local leaders will need to meet with service providers to consider reprioritizing general services as well as to provide assistance to special needs areas impacted by the disaster. Where services or funding sources are identified that are not impacted by a disaster, funds may be transferred on an emergency basis to assist high priority services that will suffer curtailments (unless the funds are restricted). The leadership should evaluate conflicts among the priorities of the different service providers and work towards resolution. Information on alternative sources of funding based on information provided by the service providers and other sources including the timing of any necessary requests to minimize the impact of a funding shortfall.

#### Example of Emergency Staffing Reassignment

A public librarian is unable to return to her normal assignment because the library is destroyed. In her survey, she chose to be assigned to the disaster housing team. Her duties include interviewing disaster survivors and completing a human service intake form. Once the intake process is complete, the librarian may be assigned to assist with data entry of new permit applications.

### Estimating salary requirements

Agency policies regarding payment of personnel will have a large impact on the ability of the contingency funds to meet payroll requirements and the speed in which funds are depleted. Simply using the average monthly payroll costs multiplied by the anticipated number of months that the agency will be operating from reserves may not be the most prudent or accurate way to estimate this calculation. Spikes in overtime that will take place prior to an incident as well as following should also be a part of the formula for estimating contingency funds. Public Assistance grant funding includes an administrative fee for local governments to use for staff costs for grants administration. However, these funds are based on a sliding scale and do not always cover all associated costs.

### Reassigning Personnel to Recovery Related Missions

One method to reduce payroll liability is to establish an Emergency Staffing Policy. Policies are established which mandate that employees not already identified as essential during disaster recovery are required to assist in an area that will be in need of additional staffing. Service areas are identified which are required to keep operating or may “ramp up” in activity. These areas are presented in a survey in which employees select a primary, secondary, and tertiary choice of assignments. They are also required to complete the required basic NIMS-compliant training. As determined by the county or city manager, once the threat has passed, employees are required to report to their assigned emergency staffing post. If they are unable to report as required, regardless of the issue, they are required to utilize accrued leave time (i.e. sick, vacation, or compensatory time). When leave time has been exhausted, they are in an unpaid leave status.

Comment [HW4]: Add these issues to the action matrix.

**Augmenting Financial Management Capabilities and Personnel**

Extra staff will be needed to help manage grants or loans once received. County agencies and each of the municipalities should conduct an analysis of their administrative capabilities. Agencies charged with key recovery actions may need to recruit senior staff with specific expertise needed for recovery but can also consider hiring temporary or consultant personnel that can be used across agencies as staffing needs change during the different periods of recovery. The County and municipalities may want to consider hiring temporary staff to do senior staff's typical jobs while they are focused on recovery. Consider augmenting grant research, writing, and monitoring capabilities in order to take advantage of creative funding opportunities. While looking for potential gaps in human resources, county agencies and municipalities can also internally assess their administrative procedures to ensure that they have systems in place to be able to appropriately and efficiently coordinate funding from a variety of public and private sources.

To prevent staff shortages, expedite reimbursement, and ensure proper documentation, jurisdictions should create a plan to include:

- fast-tracking of new hires
- internal cross training programs
- mutual aid agreements
- private firm contracting

**Other County Constitutional Offices**

There may be a demand on the General Fund from other county constitutional offices who experience a reduction generating revenue. For example, Article V of the State Constitution assigns the state the responsibility for funding the State Court System, state attorneys' offices, public defenders' offices, and court appointed counsel. Funding for the offices of the clerks of the court performing court related functions will be replenished from filing fees and service charges of court users, with the state providing any additional funds needed. Counties will be required to fund the cost of construction, lease, maintenance, utilities, and securities of facilities for the trial courts, as well as, the costs of communication services, existing radio systems, and multi-agency criminal justice information systems. However, following a disaster, a reduction in revenues from filing fees and service charges is likely to occur. Since a balanced budget is a constitutional requirement, the Clerk of the Circuit Court will have to draw upon a greater percentage of funds from the County's General Fund to account for the difference from the lower revenues.

**Estimating Disaster-Only Related Costs**

Although normal operating costs can provide a basis for estimating some costs following a disaster, post-disaster response and recovery requirements place a large strain on the financial situation. Expenditures that are not a regular part of the budget line items such as debris management, emergency repairs, emergency supplies and equipment, emergency lease space, and others mandate radical reprioritization of available funds. While many disaster related expenditures are reimbursable either under the Stafford Act or insurance payments, initial costs must be covered in the immediate aftermath. Tools such as the HAZUS-MH data can provide plausible data using disaster models, which can assist budget analysts with the information,

needed to estimate potential costs. This data, in combination with the County’s own historical information from past hurricanes, can assist in making educated estimations.

The LMS includes data of exposures and damages at risk from all category storms. Many structures would be lost and day to day county government operations would be severely impacted due to personal losses by county employees. St. Lucie County has also sustained \$67,801,746 in total paid losses through the National Flood Insurance program. The following tables provide estimates for countywide structures at risk and countywide loss according to the 2010 Local Mitigation Strategy.

**Table XX: St. Lucie County Flood Exposure, 2009<sup>4</sup>**

Exposure	100 Year Event	50 Year Event	25 Year Event	10 Year Event
Number of Structures in Flood	16,853	14,784	11,038	777
Estimated Loss in Value*	\$3,421,997,154	\$2,463,085,864	\$1,225,902,277	\$312,116,224
Population in Flood	16,898	16,882	13,577	2,502

\*Based on FDCA percent loss estimates for wind and rain; maxima estimates  
 Source: Florida Department of Community Affairs, 2009 and St. Lucie County Property Appraiser Data, 2009.

**Table XX: St. Lucie County Hurricane Flood Exposure, 2009<sup>5</sup>**

Table 4.6. Hurricane flood exposure, St. Lucie County, 2009.

Exposure	Category 5	Category 4	Category 3	Category 2	Category 1
Number of Structures in Flood	75,700	39,957	16,765	14,794	9,271
Estimated Loss in Value*	\$22,186,574,960	\$14,026,427,898	\$6,430,346,302	\$2,654,868,122	\$864,900,379
Population in Flood	159,599	78,652	18,343	16,883	9,144

\*Based on FDCA percent loss estimates from wind and rain; maxima estimates

**Table XX: NFIP policy information for St. Lucie County and its jurisdictions**

Community Name	Policies In-Force	Insurance In-Force	Number of Paid Losses	Total Losses Paid
St. Lucie County	13,458	\$2,805,909,300.00	1,389	\$36,035,994.00
City of Fort Pierce	5,619	\$894,695,700.00	730	\$27,974,695.44
City of Port St. Lucie	6,393	\$1,569,649,600.00	148	\$1,441,313.73
Town of St. Lucie Village	118	\$31,153,400.00	58	\$2,349,744.23

<sup>4</sup> St. Lucie County Local Mitigation Strategy (2009). Hazard Identification, Vulnerability, and Risk. Pg. 79

<sup>5</sup> St. Lucie County Local Mitigation Strategy (2009). Hazard Identification, Vulnerability, and Risk. Pg. 79

### *Rate of Replenishment*

As noted earlier, the timing of the disaster relative to the collection of these funds will have an impact of the level of available catastrophic funds. Therefore, although there will likely be a reduction in ad valorem revenues, there may be some “lag time” before the effects are fully realized. However, the impact of any remaining revenue that is collected throughout the year will be felt almost immediately. As such, this reduced rate of replenishment of funds back into the government coffers must also be built into estimating the allocation for the contingency reserve fund.

Financing redevelopment following a disaster can be challenging. The process requires a combination of creativity, resourcefulness, and the ability to maximize available funding options while working towards achieving the pre-identified, long-term sustainability goals and objectives of the municipality, county, and region. A post-disaster redevelopment plan that is well integrated with other community planning mechanisms can be evidence of good stewardship in managing financial resources. In turn, a community, which demonstrates effective financial stewardship, is likely to attract additional outside resources.

### *Credit Bond Rating*

Additional external funds may be needed to meet federal match requirements, and sustain basic governmental services. The strength of St. Lucie’s credit rating will be critical in bridging the gap before the funds are available through the FEMA reimbursement process for public assistance. Catastrophic disasters can have a negative impact by reducing the County’s bond rating and bonding capacity affecting the ability to borrow money. The higher the bond rating, the lower the interest cost to borrow funds. If the bond rating is excessively low, the County will be unable to sell voter approved bonds intended for infrastructure restoration projects. Investor’s seek higher bond ratings. However, factors that can determine St. Lucie County’s bond rating include debt and budget, population, tourist visits, tax collection, etc.

The County has access to a line of credit that would enhance their ability to sustain themselves until other funding sources became available, such as FEMA Public Assistance (PA). The PA program provides funding for debris operations, emergency protective measures and repairs to critical and public facilities and infrastructure. Large project costs are reimbursed after expenses are accrued (and evidence of payment is submitted with required forms) by the local government, up to the Federal cost share, which ranges from 75 to 100 percent. The Federal allocation is typically 75 percent, but has historically been greater depending on the severity of the event and Presidential declaration

### **Spending Restrictions**

In the aftermath of a catastrophic event, St. Lucie County would have greater flexibility, if spending restrictions were temporarily eased. Easing of these restrictions would require action by the federal and state government agencies with regulatory authority for the expenditure and/or from the political leadership in these legislative bodies. Quantifying and defining a catastrophic disaster event, which may trigger regulatory waivers, remains a challenge.

stipulations. According to the FEMA 323 Applicant Handbook, the 2012 large project threshold is \$66,400 and annually increases based on the Consumer Price Index.<sup>6</sup> For disasters with less than a 100 percent cost share, final PA payments are paid after all work has been completed and a final inspection is performed. Therefore, a healthy line of credit is an asset to the County. As of 2011, the County's underlying general obligation bond rating as assigned by Moody's Investor Service at A2 and S&P rating at A+.

## Insurance

The private insurance industry also plays a major role in post-disaster redevelopment. St. Lucie County government, businesses and citizens all rely on the funds made available from private insurance companies.

### Public Insurance

Martin County BOCC, St. Lucie County BOCC, City of Port St. Lucie and the City of Stuart are members of a self-insured pool entitled the Treasure Coast Risk Management Program (TRICO). Employers Mutual, Inc. is the third party administrator and insurance broker. TRICO purchases property insurance which covers publicly owned buildings and their contents, property in the open, equipment, vehicles, watercraft and business interruption as a group which offers cost savings through economies of scale.

This coverage is a key tool in financing recovery and redevelopment after a large scale federally declared disaster. The self-insurance program requires that the individual pool member meet a predetermined policy deductible for damages. In the event the cost of an individual claim (including allocated claims expenses) is excluded from the coverage (usually referred to as the deductible or self-insured retention (SIR) or the amount in excess of a sublimit or the amount in excess of the total limit) and a federal disaster is declared, it is the intent of the members that the cost of the claim which is excluded will be the total responsibility and only the responsibility of the member against whom the claim occurred. Each member would be responsible for their uninsured losses over the amount of coverage as well as the deductible that would be applied before the insurance policies would be required to start paying. Once the deductible limit has been reached, the property insurance carriers will be presented with the damages for consideration. Uninsured property damages may be eligible for federal disaster assistance through the Public Assistance Program. For example, roads and below ground systems are some of the items which are ineligible for Property coverage. Property damages which exceed the coverage afforded by TRICO may be eligible for federal disaster assistance through the Public Assistance Program and/or the Federal Highway Administration.

The property insurance policies will reimburse for reconstruction of jurisdictionally owned structures and equipment damages that are within the limits of the coverage and considered insurable damages under the policies. TRICO annually reviews its policies to ensure sufficient coverage is in place. It is not feasible or affordable to purchase limits which equal the full value of the pool's property. Property limits purchased are based on a percentage of the pool's total

<sup>6</sup> FEMA Policy Guidance accessed at: <http://www.fema.gov/government/grant/pa/policy.shtm>

insured values. The amount purchased is based on the market conditions and the cost of the coverage. In accordance with the requirements of the Federal Stafford Act, TRICO submits a request to the Office of Insurance Regulation each year to certify the reasonableness of the property insurance coverage that has been procured for the pool.

The members individually maintain a reserve within their own self-insurance fund, which may be allocated for this purpose of paying deductibles and uninsured damages. The costs of repairing infrastructure that is uninsured will compete with the other demands being made on financial reserves resulting in faster depletion.

Although damage to public infrastructure is eligible for repair under FEMA's Public Assistance program, it will most likely not be sufficient to fund all repairs that will be necessary. Ensuring that adequate insurance is maintained on public infrastructure is a key tool in the recovery, especially since PA funds may restrict rebuilding only to the pre-disaster state. The County has identified infrastructure improvement to reduce future risk in its LMS plan. Having funds available without these types of restrictions can assist St. Lucie County in attaining its mitigation goals. [The County's {Insert} Department reviews insurance policies annually for publicly owned assets to ensure sufficient coverage is in place both in terms of structure and in terms of contents. The costs of repairing infrastructure that is underinsured will compete with the other demands being made on financial reserves resulting in faster depletion.

**Comment [m5]:** Which department in the county reviews insurance policies annually for publicly owned assets to ensure sufficient coverage of assets and structures?

**Residential Insurance**

Residents should similarly monitor their insurance coverage carefully. St. Lucie County can educate residents through an ongoing campaign on the importance of adequate insurance. This message can be incorporated into existing preparedness outreach programs that exist in the County. Many property owners and renters have misconceptions about federal disaster aid (see Table 6-1 at the end of this chapter). The County should consider outreach partnerships with local insurance agents to educate residents to ensure they have sufficient coverage and/or encourage them to review their coverage with an agent. People may find that although their policy once was adequate at the time it was written, it is no longer sufficient to cover their losses due to increases in value and materials to rebuild and replace their dwelling. As detailed below, evaluating coverage has many variables.

**Comment [HW6]:** Move this section to the preparedness chapter under public outreach messages.

Currently, the Insurance Services Office (ISO) has seven standardized homeowners insurance forms in general use:

**HO1 – Basic Form Homeowner Policy**

A basic policy form that provides coverage on a home against 11 listed perils; contents are generally included in this type of coverage, but must be explicitly enumerated. The perils include fire or lightning, windstorm or hail, vandalism or malicious mischief, theft, damage from vehicles and aircraft, explosion riot or civil commotion, glass breakage, smoke, volcanic eruption, and personal liability. Exceptions include floods, earthquakes. Most states no longer offer this type of coverage.

**HO2 – Broad Form Homeowner Policy**

A more advanced form that provides coverage on a home against 17 listed perils (including all 11 on the HO1). The coverage is usually a "named perils" policy, which lists the events that would be covered.

**HO3 – Special Form Homeowner Policy**

The typical, most comprehensive form used for single-family homes. The policy provides "all risk" coverage on the home with some perils excluded, such as earthquake and flood. Contents are covered on a named peril basis. (Note: "All Risk" is poorly termed as it is essentially named exclusions (i.e. if it is not specifically excluded, it is covered)

**HO4 – Renter's Insurance**

The "Tenants" form is for renters. It covers personal property against the same perils as the contents portion of the HO2 or HO3. An HO4 generally also includes liability cover for personal injury or property damage inflicted on others.

**HO5 - Premier Homeowner Policy**

Covers the same as HO3 plus more. On this policy the contents are covered on an open peril basis, therefore as long as the cause of loss is not specifically excluded in the policy it will be covered for that cause of loss. (can also be achieved by endorsing an HO15 to the HO3)

**HO6 – Condominium Policy**

The form for condominium owners.

**HO8 – Older Houses Policy**

The "Modified Coverage" form is for the owner-occupied older home whose replacement cost far exceeds the property's market value.

For each of these types of policies listed above, there are typically 5 classifications of coverage. These are based on standard Insurance Services Office or American Association of Insurance Services forms.

**Coverage A – Dwelling**

Covers the value of the dwelling itself (not including the land). Typically, a coinsurance clause states that as long as the dwelling is insured to 80% of actual value, losses will be adjusted at replacement cost, up to the policy limits. This is in place to give a buffer against inflation. HO-4 (renter's insurance) typically has no Coverage A, although it has additional coverages for improvements.

**Coverage B – Other Structures**

Covers other structure around the property which are not used for business, except as a private garage. Typically limited at 10% to 20% of the Coverage A, with additional amounts available by endorsement.

**Coverage C – Personal Property**

Covers personal property, with limits for the theft and loss of particular classes of items (e.g., \$200 for money, banknotes, bullion, coins, medals, etc.). Typically 50 to 70% of coverage A is

required for contents, which means that consumers may pay for much more insurance than necessary.

#### **Coverage D – Loss of Use/Additional Living Expenses**

Covers expenses associated with additional living expenses (i.e. rental expenses) and fair rental value, if part of the residence was rented, however only the rental income for the actual rent of the space not services provided such as utilities.

#### **Additional Coverages**

Covers a variety of expenses such as debris removal, reasonable repairs, damage to trees and shrubs for certain named perils (excluding the most common causes of damage, wind and ice), fire department charges, removal of property, credit card / identity theft charges, loss assessment, collapse, landlord's furnishing, and some building additions. These vary depending upon the form.

#### **Business Interruption Insurance**

Also underemphasized is the importance of business interruption insurance, which can be key in restarting economic redevelopment. While the Small Business Administration may make loans available to the business community after a disaster, these loans may require application periods. The Small Business Development Center, in concert with the office of business development, can be instrumental in emphasizing the value of business interruption protection to small business owners.

The following are typically covered under a business interruption insurance policy:

- **Profits:** Profits that the business would have earned, based on financial records, had the property not been damaged by the covered disaster;
- **Fixed Costs:** Operating expenses and other costs still being incurred by the property (based on historical costs);
- **Temporary Location:** Some policies cover the extra expenses for moving to, and operating from, a temporary location;
- **Extra Expenses:** Reimbursement for reasonable expenses (beyond the fixed costs) that allow the business to continue operation while the property is being repaired.

This coverage extends until the end of the business interruption period, which is determined by the insurance company. Most insurance policies define this period as starting on the date of the covered peril and the damaged property is physically repaired and returned to operations under the same condition that existed prior to the disaster.

Another option is “Extra Expense Insurance” which reimburses businesses for reasonable expenses beyond normal operating expenses that keep the business from shutting down during a post-disaster restoration period. Usually, extra expenses will be paid if they help decrease business interruption costs. Some businesses may find extra expense coverage sufficient without business interruption coverage.



## Mutual Aid

St. Lucie County has mutual aid contracts in place to support immediate response activities including search and rescue, law enforcement and security, emergency medical services, logistics management, communications, and similar response activities. The availability of mutual aid resources in the long-term recovery environment may be limited because of the extended timeline and need to train skilled labor to perform recovery related functions. While all departments and offices will be strained by the increase in workload and decrease in staffing, it may be beneficial to pre-identify positions and staffing resources to support recovery implementation activities. When appropriate, mutual aid or intergovernmental agreements may wish to include language that allows for longer use of personnel and assets or explore other types of long-term assistance agreements.

- Personnel to support public education, outreach, town meeting, and charette activities
- Planners and engineers to support redesign of communities, infrastructure and facilities
- Permit, code, and inspection specialists
- Information Technology and Geographic Information system (GIS) Specialists

Chapter 2 of FEMA 322 – Public Assistance Guide provides eligibility guidance for expenditures under Category B – Emergency Protective Measures. Emergency protective measures are those activities undertaken by a community before, during, and following a disaster that are necessary to do one of the following:

- Eliminate or reduce an immediate threat to life, public health, or safety; or
- Eliminate or reduce an immediate threat of significant damage to improved public or private property through cost-effective measures.

Although mutual aid agreements are designed to typically meet response and short-term recovery needs, the need to reduce or eliminate threats to life, public health or safety may exist for several months following a large, catastrophic disaster such as was seen in Hurricane Katrina. Generally, those prudent actions taken by a community to warn residents, reduce the disaster damage, ensure the continuation of essential public services, and protect lives and public health or safety are eligible for assistance. Such activities should be evaluated to ensure that they meet the criteria of the law. FEMA 322 does not provide specific time limitations for actions needed under Category B. The following list provides examples of some of the activities that may be eligible:<sup>7</sup>

- Emergency medical facilities. Eligible costs include any additional temporary facilities and equipment required to treat disaster victims when existing facilities are overloaded or damaged. (See FEMA Policy 9525.4, Medical Care and Evacuations.)

<sup>7</sup>Refer to FEMA 322 – Public Assistance Guide for further details at:

[http://www.fema.gov/government/grant/pa/pag07\\_2.shtm#Category B - Emergency Protective Measures](http://www.fema.gov/government/grant/pa/pag07_2.shtm#Category B - Emergency Protective Measures)

- Expenses of PNPs for providing emergency protective measures for their facilities are eligible if their facilities are otherwise eligible for assistance.
- Security in the disaster area
- Demolition and removal of damaged public and private buildings and structures that pose an immediate threat to the safety of the general public. The threat must be identified by local officials according to established local ordinances and verified by State and Federal officials. (See FEMA Policy 9523.4, Demolition of Private and Public Facilities.)
- Building Inspection. Safety inspections are eligible if necessary to establish whether a damaged structure poses an immediate threat to life, public health, or safety. (See FEMA Policy 9523.2, Eligibility of Building Inspections in a Post-Disaster Environment.)

**Actions to Augment Finance Management Capacity**

1. Identify positions and tasks, which may be performed by volunteers, mutual aid support, or contract service providers.
2. Verify Status of Safer St. Lucie (formerly INTACT) as a 501 (c)(3) organization legally capable of accepting financial donations and managing donations.
3. Coordinate procedures to legally collect, manage, and equitably distribute donations (*This may not be a governmental function.*).
4. Solicit appropriate donations to support the redevelopment effort including lands, services, and supplies.
5. Identify long-term mutual aid opportunities to support recovery efforts.
6. Employ reimbursable contract services to augment recovery capabilities.

This list is a small sample of the many eligible activities under Category B. In the aftermath of a widespread, catastrophic event, the need for these activities may extend for several months. Specific justifiable response that can be tied to specific missions as allowed under Category B may allow these agreements to be utilized for several months after the event. St. Lucie County should consult local Federal liaisons for eligibility in seeking reimbursement under Category B for mutual aid agreements to augment personnel and equipment that support these types of missions.

**Table 6-1: Common Myths & Misconceptions about Federal Disaster Assistance**

*1. The Federal government has total responsibility for disaster recovery.*

The local government is primarily responsible for preparing for disasters that might affect a community and helping residents recover from such events. The great majority of disasters are handled successfully at the local level. State and Federal resources are intended to assist the community only when the community's own resources are not sufficient.

<p><i>2. The objective of Federal disaster assistance is to “fix everything.”</i></p> <p>As much as we may wish otherwise, once a disaster has seriously impaired our homes and our communities, they may never be exactly the same. Nor will disaster assistance ever be adequate to restore everything that was lost by all those affected. The individual's own provision, especially insurance, must be used to ensure that losses can be recovered. Federal assistance will, in general, be used only for necessary expenses not met through other programs. Some of the Federal programs (such as loans from the Small Business Administration) cover most items that were lost, but not everyone is eligible. Other programs assist with only a portion of the losses or are intended only for serious needs.</p>
<p><i>3. Everyone in the disaster area is eligible to receive Federal disaster assistance.</i></p> <p>As part of the application process, applicants will have to demonstrate that they meet the eligibility requirements for each particular type of aid they are requesting.</p>
<p><i>4. When Federal agency representatives arrive, they will immediately distribute money to disaster victims.</i></p> <p>Individuals and families will need to plan to use their own resources and financial reserves until Federal funds can be released. An application process must be completed before assistance becomes available. Often, it takes several weeks for the Federal government to review requests for financial assistance and to issue funds to those who meet eligibility requirements. Most Federal assistance is in the form of a loan that must be repaid rather than an outright grant.</p>
<p><i>5. Money received from Federal disaster assistance can be used as the recipient thinks best.</i></p> <p>Monetary assistance is given for a specific purpose. The recipient must use the money to meet the need for which assistance was provided and must comply with specific regulations applicable to each type of assistance. If the assistance is in the form of a loan, recipients must be judged able to pay back the loan.</p>
<p><i>6. Federal aid replaces the need for insurance.</i></p> <p>Individuals, families, and businesses should all carry adequate insurance to meet their needs in the event of a disaster. It is not the purpose of Federal assistance to duplicate protection available through insurance plans. Federal assistance is provided to address only the most basic disaster-related needs not covered by other means. Besides, most disaster events are not presidentially-declared disasters, so Federal assistance is often not available.</p>
<p>Source: FEMA. A Citizen's Guide to Disaster Assistance. IS-7, January 1997, 1-11-1-13.</p>

**Pre-Disaster Funding Programs**

**Pre-Disaster Mitigation (PDM) Competitive Grants**

The PDM program was authorized by Section §203 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), as amended by Section §102 of the Disaster Mitigation Act of 2000, to assist communities to implement hazard mitigation programs designed to reduce overall risk to the population and structures before the next disaster occurs. Eligible projects include:

Property acquisition or relocation;

- Structural and non-structural retrofitting (e.g. elevation, storm shutters, and hurricane clips);
- Minor structural hazard control on protection (e.g. culverts, floodgates, retention basins); and
- Localized flood control projects that are designed to protect critical facilities and are not part of a larger flood control system

Ineligible activities include:

- Major flood control projects;
- Engineering designs are not integral to a proposed project;
- Feasibility and drainage studies that are not integral to a proposed project;
- Flood studies that are not and mapping; and
- Response and communication equipment such as warning systems, generators that are not integral to a proposed project

#### **Community Assistance Program State Support Services Element (CAP-SSSE)**

To ensure that communities participating in the NFIP are achieving flood loss reduction measures consistent with program direction. The CAP-SSSEE is intended to identify, prevent and resolve floodplain management issues in participating communities before they develop into problems requiring enforcement action.

#### **Community Development Block Grant (CDBG)**

The CDBG provides for long-term needs, such as acquisition, rehabilitation or reconstruction of damaged properties and facilities and redevelopment of disaster-affected areas. Funds may also be used for emergency response activities, such as debris clearance and demolition, extraordinary increases in the level of necessary public services. Eligible projects include the following:

- Voluntary acquisition or if appropriate, elevation of storm damaged structures (can be used as match for FMA projects in low income areas);
- Relocation payments for displaced people and businesses;
- Rehabilitation or reconstruction of residential and commercial buildings;
- Assistance to help people buy homes, including down payment assistance and interest rate subsidies; and
- Improvement to public sewer and water facilities

**Community Facilities Loan Program (10.423)<sup>8</sup>**

To construct, enlarge, extend, or otherwise improve community facilities providing essential services to rural residents.

Rural Economic and Community Development  
4440 NW 25th Place  
PO Box 147010  
Gainesville, FL 32614-7010  
(904) 334-3440

**Conservation and Recreation Lands (CARL)<sup>9</sup>**

This grant program is intended to conserve environmentally endangered lands and provide resource conservation measures for other types of lands.

Florida Department of Environmental Protection  
Division of State Lands  
Marjory Stoneman Douglas Bldg.  
3900 Commonwealth Blvd., MS 100  
Tallahassee, FL 32399-3000  
(850) 245-2555

**Emergency Advance Measures For Flood Prevention<sup>10</sup>**

To perform activities prior of flooding or flood fight that would assist in protecting against loss of life and damages to property due to flooding.

US Army Corps of Engineers  
Attn: CECW – OE  
Washington, DC 20314  
(202) 272-0251

**Emergency Management Program Assistance (EMPA)**

Purpose of program is to administer the Emergency Management Preparedness and Assistant Trust Fund, count base grants, and incoming federal, state, or private funding. Within this program is the Municipal Grant Program. Cities can apply for up to \$50,000 worth of grant

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<sup>8</sup> USDA Community Facilities Loans and Grants  
<https://www.cfda.gov/index?s=program&mode=form&tab=step1&id=2205b084cad2988945fc289ea6632451>

<sup>9</sup> FDEP Division of State Lands <http://www.dep.state.fl.us/lands/>

<sup>10</sup> Department of the Army, Office of the Chief Engineers  
<https://www.cfda.gov/?s=program&mode=form&tab=step1&id=c0a95aa1d0fafd65c881ab5d2d3385e2>

money. Also included, is the Open Competitive Grant Program in which cities, counties, not for profits, etc. can apply for up to \$300,000 in grant money.

Emergency Management Program Assistance  
Dept. of Community Affairs  
2555 Shumard Oaks Blvd.  
Tallahassee, FL 32399-2100  
(850) 413-9966

**Expanded Local Management Hazardous Waste Program**

The primary purpose of this fund is to cover costs incurred to establish the expanded local hazardous waste management program as stated in FS403.7238 including training for county personnel, materials & equipment for educational activities.

Florida Dept. of Environmental Protection  
2600 Blair Stone Rd.  
Tallahassee, FL 32399-2400  
(850) 488-0300

**The Federal Assistance for Beach Renourishment Program**

Provides up to 65% of the costs to renourish beaches and for up to 50 years of periodic maintenance.

Southeast Atlantic Division  
US Army Corps of Engineers  
Jacksonville District  
(904) 232-1697

**Flood Control Projects**

To reduce flood damages through projects not specifically authorized by Congress.

Commander  
US Army Corps of Engineers  
Attn: CECW – OE  
Washington, DC 20314  
(202) 272-1975

**Flood Mitigation Assistance (FMA)**

To fund cost effective measures to States and communities that reduce or eliminate the long term risk of flood damage to buildings, manufactured homes, and other insurable structures.

Program Implementation Division  
Federal Emergency Management Agency  
500 C Street SW  
Washington, DC 20472  
(202) 646-3619

**Flood Plain Management Services**

To promote appropriate recognition of flood hazards in land and water use planning and development through the provision of flood and flood plain related data, technical services, and guidance.

US Army Corps of Engineers  
Attn: CECW – PF  
Washington, DC 20314-1000  
(202) 272-0169

**Flood Prevention, Emergency Advance Measures**

To mitigate, before an event, the potential loss of life and damages to property due to floods.

USACE CECW-OE  
DOD  
Washington, DC 20314  
(202) 761-0251

**Florida Communities Trust (FCT)<sup>11</sup>**

This grant program facilitates the purchase of lands for conservation and/or recreation purposes by local governments. This land acquisition program helps to implement conservation, recreation, open space, and coastal elements of local comprehensive plans. The Board of Florida Communities Trust has latitude to consider innovative financing arrangement, loans, and land swaps. However, most of the Trust’s funding is for land acquisition. Land acquisition projects in which matching funds are available will receive more favorable consideration, although a portion of available funds may be awarded on outright grants.

Florida Communities Trust  
2555 Shumard Oaks Blvd.,  
Tallahassee, FL 32399  
(850) 922-2207

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<sup>11</sup> FDEP Florida Communities Trust [http://www.dep.state.fl.us/lands/FL\\_Communities\\_Trust/default.htm](http://www.dep.state.fl.us/lands/FL_Communities_Trust/default.htm)

### **Grants & Loans for Public Works & Development Facilities**

To provide financial assistance for the construction of public facilities needed to initiate and encourage the creation or retention of permanent jobs in the private sector in designated areas where economic growth is lagging.

Economic Development Administration  
The Federal Building  
Room 423  
80 N. Hughey Ave.  
Orlando, FL 32801  
(407) 648-6572

### **Hazardous Materials Training Program for Implementation of the Superfund Amendment and Reauthorization Act (SARA) of 1986**

The goal of the SARA Title III Training Program is to make funding available to support programs of State, local, and Tribal governments, and university sponsored programs designed to improve emergency planning, preparedness, mitigation, response, and recovery capabilities. These programs must provide special emphasis on emergencies associated with hazardous chemicals.

Federal Emergency Management Agency  
Support Systems Branch, Training Division  
16825 S. Seton Ave.  
Emmitsburg, MD 21727  
(301) 447-1142

### **National Hurricane Program<sup>12</sup>**

The National Hurricane Program (NHP) helps protect communities and residents from hurricane hazards through various projects and activities. Established in 1985, the NHP also conducts assessments and provides tools and technical assistance to State and local agencies in developing hurricane evacuation plans.

Director  
Program Implementation Division  
Mitigation Directorate  
FEMA  
500 C Street SW  
Washington, DC 20472  
(202) 646-4621

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<sup>12</sup> FEMA National Hurricane Program: <http://www.fema.gov/plan/prevent/nhp/index.shtm>



**Insurance Program, National Flood (NFIP)**

To enable individuals to purchase insurance against losses from physical damage to or loss of buildings and or contents therein caused by floods, mudflow, or flood-related erosion, and to promote wise floodplain management practices in the nation’s flood prone areas.

Claim and Underwriting Division  
FIA  
FEMA  
500 C Street SW  
Washington, DC 20472  
(202) 646-3422

**Payments to States in Lieu of Real Estate Taxes<sup>13</sup>**

To compensate local taxing units for the loss of taxes from federally acquired lands, 75 percent of all monies received or deposited in the Treasury during any fiscal year for the account of leasing of lands acquired by the United States for flood control, navigation and allied purposes, including the development of hydroelectric power, are paid at the end of each year to the States in Which such property is situated.

Headquarters  
US Army of Corps of Engineers  
Attn: CERM-FC  
20 Massachusetts Ave. NW  
Washington, DC 20314-1000  
(202) 272-1931

**Protection of Essential Highways, Highway Bridge Approaches, and Public Works<sup>14</sup>**

To provide bank protection of highways, highway bridges, essential public works, churches, hospitals, schools, and other nonprofit public services endangered by flood caused erosion.

US Army Corps of Engineers  
Attn: CECW-PM  
Washington, DC 20314-1000  
(202) 272-1975

**Public Works Impact Projects Program (PWIP) (11.304)**

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<sup>13</sup> Department of the Army, Office of the Chief Engineer  
<https://www.cfda.gov/?s=program&mode=form&tab=step1&id=49e11bfac48f3693309b770cfe9d0937>

<sup>14</sup> Department of the Army, Office of the Chief Engineer  
<https://www.cfda.gov/?s=program&mode=form&tab=step1&id=7ba50e5ed3a412dce7c6187479c96a84>

To provide financial assistance in the construction of public facilities for the purpose of providing immediate useful work to unemployed and underemployed persons in designated project areas.

Economic Development Administration  
The Federal Building, Room 423  
80 N. Hughey Ave.  
Orlando, FL 32801  
(407) 648-6572

**Snagging and Clearing for Flood Control<sup>15</sup>**

To reduce flood damage.

US Army Corps of Engineers  
Attn: CECW-PM  
Washington, DC 20314-1000  
(202) 272-1975

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<sup>15</sup> Department of the Army, Office of the Chief of Engineers  
<https://www.cfda.gov/?s=program&mode=form&tab=step1&id=dd23573800b729d873f9372bc7304b12>

## APPENDICES

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## APPENDIX A PDRP FUNDING RESOURCE COMPANION

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Funding Topics									Program Name	Agency & Agency Admin.	Contact	Objectives	Use and Restrictions	Type of Aid				Eligible Applicants / Recipients											
Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture	Other						Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes	Educational	Other			
							■		Agricultural Marketing Transition Act (AMTA) Program	USDA / FSA		Direct payments to eligible producers of program crops that comply with AMTA requirements	The Secretary shall offer to enter into a PFC with an eligible landowner or producer of contract commodities (wheat, corn, sorghum, barley, oats, cotton, and rice) on a farm containing eligible cropland. In exchange for annual contract payments, the owner or producer agrees to: (1) comply with certain conservation requirements regarding use of highly erodible land and wetlands, (2) comply with planting flexibility requirements of this title, and (3) use contract acreage for agricultural or related activities, but not for nonagricultural commercial or industrial use.		■														
							■		Buffer Zone Protection Program (BZPP)	FEMA	FEMA 500 C Street SW Washington, D.C. 20472 Phone: (800) 621-3362 <a href="http://www.fema.gov/government/grant/bzpp/index.shtm">www.fema.gov/government/grant/bzpp/index.shtm</a>	To build security and risk-management capabilities at the State and local level in order to secure pre-designated Tier I and Tier II critical infrastructure sites, including chemical facilities, financial institutions, nuclear and electric power plants, dams, stadiums, and other high-risk/high-consequence facilities.	Specific BZPP sites within 45 States have been selected based on their level of risk and criticality. Each State with a BZPP site is eligible to submit applications for its local communities to participate in and receive funding under the program.		■														
							■		Community Assistance Program - State Support Services Element (CAP-SSSE)	FEMA	FEMA 500 C Street, S.W. Washington, DC 20472 Phone: (202) 646-4621 <a href="http://www.fema.gov/plan/prevent/floodplain/fema_cap-ssse.shtm">www.fema.gov/plan/prevent/floodplain/fema_cap-ssse.shtm</a>	A product-oriented financial assistance program directly related to the flood loss reduction objectives of the National Flood Insurance Program (NFIP). The CAP is intended to identify, prevent, and resolve floodplain management issues in participating communities before they develop into problems requiring enforcement action.	States and communities that are participating in the NFIP are eligible for this assistance.		■														
							■		Conservation Reserve Program (CRP)	USDA / FSA	Voluntary program that offers annual rental payments, incentive payments for certain activities, and cost-share assistance to establish approved cover on eligible cropland.																		
							■		Emergency Advance Measures for Flood Prevention	DOD / USACE	U.S. Army Corps of Engineers, Jacksonville District 701 San Marco Boulevard Jacksonville, FL 32207-8175 Phone: (800) 291-9405 <a href="http://www.saj.usace.army.mil/">www.saj.usace.army.mil/</a>	Advance measures prior to predicted flooding consist of those activities performed to protect against loss of life and damage to improved property from flooding.	There must be an imminent threat of flooding present before advance measures can be considered. The threat must be of a nature that if action is not taken immediately, damages will be incurred.																

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Funding Topics								Program Name	Agency & Agency Admin.	Contact	Objectives	Use and Restrictions	Type of Aid				Eligible Applicants / Recipients													
Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture						Other	Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes	Educational	Other				
■									Fannie Mae Pilot Loan Program	FEMA	Florida Department of Community Affairs 2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 Phone: (850) 488-8466	Consumer installment loans to make specific disaster prevention home improvements such as the installation of storm shutters or the construction of safe rooms.	All single-family homeowners in Florida are eligible. Homeowners may borrow up to \$15,000 over a ten year repayment term.		■						■									
■									Fire Management Assistance Grant Program (FMAGP)	FEMA	FEMA 500 C Street, S.W. Washington, DC 20472 Phone: (202) 646-4621 <a href="http://www.fema.gov/government/grant/fmagp/index.shtm">www.fema.gov/government/grant/fmagp/index.shtm</a>	Provides funding to state, local and tribal governments for mitigation, management and control of fires on publicly or privately owned grasslands and forests.	The FMA declaration process is initiated when a State submits a request for assistance to the FEMA Regional Director at the time a "threat of major disaster" exists.	■													■			
■									Flood Mitigation Assistance Program (FMA)	FEMA	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 Phone: (850) 413-9969 <a href="http://www.floridadisaster.org/Mitigation/FMAP/index.htm">www.floridadisaster.org/Mitigation/FMAP/index.htm</a>	Provides funding to reduce or eliminate the long-term risk of flood damage to buildings, manufactured homes, and other structures insured under the NFIP, whether the structure is a repetitive loss or not.	FMA planning and project grants are administered by the FDEM. Structures must be insured by the NFIP to qualify for project funding.	■															■	
■									Floodplain Management Services	USACE	U.S. Army Corps of Engineers, Jacksonville District 701 San Marco Boulevard Jacksonville, FL 32207-8175 Phone: (800) 291-9405 <a href="http://www.saj.usace.army.mil/">www.saj.usace.army.mil/</a>	Section 206 of the 1960 Flood Control Act provides USACE services in planning and technical services without charge to state, tribal, and local governments without charge for studies.	Includes services such as hurricane evacuation studies, comprehensive flood plain management studies, flood damage reduction studies, urbanization impact studies, storm water management studies, and inventories of flood-prone structures.																	■
■									My Safe Florida Home Program	FDFS	Florida Department of Financial Services My Safe Florida Home 200 East Gaines Street Tallahassee, Florida 32399-0345 Phone: (866) 513-6734 <a href="http://www.mysafefloridahome.com">www.mysafefloridahome.com</a>	Provide free home inspections to home owners living in single-family detached, site built homes as well as a matching grant (up to \$5,000) to implement protective mitigation measures.	Home must have an insured value of \$300,000 or less, a valid Homestead exemption, and be located in the wind-borne debris region of the coast. Funds must be used for protecting openings, exterior doors; replacing garage door with an impact-resistant garage door; and bracing gable ends in roofs.	■																■
■									National Dam Safety Program	FEMA	FEMA 500 C Street, S.W. Washington, DC 20472 Phone: (202) 646-3885 <a href="http://www.fema.gov/plan/prevent/damfailure/ndsp.shtm">www.fema.gov/plan/prevent/damfailure/ndsp.shtm</a>	To reduce the risks to life and property from dam failure in the United States through the establishment and maintenance of an effective national dam safety program to bring together the expertise and resources of the Federal and non-Federal communities in achieving national dam safety hazard reduction.		■																

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Funding Topics									Program Name	Agency & Agency Admin.	Contact	Objectives	Use and Restrictions	Type of Aid				Eligible Applicants / Recipients								
Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture	Other						Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes	Educational	Other
■									National Flood Insurance Program (NFIP)	FEMA	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 Phone: (850) 413-9969 <a href="http://www.floridadisaster.org/Mitigation/NFIP/index.htm">http://www.floridadisaster.org/Mitigation/NFIP/index.htm</a>	Voluntary program that encourages US communities and its territories to participate in the NFIP by adopting and enforcing floodplain management ordinances to reduce future flood damage. In exchange, the NFIP makes Federally backed flood insurance available to homeowners, renters, and business owners in these communities.	Community participation in the NFIP is voluntary.							■	■	■				
■									Pre-Disaster Mitigation (PDM)	FEMA	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 Phone: (850) 413-9969 <a href="http://www.floridadisaster.org/brm/PDM/PDM_main_old.htm">www.floridadisaster.org/brm/PDM/PDM_main_old.htm</a>	Provide an annual funding mechanism to address mitigation activities that is not dependent on a Presidential disaster declaration.	Impoverished communities may be eligible for 90% federal.	■					■	■			■			
■									Repetitive Flood Claims Program	NFIP	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 Phone: (850) 413-9969 <a href="http://www.floridadisaster.org/Mitigation/RFCP/index.htm">www.floridadisaster.org/Mitigation/RFCP/index.htm</a>	To reduce or eliminate the long-term risk of flood damage to structures insured under the National Flood Insurance Program (NFIP) that have had one or more claim payments for flood damages.	Eligible project activities are: Minor localized Flood Control Projects; Acquisition and demolition or relocation; Elevation; Dry Flood-proofing of non-residential structures of insured structures that have one or more claims payments or projects that benefit structures insured under the NFIP.	■					■	■			■			
■									Residential Construction Mitigation Program (RCMP)	FDEM	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 Phone: (850) 922-4454 <a href="http://www.floridadisaster.org/mitigation/rcmp/">www.floridadisaster.org/mitigation/rcmp/</a>	Funds are used for programs to improve wind resistance of residences and mobile homes, including loans, subsidies, grants demonstration projects, and direct assistance; cooperative programs with local governments and the Federal Government; and other efforts to prevent or reduce losses or reduce the cost of rebuilding after a disaster.		■	■				■	■			■		■	
■									Severe Repetitive Loss Program	NFIP	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 Phone: (850) 413-9969 <a href="http://www.floridadisaster.org/Mitigation/SRLP/index.htm">www.floridadisaster.org/Mitigation/SRLP/index.htm</a>	To provide funding to reduce or eliminate the long-term risk of flood damage to severe repetitive loss structures and reduce claims under the NFIP.	Examples of eligible flood retrofit project activities are: (1) Acquisition and Demolition or Relocation; (2) Elevation and Retrofit, which includes second story conversions; (3) Mitigation Reconstruction, only if elevation is not feasible; (4) Dry Flood-proofing of Historical Structures; and (5) Minor Physical Flood Control Projects.	■						■	■			■		

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Funding Topics									Program Name	Agency & Agency Admin.	Contact	Objectives	Use and Restrictions	Type of Aid				Eligible Applicants / Recipients										
Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture	Other						Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes	Educational	Other		
	■								Choice Program	HUD	U.S. Department of Housing and Urban Development 451 7th Street SW Washington, DC 20410 Telephone: (202) 708-1112 <a href="http://www.hud.gov/offices/pih/programs/hcv/index.cfm">www.hud.gov/offices/pih/programs/hcv/index.cfm</a>	To provide tenant-based rental assistance for eligible families in privately-owned rental housing.																
	■								Direct Loans for Disabled Veterans	DVA / VBA	Department of Veterans Affairs VA Regional Loan Center 9500 Bay Pines Blvd. St. Petersburg, FL 33708 Phone: (800) 827-1000 <a href="http://www.homeloans.va.gov">www.homeloans.va.gov</a>	To provide certain severely disabled veterans with direct housing loans in connection with a grant of assistance from VA, with an accessible home specially adapted to meet their disability-related needs.																
	■								Family Assistance	DHHS / ACF / OFA	Adm. for Children and Families Atlanta Regional Office 61 Forsyth Street, Ste. 4M60 Atlanta, Georgia 30303-8909 Phone: (404) 562-2800 <a href="http://www.acf.hhs.gov/grants/grants_ofa.html">www.acf.hhs.gov/grants/grants_ofa.html</a>	To help families with children move toward work and self-sufficiency while receiving temporary assistance.	Funds can be used to cover necessary food, shelter, clothing, other daily living needs, training, work supports and child care.															
	■								Food Stamps	USDA / FNS	Food and Nutrition Service, USDA 227 N. Bronough Street, Suite 3086 Tallahassee, FL 32301-1329 Phone: (850) 942-8315 <a href="http://www.fns.usda.gov/fsp/">www.fns.usda.gov/fsp/</a>	To improve the diets of low-income households by increasing their food purchasing ability.	Direct payments restricted to food purchasing through electronic benefits. Eligible households receive an allotment that varies according to household size, income, and allowable deductions.															
	■								Indian Housing Assistance	DOI / BIA	Chief, Division of Housing Assistance Office of Tribal Services - BIA 1849 C Street NW Washington, DC 20240 Phone: (202) 208-5427 <a href="http://www.doi.gov">www.doi.gov</a>	To use the Housing Improvement Program (HIP) resources of the BIA to substantially eliminate substandard Indian housing. This effort is assisted by the Indian Health Service (Department of Health and Human Services), which provides water and sanitary systems for houses repaired or built with HIP funds.																
	■								Rural Housing Service Section 502 Direct and Guaranteed Loan Program	USDA / RHS	Director, Single Family Housing Guaranteed Loan Division RHS / USDA 1400 Independence Avenue SW, Room 2250 Washington, DC 20250 Phone: Direct Loans (202) 720-1474 / Guaranteed Loans (202) 720-1452 <a href="http://www.rurdev.usda.gov">www.rurdev.usda.gov</a>	<i>Direct Loan Program:</i> To provide housing assistance to very low- and low-income applicants to purchase, build, or rehabilitate a home in a rural area. <i>Guaranteed Loan Program:</i> To provide credit assistance to applicants whose income does not exceed 115% of the area median income.	Direct loans and technical assistance; guaranteed loans.															



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Funding Topics									Program Name	Agency & Agency Admin.	Contact	Objectives	Use and Restrictions	Type of Aid				Eligible Applicants / Recipients											
Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture	Other						Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes	Educational	Other			
	■								Rural Housing Service Section 504 Repair Grants and Loans	USDA / RHS	Director, Single Family Housing Direct Loan Division RHS / USDA 1400 Independence Avenue SW Room 2214 - Stop Code 0783 Washington, DC 20250 Phone: Direct Loans (202) 720-1474 <a href="http://www.rurdev.usda.gov">www.rurdev.usda.gov</a>	<i>Repair Grants:</i> To provide assistance to repair their homes to very low-income homeowners age 62 years or older living in rural areas. <i>Repair Loans:</i> To provide very low-income homeowners in rural areas with loans to repair their homes. Loans are available at 1% interest with up to 20 years to repay.	Repair grants, repair loans, and technical assistance.		■	■													
	■								Unemployment Insurance	DOL / ETA	Florida Agency for Workforce Innovation 107 East Madison Street Caldwell Building Tallahassee, Florida 32399-4120 Phone: (800) 204-2418 <a href="http://www.floridajobs.org/index.html">www.floridajobs.org/index.html</a>	To administer Federal and State Unemployment Insurance programs for eligible workers through State Workforce Agencies.	Provides temporary wage replacement benefits to qualified individuals who are out of work through no fault of their own.		■			■											
		■							Impact Aid	ED	U.S. Department of Education OESE Impact Aid Programs 400 Maryland Ave., S.W., Rm. 3E105, FB-6 Washington DC 20202-6244 Phone: (202) 260-3858 <a href="http://www.ed.gov/about/offices/list/oes/e/impactaid/index.html">http://www.ed.gov/about/offices/list/oes/e/impactaid/index.html</a>	To disburse Impact Aid payments to local educational agencies that are financially burdened by federal activities and to provide technical assistance and support services to staff and other interested parties.			■										■				
		■							Impact Aid Facilities Maintenance	ED	U.S. Department of Education OESE Impact Aid Programs 400 Maryland Ave., S.W., Rm. 3E105, FB-6 Washington DC 20202-6244 Phone: (202) 260-3858 <a href="http://www.ed.gov/about/offices/list/oes/e/impactaid/index.html">http://www.ed.gov/about/offices/list/oes/e/impactaid/index.html</a>	To maintain school facilities owned by the Department of Education and operated by local educational agencies (LEAs), and to transfer those facilities to the LEAs, where appropriate.	Additions of classrooms to existing buildings. Repairs of schools to provide access for the disabled and to ensure the safety of building users. Construction of a new school to replace three outdated facilities on a military base.		■												■		
		■							Land and Water Conservation Fund Program	DOI / NPS / FDEP	Florida Department of Environmental Protection / Division of Recreation & Parks 3900 Commonwealth Blvd., MS 585 Tallahassee, Florida 32399-3000 Phone: (850) 245-2501 <a href="http://www.dep.state.fl.us/parks/OIRS/factslwcf.htm">www.dep.state.fl.us/parks/OIRS/factslwcf.htm</a>	LWCF is a competitive program which provides grants for acquisition or development of land for public outdoor recreation use.	For development projects, the applicant must own the project site or lease it from a public agency by the closing date of the application submission period. Land owned or leased by the applicant must be dedicated in perpetuity as a public outdoor recreation area.		■													■	
		■							Rural Utilities Service Water and Waste Disposal Program	USDA / RUS	Florida/Virgin Island Rural Development Water and Environmental Programs Staff 4440 N.W. 25th Place Post Office Box 147010 Gainesville, Florida 32606 <a href="http://www.usda.gov/rus/water/programs.htm#LOANS">www.usda.gov/rus/water/programs.htm#LOANS</a>	RUS provides grants and loans to rural communities with fewer than 10,000 people for wastewater, drinking water, solid waste, and storm drainage projects.			■	■											■		

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Funding Topics									Program Name	Agency & Agency Admin.	Contact	Objectives	Use and Restrictions	Type of Aid				Eligible Applicants / Recipients												
Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture	Other						Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes	Educational	Other				
		■							Transit Capital Investment Program / Section 5309 Capital Funds	FTA	Federal Transit Administration Office of Program Management East Building 1200 New Jersey Ave. SE Washington, DC 20590 Phone: (202) 366-4020 www.fta.dot.gov/funding/grants/grants_financing_3590.html	The transit capital investment program (49 U.S.C. 5309) provides capital assistance for three primary activities: (1) new and replacement buses and facilities, (2) modernization of existing rail systems, and (3) new fixed guideway systems (New Starts).	Funds are allocated on a discretionary basis.	■					■	■						■				
		■							Transportation Enhancement Program	FHWA	Florida Department of Transportation Office of Environmental Management 605 Suwannee Street, MS 37 Tallahassee, Florida 32399-0450 Phone: (850) 414-5269 www.dot.state.fl.us/emo/enhance/enhance.shtm	To help expand transportation choices and enhance the transportation experience through 12 eligible TE activities related to surface transportation, including pedestrian and bicycle infrastructure and safety programs, scenic and historic highway programs, landscaping and scenic beautification, historic preservation and environmental mitigation.	TE projects must relate to surface transportation and must qualify under one or more of the 12 eligible categories.	■				■	■	■			■							
		■			■				Rural Infrastructure Fund	Vist Florida or Enterprise Florida	For projects supporting tourism development: VISIT Florida 2540 W. Executive Center Cir., Suite 200 Tallahassee, FL 32301 Phone: (850) 488-5607 , ext. 348  For projects supporting economic development Enerprise Florida , Inc. The Atrium Building, Suite 201 325 John Knox Road Tallahassee, FL 32303 Phone: (850) 298-6626	To facilitate the planning, preparation and financing of infrastructure projects in rural communities.  <u>Total Participation Grants:</u> For up to 30% of total infrastructure project related to specific job creating opportunity.  <u>Feasibility Grants:</u> For infrastructure feasibility studies, design and engineering or other planning and preparation activities.  <u>Preclearance Review Grants:</u> For surveys, feasibility studies and other activities related to the identification of preclearance review of potential land use modification.	Rural communities, including: (1) a county government with a population of 75,000 or less; (2) with a population of 100,000 or less that is contiguous to a county with a population of 75,000 or less; (3) municipality located in a county described in [1] or [2]; (4) unincorporated federal Enterprise Community; and 95) a rural municipality with a population of 25,000 or less and an unemployment base focused on traditional agricultural or resource-based industries in a county not defined as rural, which has at least three or more of the economic distress factors defined by statute and verified by the Office of Tourism, Trade and Economic Development.	■																
	■	■							Southeast RCAP Financial Service, LLC.	USDA RBCP	Southeast Rural Community Assistance Project, Inc. P.O. Box 2868 Roanoke, VA 24001-2868 Phone: (540) 345-1184, ext, 23 Toll free: (866) 928-3731 www.southeastrcap.org	To help rural communities with water, wastewater and housing and economic development activities. Also provides financial assistance to individual household members to reconstruct and refurbish their wells. Loans cover 75 to 100% of projects, up to \$150,000. There is a 1% application fee and attorney fees that are usually around \$800.	Communities can borrow up to \$500,000 with interest rates as low as 3%. Individuals can borrow up to \$8,000 with interest rates of 1%.		■														■	■

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Funding Topics								Program Name	Agency & Agency Admin.	Contact	Objectives	Use and Restrictions	Type of Aid				Eligible Applicants / Recipients										
Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture						Other	Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes	Educational	Other	
			■						Assistance to Firefighters Grant (AFG) Program	USFA / FEMA	U.S. Department of Homeland Security/FEMA Assistance to Firefighters Grant Program 5th Fl. Techworld Bldg. 500 C St. SW Washington, DC 20472 Phone: 1-866-274-0960 www.firegrantsupport.com/afg/	To provide assistance to meet fire departments' and nonaffiliated EMS organizations' firefighting and emergency response needs. Program seeks to support organizations that lack the tools and resources necessary to protect the health and safety of the public and their emergency response personnel with respect to fire and all other hazards they may face.	Awards one-year grants directly to fire departments and nonaffiliated emergency medical services (EMS) organizations of a State to enhance their abilities with respect to fire and fire-related hazards.	■						■	■						
			■						Emergency Management Performance Grant	FDEM	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 Phone: (850) 413-9969 www.floridadisaster.org/cps/grants.htm#CompetitiveGrant	Grants are provided to municipalities with a population of 100,000 or less, are legally constituted, have an authorized, established, and maintained emergency management program, as well as a signed current Statewide Mutual Aid Agreement (SMAA).	Each Municipal Emergency Management Program Applicant may apply for one competitive grant under this program, not to exceed \$50,000.	■								■					
			■						Emergency Management Preparedness and Assistance (EMPA) Program	FDEM	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 Phone: (850) 413-9969 www.floridadisaster.org/cps/grants.htm#CompetitiveGrant	To provide funding to implement projects that will further state and local emergency management objectives.	EMPA also has a Municipal Competitive Grant Program providing grants to legally constituted municipalities with an authorized, established and maintained emergency management program and that have also signed the Statewide Mutual Aid Agreements (SMAA).	■						■	■			■			
			■						Emergency Operations Center (EOC) Grant Program	FEMA	FEMA 500 C Street SW Washington, D.C. 20472 Phone: (800) 621-3362 www.fema.gov	To improve emergency management and preparedness capabilities by supporting flexible, sustainable, secure, and interoperable EOCs with a focus on addressing identified deficiencies and needs.	This grant program is not intended to fund the construction or renovation of State, local, or tribal Fusion Centers. The State Administrative Agency (SAA) is the only eligible entity able to apply for the available funding on behalf of qualified State, local, and tribal EOCs.	■						■	■			■			
			■						Fire Prevention and Safety Grants (FP&S)	FEMA	U.S. Department of Homeland Security/FEMA Assistance to Firefighters Grant Program 5th Fl. Techworld Bldg. 500 C St. SW Washington, DC 20472 Phone: 1-866-274-0960 www.firegrantsupport.com/fps/	FP&S grants support projects that enhance the safety of the public and firefighters from fire and related hazards. The primary goal is to target high-risk populations and mitigate high incidences of death and injury.	Eligible entities include fire departments, and national, regional, state, local, or community organizations recognized for their experience and expertise in fire prevention and safety programs and activities. These include private and public nonprofit organizations.	■						■	■			■			
			■						Hazardous Waste Worker Health and Safety Training	DHHS / PHS / NIH / NIEHS	National Institute of Environmental Health Sciences P.O. Box 12233, MD NH-10 Research Triangle Park, NC 27709-2233 Phone: (919) 541-3345 www.niehs.nih.gov/careers/hazmat/programs/hwwt/index.cfm	To provide support for health and safety training of hazardous waste workers and their supervisors engaged in hazardous waste removal, containment, transportation, or emergency response; and to assist organizations to develop competency to provide appropriate training and education to hazardous waste workers.		■										■			

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Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture						Other	Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes	Educational	Other
			■						Homeland Security Grant Program (HSGP)	FEMA	Florida Department of Law Enforcement PO Box 1489 Tallahassee, FL 32302-1489 850-410-8300 www.fdle.state.fl.us/osi/DomesticSecurity/	HSGP is a primary funding mechanism for building and sustaining national preparedness capabilities. HSGP is comprised of four separate grant programs: State Homeland Security Program (SHSP), Urban Areas Security Initiative (UASI), Metropolitan Medical Response System (MMRS), Citizen Corps Program (CCP).	Together, these grants fund a range of preparedness activities, including planning, organization, equipment purchase, training, exercises, and management and administration costs.	■					■	■						■
			■						Intercity Bus Security Grant Program (IBSGP)	FEMA	FEMA 500 C Street, S.W. Washington, DC 20472 Phone: (202) 646-4621 www.fema.gov/government/grant/ibsgp/index.shtm	Seeks to help owners and operators of fixed-route intercity and charter bus services support security measures such as enhanced planning, facility security upgrades, and vehicle and driver protection.	Only eligible grantees for the FY 2008 IBSGP are private operators providing fixed-route or charter transportation by an over-the-road bus servicing Urban Areas Security Initiative (UASI) jurisdictions.	■												■
			■						Staffing for Adequate Fire and Emergency Response (SAFER)	FEMA	U.S. Department of Homeland Security/FEMA Assistance to Firefighters Grant Program 5th Fl. Techworld Bldg. 500 C St. SW Washington, DC 20472 Phone: 1-866-274-0960 www.firegrantsupport.com/safer/	SAFER funds should assist local fire departments to increase their staffing and deployment capabilities in order to respond to emergencies whenever they may occur.	Intended for fire departments and volunteer firefighter interest organizations.	■						■						■
			■						Transit Security Grant Program (TSGP)	FEMA	FEMA 500 C Street SW Washington, D.C. 20472 Phone: (800) 621-3362 www.fema.gov/government/grant/tsgp/index.shtm	To provide grants to the Nation's key high-threat Urban Areas to enhance security measures for their critical transit infrastructure including bus, rail, and ferry systems.	Funding is allowed for planning, organizational activities, equipment acquisitions, training, exercises, and management and administrative costs. Each Governor designates a State Administrative Agency (SAA) to apply for and administer the funds under the TSGP. The SAA is the only agency eligible to apply for the TSGP, and it is also responsible for obligating program funds to the appropriate transit agencies within 45 days of the receipt of funds.	■												■
				■					Aquatic Ecosystem Restoration	USACE	U.S. Army Corps of Engineers, Jacksonville District 701 San Marco Boulevard Jacksonville, FL 32207-8175 Phone: (800) 291-9405 www.saj.usace.army.mil/	To ensure the construction of projects designed to carry out aquatic restoration will improve the quality of the environment, are in the public interest, and are cost-effective. Focuses on designing and implementing engineering solutions that restore degraded ecosystems to a more natural condition.	Projects include restoration of canals, wetlands, and floodplains, including wildlife habitat.	■					■	■					■	

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				■					Beach Erosion Control Program (BCEP)	USACE	Florida Department of Environmental Protection 3900 Commonwealth Blvd., MS 300 Tallahassee, Florida 32399 Phone: (850) 488-7708 <a href="http://www.dep.state.fl.us/beaches/programs/bcherosn.htm">www.dep.state.fl.us/beaches/programs/bcherosn.htm</a>	Works in concert with local, state and federal governmental entities to achieve the protection, preservation and restoration of the coastal sandy beach resources of the state.	Eligible activities include beach restoration and nourishment activities, project design and engineering studies, environmental studies and monitoring, inlet management planning, inlet sand transfer, dune restoration and protection activities, and other beach erosion prevention related activities consistent with the adopted Strategic Beach Management Plan.				■	■	■	■						■
				■					Brownfields Economic Redevelopment Initiative	EPA	US EPA Office of Brownfields and Land Revitalization Mail Code 5105 T 1200 Pennsylvania Ave. NW Washington, DC 20460 Phone: (202) 566-2777 <a href="http://www.epa.gov/swerosps/bf/html-doc/econinit.htm">www.epa.gov/swerosps/bf/html-doc/econinit.htm</a>	To empower states, cities, tribes, communities, and other stakeholders in economic redevelopment to work together in a timely manner to prevent, assess, safely clean up, and sustainably reuse brownfields.					■	■	■				■		■	
				■					Coastal Partnership Initiative Grants	FDEP	Florida Department of Environmental Protection 3900 Commonwealth Blvd., MS 47 Tallahassee, Florida 32399 Phone: (850) 245-2161 <a href="http://www.dep.state.fl.us/cmp/grants/index.htm">www.dep.state.fl.us/cmp/grants/index.htm</a>	Provides support for innovative local coastal management projects in four program areas: public access, remarkable coastal places, working waterfronts, and community stewardship.	May be used for community projects such as dune revegetation, citizen water quality monitoring and waterfront revitalization.				■			■			■		■	■
				■					Coastal Zone Enhancement Grants (Section 309)	DOC / NOAA/ OCRM	Office of Ocean and Coastal Resource Management - NOAA 1305 East-West Highway Silver Springs, MD 20910 Phone: (301) 713-3155 <a href="http://www.oceanservice.noaa.gov">www.oceanservice.noaa.gov</a>	Provides grants to states for restoring, creating or enhancing wetlands; preventing or reducing threats to life and property in hazard areas; increasing public access; reducing marine debris; developing and adopting procedures to reduce impacts of coastal growth and development; etc.	Grants are subject to limitations and goals of the 309 program, and subject to availability of appropriations. Funding proposals are evaluated and ranked based on technical needs and merit in terms of public benefit.				■		■							
				■					Coastal Zone Management Administration, Administrative Grants (Section 306)	DOC / NOAA/ OCRM	Office of Ocean and Coastal Resource Management - NOAA 1305 East-West Highway Silver Springs, MD 20910 Phone: (301) 713-3155 <a href="http://www.oceanservice.noaa.gov">www.oceanservice.noaa.gov</a>	To assist States in implementing and enhancing coastal zone management programs that have been approved by the Secretary of Commerce.	The Secretary may make a grant to a coastal state only if the Secretary finds that the management program of the coastal state meets all applicable requirements.				■		■							
				■					Coastal Zone Management Administration, Coastal Resource Improvement Program (Section 306a)	DOC / NOAA/ OCRM	Office of Ocean and Coastal Resource Management - NOAA 1305 East-West Highway Silver Springs, MD 20910 Phone: (301) 713-3155 <a href="http://www.oceanservice.noaa.gov">www.oceanservice.noaa.gov</a>	To assist States in the preservations or restoration of areas due to their conservation, recreational, ecological or esthetic value or cotain one or more coastal resources of national significance, or for the restoration or ehancement of shellfish production on publicly owned reefs. Includes redevelopment of urban waterfronts and ports and provisions for public beach or coastal area access.	Grants may be used for the acquisition of fee simple and other interests in land; up to 50% of 306 grants may be used for low-cost construction projects deemed consistent with Section 306a requirements; engineering designs, specifications or appropriate reports; and educational, interpretive and management costs. State matching contributions are at a 1 to 1 ratio.				■		■	■						

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Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture						Other	Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes	Educational	Other			
				■					Coastal Zone Management Fund (Section 308)	DOC / NOAA/ OCRM	Office of Ocean and Coastal Resource Management - NOAA 1305 East-West Highway Silver Springs, MD 20910 Phone: (301) 713-3155 <a href="http://www.oceanservice.noaa.gov">www.oceanservice.noaa.gov</a>	Projects that improve local coastal zone management, emergency grants to State coastal zone management agencies to address disaster-related circumstances, financial assistance for applying the public trust doctrine, etc.	Subject to amounts provided in appropriation Acts.	■	■				■	■									
				■					Conservation Technical Assistance	USDA / NRCS	Natural Resources Conservation Services Deputy Chief for Programs PO Box 2890 Washington, DC 20013 Phone: (202) 720-4527 Visit Site for Local and Additional Info: <a href="http://www.nrcs.usda.gov/programs/cta/">www.nrcs.usda.gov/programs/cta/</a>	Conservation systems are to reduce erosion, improve soil and water quality, improve and conserve wetlands, enhance fish and wildlife habitat, improve air quality, improve pasture and range condition, reduce upstream flooding, and improve woodlands. NRCS can collect, analyze, interpret, display, and disseminate information about the condition and trends of the nation's soil and other natural resources so that people can make good decisions about resource use and about public policies.	Assist land users, communities, units of State and local government, and other Federal agencies in planning and implementing conservation systems.						■	■	■	■	■	■	■				
				■					Cooperative Endangered Species Conservation Fund	DOI / FWS	U.S. Fish and Wildlife Service Division of Consultation, Habitat Conservation Planning, Recovery and State Grants 4401 N. Fairfax Drive, Room 420 Arlington, VA 22203 Phone: (703) 358-2061 <a href="http://www.fws.gov/conservation/grants/">www.fws.gov/conservation/grants/</a>	To assist States in the development and implementation of programs for the conservation of endangered and threatened species.		■						■									
				■					Federal Lands to Parks Program	DOI / NPS	National Park Service 100 Alabama Street, SW Atlanta, Georgia 30303 Phone: (404) 562-3175 <a href="http://www.nps.gov/flp/">www.nps.gov/flp/</a>	Program helps communities create new parks and recreation areas by transferring surplus Federal land to state and local governments. This program helps ensure public access to properties and stewardship of the properties' natural, cultural and recreational resources								■	■	■							

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Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture						Other	Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes	Educational	Other
				■					Florida Coastal Management Program	FDEP	Florida Department of Environmental Protection 3900 Commonwealth Blvd., MS 47 Tallahassee, Florida 32399 Phone: (850) 245-2161 <a href="http://www.dep.state.fl.us/cmp/grants/index.htm">www.dep.state.fl.us/cmp/grants/index.htm</a>	Provides funding for projects contributing to the protection, management and enhancement of Florida's ocean and coastal resources including: natural resource protection and management; hazard mitigation; water quality protection; siting of major developments; public access; redevelopment of urban, cultural and historic features; expedited governmental decision making; effective coordination with federal agencies; effective public and local government participation; comprehensive planning and management of living marine resources; shoreline erosion and land subsidence; and ocean resource management.	Provides grants to state agencies and water management districts for priority needs related to implementation of the statutory authorities included in the federally approved FCMP. Projects must achieve the policy issues as identified in the Coastal Zone Management Act.	■					■							
				■					Florida Beach Erosion Control Program	FDEP	Bureau of Beaches and Coastal Systems FDEP 3900 Commonwealth Blvd, MS 300 Tallahassee, FL 32399-3000 Phone: (850) 922-7703 <a href="http://www.dep.state.fl.us/beach">www.dep.state.fl.us/beach</a>	To work in concert with local, state and federal government entities to achieve protection, preservation and restoration of coastal and sandy beach resources of the state.	Eligible activities include beach restoration, and nourishment activities, project design and engineering studies, environmental studies and monitoring, inlet management planning, inlet sand transfer, dune restoration and protection activities, dune walkover construction and other beach erosion prevention-related activities.	■				■	■						■	
				■					Florida Forever	FDEP	Florida Department of Environmental Protection-Office of Environmental Services 3900 Commonwealth Blvd., MS #140 Tallahassee, Florida 32399-3000 Phone: (850) 245-2784 <a href="http://www.dep.state.fl.us/lands/acquisition/FloridaForever/faq.htm">www.dep.state.fl.us/lands/acquisition/FloridaForever/faq.htm</a>	Florida Forever program goals include: restoration of damaged environmental systems, water resource development and supply, increased public access, public lands management and maintenance, and increased protection of land by acquisition of conservation easements.						■	■	■	■				■	
				■					Florida Section 319 Grants	EPA	Florida Department of Environmental Protection / Nonpoint Source Management Program 2600 Blair Stone Road, MS 3570 Tallahassee, Florida 32399-2400 Phone: (850) 245-7508 <a href="http://www.dep.state.fl.us/water/nonpoint/319.htm">www.dep.state.fl.us/water/nonpoint/319.htm</a>	To implement projects or programs that will help to reduce nonpoint sources of pollution including storm water treatment facilities.	Projects or programs must be conducted within the state's NPS priority watersheds, which are the state's SWIM watersheds and National Estuary Program waters.	■						■						■
				■					Habitat Conservation	DOC / NOAA / NMFS	NOAA Fisheries Service Southeast Regional Office 263 13th Avenue South St. Petersburg, Florida 33701 <a href="http://sero.nmfs.noaa.gov/">http://sero.nmfs.noaa.gov/</a>	Provide grants and cooperative agreements for biological, economic, sociological, public policy, and other research; administration; and projects to educate the public about the coastal environment.		■					■	■	■	■	■	■	■	

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Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture						Other	Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes	Educational	Other											
				■					Intermediary Re-Lending Program	USDA / RD / RBS	USDA - RBS - Florida Division 4440 N.W. 25th Place Gainesville, Florida 32606 Phone: (352) 338-3402 <a href="http://www.rurdev.usda.gov/fl/">www.rurdev.usda.gov/fl/</a>	To finance business facilities and community development projects not located within the outer boundary of any city having a population of 25,000 or more. Funds will also be available to intermediaries who will make loans for expenses that come as a consequence of a natural disaster.												■													
				■					National Coastal Wetlands Conservation Grant Program	DOI / FWS	U.S. Fish and Wildlife Service 4401 N. Fairfax Drive, Room 140 Arlington, VA 22203 Phone: (703) 358-2156 or (703) 358-2201 <a href="http://www.fws.gov">www.fws.gov</a>	To grant funds to coastal States for restoration, enhancement, and management of coastal wetlands ecosystems.									■																
				■					National Trust Preservation Funds	NTHP	National Trust for Historic Preservation 1785 Massachusetts Ave. NW Washington, DC 20036-2117 Phone: (202) 588.6000 <a href="http://www.preservationnation.org/resources/find-funding/grants/">http://www.preservationnation.org/resources/find-funding/grants/</a>	National Trust Preservation Funds provide two types of assistance to nonprofit organizations and public agencies: 1) matching grants from \$500 to \$5,000 for preservation planning and educational efforts, and 2) intervention funds for preservation emergencies.	Matching grant funds may be used to obtain professional expertise in areas such as architecture, archeology, engineering, preservation planning, land-use planning, fund raising, organizational development and law as well as to provide preservation education activities to educate the public.									■															
				■					Partners for Fish and Wildlife Program	FWS	U.S. Fish & Wildlife Service 1875 Century Blvd. Atlanta, Georgia 30345 Phone: (404) 679-7138 <a href="http://www.fws.gov/partners/">www.fws.gov/partners/</a>	Provides technical and financial assistance to private landowners and Tribes who are willing to work with us and other partners on a voluntary basis to help meet the habitat needs of our Federal Trust Species.	Can assist with projects in all habitat types which conserve or restore native vegetation, hydrology, and soils associated with imperiled ecosystems such as longleaf pine, bottomland hardwoods, tropical forests, native prairies, marshes, rivers and streams, or otherwise provide an important habitat requisite for a rare, declining or protected species.																								
				■					Pollution Control State Bond Loan Program	FDEP/State Board Admin.	Florida Department of Environmental Protection / Bureau of Water Facilities Funding 2600 Blair Stone Road, MS 3505 Tallahassee, Florida 32399-2400 Phone: (850) 245-8358 <a href="http://www.dep.state.fl.us/water/wff/sbl/index.htm">www.dep.state.fl.us/water/wff/sbl/index.htm</a>	To improve water supply and distribution facilities, storm water control and treatment projects, air and water pollution control, and solid waste disposal facilities.	Water supply and distribution facilities, storm water control and treatment projects, air and water pollution control, and solid waste disposal facilities are eligible.																								
				■					Project Modifications for Improvement of the Environment	USACE	U.S. Army Corps of Engineers, Jacksonville District 701 San Marco Boulevard Jacksonville, FL 32207-8175 Phone: (800) 291-9405 <a href="http://www.saj.usace.army.mil/">www.saj.usace.army.mil/</a>	To make modifications in the structures and operations of water resources projects constructed by the Corps or funded jointly with other federal agencies to improve the quality of the environment. The primary goal of these projects is ecosystem restoration with an emphasis on projects benefiting fish and wildlife.	Projects may include: waterfowl areas at existing Corps reservoirs, removal of exotic vegetation, planting trees on project lands, opening river oxbows closed by Corps activities, and manipulation of previously placed dredged material.																								



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Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture						Other	Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes	Educational	Other			
				■					Resource Conservation and Development	USDA / NRCS	Natural Resources Conservation Services Deputy Chief for Programs PO Box 2890 Washington, DC 20013 Phone: (202) 720-4527 Visit Site for Local and Additional Info: <a href="http://www.fl.nrcs.usda.gov/programs/flrhd.html">www.fl.nrcs.usda.gov/programs/flrhd.html</a>	To assist Recourse Conservation and Development Councils with projects relating to land conservation, water management, economic development, and community sustainability.																	
				■					Rivers, Trails, and Conservation Assistance Program	DOI / NPS	Rivers, Trails & Conservation Assistance Program Florida Field Office 665 South Orange Ave, Suite H Sarasota, FL 34236 Phone: (941) 330-8047 <a href="http://www.nps.gov/nrcr/programs/rtca/">www.nps.gov/nrcr/programs/rtca/</a>	To provide technical assistance in order to conserve rivers, preserve open space, and develop trails and greenways.																	
				■					State Revolving Fund (SRF) Loan Program for Water Pollution Control	FDEP	Florida Department of Environmental Protection / Bureau of Water Facilities Funding 2600 Blair Stone Road, MS 3505 Tallahassee, Florida 32399-2400 Phone: (850) 245-8358 <a href="http://www.dep.state.fl.us/water/wff/cwsrf/index.htm">www.dep.state.fl.us/water/wff/cwsrf/index.htm</a>	Loans are to be used for water pollution control activities and facilities.	Projects eligible for SRF loans include wastewater management facilities, reclaimed wastewater reuse facilities, storm water management facilities, widely accepted pollution control practices (sometimes called "best management practices") associated with agricultural storm water runoff pollution control activities, and estuary protection activities and facilities.																
				■					Watershed Surveys and Planning	USADA / NRCS	Natural Resources Conservation Services PO Box 2890 Washington, DC 20013 Phone: (202) 720-3527 <a href="http://www.fl.nrcs.usda.gov/programs/flwsp.html">www.fl.nrcs.usda.gov/programs/flwsp.html</a>	Watershed surveys and planning studies are for appraising water and related land resources and formulating alternative plans for conservation use and development.	Studies are of limited scope and short duration, designed to provide specific information needed for planning purposes related to non-traditional flood recovery and floodplain management strategies, including land treatment measures, nonstructural measures, and structural measures.																
				■					Wetland Reserve Program	USDA / NRCS	Natural Resources Conservation Services Deputy Chief for Programs PO Box 2890 Washington, DC 20013 Phone: (202) 720-4527 Visit Site for Local and Additional Info: <a href="http://www.fl.nrcs.usda.gov/programs/flwrp.html">www.fl.nrcs.usda.gov/programs/flwrp.html</a>	Voluntary program offering landowners the opportunity to protect, restore, and enhance wetlands on their property.	Provides technical and financial support to help landowners with their wetland restoration efforts. The NRCS goal is to achieve the greatest wetland functions and values, along with optimum wildlife habitat, on every acre enrolled in the program. This program offers landowners an opportunity to establish long-term conservation and wildlife practices and protection.																

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				■					Interjurisdictional Fisheries Act	NOAA / NMFS	State/Federal Liaison Office National Marine Fisheries Service Southeast Regional Office 9721 Executive Center Drive North St. Petersburg, FL 33702 Phone: (727) 824-5324 <a href="http://sero.nmfs.noaa.gov/grants/grants.htm">http://sero.nmfs.noaa.gov/grants/grants.htm</a>	To gather information and conduct activities that support management of United States multi-jurisdictional fisheries. These projects respond to fishery research, habitat, and law enforcement needs under the Magnuson-Stevens Act, Atlantic Coastal Fisheries Cooperative Management Act, Great Lakes Fisheries Commission's Strategic Plan, and the individual multi jurisdictional State and interstate marine fisheries commission's fisheries management planning programs.					■		■	■				■					
					■				Business and Industry Industrial Guaranteed Loan Program	USDA / RDO	Rural Development Florida State Office Department of Agriculture 147010 FL 32614-7010 338-3450 <a href="http://www.rurdev.usda.gov/fl">www.rurdev.usda.gov/fl</a>	U.S. P.O. Box Gainesville, Phone: (352)	Guarantees loans made by lenders to businesses and industries in rural areas of Florida. Preference is given to projects that support one of the Rural Development Office's primary missions (i.e., improving both employment and economic conditions in rural communities and towns with a population of less than 50,000) . Top priority given to rural areas with less than a population of 25,000	Sufficient collateral required. A minimum of 10% tangible balance-sheet equity required for existing businesses and 20% for new businesses.		■													
						■			Historic Preservation Fund Grants-in-Aid	DOI / NPS	Associate Director Cultural Resources NPS / DOI 1849 C Street NW Washington, DC 20240 Phone: (202) 208-7625 <a href="http://www.nps.gov">www.nps.gov</a>	To provide matching grants to States to expand the National Register of Historic Places. To provide matching grants-in-aid for the identification, evaluation, and protection of historic properties by such means as surveying, planning, technical assistance, acquisition, development, and certain tax incentives available for historic properties.					■												

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Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture						Other	Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes	Educational	Other
						■			National Register of Historic Places	DOI / NPS	Chief of Registration, National Register of Historic Places Branch Interagency Resources Division of Registration NPS / DOI 1849 C Street NW Washington, DC 20240 Phone: (202) 343-9500 www.nps.gov	To maintain the National Register of Historic Places as a planning tool and source of information on sites, buildings, districts, structures, and objects of historical, architectural, engineering, archeological and/or cultural significance by assessing the significance of properties and by making the contents of the National Register available to the public; to coordinate with Federal agencies and the Advisory Council on Historic Preservation in the implementation of laws and policies pertaining to historic preservation; and to make certain certifications with respect to the historic character of buildings and structures, the rehabilitation of historic buildings and structures, and the preservation criteria of State and local statutes.					■	■	■	■	■					
						■			Florida Main Street Program	FDS / DHR / BHP	Bureau of Historic Preservation Division of Historical Resources FL Department of State R.A. Gray Building, 4th Floor 500 S. Bronough Street Tallahassee, FL 32399-0250 Phone: (800) 847-7278 www.flheritage.com	To provide training, technical assistance and a network of participating communities in support of the revitalization of traditional, historic downtown and neighborhood commercial districts through a community-based comprehensive approach.	A \$10,000 seed-money grant is provided; dollars are reimbursed based on the same amount spent by the local program over the course of a year. No match is required, but applicant must provide guaranteed one-year funding of a Main Street manager and program operating expenses.	■							■					
							■		Environmental Quality Incentives Program (EQIP)	USDA / NRCS	Natural Resources Conservation Services Deputy Chief for Programs PO Box 2890 Washington, DC 20013 Phone: (202) 720-4527 Visit Site for Local and Additional Info: www.fl.nrcs.usda.gov/programs/eqip/fleq uip.html	To provide a voluntary conservation program for farmers and ranchers that promotes agricultural production and environmental quality as compatible national goals. EQIP offers financial and technical help to assist eligible participants install or implement structural and management practices on eligible agricultural land.			■						■					
							■		Farm Operating Loans	USDA / FSA	Florida State FSA Office P.O. Box 141030 Gainesville, Florida 32614-1030 Phone: (352) 379-4500 www.fsa.usda.gov	To lend funds to pay operating expenses, refinance debts, purchase livestock and farm equipment, and make minor improvements to buildings and real estate.	Family-sized farmers unable to obtain credit from other sources are eligible.		■									■	■	
							■		Farm Ownership Loans	USDA / FSA	Florida State FSA Office P.O. Box 141030 Gainesville, Florida 32614-1030 Phone: (352) 379-4500 www.fsa.usda.gov	To assist farmers to develop, construct, improve, or repair farm homes, farms, and service buildings; to drill wells, and otherwise improve farm water supplies; and to make other necessary improvements.	Family-sized farmers unable to obtain credit from other sources are eligible.		■									■	■	

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Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture						Other	Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes
							■		Farm Storage Facility Loans	FSA Florida State FSA Office P.O. Box 141030 Gainesville, Florida 32614-1030 Phone: (352) 379-4500 <a href="http://www.fsa.usda.gov">www.fsa.usda.gov</a>	To provide low-interest financing for producers to build or upgrade farm storage and handling facilities.	The maximum amount a person is allowed to borrow through the Farm Storage Facility Loan Program is \$100,000.		■				■	■					
							■		Federal Crop Insurance Program	USDA / RMA USDA - RMA 6501 Beacon Drive, Room 403 Kansas City, MO 64133-4675 Phone: (816) 926-7914 <a href="http://www.rma.usda.gov">www.rma.usda.gov</a>	To improve the economic stability of agriculture through a sound system of crop insurance available from the Federal Crop Insurance Corporation (FCIC) administered by the RMA; and to provide the means for the research and experience helpful in devising and establishing such insurance.							■	■					
							■		Large Urban Cities Program / Section 5307	FTA Federal Transit Administration Office of Program Management East Building 1200 New Jersey Ave. SE Washington, DC 20590 Phone: (202) 366-4020 <a href="http://www.fta.dot.gov/funding/grants/grants_financing_3561.html">www.fta.dot.gov/funding/grants/grants_financing_3561.html</a>	Makes Federal resources available to urbanized areas and to Governors for transit capital and operating assistance in urbanized areas and for transportation related planning.	Eligible purposes include planning, engineering design and evaluation of transit projects and other technical transportation-related studies; capital investments in bus and bus-related activities such as replacement of buses, overhaul of buses, rebuilding of buses, crime prevention and security equipment and construction of maintenance and passenger facilities; and capital investments in new and existing fixed guideway systems including rolling stock, overhaul and rebuilding of vehicles, track, signals, communications, and computer hardware and software. All preventive maintenance and some Americans with Disabilities Act complementary paratransit service costs are considered capital costs.		■			■	■						
							■		Planning and Program Development Grants	CNCS Corporation for National and Community Service 1201 New York Avenue, NW Washington, DC 20525 Phone: (202) 606-5000 <a href="http://www.nationalservice.org">www.nationalservice.org</a>	Innovation grants support innovative demonstration service programs that build the ethic of service among Americans of all ages and backgrounds.	These include the AmeriCorps Education Award Program, AmeriCorps Promise Fellows, Martin Luther King, Jr., Day of Service grants, and Disability Outreach grants. Varies by program.		■				■	■		■		■	
							■		Center for Building Better Communities	U of F Center for Building Better Communities University of Florida Dept. of Urban and Reg. Planning 431 Architecture Building P.O. Box 115706 Gainesville, FL 32611-5706 Phone: (352) 392-0997, ext. 425	The CBBC represents a response to the increasingly challenging growth management and community development, smart growth and livable communities. The CBBC provides technical assistance to cities, counties, and school districts, regional planning councils, state agencies, national organizations, the private sector and not-for-profit community organizations.	There are no fees or membership requirements. The CBBC focuses on service, applied research and education through sponsored research.							■	■	■	■	■	■

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Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture						Other	Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes	Educational	Other	
								■	Planning Assistance to States	USACE	U.S. Army Corps of Engineers, Jacksonville District 701 San Marco Boulevard Jacksonville, FL 32207-8175 Phone: (800) 291-9405 www.saj.usace.army.mil/	Section 22 of the Water Resources Development Act (WRDA) of 1974 allows the USACE to assist state, tribal, and local governments in the preparation of comprehensive plans for the development, utilization, and conservation of water and related land resources with up to 50% federal match.	Technical and planning assistance may include wetlands evaluation studies, flood damage reduction studies, flood plain management studies, and water quality/quantity studies.	■						■	■			■			
								■	Sustainable Development Challenge Grant (SDCG)	EPA	U.S. EPA, Office of Regional Operations and State/Local Relations (1501) 401 M Street SW Washington, D.C. 20460 Phone: (202) 260-2740 www.epa.gov	To encourage people, organizations, business, and governments to work together in their communities to improve their environment while supporting a healthy economy and a sense of community well being.		■													■

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■									Hazard Mitigation Grant Program (HMGP)	FEMA	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 Phone: (850) 413-9969 www.floridadisaster.org/brm/hmgrp.htm	To assist in implementing long-term hazard mitigation measures following a major disaster declaration.		■					■	■				■	■						
■									Mitigation Assessment Team Program (MAT)	FEMA	FEMA Region IV Office 3003 Chamblee Tucker Road Atlanta, GA 30341 Phone: (770) 220-5200 www.fema.gov	Combines the resources of a Federal, state, local, and private sector partnership to assemble and quickly deploy teams of experts who evaluate the performance of buildings and infrastructure in response to the effects of natural and manmade hazards.	The teams conduct field investigations at disaster sites and work closely with local and state officials to develop recommendations for improvements in building design and construction, code development and enforcement, and mitigation activities.				■		■	■											
■									Emergency Watershed Protection	USDA / NRCS	Natural Resources Conservation Services PO Box 2890 Washington, DC 20013 Phone: (202) 720-3527 www.fl.nrcs.usda.gov/programs/flewp.html	To assist sponsors in implementing emergency recovery measures to relieve imminent hazards to life and property created by a natural disaster that causes a sudden impairment of a watershed.	Includes undertaking emergency measures, including the purchase of floodplain easements, for runoff retardation and soil erosion prevention to safeguard lives and property from floods, drought, and the products of erosion on any watershed whenever fire, flood or any other natural occurrence is causing or has caused a sudden impairment of the watershed.	■					■	■	■	■	■	■	■				■		
	■								American Red Cross Disaster Services Program	ARC / Local Florida Chapter of the ARC (see website)	American Red Cross National Headquarters 2025 E Street, NW Washington, DC 20006 Phone: (703) 206 6000 www.redcross.org	This disaster relief focuses on meeting people's immediate emergency disaster-caused needs to include: provides shelter, food, and health and mental health services to address basic human needs.	The Red Cross also feeds emergency workers, handles inquiries from concerned family members outside the disaster area, provides blood and blood products to disaster victims, and helps those affected by disaster to access other available resources.			■	■				■										
	■								Disaster Assistance for Older Americans	DHHS / AoA	Administration on Aging - Region IV Atlanta Federal Center 61 Forsyth Street, SW - Suite 5M69 Atlanta, GA 30303-8909 Phone: (404) 562-7600 www.aoa.gov	The Older Americans Act (OAA) enables the HHS Administration on Aging (AoA) to award a limited amount of OAA funds to State Units on Aging (SUAs) and OAA funded tribal organizations as a reimbursement for additional expenses incurred in the aftermath of a Presidentially-declared disaster.	Funds cover expenses related to outreach, case management, counseling, extra meals and food supplies, in-home assistance and clean-up, emergency transportation and medicines, staff overtime and other gap-filling or supportive services not available from other resources to help older persons and their caregivers through an emergency.	■					■		■						■				
	■								Mental Health Disaster Assistance	DHHS / PHS / SAMHSA	Department of Health and Human Services Room 13-103, Parklawn Building 5600 Fishers Lane Rockville, MD 20857 Phone: (301) 443-6133 www.samhsa.gov	To provide supplemental emergency mental health and substance abuse counseling and related services not addressed by the Crisis Counseling Assistance and Training Program to individuals affected by major disasters.		■							■										

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	■								Community Services Block Grant	DHS / ACF	Division of Community Discretionary Programs Office of Community Services ACF, DHHS 370 L'Enfant Promenade SW. Washington, DC 20447 Phone: (202) 401-9343 www.acf.hhs.gov/programs/ocs	To provide assistance to States and local communities working through a network of community action agencies and other neighborhood-based organizations, for the reduction of poverty, the revitalization of low-income communities, and the empowerment of low income families and individuals in rural and urban areas to become fully self-sufficient.		■					■	■											
	■								Disaster Unemployment Assistance Program (DUA)	DOL / FAWI	Florida Agency for Workforce Innovation 107 East Madison Street Caldwell Building Tallahassee, Florida 32399-4120 Phone: (850) 245-7105 www.floridajobs.org/index.html	Provides unemployment assistance and unemployment insurance benefits									■										
	■								Cora C. Brown Fund	FEMA	FEMA Region IV Office 3003 Chamblee Tucker Road Atlanta, GA 30341 Phone: (770) 220-5200 www.fema.gov	This funding may be used to provide for disaster related needs that have not been or will not be met by governmental agencies or any other organizations	These individuals that are not eligible for assistance from other sources may become eligible for this fund under special circumstances. These awards are based on a review by FEMA.	■							■										
	■								Disaster Housing Assistance	FEMA	FEMA 500 C Street SW Washington, D.C. 20472 Phone: (800) 462-9029 www.fema.gov/assistance/process/assistance.shtm	Provides housing assistance in the form of a grant to individuals whose homes sustained damage as a result of a Presidentially declared disaster.	To qualify for assistance, the damaged home must be your primary residence, and be located in the disaster-declared area. If insured, a claim should be filed. This program provides grants for lodging expense reimbursement, minimal home repairs and rental assistance. A determination of the types of housing assistance you are eligible to receive will be made if you apply.	■		■					■										
	■								Disaster Legal Services	FEMA	FEMA Region IV Office 3003 Chamblee Tucker Road Atlanta, GA 30341 Phone: (770) 220-5200 www.fema.gov	To provide free legal advice for victims.	Must be a Presidentially declared disaster through a Memorandum of Understanding between FEMA and the Young Lawyers' Division of the American Bar Association.				■				■										
	■								Individuals and Households Program	FEMA	FEMA Region IV Office 3003 Chamblee Tucker Road Atlanta, GA 30341 Phone: (770) 220-5200 www.fema.gov	To provide supplemental financial assistance and direct services, if necessary to eligible individuals and households for disaster-related housing and other needs, which cannot be met through other forms of disaster assistance, insurance, or other means.	Housing: 100% Federal; Other: 25% Non-Federal / 75% Federal		■						■										

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	■								Crisis Counseling Assistance and Training Program (CCP)	FEMA / DHS / CMHS	FEMA Region IV Office 3003 Chamblee Tucker Road Atlanta, GA 30341 Phone: (770) 220-5200 www.fema.gov	Provides counseling services to help relieve grieving, stress or mental health problems caused or aggravated by a disaster	Must be in a designated disaster area or must have been located in the area at the time the disaster occurred.	■							■								
	■								Florida Disaster Recovery Fund	Governor's Volunteer Florida Foundation	Volunteer Florida Foundation 401 South Monroe Street Tallahassee, Florida 32301 Phone: (850) 410-0696 www.flahurricanefund.org	Provides long-term recovery funding for needs not met by insurance and government funding.		■							■								
	■								Community Development Block Grant (CDBG) Program	HUD / CPD	U.S. Department of Housing and Urban Development 451 7th Street S.W. Washington, DC 20410 Telephone: (202) 708-1112 www.hud.gov/offices/cpd/communitydevelopment/programs/	To develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low-to moderate-income persons.	At least 70% of CDBG funds must be used for activities that benefit low- and moderate-income persons.	■						■									
	■								Community Development Block Grants (CDBG) - States Program	HUD / CPD	U.S. Department of Housing and Urban Development 451 7th Street S.W. Washington, DC 20410 Telephone: (202) 708-1112 www.hud.gov/offices/cpd/communitydevelopment/programs/	To develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low-to moderate-income persons.	At least 70% of CDBG funds must be used for activities that benefit low- and moderate-income persons.	■					■	■									
	■								Community Development Block Grants / Section 108 Loan Guarantee Program	HUD / CPD	U.S. Department of Housing and Urban Development 451 7th Street S.W. Washington, DC 20410 Telephone: (202) 708-1871 www.hud.gov	To develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low-to moderate-income individuals.			■					■									
	■								HOME Investment Partnerships Program	HUD / CPD	Office of Affordable Housing Programs CPD / HUD 451 Seventh Street SW Washington, DC 20410-7000 Phone: (202) 708-2685 www.hud.gov	To provide permanent housing for low-income homeowners or renters in large cities and urban counties.		■							■								
	■								Mortgage Insurance for Disaster Victims	HUD / FHA	Atlanta Dept. of Housing and Urban Development - Region IV Five Points Plaza Building 40 Marietta Street Atlanta, GA 30303 Phone: (404) 331-5001 www.hud.gov	Help victims by making it easier for them to get mortgage loans and become homeowners or reestablish themselves as homeowners.			■						■								





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		■							Protection, Clearing, and Straightening Channels	DOD / USACE	USACE Attn: CECW-PB, DOD 20 Massachusetts Avenue, N.W. Washington, DC 20314 Phone: (202) 761-8835 <a href="http://www.usace.army.mil">www.usace.army.mil</a>	To restore channels for purposes of navigation or flood control.					■	■	■										
		■							Emergency Relief Program	DOT / FHWA	FHWA - Florida Division 545 John Knox Road, Suite 200 Tallahassee, FL 32303 Phone: (850) 942-9650 <a href="http://www.fhwa.dot.gov">www.fhwa.dot.gov</a>	To provide aid for the repair of Federal-aid roads and roads on Federal lands.			■				■	■									
		■							Impact Aid-Facilities Maintenance	ED	Impact Aid Program U.S. Department of Education 400 Maryland Ave., SW Washington, DC 20202-6244 Phone: (202) 260-3858 <a href="http://www.ed.gov/programs/8008/index.html">www.ed.gov/programs/8008/index.html</a>	Section 8008 grants help maintain federally owned school facilities and restore or improve them where appropriate to enable an LEA to accept ownership.			■														
		■							Public Assistance (PA) Grants (more details below)	FEMA / FDEM	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 Phone: (850) 413-9969 <a href="http://www.floridadisaster.org/Recovery/PublicAssistance/Index.htm">www.floridadisaster.org/Recovery/PublicAssistance/Index.htm</a>	Assist state and local governments and eligible non-profits with emergency work (Categories A & B) and permanent work (Categories C - G): repair and replacement of damaged public facilities or infrastructure.	Facility must be owned or maintained by an eligible applicant, be in use at the time of the disaster, and have been damaged by the disaster within a county that has been declared eligible for PA. Damage caused by negligence on the part of the applicant after the event is not eligible. Normal or deferred maintenance is not eligible. Repairs must meet all other Federal requirements (i.e, ADA, NEPA).I			■					■	■			■	■			■
		■							Public Assistance Category: A	FEMA / FDEM	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 Phone: (850) 413-9969 <a href="http://www.floridadisaster.org/Recovery/PublicAssistance/Index.htm">www.floridadisaster.org/Recovery/PublicAssistance/Index.htm</a>	Debris removal from public roads and rights-of-way as well as from private property when determined to be in the public interest.	Funding is limited to overtime for force account labor, and will not cover stand-by time for equipment.			■					■	■					■		■
		■							Public Assistance Category: B	FEMA / FDEM	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 Phone: (850) 413-9969 <a href="http://www.floridadisaster.org/Recovery/PublicAssistance/Index.htm">www.floridadisaster.org/Recovery/PublicAssistance/Index.htm</a>	Emergency protective measures performed to eliminate or reduce immediate threats to the public, including search and rescue, warning of hazards, and demolition of unsafe structures.	Funding is limited to overtime for force account labor, and will not cover stand-by time for equipment. Mold remediation may be eligible under the PA Program, either as an emergency protective measure in the immediate aftermath of a disaster, or as part of the permanent repair work if it is not a result of poor facility maintenance or failure to take protective measures in a reasonable time after the event.			■					■	■					■		■

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		■							Public Assistance Category: C	FEMA / FDEM	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 Phone: (850) 413-9969 <a href="http://www.floridadisaster.org/Recovery/PublicAssistance/Index.htm">www.floridadisaster.org/Recovery/PublicAssistance/Index.htm</a>	Repair of roads, bridges and associated features, such as shoulders, ditches, culverts, lighting and signs.	Funding can be used to restore to pre-disaster condition or to mitigate future damages if cost beneficial and technically feasible. Repairs can not be funded if they are the responsibility of another federal or state agency or under private ownership.	■					■	■			■					
		■							Public Assistance Category: D	FEMA / FDEM	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 Phone: (850) 413-9969 <a href="http://www.floridadisaster.org/Recovery/PublicAssistance/Index.htm">www.floridadisaster.org/Recovery/PublicAssistance/Index.htm</a>	Repair of Water Control Facilities including drainage channels, pumping facilities, and the emergency repair of levees that is not the responsibility of an other Federal Agency. Permanent repair of Flood Control Works is the responsibility of the U.S. CORPS and NRCS.	Funding can be used to restore to pre-disaster condition or to mitigate future damages if cost beneficial and technically feasible.	■					■	■			■					
		■							Public Assistance Category: E	FEMA / FDEM	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 Phone: (850) 413-9969 <a href="http://www.floridadisaster.org/Recovery/PublicAssistance/Index.htm">www.floridadisaster.org/Recovery/PublicAssistance/Index.htm</a>	Repair of buildings including their contents and systems that are not covered by insurance or another Federal agency.	Funding can be used to restore to pre-disaster condition or to mitigate future damages if cost beneficial and technically feasible. Code and standard upgrades are eligible for older facilities that must be repaired in accordance with codes and standards that were adopted after the original construction.	■					■	■			■					
		■							Public Assistance Category: F	FEMA / FDEM	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 Phone: (850) 413-9969 <a href="http://www.floridadisaster.org/Recovery/PublicAssistance/Index.htm">www.floridadisaster.org/Recovery/PublicAssistance/Index.htm</a>	Repair of public utilities, such as water treatment and delivery systems; power generation facilities and distribution lines; and sewage collection and treatment facilities.	Funding can be used to restore to pre-disaster condition or to mitigate future damages if cost beneficial and technically feasible.	■					■	■			■					
		■							Public Assistance Category: G	FEMA / FDEM	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 Phone: (850) 413-9969 <a href="http://www.floridadisaster.org/Recovery/PublicAssistance/Index.htm">www.floridadisaster.org/Recovery/PublicAssistance/Index.htm</a>	Repair of Public Parks, Recreational Facilities and Other Facilities, including playgrounds, swimming pools and cemeteries.	Funding can be used to restore to pre-disaster condition or to mitigate future damages if cost beneficial and technically feasible.	■					■	■			■					
		■							Community Disaster Loans	FEMA	FEMA Region IV Office 3003 Chamblee Tucker Road Atlanta, GA 30341 Phone: (770) 220-5200 <a href="http://www.fema.gov">www.fema.gov</a>	To provide funds to any eligible jurisdiction in a designated disaster area that has suffered a substantial loss of tax and other revenue.	Jurisdiction must demonstrate a need for financial assistance to perform its governmental functions.		■													
		■							Emergency Community Water Assistance Grants (ECWAG)	USDA / RUS	Assistant Administrator, Water and Environmental Programs RUS / USDA Washington, DC 20250-3200 Phone: (202) 690-2670 <a href="http://www.rurdev.usda.gov">www.rurdev.usda.gov</a>	To assist the residents of rural areas that have experienced a significant decline in quantity or quality of water, or in which such a decline is considered imminent to obtain or maintain adequate quantities of water that meet the standards set by the Safe Drinking Water Act.		■					■	■			■					

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		■							Public Works and Economic Development Program	USDOC / EDA	Economic Development Administration Atlanta Office 401 West Peachtree Street, NW Suite 1820 Atlanta, GA 30308-3510 Phone: (404) 730-3002 www.eda.gov	To support the construction or rehabilitation of essential public infrastructure and facilities necessary to generate or retain private sector jobs and investments, attract private sector capital, and promote regional competitiveness, including investments that expand and upgrade infrastructure to attract new industry, support technology-led development, redevelop brownfield sites and provide eco-industrial development.	Eligible activities include the acquisition or development of public land and improvements for use in public works, public services, or development facilities.	■						■	■			■	■		
	■	■	■			■			Disaster Recovery Initiative	USDA / HUD	Florida Department of Community Affairs Phone: (850) 922-1879	Provides flexible grants to help city, county and state governments recover from presidentially declared disasters, especially in low-income areas.	For communities with significant unmet needs. Grantees must award at least half of DRI funds for activities in which the majority of people who benefit have low or moderate incomes or activities that benefit an area in which at least 51% of the residents are low to and moderate income. DRI funds can be used for housing, economic development, infrastructure and prevention of further damage, if such funds do not duplicate funding from FEMA, SBA and the USACE.	■													
			■						Post Flood Response	DOD / USACE	USACE 20 Massachusetts Avenue, N.W. Washington, DC 20314 Phone: (202) 761-4963 www.usace.army.mil	Limited to actions to save lives and protect improved property in areas identified in the Governor's request.	Limited to major floods, hurricanes, and coastal storms.														
			■						Citizen Corps	FDEM	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, FL 32399-2100 Phone:(850) 413-9969 www.floridadisaster.org/citizen corps/	Provide assistance to any government agency that requests volunteer services in any capacity.															
			■						Community Emergency Response Teams (CERT)	FDEM	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, FL 32399-2100 Phone: (850) 413-9969 www.floridadisaster.org/citizen corps/About.htm	Trains people to be prepared for emergency situations in their community and neighborhood.	CERT members give critical support to first responders in emergencies, provide immediate assistance to victims, collect disaster information to support first responder efforts and provide that first neighborhood help in the immediate hours following a major emergency.														
			■						Emergency Management Assistance Compact / Mutual Aid	FDEM	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, FL 32399-2100 Phone: (850) 413-9969 www.floridadisaster.org/response/operations/emac/emacindex.htm	To coordinate the activities of the Emergency Management Assistance Compact (EMAC), Statewide Mutual Aid Agreement and requests for federal assistance.															

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Funding Topics									Program Name	Agency & Agency Admin.	Contact	Objectives	Use and Restrictions	Type of Aid				Eligible Applicants / Recipients														
Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture	Other						Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes	Educational	Other						
			■						Florida Reservist Program	FDEM	Florida Division of Emergency Management Bureau of Recovery & Mitigation 2555 Shumard Oak Boulevard Tallahassee, FL 32399-2100 Phone: (850) 413-9817 <a href="http://www.floridadisaster.org/brm/dirsrvst.htm">www.floridadisaster.org/brm/dirsrvst.htm</a>	To quickly provide additional human resources to support the states' actions in a disaster.																				
			■						Fire Management Assistance Grant Program (FMAGP)	FEMA	FEMA Region IV Office 3003 Chamblee Tucker Road Atlanta, GA 30341 Phone: (770) 220-5200 <a href="http://www.fema.gov">www.fema.gov</a>	Provides funding for mitigation, management and control of fires on publicly or privately owned grasslands and forests that threatens such destruction as would constitute a major disaster.	Other State entities, Indian Tribal governments, and local governments are eligible to apply for fire management assistance subgrants through the designated Grantee(s).	■						■	■						■					
				■					Beach Erosion Control Projects	DOD / USACE	USACE Attn: CECW-PB, DOD 20 Massachusetts Avenue, N.W. Washington, DC 20314 Phone: (202) 761-7674 <a href="http://www.usace.army.mil">www.usace.army.mil</a>	To control public beach and shore erosion through projects not specifically authorized by Congress	Funding: First \$100,000 USACE; remainder 50/50 between USACE and Non-Federal	■																		
				■					Florida Beach Erosion Control Program	FDEP	Bureau of Beaches and Coastal Systems FDEP 3900 Commonwealth Blvd, MS 300 Tallahassee, FL 32399-3000 Phone: (850) 922-7703 <a href="http://www.dep.state.fl.us/beach">www.dep.state.fl.us/beach</a>	To work in concert with local, state and federal government entities to achieve protection, preservation and restoration of coastal and sandy beach resources of the state.	Eligible activities include beach restoration, and nourishment activities, project design and engineering studies, environmental studies and monitoring, inlet management planning, inlet sand transfer, dune restoration and protection activities, dune walkover construction and other beach erosion prevention-related activities.	■																		■
				■					Urban Park and Recreation Recovery Program	DOI / NPS	National Park Service Southeast Region Atlanta Federal Center - 1924 Building 100 Alabama Street, S.W. Atlanta, Georgia 30303 Phone: (404) 562-3175 <a href="http://www.nps.gov/ncrc/programs/uprr/index.htm">www.nps.gov/ncrc/programs/uprr/index.htm</a>	To provide for the rehabilitation of recreation areas and facilities, demonstration of innovative approaches to improve park system management and recreation opportunities, and development of improved recreation planning.	Only cities and urban counties meeting established criteria are eligible for assistance.	■																		
				■					State Access to the Oil Spill Liability	DOT / US Coast Guard / NPFC	National Pollution Funds Center 4200 Wilson Blvd Suite 1000 Arlington, VA 22203 Phone: (202) 493-6700 <a href="http://www.uscg.mil/npfc/URG/urg_chapter_5.asp">www.uscg.mil/npfc/URG/urg_chapter_5.asp</a>	For removal costs of an oil discharge or the mitigation or prevention of a substantial threat of an oil discharge under the Oil Pollution Act of 1990 (OPA).	Governor of a State can request payments of up to \$250,000.																			

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Funding Topics								Program Name	Agency & Agency Admin.	Contact	Objectives	Use and Restrictions	Type of Aid				Eligible Applicants / Recipients													
Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture						Other	Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes	Educational	Other				
				■		■			Environmental Planning and Historic Preservation (EHP) Program	FEMA	FEMA 500 C Street SW Washington, D.C. 20472 Phone: (800) 621-3362 www.fema.gov/plan/ehp/	Integrates the protection and enhancement of environmental, historic, and cultural resources into FEMA's mission, programs and activities.	Ensures that FEMA's activities and programs related to disaster response and recovery, hazard mitigation, and emergency preparedness comply with federal environmental and historic preservation laws and executive orders.					■	■	■								■		
				■					Emergency Streambank and Shoreline Protection	USACE	USACE 20 Massachusetts Avenue, N.W. Washington, DC 20314 Phone: (202) 761-0001 www.usace.army.mil	To prevent erosion damages to public facilities by the emergency construction or repair of streambank and shoreline protection works.	Project may include new streambank or shoreline protection works, or it may repair, restore, or modify existing works. Each project must constitute a complete solution to the problem and not commit the federal government to additional improvements to ensure effective protection.	■						■		■								
	■							■	Emergency Food Assistance (Emergency Food Stamp and Food Commodity Program)	USDA, Food and Nutrition Service (FNS)	Director, Food Distribution Division, FNS, USDA, Park Office Center 3, 3101 Park Center Drive, Alexandria, VA 22302; Phone: (703) 305-2064	Direct payments to States for specified uses.	Presidential declaration; declaration by the Secretary of Agriculture.								■			■						
				■					Emergency Conservation Program	USDA / FSA	Florida State FSA Office P.O. Box 141030 Gainesville, Florida 32614-1030 Phone: (352) 379-4500 www.fsa.usda.gov	Emergency Conservation Program (ECP) provides emergency funding and technical assistance for farmers and ranchers to rehabilitate farmland damaged by natural disasters and for carrying out emergency water conservation measures in periods of severe drought.	ECP is administered by state and county FSA committees. Subject to availability of funds, locally-elected county committees are authorized to implement ECP for all disasters except drought, which is authorized at the national office of FSA. Individual or cumulative requests for cost-sharing of \$50,000 or less per person, per disaster are approved at the county committee level. Cost-sharing from \$50,001 to \$100,000 is approved at the state committee level. Cost-sharing over \$100,000 must be approved by FSA's national office.				■							■		■				
					■				Business and Industry Industrial Guaranteed Loan Program	USDA / RDO	Rural Development Florida State Office Department of Agriculture 147010 FL 32614-7010 338-3450 www.rurdev.usda.gov/fl	U.S. P.O. Box Gainesville, Phone: (352)	Guarantees loans made by lenders to businesses and industries in rural areas of Florida. Preference is given to projects that support one of the Rural Development Office's primary missions (i.e., improving both employment and economic conditions in rural communities and towns with a population of less than 50,000). Top priority given to rural areas with less than a population of 25,000	Sufficient collateral required. A minimum of 10% tangible balance-sheet equity required for existing businesses and 20% for new businesses.		■											■		■	■

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Funding Topics								Program Name	Agency & Agency Admin.	Contact	Objectives	Use and Restrictions	Type of Aid				Eligible Applicants / Recipients										
Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture						Other	Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes	Educational	Other	
					■				Community Services Block Grant Discretionary Awards	DHS / ACF	Division of Community Discretionary Programs Office of Community Services ACF, DHHS 370 L'Enfant Promenade SW., Fifth Floor West Washington, DC 20447 Phone: (202) 401-5294 www.acf.hhs.gov/programs/ocs	To help businesses create jobs for low income individuals.	Projects may include manufacturing, technology, retail, agriculture, and construction.	■					■	■			■				
					■				Economic Adjustment Assistance Program	DOC / EDA	Economic Development Administration Disaster Recovery Coordinator Herbert C. Hoover Building, Room 7015 Washington, DC 20230 Phone: (202) 482-6255 www.eda.gov	To respond to the short- and long-term effects of severe economic dislocation events on communities.		■					■	■			■	■	■	■	
					■				Workforce Investment Act, Title I, National Emergency Grants	DOL / ETA	Employment and Training Administration Office of National Response 200 Constitution Avenue NW Washington, DC 20210 Phone: (202) 693-3500 www.dol.gov	To finance the creation of temporary jobs for workers dislocated by disasters to clean up and recover from the disaster, and to provide employment assistance to dislocated workers.		■					■		■						
					■				Regulatory Relief for Federally Insured Financial Institutions	FDIC / FRS / NCUA / OCC / OTS	Regional Offices of FDIC, FRS, OCC and OTS NCUA - Office of Examination and Insurance 1775 Duke Street Alexandria, VA 22314-3428 Phone: (703) 518-6360 / NCUA Office of Public & Congressional Affairs-(703) 518-6330 www.fdic.gov	To provide regulatory assistance to insured institutions, including bank/thrift holding companies and their subsidiaries, to meet the needs of their customers in facilitating recovery following major disasters.	Federally-insured financial institutions qualify.				■					■	■				
					■				Fishery Disaster Relief	NOAA / NMFS	Financial Services Division (F/MB5) National Marine Fisheries Service 1315 East West Highway Silver Spring, MD 20910 Phone: (301) 713-2358 /www.nmfs.noaa.gov/mb/financial_services/disaster.htm	To deal with commercial fishery failures due to fishery resource disasters. Disaster causes may be (a) natural; (b) man-made (if they are "beyond the control of fisheries managers to mitigate through conservation and management measures"); or (c) undetermined.		■			■										
					■				Business and Industrial Loans	USDA / RD / RBS	USDA, Rural Development - Florida 4440 N.W. 25th Place Gainesville, Florida 32606 Telephone: (352) 338-3482 www.rurdev.usda.gov/fl	To improve, develop, or finance business, industry, and employment and to improve the economic climate in rural communities including abatement and control of pollution.	Businesses in cities and towns of fewer than 50,000 residents, and the immediately adjacent urbanized area qualify.		■									■			

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Funding Topics									Program Name	Agency & Agency Admin.	Contact	Objectives	Use and Restrictions	Type of Aid				Eligible Applicants / Recipients																								
Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture	Other						Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes	Educational	Other																
					■				Economic Injury Disaster Loan	SBA	U.S. Small Business Administration 409 Third Street SW Washington, DC 20416 Phone: (202) 205-6734 www.sba.gov	To assist small business concerns suffering economic injury as a result of certain declared disasters.			■									■																		
					■				Physical Disaster Loans - Business	SBA	U.S. Small Business Administration 409 Third Street SW Washington, DC 20416 Phone: (202) 205-6734 www.sba.gov	To provide loans to businesses affected by declared physical-type disasters for uninsured losses.	Low interest, long-term loans to businesses to repair or replace uninsured or uncompensated disaster-related damages to property owned by the business, including real estate, machinery and equipment, inventory and supplies.			■										■		■														
					■				Expedited Permitting Review Process	FL Governor's Office	Executive Office of the Governor Office of Tourism, Trade and Economic Development The Capital, Suite 2001 Tallahassee, FL 32399-00001 Phone: (850) 487-2568	This program creates an expedited permitting review process for certified projects that create jobs, which have a significant economic impact.	Expedited review of permit applications by state, regional and local agencies; technical assistance is available for small rural municipal and county governments.														■		■													
						■			Historic Preservation Fund Grants-in-Aid	DOI / NPS	Associate Director Cultural Resources NPS / DOI 1849 C Street NW Washington, DC 20240 Phone: (202) 208-7625 www.nps.gov	To provide matching grants to States to expand the National Register of Historic Places. To provide matching grants-in-aid for the identification, evaluation, and protection of historic properties by such means as surveying, planning, technical assistance, acquisition, development, and certain tax incentives available for historic properties.				■																										
						■			National Register of Historic Places	DOI / NPS	Chief of Registration, National Register of Historic Places Branch Interagency Resources Division of Registration NPS / DOI 1849 C Street NW Washington, DC 20240 Phone: (202) 343-9500 www.nps.gov	To maintain the National Register of Historic Places as a planning tool and source of information on sites, buildings, districts, structures, and objects of historical, architectural, engineering, archeological and/or cultural significance by assessing the significance of properties and by making the contents of the National Register available to the public; to coordinate with Federal agencies and the Advisory Council on Historic Preservation in the implementation of laws and policies pertaining to historic preservation; and to make certain certifications with respect to the historic character of buildings and structures, the rehabilitation of historic buildings and structures, and the preservation criteria of State and local statutes.																														



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Funding Topics									Program Name	Agency & Agency Admin.	Contact	Objectives	Use and Restrictions	Type of Aid				Eligible Applicants / Recipients											
Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture	Other						Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes	Educational	Other			
						■			Florida Main Street Program	FDS / DHR / BHP	Bureau of Historic Preservation Division of Historical Resources FL Department of State R.A. Gray Building, 4th Floor 500 S. Bronough Street Tallahassee, FL 32399-0250 Phone: (800) 847-7278 www.flheritage.com	To provide training, technical assistance and a network of participating communities in support of the revitalization of traditional, historic downtown and neighborhood commercial districts through a community-based comprehensive approach.	A \$10,000 seed-money grant is provided; dollars are reimbursed based on the same amount spent by the local program over the course of a year. No match is required, but applicant must provide guaranteed one-year funding of a Main Street manager and program operating expenses.	■							■								
						■			Public Assistance Category: E	FEMA / FDEM	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 Phone: (850) 413-9969 www.floridadisaster.org/Recovery/Public Assistance/Index.htm	Repair of buildings including their contents and systems that are not covered by insurance or another Federal agency.	Funding can be used to restore to pre-disaster condition or to mitigate future damages if cost beneficial and technically feasible. Code and standard upgrades are eligible for older facilities that must be repaired in accordance with codes and standards that were adopted after the original construction.	■					■	■			■					■	
						■			Public Assistance Category: G	FEMA / FDEM	Florida Division of Emergency Management 2555 Shumard Oak Boulevard Tallahassee, Florida 32399-2100 Phone: (850) 413-9969 www.floridadisaster.org/Recovery/Public Assistance/Index.htm	Repair of Public Parks, Recreational Facilities and Other Facilities, including playgrounds, swimming pools and cemeteries.	Funding can be used to restore to pre-disaster condition or to mitigate future damages if cost beneficial and technically feasible.	■					■	■			■					■	
							■		Crop Disaster Program	FSA	Florida State FSA Office P.O. Box 141030 Gainesville, Florida 32614-1030 Phone: (352) 379-4500 www.fsa.usda.gov	Reimburses producers for qualifying losses to agricultural commodities (other than sugar cane or cotton seed) due to damaging weather or related conditions.	The damages must be in excess of 35% for the loss of production or 20% for quality losses.			■					■	■							
							■		Livestock Compensation Program	FSA	Florida State FSA Office P.O. Box 141030 Gainesville, Florida 32614-1030 Phone: (352) 379-4500 www.fsa.usda.gov	Provide benefits to livestock and catfish producers who suffered feed losses or incurred additional feed costs directly resulting from natural disasters.	Producers in primary or contiguous counties declared secretarial disaster areas or counties declared presidential disaster areas are eligible.	■							■	■							
							■		Noninsured Crop Disaster Assistance Program	FSA	Florida State FSA Office P.O. Box 141030 Gainesville, Florida 32614-1030 Phone: (352) 379-4500 www.fsa.usda.gov	FSA provides financial assistance to producers of noninsurable crops when low yields, loss of inventory or prevented planting occurs due to natural disasters.	An eligible producer is a landowner, tenant or sharecropper who shares in the risk of producing an eligible crop. The annual gross revenue of the eligible producer, or the annual gross revenue of any individual or entity combined as one "person" with the eligible producer, cannot exceed \$2 million.		■						■								
							■		Extension Service Post-Crisis Education and Assistance	USDA / CSREES	U.S. Department of Agriculture 1400 Independence Avenue, SW Room 216W, Whitten Building Washington, D.C. 20250-0110 Phone: (202) 720-5923 www.ree.usda.gov	To provide post-crisis education and assistance to individuals, families, farm operators, small businesses, rural communities, and local leadership in the immediate aftermath of a disaster.				■			■	■	■	■							

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Funding Topics									Program Name	Agency & Agency Admin.	Contact	Objectives	Use and Restrictions	Type of Aid				Eligible Applicants / Recipients							
Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture	Other						Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes	Educational
							■		Emergency Haying and Grazing	USDA / FSA	Florida State FSA Office P.O. Box 141030 Gainesville, Florida 32614-1030 Phone: (352) 379-4500 <a href="http://www.fsa.usda.gov">www.fsa.usda.gov</a>	To help livestock producers in approved counties when the growth and yield of hay and pasture have been substantially reduced because of a widespread natural disaster.													
							■		Non-Insured Crop Disaster Assistance Program	USDA / FSA	Florida State FSA Office P.O. Box 141030 Gainesville, Florida 32614-1030 Phone: (352) 379-4500 <a href="http://www.fsa.usda.gov">www.fsa.usda.gov</a>	To pay producers for crops not covered by catastrophic risk protection for crop yield losses caused by any natural disaster.													
							■		Emergency Loans	USDA/FSA	Director, Farmer Programs Loan-Making Division FSA/USDA Washington, DC 20250 Phone: (202) 720-1632 <a href="http://www.fsa.usda.gov">www.fsa.usda.gov</a>	To assist established family farmers, ranchers, and aquaculture operators to obtain loans to cover losses resulting from disasters													
							■		Public Health and Social Services Emergency Fund	HHS / ACF	Office of Financial Management, Administration for Children and Families, 6th Floor, Aerospace Building, 370 L'Enfant Promenade, SW., Washington, DC 20447. Phone: (202) 401-9238	To provide supplemental funding for public health and social service emergencies.	Funds are available for public health and social service emergencies. Funds are initially appropriated to the Office of the Secretary, but virtually all funding is allocated to HHS agencies for award and use in disaster areas.												
	■								Habitat for Humanity	Habitat for Humanity	HFHI Disaster Response 270 Peachtree St. NW Suite 1300 Atlanta, GA 30303 1- 800- 422-4828 <a href="http://www.habitat.org/disaster/default.aspx">http://www.habitat.org/disaster/default.aspx</a>	The mission of Disaster Response is to develop innovative housing and shelter assistance models that generate sustainable interventions for people vulnerable to or affected by disasters and/or conflicts. Disaster Response also builds the capacity of the global HFH community in the areas of disaster mitigation, preparedness and recovery through education, training and partnerships. HFH Disaster Response offers consultation in the areas of technical information; program design and implementation; and disaster response policies, protocols and procedures. It also provides support and informational resources for disaster mitigation and preparedness for affiliates and national programs located in disaster-prone areas.	Disaster Recovery Initiatives: include shelter and housing solutions with an emphasis on long-term sustainable development for families whose lives have been affected by disasters or conflicts. Efforts focus on focus on a wide array of solutions including transitional shelter, new housing, repairs and reconstruction, and provision of construction materials and technical expertise. Disaster Corps Program: Disaster Corps members have unique backgrounds in addition to their Habitat training in areas such as logistics, project management, volunteer management, disaster preparedness and mitigation, response planning, resource development and construction, among other areas.												

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Funding Topics								Program Name	Agency & Agency Admin.	Contact	Objectives	Use and Restrictions	Type of Aid				Eligible Applicants / Recipients											
Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture						Other	Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes	Educational	Other		
■		■	■	■				■	Regional Planning Councils	Varies by Region		Assistance varies by RPC. Some provide small business loans; most offer resource information; and all provide technical assistance, grant-writing assistance, training and dispute resolution services.	Technical assistance may include grant-writing; preparation of land development regulations; map and text amendments; review of LDRs, special exceptions and special permits; review of site plans and subdivision plats; emergency management; economic development; GIS mapping; redevelopment master planning; visioning and community preference surveys; public event planning and facilitation, etc.						■	■	■	■	■	■	■	■		
■		■						■	Florida Faith-Based and Community Advisory Council	Governor's Volunteer Florida Foundation	Volunteer Florida Foundation 401 South Monroe Street Tallahassee, Florida 32301 Phone: (850) 410-0696	The goals of the Council are to enlist, enable, empower and expand the work of volunteer faith-based and community organizations. The Council is tasked with providing annual recommendations to the Governor and Legislature that will encourage the government and the faith-based community to work together to improve social services for Floridians.	The Disaster Subcommittee focused its attention on how community-based and faith-based organizations can more effectively partner with public agencies to assist before, during and after disasters.						■	■	■	■	■					
		■						■	Florida Faith-Based and Community Initiative	Volunteer FL Foundation	Volunteer Florida Foundation Kay Kammel, President 401 South Monroe Street Tallahassee, Florida 32301 E-mail: kay.kammel@vfffund.org Faith-Based and Community Initiative Suzanne Yack, Program Director E-mail: suzanne.yack@vfffund.org	Programs to decrease crime, increase employment opportunities and improve the lives of the most distressed citizens by working cooperatively with a number of faith-based and community organizations.		■				■										
					■			■	Alcohol and Tobacco Tax Refund	Dept. of Treasury / Bureau of Alcohol, Tobacco, and Firearms	National Revenue Center, 550 Main Street Room 8002 Cincinnati, OH 45202 Phone: 1-877-882-3277	Specialized services to provide Federal alcohol and tobacco exercise tax refunds to usinesses that lost assets in a disaster															■	
					■				Employment: Job Training Partnership Act (JTPA), National Reserve Emergency Dislocation Grants	DOL, Employment and Training Administration		Program provides States with grant money to provide individuals with temporary jobs and/or employment assistance	Presidential Declaration	■														■
		■	■	■				■	Emergency Water Supply and Drought Assistance Programs	DOD, USACE		Emergency supplies of clean drinking water for human consumption and construction of wells	Assistant Secretary of the Army for Civil Works designates the area as "drought distressed."															■

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Funding Topics									Program Name	Agency & Agency Admin.	Contact	Objectives	Use and Restrictions	Type of Aid				Eligible Applicants / Recipients															
Hazard Mitigation / Risk Reduction	Individual Assistance	Public Facilities & Infrastructure	Emergency Management	Environmental	Economic Redevelopment	Historic Preservation	Agriculture	Other						Grant	Loan	Direct Payment	Other	Federal	State	Local	Individuals	Businesses	Non-profits	Indian Tribes	Educational	Other							
					■				Forbearance on VA Home Loans	Dept. of Veterans Affairs		Encourage lenders to extend forbearance to any borrowers who have VA home loans and are in distress as a result of disaster; provide incentives to such lenders.	Presidential Declaration																				
				■					Price-Anderson Act	NRC		Insurance reimburses States and municipalities for costs necessarily incurred in providing emergency food, shelter, transportation, or police services in evacuating the public after a nuclear power reactor accident	Available without declaration.						■	■													
	■			■	■			■	Price-Anderson Act	American Nuclear Insurers and Nuclear Regulatory Commission, DOE		Payment of liability claims that arise from a nuclear power reactor accident. Insurance-provided assistance may compensate victims for increased living expenses after an evacuation, unemployment, business losses, environmental cleanup, reduced property values, and costs associated with bodily injury.												■									
					■			■	Reclamation States Emergency Drought Relief Act of 1991	DOI, Bureau of Reclamation		Loans, grants, use of facilities, construction, management and conservation activities, and purchase of water for resale or for fish and wildlife services. Temporary drought assistance may include the drilling of wells, installation of equipment, improved reporting conditions.	Request for drought assistance and approval by Commissioner of Reclamation		■	■	■	■	■	■							■						
				■				■	River Basin Project	USDA, NRCS		Technical assistance. Special priority is given to projects designed to solve problems of upstream rural community flooding, water quality improvement that comes from agricultural non point sources, wetlands preservation, and drought management for agricultural and rural communities. Special emphasis is placed on helping State agencies develop strategic water resource plans.	Available without declaration; triggered by NRCS State Conservationist.																	■			
					■				Savings Bonds Replacement or Redemption	Treasury, Bureau of Public Debt		Specialized services. Bureau of Public Debt expedites replacement of U.S. Savings Bonds lost or destroyed as a result of a disaster.	Presidential Declaration												■								
	■	■	■	■				■	Voluntary Organizations	NVOAD National Voluntary Organization Active in Disaster Post Office Box 151973 Alexandria, VA 22315 Phone: (703) 339-5596 www.nvoad.org		Convenes private sector organizations that respond, provide relief and recovery services in disaster situations to encourage coordination, communication, collaboration and cooperation among the organizations and to enhance their individual identities and efforts with disaster victims, government and the general public.												■					■				

## APPENDIX B LOCAL PLAN INTEGRATION

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## APPENDIX B LOCAL PLAN INTEGRATION

The intent of the Post-Disaster Redevelopment Plan is to guide the redevelopment decision making process following a disaster in a manner consistent with the Comprehensive Plans maintained by the County and its municipalities, the St. Lucie County Local Mitigation Strategy (LMS), the Comprehensive Emergency Management Plan and other relevant plans or codes such as the Regional Long-Range Transportation Plan, land development codes, and the economic roadmap developed by the Business Development Board of St. Lucie County. Each of these plans and others which are listed in Table B-1 have pre-existing policies or procedures that affect post-disaster redevelopment.

**Table B-1: Florida’s Planning Framework: How Local Plans Address Hazard Issues**

Purpose and Use	CEMP	LMS	Comp Plan	PDRP
Provide hazard assessment information	✓	✓	✓	
Define procedures for providing evacuation and sheltering services	✓			
Define policies for maintaining and enhancing evacuation clearance times		✓	✓	✓
Define capital expenditure priorities for enhancing evacuation and sheltering capacities		✓	✓	
Define policies and capital expenditure priorities for making the environment less hazardous		✓	✓	
Define policies for making structures more resistant to natural hazard forces		✓	✓	✓
Define capital expenditure priorities for making public facilities more resistant to natural hazard forces		✓	✓	
Define policies for managing the pre-disaster development and redevelopment of land exposed to natural hazards		✓	✓	
Define operational procedures for post-disaster recovery and redevelopment	✓			✓
Define policies for governing post-disaster recovery and redevelopment actions		✓	✓	✓

Source: Florida Department of Community Affairs, 2006

As shown by Table B-2, many of these documents on the municipal, county, and regional levels of government were designed to guide government during daily operations. Post-disaster redevelopment planning involves incorporating and integrating these community strategies, which were developed for the daily, non-disaster environment. Decision-makers may employ the disaster as a “Window of Opportunity” to realize these same strategies in the post-disaster environment. The PDRP will consider employing the community visioning detailed in the Comprehensive Plans; prioritizing capital funds expenditures as detailed in the Capital Improvement Plans; emphasizing economic development strategies from the economic roadmap; and incorporating transportation initiatives in the Regional Long-Range Transportation Plan.

Once a disaster strikes, the PDRP must also ensure a smooth transition from the emergency management related plans such as Housing Disaster Plan, the Comprehensive Emergency Management Plan, and Red Cross Plans, which guide the initial response phase to the PDRP, which guides recovery. There should be a seamless transition of actions, processes, and organizational structures, which mold to support the long-term recovery environment. The PDRP will ensure this smooth transition by linking the response documents and ensuring continuity in the recovery environment.

<b>Table B-2: Relevant Local Documents and Workgroups</b>						
Plans, Policies, and Procedures	Year	Workgroup Relevance				Comments
		Community Redevelopment	Economic Redevelopment	Infrastructure	Health and Environment	
Comprehensive Plan	2010	X		X		
Land Development Regulations	2006	X		X		
Local Mitigation Strategy	2010			X		
Comprehensive Emergency Management Plan	2007			X	X	
2035 Regional Long-Range Transportation Plan	2011	X	X	X		
St. Lucie County, Florida Western Lands Study	2012				X	
Debris Management Plan	2011				X	
Housing Disaster Plan	2006	X	X			
St. Lucie County International Airport Master Plan	2011		X	X		
Port of Fort Pierce Master Plan	2002		X	X		Update in 2013

The County maintains several planning documents that closely impact post-disaster redevelopment both during reconstruction and redevelopment in the impacted areas. The Comprehensive Plan and the Local Mitigation Strategy promote policies to rebuild more sustainable and resilient communities. Table B-2 illustrates the interaction between these plans as they relate to hazard planning and response. These plans are governed by various legislation, which set forth required components. The PDRP is designed to unify into one document those components interrelated to disaster recovery. This chapter provides an overview of relevant plans, policies, and regulations impacting post-disaster redevelopment in St. Lucie County.

## St. Lucie County Comprehensive Plan

The St. Lucie County Comprehensive Plan contains goals, objectives, and policies that support judicious, post-disaster redevelopment in a manner that support community sustainability. Although St. Lucie County acknowledges in its Comprehensive Plan (adopted in 2010) that it does not have an official Post-Disaster Redevelopment Plan document, it does demonstrate great support for post-disaster redevelopment by including goals and objectives that further efforts to create a PDRP, as well as defined post-disaster development procedures and policies. It goes even further to elaborate the community actions necessary to protect public health and safety, along with providing the fundamental base to establish a resilient and sustainable community. The following are highlighted in the County's Comprehensive Plan as opportunities for the PDRP to address<sup>1</sup>:

### Florida Growth Management Act:

Florida's Growth Management Act of 1985 (Chapter 163, Part II, F.S.) requires that all 67 counties in Florida adopt Comprehensive plans that guide future growth and development. Comprehensive plans contain chapters or "elements" that address future land use, housing, transportation, infrastructure, coastal management, conservation, recreation and open space, intergovernmental coordination, capital improvements, and economic development.

- Ensure a means to restore economic activity;
- Establish a framework for deciding whether to implement a temporary moratorium on building activity as may be required for public safety;
- Develop procedures for reviewing and deciding upon emergency building permits;
- Coordinate with State and Federal officials to prepare disaster assistance applications;
- Analyze and recommend to the Board of County Commission hazard mitigation options, including reconstruction or relocation of damaged public facilities;
- Recommend amendments to the Comprehensive Emergency Management Plan<sup>2</sup> and other appropriate policies and procedures;

<sup>1</sup> St. Lucie County Comprehensive Plan. Coastal Management Element. Natural Disaster Planning. Pg. 5-12. 2010.

<sup>2</sup> Referred to as Local Peacetime Emergency Management Plan in Comprehensive Plan text.



- Ensuring timely re-entry by County residents following an evacuation; and
- Evaluating future options for damaged public facilities following a hurricane or other disaster event such as abandonment repair in place, relocation, and reconstruction with structural modifications.

### Future Land Use

More than half of unincorporated St. Lucie County is designated as Agricultural land use. The Towns, Villages and Countryside and Residential Urban designations each make up 5% of the total land area in the County. Public lands make up approximately 4% of the total land area. Commercial or Industrial land use designations each make up less than 1% of the total land area.

According to the population needs section of the Comprehensive Plan, vacant lands and approved undeveloped areas (TVC and two approved DRIs), can accommodate an additional future population of 160,911 people, which exceeds the 2030 projected population of 91,202.

### Expedited Permitting

The County also supports an expeditious economic redevelopment process that will greatly enhance its ability to recover in the aftermath of a disaster. The Future Land Use Element addresses St. Lucie County's desire to provide expedited permitting for economic development purposes. It states, "Objective 1.1.11: St. Lucie County shall continue to work with the interested groups and agencies to increase and broaden the County's economic base while expanding existing business and industrial opportunities. Policy 1.1.11.1 - St. Lucie County shall actively assist to the maximum extent practical in the recruitment of clean high growth industrial activities and maintain an expedited permitting process for bona fide economic development projects, especially those within the Targeted Industry List." Although the County considers expedited permitting for economic development purposes, the Comprehensive Plan does not include policies for expedited permitting in the post-disaster environment. The County may wish to integrate policies that include emergency permitting and expedited procedures related to the redevelopment of the County post-disaster.

#### Expedited and Emergency Permitting Procedures

Although the County considers expedited permitting for economic development purposes, the Comprehensive Plan does not include policies for expedited permitting in the post-disaster environment. The County may wish to integrate policies that include emergency permitting and expedited procedures related to the redevelopment of the County post-disaster.

### Coastal Management Element

The Coastal Management Element includes policies that directly impact and further post-disaster redevelopment initiatives, mainly to develop a PDRP by the beginning of the 2013 hurricane season. Providing an expected deadline for the completion the PDRP is indicative of the County's steadfast efforts to establish a PDRP and ensure resiliency of the community. Moreover, the County further strengthens the legitimacy of the Plan by providing for and

ensuring that actions needed to protect the public health and safety will receive first priority in emergency permitting decisions. It includes minimum actions to be taken, which are repairs to potable water, wastewater and power facilities; removal of debris from roadways and required infrastructure; stabilization or removal of any structure, which is about to collapse; minimal repairs to make structures habitable; and emergency repairs related to environmental damage.

A Recovery Task Force is named as having the responsibilities for “the review and issuance of emergency building permits; coordination with State and Federal officials to prepare disaster assistance applications; analysis and recommendation of hazard mitigation options to the County Commission, including reconstruction or relocation of damaged public facilities; development of a redevelopment plan; and recommendation of amendments to the Comprehensive Plan, Comprehensive Emergency Management Plan, and other appropriate policies and procedures.” Those included within the Recovery Task Force are the Planning Development Services Director, Emergency Management Director, County Engineer, and Sheriff, and other members as directed by the Chairman of the County Commission. It is unclear however, who is responsible for implementing the PDRP since the Comprehensive Plan states that the task force is to be disbanded after implementing its responsibility. Later, in the Coastal Management Element, within Policy 5.2.4.4, it states “Long-term redevelopment activities shall be postponed until the Recovery Task Force has completed its tasks.” This suggests, perhaps, that the Recovery Task Force is responsible for the development of the PDRP but not responsible for implementation of the Plan and the Comprehensive Plan does not state or name a body to implement the PDRP as needed.

Additionally, other policies address the post-disaster redevelopment environment by including provisions for damaged structures exceeding fifty percent of the appraised value; structures which suffer repeated damage; and the ability of the County to assess the value of all structures in coastal high hazard areas and the utility of the land for public access, and evaluate the potential for acquisition, relocation, or other appropriate measures in line with the fiscal constraints when post-disaster opportunities arise.

The County has opportunity to integrate policies into this element that restrict the increase of residential density within the Coastal High Hazard Area on the islands, which is not included in existing language.

Goal 5.1 of the Coastal Management Element states, “Balancing growth and coastal resources. All development proposed in the future land use element in the coastal area shall occur in a manner which protects, conserves, and enhances the natural resources of the coastal area and the environmental, social and economic benefits attributed to them,” Through the Coastal Area Protection Ordinance the County has objectives and policies in place to protect and restore beaches and dunes, which include: the support for beach renourishment projects recommended by the Army Corps of Engineers, confining access to beaches for development to walkways, prohibiting motor vehicles on public lands within the coastal strand and scrub upland habitats that lie east of the Coastal Construction Control Line, providing guidelines in the Land Development Code for evaluating removal of previously existing manmade alterations on a dune, beach, or shoreline system when reviewing

applications for redevelopment, and maintaining a program for the removal of invasive exotic vegetation, re-vegetation with appropriate species and maintenance of County-owned beaches and dune areas. The County also includes provisions that require structures that suffer damage exceeding fifty percent of their appraised value to meet current regulations, including those of the Coastal Construction Control Line.

Although, St. Lucie County's Coastal Management includes goals, objectives, and policies that support conservation and enhancement of natural resources, there are opportunities to integrate policies that would further the County's resiliency. For example, the County has opportunity to integrate policies into this element that restrict the increase of residential density within the Coastal High Hazard Areas on the islands, which is not included in existing language.

### Redevelopment

St. Lucie County has not officially designated any areas as having conditions of slum and blight, but it is continuing to monitor aging areas and implement needed programs and improvements. Local governments may designate areas as Community Redevelopment Areas (CRA) when certain conditions exist. These areas have been considered as slum or blighted. Currently, Fort Pierce and Port Saint Lucie each have one CRA. Port St. Lucie is considering adding another CRA.

### Economic Development

The St. Lucie County Comprehensive Plan includes an Economic Development Element as part of the County's overall vision for sustainability. In order to achieve its economic development goals, St. Lucie County has embraced two popular economic development tools, namely branding and cluster development. St. Lucie County's efforts to concentrate development have focused mainly on the Treasure Coast Research and Education Park in Fort Pierce and the Tradition Center for Innovation in Port St. Lucie. The Treasure Coast Research and Education Park was first established in 2005 to include agriculturally and bio-technologically based development. The Park consists of more than 1,600 acres. The Park Authority is developing the master plan for the 160-acre core campus for biotechnology research and education.

The County promotes itself as part of Florida's Research Coast, along with Indian River and Martin County. The County's branding initiatives underscore the desire to shift its image from an agricultural and tourist based economy to a location that is invested in recruiting businesses that offer high-skilled, high-paying, long-term employment opportunities.

In addition to branding efforts, the County's main tool to enhance its economy is through targeting these specific businesses and industries to identify specific sectors that the County would like to see relocate to the area. The list includes: manufacturing research, and distribution sectors that complement each other and would promote and establish industry clusters, such as the life science institutes located within Tradition Center in the County (Torrey Pines Institute, Mann Research Center and the Vaccine and Gene Therapy Institute).

### Environment and Natural Resources

Currently, the Florida Department of Environmental Protection is in charge of the administration and supervision of the Indian River Lagoon and portions of the North Fork of the St. Lucie River

(known as the Aquatic Preserves). Specific management plans for both areas have been put in place by the Florida DEP.

**Integration of Post-Disaster Redevelopment Planning within the Comprehensive Plan**

Table B-3 below illustrates the County and its municipalities integration of post-disaster redevelopment planning within specific plan elements of the Comprehensive Plan. . Table B-3 provides a great representation of the existing hazard mitigation and various hazard considerations within each of the elements of the comprehensive plans. There are further opportunities of post-disaster goals within the comprehensive plans for each jurisdiction. For example, post-disaster redevelopment goals may be integrated within the historic preservation, infrastructure health and human services, and land use elements

**Table B-3: Comprehensive Plan Hazard Mitigation Inventory<sup>3</sup>**

Comprehensive Plan Elements	Municipalities			
	St. Lucie County	Fort Pierce	Port St. Lucie	St. Lucie Village
Conservation	D,E,F,HZ,NT,W	D,E,HZ,W	D,E,F,H,NT,P,W	D,E,F,HZ,W
Coastal Management	E,F,H,HZ,NT,P	D,E,F,H,HZ,P	D,E,F,H,NT,P,W	E,F,H,NT,P
Infrastructure	D,F,HZ,W	D,F,HZ,P,W	D,F,FI,H,HZ,W	D,F,NT,W
Future Land Use	F,H,W	F,H,W	E,F,NT,W	F,H,NT,W
Housing				
Recreation and Open Spaces				
Transportation				
Intergovernmental Coordination				
Capital Improvement	E,F,H	E,F,H	NT	E,F,H
Ports, Aviation, and Associated Facilities				
Utilities				
Health and Human Services				
Public Education				
Fire Rescue				
Economic				
Library				
Historical Preservation				

D = Drought; E = Erosion; F = Flood; FI = Fire; H = Hurricane; HZ = Hazardous Materials; N= Nuclear Disaster; NT = Natural and Technological Disasters; P = Post-Disaster Redevelopment; W = Wellfield Contamination.

<sup>3</sup> Comprehensive Plan Hazard Mitigation Inventory. St. Lucie County Local Mitigation Strategy. 2010. Pg. 82.

## Land Development Code (LDC)

### Nonconforming structures<sup>4</sup>

In its land development regulations, St. Lucie County does not permit the restoration of a structure that has been damaged or destroyed to the extent of fifty percent or more of the assessed value of the structure is damaged. However, included within this section of the LDC is the provision that if St. Lucie County or a portion thereof is declared a disaster area by the Governor of the State of Florida or the President of the United States then the provisions would be modified to allow within the declared disaster area, the replacement or reconstruction of structures on or in the location of the original foundation, except that any replacement construction must comply with flood damage protection and building codes, along with state and federal laws.

### Flood Damage Prevention

Flood damage prevention is also addressed in the St. Lucie County Land Development regulations. The main intentions of flood damage protection are to protect human life and health, minimize expenditures of public money for costly flood projects, and minimize prolonged business interruptions, among others.<sup>5</sup>

### Resource Protection Standards

The Land Development Code of St. Lucie County includes a chapter dedicated to standards for resource protection (Chapter VI), sections consist of: Vegetation Protection and Preservation, Mangrove Protection, Environmentally Sensitive Lands, Wellfield Protection, Habitat of Endangered or Threatened Species, Flood Damage Prevention, and Mining. The Chapter includes provisions that contain:

Land Development Regulations are the implementing mechanism for the Comprehensive Plan. While the Comprehensive plan established goals, objectives, and policies the Land Development Regulations provide specific guidelines in implementing the intent of the Comprehensive Plan. In reviewing some of the codes and regulations that can impact post-disaster redevelopment, the following highlights were noted.

- Vegetation Protection and Preservation : Requirements to obtain a Notice of Vegetation Removal
  - Environmentally Sensitive Lands: Coastal area protection, shoreline protection, wetland protection, regulation of motorized vehicles in environmentally sensitive lands,
  - Wellfield Protection: Requirements for zone of protection maps, prohibited activities, protections for

future public water supply wells, and special exemptions

<sup>4</sup> St. Lucie County Land Development Regulations. 10.00.03. - Nonconforming Structures. E. Termination upon Damage or Destruction.

<sup>5</sup> St. Lucie County Land Development Regulations. 6.05.01 General Provisions. Flood Damage Protection.

- Habitat of Endangered or Threatened Species: Protective measures of native upland habitat, and sea turtle protection, (manatee protection is listed as Reserved)
- Flood Damage Prevention: General and specific standards for flood hazard reduction, standards for streams without established base flood elevations and floodways, standards for subdivision proposals, and requirements for areas of shallow flooding
- Mining: Regulations, restricting and conditions on permits for mining, extraction incidental to development activities, and excavation or mining resulting in the creation of a water body

## Local Mitigation Strategy (LMS)

The main intent of the St. Lucie County Local Mitigation Strategy is to develop a coherent approach among County and municipal governments for dealing with identified hazards and hazard management problems in the county area. This strategy will serve as a tool to direct the County and municipal governments in their ongoing efforts to reduce their vulnerabilities to impacts produced by both the natural and manmade hazards. The LMS is unlike the PDRP in that its focus is on pre-disaster mitigation activities; however, the St. Lucie LMS incorporates goals that directly encourage post-disaster redevelopment planning by expressing continued support throughout the plan and directly through specific initiatives and policies for the County and its jurisdictions. The LMS also provides a community profile, institutional analysis, hazard identification, vulnerability and risk assessment, mitigation options, and an implementation strategy. Such efforts include ensuring the economic viability and creating disaster resistant businesses. . The County LMS provides tables in Appendix A, stating the existing goals, objectives, and policies, along with its source and notes that relate to mitigation efforts within the comprehensive plans of St. Lucie County, Fort Pierce, Port St. Lucie, St. Lucie Village, the County Comprehensive Emergency Management Plan, and the Treasure Coast Regional Planning Council Strategic Regional Policy Plan. . The tables also detail municipal efforts that are relative to post-disaster redevelopment planning.

As the name of this document implies the purpose of the Local Mitigation Strategy (LMS) is to reduce or eliminate the impact of hazards, which exist within a community and are a threat to life and property. It is intended to reduce or eliminate the exposure of human life and public property to natural and manmade hazards. Local mitigation planning forms the foundation for short-term and long-term recovery and mitigation funding opportunities. This plan contains valuable information regarding the potential impact from the most likely hazards, or core hazards.

The County's Environmentally Sensitive Land Ordinance was adopted in 1990 to mitigate erosion, enhance, and restore the beaches and dunes along its coastal shorelines. The County avoids the use of shoreline armoring (except as a measure of last resort). Preferred alternatives include beach nourishment and dune restoration. Erosion along its inland waterways, (i.e., North Fork of the St. Lucie River, Five Mile Creek, and Ten Mile Creek) has been a concern too and is addressed in the Environmentally Sensitive Ordinance, Section 6.02.02.

A complete listing of all hazard mitigation relevant goals, objectives, and policies by plan element in the St. Lucie Comprehensive Plan and its municipalities is found in Appendix A, Table of Existing Policies. Each municipal comprehensive plan has been reviewed. Specific mitigation related objectives and policies have been identified and have been described and cross-referenced in Appendix A. Stated within the LMS are suggestions for strengthening the role of local governments, one of which is for all jurisdictions should prepare and adopt post-disaster redevelopment plans.

The hazards faced in St. Lucie County fit into three general classifications – natural, technological, and societal hazards. Natural hazards include floods, hurricanes/tropical storms, tornadoes, severe thunderstorms and lightning, wildland fires, extreme temperatures, erosion, droughts, seismic hazards, agricultural pests and diseases, and epidemics. The LMS concludes that the two greatest natural hazard threats to the County are hurricanes and flooding due to their frequency and risk.

### Housing Disaster Plan

The Disaster Housing Plan was prepared to address a level of disaster considered major or catastrophic, per the State’s classification. While this Plan does not address emergency shelters, it should be noted that the State’s Emergency Shelter Plan has estimated the County’s vulnerable population at 6,436 for Category 4 and 5 hurricane events. The vulnerable population in a county consists of the total number of citizens within the county who, based on their home’s location or construction type, are vulnerable to the effects of a storm surge and/or high winds from an approaching hurricane. For Florida’s coastal counties, the vulnerable population is a summation of a county’s entire mobile home population, the non-mobile home population living within the storm surge area for Storm Categories 4 and 5, and the expected number of tourists to be located within the storm surge area during the summer or fall months.

The Housing Disaster Plan addresses basic challenges that some communities have identified and are working to resolve together with the County. Examples that relate directly with post-disaster redevelopment efforts include:

The Community Services Department developed the Housing Disaster Plan in 2006. The purpose of the Disaster Housing Plan is as follows: to identify resources available for post-disaster housing, such as existing programs and available housing units; identify potential sites for the placement of temporary housing; and establish the procedures through which affected residents will be assisted with temporary housing. This plan specifically addresses the housing needs of displaced persons who may need shelter for up to eighteen months.

- Retrofitting of homes to decrease losses related to disasters.
- Reduction and protection of the abundance of travel trailers utilized as primary residences.
- Coordination with community redevelopment processes and organizational structures.
- Compliance with all building and code ordinance requirements both long term and in emergencies in order to ensure public safety.

The Housing Disaster Plan also addresses available resources for temporary housing in Appendix III, they are: mobile home sites, commercial housing (hotels, motels, etc.), Jai-Alai, St. Lucie County Fairgrounds, and the Fort Pierce Housing Authority.<sup>6</sup> . The following factors were considered when choosing suitable sites for temporary housing alternatives:

- Size
- Topography
- Existing use of site
- Site hazards
- Compatibility with adjacent uses
- Ownership
- Accessibility to population centers
- Accessibility to commercial/institutional services
- FEMA flood hazard zone classification
- Elevation above sea level
- Adequacy of ingress/egress
- Availability/proximity of public water and sewer infrastructure
- Site preparation requirements

Although factors were identified for consideration of temporary housing sites, the Housing Disaster Plan does not list the current identified site locations. It is noted, however, that a file does exist containing information on each current identified site, for which the St. Lucie County Division of Emergency Management is provided. However, the Plan does provide available resources for temporary housing in the appendix. They are: mobile home sites, commercial housing (hotels, motels, etc.), Jai-Alai, St. Lucie county Fairgrounds, and the Fort Pierce Housing Authority, It is recommended that the Housing Disaster Plan include a list of these sites, as well as consider other environmental factors when considering site suitability.

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<sup>6</sup> St. Lucie County Housing Disaster Plan. Appendix III – Available Resources for Temporary Housing. Pg. 22



## St. Lucie County, Florida Western Lands Study

The Western Lands is an area in St. Lucie County that covers approximately 196,000 acres, of rural and agricultural lands, consisting of almost sixty percent of the County's total land area. A study initiated by the St. Lucie County Board of County Commissioners, named the Western Lands Study, was completed through a highly participatory planning process in order to establish a vision and long-term plan for these signature lands. "Those lands are the heart of the County's agricultural economy and important natural resources; therefore, what happens to them will have a critical impact on the St. Lucie County of the future."<sup>7</sup>

This report documents the process and presents the proposed recommendations for creating a vision and plan for the western area of St. Lucie County. The purpose of The Western Lands Study is to address the fundamental issues regarding the future uses of the land. A principal feature of the Western Lands Study was to identify those areas that have the greatest value as conservation and recreation lands. The expectation is that those lands will provide protection for wildlife habitat, sustain wetlands and floodplains, sustain or improve air quality and provide resource-based recreation. The intent is to protect natural lands from incompatible land uses

Natural areas such as waterways, woodlands, beaches, dunes, and wetlands protect communities from flooding, buffer coasts from storm surge, filter environmental pollutants, and provide prime habitat for a variety of species. Furthermore, these natural areas support many industrial, agricultural, commercial, and recreational activities that are critical for economic livelihood. Major events such as a coastal storm, wildfire, or storm surge can damage these natural environments and the risk of debris accumulations, environmental pollution, other disaster impacts threaten public safety, wildlife, and activities that are dependent on the ecosystem. Restoration of the natural systems and establishing programs to protect, re-establish, and restore critical habitats and environmental lands are vital in ensuring the community's long-term recovery.

and to assure that growth does not compromise a plan for large-scale natural lands protection and the connectivity needed to support wildlife and other environmental values.

The Western Lands Study reflects the County's long-term commitment to smart growth principles in which a functioning network of agriculture, open space, and natural areas is necessary for long-term economic and environmental vitality and livability. More specifically, it addresses future uses of land and puts to use planning tools and strategies to foster continued agricultural production, protect and enhance property values, promote smart growth and ensure cost effective local government service provision. For the Western Lands, that means shaping new development into great places, providing cost-efficient public services and sustaining functioning networks of agriculture.

<sup>7</sup> St. Lucie County, Florida Western Lands Study. Vision and Plan. Executive Summary. 2011. Pg 3.

There are three main goals within the Western Lands Study:

- The first goal is to enhance agriculture. It sets forth an economic development strategy intended to strengthen and retain a healthy and strong agricultural economy through a variety of incentives. It is based on the foundation that agriculture must be profitable if farmers are to continue to work the land and that viable agriculture is an indispensable element of the County's long-term economic and environmental security.
- The second goal focuses on the importance of conservation of environmentally sensitive lands and the need to protect and restore natural systems. It identifies the priority environmental lands that should be conserved for future generations. Goal Two also establishes a transfer of development rights program to direct development away from lands that are considered sensitive and towards areas more suitable for development. According to the study, the TDR program is structured to further conservation efforts, while retaining landowner development rights.
- The third goal seeks to establish a framework for development that is sustainable and the design of neighborhoods with enduring value. Goal Three creates the framework for a variety of rural development forms and patterns that respond to emerging consumer preferences, serve as receiving areas for transferred development rights and are sustainable — retaining and complementing the neighboring agricultural and environmental lands. It does this by establishing the following four types of rural developments: the Ranchette, the Rural Hamlet (to fulfill the market demand for a rural lifestyle), the Ag Hamlet (to foster residential communities linked to agricultural lands), and the Rural Village (to be of mixed-use and located along transportation corridors). Goal Three also retains existing development rights at current densities and eliminates the controversy around the current Agricultural Planned Unit Development (AG PUD) ordinance and its unclear requirements for open space.

The adoption of the Rural Element will provide the framework and strategies to enable St. Lucie the County to fulfill its commitment to promote smart growth, sustain agriculture as an essential core component of its economy and protect and enhance the signature asset of the Western Lands – connected systems of vital working agricultural lands and valued natural resources. Objective 2.1 of the Rural Element is to establish criteria for the identification of lands worthy of preservation and conservation. Rural Policy 2.1.2 lists the intentions of conservation efforts, which includes the initiative to buffer the impacts of natural disasters such as hurricanes, flood, drought, disease, or pests.

### 2035 Regional Long Range Transportation Plan (RLRTP)

The St. Lucie-Martin 2035 RLRTP contains Goals, Objectives, and Policies that can be incorporated into the St. Lucie County Post-Disaster Redevelopment Plan. For example, Objective 1.1 outlines initiatives to develop an efficient multi-modal transportation system

The 2035 Regional Long Range Transportation Plan contains goals, objectives, and policies that can be integrated into the County's PDRP, which will assist in identifying priority redevelopment areas.

which includes a roadway system and land use planning designed to: “...(c) avoid fragmentation of native habitat and identified wildlife corridors and greenways; (d) reduce vulnerability to disasters and improve public safety and post-disaster recovery; (e) safely accommodate the bicyclist and pedestrians; and (f) complement and support the redevelopment of downtown districts, identified redevelopment corridors, and CRAs.”

Specific policies that relate to or support more resilient post-disaster redevelopment or incorporating community sustainability within the LRTP include:

- **Policy 1.1.8:** In new development and redevelopment, create a roadway grid of predictably spaced and interconnected east west, north-south streets. Ideally, streets should be spaced every one-quarter to one-half mile to offer multiple route choices, disperse traffic, reduce trip lengths, and discourage local travel on interstates and arterials.
- **Policy 1.2.16:** This policy specifically addresses incorporating public safety measures as it relates to disasters by stating that the local jurisdictions should “plan and design new development and redevelopment to increase the ability of the internal and external roadway network to accommodate emergency traffic, enhance post-disaster recovery efforts, and provide central locations for public shelters and emergency relief centers.” This policy can support post-disaster redevelopment by encouraging the rebuilding of damaged roadways in a manner that provides greater access to public shelters and emergency relief centers.
- **Policy 1.2.4:** Reduce vehicle miles travelled per capita by automobile, greenhouse gas emissions, and fuel consumption within the region through a combination of the following: redevelopment of single-use development sites to create diverse, mixed-use built environments around passenger rail stations, transit hubs along designated multimodal and redevelopment corridors, within CRAs, and at other appropriate locations.
- **Policy 2.1.2:** Simplify and shorten the review process, which applies to infill and redevelopment, to the extent that the public’s health, safety, and welfare are not compromised.
- **Policy 2.1.5:** Provide financial and other incentives for infill, redevelopment, and new economic development projects that meet the RL RTP Infill Alternative.
- **Policy 2.1.6:** Increase public investment and assistance to foster infill, redevelopment, and refurbishing of infrastructure in existing urban areas.

These policies may also assist the County in identifying priority redevelopment areas in the post-disaster environment by encouraging the rebuilding of transportation infrastructure in areas where the County and local jurisdictions are seeking to redistribute population centers, encourage economic development, and ensure public safety. For example, Objective 1.1 contains support for establishing a regional link from major airports, such as St. Lucie International, to major business and tourism centers, regularly scheduled passenger rail service along the FEC corridor with stations linking the coastal cities and towns, and a regional mass

transit system linking St. Lucie and Martin Counties to passenger rail stations, major commercial airports, seaports, colleges, and principle urban areas within the southeast Florida region.

Also, Objective 2.1, Goal 3.0 and policies under the Goal 3.0 could be incorporated into the Post-disaster Redevelopment Plan. Objective 2.1 focuses on the redevelopment and revitalization, and Goal 3.0 is related to intergovernmental cooperation in the region.

### Debris Management Plan

The St. Lucie County Emergency Debris Management Plan provides an organizational structure in the event of a major disaster. It consists of eight sections and eleven appendices and is modeled after FEMA guidelines. When the County Administrator declares a state of emergency and the Emergency Operations Center is activated, the plan is placed into operation. If necessary, the Transportation Trust Fund supplemented by the Emergency Reserves will provide the funding for activation and operation of the plan. Overall, the St. Lucie County Debris Management Plan delineates the roles and responsibilities, situation and assumptions, debris

Although debris removal is typically considered a short-term recovery action, it can have long-term ramifications affecting post-disaster redevelopment. For instance, the choice of collection sites, adjacent land use compatibility, and the risk of residential pollution can have an effect on different components of redevelopment. Moreover, different factors may affect efforts, such as the quantity of debris generated, its location, size of the area over which it is dispersed, which will have direct impacts on the type of removal and disposal methods utilized to address the debris problem, the associated costs incurred, and how quickly the problem can be addressed.

collection and priorities, debris management sites, contracted services, the monitoring of debris removal, private property demolition and debris removal (including condemnation criteria and procedures, mobile home park procedures, etc.), public information plan, temporary debris storage and reduction sites, debris forecasting, and debris contracts. In order to facilitate and coordinate the rapid and economic clearing and eventual removal and disposal of disaster-generated debris, the County has identified two temporary debris storage and reduction sites. They are: St. Lucie County Airport and St. Lucie County Fairgrounds.

The City of Port St. Lucie has identifies two debris sites within the city boundaries. The sites will be utilized in the event of a minor storm. If a major storm is forecasted it is their intent to take emergency action to take control of private property. The City of Ft. Pierce has not identified any sites and does not plan to utilize debris management sites in any event. Their plan entails the responsibilities of the initial push and then has a debris contractor collect and deliver debris to the landfill. It is important for both cities to determine and identify additional resources and sites for the removal of debris after a major disaster, as their capacity to do so is very limited at the current time. It is also essential to further coordinate intergovernmental functions and responsibilities related to debris post-disaster.

Lastly, the St. Lucie County Fairgrounds is identified in the Debris Management Plan as a suitable site for debris collection and it is also cited in the St. Lucie Disaster Housing Plan as available resources for temporary housing. Identifying the Fairgrounds as a location in both

plans will cause confusion in the aftermath of a disaster and conflicting uses of collocating temporary housing with debris collection may have negative implications to the health, safety and welfare of people.

## Comprehensive Emergency Management Plan (CEMP)

The CEMP establishes the foundation for an effective system of comprehensive emergency management enabling the St. Lucie County Board of County Commissioners to discharge its statutory responsibility for providing direction and control during the period of any emergency.

The plan delineates the roles and responsibilities of state agencies, special districts, local governments, and volunteer organizations. The CEMP is divided into three sections: The Basic Plan, The Response, and The Recovery. The Basic Plan summarizes the current situation of the County, the concept of operations, directions and control, and identifies the duties of all agencies and resources provided by the County in recovery from a disaster. The Response section illustrates the County's strategy for disaster response and outlines the Emergency Support Function. The Recovery section provides for the start of rehabilitation and restoration of persons and property affected by a disaster. The CEMP is an all-hazards plan and applies to incidents regardless of size, cause, or complexity. This CEMP also outlines processes for the recovery from disasters and efforts to mitigate the risk of such disasters.

The purpose of the plan is to<sup>8</sup>:

- Reduce the vulnerability of people and communities to damage, injury, and loss of life and property resulting from natural, technological, or manmade emergencies, catastrophes, or hostile military or paramilitary action.
- Prepare for prompt and efficient response and recovery to protect lives and property affected by emergencies.

The primary objective of the CEMP is to direct and coordinate response actions immediately following a disaster. Although it is not intended to be a long-term recovery guidance plan, activities performed during this time can yield information and data critical to redevelopment. The Comprehensive Emergency Management Plan establishes an effective system to ensure the County will be sufficiently prepared to deal with of emergencies and disasters. Restoration of essential public and social services, damage assessment, coordination of resources, materials, volunteer organizations, and request for federal assistance, is the focus of their short-term recovery goals. Long-term goals, which are more complex and take place over an extended period of time are mentioned briefly such as restoration of public infrastructure, housing, workforce, and the economic base. It would not be within the scope of the CEMP to outline detailed, long-term recovery and redevelopment actions, hence the need to transition to a post-disaster redevelopment plan.

<sup>8</sup> St. Lucie County Comprehensive Emergency Management Plan. Basic Plan A. Purpose. Pages 1-2.

- Respond to emergencies using all systems, plans, and resources necessary to preserve the health, safety, and welfare of persons affected by the emergency.
- Recover from emergencies by providing for the rapid and orderly start of restoration and rehabilitation of persons and property affected by emergencies.
- Provide an emergency management system embodying all aspects of pre-emergency preparedness and post-emergency response, recovery and mitigation.
- Assist in anticipation, recognition, appraisal, prevention, and mitigation of emergencies that may be caused or aggravated by inadequate planning for and regulation of, public and private facilities and land use.

The St. Lucie County Comprehensive Emergency Management Plan addresses post-disaster redevelopment a few times throughout the entirety of the plan. For example, it identifies the major responsibilities and actions of the Planning and Development Services (PDS) Representative<sup>9</sup>, which are designed to execute strategies, monitor progress, and provide guidance to economic development of the County. Some of the major responsibilities include permit administration, inspecting damaged buildings, and formulating an economic redevelopment plan.

St. Lucie County does contain problem areas and planning deficiencies that can be exacerbated by repetitive weather phenomenon. Problem areas include structures that were built prior to the adoption of building codes, structures located on or near coastal wetlands, and structures

Opportunities may exist to incorporate these efforts into the Land Development Code, which may include the provision that structures currently located east of the 1978 Coastal Construction Line, and those structures built prior to code must update the structure and rebuild more westbound if such structures are damaged in the aftermath of a disaster. There are also opportunities to update the CEMP to reflect the current status and titles/names of existing departments and agencies within the County.

physically located east of the 1978 Coastal Construction Line. Efforts have been made to further post-disaster redevelopment efforts and ensure a more disaster resilient community in this effect. For example, the above problem areas have been identified by the St. Lucie County PDS Department and are addressed in the St. Lucie Comprehensive Plan. The strategies for rectifying the problem areas and mechanisms for which will further long-term redevelopment include the adoption of the 1968 building, electrical and plumbing codes; adherence to the storm water management and flood protection ordinance; adherence to the 1978 Coastal Construction Line; the requirement that all new construction, redevelopment, and significant renovation efforts meet current codes. Other initiatives identified by the CEMP that address post-disaster redevelopment include:

- The emergency management staff attending meetings (Public Service Advisory Council, Planning and Zoning Board, Transportation Planning Organization, DRI reviews, etc.) to provide

<sup>9</sup> Referred to in CEMP as Community Development Representative; outdated term.

input for building issues relative to public safety, as well as, assisting with the guidance of long-term redevelopment, and more specifically to obtain feedback on the CEMP.

- The advertising of public hearings, which encourages broad-based local participation to help guide long-term redevelopment.
- The Environmentally Sensitive Lands (ESL) program maintains lands that were purchased to protect environmentally sensitive areas formally zoned and/or platted as buildable properties. This is a mitigation strategy used to prevent community growth in areas determined environmentally sensitive and known to be subject to repetitive weather phenomenon.

Opportunities may exist to incorporate these efforts into the Land Development Code, which may include the provision that structures currently located east of the 1978 Coastal Construction Line, and those structures built prior to code must update the structure and rebuild more westbound if such structures are damaged in the aftermath of a disaster. There are also opportunities to update the CEMP to reflect the current status and titles/names of existing departments and agencies within the County.

### **Port of Fort Pierce Master Plan**

The Port is the region's only deep-water port, which lies primarily within the City of Fort Pierce and the Fort Pierce Community Redevelopment Area. A small portion of the Port Planning Area lies within unincorporated St. Lucie County. The 2002 update of the Port of Fort Pierce Master Plan was adopted by the St. Lucie County Board of Commissioners, Ordinance 02-014. A new master plan is being developed in 2012-2013 to detail the expanding vision for the Port. The Master Plan provides general goals, objectives, and policies to encourage mixed use of the port through a mix of recreational, commercial, residential, and industrial uses. The plan strengthens local control over the port uses, and provides flexibility to ensure governmental coordination.

### **The St. Lucie County International Airport Master Plan**

The Master Plan Update for the St. Lucie County International Airport (June 2011) identifies a long range vision for airport development with the goal of providing alternative options for airport development that address current and future demand, identify the role of the airport in the local, regional and national aviation system, and provide potential utilization or re-use options for existing infrastructure and airport facilities. The Master Plan a comprehensive overview of the airport's needs over the next twenty years, including issues relating to the timing and costs of proposed development based upon appropriate activity triggers.

### **Conclusion**

This chapter reviews existing plans, policies, and procedures in order to glean necessary information specific to post-disaster redevelopment. St. Lucie County has incorporated many policies and initiatives through their Comprehensive Plan, Local Mitigation Strategy, Housing Disaster Plan, etc. that support and encourage post-disaster redevelopment. The policies, projects, initiatives, and efforts embarked by the various departments and organizations together enable St. Lucie County to redevelop in ways that are consistent with its vision for the

future growth. By updating, clarifying, and integrating more specific holistic post-disaster redevelopment goals within the plans described above, St. Lucie County will be able to successfully redevelop into a more sustainable and resilient community.



# APPENDIX C LOCAL GOVERNMENT CAPACITY ASSESSMENT

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## APPENDIX C LOCAL GOVERNMENT CAPACITY ASSESSMENT

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### Introduction

The purpose of this section is to examine existing capacity to facilitate redevelopment in the context of the goals and objectives of this plan. “Capacity” in the context of this plan is not focused on physical assets (i.e. number of fire trucks, ambulances, etc.). Instead, capacity is assessed to determine if the framework exists to implement the goals and actions in the PDRP through existing programs, agencies, organizations (and their associated staff) and other tools. The assessment will identify programs that exist but could be improved to implement post-disaster redevelopment strategies. The format and methodology of the assessment is designed to be consistent with the functional structure of the issues represented in the *Post-Disaster Redevelopment Planning: A Guide for Florida Communities*, in which workgroups were organized in the following ways: Economic Redevelopment; Community Redevelopment (consisting of Housing and Building, and Historic Preservation); Infrastructure and Public Facilities; Health and Social Services; and Environment. In addition to determining the ability of the County to implement the strategies in this plan, another benefit of the capacity assessment is to identify potential opportunities for establishing or enhancing recovery and redevelopment policies and programs.

A capacity assessment has two primary components: 1) an inventory of a local jurisdiction’s relevant plans, ordinances or programs already in place and analysis of their potential impact on post-disaster redevelopment; and 2) an analysis of the jurisdiction’s capacity to carry them out. Careful examination of the local capacity will detect any existing gaps, shortfalls or weaknesses with ongoing government activities that could hinder proposed recovery/redevelopment activities and possibly exacerbate community recovery/redevelopment efforts. A capacity assessment also highlights the positive steps that have already been taken by the local government to prepare for post-disaster redevelopment, which should continue to be supported and enhanced through future mitigation efforts.

As shown by Table C-1, many of these programs and departments on the county, regional and federal levels of government, as well as the programs designed by non-governmental organizations were designed to guide government during daily operations and in the aftermath of a disaster. Post-disaster redevelopment planning involves incorporating and integrating these community programs which were developed to further enhance and encourage efficient and sustainable government operations.

TABLE C-1: Capacity Assessment

	Economic Redevelopment	Community Redevelopment	Infrastructure	Health & Social Services	Environment
<b>Programs</b>					
SHIP Program	○	●	○	●	○
Treasure Coast Builders Association	●	●	○	○	○
Flood Insurance Map Modernization	○	●	●	○	○
Disaster Contractors Network	●	●	●	●	○
Disaster Housing Strategy	○	○	○	●	○
Indiantown Non-Profit Housing, Inc.	○	●	○	○	○
Treasure Coast Regional Planning Council	●	●	●	○	○
Community Redevelopment Areas	●	●	○	○	○
Business Recovery Centers	●	○	○	○	○
Economic Development Council of St. Lucie County	●	○	○	○	○
Workforce Education and Training	●	○	○	●	○
Mutual Aid Agreements	○	●	●	●	○
Private Relief Agencies	○	○	○	●	○
Community Development Block Grant	●	●	●	○	○
Neighborhood Stabilization Program	○	●	○	○	○
Religious Organizations	○	○	○	○	○
Nonprofit Organizations	●	●	●	●	●
Advocacy Groups	●	●	●	●	●
Capital Improvement Projects	○	○	●	○	●
Emergency Support Function 15: Volunteers and Donations	○	○	○	●	○
Treasure Coast Community Action Agency	○	●	○	●	○
Continuity of Operations Plans	○	○	●	○	○
Communication	●	●	○	●	○
Emergency Management Assistance Compact (EMAC)	○	●	●	○	●
Transportation Planning Organization	●	●	●	●	●
<b>County Departments</b>					
Planning and Development Services Department	●	●	●	●	●
Business and Concurrency Management Division	●	●	○	○	○
Building and Code Regulation Division	○	●	●	○	○
St. Lucie County Health Department	○	○	○	●	○
Public Works Department	○	○	●	○	○
Local Chambers of Commerce	●	○	○	○	○
Housing and Community Services Department	○	●	○	●	○
St. Lucie County Utilities Division	○	○	●	○	○
Mosquito Control and Coastal Management Services	●	●	○	●	○
Strongly Supports Capacity	●				
Addresses or Assists Capacity	○				
Not Applicable or Does Not Support Capacity	○				

## Land Use

### Planning and Development Services Department

**Growth Management:** The St. Lucie County Planning and Development Services Department is responsible for ensuring safe and orderly growth and development of the County through implementation of the County's Comprehensive Plan and through the enforcement of relevant land development regulations and construction codes. St. Lucie County's Comprehensive Plan was adopted in 1990. The St. Lucie County Planning and Development Services Department is responsible for the following Divisions: Planning, Building and Code Regulation (including Zoning, Code Compliance, Building/Permitting, and Contractor Licensing), Business and Concurrency Management (including Economic Development and Tourism), and Airport. The primary tools generated from this department that will greatly influence post-disaster redevelopment are the **Land Development Regulations, the Comprehensive Plan, building/permitting compliance review and inspections, and economic development and tourism enhancement strategies.** The specific plans, as they relate to post-disaster redevelopment, are discussed in greater detail in the Local Plan Integration Chapter.

### Florida Growth Management Act:

According to the Florida Growth Management Act, all cities and counties within the State of Florida are required to adopt comprehensive plans. Generally, the comprehensive plan is needed to ensure that development of land is accomplished through sensible planning and is coordinated with other governmental agencies, including the Regional Planning Council and surrounding jurisdictions.

**Planning, Building and Code Regulation Division:** This Division is comprised of the following branches:

- Code Compliance
- Zoning
- Building and Permitting
- Contactor Licensing

The Division is also responsible for inspecting, enforcing, informing, assisting, collecting, and tracking all facets of the building permit process and land development review processes in unincorporated St. Lucie County. The Building Department enforces the regulations of all licensed contractors and most of St.

Lucie County's Codes and Ordinances. St. Lucie County participates in Florida's On-Line Permitting One-Stop Center. The One-Stop Center is an effort to bring Florida's state and local permitting information and requirements together on the web. Certain development activities in St. Lucie will require permits from state agencies. More information on state permitting requirements and the One-Stop Center can be found at [www.myflorida.com](http://www.myflorida.com). St. Lucie County's website also contains a search feature to obtain building permit information online

### Planning, Building and Code Regulation Division:

Identifying sufficient personnel to address the immediate permitting, inspection, and community planning needs may be a challenge for the Planning, Building and Community Development Department.

(<http://199.201.190.110/permits/>), as well as, an online scheduling system for building inspections. The system allows individuals or contractors to schedule inspections and view inspection results. The online building inspection system can be found at <http://airs.slcf.vetrol.com/AIRSweb.php>. Online submission of applications for contractor licensing is another feature provided by St. Lucie County's website. The contractor licensing staff provides information and assistance to contractors, residents, and those looking to become a licensed contractor. This staff will also investigate unlicensed contractor complaints, which may become a problematic situation in the aftermath of a large-scale disaster. The Zoning Division is a branch of Building, Code, and Permitting that is responsible for the review of setbacks, flood zones, surveys, lot splits, and use of zoned property, among others.

This department is staffed to meet the daily needs of the community. In general, the level of staffing has decreased as growth rates and budgets within the County have decreased. The post-disaster environment will place a heavy burden on the Planning and Development Services Department to support community redevelopment needs as outlined in the Post-Disaster Redevelopment Plan. Extensive community destruction will require high volume of permits and inspections. Community redevelopment efforts will require higher levels of public participation in the planning process. It will likely be crucial to identify which staff may temporarily be reassigned to support the immediate planning, building, and code enforcement needs of the community. Additional staff may also be employed on a temporary basis from other departments within the County or from other jurisdictions. The Department may also consider contracting personnel from the private sector to support permitting, inspection, planning, and public engagement efforts.

***Business and Concurrency Management Division:***

(including Economic Development and Tourism) Department will also be under heavy strain to support community redevelopment efforts. A local community cannot recover without the reestablishment of the business community and economic sector. Small businesses, in general, are highly vulnerable to impacts of a large-scale disaster. This department will remain highly focused on the economic redevelopment strategies of the PDRP and may, similarly, require additional staffing support for long-term implementation.

**Business and Concurrency Management Division**

Identifying sufficient personnel to address the economic redevelopment strategies of the PDRP may be a challenge for this department.

***Airport Division:*** This Division will likely have the capacity to support its post-disaster redevelopment needs.

**Treasure Coast Regional Planning Council**

The Treasure Coast Regional Planning Council (TCRPC) is a not-for-profit organization established by and for local governments to provide planning and technical assistance to implement Florida's growth management programs. The TCRPC was established in 1976 through an inter-local agreement between Indian River, St. Lucie, Martin, and Palm Beach

counties. Membership to the TCRPC consists of the four counties and fifty local municipalities. The TCRPC is made up of nineteen elected officials and nine gubernational appointees.

The Treasure Coast Regional Planning Council is a regional forum where leaders regularly meet to discuss complex regional issues; develop strategic regional responses for resolving them; and build consensus for setting and accomplishing regional goals. The Council conducts several programs and services for regional planning and economic development intended to meet the needs of the public and private sector and foster healthy and orderly growth of the region.

The TCRPC works to<sup>1</sup>:

- Provide a forum and mechanism by which local governments can avoid and resolve inter-jurisdictional conflicts in a positive manner
- Allow for cost sharing and savings between local governments and minimize the need for duplicative efforts
- Assure that state and federal goals and objectives are carried out with respect for local and regional desires and conditions
- Establish a local government think tank for early identification of opportunities
- Respond to local government requests for assistance. Council responds to over 1,000 requests annually for planning assistance

The TCRPC is a strong advocate for local governments in issue areas where federal and state involvement and interest is a concern. It provides both state and local policy makers with information they need to solve problems and build a better future for their residents. It is a nationally recognized leader in grass roots community involvement, education and urban design programs aimed at revitalizing communities and keeping the region competitive.

The mission of TCRPC is “[t]o encourage and enable local units of government and citizenry to assemble and cooperate with one another and with representatives of major economic interests, to promote health, safety, and general welfare of the citizenry, and to plan for future development of the Region that will keep it competitive and afford a high quality of life.”<sup>2</sup> To that end, the TCRPC provides the following services to citizens and local governmental jurisdictions including:

- Local and Regional Comprehensive Planning Assistance
- Urban Design, Town Planning and Redevelopment Initiatives
- Emergency Preparedness
- Economic Development Initiatives
- Dispute Resolution

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<sup>1</sup> Treasure Coast Regional Planning Council. About the Council. [http://www.tcrpc.org/about\\_council.html](http://www.tcrpc.org/about_council.html)

<sup>2</sup> Treasure Coast Regional Planning Council. About the Council. [http://www.tcrpc.org/about\\_council.html](http://www.tcrpc.org/about_council.html)

- Public Event Planning and Facilitation Services
- Computer Imaging
- Visioning and Community Preference Surveys
- Transportation Planning
- Natural Resource and Energy Planning
- Affordable Housing Initiatives
- Census 2000 Resources

**Community Redevelopment Areas:**

Under Florida law (Chapter 163, Part III), local governments are able to designate areas as Community Redevelopment Areas (CRA) when certain conditions exist. Florida Statutes establishes that the areas that have been considered as slum or blighted based on a shortage of affordable housing, deteriorating and economically distressed areas. This may be based upon outdated building density patterns, inadequate transportation and parking facilities, faulty lot layout or inadequate street layout, or a combination thereof. Since all the monies used in financing CRA activities are locally generated, CRAs are not overseen by the state, but redevelopment plans must be consistent with local government comprehensive plans.

While the planning council may serve a diverse role in support of regional redevelopment strategies, they are generally not the primary responsible agency for regulatory compliance. Capacity is expected to be sufficient to meet redevelopment needs. The planning councils, however, throughout the state may serve an important role in providing redevelopment assistance to their member jurisdictions in areas where extensive redevelopment decision must be made.

**Community Redevelopment Areas (CRA):** The unincorporated County has not designated a CRA and has not officially designated any areas as having conditions of slum and blight. The County, however, continuously monitors aging areas in order to implement needed programs and improvements. In the post-disaster environment, this responsibility may become even more crucial since aging neighborhoods are highly vulnerable to the impact of disaster and potential deterioration to slum and blight.

The cities of Fort Pierce and Port St. Lucie each have one CRA. Port St. Lucie is considering adding another CRA. The two areas that have been designated in St. Lucie County include:

- **Fort Pierce Community Redevelopment Area:** The Fort Pierce Redevelopment Agency (FPRA) was established in 1982 to guide the city in its

redevelopment efforts. The purpose of the agency is to revitalize both the physical and economic environment of the Redevelopment area. Prior to 1982 the Downtown Redevelopment Corporation was formed to study the issues of the declining downtown and was instrumental in the creation of the agency. In 1995 and 1996 the City commission expanded the boundaries of the agency and included an area south of Atlantic Avenue to Citrus Avenue and Delaware Avenue. Again in 2000 the City Commission expanded the boundaries of the agency and included the neighborhoods

west of 7th Street, to the port and the beaches. The Commission included these areas since they were in a state of economic and physical decline and in need of redevelopment. This department is also responsible for the supervision of the Capital Project Development Division, Business Development, and Grant Administration as well as temporary supervision of the Sunrise Theatre operation.<sup>3</sup>

- **City of Port St. Lucie Community Redevelopment Area:** Since the CRA's creation in 2001, two additional areas have been formally designated as part of the CRA, Lentz Grove (now known as "East Lake Village") and the Port St. Lucie Boulevard/Riverwalk District (the "CRA Expansion Area").<sup>4</sup>The (CRA) is comprised of approximately 2,000 acres and located prominently on U.S. 1, the most important north-south thoroughfare in the City of Port St. Lucie. The CRA's primary east-west connection is Port St. Lucie Boulevard. More than 70,000 vehicles utilize the intersection of U.S. 1 and Port St. Lucie Boulevard per day. According to the CRA Master Plan, the CRA is envisioned as "a central gathering place that creates an identity for the city as well as provides entertainment and economic opportunities. The area will include a variety of development districts and connective open space to better serve Port St. Lucie's current and future population."

During post-disaster redevelopment, CRA-designated areas provide the County with a "ready-made" opportunity to move forward with the Community Redevelopment Plan, which the City Councils have already adopted. CRA personnel will be required to immediately assess post-disaster conditions of the structures and infrastructure. It will also be necessary to take all necessary steps to ensure that the vision for the community is implemented despite the post-disaster environment. This may require enhanced community education and engagement in the redevelopment efforts. With a vision in place, the support of the Post-Disaster Redevelopment Plan to provide a framework, the CRA may benefit through the redevelopment and recovery process.

## Community Redevelopment: Housing, Building, Land Use, and Historic Preservation

### St. Lucie County Housing and Community Services Department

The Housing and Community Services Department's mission is to assist the citizens of St. Lucie County toward self-sufficiency in a dignified and cost effective manner. The Department contains the following divisions:

- Community Services
- Housing
- Libraries

<sup>3</sup> <http://www.cityoffortpierce.com/Redevelopment%20Agency/FPRAindex.html>

<sup>4</sup> <http://www.cityofpsl.com/community-redevelopment-area/cra-area.html>



The Community Services Division manages federal, state, and local resources through the community action agency, veteran's services, and transit. The Housing Division administers state and federal housing programs for down payment/closing cost assistance to purchase a home and to rehabilitate existing homes for low-income families. Altogether, the Housing Division directs the State Housing Initiative Partnership (SHIP) program, the HOME Investment Partnership Program, the Community Development Block Grant 2005 Disaster Recovery Initiative, the CDBG DRI Supplemental Program, the Small Cities CDBG Program, and the Weatherization Assistance Program (WAP). It also manages the County's Housing Disaster Plan.

***St. Lucie County State Housing Initiative Partnership (SHIP) Program:***<sup>5</sup> The State Housing Initiative Partnership (SHIP) is a state funded program administered through St. Lucie County. It provides and repairs affordable housing to income eligible residents. Homebuyers may be assisted with down payments/closing cost aid in purchasing a home. Additionally, the SHIP program aids current homeowners with minor repairs to their homes through rehabilitation assistance. In order to be eligible, applicants must meet the following criteria:

State Housing Initiative Partnership (SHIP) Program:

Eligible repairs include:

- Corrections to code violations
- Problems that pose an immediate threat to the health, safety, or welfare of the inhabitants or neighbors

- Households must be classified as very-low, low, or moderate income to be eligible. The income limits are subject to change every year
- Applicants must become pre-qualified for a mortgage with a participating member of the St. Lucie County Lending Consortium (Applicants may want to seek multiple approvals as lenders often differ in interest rates and loan amounts)
- Applicants must be able to contribute at least \$500 towards home ownership. (Note: Lenders may require additional funds)
- Applicants must purchase a home in St. Lucie County
- Applicants must be first time homebuyers or not have owned a home in the last 3 years
- Applicants must not enter into any purchase contracts prior to being found eligible for the program
- Applicants must attend a Home Buyer's Educational Workshop

The SHIP program also includes Emergency Repair funds, available for qualified income households only.

***HOME Investment Partnership Program:*** The HOME Investment Partnership Program was created to improve the quality of owner housing and to improve access to affordable owner housing. St. Lucie County has partnered with Indian River and Martin Counties to form the St.

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<sup>5</sup> <http://www.stlucieco.gov/community/ship.htm>

Lucie County HOME Consortium, bringing together the needs and resources identified in a coordinated housing strategy addressing the need for safe, decent affordable housing for

#### **Flood Insurance Rate Map Modernization:**

A Flood Insurance Rate Map (FIRM) is a risk assessment tool used to help determine the different flooding risks in a community. The highest risk mapped, a Special Flood Hazard Area, is the area having a 1 percent chance of flooding in any given year (also referred to as the 100-year floodplain). The FIRM's are used by lenders, insurance agents and local government for flood risk assessment, floodplain management, land use, and emergency planning.

In support of the National Flood Insurance Program (NFIP), the Federal Emergency Management Agency (FEMA) has embarked on a national effort to identify flood hazards and update mapping to produce more reliable flood risk data and more user-friendly and readily available FIRMS. Advances in geographic information systems, surveying and mapping will be utilized to convert the existing FIRM's to a more accurate and reliable digital format that will revise the limits of the Special Flood Hazard Area in portions of the incorporated and unincorporated County.

homeowners. HOME funds may be used within the unincorporated areas for a wide range of activities that include building, buying and/or rehabilitating affordable housing for rent or homeownership or provide direct rental assistance to low-income families. The St. Lucie County HOME Consortium will award assistance in the form of deferred payment loans to cover down payment/closing costs for eligible households. This strategy assists with the repairs to owner-occupied homes within the St. Lucie County HOME Consortium area. This will allow the units to remain in the residential housing stock. The program provides funds to owner-occupants through repair or replacement/reconstruction assistance, eliminating housing related code violations, correcting safety and sanitary issues, and adding needed living space. The incomes of households receiving assistance must not exceed 80% of the area median household income.

#### **Treasure Coast Builders Association**

The Treasure Coast Builders Association (TCBA) is a professional construction industry association of over 500 member firms representing over 8,000 individuals. TCBA represents and protects the interests of the building industry in Florida's Martin, St. Lucie, Indian River, and Okeechobee Counties. The TCBA serves its members by providing leadership in the building industry. It is also dedicated to promoting a better business industry for the community. The TCBA has three councils, including: Sales and Marketing Council, Green Building Council, and Remodelers Council. Overall, the Treasure Coast Builders Association acts as a catalyst for growth, achievement, and community involvement, while providing Green Building Information and Technologies to the Treasure Coast and providing informational and educational programs for members in the remodeling industry.

**Flood Insurance Rate Map Modernization:**<sup>6</sup>

The new Flood Insurance Rate Maps (FIRM) for St. Lucie County will become effective February 16, 2012. Changes to the maps could cause flood zone designation and elevation requirements to change. These changes could affect the cost to purchase flood hazard insurance. These maps are available at: <http://qis.stlucieco.gov/floodmapper>.

**Disaster Contractors Network**

The Disaster Contractors Network (DCN) connects contractors and vendors offering services in the aftermath of hurricanes with homeowners and business owners seeking repairs. The DCN website is <http://www.dcnonline.org> and provides access to a virtual organization of construction-related associations, state and federal emergency management organizations and regulatory agencies. The purpose of DCN is to foster communication and resource matching

among government agencies, the construction industry, and home and business owners before, during, and after natural disasters. The site also offers online courses for contractors.

**St. Lucie County Disaster Housing Strategy**

This plan provides the foundation of the county stakeholders who will be involved in long-term housing activities and broad concept of operations after a disaster has occurred. Community Services is charged with the responsibility of developing a Disaster Housing Plan, which would be implemented after a catastrophic event. This Plan was prepared to address a level of disaster considered major or catastrophic, per the State's classification. The purpose of the St. Lucie County Disaster Housing Plan is as follows:

- To identify resources available for post-disaster housing, in terms of existing programs and available housing units
- To identify potential sites for the placement of temporary housing
- To establish the procedures through which affected residents will be assisted with temporary housing

Specifically, the Plan looks at the housing needs of displaced persons who may need temporary housing for up to eighteen months. Public and private properties are identified for placement of post-disaster housing. Existing local resources have been identified within the Plan to include: rental units, hotel/motel units, and vacant commercial and industrial properties.

<sup>6</sup> [http://www.stlucieco.gov/public\\_works/FEMA\\_Flood\\_Map\\_Update.htm](http://www.stlucieco.gov/public_works/FEMA_Flood_Map_Update.htm)

In 2011, the Florida Division of Emergency Management released a number of guidance documents and training curriculum to support local governments in the development of their **disaster housing strategy**. Materials may be located at [www.fldisasterhousing.org](http://www.fldisasterhousing.org). These guidance documents may be employed to enhance the St. Lucie County Disaster Housing Strategy to incorporate more detailed implementation procedures, expanded resource inventory, and consideration for long-term community redevelopment goals.

While this Plan does not address emergency shelters, it should be noted that the State's Emergency Shelter Plan has estimated the County's vulnerable population at 6,436 for Category 4 and 5 hurricane events. The vulnerable population in a county consists of the total number of citizens within the county who, based on their home's location or construction type, are vulnerable to the effects of a storm surge and/or high winds from an approaching hurricane. The Plan identifies the temporary housing timeframe to include up to eighteen months. Housing types considered during the Permanent housing phase include: lease or purchase of single-family homes, multi-family homes, and mobile homes. **The following are identified parties that will assist in providing solutions:**

- Able to Return Home
- Insurance
- FEMA Other Needs Assistance
- SSA Loans
- HUD
- Veteran's Administration
- USDA, Rural Development
- Voluntary & Faith Based Organizations
- Travel Trailer Distributors (if insured)
  - Lazydays
  - Travel Easy RV
  - Copley's RV Center
  - CJ's RV Town

#### Capitalize on opportunities:

- In the event of a catastrophic disaster where homes are destroyed, opportunities arise to enforce homes to be rebuilt to code and implement long-term mitigation to decrease losses of future disasters.
- Adopting building and code ordinance requirements specifically for the transition from temporary allowances/ waivers to permanent requirements
- Establish a liaison or formal communication structure to enable enhanced coordination with community redevelopment process and organizational structures.

The County could consider including a section in the plan to address the transition to permanent housing and building codes associated with them. St. Lucie County could also consider addressing workforce and disaster workers' temporary housing capabilities.

*"St. Lucie County has developed a post-disaster vision and is determined to provide quality housing assistance in the event of a disaster that dislocates citizens from their homes through damage or destruction and to provide ongoing access to resources to assist homeowners with hardening/retrofitting their homes."*<sup>7</sup>

Particular attention to the transition from temporary to longer-term permanent housing recovery is not specified within this disaster housing strategy.

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<sup>7</sup> St. Lucie County Housing Disaster Plan. (2006). St. Lucie County Community Services. Pg. 19.

**The communities have identified some basic challenges, for which St. Lucie County is working to address, including:**

- Evacuation and protection for storm surge zones (Appendix VI).
- Long-term mitigation retrofitting of homes to decrease losses related to disasters.
- Reduction and protection of the abundance of manufactured homes utilized as primary residences.
- Coordination with community redevelopment processes and organizational structures.
- Compliance with all building and code ordinance requirements both long term and in emergencies in order to ensure public safety. In cases where temporary allowances/waivers have been made St. Lucie County will work with all parties involved to ensure that permanent requirements are satisfied once the primary emergency crisis has passed.

While this organization is primarily a resource for Martin County, it does offer few programs to St. Lucie County, such as the Weatherization Assistance Program. Perhaps further collaboration may be generated between St. Lucie County and Indiantown Non-Profit Housing, Inc.

**Indiantown Non-Profit Housing, Inc.**

The Indiantown Non-Profit Housing, Inc. (INPHI) provides homes and facilities to house disaster victims in the interim, short-term, and long-term stages of the recovery process. The agency was established in 1979 and incorporated in 1098 as a 501(c)3 Community Development Corporation. In 1996, INPHI was designated as a Community Housing Development Organization. The mission of INPHI is to promote the general social welfare of communities and for that purpose to provide safe, decent, and affordable housing, community, social and economic development opportunities for very low, low, and moderate-income residents of Indiantown, Martin County, and the surrounding region. More information can be found on their website: <http://www.inphihousing.org/>.

Since its commencement, the INPHI has established a record of providing affordable housing to residents, which include:

- 65 homes sold to first time homebuyers
- 700+ homes repaired through federal, state, and local financing
- 165 rental housing units developed (117 farm labor)
- Development of Indiantown's Community Service Center

Working with disaster survivors, both the Disaster Housing Taskforce, and Indiantown Non-Profit Housing, Inc. will identify potential long-term housing units and implement a process to assist survivors transitioning back to permanent housing solutions.

### Historic Preservation

A **Historic Preservation Plan** gives focus and direction to a community's efforts to protect and enhance its historic resources. A Historic Preservation Plan works toward making preservation decision-making a normal function or element of land use decisions, rather than an exceptional one, thus making historic preservation pro-active rather than reactive.

The loss of historic resources due to a disaster can have a major impact on the community. Although some losses are unavoidable, others may occur during recovery operations if procedures are not in place to oversee these concerns.

The Bureau of Archaeological Research within the Florida Office of Cultural and Historic Preservation maintains the Florida Master Site File (MSF), a database that contains information on archaeological and historic resources in Florida. The Florida Department of Historic Resources has jurisdiction over historic and archaeological sites if there are human remains or if a state or federal permit is requested. If a private property owner develops or redevelops their property and their property is listed on the MSF, the state historic preservation officer should be contacted for guidance. The state MSF also contains those sites listed on the National Register that are located in the County's coastal planning area.

While St. Lucie County has not developed a specific Historic Preservation Plan, the St. Lucie County Historic Preservation Ordinance was passed by the Board of County Commissioners in December 2006. The Ordinance is consistent with the general

purpose, goals, objectives, and policies of the Comprehensive Plan. The Ordinance includes definitions, and provisions for a Historic Preservation Trust Fund, Historic Preservation Officer, Historic Preservation Committee, and historic designation process and procedures. The Comprehensive Plan provides for a Historic future land use designation. Appendices 1A and 1B of the Comprehensive Plan provide lists of sites located within unincorporated St. Lucie County on the Florida Master Site File.

### Economic Redevelopment

#### Business and Concurrency Management Division

The Business and Concurrency Management Division is located within the Planning and Development Services Department, and is comprised of the following branches:

- Economic Development
- Tourism

St. Lucie County has several economic development initiatives to not only ensure a vital and vibrant community, but also to build a sound and resilient local economy. Through strong local public and private partnerships, the County has become a leader in **green technology** and **bioscience research**. The partnership crosses all sectors and includes elected officials, business leaders, educators, bankers, utilities, health care, and other local businesses in order to promote and encourage business expansion and attract new businesses. This partnership may be important in the post-disaster environment to maximize windows of opportunity such as post-disaster grants and loans to encourage economic redevelopment. This Division will have an important role to play in encouraging ongoing public and private sector communication and support.

The County is committed to creating a **business friendly-environment** and assist through its economic development incentives program, available to business activities identified on the County's adopted Targeted Industry List. Incentives include the Job Growth Investment Grant, Ad Valorem Tax Exemption, expedited site plan review and fast track permitting, impact fee mitigation and application fee waivers. These may be tools to further explore for application in the post-disaster environment.

In the post-disaster environment, the public-private partnership can be employed to communicate with vital business members, identify post-disaster business needs, and explore solutions.

The County may consider including post-disaster incentives for businesses to remain in the community in the aftermath of a large-scale disaster. Incentives may include **expedited permit and site plan review** for existing and target businesses and other post-disaster specific incentives. Review the Action Plan for further recommendations supporting post-disaster economic resilience.

The Council may consider exploring pre- and post-disaster redevelopment opportunities through its members. The efforts may include outreach and education regarding available post-disaster support. The Council's ability to establish a post-disaster taskforce may also be important to develop economic redevelopment objectives which support sustainability, resilience, and expansion of the County's local and regional economies.

#### Economic Development Council of St. Lucie County

The St. Lucie County Chamber of Commerce chartered the Economic Development Council (EDC) of St. Lucie County, Inc. in September 2000 to respond to an increasing demand for company **relocation and expansion assistance**. Prior to that time, economic development was handled by the Chamber; however the growth within the business community and the sudden popularity of the County for businesses seeking to relocate necessitated the creation of a professional organization equipped to handle a large number of requests.

The EDC is a 501c (6) not-for-profit, membership organization. Members strongly support the growth and expansion of St. Lucie County's local and regional

The strong partnerships that St. Lucie County has fostered with the business community can be employed to support post-disaster redevelopment, planning collaboration and outreach. The Chambers may seek assistance on behalf of its members to prevent relocation of businesses and expedite reopening of small business.

economies and consider membership an investment in the future of the area. The Council has developed a taskforce method of engaging members in economic development activity. In order to address areas of interest, a taskforce with a clear objective and a timeline to accomplish the objective is organized. The taskforce is dissolved once it is no longer necessary to meet.

Information and material on the EDC of St. Lucie County can be found at: [www.youredc.com](http://www.youredc.com). The website contains economic and research information on St. Lucie County, the economic development climate the County, as well as business assistance information (such as tax exemptions, grants, etc.), real estate listings, State and local

government resources, maps, information about EDC and membership opportunities.

**St. Lucie County Chamber of Commerce:** The mission of the St. Lucie County Chamber of Commerce is to help businesses prosper through advocacy, education, and exposure. The St. Lucie County Chamber of Commerce maintains various roles in the community:

- To be the voice for business
- To unite the business and professional people in the community in an effort to expand the economy of the area
- To build upon membership diversity to provide businesses numerous opportunities.

Chamber members receive business exposure through networking events and valuable marketing opportunities at no charge to the business. These opportunities assist in business-to-business marketing, as well as, business to consumer marketing. The Chamber of Commerce has two visitor center locations within the County, which provide effective outreach for businesses to reach visitors and residents looking for information or referrals within the community.

The Chamber of Commerce holds monthly workshops in order to educate the business community regarding issues that influence the St. Lucie business climate. Current topics range from tax preparation and planning to the economic impact of a new power plant in the community. The Chamber also issues a monthly newsletter

**The Chamber can play an active role in post-disaster redevelopment by:**

- Providing information, resources, and referral through workshops and newsletter distribution
- Educating businesses on the PDRP
- Involving businesses in the process and redevelopment decisions
- Integrating needs of business community in PDRP
- Consider hosting and staffing Business Recovery Centers
- Assisting small businesses with creating business continuity plan and other plans to disaster more disaster resilient business
- Providing support to the Emergency Support Function 18 at the Emergency Operations Center.
- Identify potential funding sources to support business recovery.



Any or all of the following partners/stakeholders may be represented at the BRC:

- Enterprise Florida
- Florida Retail Federation
- Agency for Workforce Innovation / Regional Workforce Boards
- Department of Business and Professional Regulation
- Local Business Leadership and Associations
- Local Chambers of Commerce
- Regional Planning Councils
- Economic Development Councils
- Community Redevelopment Agencies
- Visit Florida

with pertinent information. Building upon community partnerships and with the work of various Chamber committees, the Chamber is able to serve its diverse membership with planning and assistance in the areas of education, tourism, business and industry, minority affairs, Hispanic affairs, local and state government affairs and membership.

**Business Recovery Centers:** To further coordinate at the local level, the State of Florida (in partnership with local governments and Business and Industry Emergency Support Function (ESF) partners may establish Business Recovery Centers (BRC) in the disaster impacted and host areas. Certainly, whether a BRC would be set up would be dependent upon the magnitude of the disaster. The purpose of BRCs is to provide technical assistance, resources, and information to members of the economic community. By working through the Business Recovery Centers in the host communities, local employers from the impacted areas may be able to communicate with

former employees and coordinate re-employment opportunities.

While businesses and employees may not be able to immediately return to the impacted area, the BRC can support relocation efforts, track information, and provide technical assistance and counseling for alternate employers or workers to fill human resource shortfalls and business gaps. Some businesses may choose to relocate from the impacted area to the host communities. BRCs in these host communities may be able to support the business relocation efforts and link the businesses to potential employees. Representatives at the BRC may include local, state, and federal public and private sector organization.

Services provided at the BRCs:

- Assistance with federal disaster programs and loan applications
- Assistance with local and/or state bridge loans
- Information on available temporary office space
- Basic office and communications equipment
- Message boards for organizations and companies to assist small businesses
- Locations of operational wireless internet hotspots
- Other expert advice on financial and business recovery issues

**Workforce Education and Training:** The St. Lucie County Board of County Commissioners is collaborating with eight building trade organizations and Workforce Solutions of the Treasure Coast to create this **new green apprenticeship and training facility**. This program was created in order to prepare and train residents in green technologies so they could benefit from the Green Economy in St. Lucie County and obtain employment from the companies it seeks to attract. The County donated 12,500 square feet of warehouse space, the building trades paid for the materials to build the classrooms and shop and also donated all of the labor. The Green Collar Training Center is a partnership between St. Lucie County, Workforce Solutions and numerous Union apprenticeship programs to train and re-train workers for green jobs. Workforce Solutions helped secure a \$500,000 grant to provide the training center coordinator. Green workers can continue their education at Indian River State College which is embarking on a new 65,000 square foot alternative energy center. The Center may be willing and able to employ their services in the aftermath of a large-scale disaster to continue to train the workforce.

The Workforce Education and Training Center may be willing and able to employ their services in the aftermath of a large-scale disaster to continue to train the workforce. While many workers will become unemployed as their work places are destroyed or their services and products are no longer needed. Many workers are needed to support recovery efforts including debris removal, infrastructure repair and facility reconstruction, public outreach, case management, temporary housing, medical and mental health services, child and elderly care, etc. It may be beneficial to employing facility to augment the capability of the workforce to support long-term recovery needs.

## Public Safety

### St. Lucie County Sherriff's Office

The Sherriff's Office consists of the Office of Chief Deputy, Department of Administration, Department of Detention, Department of Finance and Technology, and the Department of Law Enforcement. In 2010, the St. Lucie County Sherriff's Office was posed with great challenges in terms of budget constraints. The Sherriff's Office experienced a six percent reduction in their budget request and more than a \$1 million dollar reduction in financial support by the school board. The Sherriff's Office, along with city police departments have to operate with less deputies and changing characteristics of time. Through more efficient management of the headquarters, and other divisions, the Sherriff's Office was able to operate and address public safety issues effectively.

Although, the Sherriff's Office has experienced budgetary reductions and reductions in personnel, in the aftermath of a disaster, mutual aid agreements will become active and officers from around the State will be called upon to assist St. Lucie County in establishing adequate public safety.

### Fire Rescue Departments

The St. Lucie County Fire District was formed in 1906 and is now one of the top ten largest fire departments in Florida. The St. Lucie County Fire District is an independent, countywide special district which is governed by a seven member Fire Board, comprised of two commissioners from the City of Ft. Pierce, two councilmen from the City of Port St. Lucie, two St. Lucie County Commissioners, and an appointee by the Governor of the State of Florida.

Fire and emergency medical services in St. Lucie were consolidated into this independent special district, which eliminated the need and cost for managing multiple fire/EMS agencies. Unlike typical fire departments, the St. Lucie County Fire District must also handle all support functions on its own.

The Fire District is the largest fire/EMS provider on the Treasure Coast and the fifth largest in the State of Florida. The Fire District operates 17 fire stations, which protect 271,000 residents and cover 614 square miles of St. Lucie County. During 2010, the Fire District responded to over 38,000 emergency calls.

The Fire District adopted a streamlined 2009-2010 annual budget, which reflects a decrease of more than \$1.9 Million from last year's budget, while maintaining the ability to provide fire protection and emergency medical services to all St. Lucie County citizens and residents. It recently received Metro designation, which makes the department eligible to participate in the National Metro Fire Chiefs Association. The State of Florida will contact the Metro fire departments to assist in problems which affect the entire state. The Fire Department continues to grow and expand. The department has mutual aid agreements that assist in the aftermath of a disaster.

It is vital to rapidly reestablish public safety service levels in the aftermath of a disaster. **Mutual aid agreements** and memorandum of understandings are an essential component of the emergency management framework. Mutual aid agreements for first response agencies provide equipment and personnel for assistance in the immediate response and short-term recovery phases of the disaster. These agreements, however, may not be adequate to address long-term resource needs because mutual aid resources eventually must be returned to their primary area of operation. Most local jurisdictions do not maintain superfluous personnel and resources to allow mutual aid deployment for an extended timeframe. Mutual aid response efforts generally focus on the life saving phase of the disaster. For catastrophic disasters, therefore, jurisdictions will be required to seek alternative staffing solutions not only for first response personnel but also for personnel throughout the government structure who have become disaster survivors or who choose to relocate to alternative locations.

**Augmenting public safety personnel:**

- Statewide Mutual Aid Agreements
- Inter-Local Mutual Aid
- Local Law Enforcement Mutual Aid
- Emergency Management Assistance Compact
- Contract Service Provision
- Volunteers

**Augmenting Personnel**

Alternative strategies may include contracting personnel from other levels of government or employing private contract staff. St. Lucie County has entered into several mutual aid agreements with local response agencies that have agreed to lend or receive assistance during times of disaster. The complete list can be found in the *St. Lucie County Comprehensive Emergency Management Plan (CEMP)* in the Memorandums of Agreement / Understanding Section of the CEMP but are also briefly described within this chapter.

**Statewide Mutual Aid Agreement**

St. Lucie County and each of its' municipalities entered into the Statewide Mutual Aid Agreement for Catastrophic Disaster Response with the State of Florida, Department of Community Affairs was signed in 2000. The purpose of this Agreement is to provide a mechanism to expedite the assistance of other public agencies in response to catastrophic natural and manmade disasters. This Agreement also expedites the reimbursement process required to receive state and federal financial assistance during the recovery from such an event. The BOCC and the three municipalities have become signatories to the Statewide Mutual Aid Agreement for Catastrophic Disaster Response and Recovery. The BOCC has also entered into reciprocal agreements with each contiguous county for lesser mutual aid needs. This and other Mutual Aid Agreements can be found at the offices of the St. Lucie County Emergency Management Agency.

**Inter-Local Mutual Aid**

St. Lucie County has mutual aid agreements with Indian River, Okeechobee, Martin, and Palm Beach counties to provide fire and rescue services, emergency medical treatment, and emergency management services for the health, safety, and welfare of their respective citizens. These agreements for reciprocal emergency aid and assistance, in case of emergencies, can increase resources and improve response and recovery efforts. These agreements, however, apply primarily to the response phase and would not provide significant resources in the long-term redevelopment phase.

The Statewide Mutual Aid Agreement is one of the most notable of the agreements, as it exists among all counties and most municipalities within the State of Florida. It provides a method for counties to assist one another during times of disaster and establish procedures for supporting another county. This agreement enables the County to obtain personnel, equipment, service, and supplies needed on a temporary basis. Requests must specify the type of assistance needed with an estimate of the time each will be needed. Requests for assistance under this agreement are transmitted by the Emergency Management Division. Mutual aid agreements are typically designed to meet response and short-term recovery needs.

**Local Law Enforcement Mutual Aid**

Law enforcement agreements exist in the

form of a Voluntary Cooperation Agreement. Agreements exist between the following agencies: City of Ft. Pierce, City of Port St. Lucie. These Operational Assistance Agreements allow each of the agencies represented to request and render law enforcement assistance to the others.

### Emergency Management Assistance Compact

The Emergency Management Assistance Compact (EMAC) is an organization that is congressionally ratified. It provides form and structure to interstate mutual aid. A disaster-impacted state can request and receive aid from other member states through EMAC, quickly and efficiently. EMAC prevents issues of liability and reimbursement, and although it provides more response and short-term recovery aid, it is still a valuable resource in assisting the county begin long-term redevelopment and recovery. Once the Governor issues a state of emergency the State can request EMAC assistance on behalf of affected jurisdictions if requested. For more information, visit <http://www.emacweb.org>.

### Volunteers

There also may be an influx of affiliated and non-affiliated volunteers to aid recovery efforts in the immediate aftermath of a disaster. The Comprehensive Emergency Management Plan's Emergency Support Function 15: Volunteers and Donations, details how volunteers will be employed during the response phase. Generally, as the media attention diminishes after the initial response and recovery, so too does the interest of potential volunteers. Continued promotion and an organizational structure that extends into the long-term recovery phase could provide an asset to the community to support community redevelopment. Each of the departments and organizations experiencing workload increases (permitting, building inspections, planning and community development, human services, case management, temporary housing, etc) may consider opportunities to maximize the use of volunteers. Through a job specific task analysis, departments may identify less skilled tasks, such as data entry, reception, filing, and information referral to assign to volunteers.

### Private, Non-profit, and Faith-Based Organizations

Voluntary response agencies, such as the American Red Cross and others, are key response organizations within St. Lucie County. These agencies and their affiliated volunteer pool from throughout the nation are able to mobilize volunteers necessary to support their primary mission. For the American Red Cross, for example, primary missions include sheltering operations, distribution of hot meals, and provision of

#### Job Function Analysis for Volunteers:

Each department and organizations with long-term recovery responsibilities may consider conducting internal job analysis on functions that will experience high work volume such as building code inspections, permitting, information referral, planning and community development, case management, temporary housing, public information. The analysis should include:

- Identification of job function and tasks
- Identification of necessary knowledge, skills, and capabilities to perform tasks
- Legal and regulatory requirements of position
- Ability to train volunteers to perform task

**Safer St. Lucie's** (formerly known as I.N.T.A.C.T.) mission is to strengthen disaster coordination by **sharing information, simplifying resident access to services, and providing collaborative leadership in the long-term needs** for preparedness, recovery and rehabilitation for individuals and families vulnerable to disaster

basic goods such as clean up kits and clothes. Other organizations may distribute food, emergency funding and provide reconstruction support. Each organization is well organized to serve their role within the response and immediate recovery environment. Organizations serving the long-term redevelopment process are generally organized with the framework of the long-term recovery coalition.

**Non-profit Organizations:** American Red Cross, United Way, Safer St. Lucie, COAD, New Horizons of the Treasure Coast and Okeechobee, and Salvation

Army can provide assistance in providing basic human needs. These organizations can also provide outreach and other forms assistance to various populations.

**Safer St. Lucie:** Safer St. Lucie (formerly I.N.T.A.C.T. Inspired Network to Achieve Community Together), a Long Term Recovery Organization, was established as a result of the 2004 hurricanes. A long-term disaster recovery organization is a local group that brings together organizations providing goods, services, and resources to assist those with long-term unmet needs following a disaster. It is composed of private citizens, faith-based, non-profit, and governmental entities that cooperate, collaborate, and coordinate to provide long-term care and hazard mitigation services. Members bring together financial resources, materials, and manpower. They work to avoid duplication of services, effort, energy, and finances, and provide a case management system to help link disaster survivors with unmet needs to available resources after other assistance is exhausted.

They may also provide advocacy support and education about the disaster recovery process.

The Safer St. Lucie Executive Board is comprised of representatives from the community, including the United Way, Mustard Seed Ministries, Treasure Coast Food Bank, St. Lucie County Community Services, New Horizons, Council on Aging, Habitat for Humanity, and Indian River State College. The Board brings the wealth of knowledge, experience, and networking that is necessary for Safer St. Lucie to continue with its successful service provision.

Safer St. Lucie relies on grants and donations in order to help the residents of St. Lucie County to meet their unmet needs. Grants are provided by from governmental entities, manufacturers, businesses, foundations, and concerned citizens. Volunteer groups

While residents with unmet needs continue to be identified, the resources available for assistance have been expended and additional funds have as yet to be identified. Where possible, I.N.T.A.C.T. continues to provide support in the areas of case management, advocacy, and referral. As long as funding and resources are available I.N.T.A.C.T. will continue to assist those individuals in need in during post-disaster redevelopment. However, I.N.T.A.C.T. is completely reliant on grant funding and donations and funds need be available in order to continue to assist those in need during longer-term recovery.

are always needed, and general meetings are open to anyone who would like to attend. Historically, grant funding has allowed Safer St. Lucie to employ a full-time case manager and coordinators for the program's volunteers and construction projects. In the past, Safer St. Lucie has been able to obtain additional grant funding to expand services from not only repair, but also mitigation. This expansion of services also supported pre-planning and prevention for future disasters.

***New Horizons of the Treasure Coast and Okeechobee:*** New Horizons was formed in 1958 by a group of concerned citizens formed the Indian River Mental Health Clinic in Ft. Pierce. Its purpose was to meet the needs of people with emotional and mental health disorders. Since its inception, the organization has evolved to meet the ever-changing needs of the community and in the process has experienced many changes including names and locations. Specifically, its mission is to provide accessible, recovery-oriented behavioral health care services to improve the quality of life for individuals and families in the community. The organization serves St. Lucie, Martin, Indian River, and Okeechobee Counties. New Horizons will be an integral player for post-disaster recovery of human and behavioral services. They have detailed actions that will be accomplished in the post-disaster environment, which is detailed within the Strategies and Action Plan chapter of the PDRP.

St. Lucie County and the two municipalities (Fort Pierce, Port St. Lucie) have made a commitment to work together to obtain and manage grant funds to address the housing needs of St. Lucie County residents impacted by disasters. Additional grant funding has been applied for by local governments, and efforts will continue to coordinate funding opportunities in the following grants: Community Development Block Grant; Community Development Block Grant - Disaster Recovery Initiative; Community Services Block Grant; Hurricane Housing Recovery Program and HOME funds. These entities will also continue to support Safer St. Lucie. in its service provision.

***Religious Organizations:*** Research has indicated that a key avenue of communication with people is through churches and other religious organizations, even more so than TV, radio, and newspapers. One of the challenges facing the many issues in the area of health and human services is establishing linkages with populations who may be overlooked and not receive the care they need or be warned about certain dangers. Establishing relationships with leaders of religious organizations and churches will help maximize the ability for health and human service providers to provide assistance where it is needed and communicate effectively.

### **St. Lucie County Community Services Division**

The Community Services Division is allocated grant funds annually through the Community Development Block Grant (CDBG) Program to assist low-income residents who meet the eligibility criteria. This program helps residents attain the skills, knowledge, and motivation necessary to achieve self-sufficiency, as well as immediate life necessities such as food, shelter, medicine, etc. The grant requires that programs focus on services that will have a major impact on the causes of poverty in the community. Priority is given to those individuals or programs that assist low-income participants in activities such as securing employment, attaining education, making better use of income, obtaining adequate housing and emergency

assistance, achieving self-sufficiency and greater community involvement, and participating in other related programs.

### **Treasure Coast Community Action Agency**

The Treasure Coast Community Action Agency's mission is to collaborate with other human services organizations, the private sector and citizens to offer programs and services that build self-reliant individuals, families and communities. The Treasure Coast Community Action Agency Advisory Board consists of three members from Okeechobee, Martin and St. Lucie County along with staff members and meets on a quarterly basis to oversee the programs and budget for the tri-county area served. Members represent the business community, social services, and low-income sector for each county.

The State of Florida Department of Community Affairs receives funds from the federal government and distributes them to Community Action Agencies throughout the state. St Lucie County is designated as the eligible entity to receive Community Services Block Grant funds for this three county agency. CSBG funds are designed to provide a range of services to assist low-income people in attaining the skills knowledge and the motivation necessary to achieve self-sufficiency. Types of assistance include, but are not limited to: transportation assistance, nutrition program, emergency food and housing, and homeless prevention programs.

### **St. Lucie County Health Department**

The Health Department is the local organization that represents the State's Department of Health. The role of the Health Department is to promote and protect the health and safety of all residents. The Health Department performs three main roles: Health Protection, Health Promotion and Disease Prevention, and Health Treatment. The Health Department is the lead agency for directing and coordinating health and medical responses during emergencies and disasters. The Health Department works closely with Red Cross, Salvation Army, United Way, hospitals, medical providers and first responders (emergency medical services, fire/rescue, Emergency Management, and law enforcement) to ensure emergency/disaster response plans are coordinated and practiced.

Public health services during emergencies and disasters include:

- Disease control
- Food and water safety
- Radiological and biological response
- Providing public health information
- Assisting in the coordination of mass casualty treatment in partnership with EMS and hospitals.

While the local staffing to perform these missions is limited, the Health Department can draw upon the larger state level organizations, regional representatives, and federal agency partners to continue to perform their post-disaster mission.



### Hospital Care

The County currently has two medical centers: Lawnwood Regional Medical Center and St. Lucie Medical Center. Both hospitals are affiliates of HCA East Florida. HCA affiliated facilities in East Florida are a part of a quality healthcare network in East Florida and the Treasure Coast with 14 affiliated hospitals, 12 surgery centers, one integrated regional lab and one consolidated service center. Together, the network employs more than 12,500 individuals and has close to 6,000 physicians on staff. Disaster preparedness procedures are in place to ensure continuous operations in the aftermath of a disaster. Transfer processes and plans are in place with a network of hospitals from around the country, should patients need to be relocated.

HCA has a disaster planning and response site named HCA Code Ready (<https://www.hcacodeready.com/>). It is a public site for sharing information with employees, their families and the community in the event of a disaster or major incident. For those having a login the secure portion of the site also provides planning information, a collaborative environment for facility Emergency Planners to share ideas and a real time information platform for response to disaster situations. In the event of a major emergency, information for employees, staff and community members will be posted as necessary.

### Community Development Block Grant

The Community Development Block Grant (CDBG) program, which commenced in 1974, is administered by the U.S. Department of Housing and Development. It is a flexible program that provides communities with resources needed to address a wide variety of unique community development concerns. The CDBG program provides annual grants on a formula basis to local government and States to ensure decent affordable housing, provide services to the most vulnerable in communities, and create jobs through the expansion and retention of businesses. The CDBG is an essential tool for assisting local governments to tackle serious issues facing communities.

#### Examples of CBDG activities include:

- Buying damaged properties in a flood plain and relocating residents to safer areas
- Relocation payments for people and businesses displaced by the disaster
- Debris removal not covered by FEMA
- Rehabilitation of homes and buildings damaged by the disaster
- Buying, constructing, or rehabilitating public facilities such as streets, neighborhood centers, and water, sewer and drainage systems
- Code enforcement
- Homeownership activities such as down payment assistance, interest rate subsidies and loan guarantees for disaster victims
- Public services (generally limited to no more than 15 percent of the grant)
- Helping businesses retain or create jobs in disaster impacted areas
- Planning and administration costs (limited to no more than 20 percent of the grant)

In order to receive funds, needs are based on a formula consisting of several measures, such as the extent of poverty, population, housing overcrowding, age of housing, and population growth lag in relationship with other metropolitan areas.

The CBDG also provides disaster recovery assistance, in the form of flexible grants to assist cities, counties, and States recovering from presidentially declared disasters. These funds exist mainly to help low-income areas, and are subject to availability of supplemental appropriations. Congress appropriates the additional funding for the CBDG and HOME programs to rebuild the affected areas and provide crucial seed money to start the recovery process. Because CBDG Disaster Recovery assistance may fund a wide range of recovery activities, HUD can assist communities that otherwise might not recover due to limited resources. These grants tend to supplement disaster programs of FEMA, SBA, and U.S. Army Corps of Engineers and fund efforts involving housing, economic development, infrastructure, and prevention of further damage to affected areas. Moreover, the HOME Disaster Recovery grant may provide a crucial resource in providing affordable housing to disaster victims.

In St. Lucie County, these funds are used specifically for necessary supports associated with successful employment or completion of education that can lead to self-sufficiency. In the aftermath of a disaster, additional CBDG funds may be made available to communities or existing funds may be reallocated to support the community recovery and redevelopment effort. This Department will take the lead role in these areas of responsibility.

### Neighborhood Stabilization Program

As part of its effort to assist local governments in their recovery from the ongoing effects of the economic and housing crisis, the federal government enacted the Wall Street Reform and Consumer Protection Act of 2010, Public Law 111-203, also referred to as the Dodd-Frank Act. Included as a component of the act was an allocation of \$1 billion in Community Development Block Grant (CDBG) funds under the Neighborhood Stabilization Program (NSP) for states and local jurisdictions throughout the country to purchase and redevelop abandoned, vacant, and foreclosed properties.

NSP grantees develop their own programs and funding priorities. However, NSP grantees must use at least 25 percent of the funds appropriated for the purchase and redevelopment of abandoned or foreclosed or residential properties that will be used to house individuals or families whose incomes do not exceed 50 percent of the area median income. In addition, all activities funded by NSP must benefit low- and moderate-income persons whose income does not exceed 120 percent of area median income. NSP funds may be used for the following activities:

- Establish financing mechanisms for purchase and redevelopment of foreclosed homes and residential properties;
- Purchase and rehabilitate homes and residential properties abandoned or foreclosed;
- Establish land banks for foreclosed homes;
- Demolish blighted structures;
- Redevelop demolished or vacant properties

### Advocacy Groups

Advocacy groups can be especially helpful in providing outreach to hidden population that might otherwise be overlooked. Variables that may increase the risk “hidden populations” are language barriers, poverty, illiteracy, immigration status, disability, or lack of access to traditional forms of communication such as TV, radio, internet, and printed media.

### Emergency Support Function 15: Volunteers and Donations

The Comprehensive Emergency Management Plans for the cities and counties define the role of volunteer organizations during the response phase. Under the direction of the Emergency Support Function 15, Volunteer organizations and unsolicited volunteers will be directed to the Volunteer Reception Center (VRC). The activities of the VRC are coordinated through County’s Emergency Operations Center. Donated goods, materials, services and financial resources will be also overseen and coordinated through the County Emergency Operations Center to ensure efficient and effective distribution of these donated items, services, and funds. In the long-term recovery phase, it will be vital to clarify on the continued capacity of Emergency Support Function 15: Volunteers and Donations to support the recovery effort.

Through a designation in St. Lucie County’s Comprehensive Emergency Management Plan, the Department of Housing and Community Services is the primary agency for coordinating volunteers and donations during times of disaster under the Emergency Support Function 15 (ESF 15). The purpose of this Emergency Support Function is to provide a central point for the coordination of information and activities of voluntary agencies, faith-based and community organizations, and private industry responding in times of disaster as well as the effective utilization of spontaneous volunteers and donated goods. Volunteers and donations have become vital to effective disaster responses and recovery.

## Infrastructure

### Public Works Department

The mission of the Public Works Department is to “serve the citizens of St. Lucie County in a way for residents to receive needed improvements in a timely manner. To provide St. Lucie County, the Board of County Commissioners, County Administration, and the general public with a solid, dependable infrastructure program through procurement of funds for projects and overseeing a successful outcome.” The Public Works Department is comprised of the following divisions:

- Administration: Public Works Administration provides administrative support to all Public Works Divisions and to the general public.
- Engineering: The Engineering Division proposes designs and implements projects in stormwater management, transportation system enhancements and infrastructure maintenance. The Engineering Division also implements the Municipal Service Benefit Unit Program (MSBU).
- Road and Bridge: The Road and Bridge Division manages the operation and maintenance of all roadway and stormwater infrastructure, including mowing, pavement resurfacing, canal cleaning, grading of dirt roads and traffic operations.

- **Water Quality:** The Water Quality Division manages and regulates the construction, operation, and maintenance of the stormwater system including: driveway permits, stormwater permits, the Stormwater Pollution Prevention Program and the Enhanced Swale Maintenance Program.
- **Solid Waste:** The Solid Waste Division operates a 331-acre site that receives and processes solid waste products from residents and commercial properties in St. Lucie County
- **Utilities:** The Utilities Division provides water and wastewater services for residents in the unincorporated St. Lucie County.

### **St. Lucie County Utilities Division**

Established in 1994, The St. Lucie County Utility Department (SLCU) has undergone many improvements throughout all the systems because of continued customer growth. St. Lucie County Utilities has established water and wastewater utility service areas on North and South Hutchinson Island, Indian River Estates and in the Mainland North County areas.

On North Hutchinson Island, St. Lucie County Utilities provides potable water to all developed units. St. Lucie County Utilities owns and operates the North Hutchinson Island water distribution system and purchases water from Fort Pierce Utility Authority through a master metered interconnect. St. Lucie County Utilities also provides wastewater service to approximately seventy percent of the developed units on North Hutchinson Island. The St. Lucie County Utility service area on South Hutchinson Island extends from the Fort Pierce municipal boundary south to the Martin County Line, and provides wastewater service to all the developments on the island with the exception of the Island Dunes development complex. In the North County utility area, St. Lucie County Utilities owns and operates the Holiday Pines water treatment facility and wastewater treatment plant.

### **Mosquito Control and Coastal Management Services**

The Mosquito Control Department recently has been changed into the Mosquito Control and Coastal Management Services Department as part of the Fiscal Year 2010-2011 countywide reorganization effort aimed at cost cutting and creation of beneficial synergies. The new department consists of the Mosquito Control District, Beach Parks, Artificial Reefs, and the Erosion District (links to the new sections are in the left column).

The St. Lucie County Mosquito Control District is a dependent taxing district, overseen by its own board and by the Mosquito Control Section of the Florida Bureau of Entomology and Pest Control (Department of Agriculture and Consumer Services). Residents are most familiar with the trucks used for spraying adult mosquitoes, but District services also include: reduction of mosquito breeding habitat, control of mosquito larvae where possible, monitoring of mosquitoes and viruses they sometimes carry, measurement and analysis of environmental information, environmental education, and public use of impounded wetland parks. The District boundaries contain 301 square miles. There are 20 full-time, 10 part-time, and 5 temporary employees in four divisions: Administration, Biology/Inspection, Adulticiding Operations, and Impoundment Operations.

### Transportation Planning Organization

The St. Lucie Transportation Planning Organization (TPO) is a Countywide Metropolitan Planning Organization (MPO) agency responsible for transportation planning, programming, and financing of State and Federal Transportation Funds for the City of Fort Pierce, the City of Port St. Lucie, the Town of St. Lucie Village and unincorporated areas of St. Lucie County. The TPO is comprised of various committees and boards, including:

- St. Lucie Transportation Organization (TPO) Board
- Technical Advisory Committee (TAC)
- Citizen's Advisory Committee (CAC)
- Local Coordinating Board for Transportation Disadvantaged (LCB)
- Treasure Coast Transportation Council (TCTC)
- Regional Advisory Committee (RAC)
- Bicycle/Pedestrian Advisory Committee (BPAC)
- Treasure Coast Scenic Highway Committee (TCSHC)

St. Lucie County has developed several Continuity of Operation (COOP) and Continuity of Government (COG) Plans for their departments and agencies.

### Continuity of Operations Plans

A Continuity of Operations Plan (COOP) ensures the continued performance of minimum essential functions of a department or division during a wide range of potential emergencies. COOPs detail plans, comprehensive procedures, and provisions for alternate facilities, personnel, resources, interoperable communication, and protection of vital records/databases. COOPs may be activated for short-term periods or for extended operations should the primary location be rendered inoperable.

### Information Technology Division

The Information Technology Division is a branch of the Public Safety and Communications Department of St. Lucie County. The mission of the Division is to provide the solution, tools and support that ensure the highest possible return on customer's investment in information systems. The Information Technology Division is tasked with providing customers with: a robust and stable network environment; innovative web

Responsibilities of providing **information to the public** in the post-disaster environment are given to the Emergency Support Functions (ESF), and they include the following agencies:

- ESF 5: Will coordinate situational awareness and provide overall recovery information.
- ESF 6: Provide extended shelter locations information. Provide information and times for feeding or food distribution locations.
- ESF 8: Provide general infection control information and sanitary precautions.
- Provide information about the types of food to eat and locations of human aid centers.
- ESF 11: Provide feeding station locations and times and food distribution locations.
- ESF 14: Coordinate and provide all public information and education material to media.

research, design and support; dependable quality hardware, software, operations and customer service support; diverse application, database support, and cost effective technology solutions. While maintaining the existing infrastructure, Information Technology also recommends and implements new technology to meet the needs of its customers for the future. The division has 60 positions to provide support to the County, covering more than 35 locations and is part of the Public Safety & Communications Department.

### Communication

During and immediately after any disaster, residents are concerned with adequate shelter, food, and water supply. Secondary concerns will vary from contacting insurance companies to recovering property and repairing and rebuilding damaged homes and businesses.

St. Lucie County can use its own resources prior to and in the aftermath of a disaster to provide all sectors of the public with pertinent information related to post-disaster redevelopment planning, get public buy-in, and provide essential recovery information.

### **It is imperative to provide information to the public concerning all areas of recovery and redevelopment operations.**

Information concerning disaster recovery centers, alternative medical treatment sites, etc. will be distributed by any means necessary, including: radio and television stations, air banners, special newspaper prints, portable loud speakers, mobile electronic messaging, etc.

St. Lucie County has its own television station, SLCTV, which provides public broadcasts. SLCTV is dedicated to providing St. Lucie County with the latest information on what's happening inside the walls of county government. All Board of County Commission meetings are broadcast live on the first Tuesday at 6 p.m. and the second Tuesday at 9 a.m. All meetings are rebroadcast at 9 a.m., noon and 6 p.m. daily. St. Lucie County Code Enforcement meetings are broadcast live on the first Wednesday of each month at 9 a.m. St. Lucie County Planning & Zoning meetings are broadcast live on the third Thursday of each month at 6 p.m. Both are rebroadcast other times throughout the month.

### Contract Services

In the aftermath of a catastrophic event, jurisdiction may temporarily or permanently lose over fifty percent of their internal workforce, various vital facilities and a wide range of equipment. Jurisdictions may benefit by competitively bidding for contract services which they will likely require in the post-disaster environment. With the augmented workload and decreased manpower, emergency contracts may quickly become a priority to achieve local community redevelopment. These existing pre-established contracts, which were competitively bid in accordance with local and state purchasing requirements, may be employed to expedite the delivery of personnel, goods and services, maximize the utilization of locally available

businesses, support the reemployment of the local workforce, and will likely receive favorable consideration for reimbursement under the Federal Emergency Management Agency<sup>8</sup>.

### Existing Contracted Vendors

Local jurisdictions generally maintain a variety of contractor services to augment the delivery of goods and services on a daily basis. Consideration may be given to enhance contract language of existing suppliers to allow for the augmented delivery of a wide range of services to meet post-disaster redevelopment needs for a catastrophic level event. Jurisdictions may have standing contracts with vendors who supply solid waste services, engineering and planning services, landscape maintenance services, vehicle maintenance services, building construction and maintenance services among others. These vendors are already familiar with the jurisdiction and its billing system. They may be able to provide their routine services and others in the post-disaster environment. While their locally based companies may be impacted by the disaster event, they may be anxious to continue to serve their clients and keep their employees working. There are many advantages to employing local vendors to rebuild the economic sector. Local jurisdictions should consider coordinating with their local vendors to identify appropriate services, service delivery capabilities, and appropriate pricing of these services in the post-disaster environment.

### Pre-established Emergency Recovery Contracts

In addition to these existing contract services, jurisdictions may also want to consider the execution of additional contracts to provide a wide range post-disaster recovery services. All contracts should be competitively bid in compliance with local and state purchasing requirements. We have provided a table to assist jurisdictions in identifying priority service delivery areas where contracts may be in place or where additional contracts may be competitively bid prior to a disaster event.

### Emergency Contracts

FEMA may reimburse local governments for “emergency contracts” though service delivery is typically limited to the first 72 hours of work and, therefore, would less reliable for application in the long-term redevelopment environment.

### Sole Source Contracts

There are cases when sole source contracts may be let, but there are special requirements that must be adhered to per the *Code of Federal Regulations (CFR) Section 13.36*.

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<sup>8</sup> With the ongoing changing federal regulations and varying interpretations of the statutes, federal reimbursement under the Stafford Act can be guaranteed. However, guidance from previous disasters generally verify this assumption.

## APPENDIX D HAZARD VULNERABILITY ANALYSIS

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## APPENDIX D HAZARDS AND VULNERABILITY

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### Introduction

This chapter identifies vulnerabilities within St. Lucie County by examining the most probable hazards and potential impacts to physical and human assets within the County. Vulnerability is the susceptibility of the local economy, the human social and health condition, public and private infrastructure, governmental and other critical facilities to injury or damage and the degree to which they are at risk (Statewide Regional Evacuation Study 2010). Local government critical facilities and infrastructure such as water treatment plants, government buildings, hospitals and nursing homes are critical to the recovery of an area or region providing services and resources to the community. County demographics and social characteristics, business and economic environments and the natural resources of the community and region are also vulnerable to the impacts of disasters and are also examined in this chapter. Managed long-term recovery is vital to the community and encompasses functioning facilities as well as a functioning healthy citizenry.

### Community Topography and Demographics

Geographically St. Lucie County is located within the Treasure Coast region on the southeast coast of Florida. It is bordered by the Atlantic Ocean to the east, Indian River County to the north, Martin County to the south and Okeechobee County to the west. The Atlantic Coastal Ridge forms the eastern border of the County and includes the coastal barrier island, locally known as North and South Hutchinson Island. Elevations range from Sea Level to about 15 to 17 feet above Sea Level along the western shorelines of the Indian River Lagoon. The western terminus of the Atlantic Coastal Ridge lies along the shoreline of the Indian River south of Ft. Pierce and along the U.S. Highway #1 alignment north of Fort Pierce.

North and South Hutchinson Island are physically separated by the Ft. Pierce Inlet. A seven-mile portion of North Hutchinson lies within St. Lucie County. The Ft. Pierce inlet State Park and the Jack Island State Preserve is located on extreme south end of the island as well as several condominiums and the residential area known as Queens Cove. The island is accessible by four bridges that connect it to the mainland. In St. Lucie County, the North Bridge, a two lane draw bridge provides access to and from the island at the extreme south end. A fifteen mile portion of South Hutchinson Island lies within St. Lucie County. A portion of the city limits of Ft. Pierce occupies the northern 2.5 miles of the island and the southern 2.5 miles of the island is lined with condominiums and is a high area of tourist concentration. The St. Lucie Nuclear Power Plant is also located on the island 9 miles south of the inlet. South Hutchinson Island is accessible by three bridges that connect it to the mainland. In St. Lucie County, the South Bridge, a four lane high rise bridge provides access to and from the island at the north end. Two bridges in Martin County provide accessibility to the island south of the county line.

The eastern edge of St. Lucie County is bordered by the Atlantic Ocean and various salt and fresh water tributaries, it is essential to maintain a healthy shoreline and navigable waterways for recreational opportunities, residential zones, and marine and fishing industries. As the population and the economy of St. Lucie County grow, addressing potential natural and man-made threats to shorelines, inlets, rivers, and estuaries are essential, and St. Lucie County dedicates much effort within local government to ensure the protection, restoration, and enhancement of the Indian River Lagoon, St. Lucie River, along with overall water resources. Of particular concern are ecological communities located in the eastern portion of the county, where development pressures conflict with the preservation of diminishing habitats. Tropical hammock communities and coastal scrub communities are examples of habitats found almost exclusively in Florida that are in danger of disappearing or being drastically reduced, along with their unique flora and fauna. A balance of natural system preservation and the rights of property owners to develop land is an important issue to be considered as county population and development growth continues. St. Lucie County is home to major ecological communities and is as follows: the south Florida coastal strand, south Florida flatwoods, freshwater wetlands, tropical and coastal hammocks and the Indian River Lagoon and associated estuarine wetlands.

In addition to coastal assets, there are vast citrus and ranching areas in central and western St. Lucie County contained within the areas known as the Sebastian/St. Lucie Flats, Allapattah Flats and Osceola Flats. Except where drained for agricultural activities, these areas are characteristically pocketed with surface wetlands and have limited natural drainage. Elevations in this area are in the range of 30 to 60 feet above sea level, with the general fall of the land being from northwest to the southeast. Drainage of this area is provided by the North Fork of the St. Lucie River and a network of manmade canals and ditches that are interconnected with main relief canals that drain into the Indian River Lagoon and the North Fork of the St. Lucie River.

In 2010, the total population of St. Lucie County was 277,789.<sup>1</sup> There are three incorporated municipalities with urban population centers, primarily along the eastern coast ridge. Incorporated municipalities within St. Lucie County include the City of Fort Pierce, City of Port St. Lucie, and the Town of St. Lucie Village. The City of Fort Pierce holds the county seat; however the City of Port St. Lucie is the largest municipality. County area is a total of 688 square miles with an average population density of 485.7 people per square mile (U.S. Census, 2010). Over 72% of the population lives in the incorporated municipalities of the County and almost 38% lives in the City Port St. Lucie. Approximately 2,222 parcels of the County's land area is vacant, undeveloped land and open space.

#### Jurisdictional Population

Jurisdiction	Population Estimate
City of Fort Pierce	41,590
City of Port St. Lucie	164,603

<sup>1</sup> 2010 population Enterprise Florida.

St. Lucie Village	590
Unincorporated Area	71,006
<b>Total St. Lucie County</b>	<b>277,789</b>

Source: U.S. Census Bureau, Census Redistricting Data, 2010.

In 2010, the labor force consisted of 125,660 people with a per capital personal income reported for 2009 of \$29,526 with the Average Annual Wage (2010) hovering in the \$32,000 range. The reported 2010 unemployment rate was 14.1%.<sup>2</sup> St. Lucie County has long been a popular resort area, attracting thousands of visitors and residents for the array of recreational and entertainment activities. The county's population, which has grown steadily to 277,789, is supported by an economy based primarily on tourism, light industry, and agriculture. Services account for over 27% of St. Lucie County's overall employment; trade, transportation and utilities account for 22.78%; Education and Health Services, 15.9%; Leisure and Hospitality, 10.9%; and the government/public administration sector was reported as 12.54% in 2006 constitutes 8.6% as reported in 2010.

Approximately 327,000 acres of St. Lucie County is devoted to agriculture, with the largest percentage in pastures and ranges, followed by citrus groves, woodlands, row crops and a variety of other uses. Agricultural activities associated with it are vital to the continued business, population and employment sectors of the area. The seasonal nature of citrus production requires the use of migrant labor during peak harvesting season (February/March). Statistics maintained by the Agricultural and Labor Programs, Inc. indicate that between 500 to 1000 migrant farm laborers are employed during the peak season. Most activities are located west of the Florida Turnpike where land is suitable for crops. The strongest employment sectors in the County are Trade, Transportation and Utilities at 22.78%, followed by Education and Health Services at 15.9%; Leisure and Hospitality at 10.9% and Professional & Business Services at 9.2%. (Florida Agency for Workforce Innovation). The largest employer in the County is Wal-Mart with 2,100 employees; Liberty Medical Supply in second with 1,670 employees (Enterprise Florida); the third largest employer is QVC with 1,200 and the fourth largest employer is Publix grocery chain with 1,154 employed. Retail and services are the industries that serve the community in employment and therefore the most susceptible to impacts to the economy and social well-being.

St. Lucie County has five water and sewer companies; City of Port St. Lucie, City of Fort Pierce, Ft. Pierce Utilities Authority, St. Lucie West Services District and St. Lucie County Utilities Department.

Roadways are also part of infrastructure and in pre- and post-disaster situations, roads are an essential infrastructure for ingress and egress to and from the County as well as internally accessibility. St. Lucie County is traversed with major roadways of Interstate 95, the Florida Turnpike, Highway A1A and U.S. Highway 1. However, several other roadways and intersections are critical to emergency response, government building and private business

<sup>2</sup> Florida Agency for Workforce Innovation, 2010; Labor

entries and include; State Roads/Highways 70, 68, 605, 611, 615,707, 712,713, 716, and 778. Railroads are very active in St. Lucie County as well with CSX and Florida East Coast Railway trains moving commodities through the County. The Port of Fort Pierce is the only local deep water port. The County has one international Airport – St. Lucie County International Airport and the only other nearest airport is Palm Beach International Airport approximately 50 miles south of the County.<sup>3</sup>

These major thoroughfares are essential to moving mass populations in evacuations, movement of tourists to destinations north, south, east and west on the eastern coast of Florida. These major roads also maintain the constant flow of commerce within and through the County. If any roads were damaged or covered with debris in a disaster it would make it difficult to gain entrance in and out of the County preventing the County from returning to normalcy in a timely manner.

St. Lucie County has 29 bridges within the County. Annually the Florida Department of Transportation inspects these bridges and develops a report that includes a map depicting the name and location of the bridges. This report can be accessed through St. Lucie County Division of Emergency Management and the St. Lucie County Public Works Department. The Bridges in the report are listed in four categories; 1) Functionally Obsolete 2) Normal 3) Posting Required and; 3) Structurally Deficient. The latest report shows six bridges Functionally Obsolete, eighteen bridges classified as Normal, four bridges noted as Posting Required and one bridge listed as Structurally Deficient. St. Lucie has developed tasks to address the issues related to the classified bridges. Local, State and federal governments work together to seek funding to apply to bridge projects within the County and as funding becomes available prioritized tasks will be started.<sup>4</sup>

In addition, certain roads in St. Lucie County are more vulnerable to sea level rises and storm surge and should be considered when updating Local Mitigation Plan projects – localized or regionally in nature. Several roadways historically flood within the County. The table below summarizes the most vulnerable roads however as infrastructure ages or improvements are made to roadways – this table should be updated periodically.

<b>Roadways Vulnerable to Flooding</b>
Highway A1A
Indian River Drive
Bell Avenue
Walton Road

<sup>3</sup> Enterprise Florida, 2010; Transportation 2010

<sup>4</sup> St. Lucie County Division of Emergency Management, Florida Department of Transportation Bridge Annual Inspection Report 2011

Midway Road
U. S. Federal Highway
Port St. Lucie Boulevard
<b>Roadways Vulnerable to Sea Level Rise</b>
Highway A1A
Indian River Drive

Canal bank erosion and stormwater management are important issues in that St. Lucie County is subject to high rainfall during regular rainy seasons, however in a catastrophic disaster that touts significant rainfall and wind, rushing and standing stormwater can erode canal banks worsening floodwater volume and possibly initiating sinkholes and infrastructure washout. Stormwater management of drainage culverts and retention areas as well as canal embankments can lessen impacts of rain, sea level rise and saltwater intrusion in the event of a disaster. Local and regional projects such as enhancements, remediation and or replacement of drainage structures should be prioritized and are considered within the Local Mitigation Strategy, the Capital Improvement Plan and Developments of Regional Impact where applicable and appropriate and as funding allows.

The most vulnerable populations in St. Lucie County include the elderly, disabled and special needs persons, as well as those persons at or below the poverty level. The U.S Census Bureau reported for 2010 that St. Lucie County had 36,883 persons below the poverty level, 47,621 persons receiving food stamps and 39,443 persons under the age of 65 that are uninsured with 45,625 reported as the Average Monthly Medicaid Enrollment. The table below identifies population dynamics revealing that a large segment (19.6%) of the population is 65 years old and older, exceeding the state rate of 17.2 %, in addition, 22,031 persons in St. Lucie County have a disability. A relatively large population (19.9%) is linguistically diversified. According to the 2000 Census, the homeownership rate in the county is 76.0%. This is significant in that catastrophically impacted neighborhoods most likely will have opportunity to build back more efficiently to code, but also infrastructure such as power lines, drainage and roadways may be re-constructed to correct existing problems within that particular community and also address mitigation strategies to build resiliency for future strengthening of the recovery efforts.

<b>Census Quickfacts</b>	<b>St. Lucie County</b>	<b>Florida</b>
Persons 65 years old and over, percent, 2011	20.4%	17.6%
Median Age	42	ND
Language other than English spoken at home, age 5+, 2010	20.7%	-27.0%
Persons with 1 or more disability	22,031	3,274,566
Housing units, 2011	137,581	9,026,965

Homeownership rate, 2007-2011	75.3%	69.0%
Median household income, 2007-2011	\$44,947	\$47,827
Persons below poverty level, percent, 2007-2011	15.3%	14.7%

Source: U.S. Census Bureau, State & County QuickFacts, 2010.

What is not listed on this table is the special needs population. St. Lucie County Division of Emergency Management maintains a registration listing of persons that require special medical and transportation needs during a disaster – moreover, long term recovery efforts should encompass planning for nursing homes, assisted living facilities, hospice and group homes that severely impacted could present long term issues for resident care and placement. As of May 2004, there were approximately 436 registrants for the Special Needs Shelter, May 2005 registrants numbered 327. Registration for Special Needs Shelter space is conducted twice a year in January and then in May for 2012, there are currently 251 persons registered as special needs clients. According to the 2010 Treasure Coast Regional Evacuation Study, there are thirteen (13) Assisted Living Facility/Adult Care Homes in St. Lucie County.

### Social Vulnerability

Understanding the current demographic and socio-economic characteristics of a population enables a community to understand potential future problems that it may be confronted with during post-disaster redevelopment. Disaster events affect the socially and economically vulnerable the most. Successful community recovery relies on health and social services being provided effectively and efficiently to serve the level of social-economic vulnerability that exists in the County. Above is an extensive discussion of St. Lucie County demographics. This knowledge can increase the ability of a population to remain safe during an event and better plan for rehabilitation in the aftermath.

This chapter utilizes data produced by the Treasure Coast Regional Vulnerability Analysis (2012). The methodology used to produce the map entails using social vulnerability scores were calculated for each census block group. The scored block groups are illustrated in Socio-economic Vulnerability Map Attachment. The social vulnerability scores were calculated using the methodology described in the Handbook for Conducting a GIS-Based Hazards Assessment at the County Level by Susan L. Cutter, Jerry T. Mitchell, and Michael S. Scott of the University of South Carolina<sup>5</sup>. The following variables were determined by Cutter, Mitchell, and Scott to represent the minimum threshold of data that are necessary to produce the population vulnerability estimate: the number of people less than 18 years of age, the number of people over the age of 65 years of age, the number of females, the number of non-whites, the number of housing units, total population, number of mobile homes, and mean house value. Social vulnerability scores that are higher represent more vulnerability and as the scores become

<sup>5</sup> *The Handbook for Conducting a GIS-Based Hazards Assessment at the County Level* by Susan L. Cutter, Jerry T. Mitchell, and Michael S. Scott of the University of South Carolina can be downloaded at <http://training.fema.gov/EMIWeb/edu/docs/hrm/Session%206%20-%20Handbook%20GIS-Based%20Hazards%20Assessment.pdf>

lower, vulnerabilities are lessened. Subsequent maps include population density, population 65 and older, and minority population by census block.

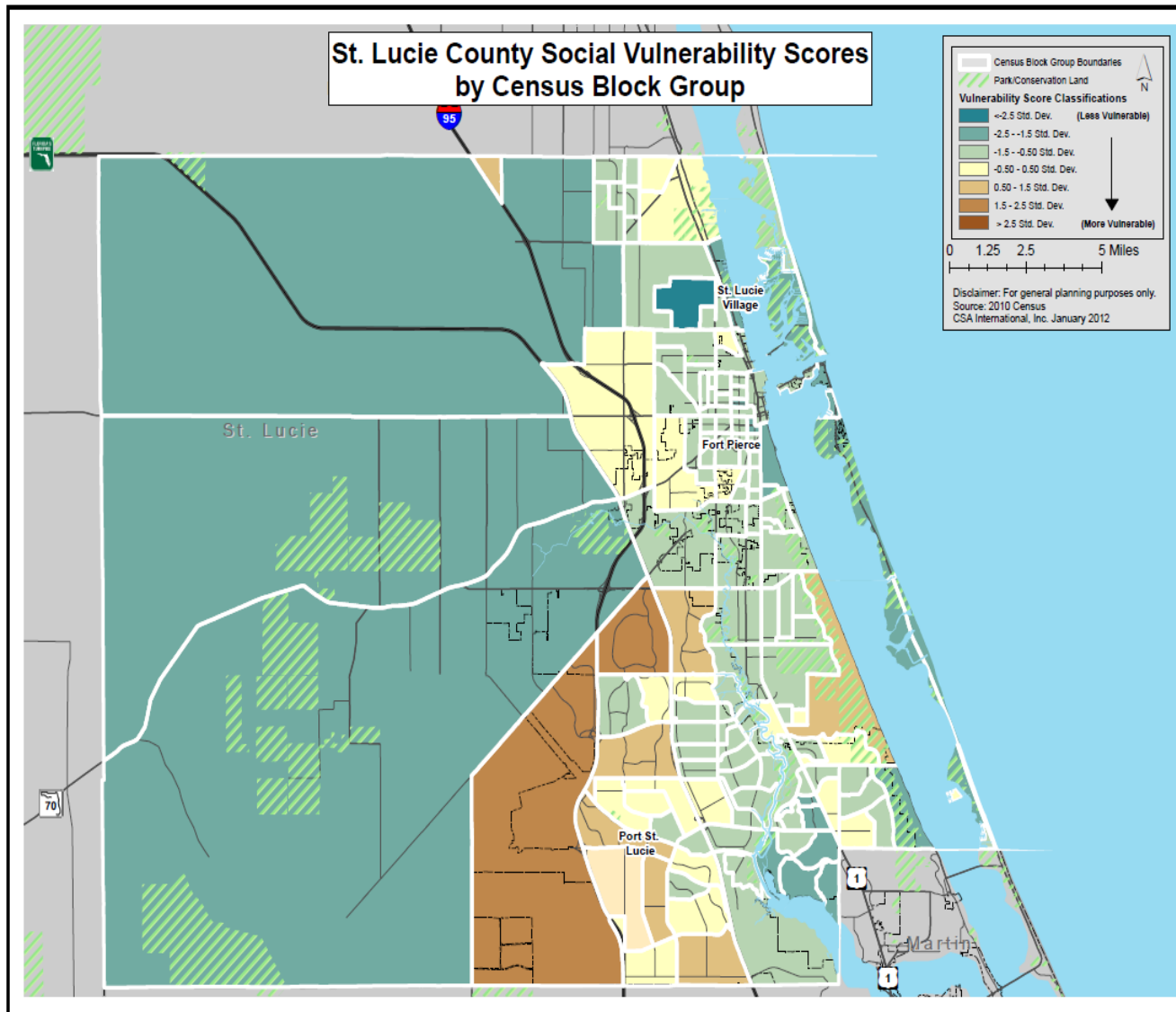
The table below indicates the number of block groups located in each evacuation zone and shows the least to most vulnerable. St. Lucie County shows nine moderately to most vulnerable block groups within evacuation zone A, minimal vulnerability in zone B and zone C shows seven block groups in the moderately vulnerable category. Zones D and E though show no block groups as vulnerable socio-economically, seasonal workers should be considered as a population with economic needs during a recovery plan process due to possible loss of total income.

<b>St. Lucie County</b>						
<b>Socio-Economic Vulnerability by Evacuation Zone</b>						
<b>Socio-Economic Vulnerability Category</b>	<b># of Block Groups in Each Evacuation Zone</b>					
	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>TOTAL</b>
Least	14	2	5	0	0	21
Less	9	0	2	0	0	11
Moderately	4	1	7	0	0	12
Most	5	0	1	0	0	6
<b>Total</b>	<b>32</b>	<b>3</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>50</b>

Source: 2012 Treasure Coast Regional Vulnerability Analysis

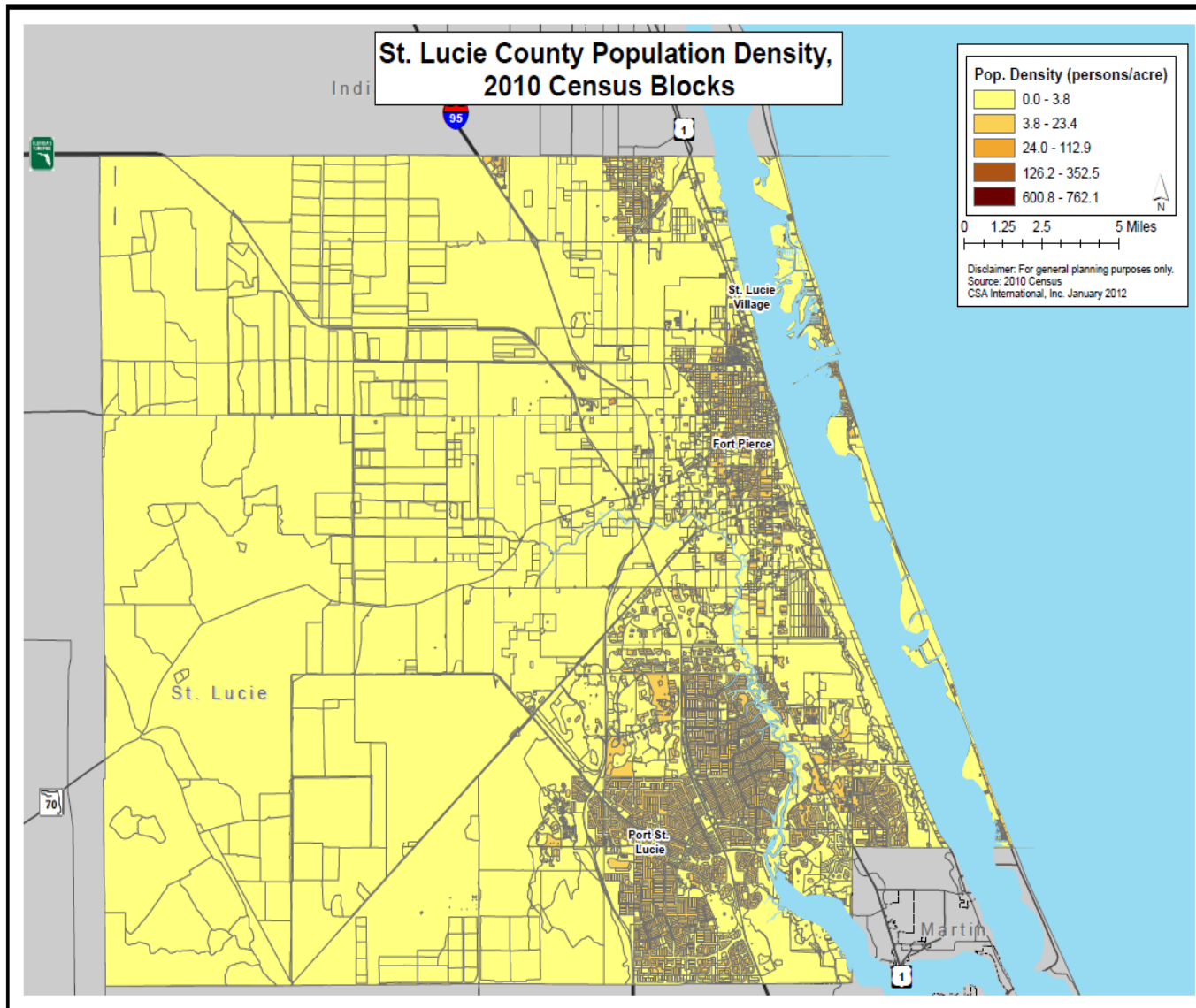
Variables included in this analysis were derived from the 2010 Census except the number of mobile homes and mean house value which were calculated using the 2010 American Community Survey 5-year estimates<sup>6</sup>. The social vulnerability scores are shown visually on the map on the next page. Social vulnerability scores that are higher represent more vulnerability and as the scores become lower, vulnerabilities are lessened. This map includes population density, population 65 and older, and minority population by census block.

<sup>6</sup> Unlike the 2000 Census, the 2010 Census did not include a Summary File 3 and 4 which had previously included the number of mobile homes and mean house value. Now this data is only available through the Census Bureau's American Community Survey.

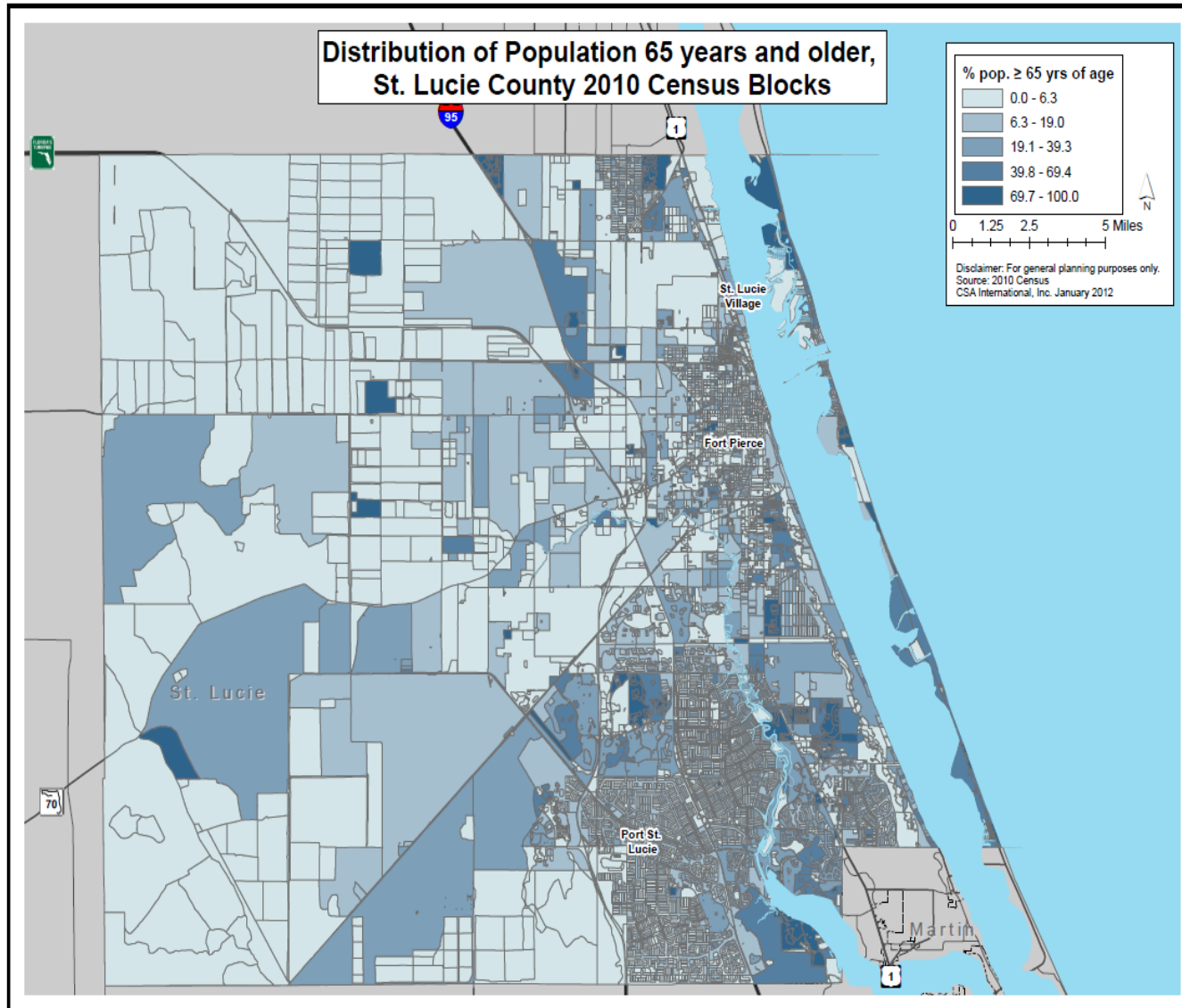


Source: 2012 Treasure Coast Regional Vulnerability Analysis

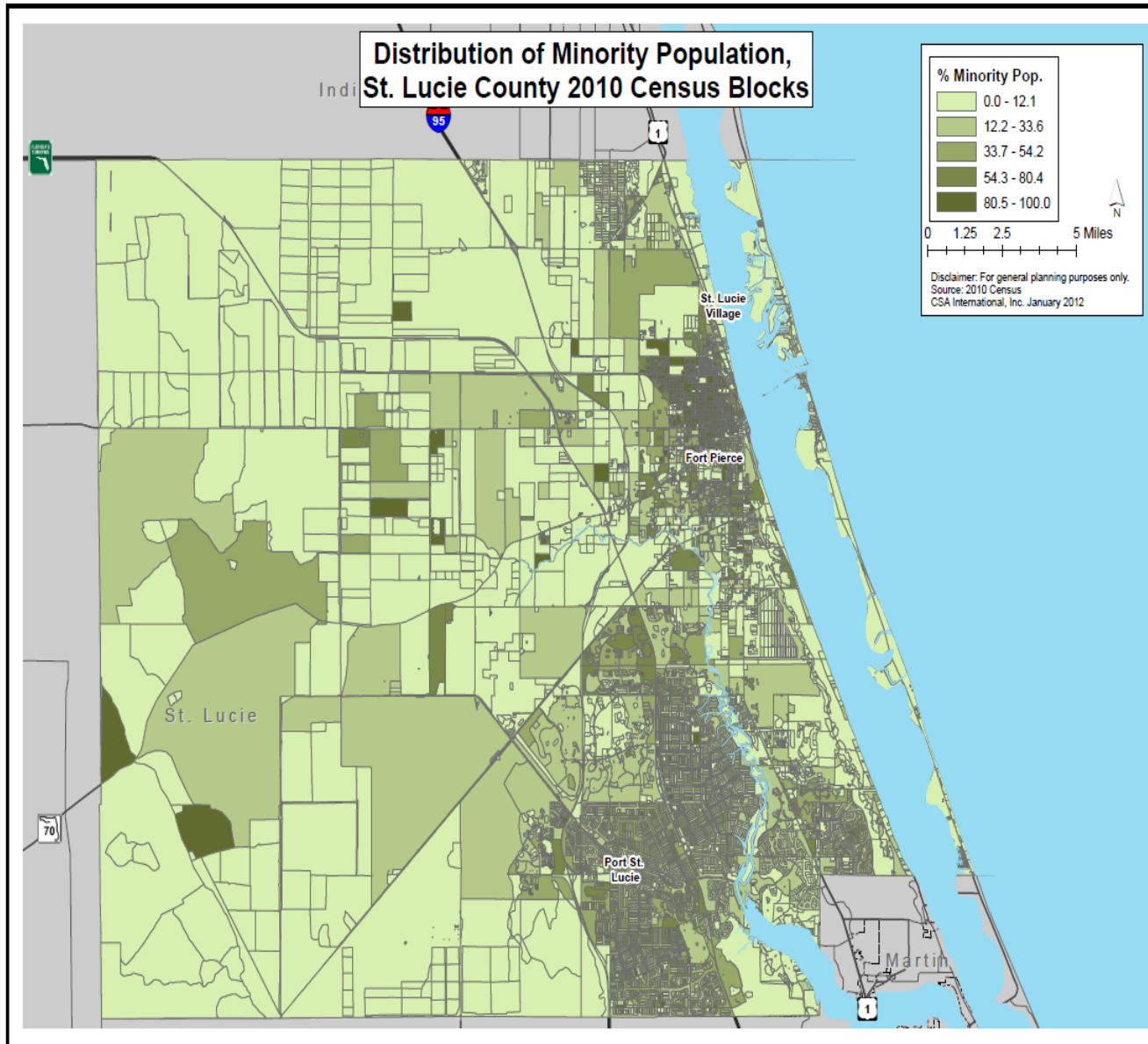




Source: 2012 Treasure Coast Regional Vulnerability Analysis

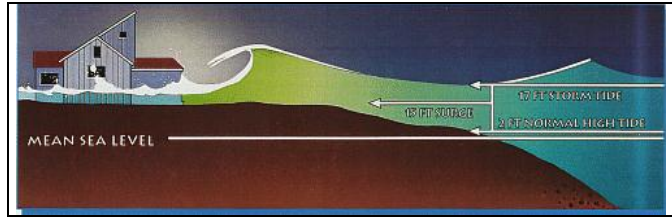


Source: 2012 Treasure Coast Regional Vulnerability Analysis



## Hazards

The St. Lucie County Comprehensive Emergency Management Plan (CEMP) and the Local Mitigation Strategy (LMS) identify hazards that St. Lucie County and its municipalities are most vulnerable to. These include storm surge, sea level rise and freshwater flooding, high winds from

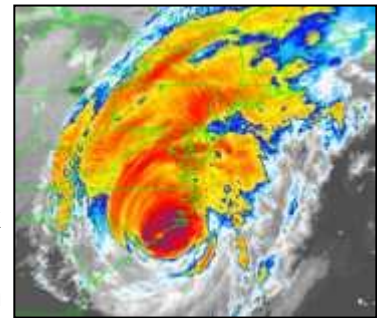


tornadoes, storms and hurricanes, and major wildfire events. The following represent the County's highest risk hazards with a brief discussion of historical occurrences and St. Lucie County's vulnerabilities to each are described in the following section.

### Storm Surge and Flood

The greatest threats to St. Lucie County posed by hurricanes or tropical storms are the effects of storm surge, especially along the (barrier) Hutchinson Island - the Atlantic side and the periphery of the Indian River Lagoon. The combination of high tides and wind can create coastal, estuarine flooding and saltwater inundation. As reported in the Treasure Coast Regional Evacuation Study 2010, potential storm tide heights for St. Lucie County range from up to 4' in a Category 1 storm to up to 16' in a Category 5 storm<sup>7</sup>. Maps of the locations vulnerable to storm surge is indicated on Figure 1.

Storm surge is defined as a rise above the normal water level along a shore caused by strong onshore winds and or reduced atmospheric pressure. Storm surge height is the difference of the observed water level minus the predicted tide. Storm surge can be fifty or more miles wide affecting the coastline where the hurricane landfalls. Surge heights can double or more when a hurricane's track pushes or causes water to pile up in an estuary, lagoon or bay. Based on the Saffir-Simpson Hurricane Wind Scale, the common rule of thumb has been - the stronger the hurricane, the stronger the storm surge, however, recent history of hurricanes and studies conducted by the National Hurricane Center (NHC) and National Oceanic and Atmospheric Administration (NOAA) may be changing that theory. A stronger category wind storm may not necessarily produce a stronger storm surge. However, St. Lucie County storm surge maps are based on afore mentioned assumption. Every storm is unique and may vary in impacts to the coast. St. Lucie County's Indian River lagoon and St. Lucie River riverine tributaries are both areas that could experience the piling up of water that potentially cause deep and widespread saltwater and brackish water flooding.



A brief historical account of hurricane impacts in St. Lucie County was gathered from the National Weather Service archives. Hurricanes are a natural yet very dangerous phenomenon, one for which the Treasure Coast Region must always be prepared. Packing 74-200 mph winds and a storm surge which can range from 32-38 feet in areas around Lake Okeechobee and 14-18 feet in

<sup>7</sup> Storm strength is based on the category of storm on the Saffir-Simpson Hurricane Wind Scale and surge heights represent the maximum values from the Sea, Lake and Overland Surge from Hurricanes.

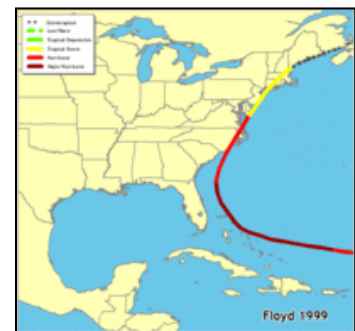
coastal areas, hurricanes represent a serious threat to the safety of residents and visitors and economic health of this metropolitan region.

Emergency management and atmospheric scientists agree that global weather patterns have moved back into a period of increased tropical storm activity and of increased frequency of major hurricanes, a category 3 or higher on the Saffir-Simpson Hurricane Wind Scale (See Table II-2), particularly in the state of Florida. Until the 1920's Florida hurricanes were only experienced in the cities and ports along the east coast, the northwest panhandle, and the Keys. But the new settlements along the southeastern portion of the state did not begin to feel the power of the storms until the San Felipe-Okeechobee Hurricane of 1928.

**San Felipe-Okeechobee Hurricane;** no other hurricane disaster can compare to its toll of at least 1,836 dead in Florida, as well as another 1,575 in the Caribbean. At the time of the catastrophe, many in South Florida said the actual death count there was over 2,300 ranking among the United States' worst natural disasters; only the **Great Galveston Hurricane of 1900** (over 8,000), the Johnstown flood of 1889 (2,200), and the two hurricanes of 1893 (2,000 each) are likely to have caused more deaths on American soil. It arrived on the coast near Palm Beach on the night of September 16, 1928, just two years after the **Great Miami Hurricane**, and like its predecessor, it cast its most sinister blow on those who lived on the southern edges of Lake Okeechobee. By nightfall the hurricane made its lunge over the Florida coast near West Palm Beach. After a fourteen year lull in major hurricanes the Treasure Coast was struck by two more category four hurricanes in 1947, and 1949.

The next round of major hurricanes to cross the region came fifteen years later with **Hurricane Isbell** which was only a category 3 but she spawned at least 13 tornados. At least 48 people were injured and \$560,000 in damage (1964 dollars) occurred from these tornadoes. The years from 1965 to 1991 were relatively calm, with only tropical storms and minor hurricanes making land fall in the region. But on August 24, 1992 Hurricane Andrew struck Homestead Florida as a category 5 one of only three to ever make landfall in the US. Although this hurricane did not make a direct strike on the Treasure Coast region the outer edges of the storm did "scrape" over the region producing storm wind speeds between 20-30mph.

**Hurricane Floyd - September, 1999** Floyd was first detected as a tropical wave that moved off the African coast on September 2. The system developed into a tropical depression over the tropical Atlantic on September 7. Moving steadily west-northwestward, the system became a tropical storm the next day and a hurricane on the 10th. It became a Category 4 hurricane on September 13 as it approached the central Bahama Islands. A west-northwestward turn late on the 13th took the center through the northeastern Bahamas. This was followed by a gradual turn to the north-northeast, which brought the center to the North Carolina coast near Cape Fear.



While wind gusts of 120 mph and storm surges of 9 to 10 ft were reported from the North Carolina coast, Floyd will be most remembered in the State of Florida as one of the largest evacuations ever. South Floridians migrated north as did the almost the entire State as the mega storm approached and then skirted all the way up the Florida coastline.

**Hurricane Frances - September 2004** developed from a tropical wave, becoming a tropical depression on August 25 several hundred miles west-southwest of the southern Cape Verde Islands, a tropical storm later that day, and a hurricane the following day. Frances made landfall near Stuart, Florida just after midnight on the 5th with 105 M.P.H. (category 2) maximum winds. Frances gradually weakened as it moved slowly across the Florida Peninsula, and became a tropical storm just before emerging into the northeastern Gulf of Mexico.



Frances produced a storm surge of nearly 6 feet at its Florida east coast landfall, and caused widespread heavy rains and associated freshwater flooding over much of the eastern United States. Frances was also associated with an outbreak of over 100 tornadoes throughout the southeastern and mid-Atlantic states. Eight deaths resulted from the forces of the storm - seven in the United States and one in the Bahamas. U.S. damage is estimated to be near \$8.9 billion, over 90% of which occurred in Florida.

The impending impact of Frances prompted the evacuation orders from 21 counties along the eastern coast of Florida. In the Treasure Coast Region all four counties ordered a mandatory evacuation of every resident within the category five surge zones. This displaced an approximate 246,335 residents.

**Hurricane Jeanne - September, 2004** Jeanne hit the northern Bahamas and then the central Florida east coast as a category three hurricane. Jeanne made landfall on the east coast of Florida early on 26 September with the center of its 50-n mi diameter eye crossing the coast at the southern end of Hutchinson Island just east of Stuart. Maximum winds at landfall are estimated at 105 kt over a very small area north of the center and it is not clear whether these strongest winds reached the coast or remained over water. Jeanne moved across central Florida while weakening and began to re-curve around the western periphery of the migratory ridge mentioned above. The hurricane weakened to a tropical storm while centered about north of Tampa then weakened to a tropical depression later while moving northward across central Georgia accompanied by heavy rain.



**Hurricane Wilma - October, 2005** Wilma formed and became an extremely intense hurricane over the northwestern Caribbean Sea. It had the all-time lowest central pressure for an Atlantic basin hurricane and it devastated the northeastern Yucatan Peninsula as a category 4 hurricane.

Despite the strong shear in its surroundings, Wilma strengthened over the southeastern Gulf of Mexico and its winds reached about 110 kt as it approached Florida. Maximum sustained winds

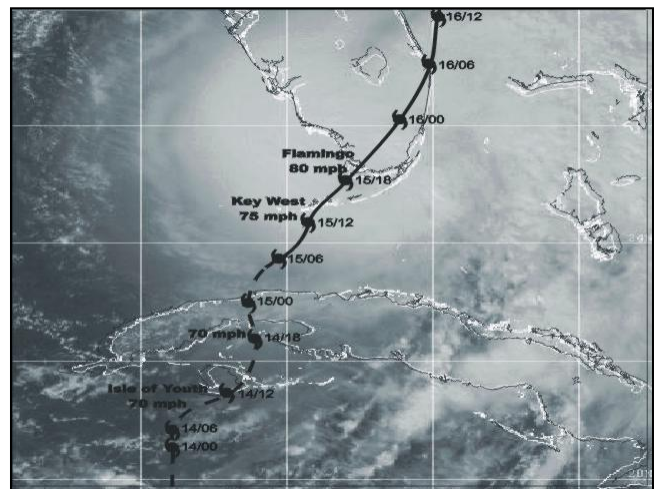


were estimated to be near 105 kt (category 3 intensity) when landfall of the center occurred in southwestern Florida near Cape Romano.

In southern Florida, damage was unusually widespread, including numerous downed trees, substantial crop losses, downed power lines and poles, broken windows, extensive roof damage, and destruction of mobile homes. Wilma caused the largest disruption to electrical service ever experienced in Florida. A preliminary amount of total insured damage compiled by the Property Claims Service is \$6.1 billion. Using a doubling of insured losses to obtain the total damage gives a current estimate of Wilma's U.S. damage to be \$12.2 billion. ([www.nhc.noaa.gov](http://www.nhc.noaa.gov))

**Hurricane Irene – September** Irene was a typical wet October tropical cyclone that moved over the Florida Keys and southeast Florida dumping from 10 to 20 inches of rain. This resulted in severe flooding conditions. This type of tropical cyclone was a common phenomenon during the 30's and 40's. Irene moved back over water in northern Palm Beach County near Jupiter on the 16<sup>th</sup>. It retained hurricane strength and moved on a general northward track paralleling the Florida east coast heading for the Carolinas.

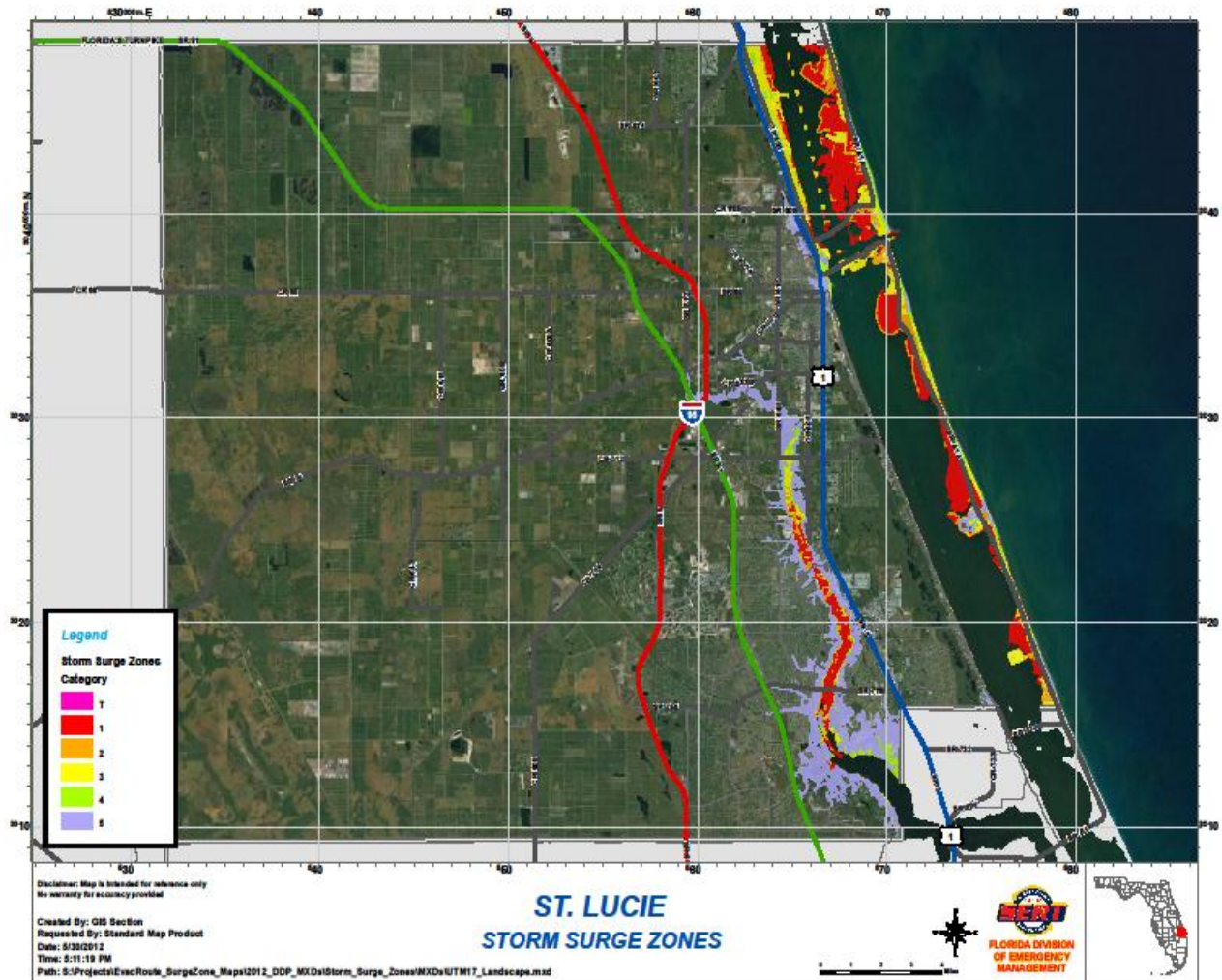
Irene caused considerable damage due to flooding in South Florida. In some residential areas flooding lasted for a week, displacing several hundred people and isolating thousands more. The total losses (agricultural and property) were estimated near \$600 millions mostly in Dade, Broward and Palm Beach counties. Additional losses to near \$200 millions occurred in the rest of the state of Florida. An estimated 700,000 costumers lost electricity. To the right is the detailed track of Irene showing the landfall points and a GOES 8 visible satellite image at the time of landfall near Flamingo, Florida.



The worst case scenario for storm surge would be associated with a major hurricane, such as a Category 5, arriving at high tide and accompanied by heavy wave and wind activity. Figure 1 illustrates the complete inundation of communities of the barrier island, and all land area bordering the Indian River Lagoon and the St. Lucie River tributaries. Structures within these areas are vulnerable to surge and the accompanying impacts of wave and wind action. These impacts include structure damage caused by erosion, physical pressure, and inundation. Storm surge would inundate thousands of structures and wave energy could completely destroy or severely damage thousands of structures. Roadways and bridges, utilities and communications systems would be significantly damaged and require extensive and time consuming repair. Significant beach erosion should be expected with the loss of beach front structures causing direct and profound short- and long-term economic and environmental impacts.

On the next page is the St. Lucie County Storm Surge Map developed for the County in the Statewide Regional Evacuation Study Program.

### St. Lucie County Storm Surge Map



Land use and populations within the Coastal High Hazard Area is important for disaster planning and redevelopment. St. Lucie County is required to include a Coastal Element in their comprehensive plan. The definition of the Coastal High Hazard Area (CHHA) by the State Statute 163.3178(2)(h) is the area below the elevation of the Category 1 storm surge line as established by the Sea, Lake, and Overland Surges from Hurricanes (SLOSH) model. The Statewide Regional Evacuation Study provided and updated analysis of storm surge from Categories 1-5 storms based on new Light Detection and Ranging (LIDAR) data. The storm tide limits were determined using the maximum surge from hurricanes (Categories 1,2,3,4,5). Land areas along the Indian River Lagoon were not as vastly affected, however depending on the strength and location of a land falling storm or hurricane, these areas could be strongly affected.



Based on this data, approximately 8,701 of the County's total population live within the CHHA (Category 1 Storm Surge), The Table below illustrates the populations at risk from hurricanes by Evacuation Zone in St. Lucie County<sup>8</sup>.

#### Number of Residents within Evacuation Zones 1-5

Evacuation Level	St. Lucie County Population
<b>A</b>	<b>8,701</b>
<b>B</b>	<b>2,548</b>
<b>C</b>	<b>2,996</b>
<b>D</b>	<b>1,522</b>
<b>E</b>	<b>1,879</b>
<b>Total</b>	<b>48,742</b>

St. Lucie County has populations residing entirely within the CHHA, along the barrier island and the Indian River Lagoon. The northern barrier island is predominately hotel, apartments and single family homes. The structures in the southern area of the Indian River Lagoon and the St. Lucie River are predominately single family and mobile homes. These communities would sustain significant damage and destruction from storm surge, wave and wind activity as well as erosion during a major flood or hurricane event.

The table below shows the number of structures in St. Lucie County located within each of the County storm surge zones<sup>9</sup>. St. Lucie County has \$1.9 billion dollars of structural value located within the storm surge zones. Over half of that structure value in surge zones is single family homes. The table below indicates that one quarter of St. Lucie County residents reside within the Category 1 Storm Surge with combined 2,470 residential units of single-family, multi-family and mobile homes. Further, the data shows that there are 131 Institutional/governmental units in the Category 1 storm surge zone and a combined 144 commercial, industrial and agricultural units are located in this zone.

<sup>8</sup> Vulnerable population was determined using the Statewide Regional Evacuation Study Behavioral Analysis Survey data and the County determined the evacuation zones. Vulnerable populations are not inclusive – numbers listed for a higher zone are not included in the lower zone.

<sup>9</sup> Tables were created using County property Appraiser data intersecting with SLOSH (Sea, Lake and Overland Surges from Hurricanes) model from the 2010 Florida Statewide Regional Evacuation Study.

### St. Lucie County Countywide Estimated Vulnerability to Storm Surge

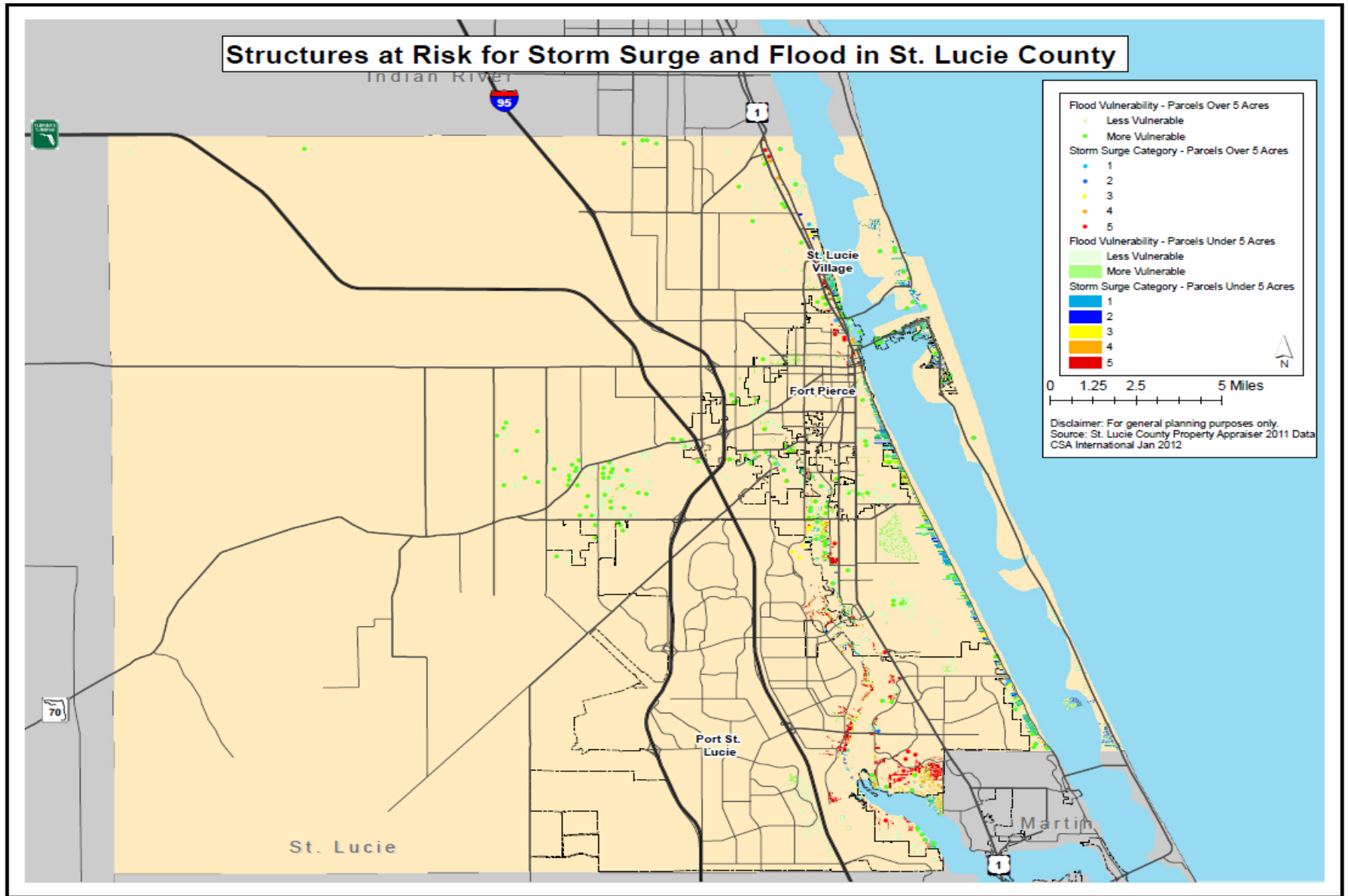
St. Lucie County												
Countywide Estimated Vulnerability to Surge												
Structure Use	Category 1		Category 2		Category 3		Category 4		Category 5		Total	
	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands
Single Family Residential	1,999	264,794,900	1,264	134,053,100	1,326	143,179,600	760	99,109,400	2,520	233,540,800	7,869	874,677.8
Multi-Family Residential	210	16,081,500	65	4,700,700	46	3,816,100	11	197,600	37	5,073,100	369	29,869.0
Mobile Home Residential	261	6,853,800	1,051	24,893,200	424	9,582,700	15	315,400	151	3,214,200	1,902	44,859.3
Institutional/Governmental	131	214,347,800	13	2,480,300	24	16,330,700	20	49,419,700	68	23,525,500	256	306,104.0
Commercial	117	560,206,096	29	16,167,300	29	15,248,900	20	2,995,600	72	22,919,800	267	617,537.7
Industrial	15	5,490,400	2	314,600	6	1,421,300	30	8,371,700	14	5,971,600	67	21,569.6
Agricultural	12	928,100	1	37,100	1	42,800	0	0	6	1,043,300	20	2,051.3
Miscellaneous/Undefined	6	312,100	4	89,600	3	192,700	0	0	1	10,700	14	605.1
<b>Total</b>	<b>2,751</b>	<b>1,069,014.7</b>	<b>2,429</b>	<b>182,735.9</b>	<b>1,859</b>	<b>189,814.8</b>	<b>856</b>	<b>160,409.4</b>	<b>2,869</b>	<b>295,299.0</b>	<b>10,764</b>	<b>1,897,273.8</b>

\* Table columns are not cumulative except the "total column".

\*\*Source: 2012 Treasure Coast Regional Vulnerability Analysis, St. Lucie County Property Appraiser, 2010 Treasure Coast Regional Evacuation Study.

The map below (St. Lucie County Structures at Risk for Storm Surge and Flood) depicts structures at risk for storm surge and flooding. The 2012 Treasure Coast Regional Vulnerability Analysis analyzed the condition of present structures to find vulnerabilities within the housing, governmental, commercial and industrial structures to refine the understanding of what impacts surge and flooding may have within the County. These structures were identified using a parcel-level analysis using structure, age and location in the Federal Emergency Management Agency (FEMA) Special Flood Hazard Area (SFHA) and storm surge zones to estimate potential susceptibility to damage from surge and flooding. Hotels along the barrier island could sustain significant damage in a Category 3, 4, or 5 hurricanes by storm surge and erosion, in turn crippling the tourism and retail and hotel industries for a prolonged period of time.

### St. Lucie County Structures at Risk for Storm Surge and Flood



The previous discussion focused on residential populations and residential structures located within the storm surge zones. Here we assess the vulnerability of infrastructure and facilities to storm surge. Facilities critical to the functioning of the County and its municipalities are also critical to the recovery short- and long-term redevelopment. Private and publicly owned community infrastructure and facilities in St. Lucie County are immeasurably important to the length of time to recover the economy, social well being and normalcy in operations for the government, businesses and the residents. Below is the Categorization of Critical Facility Inventory with a brief description of the facility type for reference.

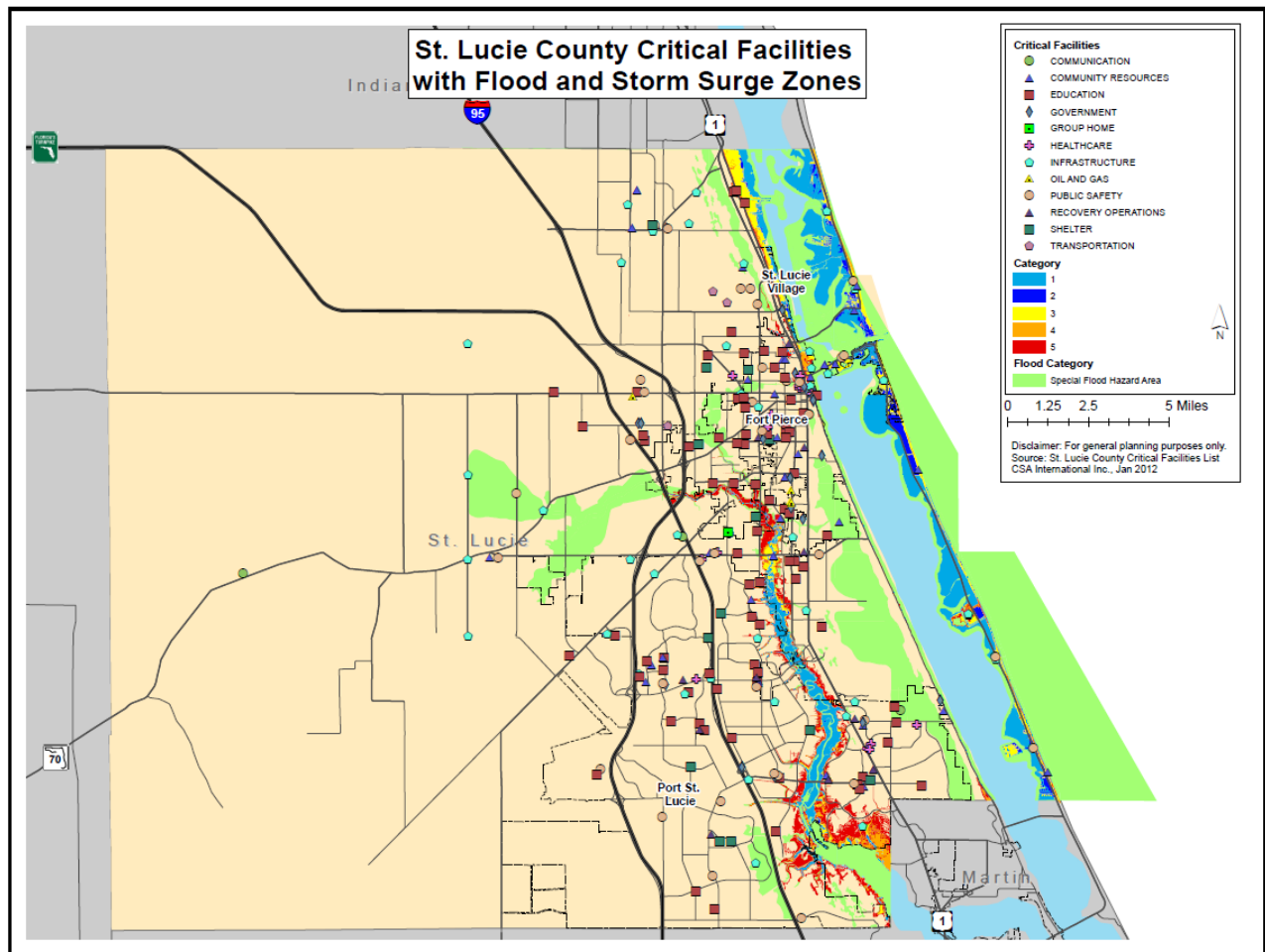
<b>Category</b>	<b>Type of Facility</b>
<b>Public Safety</b>	Correctional Facility, emergency operations center, fire department administrative, fire station, law enforcement, military facility
<b>Healthcare</b>	Ambulatory surgical center, assisted living facility, clinical laboratory, drug abuse treatment, end-stage renal disease, health department, hospice, hospitals, medical center, medical supply, nursing home, skilled nursing facility, state health department
<b>Education</b>	Administrative, adult education, private school, research institute, school, school board
<b>Government</b>	County administrative, courthouse, federal administrative, municipal administrative, state administrative
<b>Infrastructure</b>	Florida power and light, lift station, locks, potable water, power plant, repump, solid waste facility, utility, vessel shipping, wastewater treatment plant, water treatment, water storage
<b>Community Resources</b>	Art center, civic center, community center, fairgrounds, library, museum, parks and recreation, post office, recreation center, stadium
<b>Recovery Operations</b>	American Red Cross, disaster recovery center, distribution center, logistical staging area, mobile diversity center
<b>Shelters</b>	Pet friendly shelter, secondary shelter, shelter, special needs shelter
<b>Group homes</b>	Group home
<b>Transportation</b>	Airport, bridges, buses, heliport, intersections
<b>Communication</b>	Cable television, cellular, newspapers, radio towers, telephone, television
<b>Banks</b>	Bank
<b>Businesses</b>	Local business
<b>Oil and Gas</b>	Natural gas, petroleum, propane

The table below shows the number of facilities classified as critical facilities and their location in Category storm surge zones. There are no critical facilities located within the Category 1 storm surge zone; nine (9) located in the Category 2 storms surge zone; and the remaining and majority of facilities located in a Category 3 or greater storm surge zone(s).

St. Lucie County Critical Facilities								
Estimated Vulnerability to Flooding and Surge								
Category of Facility	Total # of Facilities	# of Facilities located in SFHA	# of Facilities Located in Surge Zone					Total
			Category 1	Category 2	Category 3	Category 4	Category 5	
Public Safety	36	6	0	0	1	0	0	1
Healthcare	16	0	0	0	0	0	0	0
Education	91	4	0	2	7	4	5	18
Government	28	2	0	4	0	0	2	6
Infrastructure	41	10	0	1	1	2	2	6
Community Resources	36	6	0	0	0	0	0	0
Recovery Operations	12	0	0	0	1	1	0	2
Shelters	13	0	0	0	0	0	0	0
Group Homes	1	0	0	0	0	0	0	0
Transportation	4	0	0	0	0	0	0	0
Communication	3	1	0	2	0	1	0	3
Banks	0	0	0	0	0	0	0	0
Businesses	0	0	0	0	0	0	0	0
Oil and Gas	4	0	0	0	1	0	0	1
<b>Total</b>	<b>285</b>	<b>29</b>	<b>0</b>	<b>9</b>	<b>11</b>	<b>8</b>	<b>9</b>	<b>37</b>

\*Source: 2012 Treasure Coast Regional Vulnerability Analysis; 2010 Treasure Coast Regional Evacuation Study.

**St. Lucie County Critical Facilities with Flood and Storm Surge Zones**



### Freshwater Flooding

In St. Lucie County the most common flood occurrences have been associated with riverbank overflow, some storm surge from hurricanes; but mainly from ponding from heavy rains. During the rainy season often times the ground may already be saturated thereby compounding the risk of flood waters. Natural Freshwater floods are the inundation of a normally dry area caused by an increased water level from an established waterway such as a river, stream, estuary, lake, pond or drainage area brought on by excessive rainfall or wind driven water from a storm. Typically tropical storms and hurricanes can dump vast amounts of rain in areas depending on the characteristics of the storm. Riverbanks can overflow, saturated areas can pond from rainfall and wind driven water can top reservoirs such as Lake Okeechobee or push water up the St. Lucie riverine system.

Due to the flat nature of the topography in most areas of the county, the barrier island that encapsulates the Indian River Lagoon, and the inland riverine tributaries of the St. Lucie River, the County is vulnerable to impacts to the economy through damage to commercial businesses, which may cause employment difficulties in the area. St. Lucie County has experienced inland flooding from Hurricane Wilma (2005), Tropical Storm Fay (2009) and more recently Tropical Storm Isaac (2012).

A Flood Insurance Rate Map (FIRM) is a risk assessment tool used to help determine the different flooding risks in a community. The highest risk mapped, a Special Flood Hazard Area (SFHA), is the area having a 1 percent chance of flooding in any given year (also referred to as the 100-year floodplain). The FIRM's are used by lenders, insurance agents and local government for flood risk assessment, floodplain management, land use, and emergency planning.

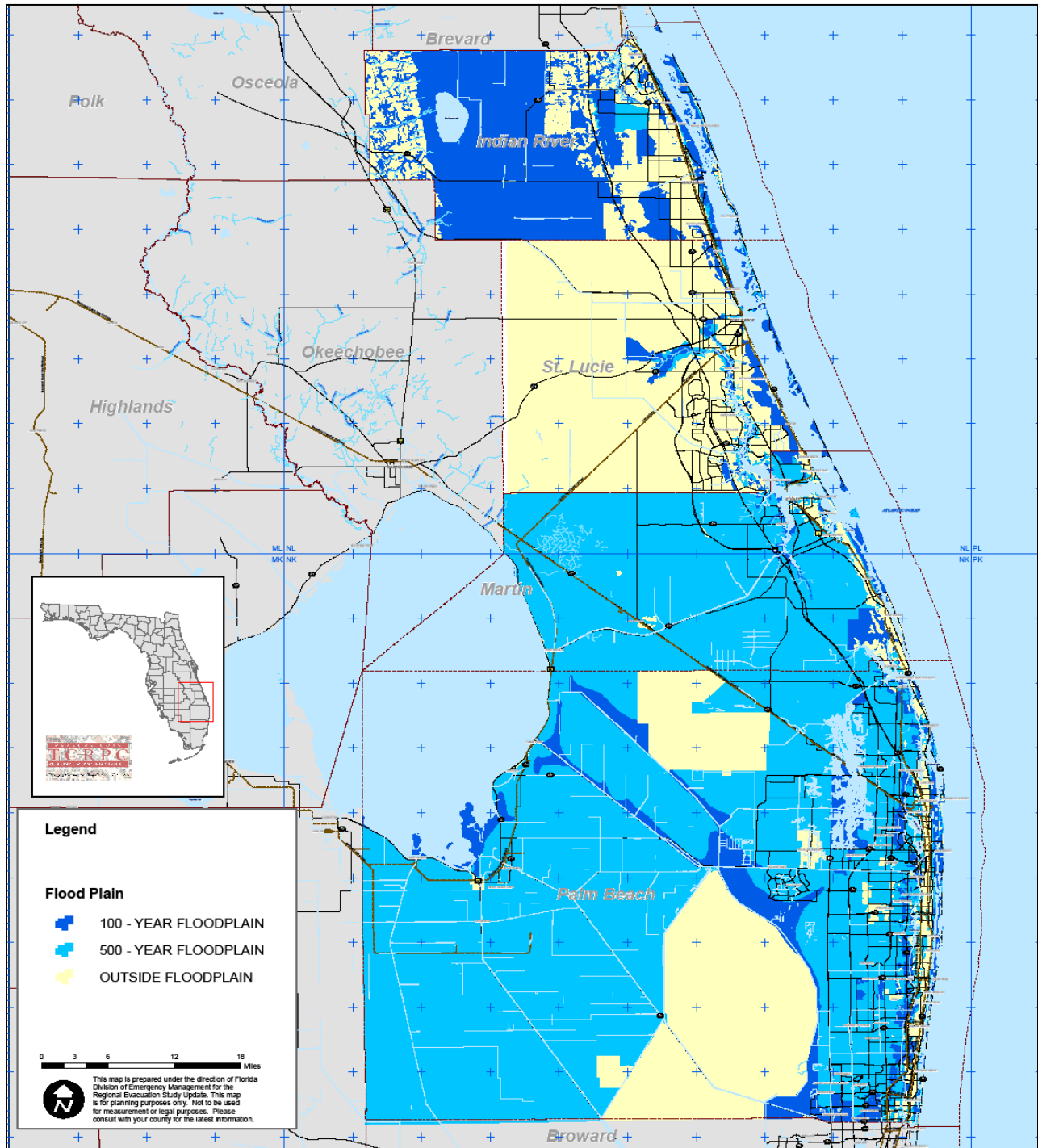
The County population at risk in the 100 and 500 year flood plains is listed in the table below for the years 2010 and 2015. The table below displays the 100 and 500 year flood zones for the region. It shows that 100 percent of the County is in the 500 year floodplain and select areas of the Coast are within the 100 year flood plain also known as the SFHA.

#### St. Lucie County Population-at-Risk from Flood, 2010 – 2015

	Site Built Population 2010	Mobile Home Population 2010	Site Built Population 2015	Mobile Home Population 2015
<b>100-Year Floodplain</b>	<b>21,171</b>	<b>989</b>	<b>24,600</b>	<b>989</b>
<b>500-Year Floodplain</b>	<b>3,829</b>	<b>179</b>	<b>4,449</b>	<b>179</b>

Source: Treasure Coast Regional Evacuation Study, 2010

### FEMA FIRM FloodPlains



Source: 2010 Treasure Coast Regional Evacuation Study, Vol. 1 Chapter IV, FEMA

The FIRM Dates by Jurisdiction table below shows the date(s) that each community/area within St. Lucie County identified their initial FIRMs. Structure units with the “effective year built” after the date of their communities FIRM will be categorized as less vulnerable and those with the “effective year built” before will be categorized as more vulnerable. This information was derived from

County property appraiser parcel data to identify structures that are vulnerable to flooding based on their presence in the SFHA and the “effective year built”. Structures built in the SFHA after the identification of the community’s initial Flood Insurance Rate Maps (FIRM) are assumed to comply with the National Flood Insurance Program (NFIP) Flood plain regulations. Structures built before the mandate to meet the regulations are more likely to sustain damage from flooding than those structures built to federal standards.

**St. Lucie County FIRM Dates by Jurisdiction**

Jurisdiction	Date Initial FIRM Identified	Effective Year Built Range – Structures LESS Vulnerable to Flooding	Effective Year Built Range – Structures More Vulnerable to Flooding
Unincorporated St. Lucie	8/17/1981	1982 to present	1981 and earlier
Fort Pierce	12/1/1977	1978 to present	1977 and earlier
Port St. Lucie	3/15/1982	1983 to present	1982 and earlier
St. Lucie Village	4/1/1980	1981 to present	1980 and earlier

The table below provides the number of residential units; institutional/governmental, commercial, industrial and agricultural units considered More Vulnerable and Less Vulnerable to flooding and estimated value in dollars. According to these tables, St. Lucie County has a little over 8,100 units more vulnerable to flooding. These tables include parcels Countywide.

**St. Lucie County Estimated Vulnerability to Flooding**

**Unincorporated St. Lucie County  
Estimated Vulnerability to Flooding**

Structure Use	More Vulnerable		Less Vulnerable		Total	
	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands
Single Family Residential	1,670	110,479.6	2,678	323,700.7	4,348	434,180.3
Multi-Family Residential	1,839	262,503.3	4,484	1,449,048.0	6,323	1,711,551.3
Mobile Home Residential	375	1,399.1	2,737	94,048.3	3,112	95,447.4
Institutional/Governmental	45	35,565.8	89	165,771.9	134	201,337.7
Commercial	64	40,707.8	54	248,578.2	118	289,286.1
Industrial	7	1,436.9	9	3,534.7	16	4,971.6
Agricultural	87	5,983.9	73	8,152.6	160	14,136.5
Miscellaneous/Undefined	6	43.4	8	295.2	14	338.6
<b>Total</b>	<b>4,093</b>	<b>458,119.8</b>	<b>10,132</b>	<b>2,293,129.6</b>	<b>14,225</b>	<b>2,751,249.5</b>

Source: 2012 Regional Vulnerability Analysis



**City of Fort Pierce**

**Estimated Vulnerability to Flooding**

Structure Use	More Vulnerable		Less Vulnerable		Total	
	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands
Single Family Residential	579	33,141.1	1,005	112,531.6	1,584	145,672.7
Multi-Family Residential	1,425	83,396.5	3,304	677,483.4	4,729	760,879.9
Mobile Home Residential	0	.0	0	.0	0	.0
Institutional/Governmental	59	37,449.4	83	145,372.5	142	182,821.9
Commercial	80	17,900.4	64	24,174.6	144	42,075.0
Industrial	11	4,550.4	22	138,646.2	33	143,196.6
Agricultural	7	429.8	0	.0	7	429.8
Miscellaneous/Undefined	4	116.3	5	340.1	9	456.4
<b>Total</b>	<b>2,165</b>	<b>176,983.9</b>	<b>4,483</b>	<b>1,098,548.4</b>	<b>6,648</b>	<b>1,275,532.3</b>

**City of Port St. Lucie**

**Estimated Vulnerability to Flooding**

Structure Use	More Vulnerable		Less Vulnerable		Total	
	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands
Single Family Residential	596	33,526.4	1,894	247,089.5	2,490	280,615.9
Multi-Family Residential	100	14,528.8	304	22,459.3	404	36,988.1
Mobile Home Residential	0	.0	0	.0	0	.0
Institutional/Governmental	6	875.2	22	24,718.4	28	25,593.6
Commercial	18	276,513.2	29	219,011.9	47	495,525.1
Industrial	0	.0	3	1,167.9	3	1,167.9
Agricultural	9	306.7	2	154.4	11	461.1
Miscellaneous/Undefined	0	.0	1	.8	1	.8
<b>Total</b>	<b>729</b>	<b>325,750.3</b>	<b>2,255</b>	<b>514,602.2</b>	<b>2,984</b>	<b>840,352.5</b>

**Town of St. Lucie Village**

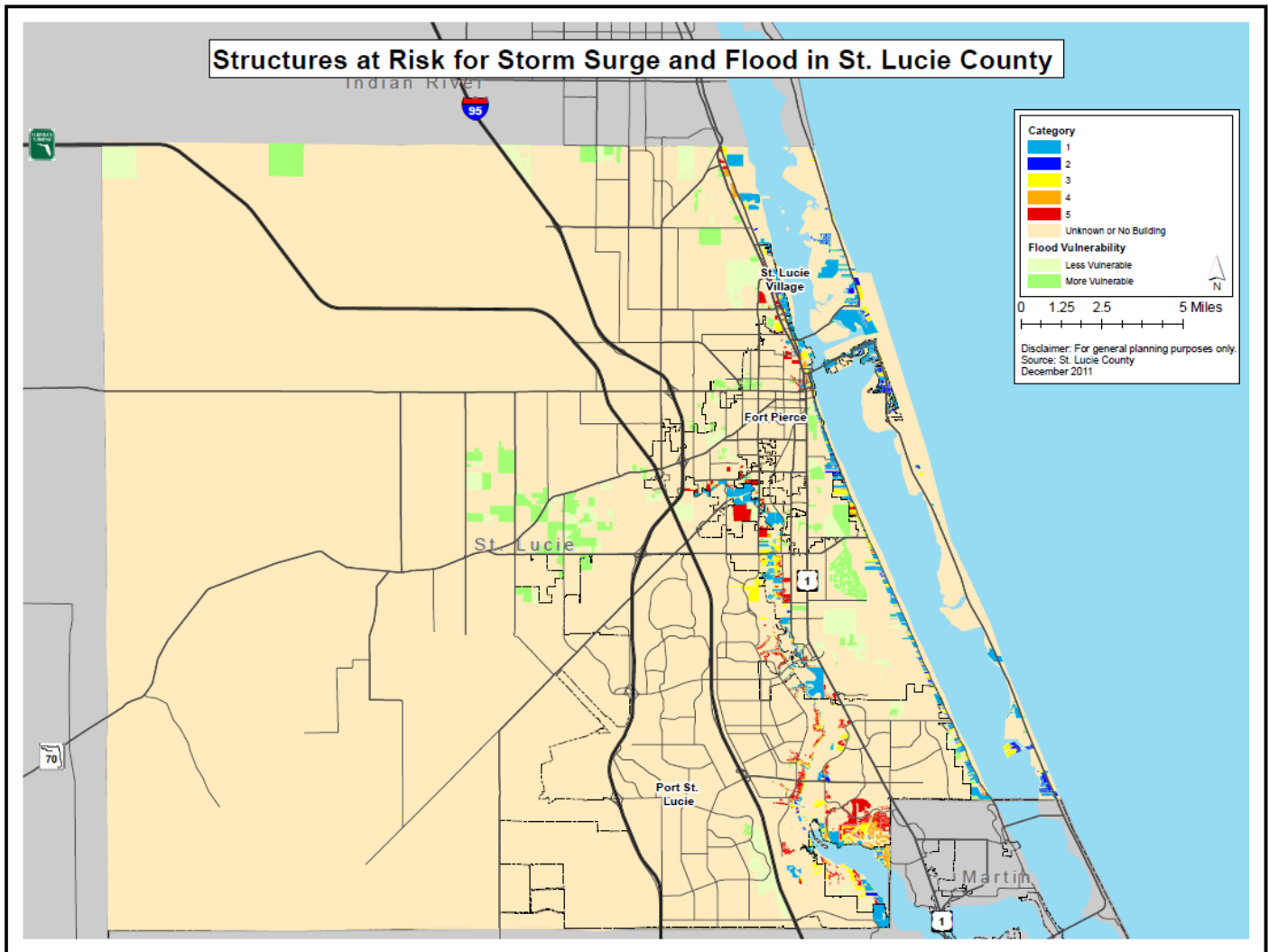
**Estimated Vulnerability to Flooding**

Structure Use	More Vulnerable		Less Vulnerable		Total	
	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands
Single Family Residential	98	8,218.1	86	12,883.5	184	21,101.6
Multi-Family Residential	21	1,427.6	4	454.0	25	1,881.6
Mobile Home Residential	0	.0	0	.0	0	.0
Institutional/Governmental	0	.0	0	.0	0	.0
Commercial	0	.0	0	.0	0	.0
Industrial	0	.0	0	.0	0	.0
Agricultural	0	.0	0	.0	0	.0
Miscellaneous/Undefined	0	.0	0	.0	0	.0
<b>Total</b>	<b>119</b>	<b>9,645.7</b>	<b>90</b>	<b>13,337.5</b>	<b>209</b>	<b>22,983.2</b>

The map below shows pictorially the location of the unit structures that are likely to sustain categories 1-5 flooding and the then further shown to be more or less vulnerable. The majority of flood damage to structures in areas where the St. Lucie tributaries are near residential area, low lying areas around the Indian River Lagoon (St. Lucie Village), the barrier island and Fort Pierce

inlet areas. Parts of Port St. Lucie residential areas are subject to flooding due to the proximity to the North Fork of the St. Lucie River.

### St. Lucie County Structures at Risk for Storm Surge & Flood



#### Sea Level Rise

Post-disaster redevelopment planning is important to keep residents, structures and infrastructure safe from rising sea levels. Sea level changes can have a compounded impact when a flooding or storm surge event impacts coastal and inland areas. Adaptation of current structures, mitigation and/or managed withdrawal of structures in redevelopment activities can lessen economic and social impacts to County businesses, government and residents. Additional impacts include storm-water drainage systems, saltwater intrusion into public water supplies and sources, and ecological impacts of inundation and saltwater intrusion into estuaries and freshwater systems (South Florida Water Management District [SFWMD], 2011). This section discusses scenarios of sea level rise and impacts to the County with additional discussion of impacts from added storm surge increases coupled with sea level rise.

The sea level has risen in Florida about 9 inches over the past century according to the South Florida Water Management District (SFWMD, 2011). The US National Research Council reported in 2008 that the global consensus is that the Earth's climate is warming and the impact of that climate change is accelerated sea level rise. There is no general consensus on the rate at which sea level will rise however and therefore with scientific literature offering various acceleration rate theories we are only able to be certain that sea level will continue to rise.

The Southeast Florida Regional Climate Change Compact was developed between Broward, Miami-Dade, Monroe, and Palm Beach County in 2009 to address climate change and sea level rise as a region. As part of this effort, extensive research and analysis was conducted to determine a likely scenario of sea level rise to base current planning on within the four-county region. The scenario includes 20 and 50 year projections starting from the year 2010. For the planning horizon of 2030, a projected range of 3-7 inches has been agreed to by the Compact (SFWMD, 2011). For the 2060 planning horizon, a projected range of 9-24 inches was chosen (SFWMD, 2011). The Compact anticipates updating these projections in 2012.<sup>10</sup>

The Treasure Coast Regional Vulnerability Analysis, 2012, conducted a sea level rise analysis for Martin; St. Lucie and Indian River Counties. The results are useful for long-range planning efforts to mitigate impacts of disasters and begin considering policy discussions on potential or possible future impacts. There are policy implications for redevelopment in the wake of a disaster and raising awareness of decision-makers can start the process of adaptation and mitigation for future building of residential developments, government infrastructure, critical facilities and the rebuilding of damaged or destroyed structures. Areas for consideration of protection are those presently vulnerable in the CHHA. What means of protection are available or applicable to these vulnerable structures and lands and what costs are associated with that protection.

The worst case scenario of a 2 foot rise in sea level by the year 2060 was used to be consistent with the Southeast Florida Regional Climate Change Compact. A planning horizon of 50 years is particularly relevant for considering infrastructure vulnerability. Infrastructure scheduled for replacement, or damaged in a future storm, could be relocated outside an area at risk to sea level rise and/or outside a Category 5 storm surge projected on top of a higher sea level. Any such planning could extend the life expectancy of infrastructure in a variety of sea level rise scenarios.

This analysis also examines the increased storm surge that could result from a 2 foot rise in sea level for Category 3 and 5 hurricane scenarios. While permanent inundation from a 2 foot sea level rise scenario will have limited impacts on current development in the region, combining the sea level rise with storm surge could be much more detrimental.

The table below indicates St. Lucie County has areas that will be inundated by a 2 foot rise in sea level. In addition, estimates of the increase in structural vulnerability to storm surge that could potentially occur with the 2 foot sea level rise. The data does not estimate potential impacts to

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<sup>10</sup> Methods of projection and a comparison of these projections to other regional and scientific community projections can be found in a 2011 report prepared by the SFWMD titled *Past and Projected Trends in Climate and Sea Level for South Florida*.

property values that could occur with permanent inundation, only structure values were included in the analysis.<sup>11</sup>

Structure Use	Sea Level Rise (2ft) Scenario		Increased Category 3 Storm Surge under Sea Level Rise (2ft) Scenario		Increased Category 5 Storm Surge under Sea Level Rise (2ft) Scenario	
	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands
Single Family Residential	4,448	1,338,219.3	4,559	632,750.1	3,790	451,135.7
Multi-Family Residential	6,949	870,670.4	3,466	170,269.7	726	43,229.9
Mobile Home Residential	638	13,560.6	620	11,933.6	74	1,369.4
Institutional/Governmental	99	233,748.3	73	101,336.5	69	82,071.3
Commercial	156	113,337.5	227	88,176.0	136	44,927.6
Industrial	3	3,253.6	13	9,483.2	49	16,701.9
Agricultural	91	11,916.2	6	948.0	0	.0
Miscellaneous/Undefined	80	2,074.9	23	620.5	4	42.7
<b>Total</b>	<b>12,464</b>	<b>2,586,780.9</b>	<b>8,987</b>	<b>1,015,517.7</b>	<b>4,848</b>	<b>639,478.5</b>

Source: 2012 Treasure Coast Regional Vulnerability Analysis; Martin St. Lucie County Property Appraiser

As shown above, 12,035 residential units are vulnerable in the 2 foot sea level rise scenario and there are 99 units considered institutional/governmental that are affected by this rise. Commercial, industrial and agricultural units add up to 250 structures potentially affected by the rise. This number would affect the recovery of the economic and social elements during the redevelopment period depending on the severity of damage.

The addition of a Category 3 storm surge on top of the 2 foot sea level rise shows an additional 8,645 housing units affected for a combined total of 20,680. The addition of a Category 5 storm surge on top of the 2 foot sea level rise shows an additional 4,590 units could be affected.

The 2 foot sea level rise scenario will also impact publicly and privately owned community infrastructure and facilities in St. Lucie County. Evaluating the likelihood that local critical facilities will sustain damage allows communities to prepare for the repair and reconstruction in the most efficient and rapid manner possible after a disaster while building resiliency into the system. The table below shows critical facilities that could be affected by the 2 foot sea level rise coupled with Categories 3 and 5 hurricane storm surges.

<sup>11</sup> It should be noted that this is a general planning scenario for the year 2060 with the purpose of estimating overall potential for impacts on coastal development and should not be used to judge the vulnerability of a specific property.

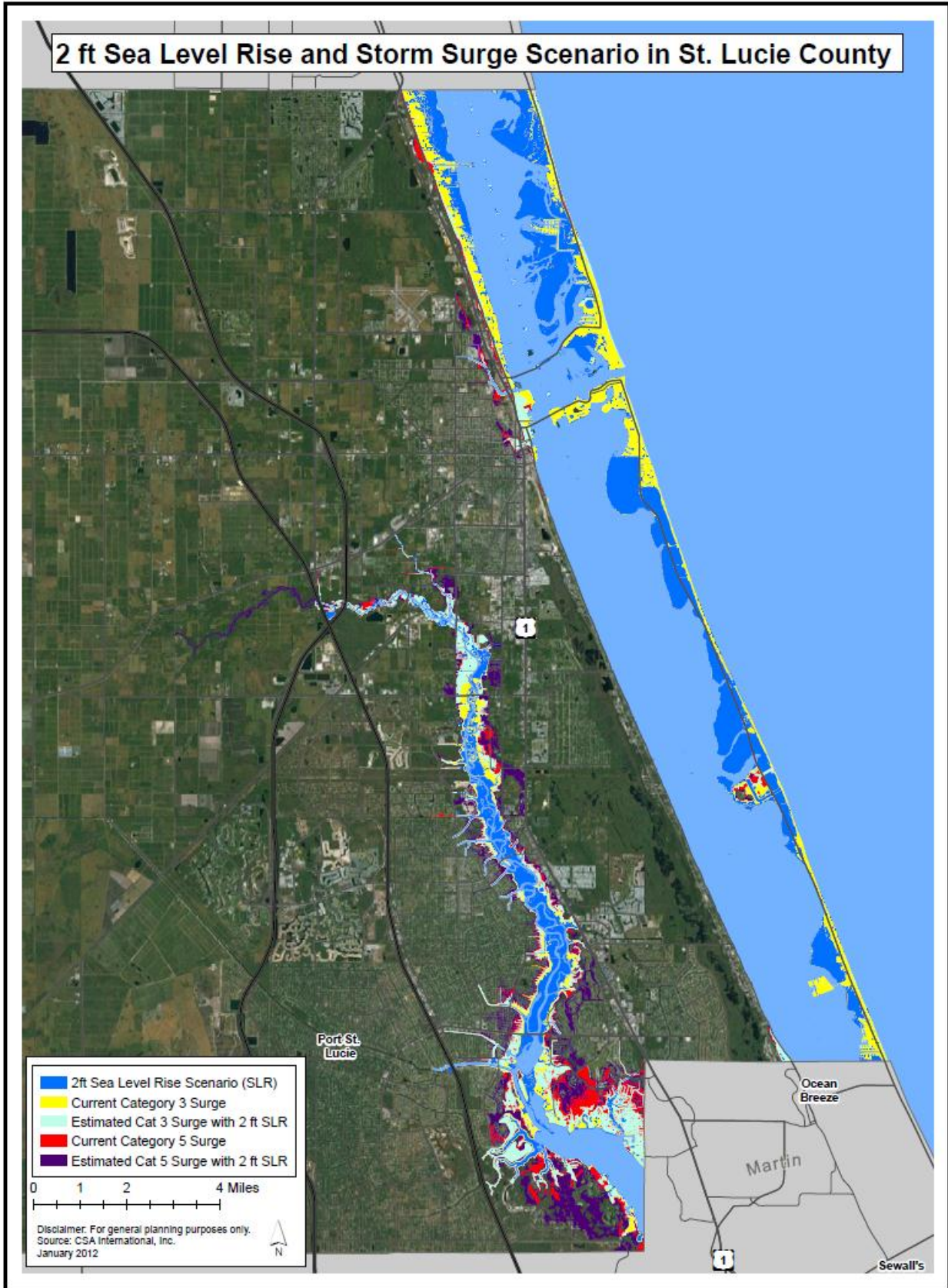
**St. Lucie County Critical Facilities Estimated Vulnerability to Sea Level Rise and Sea Level Rise plus Category 3 and Category 5 Storm Surge Scenarios.**

<b>St. Lucie County Critical Facilities</b>				
<b>Estimated Vulnerability to Sea Level Rise and Sea Level Rise plus Category 3 and Category 5 Storm Surge Scenarios</b>				
<b>Category of Facility</b>	<b>Total # of Facilities</b>	<b># of Facilities located in Inundation Zone - Sea Level Rise (2ft) Scenario</b>	<b># of Facilities Located in Increased Category 3 Storm Surge Zone under Sea Level Rise (2ft) Scenario</b>	<b># of Facilities Located in Increased Category 5 Storm Surge Zone under Sea Level Rise (2ft) Scenario</b>
Public Safety	36	0	0	1
Healthcare	16	0	2	1
Education	91	0	1	1
Government	28	0	4	0
Infrastructure	41	0	2	2
Community Resources	36	0	1	1
Recovery Operations	12	0	0	0
Shelters	13	0	0	0
Group Homes	1	0	0	0
Transportation	4	0	0	0
Communication	3	0	0	0
Banks	0	0	0	0
Businesses	0	0	0	0
Oil and Gas	4	0	0	0
<b>Total</b>	<b>285</b>	<b>0</b>	<b>10</b>	<b>6</b>

The St. Lucie County Critical Facilities Estimated Vulnerability to Flooding and Surge table on page 16 shows 11 facilities could be affected by a Category 3 storm surge today with 37 sustaining flood damage in a Category 5 surge. The table above shows a two foot sea level rise combined with a Category 3 storm surge could affect an additional 10 facilities. The St. Lucie County Critical Facilities Estimated Vulnerability to Flooding and Surge table on page 16 shows 37 facilities could be affected by a Category 5 storm surge today. The table above shows a two foot sea level rise combined with a Category 5 storm surge could affect an additional 6 facilities. There were no critical facilities located within the Category 1 storm surge zone.

The following page is a map of St. Lucie County that shows the 2ft Sea Level Rise Scenario, the current Category 3 storm surge, and estimated Category 3 storm surge with the 2 ft sea level rise combined. In addition, the map shows the current Category 5 storm surge and the estimated Category 5 storm surge with added 2ft sea level rise.

St. Lucie County 2 FT Sea Level Rise and Storm Surge Scenario



**WildFires**

Each year thousands of acres of wildland and many homes are destroyed by fires that can erupt at any time from a variety of causes, intentional arson, lightning and debris burning. A wildland fire or wildfire is any free burning uncontained and un-prescribed burning that consumes natural fuels and spreads in response to its environment. The major cause of brush and forest fires is due to lightning strikes, mainly occurring during the months of high thunderstorm activity. The most vulnerable times for St. Lucie County and the region is January through May. During the relatively dry months, the potential for wildfires increases dramatically. The driest months (January-March), with the combination of low humidity and high wind, have the highest number of reported fires. During these months, fine fuels (grass, leaves, and pine needles) are in an optimal burning condition. Lightning-caused fires occur in the largest number during July, coinciding with peak of the thunderstorm season (May-July), only accounting for 11.7% of fires started during 1974-1990.

Forest fires are classified in four types:

- *Surface fires*: most common type of wildfire and burns along the floor of the forest moving slowly killing or damaging trees and scrub.
- *Ground Fires (muck fires)*: these burn on or below the forest floor usually started by carelessness, hard to detect and harder to extinguish.
- *Crown Fires*: usually in tree tops traveling from tree to tree and spread rapidly by wind
- *Wildland-Urban Interface*: these fires are in a geographical area where structures and other human development meet and intermingle with wildlands or vegetable fuels.

St. Lucie County is vulnerable to wildfires and fires caused by extended periods of drought, arson, lightning strikes, spontaneous combustion, unattended campfires and trash burning. A large portion of the county consists of pine, scrub, tree, citrus and grassland areas. These areas support wildlife, livestock, residential, and business elements and wildfire could create significant damage causing hardships economically for small business, farmers and displaced residents.

The 2011 Wildfire Hazard Mitigation Plan Annex to the Enhanced State of Florida Hazard Mitigation Plan includes an analysis of wildfire vulnerability by land use for each county. The Level of Concern (LOC) map identifies levels 0 through 9 with 9 being the highest. Future population growth necessitating that more Treasure Coast neighborhoods expand into the undeveloped, densely vegetated portions of the region could cause the percentage of the population at very high risk to rise.

The LOC is calculated from the likelihood of an acre burning, called the Wildland Fire Susceptibility Index (WFSI), and the expected effects of the fire. The LOC can be used to identify areas where mitigation options may be of value; allowing agencies to work together to define priorities and identify strategies for mitigation and long term recovery addressing local residents and community needs.

	Risk	Acres	%
Low	LOC 0	210,761	57.0%
	LOC 1	23,093	6.2%
	LOC 2	41,557	11.2%
	LOC 3	42,469	11.5%
	Subtotal	317,880	85.9%
Medium	LOC 4	9,876	2.7%
	LOC 5	10,246	2.8%
	LOC 6	11,632	3.1%
	Subtotal	31,754	8.6%
High	LOC 7	12,244	3.3%
	LOC 8	4,059	1.1%
	LOC 9	4,122	1.1%
	Subtotal	20,425	5.5%
	<b>TOTAL</b>	<b>370,059</b>	<b>100.0%</b>

The table to the right shows St. Lucie Total Acres by Wildfire Risk and indicates that 20,425 acres (5.5%) are located within the High LOC, 31,754 acres (8.6%) are located within the Medium LOC. The majority of acreage in St. Lucie County is considered Low LOC with 317,880 acres (85.9%).

St. Lucie County's population at risk from wildfire is measured by Levels of Concern (LOC), the County's populations at risk from wildfire is measured by Levels of Concern (LOC), Low: LOC 1 – LOC 3, Medium: LOC 4 – LOC 6 and High: LOC 7 – LOC 8. The LOC is calculated from the likelihood of an acre burning, called the Wildland Fire Susceptibility Index (WFSI), and the expected effects of the fire. The LOC can be used to identify areas where mitigation options may be of value; allowing agencies to work together to define priorities and identify strategies for mitigation and long term recovery addressing local residents and community needs. The St. Lucie County Community Wildfire Protection Plan (2012) CWPP is currently being developed and includes assessments of the community's wildfire vulnerability, local organizations and resources available to assist with wildfire mitigation and response, and an action plan for reducing wildfire vulnerability in the county.

### Risk to Wildfire

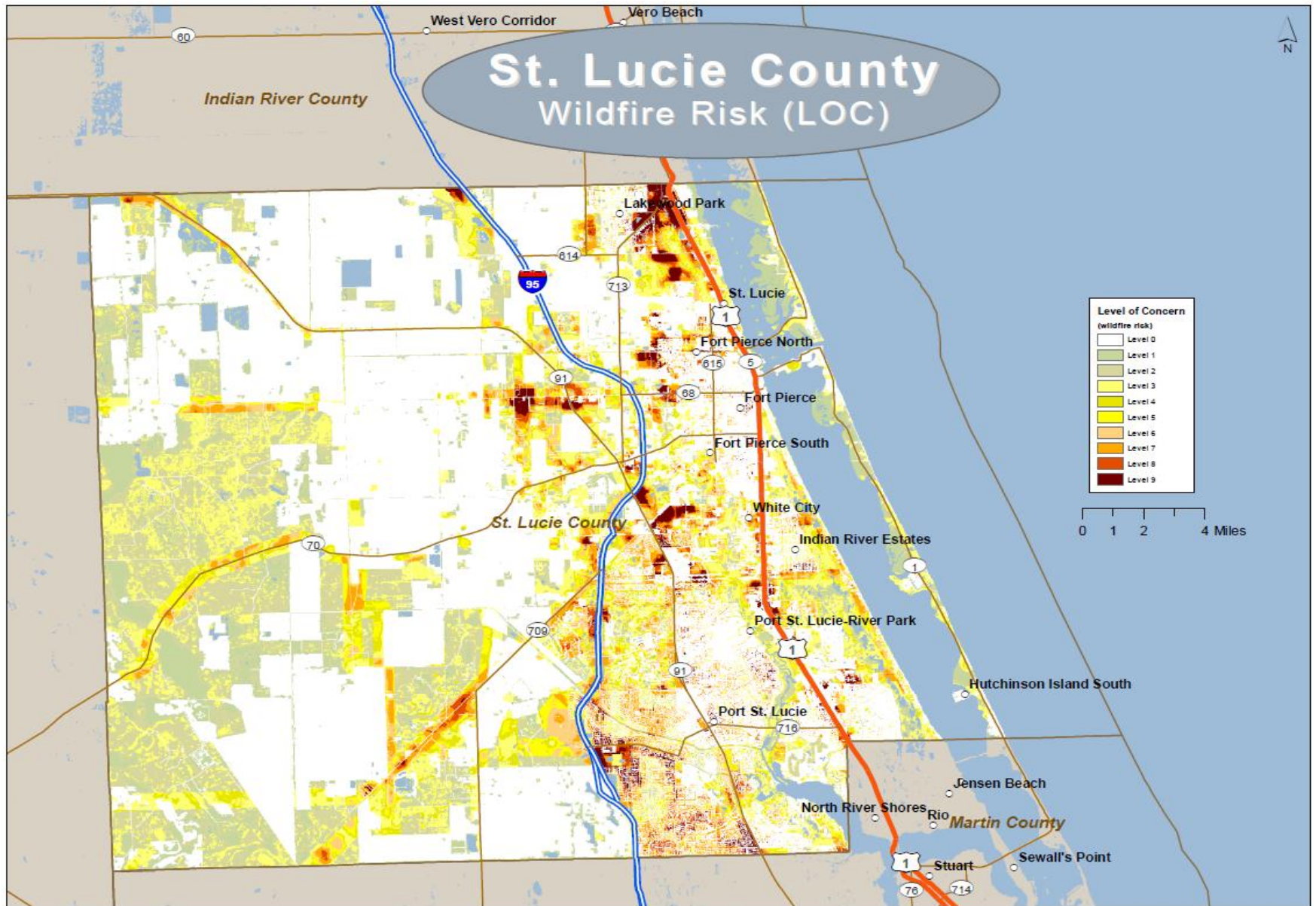
The maps below show the LOC areas considered to be Wildfire At Risk, prominent areas of surface fuels and wildfire susceptibility. The growing number of people living in new communities built in areas that were once wildland is adding to the fire hazards and risk to populations. Wildfires near developments have the potential to threaten human life, structures and natural resources. Urban development has moved into these areas where the hazard is more severe and fire control is more difficult. With the Counties large amount of undeveloped land prime with fuel sources, for fires, St. Lucie County is exceptionally susceptible to wildfires during the dry season but also at higher risk during periods of drought. Most at risk is development that occurs at the edge of undeveloped vegetated areas like forest, grasslands, and wetlands. Corridors most affected by this are west of Interstate 95, and east of US Highway1.

The Wildland Urban Interface (WUI) area is defined in the National Fire Plan as the area where humans and wildland vegetation coincide. There are three types of WUI:

- *Boundary* - areas where development is adjacent to public or private wildlands.
- *Intermix* - structures are scattered and interspersed among wildland area.
- *Island or occluded* - areas of wildland surrounded by development, i.e. a subdivision preserve.

In this vulnerability assessment, the WUI has been estimated using the nine LOC rates for St. Lucie County. LOC Levels 4 through 9 is considered medium to very high risk and can be used to approximate the WUI area of each County. LOC Levels 0 through 3 are considered low risk but are still vulnerable to wildfire events.





The 2011 Wildfire Mitigation Annex to the State of Florida Hazard Mitigation Plan includes an analysis of wildfire vulnerability by land use for each county. The LOC map was used in conjunction with 2010 Florida Assessor and Florida Department of Revenue Parcel data to develop the following estimates of vulnerable population, structures, and structure value.

Currently areas with the highest risk are located in the western portion of the County and between U.S. Highway 1 and Interstate 95. There are pockets of High risk areas such as the Lakewood Park area in the very northernmost and eastern part of the county. 12.3% of St. Lucie County's population is currently living in high LOC areas, residing mostly in single family homes. The table below represents the countywide total population by wildfire risk and land use. This shows that there are 36,876 people living in 32,833 single family homes that fall within LOC Levels 7- 9, or very high risk areas. Medium LOC Levels 4-6 have 28,460 single family homes and 180,513 are sited in LOC Levels 1-3.

### St. Lucie County - Countywide Total Population by Wildfire Risk and Land Use

	Risk	Total Pop	%	Single Family Residential	Multi-Family Residential	Mobile Homes	Agricultural	Other
Low	LOC 0	207,069	69.1%	160,959	14,549	7,092	223	24,246
	LOC 1	1,167	0.4%	834	163	35	20	115
	LOC 2	5,585	1.9%	4,756	298	28	40	463
	LOC 3	16,469	5.5%	13,964	1,216	87	71	1,131
	<b>Subtotal</b>	<b>230,290</b>	<b>76.8%</b>	<b>180,513</b>	<b>16,226</b>	<b>7,242</b>	<b>354</b>	<b>25,955</b>
Medium	LOC 4	5,997	2.0%	4,993	363	44	24	573
	LOC 5	9,645	3.2%	8,227	411	26	29	952
	LOC 6	17,011	5.7%	15,240	642	23	40	1,066
	<b>Subtotal</b>	<b>32,653</b>	<b>10.9%</b>	<b>28,460</b>	<b>1,416</b>	<b>93</b>	<b>93</b>	<b>2,591</b>
High	LOC 7	20,712	6.9%	19,352	316	29	39	976
	LOC 8	8,347	2.8%	6,979	588	8	10	762
	LOC 9	7,817	2.6%	6,502	613	14	16	672
	<b>Subtotal</b>	<b>36,876</b>	<b>12.3%</b>	<b>32,833</b>	<b>1,517</b>	<b>51</b>	<b>65</b>	<b>2,410</b>
<b>TOTAL</b>		<b>299,819</b>	<b>100.0%</b>	<b>241,806</b>	<b>19,159</b>	<b>7,386</b>	<b>512</b>	<b>30,956</b>

Source Data: 2010 Florida Assessor Data, 2000 Census Persons Per Household Statistics, 2010 Florida Dept of Revenue Parcel Data.

#### Structures Vulnerable to Wildfire

Below is the Countywide Structures by Wildfire Risk and Land Use. Almost 31% of St. Lucie County structures are located in WUI areas. Multi-Family structures are much lower in number of structures with 432 in LOC Levels ranging from 1-9. Mobile Homes are also much lower in number with 168 sited in LOC Levels 1-9.

There are 120 Industrial, 133 Institutional/Governmental and 143 Commercial structures located within the High Risk LOC. This would prompt clearing of debris and best management practices to protect these structures from wildfire and population interface.

### St. Lucie County - Countywide Structures by Wildfire Risk and Land Use

	Risk	No. Structures		Single Family Residential	Multi-Family Residential	Mobile Homes	Vacant Residential
			%				
Low	LOC 0	75,673	68.5%	63,899	2,631	3,866	4
	LOC 1	491	0.4%	379	6	20	0
	LOC 2	2,137	1.9%	1,964	12	16	1
	LOC 3	6,237	5.6%	5,764	96	49	0
	<b>Subtotal</b>	<b>84,538</b>	<b>76.6%</b>	<b>72,006</b>	<b>2,745</b>	<b>3,951</b>	<b>5</b>
Medium	LOC 4	2,293	2.1%	2,086	46	22	0
	LOC 5	3,586	3.2%	3,349	57	14	0
	LOC 6	6,361	5.8%	6,057	73	13	1
	<b>Subtotal</b>	<b>12,240</b>	<b>11.1%</b>	<b>11,492</b>	<b>176</b>	<b>49</b>	<b>1</b>
High	LOC 7	7,854	7.1%	7,527	73	17	0
	LOC 8	2,930	2.7%	2,761	34	4	1
	LOC 9	2,865	2.6%	2,690	35	13	0
	<b>Subtotal</b>	<b>13,649</b>	<b>12.4%</b>	<b>12,978</b>	<b>142</b>	<b>34</b>	<b>1</b>
<b>TOTAL</b>	<b>110,427</b>	<b>100.0%</b>	<b>96,476</b>	<b>3,063</b>	<b>4,034</b>	<b>7</b>	

	Risk	Vacant Commercial/Industrial/Misc/Undefined					
		Agricultural	Commercial	Institutional/Government	Industrial	Vacant Commercial/Industrial	Misc/Undefined
Low	LOC 0	707	2,085	1,454	952	7	68
	LOC 1	48	4	28	5	0	1
	LOC 2	80	22	28	9	0	5
	LOC 3	119	75	85	38	0	11
	<b>Subtotal</b>	<b>954</b>	<b>2,186</b>	<b>1,595</b>	<b>1,004</b>	<b>7</b>	<b>85</b>
Medium	LOC 4	44	37	41	16	0	1
	LOC 5	49	45	50	21	0	1
	LOC 6	59	68	64	24	0	2
	<b>Subtotal</b>	<b>152</b>	<b>150</b>	<b>155</b>	<b>61</b>	<b>0</b>	<b>4</b>
High	LOC 7	56	78	68	32	0	3
	LOC 8	12	41	36	40	0	1
	LOC 9	25	24	29	48	0	1
	<b>Subtotal</b>	<b>93</b>	<b>143</b>	<b>133</b>	<b>120</b>	<b>0</b>	<b>5</b>
<b>TOTAL</b>	<b>1,199</b>	<b>2,479</b>	<b>1,883</b>	<b>1,185</b>	<b>7</b>	<b>94</b>	

Source Data: 2010 Florida Assessor Data, 2010 Florida Dept of Revenue Parcel Data.

The table below represents St. Lucie countywide structural values in millions by wildfire risk and land use. The value of institutional and government structures located within medium to very high risk areas account for over 270 million dollars. In addition, agricultural structures located within medium to very high risk areas account for approximately 205 million, Commercial and Industrial structures located in the LOC medium and high risk areas are valued at 427 million dollars. Though 61.4% of the total value for residential structures is shown to be located in the LOC 0 Low Risk area, 24% of total residential structures are located in the medium and highest risk areas and

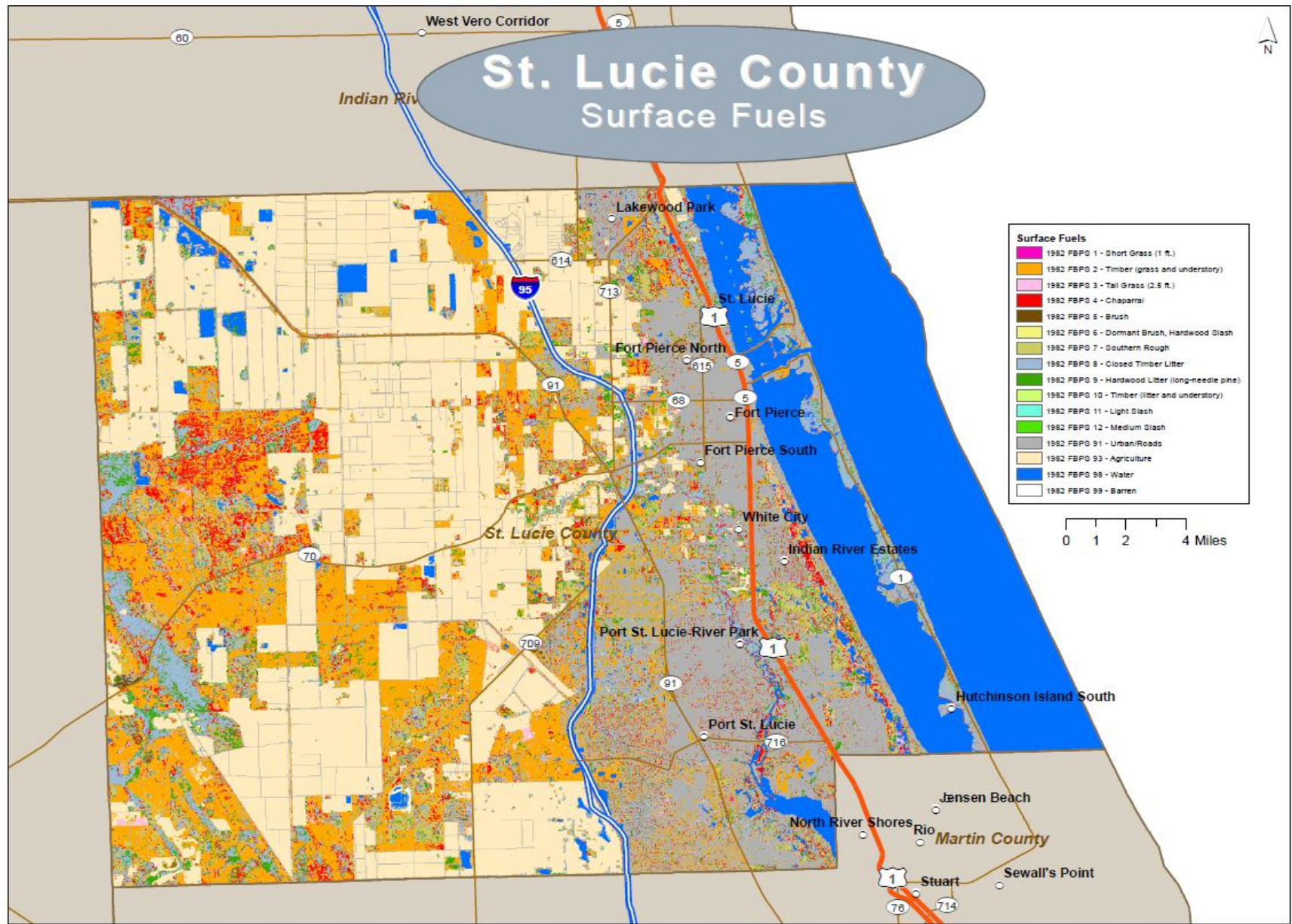
represent a cumulative total of 4,392 billion dollars in estimated value. The second column labeled “Millions” is the cumulative total value for the row.

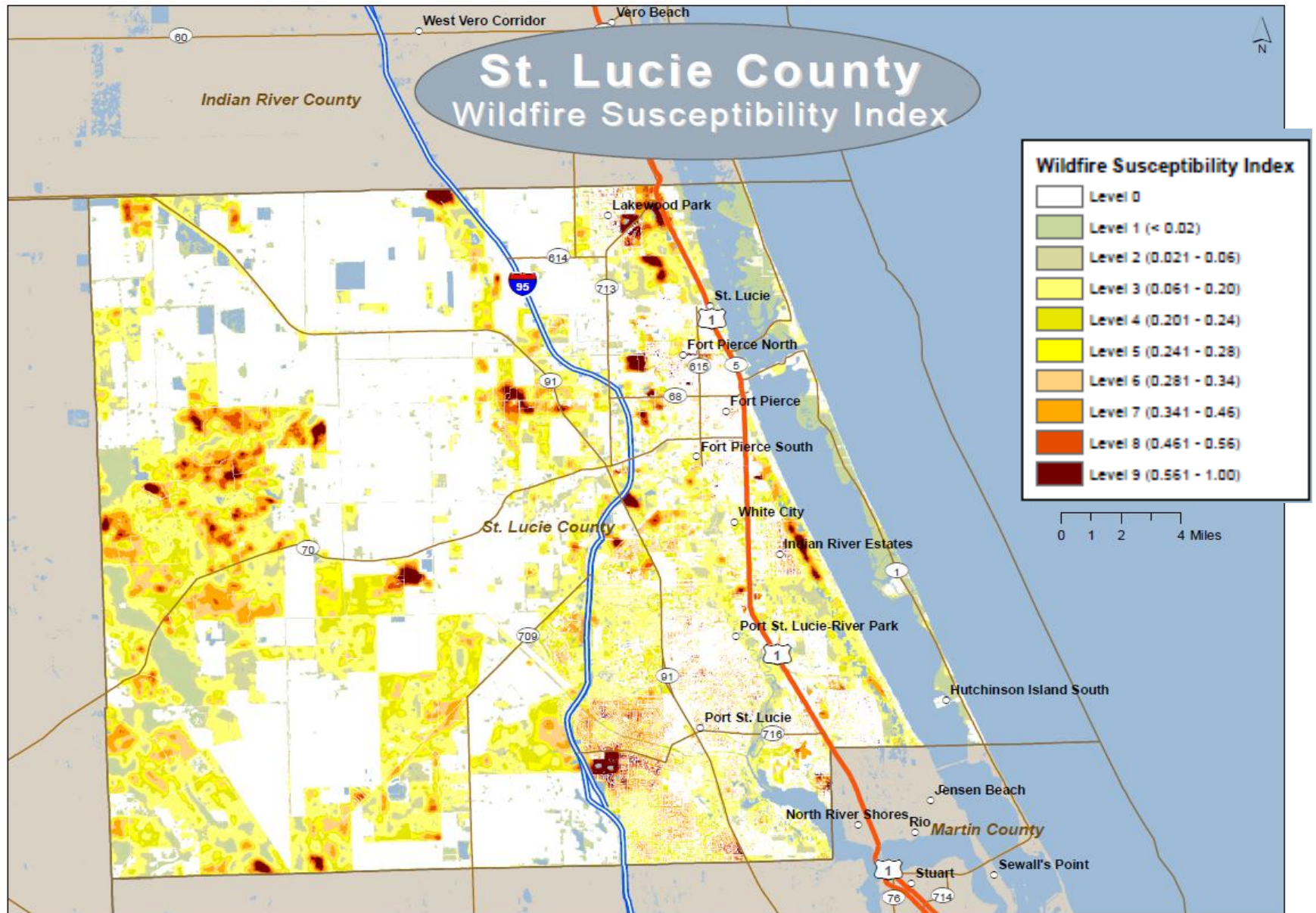
**St. Lucie Countywide Structure Value (millions) by Wildfire Risk and Land Use**

	Risk	Millions	%	Single Family Residential	Multi-Family Residential	Mobile Homes	Vacant Residential
Low	LOC 0	\$11,004.49	61.4%	\$5,959.48	\$206.53	\$292.03	\$338.29
	LOC 1	\$318.15	1.8%	\$66.97	\$1.72	\$2.04	\$21.86
	LOC 2	\$717.85	4.0%	\$288.98	\$3.42	\$1.53	\$67.14
	LOC 3	\$1,488.04	8.3%	\$781.48	\$21.79	\$3.69	\$135.58
	<b>Subtotal</b>	<b>\$13,528.53</b>	<b>75.5%</b>	<b>\$7,096.91</b>	<b>\$233.46</b>	<b>\$299.29</b>	<b>\$562.87</b>
Medium	LOC 4	\$541.98	3.0%	\$293.71	\$10.10	\$1.54	\$26.54
	LOC 5	\$679.18	3.8%	\$429.60	\$13.07	\$1.18	\$31.65
	LOC 6	\$1,077.03	6.0%	\$709.49	\$16.32	\$1.34	\$41.37
	<b>Subtotal</b>	<b>\$2,298.19</b>	<b>12.8%</b>	<b>\$1,432.80</b>	<b>\$39.49</b>	<b>\$4.06</b>	<b>\$99.56</b>
High	LOC 7	\$1,170.23	6.5%	\$785.93	\$12.83	\$1.56	\$49.53
	LOC 8	\$479.61	2.7%	\$300.85	\$6.99	\$0.30	\$21.54
	LOC 9	\$444.31	2.5%	\$258.08	\$12.85	\$0.80	\$15.23
	<b>Subtotal</b>	<b>\$2,094.15</b>	<b>11.7%</b>	<b>\$1,344.86</b>	<b>\$32.67</b>	<b>\$2.66</b>	<b>\$86.30</b>
<b>TOTAL</b>	<b>\$17,920.87</b>	<b>100.0%</b>	<b>\$9,874.57</b>	<b>\$305.62</b>	<b>\$306.01</b>	<b>\$748.73</b>	

	Risk	Agricultural	Commercial	Institutional/ Government	Industrial	Vacant Commercial/ Industrial/ Institutional	Misc/ Undefined
Low	LOC 0	\$1,251.62	\$1,124.39	\$1,138.73	\$349.39	\$264.61	\$79.42
	LOC 1	\$102.88	\$5.87	\$104.37	\$3.72	\$3.32	\$5.40
	LOC 2	\$203.92	\$33.73	\$95.80	\$6.06	\$9.61	\$7.66
	LOC 3	\$195.02	\$66.72	\$191.76	\$21.28	\$38.05	\$32.67
	<b>Subtotal</b>	<b>\$1,753.44</b>	<b>\$1,230.71</b>	<b>\$1,530.66</b>	<b>\$380.45</b>	<b>\$315.59</b>	<b>\$125.15</b>
Medium	LOC 4	\$49.68	\$54.27	\$61.27	\$7.73	\$27.24	\$9.90
	LOC 5	\$46.96	\$54.01	\$51.01	\$10.55	\$34.14	\$7.01
	LOC 6	\$38.11	\$101.48	\$58.44	\$13.51	\$87.99	\$8.98
	<b>Subtotal</b>	<b>\$134.75</b>	<b>\$209.76</b>	<b>\$170.72</b>	<b>\$31.79</b>	<b>\$149.37</b>	<b>\$25.89</b>
High	LOC 7	\$41.68	\$112.68	\$48.99	\$32.09	\$74.88	\$10.06
	LOC 8	\$14.47	\$57.15	\$21.26	\$20.75	\$34.83	\$1.47
	LOC 9	\$13.88	\$47.83	\$30.10	\$31.30	\$32.49	\$1.75
	<b>Subtotal</b>	<b>\$70.03</b>	<b>\$217.66</b>	<b>\$100.35</b>	<b>\$84.14</b>	<b>\$142.20</b>	<b>\$13.28</b>
<b>TOTAL</b>	<b>\$1,958.22</b>	<b>\$1,658.13</b>	<b>\$1,801.73</b>	<b>\$496.38</b>	<b>\$607.16</b>	<b>\$164.32</b>	

Source Data: 2010 Florida Assessor Data, 2010 Florida Dept of Revenue Parcel Data.





### High Wind and Tornadoes

High winds are winds that approach or exceed 40 mph and are sustained for an hour or more. High winds accompany severe storms, hurricanes, tornadoes spawned by hurricanes and wind shears or bursts and their side effects. Hail and lightning are widely anticipated events in the County due to its subtropical, coastal location with a relatively flat topography. St. Lucie County and all of its municipalities are particularly susceptible to the impacts of hurricanes and tropical storms and are considered to be at high risk from high winds that normally accompany hurricanes and storms.

Research shows that structures built after the Florida Building Code was adopted are less likely to sustain major damages from tropical storm and hurricane force winds. Structures built before these code enhancements have been shown to have a greater probability of sustaining wind damage with age.

Wind Vulnerability Categories	
Wind Vulnerability Category	Structure Effective Year Built Range
Most	Before 1994
Moderately	1994 to 2001
Least	2002 to present

The winds of a major hurricane (winds exceeding 120 mph) will have an impact on the safety of all St. Lucie County residents. Hurricanes Frances (2004), Jeanne (2004) and Wilma (2005) all made land fall in Martin County but had a tremendous wind damage effect in St. Lucie County. Of all the major storms that had an impact (without the eye actually making land fall in Martin County) Floyd may be the biggest. Floyd, 1999, reached Category 4 strength just as it passed the St. Lucie County Coast. Later in 1999 Hurricane Irene, made land fall at the south end of the Florida peninsula and remained a tropical storm as it passed over St. Lucie County, causing extensive flooding. Hurricane David in 1979 was not a major storm but it made landfall.

Mobile homes and recreational vehicles are extremely vulnerable to hurricane force winds and severe weather. Statistics document that mobile homes and RVs receive a disproportionate share of the damage from severe weather, and residents are far more likely to be injured or killed in these structures compared to site built homes. Since 1999, manufactured homes have been built and installed to tougher standards but not equivalent to the most recent codes for site-built structures. As required by HUD all manufactured homes sold in Florida's coastal counties since 1994 are engineered to withstand sustained winds of 110 mph and 3-second gusts of 130 to 150 mph. <http://www.builtstronger.com/history.html>

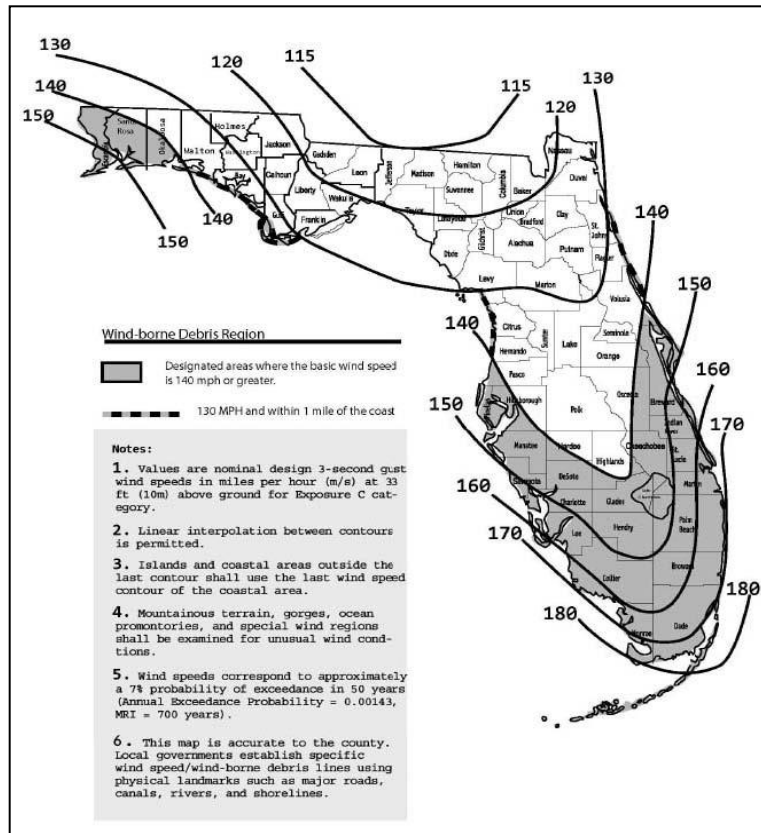
The table below provides estimated vulnerability of structures to wind from most vulnerable to least vulnerable and includes estimated values for total loss damage. The analysis used to find the least to most vulnerable units within St. Lucie County is based on the assumption that a unit will sustain damage from wind based on the year the unit was built, assuming that the unit was built in accordance with (and not exceeding) the existing building codes at that time. This assumption is useful for the region and each county's stock of structures in general, but when looking at individual units, other factors specific to each property affect whether a unit will sustain damage. And as in St. Lucie County's case, homes were required to be built to higher standards

prior to 2002. Data produced by the Treasure Coast Regional Vulnerability Analysis (2012) assumes that structures were constructed to meet standards set by the building codes of the year in which they were built. Also, the mitigation of structures after the 2004 Hurricane Season including the installation of shutters and roof clips would not affect a parcel’s “effective year built”. These modifications would make structures more resistant to hurricane force winds however this level of detail is not represented in the analysis figures in the below table.

### St. Lucie County Estimated Vulnerability to Wind

St. Lucie County Countywide Estimated Vulnerability to Wind										
Structure Use	Most Vulnerable		Moderately Vulnerable		Least Vulnerable		Unknown Vulnerability		Total	
	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands
Single Family Residential	52,266	3,015,222.8	11,162	1,159,692.9	34,427	3,783,829.5	0	.0	97,855	7,958,745.2
Multi-Family Residential	12,625	1,576,224.0	1,228	832,146.9	3,466	1,221,194.7	0	.0	17,319	3,629,565.6
Mobile Home Residential	3,017	70,479.6	853	39,199.2	978	54,399.8	0	.0	4,848	164,078.6
Institutional/Governmental	1,796	1,123,799.8	292	315,082.8	335	1,024,289.4	3	4,297.9	2,426	2,467,469.9
Commercial	1,473	2,123,736.6	408	650,662.0	567	889,266.2	1	66.3	2,449	3,663,731.1
Industrial	906	332,011.2	218	89,956.8	538	335,427.8	1	572.7	1,663	757,968.5
Agricultural	983	203,817.6	90	45,278.5	183	69,118.7	0	.0	1,256	318,214.8
Miscellaneous/Undefined	76	38,200.1	16	8,999.5	21	3,626.7	0	.0	113	50,826.3
<b>Total</b>	<b>73,142</b>	<b>8,483,491.7</b>	<b>14,267</b>	<b>3,141,018.6</b>	<b>40,515</b>	<b>7,381,152.8</b>	<b>5</b>	<b>4,936.9</b>	<b>127,929</b>	<b>19,010,600.0</b>

### Map of Florida Wind-Borne Debris Region



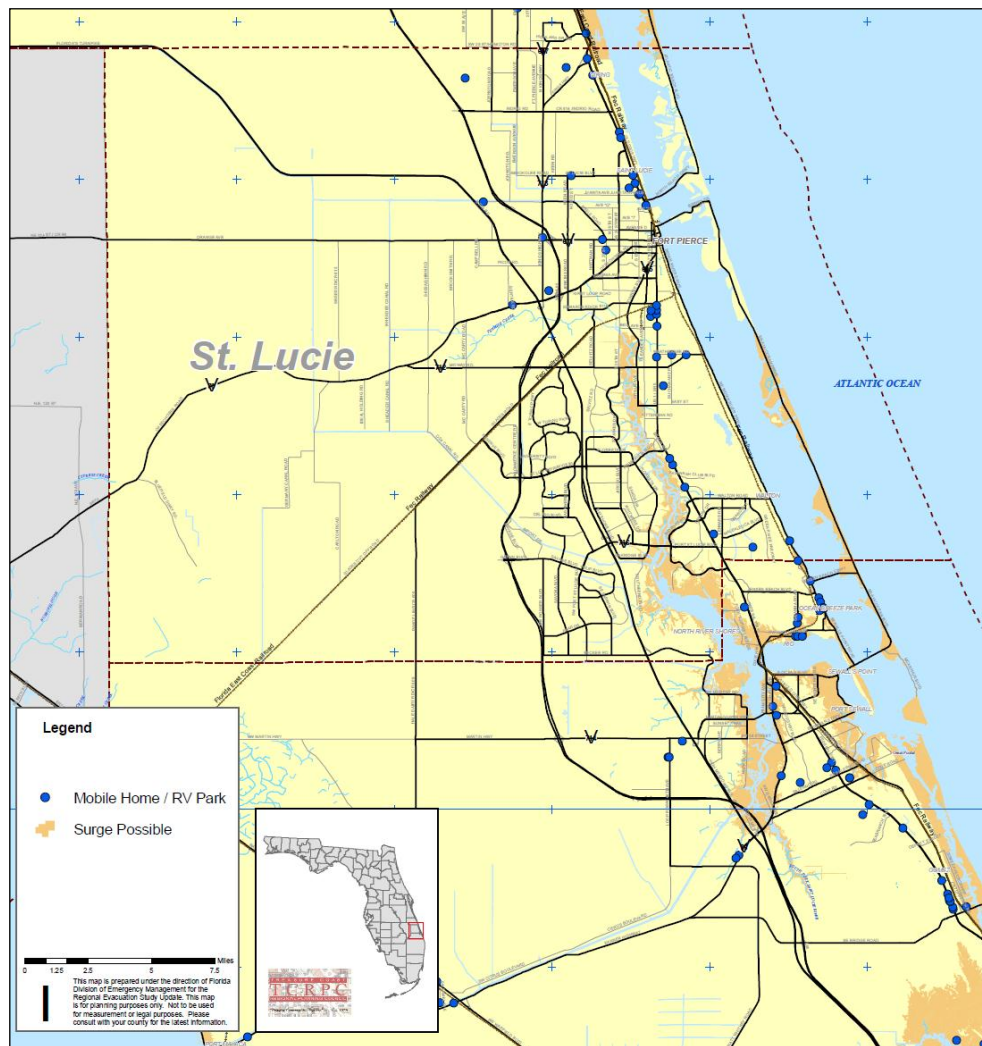
Source: Florida Department of Business and Professional Regulation



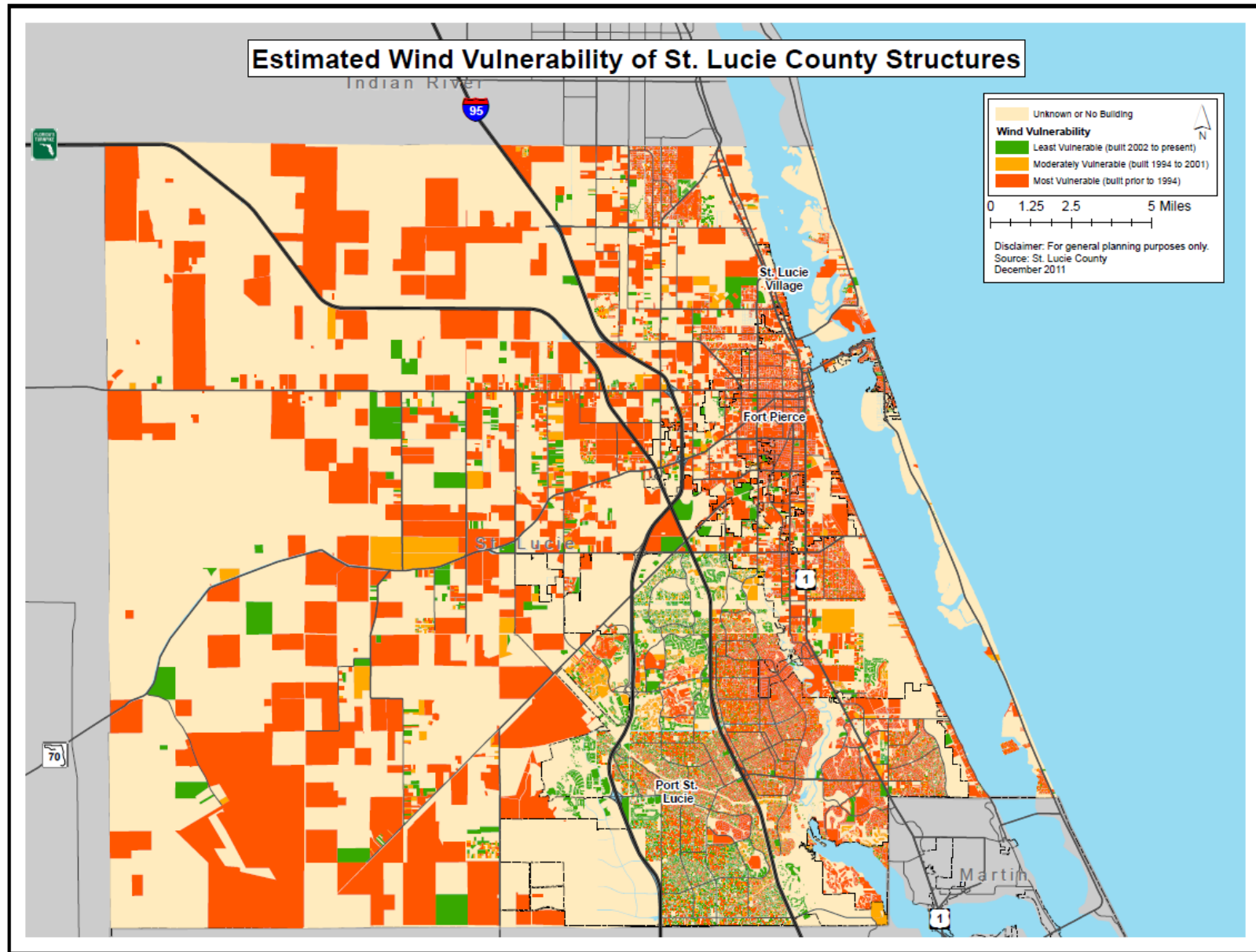
As illustrated in the map above, St. Lucie County is located within the Wind-Borne Debris Region, and could experience winds of 140 miles per hour or greater. The Florida Building Code mandates that buildings built in the Wind-Borne Debris Region meet minimum requirements for impact-resistance.

St. Lucie County has 36 mobile home/RV parks, there are 8,345 mobile home spaces and 963 RV spaces available with a total of 9,308 spaces. This indicates there is a large population of persons that will be ordered to evacuate for hurricanes and warned of the potential of high winds from tropical or other storms and tornadic activity that may impact the area. The map below shows mobile home/RV parks located within the County. Location and population data was obtained from the Florida Department of Health, the U.S. Census and then cross-researched through the St. Lucie County Property Appraiser. The list of mobile home/RV Parks was then geo-coded using the geographic information system (GIS) to pictorially represent location in reference to wind and flood vulnerabilities. All mobile homes and RVs are vulnerable and susceptible to damage from high winds, flood, and storm surge occurrences. Those mobile home/RV Parks located along the Indian River Lagoon and the St. Lucie River and its tributaries are most vulnerable to freshwater/rainfall flooding events, hurricane and tropical storm surges and sea level rises.

**St. Lucie County Mobile Home and Recreational Vehicle Parks**



A tornado is a violently rotating column of air, descending from a cumuliform cloud or underneath a cumuliform cloud and is often witnessed as a funnel cloud. Wind damage may also occur from hurricane spawned tornadoes or tornadoes generated during severe weather. According to NOAA, Florida experiences the largest number per square mile, averaging 52 tornadoes reported per year since 1961, with an average of two fatalities per year. Tornadoes generally form at the leading edge of a storm or hurricane but can occur during and after a storm as well. Although St. Lucie County has never experienced an F5 tornado as classified on the Fujita Scale (0-5) where F) represents a Gale Tornado with wind speeds from 40-72 mph, the county has experienced wind reports where wind/tornado convective events have reached 58 mph or greater. In the table below, Tornado data are documented for the period 1950-2010 and shows that the majority of tornado activity has occurred later in the summer during hurricane season. However the rainy season in late spring to summer spawn steady thunderstorm activity that generates high winds producing conditions where convective winds can become tornadoes. The map below depicts St. Lucie County parcels containing structures for vulnerability to wind, the heaviest concentration, represented by dark orange coloration.



The tables below and the map above illustrate that an overwhelming proportion of the structures located throughout St. Lucie County are likely to sustain wind damage from a hurricane due to the age of the structures. Research shows that structures built after the Florida Building Code was adopted are less likely to sustain major damages from hurricane-force winds. Structures built before these code enhancements have been shown to have a greater probability of sustaining wind damage with age. Based on a study by the University of Florida, this analysis estimates vulnerability using the year ranges shown in the Wind Vulnerability Category below (NASA Earth Observatory, 2005). Over 82% of the structure units in the Treasure Coast units were built before the Florida Building Code was enacted and are categorized as most or moderately vulnerable to wind.

**Unincorporated St. Lucie County  
Estimated Vulnerability to Wind**

Structure Use	Most Vulnerable		Moderately Vulnerable		Least Vulnerable		Total	
	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands
Single Family Residential	15,657	1,005,621.8	2,740	342,097.4	3,940	561,739.6	22,337	1,909,458.8
Multi-Family Residential	6,552	1,001,069.2	939	307,814.8	753	610,897.8	8,244	1,919,781.8
Mobile Home Residential	3,002	70,123.8	852	39,121.1	978	54,399.8	4,832	163,644.7
Commercial	640	493,461.7	89	94,939.4	66	102,122.0	796	693,084.3
Institutional/Governmental	323	267,503.9	101	285,518.6	76	267,314.0	501	820,402.8
Industrial	438	156,931.7	77	35,220.3	146	76,272.4	661	268,424.4
Agricultural	935	199,418.6	90	45,278.5	181	68,857.7	1,206	313,554.8
Miscellaneous/Undefined	45	6,041.1	8	469.5	8	1,476.8	61	7,987.4
<b>Total</b>	<b>27,592</b>	<b>3,200,171.8</b>	<b>4,896</b>	<b>1,150,459.6</b>	<b>6,148</b>	<b>1,743,080.1</b>	<b>38,638</b>	<b>6,096,339.0</b>

**Fort Pierce  
Estimated Vulnerability to Wind**

Structure Use	Most Vulnerable		Moderately Vulnerable		Least Vulnerable		Total	
	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands
Single Family Residential	8,317	351,224.3	298	26,194.7	1,049	104,952.3	9,664	482,371.3
Multi-Family Residential	4,525	426,476.9	94	229,197.9	1,613	445,640.0	6,232	1,101,314.8
Mobile Home Residential	0	.0	0	.0	0	.0	0	.0
Commercial	948	251,843.3	113	64,264.7	102	64,053.1	1,163	380,161.1
Institutional/Governmental	810	1,241,094.9	102	230,207.5	66	190,592.3	978	1,661,894.7

Industrial	198	100,419.5	14	6,605.9	29	146,460.9	242	254,059.0
Agricultural	7	429.8	0	.0	0	.0	7	429.8
Miscellaneous/Undefined	27	32,091.8	2	3,923.8	2	164.2	31	36,179.8
<b>Total</b>	<b>14,832</b>	<b>2,403,580.5</b>	<b>623</b>	<b>560,394.5</b>	<b>2,861</b>	<b>951,862.8</b>	<b>18,317</b>	<b>3,916,410.5</b>

**Port St. Lucie**

**Estimated Vulnerability to Wind**

Structure Use	Most Vulnerable		Moderately Vulnerable		Least Vulnerable		Total	
	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands
Single Family Residential	28,040	1,639,516.0	8,104	789,166.7	29,409	3,111,019.3	65,553	5,539,702.0
Multi-Family Residential	1,512	145,792.5	194	295,131.3	1,099	164,627.8	2,805	605,551.6
Mobile Home Residential	1	53.9	1	78.1	0	.0	2	132.0
Institutional/Governmental	202	378,087.8	90	155,878.7	167	858,114.3	461	1,393,817.5
Commercial	316	611,917.2	203	134,841.4	424	431,265.5	943	1,178,024.1
Industrial	264	73,942.2	123	44,352.2	357	109,700.7	744	227,995.1
Agricultural	41	3,969.2	0	.0	2	261.0	43	4,230.2
Miscellaneous/Undefined	4	67.2	6	4,606.2	11	1,985.7	21	6,659.1
<b>Total</b>	<b>30,380</b>	<b>2,853,346.0</b>	<b>8,721</b>	<b>1,424,054.6</b>	<b>31,469</b>	<b>4,676,974.3</b>	<b>70,572</b>	<b>8,956,111.6</b>

**St. Lucie Village**

**Estimated Vulnerability to Wind**

Structure Use	Most Vulnerable		Moderately Vulnerable		Least Vulnerable		Total	
	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands	# of Units	Value (\$) in thousands
Single Family Residential	252	18,860.7	20	2,234.1	29	6,118.3	301	27,213.1
Multi-Family Residential	36	2,885.4	1	2.9	1	29.1	38	2,917.4
Mobile Home Residential	14	301.9	0	.0	0	.0	14	301.9
Institutional/Governmental	6	407.0	0	.0	0	.0	6	407.0
Commercial	24	3,220.6	2	94.5	1	94.4	27	3,409.5
Industrial	6	717.8	4	3,778.4	6	2,993.8	16	7,490.0
Agricultural	0	.0	0	.0	0	.0	0	.0
Miscellaneous/Undefined	0	.0	0	.0	0	.0	0	.0
<b>Total</b>	<b>338</b>	<b>26,393.4</b>	<b>27</b>	<b>6,109.9</b>	<b>37</b>	<b>9,235.6</b>	<b>402</b>	<b>41,738.9</b>

## **Recommendations**

### **Housing**

1. Analyze residential and government structures located in the Category 1, 2 and 3 storm surge zones for opportunities to mitigate potential damage from sea level rises and storm surges.
2. Identify structures that could potentially serve as long-term housing for nursing home, assisted living and aged community populations.
3. Identify structures with potential for housing populations with extreme difficulty in disaster recovery efforts such as low income, unemployed and elderly.

### **Economic Recovery**

1. Engage the Economic Development Council to develop a strategy for post-disaster business recovery and industry recruitment opportunities to enhance economic recovery through employment and retail activity.
2. Continue research on transportation infrastructure improvements, reinforcements and expansion options by building a cohesive resilient system of intermodal and trans regional activity.

### **Infrastructure Recovery**

1. Encourage legislative changes to the Federal Emergency Management Agency's (FEMA) reimbursement process to expedite funding for application to projects.
2. Continue to identify available sources of funding for beach and canal embankment renourishment and repair or restoration.
3. Continuously identify and monitor stormwater drainage infrastructure and systems for opportunities to make enhancements to areas in need of improvement and updating as funding becomes available. Maintain identified projects within the Local Mitigation Strategy.
4. Continue to identify available funding to upgrade, modernize or replace obsolete, and inefficient bridges and significant roadways and intersections.

### **Transportation Recovery**

1. Roadways vulnerable to repeated flooding and sea level rise should be identified, mapped and prioritized for repair, enhancement or replacement in preparation for a catastrophic disaster or rebuilding after a catastrophic disaster.

### **Environmental Recovery**

1. Identify available funding for beach renourishment, bulkhead development or structured enclave to conserve current assets and/or considered for recovery projects.
2. Identify environmental projects for habitat and specie protection and recovery. Consider mitigation projects that might serve to protect dune and scrub environments.

**Health and Human Services**

1. The County Health and Human Services department may want to identify appropriate buildings that can house populations currently in nursing homes, assisted living facilities, hospice and group homes until recovery of the building or resources can be made.
2. Initiation of public private partnership through an MOU or other agreement to identify an alternate location – sort of a COOP.
3. Encourage these facilities through outreach and coordination to update their plans and develop a reasonable contingency plan.