

**MEMORANDUM OF UNDERSTANDING
BETWEEN
THE STATE OF FLORIDA DIVISION OF EMERGENCY MANAGEMENT
AND
NASSAU COUNTY, FLORIDA
THE BOARD OF COUNTY COMMISSIONERS**

This Memorandum of Understanding is between the Florida Division of Emergency Management (the Division) and the Nassau County Board of County Commissioners, Nassau County, Florida (the County), collectively referred to as "the Parties", regarding the conditions of participation by the County in the Post-Disaster Redevelopment Planning (PDRP) Initiative sponsored by the Division.

WHEREAS, the Division has undertaken a project to develop specific guidance to communities in developing and implementing a PDRP, such project to include development of PDRP(s) for a series of pilot communities;

WHEREAS, the Division will provide the services of a qualified consultant to assist the pilot communities selected by the Division and willing to participate in this pilot program;

WHEREAS, the County understands the importance of a Post-Disaster Redevelopment Plan to successful long-term recovery from a disaster;

WHEREAS, the County wishes to participate in a pilot project to develop a county-wide PDRP which will be used as an example to guide future efforts by other communities to develop PDRP(s);

WHEREAS, the County agrees to provide a local match as required by the Federal Emergency Management Agency (FEMA) Hazard Mitigation Grant Program funding for the pilot program, preferably to be provided as in-kind services, as outlined below in paragraph 2 (I).

NOW, THEREFORE, the Parties agree to provide the following to ensure a successful pilot project:

I. The Division:

- a) The Division agrees to provide a qualified consultant for one (1) year through March 31, 2009 to assist the County in developing the County's PDRP, the cost of the consultant's services (\$152,567 or 75% of pilot project cost) to be borne by the Division.
- b) Such services shall include all tasks in the Attachment "A," Consultant Scope of Work, based on a negotiated contract between the Division and the Consultant.

II. The County:

- a) The County will appoint a Pilot Project Coordinator to be the point of contact for the Division and its consultant and the project manager of all project work done by the County or its project partners.
- b) The Pilot Project Coordinator or appropriate County staff will present this project to its Board of County Commissioners (the Board) prior to the commencement of the project in order to gain political support, awareness, and commitment to the PDRP concept. The Pilot Project Coordinator will continue to keep the Board updated on the project's progress and will also ensure that the PDRP developed from this project is presented to the Board for their consideration for adoption by ordinance at the end of the project.
- c) The Pilot Project Coordinator will attend four coordination meetings with the Division and its consultant in addition to community meetings regarding the project, and will complete project evaluation reports on a quarterly basis using a set of evaluation questions that will be provided by the consultant.

- d) The County will establish a PDRP Committee and designate a representative from each county department and project partner/stakeholder, including municipal representatives, which are necessary for the development and/or implementation of a PDRP. A suggested list of stakeholders will be provided by the Division's consultant. Selected representatives should have the authority to make recommendations on behalf of their organization that would affect recovery efforts of the County. However, the Parties acknowledge that the Board has the final authority on whether to adopt the resulting proposed PDRP, notwithstanding anything contained in Attachment "A". The Pilot Project Coordinator will provide the Division's consultant with a list of selected participants in the PDRP Committee and their contact information.
- e) The County will provide the Division's consultant with up-to-date digital and hard copies of the County Comprehensive Plan, County Comprehensive Emergency Management Plan, Local Mitigation Strategy, County Continuity of Operations Plan, local or regional economic development plans/strategies, any additional building code regulations that augment the Florida Building Code, and other plans as requested by the Division's consultant.
- f) The Division and its consultant will be given access to all Geographic Information System (GIS) data available, unless the release of the data would compromise the safety and/or security of the County.
- g) All local staff must be available to the Division's consultant for interviews, questions, and requests for information. The scheduling of these meetings will be coordinated with staff ahead of time.
- h) Local staff will work with the Division's consultant to secure meeting places and times (i.e. reserve conference rooms and other spaces), and to provide notice of public meetings as appropriate.
- i) Representatives serving on the PDRP Committee will respond to requests to review documents and provide comments on drafts from the Division's consultant in a timely manner. In circumstances where changes to ordinances or other rules are required for plan implementation, committee representatives have the ability to make staff recommendations to the Board recommending approval of said changes. Approval of any ordinance or other rule change will require Board approval. In all other circumstances, committee representatives will have the authority to approve drafts or secure approval of drafts from their agency/department head prior to committee meetings.
- j) Local staff will work with the Division's consultant to promote public involvement through methods such as providing notice of any public meetings, posting materials produced during the duration of the project, and build awareness of the project via their website, and/or including project announcements in local publications, newspapers and other media as appropriate and available.
- k) The Pilot Project Coordinator will be responsible for eliciting input and gathering information from the PDRP Committee and other relevant sources to assist the Division's consultant in drafting the plan. Topics such as institutional capacity, operating procedures, and financial capabilities cannot be fully explored without the knowledge and participation of the PDRP committee members and other local staff.
- l) The County will be responsible for providing a local match of twenty-five percent (25%) of the project costs equal to \$50,856.00. The match may be provided as in-kind services, if the Pilot Project Coordinator documents the value of the in-kind services on the provided forms and submits them on a quarterly basis to the Division's consultant. Examples of in-kind services are staff time devoted to coordinating the project, providing information to the consultant, and PDRP Committee members' time attending meetings and reviewing drafts, etc.
- m) The County will be expected to adopt, maintain, and implement this PDRP before and after a disaster. This includes updating the PDRP when needed, implementing "blue skies" initiatives, and training staff who will be responsible for implementation of the PDRP.

III. Contact information. The principle points of contact for each party are as follows:

Division of Emergency Management

Nassau County

Mr. Sandy Meyer
2555 Shumard Oak Boulevard
Tallahassee, Florida 32399-2100
Telephone: (850) 922-1825
Fax: (850) 488-3309
E-Mail: sandy.meyer@dca.state.fl.us

Mr. Walter Fufidio
96161 Nassau Place
Yulee, FL 32097
Telephone: (904) 491-3613
Fax: (904) 491-3611
E-Mail: wfufidio@nassaucountyfl.com

IV. Effective Date, Modification, Duration, and Termination.


This MOU shall become effective upon the last signature of all parties and shall remain in effect until otherwise agreed to by the parties or the end of the funding. The terms of this agreement may be modified upon the consent and signature agreement of the Parties.

IN WITNESS WHEREOF, the Parties hereto have caused this Memorandum of Understanding to be executed by their undersigned officials as duly authorized.

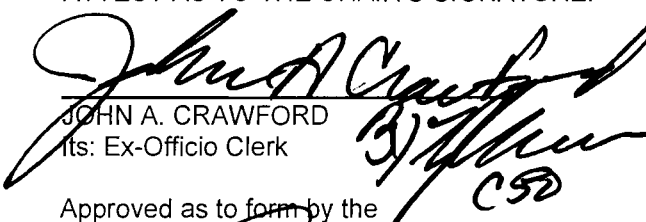
Florida Division of Emergency Management

By:  Date 5-28-08
W. Craig Fugate, Director


Board of County Commissioners, Nassau County, Florida

By:  Date 5-14-08
Marianne Marshall, Chair


ATTEST AS TO THE CHAIR'S SIGNATURE: *only*


JOHN A. CRAWFORD
Its: Ex-Officio Clerk
CSO

REVIEWED BY GENE KNAGA
CHIEF DEPUTY COMPLIANCE / ACCOUNTABILITY

 DATE 5/14/08

Approved as to form by the
Nassau County Attorney


David A. Hallman
5-14-08
Date

Attachment A

Consultant Scope of Work

Task 1 – Pilot Committee

Each pilot project will form a stakeholder committee that will oversee the planning process and be designed to continue plan implementation after adoption of the Post-Disaster Redevelopment Plan. The Consultant will work with the community's project coordinator to determine the membership of the committee. The Pilot Committee will meet 5-6 times facilitated by the Consultant during the planning process. One of the meetings will be a public workshop in which issue identification is addressed to gain as much input as possible on the issues specific to the community that should be included in the plan. The other Committee meetings will focus on gathering input on the draft deliverables of Tasks 3 through 10. The Consultant will be responsible for regular communication with the Committee outside of meetings via email, availability by phone, and posting of draft reports on the project website if available.

Deliverables:

1. Pilot Committee Roster.
2. Pilot Committee meeting agendas and minutes.

Task 2 – Coordination and Evaluation

Coordination between the Consultants, pilot communities, Focus Group, and the Division is important for the success of this program. All Consultants and Pilot Community Coordinators will be asked to attend 4 coordination meetings to discuss how the guidelines are working in different communities and evaluate progress. Coordination meetings will be held at the CSA offices in Stuart or at the DCA offices in Tallahassee. Also, for each pilot project the Consultant and the Pilot Community Coordinator will provide an evaluation report every quarter prior to the coordination meetings (evaluation report content was established in Phase 1 of the Initiative). The Client will collect the reports and submit to the Division.

Deliverables:

1. Evaluation reports from each pilot project

Task 3 – Implementation Plan

A major decision for the Pilot Committee will be the process for implementation of the plan. The Consultant will draft a recommended process based on conversations with the Pilot Coordinator and members of the Pilot

Committee that best suits the pilot community's institutional organization. The draft Implementation Plan will be presented to the Committee for comments and approval. Once approved, it will be included in the final Post-Disaster Redevelopment Plan.

Deliverables:

1. Draft Implementation Plan Chapter.

Task 4 – Local Plan Integration

An assessment of the pilot community's local plans as they relate to post-disaster redevelopment issues will be conducted, including the local comprehensive plan, the County Emergency Management Plan, the Local Mitigation Strategy, and other available local plans relative to post-disaster planning. Issues in these plans that are relative to the Post-Disaster Redevelopment Plan will be summarized in a crosswalk or other appropriate method. Recommendations of further integration of post-disaster issues into local plans will be presented to the Pilot Committee during development of the action plan described in Task 8. The recommendations will consider the goals/objectives of Task 8 for inclusion in other plans as well as actions that should be included on the LMS Project List.

Deliverables:

1. Draft Local Plan Integration Chapter.
2. Recommendations on further integration.

Task 5 – Institutional Capacity Assessment

An assessment of the community's resources available to implement the plan before and after a disaster will be facilitated by the Consultant. The Pilot Community Coordinator and Pilot Committee will be heavily involved in determining the local staffing, private sector assistance, and intergovernmental coordination capabilities as they relate to post-disaster redevelopment with guidance from the Consultant. Assistance will be given to the Coordinator and Committee in developing solutions to possible resource shortage scenarios. The Consultant will compile the information appropriate for public dissemination into the Institutional Capacity Assessment chapter of the plan and the Action Plan chapter. Any sensitive information pertaining to institutional capacity will be compiled in a memo to the Pilot Coordinator.

Deliverables:

1. Draft Institutional Capacity Assessment Chapter.

2. Non-public Institutional Capacity Assessment memo, if deemed necessary.
3. Recommendations for improving institutional capacity.

Task 6 – Vulnerability Identification

Depending on the GIS capabilities of the pilot community and their needs in enhancing current vulnerability analyses from their LMS or CEMP, the Consultant will perform various levels of technical analyses on the following topics: infrastructure and public facilities, housing, economic, and social vulnerability. In addition, redevelopment scenarios will be addressed through a technical GIS analysis or in a narrative discussion to explain the impact changes in land use could have on the community's vulnerability. The pilot community may wish to keep this information general and not identify specific areas on a map due to public reaction or the GIS capabilities of the community may make such a technical analysis very time consuming and not within the budget of this scope. The Pilot Coordinator and the Consultant will make the determination together as to the degree of vulnerability analysis best suited for the community.

Deliverables:

1. Draft Vulnerability Identification Chapter.

Task 7 – Procedures and Policies

The Consultant with assistance from the Pilot Committee will identify all existing policies and procedures of the pilot community that will occur during the disaster recovery period not including rescue and response operations. Policies and procedures not existing but necessary for implementation of the Post-Disaster Redevelopment Plan will also be identified. Post-disaster redevelopment policies and procedures could include criteria and procedures for land acquisition after a disaster, criteria for siting of temporary housing or debris storage, temporary building moratorium ordinance, priority areas for redevelopment, historic review procedures, etc. These items may be developed during the planning process or included in the Action Plan of Task 8 for future development. The Pilot Coordinator may wish to compile the identified policies and procedures into a companion handbook to the Post-Disaster Redevelopment Plan for easy access after a disaster.

Deliverables:

1. Draft Procedures and Polices Chapter.

Task 8 – Action Plan

Based on the findings of Tasks 4-7 as well as community input through the Pilot Committee and the public workshop, post-disaster redevelopment goals/objectives and issues specific to the pilot community and consistent with other local plans will be identified. The post-disaster redevelopment issues should be a list prioritized by the Committee and/or public of the possible problems the community may face in recovering from a disaster as well as the possible opportunities that may arise after a disaster that they would want to take advantage of, i.e. issues of economic recovery. Once the issues have been identified and prioritized, the Consultant will prepare recommended solutions or actions to address each issue with assistance from the Committee. The Pilot Coordinator and Consultant may decide to establish working groups for some of the issues that would include experts or stakeholders specific to those issues that are not members of the Committee to better facilitate action plan development. The action plan must address responsible parties, timing, and cost considerations. It should clearly identify actions that can be taken before a disaster to prepare the community from those that should be taken after a disaster as well as differentiate between short-term and long-term actions.

Deliverables:

1. List of post-disaster goals/objectives.
2. Prioritized list of issues with short descriptions.
3. Draft actions list or matrix.

Task 9 – Communications Plan

The Consultant with assistance from the Pilot Committee will develop a plan for long-term recovery information collection and dissemination after a disaster or will document the plan if the community already has one. The plan will also address regional and state coordination during disaster recovery and public participation in redevelopment decisions.

Deliverables:

1. Draft Communications Plan Chapter.

Task 10 – Financing Plan

The Consultant with assistance from the Pilot Committee will develop a plan that addresses possible funding resources after a disaster. These resources could include federal and state assistance programs, local reserves and loans, private sector and non-profit contributions, mutual aid agreements, and pre-established

recovery contracts. A process for management of these resources should be identified or included in the Action Plan of Task 8 for future development.

Deliverables:

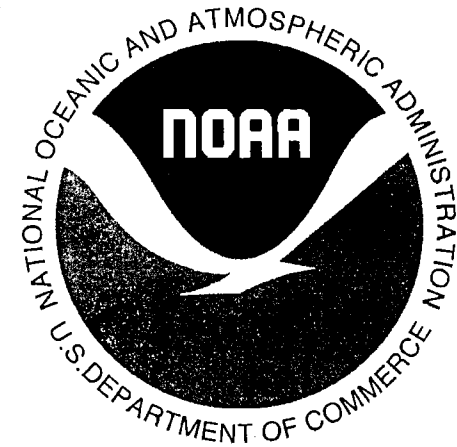
1. Draft Financing Plan Chapter.

Task 11 – Final Plan and Case Study

The Consultant will compile the Post-Disaster Redevelopment Plan from the pieces developed in Tasks 3-10 and present to the Pilot Committee for approval. Edits will be made to the plan based on Committee input and the Pilot Coordinator will be provided with a final digital, editable copy of the plan and any data sets created as well as up to 20 hardcopies of the final plan. The Consultant will then write a case study on the pilot project experience gathering information from the project's evaluation reports and through interviews of the Pilot Coordinator and Committee.

Deliverables:

1. Draft Post-Disaster Redevelopment Plan.
2. Final digital copy of Plan in both editable version and PDF.
3. Digital copies of data sets created.
4. Pilot Project Case Study.



State of Florida

Post Disaster Redevelopment Plan

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CSA International, Inc.

What is Post-Disaster Recovery Like?

- Fast-paced
- Never enough information to make decisions
- Never enough funds nor enough staff to do the job
- Never fast enough to satisfy the victims (and staff are usually among them)

Post-Disaster Redevelopment Plan

- What is a PDRP?
- The Planning Process
- Plan Integration

SETTING THE STAGE

Dilemma: Speed vs. Deliberation

- **Speed is vital** in rebuilding, to:
 - to keep businesses alive,
 - to get people back to work,
 - rebuild infrastructure, and
 - provide temporary and permanent housing for disaster victims.

--THE FLIP SIDE --

- **Taking the time to plan the post-disaster reconstruction. It is also vital.** Planning can:
 - make community more resilient and has ability to recover more quickly
 - account for the concerns of all citizens/stakeholder groups

Solution: Need to do Both

- Need to plan, while various entities are acting (and planning).
- This is done by means of design of organizations, processes, information systems.
- Don't stop to wait for a plan.
 - Use moratoria with caution (only if agreed beforehand, limited duration, and specific goals)
- *This is much easier if based on previous plans and procedures*

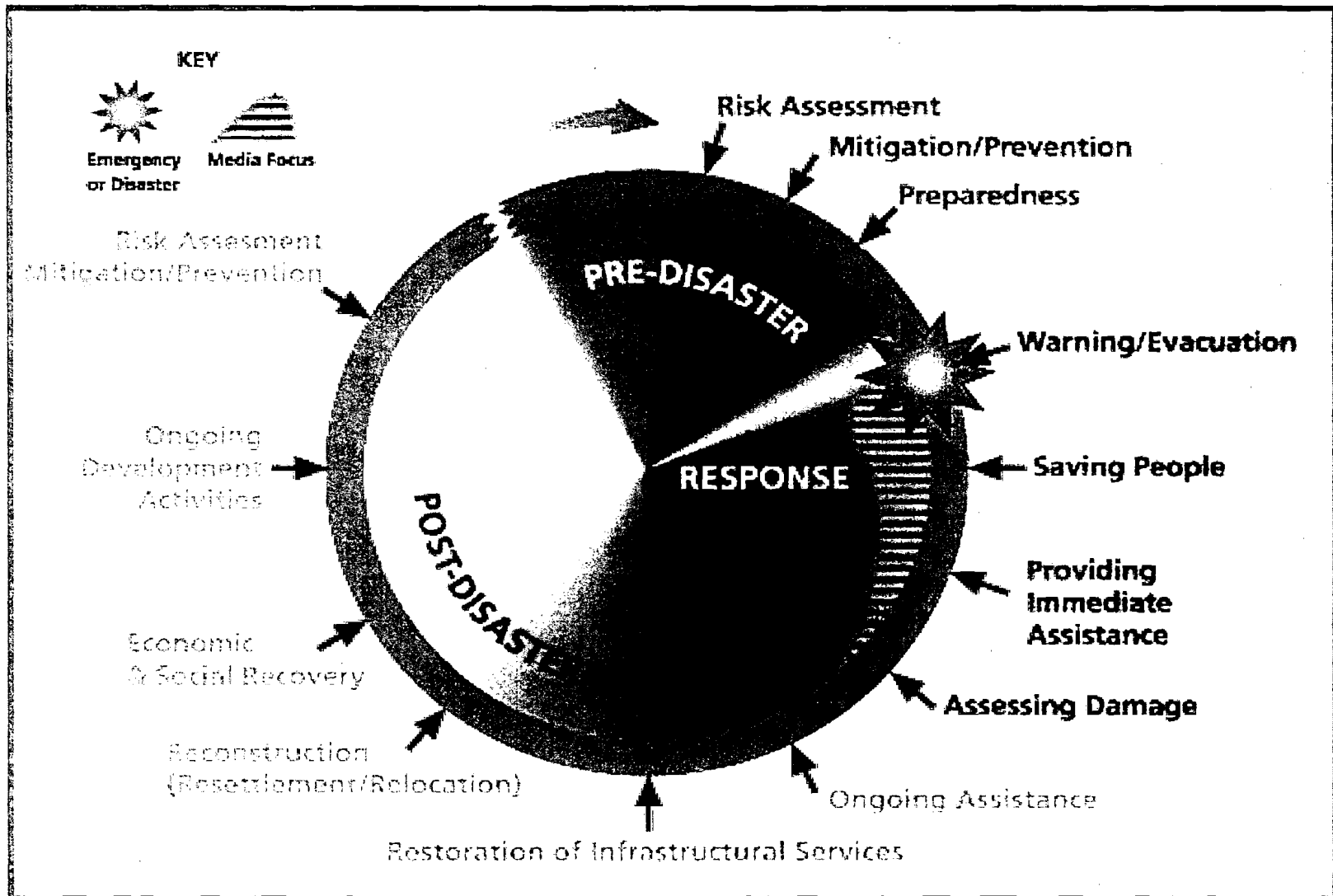
FLORIDA

We are different than most states!

- Do we know disasters – WOW, do we!
- Our planning environment is highly regulated.
- Our growth management program is one of the most sophisticated nationally.
- Our Comprehensive Plans have the force of law!

Post-Disaster Redevelopment Planning Requirement

- In Florida all coastal jurisdictions **MUST** include in their *Coastal Management Element* the intent to prepare a PDRP “which will reduce or eliminate exposure of human life and public and private property to natural hazards” (§9J-5.012(3)(b)(8) *F.A.C.*).

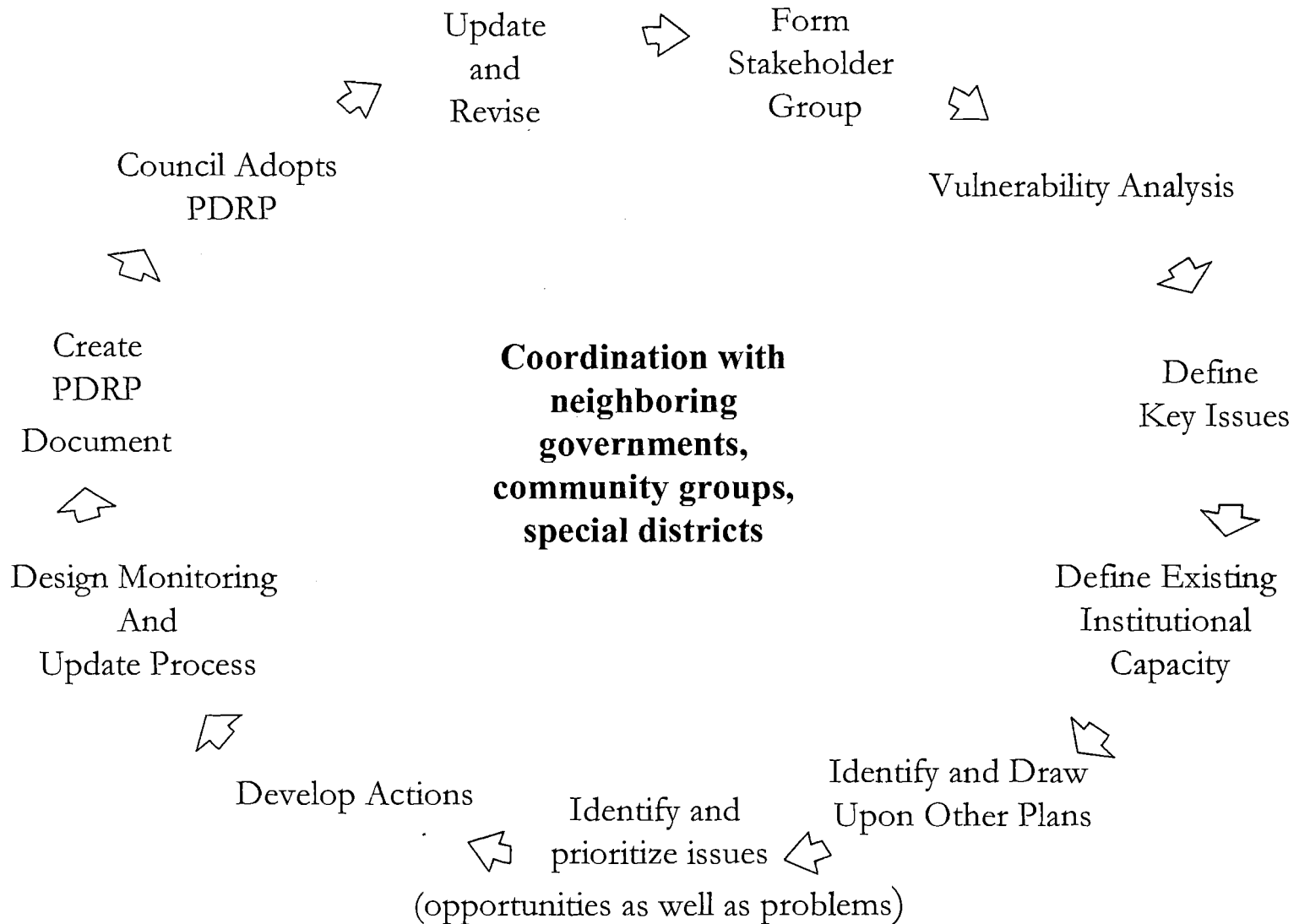


Source: Australian Development Gateway

What is the purpose of a PDRP?

To provide Nassau County with a **single reference** for guiding action and decision making during the difficult disaster recovery period, as well as detailing actions that can be taken before a disaster strikes to speed the recovery process and make your community more disaster resilient.

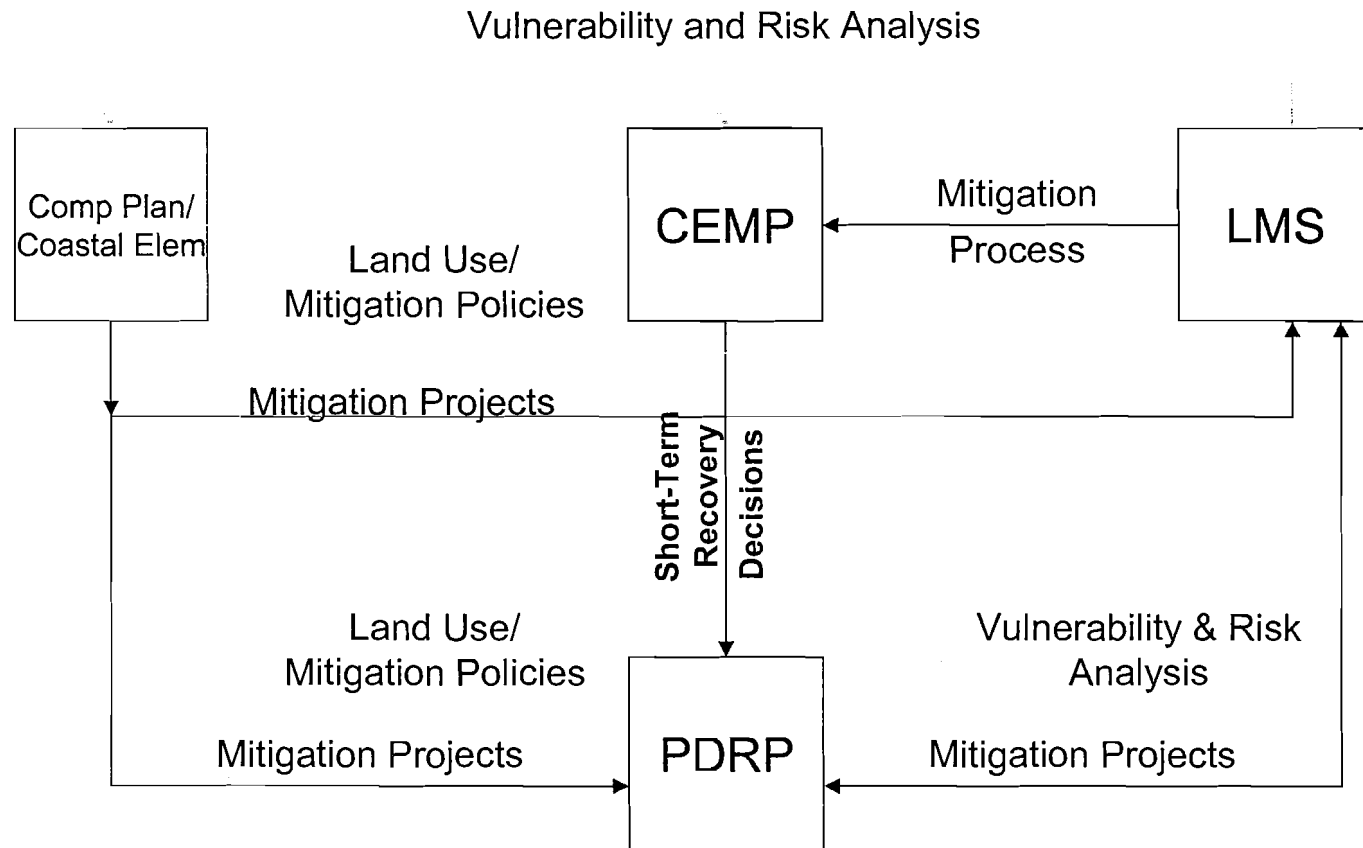
The Planning Process



Plan Integration

- **Previously existing plans** can help to improve both the speed and quality of post-disaster decisions.
- “Existing plans” means that the community has an **active planning process**, including
 - well-established community organizations,
 - lines of communication,
 - a variety of planning documents and tools, and
 - some degree of community consensus.

All of These Plans Integrate Through Mitigation



The Post-Disaster Redevelopment Plan is the only plan suited for the Integration of elements from each of the other plans

Year 1 - 2007

PHASE 1:

- Purpose – Draft *Best Practices Guide*
- Tasks:
 - Form “PRDP Focus Group”
 - Hold Focus Group Meetings for input of best practices
 - Review all existing literature on PDRPs
 - Compile / Evaluate existing Community PDRPs
 - Survey Local Govt for status and effectiveness
 - DCP PDRP Website
 - Obtain copies of all known PDRPs in State of FL
 - Prepare “Draft” PDRP Guidelines
 - Include “standards” & “suggested planning processes” to serve as guide for local PDRPs
 - SELECT PILOT COMMUNITIES for PHASE 2

Post Disaster Redevelopment Focus Group

- **Sandy Meyer**, Project Mgr, Division of Community Planning, DCA
- **Cindy Palmer**, Federal Emergency Management Agency, Region IV Mitigation
- **Roy Dunn**, Division of Emergency Management, Housing/Recovery
- **Jim Quinn/Robin Branda**, Department of Environmental Protection, Coastal Management
- **Gabriela Vigo**, Federal Emergency Management Agency, Region IV Mitigation
- **Eric Poole**, Florida Association of Counties
- **Carol Westmoreland**, Florida League of Cities
- **Betti Johnson**, Tampa Bay Regional Planning Council
- **Alex Magee**, Florida Chapter, American Planning Association
- **Dr. Bob Deyle**, Florida State University, Department of Urban and Regional Planning
- **Gene Henry**, Hillsborough County Government
- **Butch Truesdale**, Palm Beach County Government
- **Mary Helen Blakeslee**, Office of Tourism, Trade and Economic Development
- **Pat Blackshear**, Walton County Government
- **Howard Glassman**, Metropolitan Planning Organization Advisory Council on Transportation and Infrastructure
- **Dr. Ann-Margaret Esnard**, Florida Atlantic University
- **John Wilson**, Lee County, Florida Emergency Management Preparedness Association
- **Joan LeBeau/Mitchell Austin**, City of Punta Gorda, Land Use Planning/Urban Design
- **Mickie Valente** - Florida Council of 100, Communications/Progress Director
- **Heidi Recksiek**, National Oceanic and Atmospheric Administration

Year 2 – 2007-2008

PHASE 2 :

- Purpose – Prepare PDRPs for pilot community(s)
- Tasks:
 - Establish Organizational Structure w/ Pilot Community(s)
 - ID available resources in community
 - Establish single POC for planning and info sharing
 - Hold “Kick-Off Meeting” w/community reps to explain process
 - Prepare Summary Report – feedback from Kick Off Meeting
 - Maintain DCP Website for info sharing of PDRP Pilot process
 - Prepare PDRPs for Pilot Community(s)
 - Facilitate working meetings w/ Pilot Community(s) as necessary
 - Provide Tech Support consistent w / Rule 9J-5 and “Draft” PDRPs
 - Prepare / Distribute “Public Outreach” materials (Meeting Notices, Flyers, Brochures, Exec Summary, etc)
 - Explore feasibility of incorporating Pilot Community(s) PDRPs into local Comprehensive Plan

Year 3 – 2008-2009

PHASE 3 :

- Purpose – Revise PDRP's
- Tasks:
 - Synthesize Program results
 - ID Key Issues
 - Single Government Issues
 - Regional Linkages
 - Need for County-Wide PDRPs
 - Evaluate need for Statutory Rule changes impacting Local Government PDRPs
 - Prepare Final PDRP Guidelines
 - Incorporate Lessons Learned from PH 1 & 2
 - **Publish and print “final” PDRP Guidelines**

The Result

- “Model” Post Disaster Redevelopment Plan
 - Addressing all elements of Redevelopment
 - Off-the-Shelf application (the future is your design)
 - Regional Integration preferred if possible
 - Consensus of Local Govt, Planners, EM Responders, Business Organizations & other Stakeholders
 - The Power of Law (“Adopted”)
- Planning “Template”
 - Capture the process (roadmap to the plan)
 - Creating planning partnerships of stakeholders
 - Marketing the plan
 - Reassure business that Local Govt is focused and prepared
 - Diminish the impact of expectation

QUESTIONS?



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