

SECTION 3: MITIGATION STRATEGY

3.1 Governmental

Local Mitigation Strategies take into account an abundance of information from the Federal and State levels, as each has their own mitigation strategy as well. For example, the Federal Government has the National Mitigation Strategy, and the State of Florida has the State Hazard Mitigation Plan. Strategies, goals, and objectives from these are very beneficial for local LMS officials to use in the formulation of their own strategies, as they help align the overall mitigation goals with each other, in order to make all communities more resilient after a disaster has occurred.

This section, in part, addresses the following FEMA requirements:

Requirement 44CFR 201.6(c)(2)(i): Does the Plan include information on previous occurrences of hazard events and on the probability of future hazard events for each jurisdiction? **(Element R6)**

Requirement 44CFR 201.6(c)(2)(ii): Is there a description of each identified hazard's impact on the community as well as an overall summary of the community's vulnerability for each jurisdiction? **(Element R7)**

Requirement 44CFR 201.6(c)(2)(ii): Does the Plan address NFIP insured structures within each jurisdiction that have been repetitively damaged by floods? **(Element R9)**

Requirement 44CFR 201.6(c)(3)(i): Does the Plan include goals to reduce/avoid long-term vulnerabilities to the identified hazards? **(Element S1)**

Requirement 44CFR 201.6(c)(3)(ii) and 201.6(c)(3)(iv): Does the Plan identify and analyze a comprehensive range of specific mitigation actions and projects for each jurisdiction being considered to reduce the effects of hazards, with emphasis on new and existing buildings and infrastructure? **(Element S4/S5)**

Requirement 44CFR 201.6(c)(4)(ii): Does the Plan describe a process by which local governments will integrate the requirements of the mitigation plan into other planning mechanisms, such as comprehensive or capital improvement plans, when appropriate? **(Element S10/S11)**

3.1.1 Federal

The National Mitigation Strategy has been developed to provide a framework for reducing the exposure of all Americans to the catastrophic losses caused by natural disasters. Federal mitigation action planning is directed toward protecting U.S. citizens by:

- Utilizing the scientific and technical knowledge resulting from the research efforts of the National Institute of Standards and Technology (NIST), and integrating it into local fire and building codes in order to reduce major urban fires and building failures;
- Establishing under the NFIP a national program for floodplain management with strong mitigation provisions to significantly reduce flood losses;
- Developing a national system of emergency management with a coordinated Federal Response Plan to replace the piecemeal approach to recovery after disaster strikes;
- Establishing a National Earthquake Hazards Reduction Program to increase the availability of applied seismic research, develop state seismic hazard reduction programs, and improve training and education on methods to the risk of loss of life and property to earthquakes;
- Establishing a National Hurricane Program to minimize loss of life and property from hurricanes through better property protection, warning and evacuation procedures, and training and education;
- Developing a National Inventory of Dams identifying high-hazard dams and encouraging the development of warning systems and emergency plans for many of these facilities;
- Establishing an effective program of assistance to state and local governments for post-disaster mitigation actions through the Stafford Act's Section 404, HMGP, and under Section 406 in terms of the mitigation of damage to public facilities; and
- Establishing a nationwide program of federal, state, and local preparedness consisting of trained personnel, facilities, equipment, training, and exercises to save lives and protect property through warning, evacuation, shelter, and other post-disaster actions.

In 1986, the United States Congress enacted the Emergency Planning and Community Right-to-Know Act. It imposed upon state and local governments planning and preparedness requirements for emergencies involving the release of hazardous materials. The role of the federal government in response to an emergency involving the release of hazardous materials is to support local and state emergency operations. Activation of the Federal Regional Response Team provides access to federal resources not available at the state and local levels. An on-scene coordinator is designated to manage federal resources and support.

- The national warning and communications center for emergencies involving the release of hazardous materials. It is manned 24 hours a day, and is located at the U.S. Coast Guard headquarters in Washington, D.C.

3.1.2 State

The FDEM, under the Executive Office of the Governor, has primary responsibility in disaster response and mitigation. The FDEM developed the State Enhanced Hazard Mitigation Plan (SHMP) to establish a comprehensive program to effectively and efficiently mobilize and coordinate the state's services and resources to make Florida's communities more resistant to the human and economic impacts of disasters. The SHMP Strategy achieves this purpose through the following goals and objectives:

Goal 1: Implement an effective comprehensive statewide hazard mitigation plan.

- Objective 1.1: Provide training opportunities and encourage staff to pursue professional development.
- Objective 1.2: Pursue methodologies that will enhance mitigation successes.
- Objective 1.3: Integrate mitigation practices throughout all state plans, programs, and policies.

Goal 2: Support local and regional mitigation strategies.

- Objective 2.1: Maintain up-to-date risk assessment information in coordination with local communities.
- Objective 2.2: Assist in integrating hazard mitigation concepts into other local and regional planning efforts such as comprehensive plans, local mitigation strategies, and comprehensive emergency management plans.
- Objective 2.3: Ensure that all communities are aware of available mitigation funding sources and cycles.
- Objective 2.4: Assist in the integration of climate change and sea level rise research into state, local, and regional planning efforts.
- Objective 2.5: Conduct all possible actions to mitigate severe repetitive loss properties.

Goal 3: Increase public and private sector awareness and support for hazard mitigation in Florida

- Objective 3.1: Work with other state and regional entities to incorporate mitigation concepts and information into their outreach efforts.
- Objective 3.2: Educate Florida's private sector about mitigation concepts and opportunities.
- Objective 3.3: Develop and integrate hazard mitigation curriculum into higher education.
- Objective 3.4: Educate state risk management entities on mitigation incentives.
- Objective 3.5: Support hazard mitigation research and development.

Goal 4: Support mitigation initiatives and policies that protect the state's cultural, economic, and natural resources.

- Objective 4.1: Support land acquisition programs that reduce or eliminate potential future losses due to natural hazards and that are compatible with the protection of natural or cultural resources.
- Objective 4.2: Support restoration and conservation of natural resources whenever possible.
- Objective 4.3: Seek mitigation opportunities that reduce economic losses and promote responsible economic growth.
- Objective 4.4: Retrofit existing state-owned facilities.
- Objective 4.5: Participate in climate change and sea level rise research that will further the state and local government's ability to plan for and mitigate the impacts of future vulnerability.
- Objective 4.6: Coordinate effective partnerships between state agencies for floodplain management.

The SHMP provides the FDEM with operational and programmatic guidance to promote the goals and objectives of the nationally based National Mitigation Strategy as coordinated by FEMA.

The FDEM has the lead role in coordinating state resources to support local government unless the scope of the emergency warrants a higher degree of state involvement. This may occur when emergencies involve multi-jurisdictional hazards, when local governments believe the emergency is beyond the capabilities of local resources, or when the Governor determines there is an overriding concern for the safety of the public. For these situations, the Governor can designate the primary responsibility for emergency response to the state by issuing an Executive Order under the provisions of Section 252.36, Florida Statutes (F.S.).

The FDEM is the designated State Watch Office as the notification point in the event of a hazardous materials incident. As such, the FDEM is responsible for receiving notification of an emergency from the County Communications Coordinator (i.e., County Warning Point), and coordinating the request(s) for County support, if requested. The DEM is responsible for assisting LEPC's in providing warnings and instructions to the general public.

The Florida Division of Forestry (DOF) has major responsibility for protecting forest lands and the public from the effects of wildfire. Local fire-rescue departments have primary responsibility for structural fires. They also are the first responders to all fires. If the local fire-rescue department has determined that the wildfire event is beyond its capacity to fight, the local fire-rescue department can request assistance from the DOF. When that occurs, an incident command control is established with state and local fire-rescue departments working together to extinguish the wildfire.

3.1.3 Regional

3.1.3.1 Treasure Coast Regional Planning Council (TCRPC)

The TCRPC was created under Section 186.501, F.S. The TCRPC is multi-county entity encompassing Indian River, Martin, Palm Beach, and St. Lucie counties. It has responsibility for addressing growth management issues that are multi-jurisdictional in scope. This includes working in cooperation with federal and state agencies planning for emergency management issues as described in Section 252.34(4) F.S. The TCRPC provides full-time staffing for the District X LEPC. The LEPC is charged with administering regional compliance with hazardous materials reporting and training laws. Its many initiatives include the State Hazardous Materials Training Task Force; District X Hazardous Materials Emergency Plan; training for emergency first response personnel; hospital and hazardous materials response team needs; public hazardous chemical awareness and reporting seminars; public and private sector hazardous materials emergency exercises; and assisting public and private facilities with chemical emergency preparedness planning.

Section 186.507, F.S. directs regional planning councils to prepare strategic regional policy plans. One of the elements that the plan must address is emergency preparedness. The TCRPC promotes

mitigation initiatives within Section 5.0, Emergency Preparedness, of its “Strategic Regional Policy Plan”. (Appendix B).

- **Strategy 5.1.1** Direct development away from areas most vulnerable to the effects of natural and man-made disasters.
- **Strategy 5.2.1** Utilize land use, transportation, and community planning processes to address vulnerability issues.
- **Strategy 5.3.1** Provide shelter space for residents of areas susceptible to flooding from the effects of hurricanes and other storms.
- **Strategy 5.4.1** Develop the mechanisms necessary to ensure that emergency planning agencies have in-put into the local government decision-making process.
- **Strategy 5.5.1** Initiate disaster preparedness activities which will protect lives and property and reduce evacuation times.
- **Strategy 5.5.2** Establish mechanisms and regulations necessary for post-disaster reconstruction to occur in a consistent manor making future disasters less destructive to life and property.

3.1.3.2 South Florida Water Management District

The creation of the SFWMD along with the four (4) other water management districts were enabled under Section 373.069, F.S. As required under Section 373.036(2), F.S., each district has prepared a district water management plan. The plan provides the overarching vision for the districts.

The key elements of the plans are:

- Environmental protection and enhancement
- Water supply
- Flood protection
- Water quality protection

One of the purposes of the plan is to provide a framework to address issues of water conservation, extreme drought and flooding. The SFWMD administers several programs that achieve hazard mitigation relative to flooding, hurricanes, and drought. The SFWMD operates and maintains the regional drainage system throughout its jurisdictional area. Local drainage systems are operated by a variety of special districts, private property owners, and local governments. The local systems typically convey water from individual projects to the regional system. The SFWMD’s responsibilities for flood protection relate primarily to serving as the regional water conveyance and storage entity. To meet this responsibility the SFWMD maintains an ongoing "Canal Conveyance Capacity" evaluation program. The objectives of the program are:

- To implement a systematic approach to the inspection of all SFWMD canals to determine the need for periodic dredging
- To inspect all canals over a five (5) year period
- To establish standard canal survey criteria

- To develop construction plans and specifications to implement restoration of conveyance to the canals

In addition to private applicants, local units of government involved in building new stormwater systems or retrofitting older ones are required to petition the SFWMD for a surface water management permit approval.

Besides flood control, the SFWMD is responsible for protecting existing water resources from excessive drawdown during periods of drought, and protecting wellfields from contamination. Also, the District administers the "Save Our Rivers" program for the purpose of protecting environmentally sensitive lands. Some of the lands purchased under the program have been situated in the Coastal High Hazard Area (CHHA); thus, in addition to achieving the program's primary goal - the protection of environmentally sensitive resources - the intensity and density of development in CHHAs is reduced.

3.1.4 Local

3.1.4.1 Palm Beach County

The County occupies approximately 2,578 square miles on Florida's southeastern Atlantic coast. It is the largest county in the state in terms of land area. It has approximately 47 miles of coastal shoreline that fronts the Atlantic Ocean.

The county is the third most populated county in the state. In 2020 the countywide population was listed as 1,492,191 (US Census). That is an increase of nearly 172,057 people from the 2010 census. It is projected that by the year 2030, the population will increase by over another 150,000 to about 1,643,900. The majority of the growth is expected between the coastal ridge and Water Conservation Areas.

Thirty-nine (39) municipalities exist in the County. In terms of population, they vary significantly. The City of West Palm Beach is the largest (117,415) while the City of Westlake (906) is the smallest (see [Table 3.1](#)). There are three (3) urban centers of population along the coast: in south PBC, the Boca Raton/Delray Beach/Boynton Beach area (combined population – 244,648); the West Palm Beach/Lake Worth Beach/Riviera Beach area (combined population – 197,238) in central PBC; and in north PBC, the Palm Beach Gardens/Jupiter area (combined population – 120,229). Two (2) other centers of population exist in the County. One is the Glades agricultural communities of Belle Glade, Pahokee, and South Bay that border on Lake Okeechobee, (combined population – 27,082). This area has unique needs because of its relative physical isolation from the highly urban area along the Atlantic coast. The other area, rapidly urbanizing, is the Royal Palm Beach/Wellington/Greenacres (combined population – 144,559) area. Based upon the figures provided by the U.S. Census Bureau, the City of West Palm Beach has experienced the largest population growth amongst the municipalities of PBC, with an increase in population of 17,496 during the period of 2010 through 2020.

As growth has occurred, and PBC has become more and more urbanized, large portions of the County have experienced shifting land use patterns, moving from rural, agricultural areas to emerging residential communities, industrial and business employment centers. Land in PBC is used for three (3) major purposes: urban uses, agriculture, and protecting environmentally sensitive resource areas (e.g., water conservation areas, Corbett Wildlife Refuge, beach areas). [Table 3.2](#) provides a synopsis of each municipality.

From a hazards perspective, transportation is an important component shaping the overall development pattern. Being a major urban county, the residents and businesses are serviced by many suppliers that depend upon the air, rail, and trucking industries that distribute goods throughout the region. Key major modes of transportation traverse throughout PBC. The area is served by major transportation corridors (e.g., Interstate 95, Florida Turnpike), four (4) rail lines (Florida East Coast Railroad, CSX Railroad, Tri-Rail, and Brightline), the Port of Palm Beach, and Palm Beach International Airport. Brightline is a new high-speed railroad service that currently services Miami to two (2) stations in Palm Beach County (Boca Raton and West Palm Beach) with plans to expand to Orlando beginning in September 2023. As the area becomes more urban and more congested, the potential for transportation accidents will increase.

Within PBC, the SFWMD operates six (6) major drainage canals: C-18, C-17 (Earman River), C-51 (West Palm Beach Canal), C-16 (Boynton Canal), C-15 canal, and the Hillsboro Canal. Secondary stormwater drainage canals drain into these regional conveyance system drains. Prior to the construction of the extensive SFWMD canal system, flooding was a common occurrence after significant rainfall events, and served as a limiting factor to growth. In addition to providing drainage relief, the regional drainage facilities also benefit the area's water resources. Eastern PBC generally relies upon local rainfall and water stored in Lake Okeechobee and the Water Conservation Areas for its water. The regional SFWMD system can move water from Lake Okeechobee, the Water Conservation Areas, and then to eastern PBC where the water helps supplement local recharge of urban wellfields. The county's connection to the SFWMD regional system makes it less vulnerable to drought conditions than if it depended solely on local supplies. In general, the south County wellfields would be seriously impacted by the loss of recharge from surface water systems.

It is the goal of PBC to protect human life and property by limiting public expenditures in areas subject to destruction by natural disasters (especially within the coastal high hazard area), maintaining and implementing an effective emergency management program, and providing for orderly recovery and redevelopment in a post-disaster period. Toward this end, PBC and its 39 municipalities maintain a series of coordinated, interlinked preparedness and recovery plans including, but not limited to:

Comprehensive Plans at County and municipal levels which focus on environmental resources management, managed avoidance of development in high hazard areas, and responsible post disaster redevelopment;

Comprehensive Emergency Management Plan and Local Emergency Plans, which establishes the framework to ensure that PBC and the municipalities will be adequately prepared to deal with the

hazards threatening the lives and property of citizens and details pre and post-disaster hazard mitigation strategies, policies and activities;

Local Mitigation Strategy, which describes county-wide strategies and projects for mitigating the effects of identified vulnerabilities to natural, technological and human caused hazards;

Continuity of Operations Plan, which ensures the continuance of essential governmental functions during any emergency or situation that, might otherwise disrupt normal operations.

Through subcommittees of the Local Mitigation Strategy, these and other plans relevant to the protection of life and property are closely monitored in an effort to ensure their language, policies, procedures, and practices are compatible, consistent, coordinated, and mutually beneficial.

The County and its 39 municipalities participate in a full complement of federal, state, and local mitigation programs and initiatives. Representative of these programs and initiatives are the LMS, CRS, NFIP, FMAP, Community Emergency Response Team, Continuity of Operations, counter-terrorism, radiological emergency preparedness initiatives, and hazardous materials. The collective purpose of these activities is the elimination or mitigation of hazards presenting significant risk to PBC and its residents, with a focus on new and existing buildings and infrastructure.

County and City	April 1 2022 Estimate	Total Change	April 1 2020 Census	Inmates	Estimates less Inmates April 1, 2022
Palm Beach County	1,518,152	25,961	1,492,191	2,587	1,515,565
Atlantis	2,145	3	2,142	0	2,145
Belle Glade	17,213	515	16,698	0	17,213
Boca Raton	99,542	2,120	97,422	0	99,542
Boynton Beach	81,748	1,368	80,380	0	81,748
Briny Breezes	498	-4	502	0	498
Cloud Lake	139	5	134	0	139
Delray Beach	67,073	227	66,846	0	67,073
Glen Ridge	217	0	217	0	217
Golf	260	5	255	0	260
Greenacres	44,797	807	43,990	0	44,797
Gulf Stream	957	3	954	0	957
Haverhill	2,190	3	2,187	0	2,190
Highland Beach	4,302	7	4,295	0	4,302
Hypoluxo	2,686	-1	2,687	0	2,686
Juno Beach	3,869	11	3,858	0	3,869
Jupiter	61,341	294	61,047	0	61,341
Jupiter Inlet Colony	406	1	405	0	406
Lake Clarke Shores	3,565	1	3,564	0	3,565
Lake Park	9,030	-17	9,047	0	9,030
Lake Worth Beach	42,637	418	42,219	0	42,637
Lantana	12,132	628	11,504	21	12,111
Loxahatchee Groves	3,375	20	3,355	0	3,375
Manalapan	422	3	419	0	422
Mangonia Park	2,134	-8	2,142	0	2,134
North Palm Beach	13,166	4	13,162	0	13,166
Ocean Ridge	1,831	1	1,830	0	1,831
Pahokee	5,579	55	5,524	378	5,201
Palm Beach	9,218	-27	9,245	0	9,218
Palm Beach Gardens	60,675	1,493	59,182	0	60,675
Palm Beach Shores	1,309	-21	1,330	0	1,309
Palm Springs	26,924	34	26,890	0	26,924
Riviera Beach	38,613	1,009	37,604	0	38,613
Royal Palm Beach	39,345	413	38,932	0	39,345
South Bay	5,015	155	4,860	1,934	3,081
South Palm Beach	1,472	1	1,471	0	1,472
Tequesta	6,152	-6	6,158	0	6,152
Wellington	61,807	170	61,637	0	61,807
Westlake	2,981	2,075	906	0	2,981
West Palm Beach	119,971	2,556	117,415	26	119,945
UNINCORPORATED	661,416	11,640	649,776	228	661,188

Sources: US Census Bureau (2020 Census) and University of Florida, Bureau of Economic and Business Research (2022 Estimates).

*Source: Bureau of Economic and Business Research, University of Florida

Table 3.1: PBC Population Estimates as of April 1, 2022

<i>Municipality</i>	<i>Location</i>	<i>Urban/Rural</i>	<i>Community Character (Residential/Working/ Retirement)</i>	<i>Percent Built Out</i>	<i>Source Year</i>	<i>Economic Base (Agricultural/Business/Industrial/ Residential/Retirement)</i>
Atlantis	Inland	Urban	Residential	NI		Residential/Retirement
Belle Glade	Lakefront	Rural	Working	75	89	Agricultural
Boca Raton	Coastal	Urban	Working	97	2014	Business/Residential
Boynton Beach	Coastal	Urban	Residential	NI		Business/Residential
Briny Breezes	Coastal	Urban	Retirement	100	89	Retirement
Cloud Lake	Inland	Urban	Residential	94	89	Retirement/Residential
Delray Beach	Coastal	Urban	Residential/Working	98.9	08	Business
Glen Ridge	Inland	Urban	Residential	86.3	89	Residential/Commercial
Golf	Inland	Urban	Residential	NI		Residential
Greenacres	Inland	Urban	Residential	97	06	Residential/Commercial
Gulfstream	Coastal	Urban	Residential	NI		Residential
Haverhill	Inland	Rural/Urban	Residential	96	89	Residential/Commercial
Highland Beach	Coastal	Urban	Residential/ Retirement	98	08	Residential/Retirement
Hypoluxo	Coastal	Urban	Residential	NI		Retirement
Juno Beach	Coastal	Urban	Residential	90	2014	Residential/Commercial
Jupiter	Coastal	Urban	Residential/Working	90	2014	Business/Residential
Jupiter Inlet Colony	Coastal	Urban	Residential	99	08	Residential/Retirement
Lake Clark Shores	Inland	Urban	Residential	96	2014	Residential/Commercial
Lake Park	Coastal	Urban	Working	95	08	Business
Lake Worth Beach	Coastal	Urban	Residential	NI		Commercial

Lantana	Coastal	Urban	Residential	NI		Residential/Commercial
Loxahatchee Groves	Inland	Rural	Residential	NI	09	Residential
Manalapan	Coastal	Urban	Residential	NI		Residential
Mangonia Park	Inland	Urban	Working	85	2014	Working/Residential
North Palm Beach	Coastal	Urban	Residential	98	89	Residential/Commercial
Ocean Ridge	Coastal	Urban	Residential	NI		Residential/Retirement
Pahokee	Lakefront	Rural	Working	NI		Agricultural
Palm Beach	Coastal	Urban	Residential	97	2014	Residential/Commercial
Palm Beach Gardens	Inland	Urban/Rural	Residential/Working	95%	2014	Agricultural/Business
Palm Beach Shores	Coastal	Urban	Residential	NI		Residential/Retirement
Palm Springs	Inland	Urban	Residential	96	2014	Residential/Commercial
Riviera Beach	Coastal	Urban	Working	94		Industrial
Royal Palm Beach	Inland	Urban	Residential	90		Business/Industrial/Residential
South Bay	Inland	Rural	Residential/Working	91	89	Agricultural/Industrial
South Palm Beach	Coastal	Urban	Residential	100	89	Residential/Retirement
Tequesta	Coastal	Urban	Residential	95	89	Residential/Retirement
Wellington	Inland	Urban	Residential	NI		Residential
Westlake	Inland	Rural	Residential	1	2017	Residential
West Palm Beach	Coastal	Urban	Residential	NI		Business

Table 3.2: Characterization of the municipalities in PBC.

County Agencies with Key Roles in Mitigation

Within the existing county organizational structure, there are a number of departments that play key roles in hazard mitigation. They are as follows:

Public Safety Department (PSD). The PSD is composed of six (6) divisions: 9-1-1 Program Services, Animal Care and Control, Consumer Affairs, Emergency Management, Justice Services, and Victim Services. During emergency events (e.g., hurricanes), the DEM has the lead role in coordinating the resources and key agencies, non-profits, and private sector entities involved in the emergency situation.

Department of Planning, Zoning & Building (PZ&B). The PZ&B is comprised of three (3) divisions: Planning, Zoning and Building. The PZ&B has primary responsibility for administering the PBC Comprehensive Plan, and appraising and updating it from time to time. In addition to its long-range planning role, PZ&B is responsible for processing development petitions (i.e., rezoning petitions, site plans). The Building Division issues and oversees compliance with all building permits. The Zoning Division administers the Zoning Ordinance and Lot Clearing Ordinance. The County also issues building permits for one (1) municipality Gulf Stream.

Department of Environmental Resource Management (ERM). The ERM is involved in the evaluation and assessment of environmental projects (e.g., shoreline stabilization projects, beach erosion initiatives), and administering various environmental ordinances (i.e., Irrigation & Water Conservation, Sea Turtle Protection/Sand Preservation Ordinance, Stormwater Pollution Prevention, Vegetation Protection and Preservation, Turnpike Wellfield Protection). To mitigate erosion and enhance and restore the beaches and dunes along its coastal shorelines, the County has developed a Shoreline Protection Plan. The County avoids the use of shoreline armoring (except as a measure of last resort). Preferred alternatives include beach nourishment, dune restoration, and inlet sand transfer.

Facilities Development and Operation (FD&O). This department is responsible for the development of County buildings including siting, real estate, design and construction, and operations of the facilities. The department is responsible for overseeing the construction of capital projects as well as the long-term maintenance of County facilities (e.g., emergency management operations center).

Engineering and Public Works Department (EPW). The Engineering & Public Works Department is responsible for administering the County's Five Year Road Program and for Operation and maintenance of the County-owned roads, bridges, and the north and south inlet sand transfer plants.

PBC Fire Rescue (PBCFR). Palm Beach County Fire Rescue provides fire suppression, emergency medical services, fire prevention, and community education programs throughout PBC. The department not only serves the unincorporated County, but 19 municipalities. They include: Belle Glade, Cloud Lake, Glen Ridge, Haverhill, Juno Beach, Jupiter, Lake Clarke Shores, Lake Park, Lake Worth Beach, Lantana, Loxahatchee Groves, Manalapan, Pahokee, Palm Springs, Royal Palm Beach, South Bay, South Palm Beach, Wellington, and Westlake. The County also

provides fire-rescue dispatch service to 13 municipalities. Besides emergency services, the Department provides other types of services. The Bureau of Safety Services is responsible for ensuring that buildings comply with appropriate fire codes. The department also offers public education programs which focus on fire safety guidelines for schools, community groups, and individuals. In addition, the department has responsibility for coordination of fire protection, hazardous materials mitigation, and advance life support services.

Palm Beach County Sheriff's Office (PBSO). Besides their responsibilities for crowd and traffic control during emergency events such as hazardous waste truck spills, the Sheriff's Department is responsible for enforcing PBC's dumping ordinance.

Mitigation Policies and Ordinances

Policy Plans. The two (2) key policy plans that address issues related to natural and technological hazards include: the County Comprehensive Plan and the County Comprehensive Emergency Management Plan. They are described, briefly below.

- **County Comprehensive Plan**

The County's Comprehensive Plan provides the framework for future development within the unincorporated area, and provides mechanisms and standards through which changes could occur. The directives include implementing County-wide growth management strategies while providing the opportunities for flexibility that recognize and maintain the diversity of lifestyles. The Comprehensive Plan contains the nine (9) required plan elements, as set out in Section 163.3177, F.S. They include: Conservation, Coastal Management, Utilities (i.e., potable water, sanitary sewer, stormwater management, solid waste, and natural aquifer recharge), Future Land Use, Housing, Recreation and Open Space, Transportation, Intergovernmental Coordination, and Capital Improvement. In addition, the County has added several optional elements to the Comprehensive Plan. This plan addresses: Library Services, Public School Facilities, Historic Preservation, Fire-Rescue Services, Health and Human Services. Hazard Mitigation is addressed in the Conservation and Coastal Management Elements. A listing of relevant hazard mitigation objectives and policies for PBC is located in Appendix B.

Mitigation of natural hazards such as flooding, hurricanes, drought, and beach erosion is a focus of the Coastal Management Element in the Comprehensive Plan. Technological and societal hazards are also addressed in the plan Coastal Management Element.

Effective October 25, 2002 by Ordinance 2002-51, PBC's Comprehensive Plan contains specific language which recognizes, concurs with, and links the County's LMS objectives, processes, and project prioritization criteria with capital improvement and coastal management policies and priorities. Key references can be found in Policy 1.4 of the Capital Improvement Element; and Section 2, Objective 2.4 and Policies 2.4-

e and 3.1-c of the Coastal Management Element. By virtue of their intended purpose to mitigate public hazards, projects carried on the LMS Prioritized Project List are considered to meet the County's standards for categorization as "Essential." The Comprehensive Plan also recognizes that the governing body of the LMS program shall comprise representatives assigned by each of the 39 municipalities and PBC and be governed by appropriate policies, procedures and/or either interlocal agreements or resolutions.

Appendix B

Conservation Element: Policy 1.3-e: The County shall pursue opportunities, such as State Hazard Mitigation Grant Funding, to preserve lands for natural resources (i.e. beaches and dunes, native vegetation, wetlands and barrier islands). A benefit of preserving lands for natural resources is hazard mitigation aimed at protecting development from natural disasters.

Coastal Management Element: Policy 2.5-d: The County shall continue to enforce regulations and codes, which provide for hazard mitigation. These include land use, building construction, flood elevation, septic and sanitary sewer, coastal construction setback, and stormwater facility regulations. These regulations shall also be applied to eliminate unsafe conditions and inappropriate uses.

Coastal Management Element: Policy 2.5-e: The County shall, pursuant to the Comprehensive Emergency Management Plan, continue recommended hazard mitigation activities, including land development regulations and construction law administration. Post-disaster recommendations contained in Hazard Mitigation Plans shall be incorporated to avoid future destruction and loss of life.

- Comprehensive Emergency Management Plan (CEMP)

The BCC has adopted the CEMP. It is an operations-oriented document that establishes the framework for effective management of emergencies and disasters for PBC. The CEMP addresses a broad range of hazards. They include:

- Severe Weather
- Flooding
- Fire
- Agricultural Pests and Diseases
- Hazardous Materials
- Nuclear Power Plant
- Dike Failure
- Domestic Security
- Mass Migration
- Communicable Diseases
- Transportation
- Workplace/School Violence

The CEMP addresses evacuation in terms of local and regional evacuation, public shelter, disaster response and recovery, rapid deployment of resources, communications and warning systems, training exercises, and agency responsibilities. These responsibilities constitute Emergency Support Functions (ESF). Each ESF is headed by a lead agency which has been selected based on its authorities, resources, and capabilities in the functional area. The ESFs serve as the primary mechanism through which outside assistance to PBC is coordinated.

In the Mitigation section of the CEMP, there is extensive language stating the objectives and details of the Local Mitigation Strategy. The mitigation techniques within the two (2) plans include projects, policies, or programs which will reduce, eliminate, or alleviate damage caused by disasters. Moreover, the CEMP and the LMS work collectively to improve the community's resistance to damage from known natural, technological, and human caused hazards.

Ordinances. Hazard-related ordinances are administered primarily by the PZ&B, ERM, or Fire-Rescue departments. The list of relevant ordinances includes:

- Irrigation & Water Conservation
- Sea Turtle Protection/Sand Preservation
- Stormwater Pollution Prevention
- Countywide Wellfield Protection
- Turnpike Wellfield Protection
- Lot Clearing
- Zoning
- Building Code
- Fire Prevention Code
- Vegetation Protection and Preservation

County Mitigation Plans, Programs, Projects/Initiatives

There are a number of projects and initiatives PBC has implemented to mitigate potential damage resulting from various hazards.

The County has also made a statement of the importance of hazard mitigation, by incorporating within its Comprehensive Growth Management Plan policy statements regarding the development of a county-wide Local Mitigation Strategy. In addition to its CEMP, there are special hazard plans that apply to unique situations. They address hazards such as coastal oil spills, hazardous materials, and airport safety. In addition, in a county that experiences substantial development each year, Fire-Rescue actively participates on the County development review committee. The Fire-Rescue staff reviews and comments on whether there is adequate access to buildings by both personnel and apparatus, and whether there is adequate vehicle ingress and egress.

The Fire-Rescue Department has a significant role relative to hazardous materials. Fire-Rescue staff pre-identifies hazardous chemical waste facilities and pre-plans emergency response. In addition, staff works with the facility managers by assisting in writing their emergency operations/evacuation plans.

Also, as many other counties have done since Hurricane Andrew, PBC has upgraded its building code. It requires that all structures be able to withstand 110 mph wind load. The code now requires a finished floor elevation at six (6) inches above minimum 100-year flood level. The County's building code also requires corrosion resistant hurricane clips, water resistant adhesives for shingles, and trusses manufactured in accordance with local wind models. Unlike many counties in Florida, PBC also requires shutters for all new single family homes, and glazing of exterior windows to achieve impact resistance from windborne debris.

Another mitigation activity of Fire-Rescue involves pre-planning for hurricanes. This involves identifying "target hazards." These are buildings/developments that are highly vulnerable to damage during a hurricane. In pre-storm stage, Fire-Rescue personnel identify residents that did NOT evacuate, and where they live in the event Fire-Rescue staff has to search for individuals following the storm event.

All fire stations have been fitted with shutters and have emergency generator and LP gas power sources. Also, all new facilities are being built to updated standards and have fire sprinkler/alarms.

National Flood Insurance Program (NFIP)

The function of NFIP is to provide flood insurance to homes and businesses located in floodplains at a reasonable cost, and to encourage the location of new development away from the floodplain. The program is based upon mapping areas of flood risk, and requiring local implementation to reduce that risk, primarily through guidance of new development in floodplains.

Congress created the NFIP in 1968 to minimize response and recovery costs and to reduce the loss of life and damage to property caused by flooding. FEMA administers the NFIP. The two fundamental objectives of NFIP are to:

1. Ensure that new buildings will be free from flood damage; and
2. Prevent new developments from increasing flood damage to existing properties.

The primary benefits of the NFIP are to:

1. Provide flood insurance coverage not generally available in the private market;
2. Stimulate local floodplain management to guide future development;
3. Emphasize less costly nonstructural flood control regulatory measures over structural measures;
4. Reduce costs to the federal and state governments by shifting the burden from the general taxpayer to floodplain occupants.

The County and its 39 municipalities participate in the NFIP (Appendix J). In return for NFIP making flood insurance available to property owners, the County and municipalities are required to adopt ordinances to manage development within 100-year floodplains to prevent increased flooding and minimize future flood damage. Palm Beach County Flood Insurance Rate Maps, published by the FEMA and updated in 2017 are used as the basis for delineating the 100-year floodplain and identifying regulated land.

Flood Damage Prevention Ordinances

The County's Flood Damage Prevention Ordinance, covering the unincorporated areas of the County, can be accessed through the DEM's website (<http://discover.pbcgov.org/publicsafety/dem/Publications/Flood-Damage-Ordinance-Article-18.pdf#search=flood%20prevention>). Municipal residents should contact their respective building department officials to determine what requirements are in effect for their jurisdictions.

Floodplain Permitting

The NFIP requires participating counties and municipalities to issue permits for all development in the 100-year floodplain. Development is broadly defined by NFIP to include any man-made change to land, including grading, filling, dredging, extraction, storage, subdivision of land, as well as the construction or improvement of structures. Proposed development must not increase flooding or create a dangerous situation during flooding, especially on neighboring properties. If a structure is involved, it must be constructed to minimize damage during flooding. Permitting officials work with applicants to discourage development in the floodplain wherever possible, but when unavoidable, the effects of development must be minimized.

The permitting review process is a requirement for continued community participation in the NFIP. Violations can not only jeopardize a community's standing in the NFIP; moreover, they can impact the ability of residents to obtain flood insurance. Residents witnessing development occurring without permits are asked to protect their rights by reporting violators to the local permit office.

Map Modernization Program

The County is an active participant in the Map Modernization Program. Since September 2000, PBC and its 39 municipalities have been working with FEMA, their contract consultants, local engineering agencies, the SFWMD, and the County's contract consultant in the development of a complete new set of FIRM maps. The data provided to FEMA's contractor included new accurate Light Detection and Ranging (LIDAR) developed elevation data obtained from the U.S. Army Corps of Engineers and from a PBC contract with Florida International University.

As of October 5, 2017, that complete set of new FIRM maps for all of PBC has been put into effect. The coordination process established between all of the agencies listed above will continue to provide for faster coordination of future changes with FEMA, to ensure continued improvement in the currency and accuracy of the FIRMs.

Community Rating System (CRS)

In 1991, the NFIP implemented the CRS for encouraging and recognizing community flood plain management activities that “exceed” these minimum NFIP standards. Today more than 900 communities across the nation participate in CRS, including PBC and most of its municipalities. The County joined the CRS program in October of 1991.

As an incentive and reward for participation, the flood insurance rates of residents in CRS communities may be reduced by up to 45% to reflect the reduced flood risk resulting from activities that meet CRS’s three (3) goals: reducing flood losses, facilitating accurate insurance ratings, and promoting the awareness of flood insurance.

Communities can earn points in creditable activity areas grouped into four (4) areas of emphasis: promoting public awareness, reduction of flood damage, improved mapping and regulations; and enhanced flood preparedness. Based on the number of points earned, each CRS community is ranked in one of ten (10) classes (with Class 1 requiring the most points). In turn, a community’s class rating determines the amount of flood premium reduction its residents are eligible to receive. Communities are encouraged to improve their class ratings. Property owners residing within a Special Flood Hazard Area, an area subject to the 1 % chance a year, may qualify for anywhere between 5% and 45% discount. Property owners outside the Special Flood Hazard Area qualify for a standard discount of 5%. The County strongly encourages all of its communities to take part in the CRS program.

The County and its CRS participating municipalities track repetitive loss properties county-wide on an ongoing basis using information gathered annually from FEMA and state Focus reports. For analysis, LMS GIS maps and databases are updated using these inputs to reflect repetitive loss property locations relative to historical flood areas and designated Special Flood Hazard Areas.

In accordance with CRS guidelines, letters are mailed annually to repetitive loss property owners by the County and municipalities explaining NFIP program benefits, the availability of mitigation assistance funding through the FMAP and other mitigation assistance programs. Repetitive loss properties are an ongoing discussion and planning priority for the LMS. These Committees, comprised of public and private sector representatives, are encouraged to develop and promote mitigation project ideas and strategies.

[**Table 3.3**](#) outlines the communities involved in the CRS program. All the communities involved in the CRS program have program activities that follow the same strategies. The County’s CRS program activities overlap and are inextricably interlinked with the activities of the LMS program. While the objectives of the CRS program are many, its key strategic objectives include:

1. Heightening public awareness of flood threats in PBC
2. Discouraging/managing development in flood plains
3. Minimizing flood losses in the community
4. Mitigating to eliminate repetitive loss properties
5. Ensuring residents have access to the most cost affordable flood insurance possible

Some of these goals were met through the Education and Outreach Subcommittee formed during the development of the PBC Local Mitigation Strategy. Today, a countywide CRS committee's purpose is to provide information to the community and involve the community in mitigation efforts. The countywide CRS Committee has been organized and adopted by PBC as a Program for Public Information. One major effort of this committee has been to encourage countywide participation in the CRS program by providing technical assistance to communities wishing to enter the CRS program, and assisting those communities already participating in the CRS program to improve their CRS ratings. Most communities in PBC are already participants in the program.

These objectives are met by encompassing County and municipal plans and programs including FMA, CRS, CEMP, Comprehensive Plan, Capital Improvement Plan and the LMS. All have the objective to ensure the successful mitigation activities to reduce repetitive loss properties throughout the County and its municipalities.

Outreach & Education

The LMS administers and otherwise supports a range of community Outreach and Education initiatives. Detailed descriptions of these activities and initiatives are contained in the County's Multi Year Training and Exercise Plan, Comprehensive Emergency Management Plan, the Five (5) Year Strategic Plan, documentation associated with Community Rating System recertification, DEM website, etc. Outreach activities take many forms, including (but not limited to): presentations, workshops, courses, multilingual brochures, flyers, websites, media releases, plans, telephone directory postings, mailings and inserts, expos, on-site briefings, special websites and website postings, and library holdings. Many of these activities are done in cooperation with private-public partners and sponsors.

Another significant part of mitigation outreach education are the community outreach presentations that are conducted throughout the Palm Beach Community. These presentations provide municipalities, schools, neighborhood associations, not-for-profit organizations, and residents information on mitigation, mitigation projects, disaster preparedness, and hazards that may affect the County. More than 100 presentations are conducted each year.

As part of its participation in the Community Rating System program, the County maintains a collaborative Outreach Project Strategy Program under a PPI, which encompasses a number of major outreach activities which are updated and reported to the Insurance Services Office as part of the annual recertification process.

A representative listing of some of the more significant outreach and education activities includes:

- Annual publication of a Hurricane & Flood Survival Guide (3 languages)
- Annual Hurricane & Flood Awareness Expo(s)
- Preparation/distribution of hazard and audience-specific brochures
- Business preparedness and post-disaster needs posting websites
- Business disaster planning guide - CD
- Flood Information website
- Emergency Information website
- Social Media (Twitter/FaceBook)

- LMS meetings open to the public
- Library holdings through the County Library System
- Special programs for association represented communities
- On-site presentations, structural evaluations, and planning assistance for special-interest groups such as home owner associations, property management firms, businesses, churches & synagogues, public gathering facilities, etc.
- Participation in numerous fairs and expos hosted by public and private sector groups
- Course offerings (certified and not) on safety and preparedness topics
- Participation as presenters/instructors at the National and Governor's hurricane conferences
- Published articles, papers

Most of the activities above are provided on an ongoing or seasonal basis. Details of most activities are documented in one or more of the following forms: in program specific reports, recertification packages, post-activity reports, monthly status reports, and in plan updates. The County and municipal jurisdictions maintain and distribute government and not-for-profit publications as appropriate. Lists of most distributed and held government and not-for-profit publications are contained in PBC's CEMP and relevant Community Rating System documentation.

Flood Mitigation Assistance Program (FMAP)

The FMAP is an NFIP initiative administered by the FDEM to help communities identify and implement measures to reduce or eliminate the long-term risk of flood damage to homes and other structures insurable under the NFIP.

Presently PBC offers the program on a limited basis to owners of "repetitive flood loss" properties based on the availability of federal and state funds and the availability of local resources to administer the program. The program provides homeowners with reasonable, cost-effective hazard mitigation options and potential public and private financing alternatives.

The FEMA contributes 75% of eligible mitigation costs. The remaining 25% must come from non-federal sources. The homeowner must contribute at least 12.5%. However at the present time, PBC requires the homeowner to contribute the full non-federal share.

Examples of flood mitigation projects that might qualify for FMA funding assistance include:

- Elevation of flood prone structures
- Relocation of flood prone structures
- Demolition (with or without rebuilding at higher elevation)
- Acquisition
- Various flood proofing measures.

Information and support is provided in a variety of forms to potential FMA applicants to assist them in developing projects and preparing application packages. Through the County's LMS committee structure, the Hazard Vulnerability Analysis Subcommittee, as well as FDEM, is

available to offer technical and administrative guidance and assistance to applicants, including assistance with benefit-cost computations.

FIRST DRAFT

Table 3.3

Summary of repetitive loss properties by local government and Community Rating System (CRS)

Community Number	Community Name	Number of Repetitive Loss Properties	Number of Claimed Repetitive Losses	CRS Rating	% Reduction in NFIP Rates
120192	PBC - Unincorporated	74	175	5	25%
120193	City of Atlantis	1	2	7	15%
000000	City of Belle Glade	0	0	NP	0%
120195	City of Boca Raton	10	22	8	10%
120196	City of Boynton Beach	18	44	7	15%
000000	Town of Briny Breezes	0	0	NP	0%
120198	Town of Cloud Lake	1	2	6	20%
125102	City of Delray Beach	16	39	8	10%
120200	Town of Glen Ridge	0	0	10	0%
000000	Village of Golf	0	0	NP	0%
000000	City of Greenacres	0	0	9	0%
125109	Town of Gulf Stream	3	7	10	0%
120205	Town of Haverhill	1	4	NP	0%

Community Number	Community Name	Number of Repetitive Loss Properties	Number of Claimed Repetitive Losses	CRS Rating	% Reduction in NFIP Rates
125111	Town of Highland Beach	0	0	10	0%
120207	Town of Hypoluxo	0	0	8	10%
120208	Town of Juno Beach	4	10	5	25%
125119	Town of Jupiter	13	39	5	25%
120162	Town of Jupiter Inlet Colony	0	0	NP	0%
120211	Town of Lake Clark Shores	0	0	8	10%
120212	Town of Lake Park	2	4	8	10%
120213	City of Lake Worth Beach	12	30	8	10%
120214	City of Lantana	6	21	9	5%
000000	Loxahatchee Groves	0	0	NP	0%
120215	Town of Manalapan	3	9	8	10%
120216	Town of Mangonia Park	2	11	10	0%
120217	Village of North Palm Beach	2	4	7	15%

Community Number	Community Name	Number of Repetitive Loss Properties	Number of Claimed Repetitive Losses	CRS Rating	% Reduction in NFIP Rates
125134	Town of Ocean Ridge	16	39	7	15%
120219	City of Pahokee	1	2	NP	0%
120220	Town of Palm Beach	90	264	7	15%
120221	City of Palm Beach Gardens	6	13	10	0%
125137	Town of Palm Beach Shores	2	5	8	10%
120223	Village of Palm Springs	10	24	8	10%
125142	City of Riviera Beach	10	22	9	5%
000000	Village of Royal Palm Beach	0	0	NP	0%
000000	City of South Bay	0	0	NP	0%
120227	City of South Palm Beach	1	5	9	5%
120228	Village of Tequesta	2	5	7	15%
125157	Village of Wellington	2	4	6	20%
000000	City of Westlake	0	0	NP	0%
120229	City of West Palm Beach	29	77	6	20%

• Based on the FEMA Florida Repetitive Loss List • NP Non-Participant in the CRS Program

Elevation of New and Substantially Improved Structures

Damage to “new” and “substantially improved” floodplain structures is minimized by elevating the lowest floor of occupied areas a specified amount above the 100-year flood elevation. Substantially improved structures are those where the cost of reconstruction, rehabilitation, additions or other improvements equals or exceeds 50% of the building’s market value. Substantially improved structures are subject to the same elevation standards as new structures. Check with your local permit office for specific requirements in your jurisdiction.

Elevation Certificates

To verify that a building has been properly elevated, building officials require the completion of an Elevation Certificate by a professional engineer or surveyor. After the lowest floor is in place, its elevation above sea level is determined by a survey. The Elevation Certificate is part of the permit record and must be submitted before the building may be occupied.

Further information on the requirements for floodplain development, the permitting process and Elevation Certificates can be obtained from your local permit office.

Documented Repetitive Losses

The County adheres to FEMA’s definition of repetitive loss properties, that is, properties whose owners have received payment for more than one (1) claim within a 10-year period of their flood insurance policies as recorded by the NFIP. [Table 3.3](#) summarizes the repetitive losses from PBC and the incorporated areas. Also, present data on each community’s CRS score indicates the percent reduction in National Flood Insurance rates each community’s residents receive if they participate actively in the CRS program. Appendix H contains repetitive loss properties and evaluates its continued vulnerability to flooding damage.

Currently, FEMA records accounted for 337 registered repetitive loss properties within unincorporated PBC and its jurisdictions as of December 31, 2017. The number has grown steadily with the increased tropical activity and extraordinary rain events the County has experienced. A significant percentage of these repetitive loss properties lie outside PBC’s recognized special flood hazard areas.

The PBC LMS’s goal is to reduce the number of repetitive loss properties throughout the County and prevent new properties from being added to the list. The County takes great strides in trying to reduce and prevent repetitive loss properties. The County takes part in various programs to reduce and prevent repetitive losses such as FMA and CRS as demonstrated above. The LMS also has various plans incorporated into it to ensure it correlates with the other objectives throughout the County and its jurisdictions. The LMS is referenced throughout the Mitigation section of the Comprehensive Emergency Management Plan as the guiding source for mitigation activities pre and post disasters. Also, the Capital Improvement Plans reflect mitigation objectives to prevent repetitive loss properties.

Since its inception, PBC's LMS has placed a major emphasis on drainage improvement projects as a major flood mitigation strategy. Indeed, drainage improvement projects have had a predominant representation on the LMS prioritized project list. Some large-scale drainage improvement projects, perceived to be beyond the threshold for funding assistance applications, have historically been handled locally by Capital Improvement Plans rather than through the LMS. The LMS drainage projects are often coordinated with larger self-funded community drainage improvement projects.

Drainage improvement projects; however, are often not the answer for isolated repetitive flood loss properties. Increasingly, the LMS has been moving toward a more comprehensive program of mitigation directed at repetitive loss problems.

The County's network of CRS communities provides an excellent mechanism for identifying repetitive flood loss properties and coordinating comprehensive activities to launch mitigation initiatives. The LMS program not only provides the strategic guidance necessary to coordinating flood mitigation initiatives, it also helps in translating those strategies into viable flood mitigation projects. The final component in PBC's multi-program strategy is participation in the FMAP.

Mitigation Projects to Repetitive Loss Properties

The County first submitted project applications for FMAP assistance in 1999. It was not until 2002 that the initial two (2) projects were approved for FMAP funding. The projects were completed in 2003. These projects provided all jurisdictions an opportunity to learn about the program and information that would be useful in planning their own programs. These two (2) completed projects have been successful since two (2) properties have been taken off the repetitive loss properties list.

Project #1 - Elevation Project

The first project involved a home in the unincorporated area of PBC referred to as "The Acreage." The property has amassed four (4) insurance losses since 1988 despite, the fact that the property does not reside in Special Flood Hazard Area.

The elevation involved raising a slab on grade structure with the slab intact and placing it on extended foundation walls. A series of coordinated hydraulic jacks were used to achieve the target elevation above the base flood elevation. Openings for equalization of flood forces were included per FEMA specifications.

Project #2 – Flood Wall Project

The second FMAP project involved a multiple flood loss property located in a residential community in the Lake Park area. The property did not suffer from flood water build up. Instead, flood water runoff from neighboring properties tended to enter the slab at grade level structure, flowing through the house before exiting to lower elevations on the opposite side of the home. The project involved a combination of mitigation measures, including construction of a deflection wall, creation of swales, and the installation of improved drainage systems. These measures permit flood water runoff to be redirected around the structure rather than through it.

These projects served two important purposes. They gave the county’s CRS participating communities opportunity to observe and learn about the requirements and procedures of the FMAP and what will be required to organize and manage their local initiatives. They also provided lessons learned that will be valuable in developing a model for County jurisdictions and residents seeking FMA assistance.

3.1.4.2 Municipalities

Within PBC, there are 39 municipalities (see [Table 3.3](#)). There is wide variation among the jurisdictions in terms of community character. Community character is shaped by factors such as land use mix, density, size of population, and location (e.g., on the Atlantic Ocean, adjacent to Lake Okeechobee, inland). Due to the differences, it is not unusual for local governments to have different perspectives relative to the significance various hazards have on their community. Certainly there are hazards that all jurisdictions, regardless of the community character, have concern over such as flooding, hurricanes, tornadoes. In agricultural communities like Pahokee, South Bay and/or Belle Glade, agricultural pests, freezes, and drought are more likely to be of greater concern, while in communities bordering the Atlantic Ocean (e.g., Ocean Ridge, Palm Beach, and Jupiter), hazards such as beach erosion and shoreline stabilization generate considerable concern among the residents.

The information in the section below was reviewed, inserted, and agreed upon by PBC and its participating jurisdictions as a way to demonstrate examples of how mitigation has been incorporated for each jurisdiction within the scope of the PBC Unified Local Mitigation Strategy.

[Table 3.2](#) delineates the location, type, community character, economic base, and degree to which each of the participating municipalities within PBC is “built-out” at the present time. The following defines the headings displayed in the table:

- Location
 - Coastal - Municipality borders on the Atlantic Ocean
 - Inland - Municipality does not border on the Atlantic Ocean or Lake Okeechobee
 - Lakefront - Municipality borders on Lake Okeechobee
- Urban/Rural
 - Urban - Area characterized by activities predominantly based on the manufacture, production, distribution, or provision of goods and services in a setting which typically includes residential and nonresidential development uses other than those which are characteristic of rural areas
 - Rural - Areas characterized by activities which are largely based on agricultural uses or the extraction of natural resources, or areas containing large proportions of undeveloped, unimproved, or low density property
- Community Character
 - Residential - Land use is primarily for housing
 - Retirement - Land use is primarily for adult housing communities
 - Working - Land use is primarily connected with the sale, rental, and distribution of products or performance of services

- Percent Built Out
- Economic Base

Agricultural - Main source of income is activities within land areas which are predominantly used for the cultivation of crops and livestock

Business - Main source of income is primarily connected with the sale, rental, and distribution of products or performance of services

Industrial - Main source of income is activities predominantly connected with manufacturing, assembly, processing, or storage of products

Residential/Retirement - Main source of income is primarily connected with real estate.

Listing of Municipal Agencies

The organizational structure of each municipality in the County differs in terms of organizational complexity and functional responsibility. A city like West Palm Beach (population – 117,415) has an organizational structure that is considerably more complex than some of the smaller communities like Atlantis, Cloud Lake, or Jupiter Inlet Colony.

The following is a brief discussion of typical agencies within the municipal organizational structure having hazard mitigation functional responsibilities.

Emergency Management. Emergency management responsibilities generally fall within the purview of public safety, fire, and/or police departments. West Palm Beach is one of the few municipalities that have a staff person whose sole responsibility is emergency management. It is not unusual in many cities that emergency management is an individual's secondary responsibility. During emergency events, such as hurricanes, each local government has an "executive group" (e.g., Mayor, city manager, police chief, fire chief) which coordinates the city's efforts with the County Division of Emergency Management.

Planning. The larger jurisdictions such as West Palm Beach, Boca Raton, Jupiter, Boynton Beach, Delray Beach, and Palm Beach Gardens operate planning departments with professional staffs. Some of the smaller jurisdictions have single-person staffs, while the smallest assign those duties to a lay planning and zoning board and provide staff support by a building official or comparable staff person. The community development departments review zoning petitions, site plans, and other development orders (e.g., variances and special exceptions), as well as administer their local comprehensive plan.

Building. Most municipalities issue their own building permits. However, for one (1) municipal government, the County Building Division reviews and issues their permits. The community is the Town of Loxahatchee Groves. All communities in the state operate under the *Florida Building Code*. Modifications can be made to the administrative / enforcement provisions (e.g., what requires a permit, what inspections are required, etc...) of the Code, as long as the administrative provisions are equal or more stringent than the "base" version of the Code; however, municipalities may not amend their local building code to be less stringent, or make changes to the technical provisions of the Florida Building Code without going through a formal technical amendment

process which requires demonstration of unique local geographical need for the amendment and an analysis of the cost impact of the proposed technical amendment. If local technical amendments are enacted and adopted by a community, then the amendments automatically sunset during the next statewide code adoption (unless the local technical amendment is adopted statewide by the Florida Building Commission).

Public Works and Engineering. While not all municipalities have a public works and engineering department, all generally perform this function in some manner. If it is under a contractual arrangement, there is someone in the jurisdiction responsible for overseeing the consultant. The group having responsibility for public works and engineering has the responsibility for implementing structural improvements (e.g., stormwater facility retrofit, shuttering buildings, constructing new Emergency Operations Centers (EOCs)).

Fire Departments. While many cities contract with the PBC Fire Rescue Department, there are others that operate their own fire-rescue departments. In some instances, smaller jurisdictions contract with a larger municipal neighbor.

Municipal Mitigation Policies, Ordinances, and Plans

Policy Plans

- Municipal Comprehensive Plans

Like the County, each city has an adopted Comprehensive Plan. It serves as a policy instrument for each city and defines that particular city's development and redevelopment policies. All comprehensive plans are required by Section 163.3161, F.S. to contain eight (8) plan elements: Conservation, Infrastructure (i.e., potable water, sanitary sewer, stormwater management, solid waste, and natural aquifer recharge), Future Land Use, Housing, Recreation and Open Space, Transportation, Intergovernmental Coordination, and Capital Improvement. For units of local government abutting the Atlantic Ocean, they must also prepare a Coastal Management Element. In PBC, 19 municipalities border the Atlantic Ocean coastline.

There is considerable variation among local governments in the depth to which hazards are addressed in their comprehensive plans. Certainly the population size, geographic spatial limits, diversity in mix of land uses, and depth of understanding of hazard mitigation affects the level of detail local governments apply to the issue of hazards. Any extended discussion of hazards occurs, for the most part, are in the Conservation, Coastal Management, and Infrastructure elements.

- Local Emergency Management Plans

A number of municipalities have adopted emergency management plans. Most follow the content of the PBC CEMP. Their focus is on emergency response versus long-term hazard mitigation.

Ordinances and Other Plans. Other types of ordinances and plans municipalities that have adopted that are relevant to hazard mitigation include:

- Incorporating the 2017 Florida Building Code (6th edition) complete with Appendices A,B,C,D,E,F,G,H,I,J and K
- Adding window glazing and/or shuttering requirements to their building codes
- Becoming affiliated with the CRS program (*currently 29 out of 39 local governments are CRS qualified*)
- Emergency Water Restriction ordinances
- Stormwater Master Plan
- Repetitive Loss Area Analysis
- Flood Damage Prevention and Protection Ordinance
- Adoption of FDEM Model Floodplain Ordinance which 1) eliminates the possibility of having conflicting or duplicative regulations for buildings, 2) keeps local programs consistent with the Florida Building Code even when it changes over time, and 3) incorporates clarifying language from FEMA guidance documents to address problems DEM has observed in the field.

Mitigation Projects/Initiatives/Outreach

A LMS Survey was prepared and distributed to all participating local governments as a means to inventory and assemble data on mitigation projects and initiatives each governmental entity had or was implementing. Projects are defined as capital facilities. Initiatives can be anything from purchase of property and relocation of homes or businesses, to upgraded building codes, to incentives, to public information campaigns, to preparedness training and drills, to professional development seminars. *Thirty-six municipalities responded.* There is wide variation; while a number of municipalities have not undertaken any mitigation projects, others have been highly proactive, completing multiple projects/initiatives. The following provides a general discussion of what is being accomplished by municipal governments in PBC. Also, there are a few communities that already have well-developed hazard mitigation programs in place. A brief discussion of each is included.

Projects. Shuttering public facilities and upgrading or correcting drainage facility deficiencies are the two most common types of hazard mitigation projects undertaken by PBC municipalities. Other types of projects reported in the local government LMS Survey are:

- Glazing exterior windows on public facilities to achieve impact resistance from windborne debris
- Replacing and/or upgrading drainage pumps
- Installing emergency power generators
- Installing a radio telemetry monitoring system for public utilities
- Sirens/loudspeaker warning system used for severe storms/lightning

Codes/Ordinance Amendments. Many municipalities incorporated the Florida Building Code 2017 (6th Edition). Some of the more important features include:

- Modifying building codes to require floor slab or wood joists be above the 100-year floodplain and a minimum of 18 inches above the crown of the road
- Establishing increased freeboard of one (1) to two (2) feet above the Base Flood Elevation in Special Flood Hazard Areas (SFHAs)
- Addition of a specified accumulation of modification and repair costs (i.e. 5 years) for substantially damaged or substantially improved structures in the SFHAs.
- Requiring the elevation of structures
- Trusses manufactured in accordance with local wind models

Other actions municipalities have taken include:

- Modifying existing Local Development Regulation (LDR) to incorporate windborne debris impact standards
- Amending LDR to include section titled, "Building and Property Maintenance: Hurricane Precautions"
- Professional Development Training. *Twenty-three* municipalities reported that their staff received professional development training over the course of a year. The amount of training staffs received differed by jurisdiction.
- Computer-Aided Management of Emergency Operations (CAMEO) is a system of software applications used to plan for and respond to chemical emergencies. Developed by EPA and the National Oceanic and Atmospheric Administration to assist front-line chemical emergency planners and responders, CAMEO can access, store, and evaluate information critical for developing emergency plans.
- Amending LDR to include section titled, "Building and Property Maintenance: Hurricane Precautions"
- Orientation to disaster assistance programs
- Radiological emergency management
- Annual state hurricane conference training sessions
- Natural hazards mitigation and recovery
- Yearly conference of National Fire Protection Association
- Yearly conference of Building Officials Association of Florida
- Training sessions with Federal Emergency Management Agency
- Building Inspector courses on topics like hurricane resistant structural design, roofing updates, wood construction, and fire resistance and egress

Preparedness Training. Fourteen (14) local governments reported that they conduct preparedness training and drills for emergency situations. They carry out hurricane exercises and other types of preparedness training based on their Municipal CEMP or EAP as reported to the LMS Coordinator:

- Structural fire drills
- Tornado drill
- Chemical spills
- Terrorist response
- Chlorine leak drills
- Communication tests
- Generator tests

Education/Public Awareness. It is common practice among local governments to distribute informational materials to its citizens, especially as it relates to hurricanes. Among the 18 local governments reporting, the scope of their programs varied. The following are methods municipalities in PBC use to disseminate information about hazards or an impending emergency event:

- Annual correspondence mailed to the residents reminding them of the need to be prepared for a hurricane
- Hurricane Survival Guide
- A Homeowner's Guide to Hurricane Retrofit
- Classes on Emergency Response Training and Community Emergency Response Team
- Discussions with residents about hurricane preparedness
- Hurricane preparation video shown on city cable station
- StormWatch, a preparedness series on the County Cable TV channel produced by DEM
- Brochures on variety of disaster/emergency topics, including insurance, pet care, business interests, children and disasters, lightning and tornado safety
- FAX-back system with a menu of public safety information
- Emails to residents
- Everbridge or a similar system which automatically dials and plays recorded information regarding imminent emergencies, as well as sending out blast text messages to subscribers of the service.
- City newsletter and County's "LMS Times" mitigation newsletter
- Various social media outlets

3.1.5 Intergovernmental Coordination

An essential element of the hazard mitigation process is intergovernmental coordination. Disasters know no boundaries; governments and service providers increasingly must work together to strengthen communities against the loss of life and property. Coordination is important not only horizontally at the local level between county, municipalities, non-profit organizations, and the private sector, but also vertically with key state and federal agencies. Besides the potential of the

LMS initiative, there are several other coordination mechanisms that already exist. They are described briefly below.

Metropolitan Planning Organization

The Metropolitan Planning Organization of PBC, commonly known as the MPO, coordinates local, state, and federal funding for thoroughfare improvements. The policy board is comprised of 18 voting members (i.e., five (5) representatives of the BCC, 13 representatives from the municipalities), and one (1) non-voting member (i.e., Secretary of the Florida Department of Transportation, District IV). Two key policy documents of the MPO are the long-range transportation plan, and the five-year transportation improvement plan (TIP). The TIP identifies and schedules all future roadway improvements in the near-term.

Local Government Comprehensive Plans

One mechanism to achieve intergovernmental coordination is the local comprehensive plan. Each comprehensive plan contains an intergovernmental coordination plan element.

Palm Beach County Comprehensive Emergency Management Plan

The County's CEMP, as described in the section titled [Mitigation Policies and Ordinances](#), is very important in terms of coordination. It identifies coordination of the responsibilities and functions of agencies and organizations during disaster situations.

District X Local Emergency Planning Committee

The LEPC is an important vehicle to coordinate administering regional compliance with hazardous materials reporting and training laws. The TCRPC provides full-time staff to administer the activities of the Committee.

State Emergency Management Plan

The State of Florida CEMP establishes the framework of a coordination system to ensure that the State of Florida is prepared to respond to the occurrence of emergencies and disasters. The plan describes roles and responsibilities of state agencies, special districts, local governments, and voluntary organizations, unites the efforts of these groups for a comprehensive approach. The plan is divided into three (3) sections.

The Basic Plan:

Outlines how the state will assist counties in response, recovery, and mitigation of disasters; details responsibility at various levels of government; describes method of operations and financial management policies; ensures continuity of government; and addresses recovery issues.

Specific Response/Recovery Actions:	Actions that are unique to a specific hazard, and are described in the Basic Plan and Response Functions sections.
Response Functional Annexes:	Present the State's strategies for disaster response by outlining ESF. ESF's are structured from the Federal Response Plan.

Comprehensive Plan Amendment Coordinated Review Committee

The Comprehensive Plan Amendment Coordinated Review Interlocal Agreement establishes a countywide Comprehensive Plan Coordinated Review Process. It is designed to provide coordination of proposed plan amendments, cooperation between affected local governments and service providers, and opportunities to resolve conflicts only within the Plan Amendment Process. This process includes the following actions:

- Proposed plan amendments must have sufficient distribution and dissemination to insure that initial transmittal and final approval do not occur without adequate notice to local governments and service providers who may be adversely affected by the action.
- An avenue for discussion and evaluation of the proposed plan amendments is created so that the governing body is aware of objections, the basis for them, and the reasonableness of the objection.
- An opportunity is created for conflict resolution of an item which, if approved, may result in a potential problem for another local government or service provider.
- The Comprehensive Plan Amendment Coordinated Review Process does not diminish or transfer existing authority with respect to planning and implementation decision of the participants.

The Multi-Jurisdictional Issues Coordination Forum

The forum has been established through a resolution/interlocal agreement. The primary goal of this entity is to establish a mechanism that will provide a means of communication and education between the various local governments and service providers. This is accomplished through the receipt and review of reports; through presentations of items of multi-jurisdictional impact; and through the review of actions taken by the Executive Committee. All members of this forum must be participants in the Comprehensive Plan Amendment Coordinated Review Interlocal Agreement.

Emergency Management (EM) Team

Emergency Management Team is an organization of professionals from agencies and municipalities throughout PBC who share a mutual interest in emergency management issues. The EM Team meets bi-monthly. Meeting notices of related interest and other information are distributed in advance of the scheduled meeting date. Members of EM Team benefit by:

- Receiving the latest information from federal, state, and local levels of government concerning all issues relating to comprehensive emergency management;
- Strengthening ties and sharing information with the County, neighboring municipalities and other agencies in the area;
- Exchanging ideas and receiving information regarding training opportunities in emergency management (many of which are free or involve minimal costs);
- Meeting the managers and officials they may need to call on in times of emergency or disaster.

3.2 Private Sector

3.2.1 Background

Major disasters have repeatedly demonstrated that all components of the community can be significantly impacted, either directly or indirectly by the event. It is therefore important that mitigation and redevelopment planning efforts also involve the entire community. Involvement of the private sector in the LMS process was given high priority from the outset of the program by the DEM. Besides receiving funding from the FDEM to prepare the LMS, FDEM also awarded PBC a grant pursuant to Chapter 9G-19, Florida Administrative Code, to develop a Business Community Recovery and Redevelopment Strategy program. Since private sector involvement was important in both efforts, the DEM a committee for education and outreach was created. In addition, staff from the DEM and the PBC Office of Economic Development coordinated with each other on all relevant issues of mutual interest to both programs.

The following groups have participated actively in the program:

- Business Alliance
- Business Loan Funds of the Palm Beaches
- Florida Light & Power Company
- Palm Beach State College
- Florida Insurance Council
- Black Business Investment, Inc.
- Brown Distributing
- Home Depot
- Tourist Development Board
- Motorola
- Farm Bureau West
- Port of Palm Beach
- Palm Beach County Purchasing Department
- Delray Beach Chamber of Commerce
- Delray Beach Community Development Agency
- WPBF Channel 25
- PBC Information System Services Department
- The Boynton Beach Mall
- Palm Beach County Economic Office
- Fidelity Federal of the Palm Beaches
- Poe & Brown, Inc
- The Northern Palm Beach Chamber of Commerce
- Small Business Bank
- Suntrust Bank
- Marine Industries Association of Palm Beach County, Inc
- Pratt & Whitney

- Bank Atlantic

Perhaps the greatest accomplishment, beyond the specific accomplishments outlined in this section, has been special collaborative relationships now established between the private sector and public sector entities. Cornerstone partnerships in this endeavor now exist between the DEM and Economic Development Divisions, and participating municipalities on the public side and a network of participating Chambers of Commerce.

The initiatives outlined in this section are an integral part of the ongoing local disaster mitigation strategy. In the private sector, efforts are directed at minimizing private sector losses, improving business survival rates, protecting and preserving the economic base provided by businesses, and speeding the overall community recovery process.

Four (4) key objectives were addressed:

<u>Objective 1</u>	<i>Establish improve intergovernmental and private sector coordination.</i>
<u>Objective 2</u>	<i>Refine the hazard and vulnerability analysis for the economic sector.</i>
<u>Objective 3</u>	<i>Evaluate local available resources, identify gaps, and develop appropriate funding mechanisms and strategies to fill any gaps.</i>
<u>Objective 4</u>	<i>Create a public education program focusing on educating the business community to be prepared for disasters and able to recover quickly.</i>

3.2.2 Accomplishments

The following summarizes the improved accomplishments of the private sector work effort of the Outreach and Education Committee by objective:

3.2.2.1 **Objective 1:** *Establish improved intergovernmental and private sector coordination.*

Three (3) tasks related to this objective represent the beginning points for an ongoing, long-range program to improve intergovernmental and private sector collaboration, coordination and relations.

Task 1

Prepare a comprehensive vendor list and inventories of equipment and supplies. The primary thrust of this task was to create a system whereby businesses victimized by disasters could access vendors and suppliers to procure goods and services necessary to rebuild and resume normal business operations.

Early in the project, the Economic Development Specialist met with the purchasing staff of several County and municipal agencies relative to the characteristics of their databases and their potential suitability for business disaster applications. With the assistance of representatives from the PBC Information Systems Services Department (ISS), the idea was conceived of housing the vendor database in the business section of the PBC Emergency Management web site.

Upon further discussion, the idea eventually evolved to the creation of a reverse vendor database, an emergency need posting system for disaster-impacted businesses. This approach avoids most of the maintenance costs and burdens that are associated with traditional vendor databases.

ISS was subsequently commissioned to develop this system, eventually dubbed the "Emergency Business Buyers' Database." Development and testing were successfully accomplished in early July; the system awaits activation if and when a local disaster occurs.

Task 2

Develop a comprehensive list of needs for emergency contracts and agreements, and secure sources for items needed by the response community which are usually not needed in day to day operations. Research determined that the PBC Purchasing Department has in place item lists, source lists, and systems and procedures necessary for fully meeting the needs of the County's response community and to satisfy the assistance requirements spelled out by the mutual aid agreement with Orange County. Efforts to publicize the existence of this list to the local community are being made through the Chambers of Commerce to facilitate local involvement, when possible.

Task 3

Establish Business Hotlines, Business Aid and Redevelopment Assistance Centers. An important element in the support of private sector preparedness and timely recovery is the ability of businesses to stay abreast of critical information. An objective in this project was to provide the business community with a single-point contact for accessing important business-related information to assist pre-disaster preparations and post-disaster recovery activities. As part of its partnership agreements with various Chambers of Commerce throughout the County, PBC Emergency Management is encouraging chambers to dedicate one or more telephone lines to serve as an emergency "hot line" service for community businesses.

3.2.2.2 Objective 2: *Refine hazard and vulnerability analysis for the economic sector.*

The LMS definition (as described earlier) of critical facilities includes several economic sector facilities, notably nursing and convalescent centers, and public communication facilities in what are designated as primary critical facilities, and financial institutions, pharmacies, reconstruction material suppliers, medical clinics, and food distribution centers in what are designated as secondary critical facilities. Private sector primary critical facilities are included in the ArcView database, and, when the Property Appraiser's office completes the automated inventory conversion of commercial and industrial properties into an ArcView database, secondary critical facility information will be merged with the database file.

The vulnerability of the business community to potential disasters was analyzed. Mapping and tabular products were developed that may be used by commercial/industrial property owners for performing self-analysis of hazard vulnerabilities. These products also provide a better understanding of the various hazards that could potentially impact segments of business community.

An Economic Disaster Management Information System (EDMIS) was developed and designed. Unfortunately, this product cannot be used until database conversion is completed by the Property Appraiser's Office. Once on-line, however, EDMIS will be used to more fully explore mitigation opportunities in the private sector.

3.2.2.3 Objective 3: *Evaluate local available resources, identify gaps, and develop appropriate funding mechanisms and strategies to fill the gaps.*

Exploratory initiatives were explored relating to ensuring post-disaster cash flow, creating emergency loan programs and community credit programs, expediting the processing of post-disaster loans, and establishing a "bridge loan" capability. The policies and programs of area banks were reviewed, various loan funds examined, and state and federal agency programs, including "Operation Open for Business," were reviewed. Among the most glaring "gaps" uncovered that could impact PBC businesses were the following:

- Meeting the managers and officials they may need to call on in times of emergency or disaster.
- Insurance typically does not cover all business losses.
- Banks will not necessarily loan money to victimized businesses and may not relax their requirements for financial documentation and credit status in emergency periods.
- Business interruption insurance is seldom purchased by businesses because it is so costly.
- Low interest loans for mitigation projects are not yet available in PBC.

The challenge of dealing with these issues, however, is indeed complex. The decision authority for creating policies and programs dealing with these issues invariably resides at levels outside PBC. Creation of emergency business assistance programs will likely require legislative initiatives and corporate lobbying beyond the influence of even regional interests. Even so, the need for creative funding mechanisms and strategies was a consistent theme throughout the project and was a common speaking point at private sector and public sector forums.

The project team of a year 1999-2000 grant funded to PBC, entitled Businesses Addressing Readiness & Recovery (BARR), will continue efforts to mobilize sufficient support to positively influence private sector and public sector decision makers to institute meaningful emergency assistance programs for businesses. It will support other related initiatives underway at the state level. The BARR program will also pattern many of programs and initiatives after those of *Project Impact* and the City of Deerfield Beach's *Operation Open for Business*.

3.2.2.4 Objective 4: *Create a public education program focusing on educating the business community to be prepared for a disaster and able to recover quickly.*

Two (2) tasks of this objective address a program to enable the business community to educate and prepare itself, reaching the greatest number of businesses in the shortest time possible.

Task 1

Train Chamber of Commerce staff and the business community. During the course of the project, staff members attended, participated in, and led a variety of business-related forums on disaster issues, including disaster conferences, workshops, professional association meetings, expos and trade shows, and community planning sessions. They also worked closely with private and public sector experts on a number of significant community initiatives and reviewed extensive literature from FEMA, state, federal and non-government organization sources. Among the many methods employed to reach and educate the business community throughout PBC were:

- Insurance typically does not cover all business losses
- Distribution of specially designed BARR pamphlets and business cards
- “Business” location on the County’s Emergency Management web site
- Booths in expos, fairs, trade shows
- Presentations to business, professional and public sector groups
- Media interviews and articles
- Presentations at the National and Florida Governor’s Hurricane Conference
- Participation in other initiatives

One-on-one contingency planning assistance for larger businesses. In this task, members of several Chambers of Commerce and mentors from large and medium-sized businesses have been trained to train others and make presentations raising the business community’s awareness of preparedness issues and options. These efforts will continue.

Task 2

Develop a written business contingency planning guide. It was reasoned that preparation and distribution of a business contingency planning workbook and a business contingency plan template would be practical and productive contributions to building a more disaster resistant business community. The workbook that has been developed serves as the primary text for Emergency Management's ongoing series of contingency planning workshops. Following the template, small- to middle-sized businesses are able to easily prepare contingency plans tailored to their specific needs.

More information regarding business survival and recovery can be found on DEM’s website at <http://discover.pbcgov.org/publicsafety/dem/HurricanePlanning/Protecting-Business.aspx>.

3.3 Strengthening the Role of Local Governments

As has been described earlier in this document, local governments in PBC have taken steps to strengthen themselves both in terms of capital facility improvements and ordinances, regulations, and programs. Becoming more disaster-resistant is not limited to just hardening of structures. There are a number of activities that the County and municipalities can undertake to strengthen the role of local governments to lessen the impacts resulting from emergency events which do not require expending money on capital projects. Plans can be modified, laws and regulations can be amended, informational materials published and distributed, and professional training augmented. Ideas were generated from a variety of sources: interviews with local jurisdictions, and information generated from LMS Survey forms, the LMS Steering Committee and subcommittees, and discussions with local governments. The suggestions for countywide projects resulting from the various discussions with local government include:

1. Projects on the LMS PPL should be incorporated in local government comprehensive plans, capital improvement elements (CIE), at the time the CIE's are on an annual basis in accordance with Section 163.3177 (3) (a), Florida Statutes (F.S.).
2. As permitted under Section 163.3177 (7) (h) & (l), F.S., local governments could incorporate optional comprehensive plan element for public safety, or a hazard mitigation/post-disaster redevelopment plan;
3. Integrate the LMS into the PBC CEMP as appropriate and within the state specified guidelines.
4. Assess existing CRS programs to determine ways to strengthen and improve the local jurisdiction's CRS rating and support non-CRS communities to join the program.
5. Recommend that public building construction, whether it be new construction or renovation of older public structures, incorporate hazard mitigation building practices, whenever financially feasible;
6. Recommend to the appropriate authorities, the incorporation of safe room requirements in the local building code.
7. Update existing PBC post-disaster redevelopment plans, and prepare a model plan as a guide for local jurisdictions.
8. Support BARR in the continuing effort of coordination and mutual support between the PBC, local, and business community, before, during, and after a disaster event.
9. The LMS Steering Committee should work with the partner communities and the County to continue ongoing funding and staffing for the continuation of LMS.
10. Recommend emergency building permit procedures to local authorities and jurisdictions.

11. Seek avenues to provide technical assistance in grant writing and engineering for local jurisdictions in the support of LMS projects.
12. Develop a model CEMP mitigation element as a guide for local jurisdictions in mitigation plan development.
13. Seek opportunities and potential funding sources to bury electrical wires, especially in multi-jurisdictional projects.
14. In order to increase shelter capacity countywide, support the retrofitting of all appropriate structures suitable for use as shelters.

Develop and disseminate multi-media outreach program countywide which will support the goals of LMS.

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