

Baker • Clay • Duval • Flagler • Nassau • Putnam • St. Johns



*Building a Regional Vision*



# **Northeast Florida Regional Council 2010 Annual Report**

*“Bringing Communities Together to Advance the Regional Agenda.”*

## AGENCY PROFILE AND MISSION

The Northeast Florida Regional Council is a regional government agency serving seven counties—Baker, Clay, Duval, Flagler, Nassau, Putnam, and St. Johns—and their 27 municipalities. Formed in 1977 by an interlocal agreement pursuant to Florida Statutes, Chapter 163, it is one of 11 Regional Planning Councils statewide.

The Northeast Florida Regional Council provides a wide scope of services and programs including local and regional comprehensive and strategic planning, Development of Regional Impact reviews, economic development, regional transportation, natural resources, affordable housing, emergency preparedness, technical assistance to local governments and conflict resolution services.

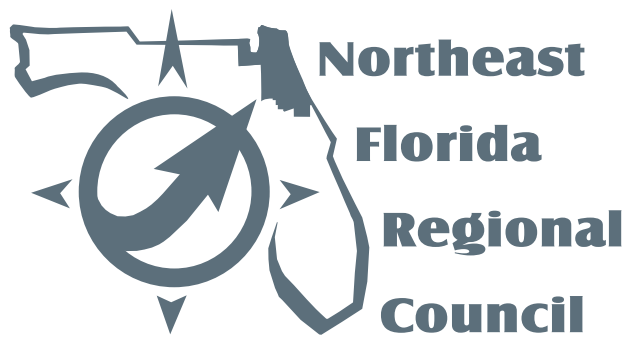
The Northeast Florida Regional Council is governed by a 35-member Board, two-thirds elected officials and one-third gubernatorial appointees.

The Northeast Florida Regional Council is committed to continuing its regional initiatives in support of shared visions, values and goals.

***“Our Mission is to provide visionary leadership and coordination between counties and governmental agencies and to preserve and enhance the quality of Northeast Florida’s natural, man-made, economic and social environment.”***



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# PRESIDENT'S MESSAGE

Wow! What a year we had at the Northeast Florida Regional Council in 2010.

Regional cooperation is based on leadership, trust, and communication within a "community of interest". National organizations have defined the essential elements of modern regional governance and collaboration as: Visioning, Regional Benchmarks, Leadership Development, Maintenance of Formal and Informal Networks, Collaboration and Conflict Resolution and a Regional Capacity to foster dialogue. It is these values that the Northeast Florida Regional Council brings to the table with our Regional Community of seven counties and 27 municipalities.

The Regional Community Institute of Northeast Florida, the not-for-profit created by the Council, continued work on a vision for the Region called "First Coast Vision." This effort, led by growth management champion Bob Rhodes, will create a vision for Northeast Florida that will lead into the upcoming update of the Council's "Strategic Regional Policy Plan."

Additionally, the Region was designated a Certified Economic Development District, which opens up a source of economic development resources from the U.S. Economic Development Administration.

The Council has historically provided local governments with technical assistance, helping many of them in various complex planning activities. This year we also helped our members gear up for the 2010 Census, a project that will have far-reaching impacts all across the Region for decades to come.

In the area of emergency preparedness, our staff conducted several local exercises as well as developing, controlling, and evaluating exercises throughout the State. The Council continued to manage the Statewide Regional Evacuation Study that, for the first time in history, will coordinate evacuation planning throughout the entire State. This study, which will be extremely valuable to our own Region's vulnerable areas, was completed in December 2010.

Creating and supporting a regional philosophy has its challenges, but it offers the only real hope of successfully addressing the regional issues. The strength of the Regional Council is found in the make-up of its seven diverse counties. Whether from urban, suburban or more rural areas, Council members understand that regional issues are no longer contained within individual county boundaries. The success of the Regional Council comes with the realization that all counties, regardless of size, deserve a "seat at the table" when regional issues are discussed, and when regional decisions are made.

It has been my distinct privilege and honor to serve as President of the Northeast Florida Regional Council, and, like my predecessors, any successes I enjoyed are really a tribute to our exceptional staff. I am confident that my successor, Gubernatorial Appointee Elaine Brown of Duval County, will continue to lead us forward as we address the challenges that lie ahead.

Very Sincerely,



The Honorable Michael Griffis  
Chair, Baker County Commission  
Northeast Florida Regional Council President  
2009-2010



# 2009-2010 BOARD OF DIRECTORS



**The Honorable  
Mike Griffis**  
President  
Baker County



**Mrs. Elaine Brown**  
1st Vice President  
Gubernatorial Appointee  
Duval County



**Mr. Bob Sgroi**  
2nd Vice President  
Gubernatorial Appointee  
Flagler County



**Mr. Hugh Fish, Jr.**  
Secretary /  
Treasurer  
Baker County

The Board of Directors of the Northeast Florida Regional Council is comprised of 35 members; two-thirds elected officials and one-third gubernatorial appointees. These individuals are recognized in the public and private sectors for their influence and leadership. They provide the Council with the insight and the tools to make critical decisions which affect the quality of life within our Region. The members named below are listed by their affiliation and title reflective of their status at the time of their service.

## BAKER COUNTY

**Mr. Hugh D. Fish, Jr.**  
City of Macclenny Representative

**Hon. Mike Griffis**  
Chair, Baker County Commission

**Mr. Darryl Register**  
Gubernatorial Appointee

**Mr. Craig (CJ) Thompson**  
Baker County Representative

## CLAY COUNTY

**Hon. Wendell Davis**  
Clay County Commissioner

**Hon. Bob Page**  
Councilmember  
City of Green Cove Springs

**Mr. Kenneth Smallwood**  
Gubernatorial Appointee

**Hon. Chereese Stewart**  
Clay County Commissioner

**Hon. Carol A. Vallencourt**  
Clay County School Board  
Gubernatorial Appointee

## DUVAL COUNTY

**Hon. Bill Bishop**  
Jacksonville City Councilman

**Ms. Elaine Brown**  
Gubernatorial Appointee

**Hon. Richard 'Dick' Brown**  
Jacksonville City Councilman

**Hon. Michael Corrigan**  
Jacksonville City Councilman  
Gubernatorial Appointee

**Hon. Art Graham**  
Jacksonville City Councilman

**Hon. Paul B. Parsons**  
Commissioner  
City of Atlantic Beach

## FLAGLER COUNTY

**Hon. Milissa Holland**  
Chair, Flagler County Commission

**Hon. Jon Netts**  
Mayor, City of Palm Coast

**Hon. Catherine Robinson**  
Mayor, City of Bunnell

**Mr. Bob Sgroi**  
Gubernatorial Appointee

## NASSAU COUNTY

**Hon. Michael Boyle**  
Chair, Nassau County Commission

**Hon. Shirley Graham**  
Mayor, Town of Callahan

**Mr. Robert "Bob" Spaeth**  
Nassau County Representative

**Mr. Larry Williams**  
Gubernatorial Appointee

## PUTNAM COUNTY

**Hon. Nancy Harris**  
Chair, Putnam County Commission

**Hon. Kenny Eubanks**  
Putnam County Commissioner

**Mr. C.W. (Wes) Larson**  
Gubernatorial Appointee

**Hon. Mary Lawson-Brown**  
Vice-Mayor  
City of Palatka

## ST. JOHNS COUNTY

**Hon. Ken Bryan**  
St. Johns County Commissioner

**Hon. Don Crichlow**  
Commissioner  
City of St. Augustine

**Ms. Jane Miller**  
Gubernatorial Appointee

**Ms. Karen Stern**  
Gubernatorial Appointee

**Hon. Cyndi Stevenson**  
Chair, St. Johns County Commission

## EX-OFFICIO NON-VOTING MEMBERS

**Ms. Danita Andrews**  
Clay Chamber of Commerce  
Enterprise Florida, Inc.

**Mr. Jeff Cole**  
St. Johns River Water  
Management District

**Mr. Larry Parks**  
Florida Department of  
Transportation

**Mr. Gregory Strong**  
Florida Department of  
Environmental Protection

*This list includes all members who served during any portion of the 2010 fiscal year (October 1, 2009 - September 30, 2010)*

# OUR REGION

The Northeast Florida Regional Council, formed in 1977, serves Regional District 4, and is comprised of seven counties (Baker, Clay, Duval, Flagler, Nassau, Putnam, and St. Johns) and 27 municipalities.

The Region's land area covers 4,428 square miles and the population surpasses 1.2 million. Forty-three percent of the region is dedicated to agriculture, two percent to industry and commercial use, thirteen percent is otherwise urbanized and the remaining forty-two percent is covered by a variety of other uses.

The Region is characterized by an abundance of natural resources and a diversity of habitats. Its central feature is the lower St. Johns River. With 140 miles of coastline and five barrier islands boasting some of the state's most magnificent, pristine beaches, the region is truly "Florida's First Coast."

Jacksonville is the major urban center, with a good mix of industrial manufacturing, transportation, financial services, health care, and military employment. Landwise, it is the largest city in the U.S.

Surrounding counties are more rural in nature, relying on agriculture and service sectors, and a limited industrial base often focused on a single sector. They are, however, increasing in their rate of urbanization and beginning to develop more economic diversity.



**BAKER COUNTY**  
**County Seat:** Macclenny  
**Population:** 25,899\*  
**Land Area** (sq. miles): 585  
**Other Incorporated Communities:**  
 Glen St. Mary  
**Established:** 1861  
**Named for:** James McNair Baker, Confederate States senator and Florida judge



**FLAGLER COUNTY**  
**County Seat:** Bunnell  
**Population:** 94,901\*  
**Land Area** (sq. miles): 485  
**Other Incorporated Communities:** Beverly Beach, Flagler Beach, Marineland, Palm Coast  
**Established:** 1917  
**Named for:** Henry Flagler, developer of the Florida East Coast Railroad



**CLAY COUNTY**  
**County Seat:** Green Cove Springs  
**Population:** 185,208\*  
**Land Area** (sq. miles): 601  
**Other Incorporated Communities:** Keystone Heights, Orange Park, Penney Farms  
**Established:** 1858  
**Named for:** Kentuckian Henry Clay, Secretary of State under John Quincy Adams



**NASSAU COUNTY**  
**County Seat:** Fernandina Beach  
**Population:** 72,588\*  
**Land Area** (sq. miles): 652  
**Other Incorporated Communities:** Callahan, Hilliard  
**Established:** 1824  
**Named for:** Nassau Sound



**DUVAL COUNTY**  
**County Seat:** Jacksonville  
**Population:** 900,500\*  
**Land Area** (sq. miles): 774  
**Other Incorporated Communities:** Atlantic Beach, Baldwin, Jacksonville Beach, Neptune Beach  
**Established:** 1822  
**Named for:** William Pope DuVal, first territorial governor of Florida

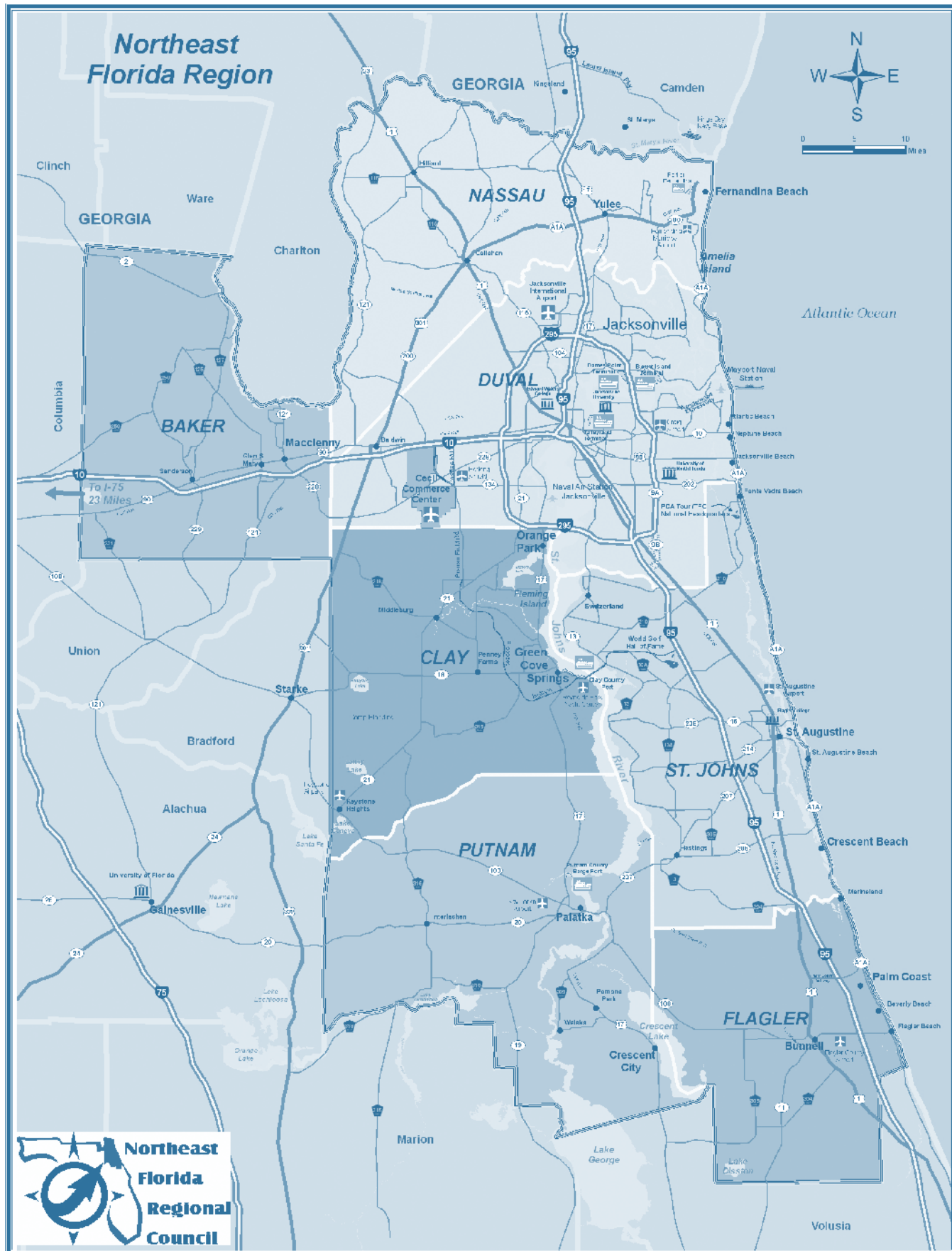


**PUTNAM COUNTY**  
**County Seat:** Palatka  
**Population:** 74,608\*  
**Land Area** (sq. miles): 722  
**Other Incorporated Communities:** Crescent City, Interlachen, Pomona Park, Welaka  
**Established:** 1849  
**Named for:** Benjamin Alexander Putnam (1801-69), lawyer, soldier, judge, state legislator, first president of the Florida Historical Society



**ST. JOHNS COUNTY**  
**County Seat:** St. Augustine, oldest permanent settlement in U.S.  
**Population:** 183,572\*  
**Land Area** (sq. miles): 609  
**Other Incorporated Communities:** Hastings, St. Augustine Beach  
**Established:** 1821  
**Named for:** St. Johns River

\*Source: U.S. Bureau of the Census  
 Estimates by Bureau of Economic and Business Research, University of Florida, 2010



Map of the Northeast Florida Region  
 Source: Northeast Florida Regional Council



# POLICY

**T**he Policy Program Area, formerly called “Strategic Initiatives”, manages visioning and leadership efforts, the update of the Strategic Regional Policy Plan, and reviews policy issues generally throughout Council operations.

## UPDATE TO THE STRATEGIC REGIONAL POLICY PLAN

The Northeast Florida Regional Council adopted its Strategic Regional Policy Plan, “Strategic Directions,” on July 10, 1997. Florida Statute Section 186.511 requires the Council to assess the Strategic Regional Policy Plan (SRPP) once every five years to evaluate its successes and shortcomings and identify potential amendments, revisions, or updates. The Northeast Florida Region has been actively considering the regional assets, trends and challenges impacted by the policies in the SRPP, and has chosen the approach of doing a regional vision (First Coast Vision) in advance of the SRPP update.

## THE REGIONAL COMMUNITY INSTITUTE

Northeast Florida is approaching completion of the regional visioning process. The Regional Community Institute of Northeast Florida, Inc. (RCI) was created in 2005 as a not-for-profit independent entity, created by NEFRC, charged with assessing the “State of the Region” and creating a 50-year vision for growth and development in the Region. The membership of the Regional Community Institute includes NEFRC Board members and the 146 graduates of the Regional Leadership Academy, the leadership program conducted by NEFRC since 2005.

## PARTNERSHIPS IN VISIONING

The first step in the visioning process was to partner with the North Florida District Council of the Urban Land Institute, the St. Johns River Alliance, the Cornerstone Regional Development Partnership, the University of North Florida, the North Florida Transportation Planning Organization, and the St. Johns River Water Management District to begin public dialogue on a vision for the First Coast Region in 2060 with Reality Check First Coast in May 2009, a regional visioning exercise that included 300 of the leaders of the Region.

Several “guiding principles” came out of the exercise, and it is the ongoing mission of the partners, now called “Region First 2060” to educate and encourage dialogue on these principles for growth. All of the teams that created visions at Reality Check First Coast agreed on two principles:

- Protect and conserve open spaces, agricultural lands and natural resources.
- Promote compact and sustainable mixed-use development.

Four other principles occurred very frequently in the exercise:

- Provide mobility choices.
- Promote economic vitality and competitiveness.
- Promote infill development.
- Capitalize on regional assets and promote community identity.

## First Coast Vision

RCI is working on First Coast Vision, using data from Reality Check First Coast, seven County Check visioning exercises conducted in each of the seven counties in Northeast Florida, a Generation Check exercise, conducted with young people from all seven counties, and public polling. In addition, RCI committees in the five subject areas required by the SRPP (Affordable Housing, Economic Development, Emergency Preparedness, Natural Resources of Regional Significance, and Regional Transportation) and Health and Human Services are recommending what to measure, the goals and objectives for a vision for 2060, and what that vision might look like. The committees recommend goals and objectives for First Coast Vision in late 2010 that will be taken out to the public in all seven counties for input and comment in early 2011.

A design competition will be conducted to develop a 2060 image for First Coast Vision, once public polling is completed on growth pattern preferences in the Region. These efforts will be considered by the RCI Board in 2011, and it is anticipated that they will complete First Coast Vision by September 2011. First Coast Vision will be subsequently presented to the NEFRC Board, to help them as they consider updates to the SRPP.

The visioning process will have heightened community awareness and involvement in the future of the Region, and will be conducive to the regional dialogue required by the adoption of an updated SRPP by rulemaking. The Northeast Florida Regional Council has chosen this approach as the best way to capitalize on partnerships and champions that can allow for the best SRPP going forward. In keeping with this philosophy, this SRPP assessment will cover the “State of the Region” and trends in each of the required strategic issue areas. It will identify policy changes required by statute but will not recommend other policy changes, as the NEFRC Board has requested First Coast Vision be completed before they consider policy changes to the SRPP.

## Public Awareness

It is critically important that the public be aware of First Coast Vision and be able to provide their input, as the vision is one for their Region and for the next 50 years. NEFRC and RCI have done outreach at critical points in the process to ensure that the public knows about First Coast Vision and their opinions are taken into account.

## Public Polling

NEFRC conducted the first Grow Smart Survey of more than 800 people in advance of Reality Check First Coast, so that participants in the exercise would have some insight into the thoughts of fellow residents of the Region as they began the visioning exercise. That poll closed after the exercises were completed in early 2010, and has been replaced by a citizens values survey “Grow Smart 2.0”. The results of 2.0 will be considered in the formulation of First Coast Vision. In addition, staff has been conducting educational sessions on the growth patterns created by Reality Check First Coast and surveying the public on their preferences. These results will be used as the First Coast Vision image specifications are developed for the design competition next year.



### Public Meetings

NEFRC conducted simultaneous town hall meetings in each of the Region's seven counties to promote the Grow Smart Survey in advance of Reality Check First Coast in March 2009, which established face-to-face meetings as an important part of the visioning strategy. This year, about 400 people were informed about First Coast Vision at public meetings and events, and many more are planned for next year. NEFRC is using art to engage young people at meetings, and is displaying their visions for the future in a gallery on FirstCoastVision.com. Early next year, seven town hall meetings will again be conducted to educate the public about First Coast Vision and get public input into the draft goals and objectives.



*NEFRC Policy Director Margo Moehring discusses First Coast Vision with community members at Carter G. Woodson Elementary School in Jacksonville*

## REGIONAL LEADERSHIP

### REGIONAL LEADERSHIP ACADEMY

The Northeast Florida Regional Leadership Academy (RLA) is a program of the Northeast Florida Regional Council that nurtures and cultivates this same commitment to Regionalism. The Academy educates Regional Leaders and invests in the future of our communities through a mission to make Northeast Florida a better place to live and work.

Topics covered during the 2010 Regional Leadership Series included: "Our Region 101"; Equity and Diversity; Land Use and Quality of Life; Emergency Management; Housing and Healthcare; Economic Development and Local Government Finance; and Transportation. This broad range of topics was designed to provide class members with an understanding of our multi-faceted Region.

By participating in the Regional Leadership Series, one can become a Graduate of the Northeast Florida Regional Leadership Academy through meeting attendance requirements, which in turn makes one eligible for membership in the Regional Community Institute of Northeast Florida, Inc., the nonprofit, 501(c)(3) organization that is part of the NEFRC.

In 2010, 25 Regional Leaders completed the Regional Leadership Series and became RLA graduates, marking over 140 members who have gone through this educational program.

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### REGIONAL AWARDS

On January 20th, Regional leaders and award winners gathered at the University of North Florida for the 10th Annual Northeast Florida Elected Officials and Regional Leaders Reception and 2010 Regional Leadership Awards Ceremony. This year's honorees are listed below.

**Harry Waldron Regional Leadership Award:**

Michael Boylan, CEO, WJCT

**Regional Award for Excellence in Economic Development:**

Lindsey Ballas, Jacksonville Economic Development Commission

**Regional Award for Excellence in Quality of Life (Dual Award):**

Health Planning Council of Northeast Florida and Nancy Dreicer, Foster Care Redesign Program

**Regional Award for Excellence in Affordable Housing:**

Joe Logan, Habitat for Humanity of St. Johns County Volunteer

**Regional Award for Excellence in Education:**

Jacksonville University Marine Science Research Institute

**Regional Award for Excellence in Public Safety:**

Grady Carrick, Florida Highway Patrol Northern Florida Regional Commander

**Regional Award for Excellence in Transportation:**

City of Jacksonville 2030 Multimodal Transportation Study

**Regional Award for Excellence in Planning and Growth Management:**

Putnam County Comprehensive Plan

**Regional Award for Excellence in Environmental Stewardship (Dual Award):**

City of Palm Coast Green Local Government Designation and Naval Air Station Jacksonville

# PLANNING AND DEVELOPMENT

The Northeast Florida Regional Council (NEFRC) has an important role in the planning and growth management functions in this Region. The role of the Council can be broadly divided into our role in reviewing all local government comprehensive plans and plan amendments, as well as Evaluation and Appraisal Reports, for consistency with the Strategic Regional Policy Plan (SRPP), providing quality planning and growth management technical assistance to communities through contract, coordinating the review of Developments of Regional Impact (DRI), and facilitating intergovernmental cooperation and coordination through such venues as planning directors meetings.

## DEVELOPMENTS OF REGIONAL IMPACT

A DRI is defined by Chapter 380.06(1) Florida Statutes as any development which, because of its character, magnitude, or location, would have a substantial effect upon the health, safety or welfare of citizens of more than one county. The Regional Council coordinates the multi-agency review activities and evaluates the application for consistency with the adopted state and regional plans. The RPC holds a public hearing to adopt recommendations regarding the DRI which are forwarded to the local government. The local government then adopts the Development Order (D.O.) for the DRI. If the conditions in the D.O. are not consistent with the Council's recommendation report, the Council may recommend to the State that the D.O. be appealed.

The Florida Legislature adopted Senate Bill 360 in 2009 which exempted DRI reviews in areas that have more than 1,000 residents per square mile (less than one house per acre) and declared these areas Dense Urban Land Areas (DULAs). In Northeast Florida, Duval County and several jurisdictions are now mostly exempted from new DRI review. This legislation, combined with the downturn in the economy, will greatly reduce the amount of DRI reviewed in coming years. However, in spite of the current recession, this past year saw a number of projects that were proposed in anticipation of the vote on the Hometown Democracy constitutional amendment, which would have greatly affected the review process for Comprehensive Plan amendments (the Amendment was not approved by the electorate in November). The NEFRC approved four DRIs, five Notices of Proposed Change (NOPCs) to approved DRIs and seven DRI-Related Plan Amendments in 2010, as detailed in the tables below.

### DRIs Approved by NEFRC in 2010

Approval Date	DRI Name	Local Government	Development Rights	
July 2010	Old Brick Township	City of Palm Coast	Retail Industrial Office Residential	100,000 sf 1,000,000 sf 50,000 sf 5,000 DU
August 2010	Cordova Palms	St. Johns County	Retail Office Residential	900,000 sf 100,000 sf 750 DU
September 2010	Neoga Lakes	City of Palm Coast	Retail Industrial Office Residential	354,000 sf 1,870,000 sf 267,000 sf 7,000 DU
October 2010	Hunter's Ridge Substantial Deviation	Flagler County	Retail Industrial Office Residential	187,520 sf 243,520 sf 274,000 sf 2,657 DU

### NOPCs Approved by NEFRC in 2010

DRI Name	Local Government
Hammock Dunes	Flagler County
Fernandina International Tradeplex	Nassau County
Northeast Quadrant of Deerwood Park	City of Jacksonville
Nocatee	St. Johns County
RiverTown	St. Johns County

### DRI-Related Plan Amendments Approved by NEFRC in 2010

Council Review Date	Local Government	DCA #
January 2010	City of Palm Coast	Transmitted Amendment 09-D2
April 2010	St. Johns County	Transmitted Amendment 10-D1
August 2010	Flagler County	Transmitted Amendment 10-D1
September 2010	St. Johns County	Adopted Amendment 10-D1
October 2010	City of Palm Coast	Adopted Amendment 10-D1
November 2010	City of Palm Coast	Adopted Amendment 10-D2
December 2010	Flagler County	Adopted Amendment 10-D1

## COMPREHENSIVE PLAN REVIEW

Pursuant to Chapter 163.3184 (5) F.S. the Northeast Florida Regional Council shall review local government adopted Comprehensive Plan or Plan amendments and transmittal effects on regional resources or facilities identified in the Strategic Regional Policy Plan (SRPP) and extra-jurisdictional impacts which would be inconsistent with the comprehensive plan of the affected local government. Council staff reviews and provides recommendation reports to the NEFRC Board on Large-scale and Small-scale Future Land Use Map Amendments as well as text amendments and Evaluation and Appraisal Reports (EAR) submitted by local governments. The plan amendments reviewed by the Council in 2010 are detailed in the following tables.

**Large-scale Comprehensive Plan Amendments Reviewed in 2010**

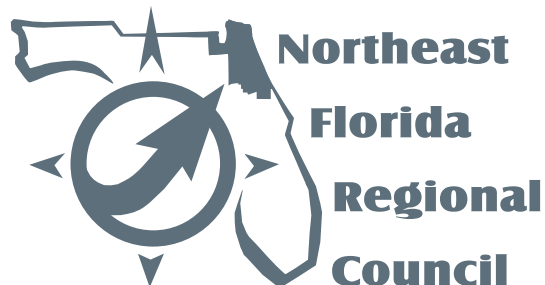
Review Date	Local Government	DCA#	County
12/30/2009	Putnam County	EAR	Putnam
12/30/2009	Clay County	09-1ER	Clay
12/30/2009	City of Jacksonville	09-CIE1	Duval
12/30/2009	City of Jacksonville	09-2ARA	Duval
12/30/2009	City of Palm Coast	09-CIE1	Flagler
12/30/2009	Putnam County	09-CIE1	Putnam
1/7/2010	Town of Orange Park	10-1ER	Clay
3/4/2010	Town of Baldwin EAR	EAR	Duval
4/1/2010	City of Atlantic Beach	10-1ER	Duval
6/3/2010	City of Jacksonville Beach	10-CIE1	Duval
6/3/2010	City of Crescent City	10-CIE1	Putnam
7/8/2010	City of Palatka	10-1	Putnam
8/5/2010	City of Jacksonville	10-1ARB	Duval
8/5/2010	City of Palm Coast	10-1	Flagler
8/5/2010	City of Palm Coast	10-2	Flagler
8/5/2010	Nassau County	10-1	Nassau
9/9/2010	Putnam County	10-1	Putnam
9/9/2010	St. Johns County	10-2ER	St. Johns
9/9/2010	St. Johns County	10-D1	St. Johns
9/9/2010	City of Jacksonville	10-1ARA	Duval
9/9/2010	Clay County	10-1	Clay
10/7/2010	City of Palm Coast	10-D1	Flagler
10/7/2010	Town of Orange Park	10-2	Clay
10/7/2010	City of Jacksonville	10-2AR	Duval
11/4/2010	Flagler Beach	10-1	Flagler
11/4/2010	City of Keystone Heights	10-1	Clay
11/4/2010	City of Fernandina Beach	10-1	Nassau
11/4/2010	City of Palm Coast	10-D2	Flagler
11/4/2010	City of Macclenny	10-1ER	Baker
11/4/2010	Nassau County	10-2ER	Nassau
11/4/2010	Putnam County	10-CIE1	Putnam
11/4/2010	Town of Beverly Beach	EAR	Flagler
11/4/2010	Town of Callahan	EAR	Nassau
12/2/2010	Putnam County	10-2ER	Putnam
12/2/2010	City of Keystone Heights	10-CIE1	Clay
12/2/2010	City of Palm Coast	10-CIE1	Flagler
12/2/2010	City of Palatka	10-CIE1	Putnam
12/2/2010	Town of Penney Farms	10-1ER	Clay



Review Date	Local Government	DCA#	County
12/2/2010	City of Jacksonville	10-CIE1	Duval
12/2/2010	Flagler County	10-D1	Flagler

**Small-scale Comprehensive Plan Amendments Reviewed in 2010**

Review Date	Local Government	Ordinance #s	County
1/7/2010	Putnam County	91-30	Putnam
1/7/2010	City of Palatka	09-49	Putnam
1/7/2010	City of Palatka	09-51	Putnam
1/7/2010	St. Johns County	--	St. Johns
3/4/2010	St. Johns County	2010-3	St. Johns
3/4/2010	City of Jacksonville	2009-663	Duval
4/1/2010	Baker County	2010-01	Baker
4/1/2010	City of Jacksonville	2009-655E, 2009-657E	Duval
4/1/2010	Putnam County	2010-03	Putnam
5/6/2010	Putnam County	2010-09	Putnam
5/6/2010	Baker County	2010-03, 2010-08	Baker
5/6/2010	Clay County	2010-07, 2010-08, 2010-09, 2010-010	Clay
6/3/2010	Baker County	2010-08	Baker
6/3/2010	Clay County	2010-07, 2010-08, 2010-09, 2010-010	Clay
7/8/2010	Baker County	2010-06	Baker
7/8/2010	City of St. Augustine	2010-15	St. Johns
7/8/2010	City of Jacksonville	2010-257, 2010-259	Duval
7/8/2010	City of Palatka	2010-8-15	Putnam
8/5/2010	Putnam County	2010-16	Putnam
9/9/2010	St. Johns County	2010-31	St. Johns
9/9/2010	City of Jacksonville	2010-263-E, 2010-476-E, 2010-478-E, 2010-482-E	Duval
10/7/2010	City of Palatka	10-16,10-17, 10-21	Putnam
10/7/2010	Putnam County	2010-34, 2010-35, 2010-36	Putnam
10/7/2010	City of Jacksonville	2010-480, 2010-486, 2010-580, 2010-582, 2010-588, 2010-592, 2010-593	Duval
11/4/2010	St. Johns County	2010-41	St. Johns
11/4/2010	Putnam County	2010-39, 2010-40, 2010-41	Putnam
12/2/2010	St. Johns County	2010-46	St. Johns



## TRANSPORTATION PLANNING

### Transportation Modeling and Traffic Studies

The Council generates and reviews traffic concurrency studies, traffic analyses and model output. The Council has full capabilities in transportation modeling using the Northeast Regional Planning Model (NERPM), Version 4, and CUBE/VOYAGER software for developing and analyzing traffic patterns, model calibration, trip distribution and generation, land use analyses and transportation related issues. Some examples of traffic studies conducted by the Council are the Rolling Hills and Kindewood studies in Clay County, and the East Nassau Community Planning Area (ENCPA) in Nassau County. The ENCPA consisted of ten parcels totaling approximately 22,675 acres. Examples of the Council model analyses are shown in the graphic to the right.

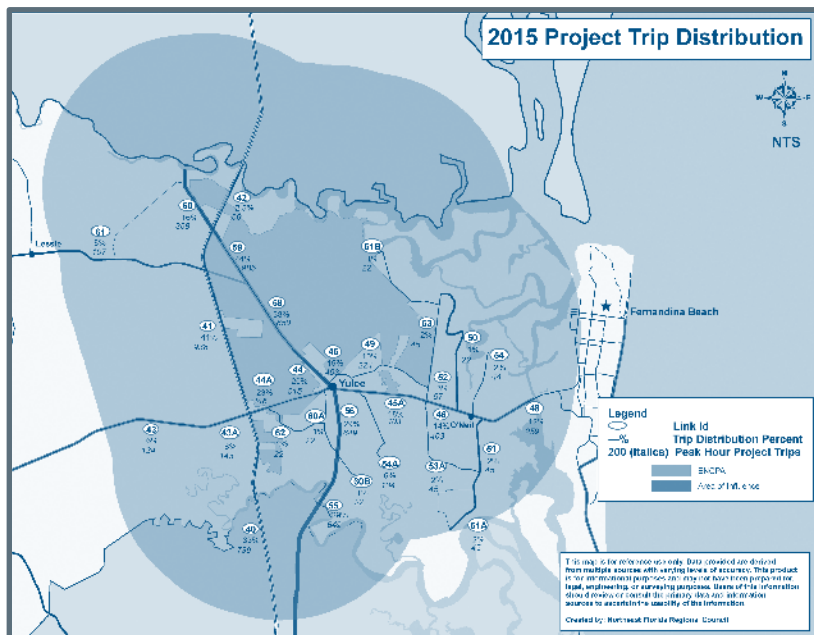
### Concurrency Reviews

The Council reviews many Concurrency studies for several of our member counties. The Council also assists local governments in appeal cases. Below is a list of some of the studies reviewed during 2010.

- Plantation Crossing, Nassau Property Phase 2
- SR A1A North Harper Chapel
- St. Vincent's
- SR A1A Semper Fi
- Race Trac US 17 and CR 209
- Nassau County Appeal Case Semper Fi/Harper Chapel

### Transportation Technical Assistance

The Council also offers technical assistance to our member local governments on transportation related issues or specific study needs. Examples of transportation technical assistance provided in 2010 are the Nassau County Transportation Element and the East Nassau Planning Area (ENCPA) Amendment. A majority of the Region's local governments regularly contact Council staff for assistance in transportation related issues.



### TRANSPORTATION DISADVANTAGED

The Transportation Disadvantaged (TD) coordinated system for the State of Florida was created in 1979, and re-enacted in 1989. The 1989 act created the Florida Commission for the Transportation Disadvantaged whose mission is to ensure the availability of safe, efficient, cost-effective and quality transportation services for individuals who, because of physical or mental disability, income status or age, are unable to transport themselves or purchase transportation. This statewide coordinated transportation system is used as a model throughout the nation for how transportation should work efficiently, effectively and safely for the State's most fragile citizens, the elderly and the disabled.

The Northeast Florida Regional Council (NEFRC) continues in its role as the Designated Official Planning Agency (DOPA) for the transportation disadvantaged program in Baker, Clay, Flagler, Nassau, Putnam and St. Johns counties. It assists the TD Commission and Local Coordinating Boards (LCBs) in implementing the TD program by providing staff support and planning services. In 2008, the LCBs continued their quarterly meeting schedule and addressed a wide array of important issues. Of particular note, Flagler County was re-designated the Community Transportation Coordinator (CTC) by the Commission for Transportation Disadvantaged for the next five years. This continuity of service will enable the County to continue its efforts in providing cost-effective and efficient mobility options to its disadvantaged citizens. The passage of the Federal stimulus package allowed our CTCs to augment their service fleets with new and more modern vehicles. All CTCs continue to strive to provide, with limited funding, the best service possible.

The Northeast Florida Regional Council staff continues to participate in the Northeast Florida Mobility Coalition. As a member of the Coalition, staff participated in the joint planning of the 2010 Regional Mobility Summit, which was held in the beautiful new St. Johns County Council on Aging River House. The Summit was co-sponsored by the Jacksonville Transportation Authority and the St. Johns County Council on Aging. The Summit brought together, in the spirit of cooperation and mutual support, many of our Region's key participants in service to the transportation disadvantaged community. As a result of that summit and to continue the dialogue, the Council staff is working with all seven CTCs in an effort to promote regionalization and cooperation and to further the development of a regionally defined system that best meets the transportation needs of the residents of Northeast Florida.

## DATA ANALYSIS

The Council continues to function as a regional resource for economic, demographic, social and development data in both statistical and Geographic Information Systems (GIS) form. The Council has access to data from the University of Florida and various state agencies. The Council responds to numerous information requests from local citizens, member governments, media, and other organizations.

### Mapping and GIS

The Council offers mapping services using Geographic Information System (GIS) providing assistance to local governments and other agencies that do not have sufficient or have limited GIS capabilities. The Council GIS capabilities include custom spatial analysis for clients.

Assistance includes:

- GIS technical assistance
- GIS training
- Creation of maps for Comprehensive Plan amendments
- Local government base map series
- Regional map series
- GIS analysis (corridor analysis, environmental, health impact analyses, etc.)

Projects complete or ongoing:

- First Coast Visioning
- HUD Sustainable Communities Grant application
- Flagler GIS
- Health Planning Council of Northeast Florida (HPCNEF)
- DRI map updates
- Local Government mapping services for Comprehensive Plans and planning studies

## THE REGIONAL ECONOMY

The Council has always had a role in analyzing the economy of the Region and providing data to help with economic activities. It expanded its role in 2009 by submitting a Comprehensive Economic Development Strategy to the Federal Economic Development Administration, which resulted in the Region being designated as an Economic Development District in 2010, giving it access to certain federal funds.

### Certified Economic Development District

In 2010, the Northeast Florida Regional Council became a certified Economic Development District as approved by the Economic Development Administration (EDA). Pursuit of this designation began in 2009, when economic development practitioners, elected and appointed officials, and other public and private sector individuals came together to develop a Comprehensive Economic Development Strategy (CEDS). The CEDS was approved in the Fall of 2009, submitted



to the Economic Development Administration, and subsequently approved by EDA. The CEDS was the recipient of a Florida Planning and Zoning Association, First Coast Chapter Economic Development award.

With the Certified Economic Development District designation, private-sector developers, local governments, and not-for-profits are able to apply for matching-grant funding through EDA for various infrastructure, planning, and economic development initiatives. In 2009, the Northeast Florida Regional Council in conjunction with the Cornerstone Regional Development Partnership applied for a FY 2011 Economic Adjustment grant through EDA. The purpose of this grant will be to fund an Industry Cluster Analysis Study that will:

- Define Key Sub-Clusters within the Region's Industry Clusters;
- Develop Marketing Plans, Messages, and Structures to Support the Region's Target Sub-Clusters; and
- Review and Recommend Revisions to Cornerstone's Organizational Structures for Marketing and Cluster Promotion.

The Northeast Florida Regional Council, as the regional entity receiving the Economic Development District certification, is responsible for reviewing applications for EDA funding for consistency with the goals and objectives of the CEDS. Because the Certified Economic Development District designation came late in the year, NEFRC received just one grant application for expansion of the Beaver Street Enterprise Center (BSEC), which is a core city business incubator that provides training and technical assistance, and is responsible for the start-up of over sixty businesses.

### Economic Impact Analysis

The Council continues to provide economic impact assessments utilizing the Regional Economic Modeling, Inc. (REM) Policy Insight® model designed specifically for Northeast Florida. This service provides economic development practitioners and local governments a method to assess the economic and demographic impacts of proposed projects and policy initiatives.

The information provided in these assessments is utilized by local governments to make decisions on possible incentive packages for new and/or existing projects as well and provides background data to support various state and federal economic development grants for local economic development initiatives.

### Brownfields

In the Summer of 2010, the Northeast Florida Regional Council partnered with the Clay County Chamber of Commerce, and applied to the Environmental Protection Agency for a Pilot Brownfields Area-Wide Planning Grant. The purpose of the grant was to undertake a thorough visioning process for the Green Cove Springs brownfields areas. Through this visioning process, business owners and residents alike would essentially create a master plan for how they envisioned redevelopment of the brownfields area.

Through this application process, NEFRC realized that, with several notable exceptions, programs addressing brownfield redevelopment are generally absent from Northeast Florida. NEFRC dedicated substantial time and energies into developing the



framework by which we would pursue brownfield assessment and redevelopment programs. In October of this year, NEFRC applied for two brownfields grants through EPA: an Area-Wide Brownfield Hazardous Waste Assessment Grant, and a Revolving Loan Fund Grant. In the Spring of 2011, NEFRC will be informed whether our applications were successful in obtaining EPA funding.

## **TECHNICAL ASSISTANCE**

The Northeast Florida Regional Council (NEFRC) continues to provide a wide range of Comprehensive and Regulatory Planning technical assistance to our member local governments. NEFRC undertakes both small and large projects, including staff recommendation reports for Special Exceptions, and in-depth Comprehensive Plan analysis through the Evaluation and Appraisal Report process.

### **Comprehensive Planning**

In 2010, the Northeast Florida Regional Council entered into agreements with the Town of Interlachen, the City of Palatka, the Town of Welaka, the Town of Pomona Park, the Town of Beverly Beach, and Crescent City to prepare their respective Evaluation and Appraisal Reports (EARs). Through organizing and facilitating public workshops in each of these communities, NEFRC staff assisted them in identifying their local major issues, which will serve as a focal point of their individual EARs.

The majority of the EARs are scheduled for adoption in the Spring of 2011. The Town of Beverly Beach's Evaluation and Appraisal Report was adopted in August of 2010. In November, the Florida Department of Community Affairs approved their Evaluation and Appraisal Report.

In addition to the aforementioned EARs, NEFRC staff assisted Nassau County, Putnam County, and the City of St. Augustine with their EAR-based Comprehensive Plan Amendments. On behalf of Nassau County, NEFRC performed the analysis and provided recommendations for changes to their Transportation Element, and performed extensive traffic analysis for a proposed 22,000± acre amendment that was submitted as part of their amendment. Nassau County adopted their amendment in October 2010.

On behalf of Putnam County, NEFRC staff performed the analysis and provided recommendations for changes to their Housing and Economic Development Elements. Putnam County adopted the amendment in November 2010.

On behalf of the City of St. Augustine, NEFRC is preparing the entire EAR-based Comprehensive Plan Amendments. NEFRC staff is preparing the data and analysis to support the changes that are being recommended to the City. The process began in the Fall of 2010, and will extend into the Spring of 2011.

### **Regulatory Planning**

NEFRC staff reviews site plans, Applications for Rezonings, Variances, and Special Exceptions for several of our local governments. Additionally, NEFRC is responsible for ensuring that their land development regulations serve the needs of their communities. In 2010, NEFRC staff prepared the background data and analysis to support changes to the text of several local government Zoning Codes, including the Town of Interlachen.

## **Other Technical Assistance**

As special circumstances or requirements arise, at the request of our member local governments, the Northeast Florida Regional Council will assist in analysis and, if needed, provide recommendations for changes to either their land development regulations or Comprehensive Plan. In 2010, on behalf of several of our local governments including the City of Palatka and the Town of Interlachen, staff reviewed the updated floodzone areas proposed by the Federal Emergency Management Administration.

## **UTILITIES AND ENERGY**

Each year, electric utilities in the State of Florida produce a Ten-Year Site Plan that includes an estimate of future electric power generating needs. The purpose of the Ten-Year Site Plan is to disclose the general location of proposed power plant sites and facilitate coordinated planning efforts. Section 186.801, Florida Statutes, requires that all major generating electric utilities in Florida submit a Ten-Year Site Plan to the Florida Public Service Commission for review.

The intent of the Ten-Year Site Plans is to give state, regional, and local agencies advance notice of proposed power plants and transmission facilities. The Northeast Florida Regional Council reviews electric utility Ten-Year Site Plans within the Region and submits comments to the Commission for review. The Commission forwards the Ten-Year Site Plan review, upon completion, to the Florida Department of Environmental Protection (DEP) for use in subsequent power plant siting proceedings. The NEFRC in 2010 reviewed the JEA and Seminole Electric site plans and the Florida Power & Light (FPL) Energy-Secure Pipeline Natural Gas project. The FPL project is a proposed pipeline to meet demand for natural gas as a clean fuel for generating electricity. The proposed pipeline route affects 14 counties in the State of Florida, three of which are within the Northeast Florida Region. The three counties are Clay, Putnam and Flagler. Ninety percent of the main proposed pipeline route will be constructed along existing utility and transportation rights of way, from Bradford to Martin County. The project is in abeyance until further notice from DEP.

## **2010 CENSUS**

The Council is an official partner with the 2010 US Census and is committed to promoting the importance of the Census to the Region and its local communities. In the past the NEFRC has hosted presentations and training sessions, as well as disseminating vital information through the various stages gearing for Census Day on April 1, 2010. The Council's encouragement, support and assistance enabled several counties to create Complete Count Committees (CCC). CCCs bring together a cross-section of community members whose focus is 2010 Census awareness and increasing the response rate for residents through a focused, structured, neighbor-to-neighbor program. The CCC also utilizes the local knowledge, expertise, and influence of each Complete Count Committee member to design and implement a targeted Census awareness campaign.

## STATE HOUSING INITIATIVES PARTNERSHIP (SHIP)

The Northeast Florida Regional Council administers two housing programs for Putnam County that assist very low-, low-, and moderate-income households: the Putnam County State Housing Initiatives Partnership (SHIP) program, and a Hurricane Housing Recovery Program (HHRP). The HHRP was closed out and completed during the 2009-2010 fiscal year, and helped 32 households with \$940,164 spent over the program's life.

The SHIP program was not funded by the state for the 2009-2010 fiscal year. The SHIP program had funds remaining from previous years that have been used to service clients. These funds consist of rollover from previous years, recapture of funds and bank interest. It should be noted that SHIP funds are reported on a triennial basis, with dollars reported for a three-year period.

### SHIP Financial Data through 10-31-10

Income (Recapture + Interest Earned)	
State Allotment	\$350,000.00
Transfer from HHRP	\$38,587.51
Program Income	\$167,369.66
TOTAL INCOME	\$555,957.17
Costs	
Administrative Costs	\$45,297.86
Committed to CDBG	\$125,000.00
TOTAL COSTS	\$170,297.86
<b>Total Program Dollars (\$)</b>	<b>\$385,659.31</b>

## INTERGOVERNMENTAL COORDINATION AND REVIEW

The Florida State Clearinghouse administers the Intergovernmental Coordination and Review process for projects in Florida. The Clearinghouse is a function of the Department of Environmental Protection (DEP) and is Florida's single point of contact under Executive Order 12372. As part of the State Clearinghouse's responsibilities under the National Environmental Policy Act, the Coastal Zone Management Act, the Intergovernmental Coordination Act and various Florida statutes, the Clearinghouse coordinates the review of proposed federal actions and activities in Florida.

The State's Regional Planning Councils act as a regional clearinghouse for the State. The Intergovernmental Coordination and Review process is a federally-mandated program to notify state and elected officials about federal projects, programs and documents within their jurisdiction or of statewide significance which may affect them. The role of the regional council is to review and comment on requests for grants and permits from various government agencies on a regional level.

The reviews fall into three broad categories: 1) grant applications to federal agencies; 2) construction permit applications to the Department of Environmental Protection, the St. Johns River Water Management District, and the U.S. Army Corps of Engineers; and 3)

opportunity to comment on proposed plans and projects.

Staff reviewed a total of 24 grant applications from our counties or local municipalities. The totals below take into account the amount of funding requested as well as monies contributed to the project from the applicant or local government.

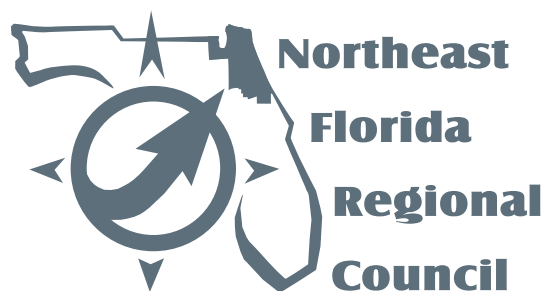
Funding Source	Year to Date
Federal	\$16,994,224.00
State	\$440,000.00
Applicant	\$380,000.00
Other/Local	\$10,154,716.00
Totals	\$27,968,940.00

Staff reviewed a total of 9 grant applications from JTA in 2010, as listed below.

FY 2009 Bus and Paratransit Vans Application
FY 2010 BRT Downtown Design & Construction Application
FY 2008 Intermodal Terminal Center Application
FY 2009 Fixed Guideway Modernization Application
FY 2009 NF Projects for Jax UZA
FY 2007 Section 5307 Capital/Planning
FY 2010 Bus Replacement
FY 2010 ARRA Bus Purchase and Renovation of Facilities
FY 2010 Section 5307 Capital/Planning

### St. Johns River Water Management District Permit Reviews, 2010

Permit Type	Number of Permits
Environmental Resource Permits	274
Wetland and Surface Water Determinations	11
Intent to Construct a Minor Silviculture System	18
TOTAL	303

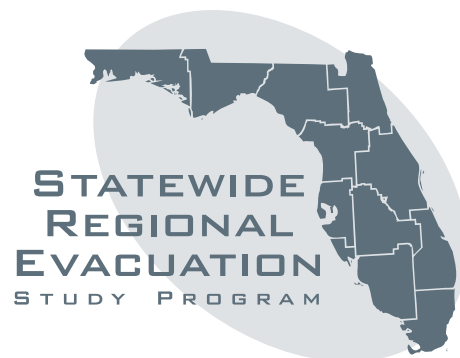


# EMERGENCY PREPAREDNESS PROGRAMS

The Northeast Florida Regional Council (NEFRC) strives to work in all areas of public safety and emergency management. NEFRC staff works with state and local emergency management and public safety officials to develop plans, programs and training opportunities to prepare communities and document their procedures in response to disasters. Developing mitigation programs and plans prepares communities in advance of disasters. Post-disaster mitigation assists communities in recovering from disasters. Training and exercises prepare responders and evaluate procedures.

## SRESP 2010

The Northeast Florida Regional Council has managed the Statewide Regional Evacuation Study Program (SRESP) over the last four years. In an unprecedented strategy, all eleven regional evacuation studies were updated at the same time, using a consistent methodology. In total, it encompassed \$40 million and includes the work of over 1,000 professionals. New Light Detecting and Ranging (LiDAR) data, a new Behavioral Survey, updated Sea, Lake and Overland Surge from Hurricanes (SLOSH) model basins and a new methodology and resulting transportation model for Regional Evacuation were completed in the last four years. New tools have been created during the program, including the Storm Surge Inundation Tool, which utilizes an ArcGIS platform with Spatial Analyst to produce storm surge zones for Categories 1 through 5 Storms. TIME (Transportation Interface for Modeling Evacuations) is another tool developed, which provides a user-friendly way for emergency management and growth management staff to model evacuations using their own set of parameters to determine their effects on evacuation in a County and in the Region.



Each of the eleven Regions in Florida collected vast amounts of data on shelters, hazards, critical facilities, future land use and demographics; then analyzed the data and ultimately produced the final Study. The Study for each Region is made up of eight Volumes. Volume 1 is the Technical Data Report which is a summary of all volumes in the Study. Volumes 2 and 3 are Behavioral Survey Data and the resulting Analysis. Volumes 4 and 5 are the Evacuation Transportation Analysis and the Supplemental Data Report, which detail the analysis, methodologies and inputs and outputs of the transportation model runs. Additional volumes include Storm Tide Atlases for each county, an



Above: These are just a handful of the volumes of data and analysis generated as part of the Statewide Regional Evacuation Study Program



Emergency Managers Toolkit, as well as an additional volume on transportation modeling documentation. In total, there will be over 140 volumes with over 30,000 pages in the completed Study for the State of Florida.

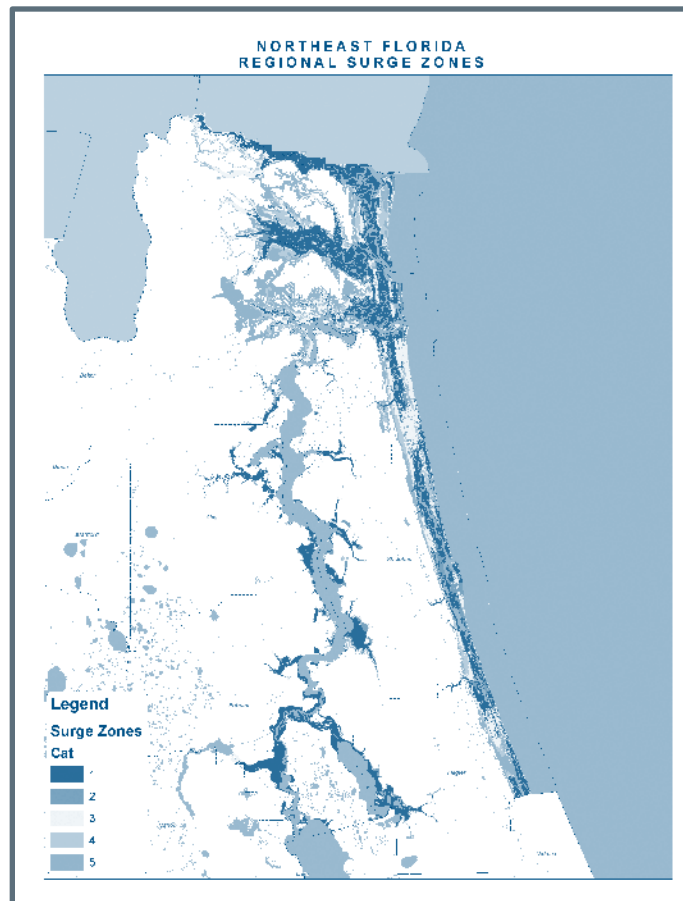
In order to achieve one of the primary project goals of a consistent methodology, the Statewide Regional Evacuation Study Program (SRESP) required the coordination of local, regional, state and federal Agencies. The Federal Emergency Management Agency (FEMA) and National Oceanic and Atmospheric Administration (NOAA) played key roles in the funding of the program and the modeling of the SLOSH basins. State agencies within Florida including the Division of Emergency Management, the Department of Transportation and the Department of Community Affairs worked tirelessly in order to achieve a methodology that was consistent and applicable across multiple disciplines. Regionally, each Planning Council worked through their counties to collect data to ensure that each Study reflected their specific county's vulnerabilities.

The Northeast Florida Region officially released their Regional Evacuation Study on December 16th, 2010 at the University of North Florida. This is the culmination of 3 years of regional collaboration and over 12 working group meetings held in Northeast Florida to finalize each portion of the Study. As a result, counties within the Region have new surge zones, evacuation zones, clearance times, population at risk, and shelter capacity and demand.

The data and resulting analysis of the Study will impact Emergency Management operations in all seven counties within the Region. However, due to the nature of the data and its complexities, it is anticipated that operational changes may take from several months to well over a year to implement.

Growth Management procedures and policies will also be affected. The 2010 Regional Evacuation Study supersedes all other Hurricane Evacuation Studies and becomes the best available data and is the professionally acceptable analysis for the purposes of Growth Management. This Study defines the Coastal High Hazard Area (CHHA), the Hurricane Vulnerability Zone and provides a benchmark to measure impacts development has on clearance times and shelter demand for the purposes of mitigation.

While the Statewide Regional Evacuation Study has come to a close, work continues. Training curriculum is under development to educate users on the overall methodologies of the Study as well as the data and findings. Another key component to training is the application of the information to various agencies – including emergency management, growth management and transportation. Further instruction is also underway for the newly developed tools, including the TIME modeling interface as well as the storm surge inundation tool.



Above: Northeast Florida Regional Surge Zones as updated by the Regional Evacuation Study



Above: NEFRC Director of Emergency Preparedness Programs Jeff Alexander provides an overview of the Northeast Florida Regional Evacuation Study



Above: Emergency management and growth management professionals from throughout the Northeast Florida Region attended the Regional Evacuation Study release

## CONTINUITY OF GOVERNMENT PLAN TEMPLATE

Continuity of Government (COG) planning has become increasingly important over the last decade as the nation has experienced, more frequently, large scale emergencies and events. While these events have varied in type and magnitude, it is necessary for the government to continue its functions during such events. People need government most when disaster strikes. COG Plans provide organizations with the capabilities to ensure the government can preserve, maintain or reconstitute its ability to carry out executive, legislative and judicial functions under the threat or occurrence of any emergency conditions that could disrupt government functions. A COG Plan provides reasonable assurance that the government has the capability to preserve civil government institutions and perform essential functions effectively under emergency or catastrophic conditions.

The Northeast Florida Regional Council entered into a contract with the Florida Division of Emergency Management (FDEM) to produce a Continuity of Government (COG) Plan Template to be utilized by State agencies and organizations, including State Universities as well as County and Municipal governments. Additionally, a web application was developed to allow users to complete their COG Plans online. The Council developed and conducted a training class at FDEM for various local, State and county governments for beta testing. The overall design and outline of the course was well received. Included in the total project were Instructor's Guide, Students Manual, PowerPoint presentation and Train the Trainer Manual. The State has all the necessary resource tools to conduct classes around the State assisting local communities to develop a COG.

## REGIONAL DOMESTIC SECURITY TASK FORCE (RDSTF)

Regional Domestic Security Task Force



The Northeast Florida Regional Council provides staff to the RDSTF for Region 3, which includes; Alachua, Baker, Bradford, Clay, Duval, Gilchrist, Flagler, Levy, Marion, Nassau, Putnam, St. Johns, and Union counties. Each of the 7 regions of the RDSTF has two planners who attend all RDSTF meetings and functions, and facilitate the needs of the Task Force on a daily basis, in addition to more routine functions such as staffing and supporting the annual RDSTF meeting.



## TACTICAL INTEROPERABLE COMMUNICATIONS (TIC) PLANNING AND COORDINATION

"Tactical interoperable communications" is a term used for the rapid provision of on-scene, incident based mission critical voice and/or data communications among all first responder agencies (medical, fire, and law enforcement), as appropriate for the incident, and in support of an incident command system as defined in the National Incident Management System (NIMS).

The Northeast Florida Regional Council was tasked with coordinating the creation and/or update of TIC Plans across the State of Florida. A handful of regions (Miami, Tampa, Orlando and Jacksonville) had existing TIC Plans, while the rest of the State did not. Utilizing new guidance and an associated standardized template for TIC planning, published by the Department of Homeland Security, NEFRC assisted with the creation of plans in those regions that had none and helping the State's urban regions to update theirs in accordance with the new guidance. These plans captured information pertaining to communications resources and capabilities for the various regional and urban areas across the State. The plans are used as a tactical tool for incidents or planned events.

The Council's role is not only coordination of meetings, schedule and deadlines, but also to provide subject matter expertise in the realm of TIC planning. Our subject matter expert reviewed all Federal guidance and existing State Plans and provided support to advise and answer questions from each region on their TIC Plans.

Florida's Domestic Security Strategy vision is to ensure a safe and secure future with an overall mission to strengthen its domestic security prevention, preparedness, protection, response and recovery capabilities through interdisciplinary and interagency consensus and commitment to build and rely on a strong Regional Mutual Aid Response Capability.

Under the leadership of the RDSTF, the Northeast Florida Regional Council's staff continues to embrace the responsibility of coordination of statewide RDSTF exercises to encourage and facilitate multijurisdictional and multidisciplinary participation at all levels of government.

This year Council staff hosted a regional two-day SWAT exercise at Camp Blanding. The Council was responsible for logistics (housing, food, facility, radio communications between teams and to command staff) and all Homeland Security Exercise and Evaluation Program (HSEEP) documents and documentation to satisfy HSEEP requirements. The participant feedback was 100% positive.

Council staff also participated in the Department of Defense (DOD), FBI and Regional FDLE federal NUWAX exercise. Staff coordinated county emergency operation centers participation using Web EOC (information sharing software) and Video Teleconferencing (VTC) equipment for brief-out on the day after the exercise.

Along with logistical support to various exercises, the RDSTF position applied for and received Urban Areas Security Initiative grant funding for sustainment of CodeRed alert notification systems through the year 2013. The CodeRed alert notification appears to be the missing link for alerting special teams and or State staff.

## INTEROPERABLE EMERGENCY COMMUNICATIONS GRANT PROGRAM (IECGP)

### Exercise

The Division of Emergency Management hosted the first statewide and national interoperable communications drill for the State of Florida, Operation RADAR. The Northeast Florida Regional Council designed and implemented this first major event for interoperable communication. It was a week long event held January 25 through 29, 2010, at Camp Blanding.

## OPERATION RADAR INTEROPERABLE COMMUNICATIONS SUMMIT AND EXERCISE JANUARY 25-29, 2010

The nationwide need for improved emergency communications led to the creation of Operation RADAR. This drill established a learning environment to exercise response plans, policies and procedures as they pertain to interoperable communications. Capabilities-base planning was used to focus on planning under uncertainty, to identify gaps in current capabilities and to focus on identifying priorities of capabilities and tasks of communication needed in time of emergency.

The objectives of RADAR were to evaluate interoperable capabilities of mobile communications equipment throughout the regions, identify modification needs for regional Tactical Interoperation Communications (TIC) plans and to identify interoperable communications training needs.

Tasks that were developed specifically for this event and ranged from simple to complex were assigned to the participants by their communications unit leader (COML). These tasks were assigned to 7 regions at 6 sites. On Day 3 of the drill, the tasks issued were to test communication equipment within each of the regional sites. On Day 4 of the drill, the tasks issued were to test the communication equipment between the regional sites. Helicopters and Coast Guard vessels participated in communication testing for air and water operations along with federal and non-traditional regional entities.

Throughout the week, 522 people were involved with Operation RADAR at Camp Blanding. This included the participants, staff, evaluators, controllers, media and observers. Attendees came from many states and were from Local, State, Federal, Military and Non-Governmental Agencies. A total of 86 mobile units and hundreds of other pieces of communications equipment were onsite. Partners such as the military, FEMA and the American Red Cross participated in this event providing realism and opportunities for evaluation.



The majority of the participants remained onsite for the duration of the event.

Operation RADAR was a successful event for the State of Florida interoperable communications and positive feedback was received. This included the exposure of each region to equipment that is available in surrounding areas and the establishment of positive interpersonal and interagency relationships. Federal personnel stated "Florida can be proud of the expertise and equipment in the State."

### Training

The Interoperable Emergency Communications Grant Program provides funding for free training throughout the state to improve interoperable emergency communications, including communications in collective response to natural disasters, acts of terrorism, and other man-made disasters. The Program provides training to employees of state and local governments,



response partners, representatives of federal agencies stationed in Florida and others. This grant provides Type III All-Hazards Communications Unit Leader (COM-L) and EDICS/EDWARDS (Emergency Deployable Interoperable Communications System/ Emergency Deployable Wide Area Remote Data System) training.

### COM-L

This course is an important step in training to become a Communications Leader, a position in the emergency response field that requires a deep understanding of the communications systems used by responders, and the ability to maintain communications under any conditions. Conducting this near week-long course requires multiple instructors and extremely long work days for the participants. Few people are eligible to receive this training because of the required prerequisites, which include ICS 100, 200, 300, 700 and 800. Based on the experience and requirements needed to be a certified instructor, there are only five (5) instructors in the State of Florida who are qualified to instruct the course. Department of Homeland Security's Office of Emergency Communications requires that two instructors be present for the size of training classes coordinated by the NEFRC, which average 11 students.

The objectives of COM-L training are to:

- Identify the functions, duties and responsibilities of the COML.



- Arrive at an all-hazards incident properly equipped, gather information to assess the assignment, and begin initial planning.
- Plan, staff, manage, and demobilize the Communications Unit in a safe and effective manner.
- Coordinate with incident sections, communications personnel and other agencies to accomplish incident objectives.
- Design, order, and ensure the installation and maintenance of all communications systems.
- Maintain accountability of assigned communications equipment.

#### 2009-2010 COM-L Training

Number of Classes	Number of Locations	Number of people trained	Total Funding
13	13	147	\$156,000

#### EDICS/EDWARDS (Emergency Deployable Interoperable Communications System/Emergency Deployable Wide Area Remote Data System)

This course is designed to ensure that there are trained personnel capable of coordinating on-scene emergency communications, or creating communications if all is lost. Conducting this near week-long course requires multiple instructors and extremely long work days for the participants. Few people are eligible to receive this training because they are not trained on this type of communication equipment. Each class requires three (3) instructors, which includes the training team from Cobham SATCOM to complete Day 3 of training. Some training classes require the moving of the EDICS/EDWARDS system from its home site to the training site.

The EDICS is a transportable rapidly deployable communications system. The EDICS system provides interoperable interface to secure and non-secure voice and data communication service between deployed response team elements and other Federal, State and local agencies. This provides additional communication capabilities and devices.

#### 2009-2010 EDICS/EDWARDS Training

Number of Classes	Number of Locations	Number of people trained	Total Funding
7	7	63	\$135,000

#### Nassau County EOC Tabletop Exercise 2010

At the request of the Director of Nassau County Emergency Management, the Northeast Florida Regional Council (NEFRC) created a Table Top Exercise (TTX) to test the county's new information Emergency Operations Center (EOC) and software tool, Web EOC, as well as the ability of county staff and local disaster procedures to respond to multiple tornado strikes around the county.

This was a multi-fold exercise held May 11, 2010, in which a scenario was first created wherein County Responders or Emergency Support Functions (ESF's) worked together in a Unified Command environment to respond to the impact within the county and to communicate using Web EOC, working in the county's new Emergency Operations Center (EOC).

Over 40 emergency responders representing various county

emergency responders participated in the training opportunity. The TTX was described as a low stress environment where participants were able to discuss what actions they would take using current Standard Operating Procedures already in place and with the flexibility to determine if revisions were necessary, without real life consequences.

The TTX began with an overview of three tornadoes striking three key areas of the county causing extreme damage and loss of communications. The County Staff and the County Executive Staff were separated for their discussion then brought back together for a briefing. During the breakout each group had to decide the first five actions deemed most important to accomplish. Both groups were then brought back together and were briefed by County Staff who had developed a Unified Command and presented their five top priorities.



*Tom Kochheiser, Nassau County Director of Emergency Management, discusses response to a hypothetical disaster during the Nassau County Tabletop Exercise*

The last break-out required the Unified Command to use Web EOC to communicate their decisions and to post their Incident Action Plan for the next operational period. The Public Information Officer prepared a press release that was approved by the Executive Staff.

After the exercise concluded, Michael Boyle, Chairman of the Nassau County Commission expressed his appreciation for the hard work by everyone and indicated that tremendous success had been achieved by both groups who responded to the need of citizens. He further expressed that staff is now better prepared by having participated in the exercise.

#### 2010 Regional Homeland Security Project Planning Workshop

From August 18 – 20, 2010, The Northeast Florida Regional Council hosted a planning workshop for the State's 11 Regional Planning Councils (RPCs). The first two days of the workshop focused on discussions and classroom exercises regarding current and upcoming projects. Presentations were given by NEFRC Staff on Interoperable Communication Training; Domestic Security Planning and the State Homeland Security Grant Program (SHSGP) Process and also included such topics as Training and Exercise Planning Workshops (TEP-W), Statewide Hurricane Exercise Evaluation (SHEE), Critical Infrastructure Threat Assessment and Mitigation Software (CITAMS); and Post Disaster Redevelopment Plans (PDRPs). Time was also dedicated to a presentation regarding the Hurricane Evacuation Study product review and release.

Also discussed were things such as collaboration with Regional Planning Councils (RPCs) and suggestions for improvement. A representative from each RPC was present for the meetings.

The third day of the workshop was dedicated to Hurrevac 2010 Comprehensive Training. This was an update to the previous

Hurrevac program. Training was conducted by Karen Townsend, the creator of the Hurrevac software and included updates on the new options and upgrades to the program.

### Incident Command System (ICS) 300

ICS-300 and 400: Intermediate ICS for Expanding Incidents training is a 3-5 day training course that provides training on and resources for personnel who require advanced application of the Incident Command System because they may assume a supervisory role in expanding incidents.

The objectives for the individuals taking this course are to describe how the National Incident Management System (NIMS) Command and Management component supports the management of expanding incidents; describe the incident/event management process for supervisors and expanding incidents as prescribed by ICS; implement the incident management process on a simulated Type 3 incident; and develop an Incident Action Plan for a simulated incident. A total of 5 classes with approximately 100 students attended the various classes around the state.

Class Dates	Class Locations
August 11-13	Tallahassee
August 24-26	Pensacola
August 30-September 1	Hollywood
August 30-September 1	St. Johns County
September 13-17 (ICS 300/400)	DEM Tallahassee

## MITIGATION

### Local Mitigation Strategy

The mission of the Local Mitigation Strategy (LMS) is to attempt to reduce or eliminate the impact of hazards within a community and diminish the loss of life and property damage. Counties are required to develop an LMS in order to receive funds resulting from presidential disaster declarations for identified mitigation projects. The NEFRC assists the LMS Task Forces of Baker, Clay, and Nassau Counties by facilitating their quarterly meetings, and providing information and technical assistance on mitigation planning. The Task Forces are comprised of a variety of representatives, including: municipal, county, and state department/agency staff, non-profit organizations, and private industries.

In 2009-2010, each Task Force was required to update the Local Mitigation Strategy Plan for their respective county. With the assistance of the NEFRC, all three Task Forces revised their plans and obtained approval from the State of Florida and the Federal Emergency Management Agency. The LMS plans were then adopted by resolution in each county. The LMS serves as a bridge between local government's comprehensive growth and emergency management plans, land development regulations, building codes, ordinances, and policies.

### Hazard Mitigation Grant Program

The Hazard Mitigation Grant Program (HMGP) provides funding for the retrofitting of structures to better resist damage during an emergency incident. The retrofit is intended to strengthen the roof, walls, and any windows, doors, or other openings of the structure. Buildings used for emergency shelters are commonly retrofitted

in order to provide increased protection from wind and projectile debris and must be compliant with American Red Cross (ARC) shelter guidelines.

Currently, the Northeast Florida Regional Council is involved with an HMGP project in Putnam County, which will retrofit Middleton Burney Elementary School, located near Crescent City, FL. This project has received a project cost increase for a total of \$1,078,000 in order to ensure a quality structure and will provide 16,100 square feet of shelter space upon completion. Since this is a functioning school, construction must occur during the upcoming summer months, so as not to interfere with the day-to-day operation and tasks that are usually performed.

In Baker County, the School District also received HMGP funds to retrofit portions of five other schools in the County which are used as shelters during emergencies. These school buildings include: Baker Middle School, Building 19; Baker Senior High School, Building 15; J.F. Keller Intermediate School, Building 18; Phoenix Center, Center Building; and Westside Elementary School, Building 7. The Northeast Florida Regional Council was tasked with administering each of these retrofits, providing technical assistance, coordination efforts, and keeping track of all documentation during the planning, construction, installation, completion, and closeout phases of the project. Each of these retrofits is a mitigation project for their county and will help to improve the shelter capacity and emergency response capabilities of their communities.

### Baker County Hazard Mitigation Retrofit Details

Baker County School District Building	Sq. Ft.
Baker Middle School, Building #9	3,253
Baker Senior High School, Building #15	3,386
Keller Intermediate School, Building #18	2,498
Phoenix Center Alternative School	4,140
Westside Elementary, Building #7	5,782
<b>Total</b>	<b>19,059</b>

## HAZARDOUS MATERIALS

### Local Emergency Planning Committee

District IV of the Local Emergency Planning Committee (LEPC) is a state-appointed committee staffed by the NEFRC. The committee is charged with facilitating regional hazardous materials emergency response and compliance with hazardous materials reporting laws under the Emergency Planning Community Right-to-Know Act (EPCRA). Approximately 1,100 facilities reported their chemical inventories for the past year under State law. The LEPC serves as a public information repository for the inventory reports, or Tier IIs, that must be submitted on an annual basis by facilities that store or use hazardous materials and chemicals on-site.



This year marked the first time that facilities around the state were able to submit their chemical inventory reports electronically using the Florida Hazardous Materials Information System (FLHMIS). Staff provided technical assistance to a multitude of facilities on the electronic filing procedures. With the assistance of Lt. John W. Scott, III of Jacksonville Fire Rescue Department, the LEPC sponsored several How-to-Comply Workshops, with the intent of familiarizing chemical facility operators, owners, environmental, and compliance personnel with the new reporting system. Staff also spoke at the First Coast Manufacturer's Association Environmental Health and Safety Committee Meeting luncheon about the online system and was able to respond to questions concerning compliance requirements.

#### Top 10 Extremely Hazardous Substances for LEPC District IV

Chemical	Maximum Inventory (lbs.)
Sulfuric Acid	35,522,350
Ammonia	3,723,513
Chlorine	2,493,050
Vinyl Acetate	1,242,507
Sulfur Dioxide	1,129,702
Nitric Acid	765,305
Hydrogen Chloride	493,430
Formaldehyde	66,240
Aldicarb	61,750
Ethion	55,676

#### Biennial Exercise

The LEPC held its biennial exercise on March 4, 2010, at Revel Industries in Green Cove Springs. The exercise was designed to examine several aspects of hazardous materials emergency response, including entry and rescue, chemical identification and monitoring, decontamination, and multi-jurisdictional interaction. Over fifty (50) HazMat responders from Clay County Fire Rescue, Jacksonville Fire Rescue Department, and St. Johns County Fire Rescue participated in this regional exercise. In addition, a Type III Regional Incident Management Team participated, so that they could test their ability to provide staffing for the on-scene Incident Command System.



#### 2010 Thomas Yatabe Awards

Mr. Jim Corbin, the former Emergency Management Director for Clay County, was named the winner of the 2010 Thomas Yatabe Award for outstanding performance and participation within the county, as well as the regional community, in his tireless dedication to and education of others concerning the State of Florida's Hazardous Materials Planning Program. We thank him for his devotion to and participation in District IV of the LEPC, as well as his contributions statewide.

Certificates of Appreciation are awarded to local training facilities, including First Coast Technical College in St. Augustine, VyStar Credit Union Service Center on Fleming Island, and the Florida Department of Law Enforcement Training Center in Jacksonville. These facilities received the certificates due to their willingness to provide quality accommodations to the First Responders - Northeast Florida. We thank them for their continued efforts and future involvement in regional training activities.

#### 2009-2010 Hazardous Materials Emergency Training Opportunities

The LEPC sponsored a variety of training courses this past year. Overall, there were a total of seven classes held with 295 training course participants who achieved 2,842 total training hours.



Course Name	Dates	Persons Trained	Course Hours
Foam/Ethanol	May 10-12, 2010	95	760
IAFC International HazMat Conference	May 19 - 23, 2010	2	70
Law Enforcement HazMat Awareness	June 29, 2010	15	180
Oil Spill HazMat Technician	July 14 - 16, 2010	23	552
Advanced Radiological Response	August 25, 2010 September 1, 2010 September 8, 2010	38	304



Course Name	Dates	Persons Trained	Course Hours
Tanker Spill/Leak Control	September 9 – 11, 2010	78	624
HazMat IQ: Above the Line/ Below the Line	September 23 – 24, 2010	44	352
<b>TOTAL</b>		<b>295</b>	<b>2,842</b>



#### 2009-2010 Small Quantity Generators Of Hazardous Waste

The Northeast Florida Regional Council assists the Department of Environmental Protection to implement Small Quantity Generators (SQG) inspections on behalf of Baker and Nassau Counties. SQGs are individual businesses that generate and/or accumulate dangerous wastes, between 100 to 1,000 kilograms in a month. This past year, staff conducted site inspections for Nassau County and verified 24 different sites, or 23% of all sites county wide; inspections in Baker County totaled 8 sites for this year, or 24% of the entire county.

#### COUNTY SUPPORT

##### Integrated Emergency Management Course

Putnam County's Emergency Operations Center team attended a week long training course at the National Emergency Training Center's campus at the Emergency Management Institute (EMI) in Emmitsburg, MD. Council Staff helped to coordinate arrangements for the fifty one participants who took part in the Integrated Emergency Management Course (IEMC) training from February 1 – 5, 2010. The course combined traditional classroom instruction with an exercise that simulated a realistic emergency incident. Several speakers from around the country and various areas of expertise delivered lessons on the various roles and responsibilities that comprise an Emergency Operations Center team, as well as the interaction between all of the different elements.

The course was designed to assess the ability of the group to coordinate the County's initial response capabilities and to be able to transition into the recovery phase. Emphasis was also placed on the risks associated with incident management throughout the training exercise, which was tailor-made specifically for Putnam County and its community. A public policy group served as the decision makers during

the exercise while course participants were able to work together in their respective roles, all within a safe, learning environment. Council Staff participated in this training in the furtherance of our mission to provide additional support to the County in the event of a disaster.



Above: Members of the Putnam County Emergency Operations Center team at the National Emergency Management Training Institute

#### CRITICAL INFRASTRUCTURE THREAT ASSESSMENT AND MITIGATION SYSTEM (CITAMS)

The Regional Council staff began work on the Critical Infrastructure Threat Assessment and Mitigation System development and implementation project in 2007 as part of a regional initiative to identify areas that would most significantly benefit from investments in safety and security improvements, and decrease the public's vulnerability to hazards.

The program developed a regional database that allows emergency responders to cross reference hazards, providing for better site planning for disaster response and protection. The program provides "free" software classes to eligible responders. Homeland Security prerequisites such as National Infrastructure Protection Plan (NIPP) and Protected Critical Infrastructure Information (PCII) are required for interested participants, which were easily accomplished through free online courses.

A total of 618 facility field assessments have been completed since the inception of CITAMS; there are 135 additional assessments in-progress, for a total of 735 sites either completed or underway. These field site assessments are accomplished with the assistance of facility operators, and provide valuable information about facility safety, to both responders and operations.

The CITAMS implementation program officially ended on September 30, 2010. The results of the three-year effort are that the CITAMS program is fully operational in Northeast Florida, the program has twice the facility assessments set as implementation goal, and all regional agencies have access to this new tool. Now that the program is operational, it has been turned over to the Region to maintain.



# FINANCE / VALUE ADDED SERVICES

The Council maintained a stable financial position during the year ending September 30, 2010. The firm of Magers and Associates conducted the annual audit and issued an unqualified opinion.

In June 2010, a portion of the Council facilities flooded due to a water pipe break causing damages totaling over \$83,000. The damages were covered by insurance so the Council does not foresee any substantial losses from the incident.

The Council has fully modernized our Records Management process. The Council is currently in compliance with the State's records management requirement under Section 257.36(5) of the Florida Statutes and Rule 1B-24.003 of the Florida Administrative Code for public records retention. The Council appropriately disposed of 79 cubic feet of records in 2010. The Council currently has 477 cubic feet of stored records. The Records Management Liaison Officer for the Council is a Florida Certified Records Manager.

Currently, the Council is actively seeking 501(c)3 not-for-profit or governmental entities to fill more than 10,000 square feet of leasable space.

## RETURN ON INVESTMENT

Among the tangible benefits reaped by member governments was a \$6/1 return on their county contributions. Following is a breakdown of selected services for the Council's seven-county region:

- Yielded a \$3,854,322 direct/indirect return on investment for contributions of \$623,091 by member counties, a \$6/1 ratio.
- Provided \$1,226,038 in contract monies to Regional Councils across the State to assist in the development of a Statewide Regional Evacuation Study and various other Statewide Emergency Management projects.

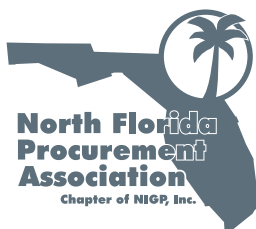
## Operating Revenue Sources 2009-2010 \$4,380,473

Community Services	\$192,273
Emergency Preparedness	\$2,834,999
Planning	\$616,478
County Investment	\$623,091
Transportation	\$113,632

## Counties' Return On Investment

Baker	\$63/1
Clay	\$6/1
Duval	\$1/1
Flagler	\$14/1
Nassau	\$18/1
Putnam	\$26/1
St. Johns	\$7/1

**The Region \$6/1**



## North Florida Procurement Association

The North Florida Procurement Association (NFPA) celebrated its five year anniversary this year. Cooperative purchasing is at the center of the mission of the NFPA. Through this organization, professionals in the area of public procurement have opportunities to improve the way they conduct business. These opportunities include; education, training, research, enhanced communication and peer support.

The NFPA is a Chapter of the National Institute of Governmental Purchasing (NIGP) and through this affiliation is able to provide educational events for members to gain advanced knowledge in public purchasing, including certification seminars and webinars.

On March 25, 2010, the NFPA hosted the 2010 Procurement and Contracting Expo at the University of North Florida in Jacksonville, Florida. The event allowed for matchmaking and networking opportunities for 79 vendors and purchasing personnel from various entities.

In 2010, NFPA received a Certificate of Achievement Award from the NIGP for increasing their membership in 2009 by 20.5%. NFPA membership decreased slightly in 2010 from 107 members in 2009 to 98 members in 2010.

The NFPA Board of Directors maintains a web site located at [www.nf-pa.org](http://www.nf-pa.org). The site provides up to date information for its members and interested parties, quick links for job opportunities, upcoming class schedules, registrations and Chapter meeting information.

# INFORMATION SERVICES

## INFORMATION TECHNOLOGY (IT)

The Information Technology function provides local network services for the Council staff. Services include network administration, server administration, desktop support, data storage and backup, network security, business machines, audio/video support, web site hosting, e-mail services, IT purchasing, site security systems, as well as voice communications, including Blackberry administration.

The Council continues to build and enhance its Information Technology Systems. This project has produced new and upgraded security technologies, i.e. a new firewall, upgraded antivirus software, and a new spam filtering system. A new backup system is based on a state-of-the-art application that continually images all servers. Servers and ancillary equipment have been upgraded and consolidated into a totally Microsoft-based network. A storage area network has been added, providing increased storage capacity and better data management. Financial Services hardware and software have been upgraded with all new personal computers, a new server, and new accounting software. All the Council's personal computers have been replaced or refurbished, and all are equipped with dual monitors. All computers run on a common Microsoft platform. A centralized IT Control Room contains all servers, inventories, supplies and IT office space. All Council printers, copiers, fax machines and scanners have been upgraded, including a more cost-effective and reliable service contract. The project has also produced phone system improvements, including highly reliable service. Finally, the project has included upgrading the Board Room's audio/video capability, vendor management, and process documentation.

There were a number of significant accomplishments in the past year.

Rollout to a limited number of users was completed for PlanScans, a paperless document management system that Planning and Development is building into a data and information warehouse.

A high-speed, high-storage modeling workstation was purchased and configured to be shared among staff who use GIS, hurricane modeling, transportation modeling, and economic impact analysis software. A secured workroom in the IT area was built to allow users to access this workstation. Additionally, a bank of computers was configured and setup in the room to handle transportation modeling when the workstation is in use.

A project was begun to reorganize the network routers and switch, and a separate IT Wiring Room was built. Another project was begun to equip each Conference Room with flat screen TVs, which can be used for cable content, DVDs, and laptop presentations. A project was begun to have an "IT Corner" on the intranet where staff can go for frequently needed desktop solutions and for IT policies. Additional laptops were purchased and configured to replace or increase laptops, and this has started the conversion to a Microsoft Windows 7 platform. Other projects were completed to increase fax capabilities, cleanup the telephone database, and cleanup printer lists.



# REGIONAL COUNCIL STAFF



**Brian D. Teeple**  
*Chief Executive Officer*



**Mario L. Taylor**  
*Deputy CEO/  
Chief Operations Officer*



**Donna Starling**  
*Chief Financial Officer*

**Margo Moehring**, *Director, Policy*  
**Ed Lehman**, *Director, Planning & Development*  
**Jeffrey Alexander**, *Director, Emergency Preparedness*



Moehring



Lehman



Alexander

## **Executive Support:**

**Sheron Forde**, *Executive Assistant*  
**Shirley Orberg**, *Executive Assistant*

## **Operations:**

**Walter Bowman**, *IT Specialist*  
**Michael Calhoun**, *Graphic Designer*

## **Planning & Development**

**Jennifer Hewett-Apperson**, *Senior Regional Planner*  
**Guy Parola**, *Senior Regional Planner*  
**Ameera Sayeed**, *Senior Regional Planner*  
**Eric Anderson**, *Regional Planner*  
**Angela Giles**, *Administrative Assistant*

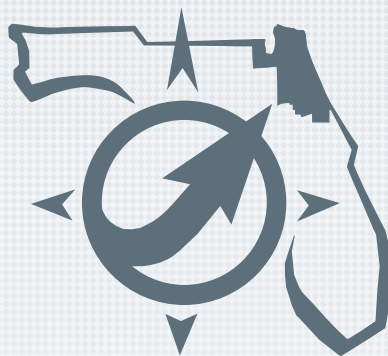
## **Emergency Preparedness:**

**Danny Hinson**, *Senior Regional Planner*  
**Elizabeth Payne**, *Senior Regional Planner*  
**Jason Taylor**, *Regional Planner*  
**Traci Hochhalter**, *Regional Planner*  
**Bonnie Magee**, *Administrative Assistant*

## **In Memorium: Deborah “Debbie” Balevre**

Longtime NEFRC employee Debbie Balevre passed away peacefully at Community Hospice of Northeast Florida after a long and courageous battle with cancer on August 20, 2010. Debbie loved people, her work, reading, taking cruises with family and friends, and her puppies. But she was most passionate about her daughter and grandchildren who drove her ambitions each day, guided her hopes for the future, and provided the legacy for her rich life. Debbie is survived by her husband, Park Balevre of Jacksonville; daughter, Julie Gillespie and husband Gene; grandchildren Nicholas and Tanner Gillespie; and two sisters. She is also survived by many ‘adopted’ children, close friends, and extended family. Debbie will be missed.





## **Northeast Florida Regional Council**

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