

2002

ANNUAL REPORT



TREASURE COAST REGIONAL PLANNING COUNCIL

INDIAN RIVER • ST. LUCIE • MARTIN • PALM BEACH

TREASURE COAST REGIONAL PLANNING COUNCIL

is an association of local governments working
together to foster a high quality of life throughout the
Treasure Coast Region of Florida

2002 ANNUAL REPORT

OUR 26th YEAR OF SERVICE
“Bringing Communities Together”

Village Green Mall Redevelopment - City of Port St. Lucie

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TREASURE COAST REGIONAL PLANNING COUNCIL

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Martin County

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(Martin County)

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(Palm Beach County)

Elizabeth Webb

(Palm Beach County)

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(St. Lucie County)

Ex-Officio Members

Marguerita Engle, St. Johns River Water Management District

Larry Hymowitz, Alt., Florida Department of Transportation

Paul Millar, South Florida Water Management District

John Mitnik, Florida Department of Environmental Protection

MISSION STATEMENT

To encourage and enable local units of government and the citizenry to assemble and cooperate with one another and with representatives of major economic interests, to promote the health, safety, and general welfare of the citizenry, and to plan for the future development of the Region in a way that will afford a high quality of life.

The regional planning council is recognized as Florida's only multipurpose regional entity that is in a position to plan for and coordinate intergovernmental solutions to growth-related problems on greater-than-local issues, provide technical assistance to local governments, and meet other needs of the communities in each entity.

(186.502(4), Florida Statutes)

ORGANIZATION

Formed originally in 1976 by interlocal agreement, the Treasure Coast Regional Planning Council (TCRPC) is a public agency organized and operating pursuant to enabling legislation in the *Florida Statutes*. The Treasure Coast Region encompasses Indian River, Martin, Palm Beach, and St. Lucie counties. The Council is an association of local governments including four counties and forty-nine municipalities.

The 28-member policy-making body of the TCRPC is comprised of a mix of elected officials of general-purpose local governments and private citizen representatives from within the Region. Member local governments are responsible for appointing two-thirds of the representatives, while the Governor of the State of Florida is responsible for appointing one-third. The TCRPC operates a diversified array of programs and planning functions related to the management of growth and development within the Region. These programs are staffed by professional and support personnel in various disciplines related to development and growth management.



Alternative Pattern of Development for the Countryside
Indian River County

THE YEAR IN REVIEW

In 2002, the Treasure Coast Regional Planning Council (TCRPC) celebrated its 26th year of service to local governments. It was a very busy and productive year for TCRPC. Several unique events and accomplishments related to the expansion of TCRPC's educational and local assistance programs highlighted by increased cooperation with the South Florida Regional Planning Council (SFRPC) on several initiatives mark this year as special for TCRPC. TCRPC should be very proud of the years' accomplishments.

The idea of regionalism as a method for achieving greater things for the Treasure Coast set the tone for many of TCRPC's most significant efforts and accomplishments this year. The unification and funding of the Cantanese Center at Florida Atlantic University, the Collins Center, the SFRPC and the TCRPC as the South Florida Regional Resource Center concludes two-years of work with the MacArthur Foundation to establish a formal partnership of organizations who are now better-positioned to provide additional resources and services to local governments in the seven-county southeast Florida area. The establishment of Miami-Dade County's Urban Design Studio; the Regional Brownfields initiative; the proposed Regional Transportation Authority legislation; the regional economic impact model which will be made available to local governments in the seven-county area by mid-2003; and continuing cooperation with the SFRPC on urban design initiatives are positive examples and the result of a new spirit of regional cooperation.

On a more local note, the year also marked the end of a two-year effort to establish the Treasure Coast Enterprise Fund, a \$540,000 micro-loan initiative for small businesses of the region. The fund is sponsored by the Federal Home Loan Bank of Atlanta, Harbor Federal Savings and Loan, Fidelity Federal, the cities of Fort Pierce and West Palm Beach, and the TCRPC.

Beginning in 1999 with TCRPC preparing and submitting the Save Our Rivers application for purchase of the 4000-acre Cypress Creek/Loxahatchee property, TCRPC has spent considerable effort to increase the protection and recognition of the Loxahatchee Wild and Scenic River – the first river to receive this federal designation in Florida. The significant efforts by TCRPC, Martin and Palm Beach Counties, the South Florida Water Management District and Florida Department of Environmental Protection, and especially the many citizens who are committed to restoring the river, culminated this year with the \$38-million purchase of the Cypress Creek/Loxahatchee tract and the inclusion of the Loxahatchee River into the Comprehensive Everglades Restoration Plan.

Serving as project coordinator for the Regional Land Use Study for Martin and St. Lucie Counties, TCRPC brought together the two counties and the cities of Port St. Lucie, Stuart and Fort Pierce to work on the second phase of a study that is addressing the increasingly problematic land use and transportation situation along the US 1 corridor. This year also saw TCRPC successfully launch its \$15,000 competitive grant program for urban design assistance. The first recipient for the grant was the community of East Stuart in Martin County.

In addition to these highlighted accomplishments, there continued to be a significant demand for TCRPC services and assistance. TCRPC responded to over 1,200 requests from local governments for planning and mediation services. TCRPC participated in the work of several local, state and regional task forces, community redevelopment agencies (CRA), and committees as well as facilitating five full-scale urban design charrettes and several site specific urban design efforts. These efforts have led to several revitalization projects for local governments and the private sector, and the formation of a new CRA and the designation of seven revitalization areas in Martin County. Demand within the region for TCRPC's special design and planning services

continues to increase and requests for the service continue to come in from around the state. This demand has fostered new, productive relationships with four other regional planning councils in areas where TCRPC either performed charrettes, provided staff training to enable these Council's to provide charrette planning services for their local governments, or provided public presentations on Smart Growth and the New Urbanism. In addition, TCRPC's workload increased in performing review services on 39 DRI-related matters, 1,743 comprehensive plan amendments, and 189 federal and state funding proposals valued at over \$544 million for the Region. TCRPC also continues to maintain a very active Local Emergency Planning Committee which, among its other work efforts, managed to provide training opportunities to 70 first responders for hazardous material emergencies.

For the 15th year in a row TCRPC managed to keep its local per capita membership dues rate at the same level and operate "in the black" for the 26th year in a row. This was managed in a year with an expanded work program and only a slight increase in funding support for regional planning councils from the Department of Community Affairs (DCA). Funding assistance from DCA has not kept pace with TCRPC's increased work program and cuts are expected next year. In 2003, there will be a need to seek additional permanent sources of revenue and to look at adjustments to the local dues structure.

There is great excitement about the upcoming year. A growing constituency of more involved local governments and TCRPC members; continuation of redevelopment and town planning efforts; start-up of the Treasure Coast Enterprise Fund; continuation of the Florida Public Official Design Institute for the Treasure Coast; operation of the South Florida Regional Resource Center; co-sponsorship of three conferences on mixed-use and new urbanism with the Urban Land Institute; co-hosting of the Florida American Planning Associations Statewide Conference; providing an economic and fiscal impact model for the region; funding of TCRPC's EPA Brownfield assessment grant requests; and a long list of other scheduled events and local and regional efforts geared toward implementation of TCRPC's Strategic Regional Policy Plan are all anticipated.

The increased involvement and energy by the TCRPC this year has been a benefit to its member local governments and the citizens at large. TCRPC staff is greatly appreciative of the extra effort and support from the membership. It is this sustained effort by TCRPC which has earned it the reputation of being one of the most advanced and forward thinking in the nation.

Michael J. Busha, AICP
Executive Director



Administration Building Expansion – Indian River County



POPULATION

COUNTY	POPULATION		AREA	
	APRIL 1, 2002	PERCENT OF REGIONAL TOTAL	SQUARE MILES	PERCENT OF REGIONAL TOTAL
Indian River County	115,716	7.2	503.3	14.0
Martin County	128,873	8.1	555.7	15.4
Palm Beach County	1,154,464	72.3	1,974.2	54.8
St. Lucie County	198,253	12.4	572.5	15.9
REGIONAL TOTAL	1,597,306	100.0	3,605.7	100.0

COUNCIL HIGHLIGHTS AND ACTIVITIES FOR 2002

Introduction

The following represents an Annual Report of Treasure Coast Regional Planning Council (TCRPC) activities to carry out its statutory responsibilities, contractual responsibilities to State and Federal agencies, and a summary of technical and other assistance provided to local governments, governmental and non-governmental agencies and private citizens of the Region. The period covered by this report is January 1, 2002 through December 31, 2002.



City of West Palm Beach

Downtown Redevelopment and Town Planning Assistance

Since 1989, TCRPC has been providing town planning and urban design assistance upon request to local governments in the Treasure Coast Region and, more recently, in other areas of the state. Fifty-one public charrettes have been conducted in which TCRPC has either had an important role or been the prime facilitator and organizer. TCRPC has also assisted in twenty-two other charrettes. Master Plans have been prepared; design guidelines, comprehensive plan amendments, traffic calming measures and zoning codes have been recommended; and assistance with implementation has been provided.

Some of the highlights of TCRPC's activity during the past year follow:

- Completed and presented to Miami-Dade's County Community Council 15 and Miami-Dade Planning Advisory Board the Village of Naranja Citizen's master plan and final report. The master plan was developed during a design charrette held in August of 2001. The charrette was held at the Naranja Neighborhood Center. Over 60 residents, county staff and elected officials attended the eight-day charrette.
- At the invitation of the Florida Chamber of Commerce, staff was a guest speaker on infill and development strategies at the Chamber's 13th Annual Growth Conference in Orlando.
- Made a presentation on space needs relative to the relocation of County facilities and civic buildings in general, to Indian River County staff and elected officials.
- Prepared and presented to Indian River County Commissioners a development master plan for the County's new administrative building. The master plan proposes the creation of a civic district, and includes the County's new administrative building, as well as the creation of a civic plaza, office and residential buildings, new streets and connections. It also includes a proposal for the extension of 20th Avenue.
- Prepared a proposal and submitted plans, elevations and perspective drawings for a proposed train station in Jensen Beach. This design was requested by Martin County Commissioners and the Jensen Beach Neighborhood Advisory Committee.
- Conducted a one-day workshop with Jensen Beach residents to design architectural and landscaping features for two roundabouts in the community.
- Assisted Palm Beach County and City of Lake Worth Commissioners with the preparation of alternate site plans for gas stations within the Lake Worth Park of Commerce.
- Prepared a master plan for the Council on Aging of Martin County to accommodate additional parking at their facilities.

- Prepared a series of images depicting ideal growth development patterns in the form of towns, cities and villages for southern Indian River County
- Prepared a master plan for an industrial district adjacent to CR 512 in the City of Sebastian. The 10-acre proposal was requested by the City and was incorporated into TCRPC's original master plan for County Road 512 prepared during an eight-day charrette held in November 2000.
- Assisted City of Sebastian's planning department with design and code issues pertaining to the CR 512 corridor and the waterfront redevelopment district.
- Attended the Indiantown Community Coach Inaugural Bus Trip held at the One-Stop career center in Booker Park on April 4, 2002.
- Assisted Indian River County with the preparation of an alternative plan for the Vero Grove Community. The plan defines a network of streets, blocks, lots, parks, open space as well as a golf course and tennis club.
- Prepared aerial perspective drawings for a proposed roundabout at the intersection of A1A and McArthur Boulevard.
- Conducted an eight-day charrette between May 3 and May 10, 2002 for a 5½ square mile area in north central Miami-Dade County. The Charrette, commissioned by Miami-Dade County, was well attended by residents, elected officials, property and business owners. TCRPC's studio was set up at Turner Tech High School, where the doors remained open to the public everyday between 9:00 a.m. and 9:00 p.m. The master plan identifies fifteen neighborhoods, a general center, and four major commercial corridors, as well as infill strategies, new development and general town planning recommendations. A presentation of work in progress was held on May 10.
- Assisted the City of Delray Beach and acted as juror in the selection of a consultant to create architectural design guidelines for the City according to the citizen's master plan prepared by TCRPC staff during an 8-day charrette held in 2001.
- Conducted a seven-day charrette between June 21 and June 28, 2002 for a 2½ square mile section of the Old Cutler Road Corridor in south Miami-Dade County. The Charrette, commissioned by Miami-Dade County and Chamber South, was one of the best attended that TCRPC has conducted in this region. Over 120 residents, elected officials, property and business owners attended the event. TCRPC's studio was set up at the Community Center, where the doors remained open to the public everyday between 9:00 am until midnight. The master plan defines traffic management and calming strategies, while preserving the historic character of Old Cutler Road as well as new development on vacant land. A presentation of work in progress was held on June 28.

- Assisted the Martin County Council on Aging with the preparation of a master plan to accommodate future growth of their facilities in the City of Stuart.
- Attended and displayed examples of work at the 10th Annual Congress for the New Urbanism, held in Miami in June of 2002.
- TCRPC staff was invited to be a juror during the final design presentation for first year architecture students at the University of Miami.
- Conducted a public workshop and community image survey on July 12 to create a master plan for a town center in Rio (Martin County). The workshop was attended by 65 residents, county staff and elected officials. The master plan, presented to the community on September 18, proposes the redevelopment of two existing marinas and a trailer park and the creation of a waterfront village-scaled downtown. It includes two parks and two to three-story, mixed-use buildings, townhouses and single family homes on vacant parcels and around the newly created public spaces. Approximately 70 residents attended the final presentation of the master plan.
- Prepared a master plan for a 10-acre vacant parcel in Jensen Beach. The master plan proposes a network of streets and blocks, and a combination of building types, from single-family homes to townhouses. Flats, office and retail were also proposed within mixed-use buildings.
- Assisted City of West Palm Beach's planning department in conducting an eight-day planning charrette for Pleasant City between August 2 and August 9, 2002. Pleasant City is the oldest African American neighborhood in Palm Beach County. The Charrette was held at the Pleasant City community center. Over 80 residents, city staff and elected officials attended the event. The citizen's master plan that resulted from the public process will be the tool that will guide redevelopment of this blighted neighborhood. During the presentation of work in progress, there was community consensus to move forward with the adoption of the master plan and its recommendations.
- TCRPC staff, through its "Train the Trainer" program, worked with and trained Miami-Dade County staff and established the County's first urban design studio. Conducted two two-day charrette training sessions.
- Conducted a seven-day charrette for a 150 acre obsolete mall in Cutler Ridge, south Miami-Dade County between September 28 and October 4, 2002. The Charrette was commissioned by Miami-Dade County and was well attended by residents, elected officials, property and business owners. TCRPC's studio was set up at the Cutler Ridge mall, where the doors remained open to the public everyday between 9:00 am and midnight. A presentation of work in progress was held on Friday, October 4th. The master plan was presented and received support from community and major property owners.

- The Martin and St. Lucie County Regional Land Use Study called for a master plan for a demonstration project area. The demonstration project selected was the Village Green mall site located at the southeast quadrant of the U.S. 1/Walton Road intersection in the City of Port St. Lucie. TCRPC staff conducted a 5-day charrette between October 28 and November 1st. A series of interviews with property and business owners, residents, and city and county staff and elected officials, were held on October 21-22, 2002. The result of the charrette demonstration project is a conceptual master plan that includes: 1) an interconnected network of streets providing convenient and safe vehicular and pedestrian access; 2) 100,000 square feet of retail space, including shops and restaurants; 3) 400,000 square feet of office space; 4) 3,500 residential units in the form of apartments, condos, townhouses and a boutique hotel; 5) a movie theatre that incorporates a center for performing arts; 6) 6,500 parking spaces distributed in three parking garages, surface parking lots and on-street parking; and 7) an improved system of water management and urban greenways providing pedestrian connections to and through the site. The master plan that resulted from the public process is intended as a tool that will guide redevelopment of similar sites along the US 1 corridor
- Gave a presentation on October 15, 2002 to the City of Lauderdale Lakes Commissioners on the benefits of the charrette process. TCRPC staff, in cooperation with the South Florida Regional Planning Council (SFRPC), will be conducting a seven-day charrette for a 40-acre, city-owned parcel in the summer of 2003.
- Worked with two neighborhood advisory committees and Martin County staff in the preparation of architectural design guidelines for the community redevelopment areas of Port Salerno and Hobe Sound, in Martin County.
- Made a presentation on December 17, 2002 to the City of Lake Worth Commissioners on the Lake Worth Park of Commerce master plan prepared by TCRPC in October of 2001. A three part presentation addressed how the master plan was developed, the fundamental concepts contained in it and the tasks ahead.
- Gave a presentation on December 10, 2002 to the Flagler Beach Charrette Steering committee. TCRPC staff, in cooperation with the Northeast Florida Regional Planning Council, will be conducting a seven-day charrette for the City of Flagler Beach and the A1A scenic highway corridor through Flagler County in February of 2003.
- In cooperation with the SFRPC, gave a presentation on charrettes to the Broward County SR 441 Collaborative on December 19, 2002.

CHARRETTES - 1989 – 2002

COUNCIL LED

- Fellsmere (IRC)
- Lake Worth (PBC)
- Pointe West (IRC)
- Fort Pierce Downtown (SLC)
- Hutchinson Island Greenway (SLC/MC)
- Fort Pierce Eastward Ho! Partnership Waterfront Block (SLC)
- White City (SLC)
- Children’s Environmental Learning Center (SLC)
- Jensen Beach Downtown (MC)
- Stuart Eastward Ho! Partnership Downtown II (MC)
- SeaWind (MC)
- Hobe Sound (MC)
- South Martin County (MC)
- Jupiter Farms (PBC)
- Lake Park I (PBC)
- Lake Park II (PBC)
- Miami Shores (DC)
- El Portal (DC)
- Canal Point (PBC)
- Pahokee (PBC)
- Treasure Coast Regional Greenways (PBC, SLC, MC)
- Southern Plaza Eastward Ho! Partnership (PBC)
- Boynton Beach Downtown (PBC)
- Delray Beach North Federal Highway (PBC)
- Royal Palm Beach (PBC)
- Belle Glade (PBC)
- Ten Mile Creek (SLC)
- Allapatah Ranch (MC)
- V-2 Ranch (SLC)
- Sewall’s Point (MC)
- Weston Town Center (BC)
- North Miami Beach (DC)
- Oakland Park (BC)
- Overtown (DC)
- North US 1/Seven Cities Charrette (PBC)
- Bartow (PC)
- Booker Park (MC)
- Lake Worth Beach (PBC)
- North Miami (DC)
- Sebastian CR 512 (IRC)

Total 51

COUNCIL ASSISTED

- Port of Fort Pierce (SLC)
- Avenue D (SLC)
- Delaware and Orange Avenue (SLC)
- South Beach (SLC)
- Stuart Downtown I (MC)
- Tequesta Golden Triangle (PBC)
- Tequesta Downtown (PBC)
- Juno Beach (PBC)
- Riviera Beach (PBC)
- Agricultural Reserve (PBC)
- Greater Lake Okeechobee (PBC)
- C-9 Basin (BC)
- Downtown West Palm Beach (PBC)
- Lantana (PBC)
- Winter Park Mall (OC)
- Delray Beach Pineapple Grove (PBC)
- Boca Raton Downtown (PBC)
- Abacoa (PBC)
- Town of Wellington (PBC)
- WCI (PBC)
- Pearl City (PBC)
- San Castle Neighborhood (PBC)

Total 22

Upcoming Charrettes

- East Stuart (MC)
- Lauderdale Lakes (BC)
- Princeton (DC)

- Sebastian US 1/AIA (IRC)
- Delray Beach Downtown (PBC)
- Naranja (DC)
- Lake Worth Park of Commerce (PBC)
- Pleasant City (PBC)
- Encida (DC)
- Perrine (DC)
- Flagler Beach (FC)
- Rio (MC)
- Old Cutler Road (DC)
- Cutler Ridge (DC)

Key:

- | | |
|---------------------------|---------------------|
| PBC – Palm Beach County | BC – Broward County |
| MC – Martin County | OC – Orange County |
| IRC – Indian River County | DC – Dade County |
| SLC – St. Lucie County | PC – Polk County |
| | FC – Flagler County |

Revised February 2003

Technical Assistance to Governments and Citizens

The TCRPC receives a large number of requests for technical assistance. Most requests are from local governments, but others are received from federal, state and regional agencies, as well as from non-profit organizations, consultants, and individual citizens. TCRPC responded to over 1,200 requests for technical assistance during the year.

Requests for assistance cover a broad spectrum of issues and subjects. Staff responses to these requests include a range of efforts such as provision of information by telephone, e-mail, fax, and letter; public presentations, workshops, design charrettes and master plans.

During the year 2002, the primary local government technical assistance activities had to do with:

- 1) Growth management issues including comprehensive planning, urban design, mitigation banking, census data, historic site preservation, annexation, affordable housing, evaluation and appraisal reports, hurricane evacuation and population projections.
- 2) Natural resource issues including habitat preservation, water supply, regulations to govern preservation areas, manatee protection and boat facility siting.
- 3) Transportation issues including concurrency, roadway design, transportation demand management, coordination with metropolitan planning organizations and regional transit.

Assistance was also provided with grant applications, establishment of community redevelopment areas and review of development proposals for good urban design.

Local governments to which assistance was provided included Martin County (16), Palm Beach County (11), St. Lucie County (9), Indian River County (7), Jupiter (7), Boca Raton (4), Lake Park (4), and three or fewer to Belle Glade, Boynton Beach, Delray Beach, Fort Pierce, Greenacres, Haverhill, Lake Worth, North Palm Beach, Palm Beach, Palm Beach Gardens, Palm Springs, Port St. Lucie, Sewall's Point, St. Lucie Village, Stuart and West Palm Beach

Assistance to private citizens was also provided upon request. Some of the issues for which information or assistance was provided included: Developments of Regional Impact (DRIs), energy planning and codes, the Loxahatchee River Basin Wetland Project, the Cypress Creek/Loxahatchee Save Our Rivers Project, endangered species, land use and zoning, demographics, regional land use study, hazardous materials, grant programs, mitigation banks, natural areas, environmental certification, purchase of environmentally sensitive lands, and the legislative authority for regional planning councils.

A TCRPC staff member served on the following committees or organizations:

- Abacoa Partnership
- Florida Communities Trust Advisory Committee
- Loxahatchee River Ecosystem Management Area Planning Committee
- Loxahatchee River Management Coordinating Council
- Martin County Council on Aging Board of Directors
- Martin County MPO Technical Advisory Committee
- Palm Beach County Traffic Performance Standards Committee
- Public Officials Design Initiative Steering Committee
- Regional Business Alliance
- Regional Land Use Study Steering Committee
- Regional Transportation Organization Technical Advisory Committee
- Rural Lands Stewardship Council
- South Florida Regional Resource Center Board of Directors
- Treasure Coast Enterprise Fund Board of Directors
- Urban Land Institute Mixed Use Development Team

TCRPC staff also attended meetings of relevant organizations such as Metropolitan Planning Organizations and the Palm Beach County Intergovernmental Plan Amendment Review Committee and Issues Forum.

Following are some examples of specific technical assistance provided by the TCRPC during the year:

- **Regional Land Use Study**
Served as the project coordinator and participating organization for the Regional Land Use Study in Martin and St. Lucie counties. This major effort to address the increasingly problematic land use and transportation issues along the US 1 corridor includes the participation of two counties, three cities, the Florida Department of Transportation and the TCRPC. Phase I of the Study was completed in 2001. Phase II was nearing completion at the end of 2002. Direct financial participation in the entire study from federal, state and local sources is \$337,500. As the Project Coordinator, TCRPC contributed a significant amount of in-kind and support service.
- **Palm Beach County Traffic Performance Standards Committee**
During this past year, TCRPC staff devoted considerable time and effort as a voting member of this committee. The purpose of this committee is to assist County staff with a rewrite of its countrywide Traffic Performance Standard (TPS) Ordinance. The ordinance provides instructions to investors/developers and local governments about how to assess, predict, and mitigate the impacts of development related to traffic. The ordinance has had a profound effect on the patterns of development in Palm Beach County. There is concern the TPS ordinance needs adjustment to better address the transportation network

deficiencies predicted by the Year 2025. The Committee is expected to continue its work through the Year 2003.

- **Annexation Policy Summit**

At the request of the Palm Beach County League of Cities and the Palm Beach County Board of Commissioners, staff facilitated a summit held at the Palm Beach Gardens City Hall on September 25. The purpose of the summit was to discuss issues related to municipal annexation and to reach a consensus on how to proceed with an agreement between the County and Cities and on recommended legislative changes. One of the results of the summit was the preparation of a draft legislative bill to address enclaves and other issues. Input was provided in response to a request from the Florida Legislature who intends to take up the issue of annexation during the 2003 Legislative session.

- **School Facilities Planning Interlocal Agreement**

At the request of Martin County, the Martin County School District, and the City of Stuart, TCRPC served as the lead agency for the preparation of an Interlocal Agreement for Public School Facility Planning. The Agreement is required as a result of 2002 revisions to the Florida Statutes. By the end of the year, a draft Interlocal Agreement had been prepared and presented at a joint meeting of the elected boards of the three parties to the agreement.

- **Restoration of the Loxahatchee River Watershed**

Assisted the Florida Department of Environmental Protection and South Florida Water Management District in gathering public input on issues related to the restoration of the Loxahatchee River watershed. On December 17, 2002, TCRPC staff served, as the facilitator at a public meeting designed for the public to participate in planning the restoration of the Loxahatchee River. The meeting was organized as a mini-charrette. Participants were able to address the agencies and express their views on critical issues in the watershed, restoration goals, and priorities for restoration. The agencies are using the public input in the development of a restoration plan for the watershed.

- **Technical Assistance Workshops**

In coordination with the Florida Department of Community Affairs and the SFRPC, TCRPC sponsored technical assistance workshops on the preparation of evaluation and appraisal reports, coordinated land use and school planning and water supply planning. In preparation for those workshops, TCRPC staff attended an agency training session in Tallahassee. Workshops were held in Hollywood on September 18 and Port St. Lucie on September 19. Representatives from twenty-two local governments in the Treasure Coast Region attended these workshops. A follow-up presentation was made by TCRPC staff at the invitation of the Palm Beach County Issues Forum on November 7, primarily for the benefit of local governments unable to attend the September workshops.

Special Programs and Projects

During 2001, the TCRPC had a number of opportunities to participate in projects and programs that were consistent with or supported to goals of the Strategic Regional Policy Plan.

During 2002, these opportunities include:

- South Florida Regional Resource Center

TCRPC staff attended several meetings to develop the organizational and partner structure of the South Florida Regional Resource Center. Staff co-wrote and TCRPC co-sponsored a grant submitted to the John D. and Catherine T. McArthur Foundation for operating costs and programming related to the Center. The Center and its partners, SFRPC, TCRPC, Florida Atlantic University (FAU) and the Collins Center, will provide the citizens and elected officials of the Treasure Coast and South Florida regions with resources, education, and technical assistance for urban redevelopment, community visioning, neighborhood organization, and funding. The Center will also take a lead role in developing a regional strategy to improve transportation choices in South Florida. The organizational meeting for the Resource Center was held by videoconference on December 17.

- South Florida Public Officials Design Institute

TCRPC is a founding and funding member of the Florida Public Officials Design Institute at Abacoa (FPODIA). The Institute was established to assist local elected officials in finding urban design solutions to their problems. The FPODIA program is located at the FAU campus at Abacoa in Jupiter. The first “institute” was held on October 17 and 18, and eight elected officials were trained.

- Abacoa Partnership for Community, Inc.

Staff served on the Board of Directors of the Partnership, which is responsible for community-building events for the Abacoa community in Jupiter, as well as research on community diversity and urban design issues. The new community of Abacoa, in a sense, is a laboratory for measuring the ability of urban design to foster a stronger sense of community.

- Regional Transportation Organization

A TCRPC staff member serves on the Technical Advisory Committee of the Regional Transportation Organization. In addition, staff participated in a number of meetings and cooperative efforts during the year that led to the drafting of legislation that would authorize a Regional Transportation Authority in South Florida (Miami-Dade, Broward, and Palm Beach Counties, initially). Partners in this effort included the Regional Transportation Organization, the SFRPC and the Regional Business Alliance. The initiative for this effort was as the result of recommendations made at a Regional Transportation Summit held in Fort Lauderdale on January 11, 2002.

- Dispute Resolution on Annexation Dispute

The City of Fort Pierce and St. Lucie County requested that TCRPC staff facilitate discussion on a conflict between the two local governments that arose as a result of the City's intent to annex the County airport property, a 4,000 acre tract in the northeastern part of County. Conflict resolution procedures under 164.1051 F.S. were initiated in an attempt to avoid litigation. However, after negotiations stalled, TCRPC was contacted and agreed to provide assistance in resolving the dispute. Several meetings were held with staff and elected officials between March and July. Although these meetings led to a better understanding between officials from the two local governments, staff was unable to draft an agreement that would resolve the dispute that was agreeable to the majority of elected officials from both local governments.

- Special Coordination/Cooperation with the South Florida Regional Planning Council

As both the Treasure Coast and South Florida regions have continued to grow (2000 population – 5.5 million, or 35% of the State total), the focus on regionalism grows. It has become important to partner on a variety of matters where advantages accrue in securing funds, sharing resources and expertise, improving efficiencies and economics of scale, and providing better planning, problem solving and services to local governments and citizens. During 2002 staff reported to TCRPC on the following on-going cooperative efforts:

- Miami-Dade County Urban Design Studio
- Regional Brownfields Initiative
- Regional Economic Modeling Initiative
- Southeast Florida Regional Resource Center
- The South Florida Regional Transit Analysis Study
- Regional Transportation Authority Legislation

- Legislative Summit

Staff was invited to a legislative summit sponsored by the Treasure Coast Coordination Coalition on August 20, 2002. Staff directly participated in the homelessness and poverty issues group. The outcome of the summit is a slate of legislative priorities that will be presented to the Treasure Coast legislative delegation for review and action.

Emergency Preparedness and Disaster Planning

The Treasure Coast, like other regions throughout Florida, must prepare for and contend with cyclonic natural events, wildfires, floods, hazardous materials releases and other everyday emergencies. As our population increases and infrastructure expands, the significance of preparation, response, and recovery planning for such events grows as

well. In that regard and in light of the September 11, 2001, terrorist attacks on the United States, TCRPC maintained its working relationships with local emergency management officials during 2002, and consistently provided a high level of technical support. TCRPC's disaster preparedness planning accomplishments are summarized below:

Local Disaster Planning and Response

Fortunately during 2002, local governments were spared activating Emergency Operations Centers (EOCs) for storm events with the degree of frequency experienced during the last decade. However, when the need for activation arises, TCRPC is able to provide manpower and technical support to the EOCs. TCRPC also provides technical support to local emergency management officials and emergency responders in the event of wildfires, significant flooding, chemical releases, and emergency response personnel training.

Prior to 2002, TCRPC staff contributed significantly to the development and implementation of each county's Comprehensive Emergency Management Plans and Local Mitigation Strategies. Since that time, TCRPC has remained active in the review of such plans, and has participated in meetings designed to strengthen the all-hazards approach to state, regional and local preparedness. TCRPC was also proactive in its commitment to further public awareness of terrorism by hosting public workshops featuring speakers of note.

Hazardous Materials Planning

The Florida District X Local Emergency Planning Committee (LEPC), staffed by the TCRPC, is charged with facilitating regional hazardous materials emergency response planning, furthering public awareness of the potential dangers of hazardous materials within the community, and local compliance with hazardous materials reporting laws.

Title III of the Superfund Amendments and Reauthorization Act (SARA), commonly known as the Emergency Planning and Community Right-to-Know Act of 1986 (EPCRA), requires public and private facilities that use, produce, store, or release extremely hazardous substances or certain other hazardous materials to report their inventories and provide other critical site information on an annual basis. TCRPC staff serves as the community information contact for the District X LEPC, which includes Indian River, Martin, Palm Beach, and St. Lucie Counties. Facility reporting data filed under EPCRA is disseminated to the public upon request, shared with local emergency response and preparedness agencies, and is used to annually update the District X LEPC Hazardous Materials Emergency Plan. TCRPC staff has also conducted several hazard assessment audits of public and private facilities at the request of the facility owners and operators, and has also provided technical reporting assistance to many regional facilities.

During 2002, approximately 1,000 regional facilities had reported their chemical inventories under EPCRA. The information is contained in the LEPC database and is

disseminated upon request to citizens and public sector emergency preparedness and community planning and response agencies.

TCRPC staff administered U.S. Department of Transportation Hazardous Materials Emergency Preparedness (HMEP) planning and training grants on behalf of the District X LEPC. The funding was used to train regional emergency response personnel in two sessions of 16-hour operations level Emergency Response to Hazardous Materials classes. The HMEP training series, first implemented by TCRPC in 1993, has provided required hazardous materials training to several hundred local emergency first responders at no cost to their jurisdictions or agencies.

TCRPC staff participated in the quarterly meetings of the Florida LEPC Chairs/Staff Coordination and State Emergency Response Commission (SERC). These groups determined State and local policies and administrative direction on issues such as hazardous materials regulations, emergency planning and response guidelines, emergency responder training, public awareness, hazardous materials release notification and cleanup procedures, federal emergency planning and training grants, and LEPC policies. TCRPC continues to be represented on the SERC Hazardous Materials Training Task Force, charged to implement statewide standards for mandatory public and private sector hazardous materials emergency first responder training. TCRPC staff also serves on the SERC Regional Hazardous Materials Response Team workgroup.



Village Green Mall Redevelopment - City of Port St. Lucie

Economic Development Assistance

TCRPC's economic development program in 2002 focused primarily on implementation activities across a wide spectrum of projects and programs. Throughout the year staff worked on an array of economic development initiatives such as tourism development, urban design assistance to distressed communities and a small business development revolving loan program. TCRPC's tour guide development program was established to spur economic development in the Glades area of western Palm Beach and Martin Counties. During the year, two of the four students who graduated have already launched tour guide businesses. The urban design assistance program, launched in August of 2002 provided the City of Stuart and its East Stuart community urban design assistance to help redevelop a distressed minority community. Staff secured financing needed to establish a small business revolving loan fund (RLF) in the summer of 2002. A new nonprofit corporation known as the Treasure Coast Enterprise Fund, Inc., was formed to administer the revolving loan program. The RLF program is expected to be launched in the first quarter of 2003 and will target funds to low and moderate-income entrepreneurs and communities in the Treasure Coast Region. The Cities of West Palm Beach and Fort Pierce and Fidelity Federal Bank & Trust and Harbor Federal Savings Bank are partners with TCRPC on this regional lending initiative.

TCRPC also worked in close partnership with the SFRPC on two new economic development initiatives. The first relates to the purchase and development of a regional economic modeling program that will allow local governments to determine the economic and fiscal impacts of various development projects, policies and programs. The Councils have been cooperating to purchase the Regional Economic Modeling Program (REMI) Policy Insight model and have brought together a large local government partnership including Miami-Dade, Broward, and Palm Beach Counties as well as the South Florida Water Management District. Under the proposed arrangement local governments will have the option to purchase or access the REMI model and TCRPC staff would provide technical assistance. The second area of cooperation between the two Councils is in brownfields redevelopment. Towards the end of 2002, the U.S. Environmental Protection Agency promulgated new regulations on brownfields funding that specifically permitted regional planning councils to apply for assessment and cleanup grants that, in turn, could be used to fund local government brownfields redevelopment projects. The TCRPC submitted a grant request for brownfields funding to the U.S. EPA in December and is working with local governments to identify brownfield sites within larger redevelopment areas.

Following are some additional highlights of accomplishments and activities of TCRPC's economic development program during the past year.

- Discussed a potential grant application with City of Fort Pierce officials and representatives of the Lincoln Park business association on the potential development of a retail incubator on Avenue D.

- Attended U.S. Economic Development Administration's annual workshop for economic development districts in Gainesville.
- Met with President of the Treasure Coast Workforce Development Board to renegotiate the terms of a Memorandum of Understanding related to the development and implementation of TCRPC's proposed small business revolving loan program.
- Hosted the kick-off meeting of TCRPC's Big Water Heritage Trail Tour Guide Training Program at the Belle Glade campus of Palm Beach Community College.
- Participated in an Enterprise Florida regional strategic plan workshop in Palm Beach Gardens.
- Staff attended the U.S. Economic Development Administration regional conference in Ponte Vedra Beach, Florida.
- Staff coordinated two public workshops related to the launch of the regional small business disaster mitigation website. The first workshop was held in Riviera Beach and the second workshop was held in Belle Glade.
- Staff launched TCRPC's Urban Design Assistance Program with the advent of a Request For Proposals that was circulated to all local governments. After reviewing proposals, a grant award of \$10,000 was made to the City of Stuart. The City's proposal was to redevelop the distressed community of East Stuart. TCRPC's urban designers will be providing assistance to the City during the first quarter of 2003.
- Staff was invited to and participated in a U.S. Small Business Administration training seminar on their Pre-Qualification Loan Program in Miami.
- Staff participated in a meeting of the Brownfields Partnership at the offices of the SFRPC. The purpose of this meeting was to inform local governments about new brownfield grant funding opportunities and requirements promulgated by the U.S. Environmental Protection Agency.
- Staff was invited to Pensacola, Florida to train with Community Equity Investments, Inc. on the aspects of launching a successful small business revolving loan fund program.
- Staff met with Palm Beach County Brownfields officials to discuss the details of a joint application to the U.S. Environmental Protection Agency.

- Staff met new economic development staff at the Indian River County Planning Department to discuss programs and projects of mutual interest and TCRPC's economic development program.
- Staff met with Martin County Planning Department officials to discuss potential brownfields sites in the County as part of a proposed brownfields funding application to the U.S. Environmental Protection Agency being sponsored by TCRPC.
- TCRPC staff hosted a kick-off meeting to launch the Treasure Coast Enterprise Fund program. The ad hoc meeting of community leaders, economic development officials and bankers was held to discuss future structure and appointments to a new entity to be formed to administer the small business revolving loan fund program.



Jensen Beach Train Station – Martin County

Strategic Regional Policy Plan

The Strategic Regional Policy Plan (SRPP) for the Treasure Coast Region was adopted by TCRPC in December of 1995. It formally became effective in February of 1996. The SRPP provides the basis for all TCRPC activities. An Evaluation and Appraisal Report on the SRPP was prepared by TCRPC during 2001.

In order to further the understanding of the preferred development form set out in the SRPP, staff makes presentations upon request to various agencies and organizations or facilities activities that are consistent with the preferred development form. Examples of those activities included:

- Urban Design Assistance Program

In August of 2002, the TCRPC launched an Urban Design Assistance Program to aid in the redevelopment and revitalization of the Region's distressed communities. Under this new initiative TCRPC will partner with a local government and the distressed community's leadership and residents to provide hands-on urban design services. Examples of the types of projects TCRPC is interested in supporting under this grant program include: downtown redevelopment, neighborhood planning, public facilities improvements, and adaptive reuse.

Under this program, TCRPC provides an annual allocation of \$15,000 in in-kind technical assistance to a community or communities. The total yearly amount will be divided into an annual award of \$10,000 of technical assistance for one TCRPC led charrette per year and a total of \$5,000 worth of technical assistance for miscellaneous urban design efforts. The Urban Design Assistance Program is intended to promote community development by encouraging private sector investment and facilitating redevelopment. The CRA/East Stuart Overlay Zone project sponsored by the City of Stuart is the first project awarded a grant under the program. The project was awarded \$10,000 in in-kind technical assistance to help the East Stuart community, recently incorporated into the CRA, develop a new urban code and architectural regulations. Such standards, according to City officials, have been a strong catalyst for redevelopment elsewhere in the CRA. TCRPC is anticipating working with the City and East Stuart area residents on this community redevelopment program in January 2003.

- Rural Lands Stewardship Council

TCRPC staff is a member of the Stewardship Council and attended four meetings in 2002. The purpose of the Council is to foster and encourage the appropriate use of the planning tools offered to local governments under the Rural Lands Stewardship Program contained in Section 64 of the Florida Statutes. The program was signed into law last year by the Governor and promotes alternatives to sprawl and development patterns that protect the countryside while still allowing compact,

discreet development of towns, cities and villages. The program is patterned after TCRPC's SRPP.

- ULI North Area Planning Committee

Staff serves as a member of this committee, which represents an area that includes, Palm Beach, Martin, St. Lucie and Indian River counties. This committee has been working on a ULI-sponsored symposium on mixed-use development for the Treasure Coast Region. The symposium is to be held early in 2003.

- Congress of New Urbanism 10th Annual National Conference Committee

TCRPC served as a member of the coordinating committee for the 10th Annual CNU Conference held in Miami Beach June 10 – 15, 2002. Its efforts included developing the conference agenda and program, coordinating bus tours, merging mailing lists, and working with this international urban design organization to secure speakers for the event. Staff participated as a panelist for one session and arranged for a 30-passenger bus to transport interested elected officials, public planners and members of the public and press to the first day of the event which included a special day-long program for public officials and planners.

- Indian River Lagoon North Feasibility Study – U.S. Army Corps of Engineers and the St. Johns River Water Management District

Staff served on the Project Delivery Team for this study. This is one of several studies resulting from the Comprehensive Everglades Restoration Project. The objective of the study is to perform a comprehensive review of the restoration alternatives necessary to successfully restore the ecological and water quality conditions of the lagoon. TCRPC staff assisted by helping to identify resources and issues in the Indian River and St. Lucie County portions of the study area.

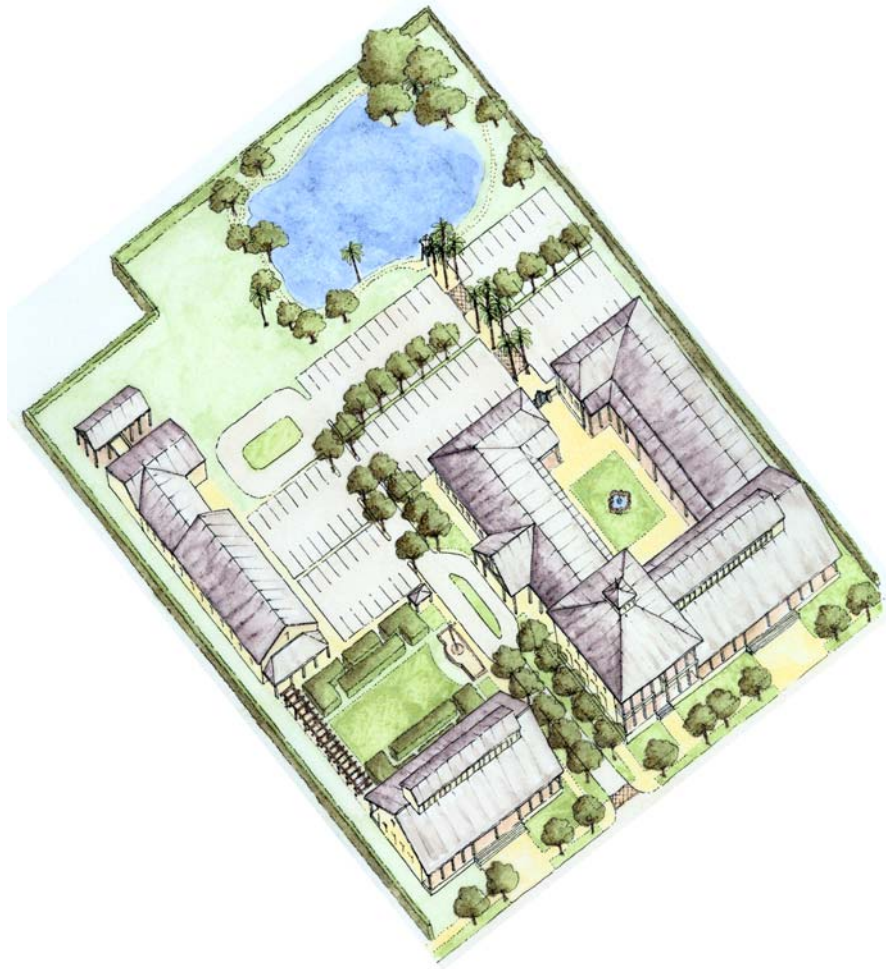
- Smart Growth Conference

In partnership with the City of Port St. Lucie, TCRPC cosponsored a conference titled “Inspiring Smart Growth, Building Livable Communities with Transportation.” More than 150 people attended, including private citizens and those representing municipal and county governments within the Treasure Coast region, private development, financial institutions, and transportation organizations. Conference topics included street design and traffic calming, how to incorporate big box retailers into main street environments, and state and federal incentive programs for livable transportation projects. A panel of experts concluded the one day conference with a discussion on how to merge pedestrian needs, bicycle needs and mass transit into roadway projects.

Intergovernmental Coordination and Review Assistance

Through the Intergovernmental Coordination and Review (IC&R) process, the TCRPC advises and comments on applications for federal financial assistance, and federal activities under program legislation such as the National Environmental Policy Act, the Federal Coastal Zone Management Act and the National Historic Preservation Act. Special scrutiny is given to project or program activities which may impact coastal resources under a provision requiring Federal activities to be consistent with local government comprehensive plans. Through the notification process, local governments can inform the state of local concerns regarding proposed federal activities in their area and can request assistance from the state in resolving these concerns as needed.

A total of 189 applications requesting a total of \$543,872,641 in federal funding were processed by TCRPC during the year. The project applications were primarily in the following categories: 1) community/economic development; 2) infrastructure; 3) environment; and 4) education.



Council on Aging Future Expansion – Martin County

Assistance with Natural Resource Planning and Protection

During the past year TCRPC has frequently assisted local governments, state, and federal agencies in identifying and evaluating Natural Resources of Regional Significance and in conducting surveys for endangered and threatened species on public and private properties. TCRPC has also helped to design preserve areas and develop management plans for protection of natural upland and wetland ecosystems on sites to be developed, participated in workshops to identify regionally significant natural resources, and attended field trips to assist in evaluating the quality and importance of natural communities on properties being considered for public purchase. TCRPC has continued to provide assistance to local governments in developing and revising policies to enhance the protection of natural resources.

TCRPC played a significant role in supporting a variety of environmental projects related to the restoration and protection of major waterbodies in the Region. TCRPC continued to support efforts to restore and protect Lake Okeechobee. TCRPC staff attended several meetings and monitored the activities of the County Coalition for Responsible Management of Lake Okeechobee and St. Lucie and Caloosahatchee Estuaries and Lake Worth Lagoon. TCRPC adopted a resolution of support for the Indian River Lagoon – South Feasibility Study and its recommended plan to restore natural systems and improve water quality in the region. TCRPC adopted a resolution of support for the Loxahatchee River Preservation Initiative, which proposed a legislative funding request for stormwater improvement and restoration projects for the river. TCRPC assisted the Florida Department of Environmental Protection and South Florida Water Management District in gathering public input on issues related to the restoration of the Loxahatchee River watershed. TCRPC staff served as the facilitator at a public meeting for planning the restoration of the Loxahatchee River. The agencies are using the public input in the development of a restoration plan for the watershed.

TCRPC coordinated with the Florida Climate Alliance to arrange a special presentation on climate change impacts on Florida. This resulted in TCRPC adopting a resolution calling for the creation of a statewide global warming action plan to address and mitigate the various problems that climate change poses for Florida. Such a plan would include a coordinated effort to reduce greenhouse emissions, conserve energy, and protect shorelines. Also, TCRPC entered into an agreement with Southwest Florida Regional Planning Council to conduct an evaluation of sea level rise in the Treasure Coast Region. The project will examine land use impacts and solutions to sea level rise. This project is funded by the U.S. Environmental Protection Agency and represents an extension of work that has been conducted in southwest Florida.

In the area of energy planning, TCRPC performed the following activities: 1) reviewed plans of Florida Power and Light Company (FPL) to expand the Martin Power Plant in western Martin County, 2) conducted a review of the annual Ten Year Power Plant Site Plans prepared by FPL and Calpine Construction Finance Company, and 3) worked with members of TCRPC's former energy task force to update TCRPC's energy planning guide.

Local Government Comprehensive Planning Assistance

The review of local government comprehensive plans and plan amendments is one of the Council's primary statutory responsibilities. Regional planning councils have been determined by the Florida Legislature to be "... Florida's only multipurpose regional entity that is in a position to plan for and coordinate intergovernmental solutions to growth-related problems on greater-than-local issues, provide technical assistance to local governments, and meet other needs of the communities in each region ..." (186.502(4) F.S.). TCRPC's review of local government comprehensive plan amendments includes:

- Review of plans and plan amendments for consistency with TCRPC's Strategic Regional Policy Plan for the Treasure Coast Region.
- Review of plans and plan amendments for extra-jurisdictional impacts with the comprehensive plans of affected local governments; and
- Review and recommendations on the necessity of formal review by the Department of Community Affairs, pursuant to Section 163.3184(6)(a), Florida Statutes.

Regional planning councils review comprehensive plan amendments before and after their adoption. TCRPC's review is concerned primarily with the effects of the amendment on regional resources and facilities as identified in the Strategic Regional Policy Plan and extrajurisdictional impacts. Regional planning councils can request the preparation of an Objections, Recommendations and Comments (ORC) Report, if there are potential impacts to significant regional resources and facilities.

This year, the TCRPC reviewed 499 proposed amendments from 38 different local governments. They included 75 Future Land Use Map (FLUM) amendments that encompassed 6,750 acres of land, and 423 amendments to the text of local government comprehensive plans. One set of amendments was a complete revision of the City of Fellsmere Comprehensive Plan based on an Evaluation and Appraisal Report.

During the review of proposed plan amendments, the TCRPC staff coordinates closely with local government planners through phone and personal contacts. Staff visits the sites of proposed FLUM amendments if necessary to gain a local perspective and to better determine the effects of the proposed amendment.

This year, the TCRPC reviewed 1,244 adopted amendments from 42 local governments. They included 97 FLUM amendments encompassing 13,368 acres of land, and 1,145 amendments to the text of local government comprehensive plans. Two sets of adopted Evaluation and Appraisal Report amendments were reviewed, for the Town of Lake Clarke Shores and St. Lucie County.

Development of Regional Impact Assistance and Coordination

A Development of Regional Impact (DRI) is a development, which, because of its character, magnitude, or location, would have a substantial effect on the health, safety, or welfare of the citizens of more than one county. The DRI review process, enacted as part of the Florida Environmental Land and Water Management Act of 1972, was a response to growing concerns about environmental quality and developmental impacts within Florida. The DRI process is a vehicle, which provides state and regional oversight and review of local land use decisions regarding large projects. TCRPC's involvement has included review of potential impacts to significant natural resources and facilities and services such as major roads, sewer, and drainage systems.

During the past calendar year, TCRPC had a total of four DRIs in the review process; all of them initial DRI reviews. TCRPC received two new DRIs for review. These are the proposed Jupiter Falls DRI located in the Town of Jupiter and the proposed PGA Village DRI located in St. Lucie County. The Jupiter Falls DRI pre-application conference was held on May 8, 2002 and the Application for Development Approval (ADA) was submitted on September 19, 2002. The ADA was found to be insufficient on October 18, 2002. The PGA Village DRI pre-application conference was held on July 18, 2002 and the ADA was submitted on October 18, 2002. The proposed Westchester DRI ADA was submitted on May 15, 2002 and found to be insufficient on July 12, 2002. Additional information was submitted on October 8, 2002 and the additional information was found to be insufficient on November 14, 2002. The proposed WCI/Parcel 19 DRI continues to be in the final assessment stage of the review process, which has been put on hold by the applicant until issues can be resolved with the Town of Jupiter.

TCRPC reviewed thirteen (13) notifications of proposed change to a previously approved DRI. TCRPC reviewed thirteen (13) amended development orders issued by local governments for nine (9) different approved DRIs.



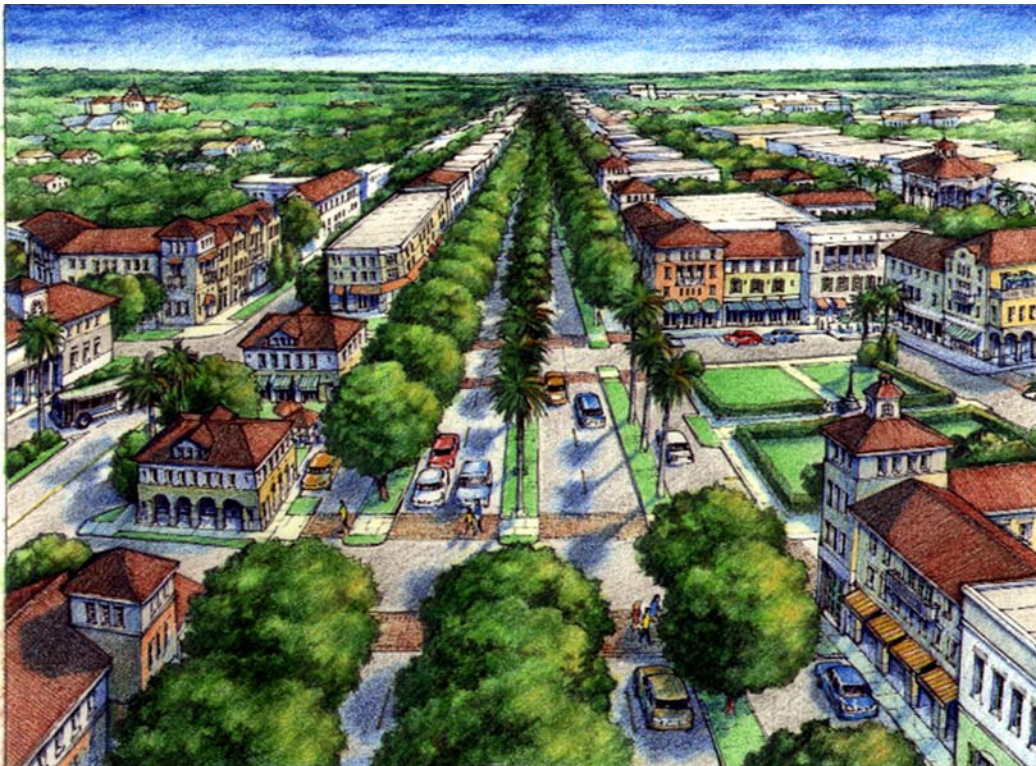
Civitas Mixed-Use Building - City of Stuart

SOURCE OF FUNDS

2002

Local Contributions:

Indian River County	\$ 37,273	
Martin County	41,821	
St. Lucie County	63,589	
Palm Beach County	<u>373,291</u>	\$ 515,974
State Contract Funds		304,635
Design Studio Contracts		234,730
Federal Contract Funds		127,026
Developments of Regional Impact Review Fees		119,283
Other Revenues		<u>18,124</u>
TOTAL REVENUES		\$1,319,772



U.S. 1 Cutler Ridge - Miami-Dade

**TREASURE COAST REGIONAL PLANNING COUNCIL
STAFF**

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Sandy Gippert	Accounting Manager
Elizabeth Gulick	Administrative Secretary
Wynsum Hatton	Administrative Assistant
Terry L. Hess	Planning Director
Diane Martin	Accounting Clerk
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