



Jon Romine  
June 13<sup>th</sup>, 2023

# Housing Branch June Meeting

Lee County Recovery Task Force



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LEE

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## Introductions

Recovery Task Force Updates

Community Feedback

Initiative Design

Workshop Design

Questions and Next Steps

Public Comment



# Introductions



## Membership

- **Branch Leads:**
  - Gary Griffin
- **Branch Members:**
  - Amy Yearsly
  - Mary Gibbs
  - Chris Simoneau
  - Lee Ford
  - Diana Giraldo
  - Richard F. Durling
  - Marion Briggs
  - Jan-Erik Hustrulid
  - Marcia Davis
  - Kevin Besserer
  - Dan O'Berski
  - Bradley Alix
  - Malaina Mote
  - Sharon Ralston
  - Karen Rodriguez

# Introductions



## Branch Meeting Support Team

### Facilitator(s)

- Jon Romine

### Branch Support

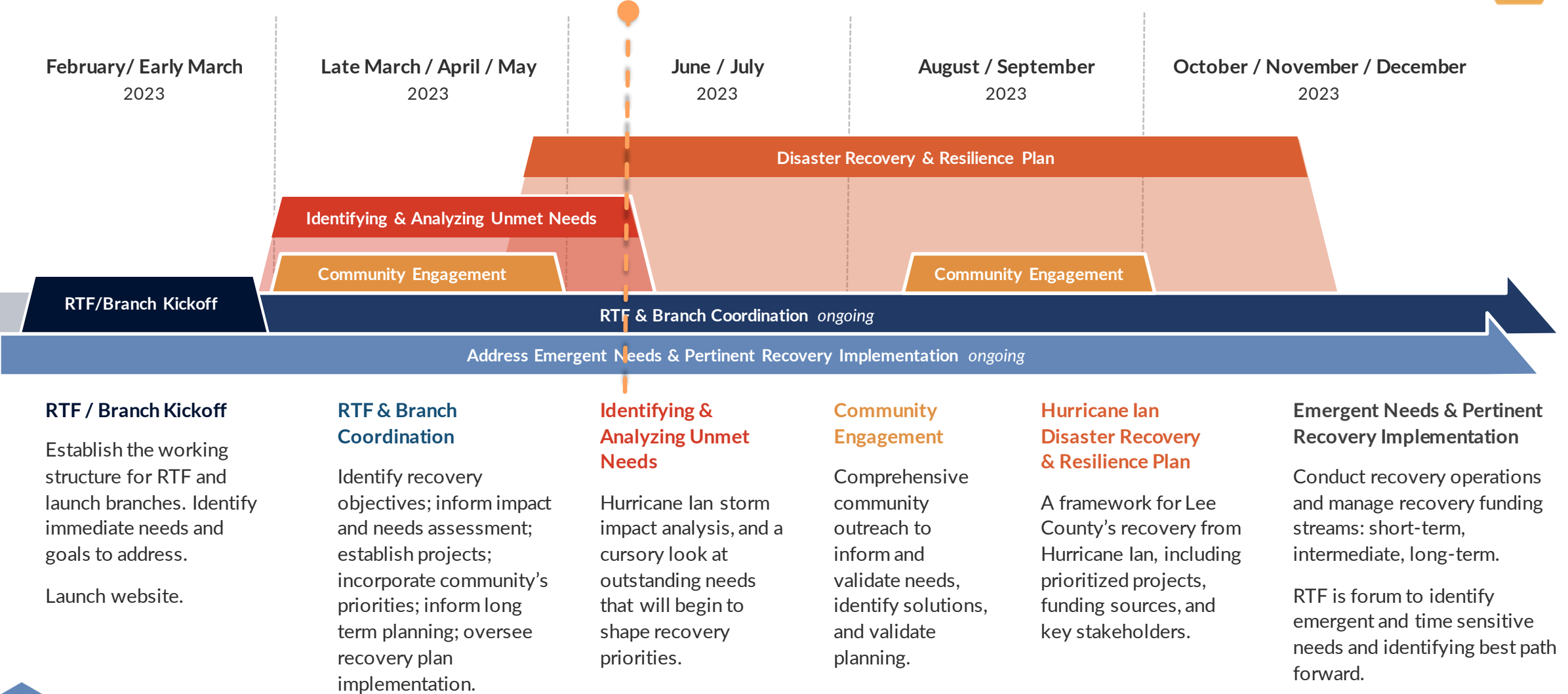
- Robbie Heere

# Recovery Task Force Membership



| Agency                        | Position           | Liaison               |
|-------------------------------|--------------------|-----------------------|
| Board of County Commissioners | Commissioner       | Kevin Ruane, Chair    |
| City of Bonita Springs        | Councilman         | Chris Corrie          |
| City of Cape Coral            | Mayor              | John Gunter           |
| Village of Estero             | Mayor              | Jon McLain            |
| City of Fort Myers            | Mayor              | Kevin Anderson        |
| Town of Fort Myers Beach      | Councilman         | Bill Veach            |
| City of Sanibel               | Councilwoman       | Holly Smith           |
| Law Enforcement               | Undersheriff       | John Holloway         |
| Lehigh Acres Fire District    | Fire Chief         | Robert Dilallo        |
| Lee County School Board       | Chairman           | Armor Persons         |
| Lee Health                    | Board Member       | David Collins         |
| Legislative Delegation        | Representative     | Jenna Persons-Mulicka |
| Constitutional Office         | Property Appraiser | Matt Caldwell         |

# High Level Process for Long-term Recovery Planning



# Assumptions



Branch members are aware of the **short timeline** associated with upcoming objectives

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Branch members **understand their commitment** to the development of the Recovery and Resilience Plan

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Branch objectives align under the current **direction of the Recovery Task Force**

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Successful completion of branch objectives may require branch members to **review information, prior to branch meetings**, enabling higher levels of meeting productivity, and increasing space for branch member discussion

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# Meeting Purpose



- »» **Review workshop session key outcomes.**
- »» **Review and validate potential initiatives identified during the workshops. Are the initiatives that have been presented realistic?**
- »» **Discuss which initiatives require a Technical Brief, which would provide branch members with technical expertise on requested topics.**



Introductions

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## RTF Updates

- 1 Discussion of Community Master Plans**
- 2 Community Engagement Report**
- 3 Confirmed Finalized Branch Priorities**
- 4 Project Intake Form**

# Projects and Initiatives



**The following matrices align projects and initiatives that were submitted to confirmed Branch priorities. Branch members should review these to identify gaps in initiative development:**

- Branch Intake Form
- Project Intake Form
- Townhall Comments



# Initiative/Project Priority Alignment



Before reviewing potential initiatives and projects regarding priority alignment consider the following questions:



**Do these initiatives seem transformative to the County to increasing overall resilience?**



**What are the gaps in addressing priorities?**



**What should be added to these projects and initiatives to ensure branch impact?**

# Project Intake Form



**Zoning and policy changes in planning that increase density and redevelopment**

- Affordable Housing Development
- Home Hardening

**Address workforce housing issues and development incentives for vulnerable populations and communities, particularly in regard to homeless individuals**

- Affordable Housing Development
- Home Hardening
- Homebuyer Incentives

**Consideration to reduce costs of housing and consistency of codes and permitting for efficiency**

- Home Hardening
- Housing Programs
- Special Assessment Program

**Increase communication and overall improve information available for community education regarding available federal and state programs and the requirements for those programs**

- Housing Programs

**Address immediate and long-term issues related to insurance that individual homeowners and others are facing**

# Branch Intake Form



**Consideration to reduce costs of housing and consistency of codes and permitting for efficiency**

- Housing Loans

**Address workforce housing issues and development incentives for vulnerable populations and communities, particularly regarding homeless individuals**

- Workforce Housing

**Zoning changes to comprehensive planning that increases density and redevelopment**

- Zoning

**Address immediate and long-term issues related to insurance that individual homeowners and others are facing**

**Increase communication and overall improve information available for community education regarding available federal and state programs and the requirements for those programs**

# Initiative/Project Priority Alignment



**Do these initiatives seem transformative to the County to increasing overall resilience?**



**What are the gaps in addressing priorities?**



**What should be added to these projects and initiatives to ensure branch impact?**

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# Critical Infrastructure



## Session 1: Natural Resources

### Suggested Solutions:

- Educating the public about the surrounding natural systems in the area
- Protecting the natural resources; if we protect them, they will protect us
- Looking for restoration funding will serve as a buffer
- Ensuring the best efforts are being put forward during “blue sky days”
- Using this as an opportunity to harden the infrastructure with strong funding streams
- Acquiring land to create buffers and using conservation as a tool
- Update design standards for existing plans for parks and
- Vulnerability assessment to be completed by June 2025
- Finding nature-based solutions, such as living shorelines, building dunes, and converting seawalls
- Improving natural resources for development/ redevelopment in large infrastructure and hardening of utilities; natural-based solutions
- Pursuing funding for flood-mitigation projects
- Educating the public pertaining to natural drainage systems
- Reviewing projects such as beach restoration, in Lee County

# Critical Infrastructure



## Session 2: Transportation

### Suggested Solutions:

- Finding ways to strengthen resiliency
- Reviewing the Lee Plan that incorporates these ideas
- Incorporating nature-based solutions, such as oyster restorations, when repairing/replacing infrastructure (during the environmental permitting process)
- Looking at the recovery process in three phases: short-term, long-term, and longer-term
- Finding funding for projects that have been planned, such as the Three Oaks Parkway Extension and Alico Road connection
- Multimodal transportation and other options for mobility
- Creating infrastructure redundancies
- Ways to take the stress off other roads and create community connections
- Viable and modern technology to help with multi-modal transportation
- Work with municipalities for transportation options
- Micro-mobility from a connectivity standpoint can cause more issues
- Jobs closer to housing can decrease transportation demand
- Multi-modal options as an evolution of transportation options
- Emphasize mixed-use options
- Partnerships with other transportation options, such as Uber, for evacuations to public shelters
- Taking populations into account that must be evacuated during emergencies

# Critical Infrastructure



## Session 3: Water

### Suggested Solutions:

- Increase redundancies and collaboration between utilities
- Septic-to-sewer conversion
- Well water supply to essential facilities, like hospitals and fire departments, to remain in operation during flooding
- Ensuring source water is resilient for infrastructure, including HVAC cooling systems, sterilization, protections, etc. for hospitals and primary care facilities
- Sharing systems that interconnect, with the stress on a distribution system for essential communities (hospitals)
- Knowing potential breaches and leaks ahead of disasters
- Backups for water and sewer needs
- Hardening infrastructure, for example, power infrastructure, for key areas such as hospitals
- Standby generators and pumps at the state or county level
- Raising the control panels or making them waterproof
- Keeping the power to the waste-water facilities
- Higher design standards for buildings that house electrical components
- Rethinking design for the build back (i.e. staging generators)
- Revisiting elevation codes
- Funding for redundancy and resiliency (looking at alternative funding streams for utilities such as water that are typically self-sustaining)
- Interconnections with wastewater
- Looking at the efficiencies and collaborations with water treatment facilities
- Utility partnerships to alleviate stress

# Supporting Business and Workforce



## Session 1: Diverse Workforce

### Suggested Solutions:

- Accessible transportation for interpersonal needs
- Create a talent pipeline with entry-level positions and upward movement
- Highlighting non-degree related skills on transcripts
- Creating policies around disability and inclusive environments for team members that might have disabilities
- Access to job entry simulations (i.e., interviews, applications)
- Identify gaps in a diverse workforce
- Change job posting requirements to include more
- Work with recruiters to increase diversity
- Provide employers with resources on diverse employment (include leaders)
- Internship management program for SWFL
- Increase communications between workforce and education partners
- Employer-provided services and benefits to reduce the burden on employees (i.e., childcare, insurance, transportation options, remote work etc.)

# Supporting Business and Workforce



## Session 2: Strengthen Job Pipeline

### Suggested Solutions:

- Finding a way to bridge the language gap between K-12 and higher education, and higher education and corporate
- An understanding of the language that can help with moving forward with initiatives
- Intentionality and opportunities to better align with career technical programs
- Track kindergarten readiness rates
- Affordability or transportation programs for VPK
- Early learning tax credit for employees
- Long-term dedicated funding for a Children's Services Council
- Improved childhood mental health care
- Growing the teacher pipeline
- Promoting family literacy projects to engage parents

# Supporting Business and Workforce



## Session 3: Arts and Culture

### Suggested Solutions:

- Community development and arts/culture partner collaboration
- Appointing a County position to oversee art and cultural institutions
- Grant programs for art institutions and individual artists
- Use city planning perspective and other successful models to integrate art/cultural institutions into reconstruction
- Earlier involvement as feeding centers
- Organize pre- disaster collaboration and partnerships to identify needs
- Partnerships with area universities and schools
- Grant funding or historic structures

# Supporting Business and Workforce



## Session 4: Growth Sectors

### Suggested Solutions:

- Develop a larger airport
- Provide certificates for those who speak Spanish, people with developmental disabilities, and were formerly incarcerated
- Small business incentive programs to reduce risks
- Subsidizing workforce housing costs
- Moving jobs to residential areas to reduce commute times
- Increase workforce retention through quality-of-life improvements
- Learning management systems for small business employee training
- Rail line to connect Naples and Fort Myers

# Community Resilience



## Session 1: Resilience Hubs

### Suggested Solutions:

- Leverage existing network of partners managed by the United Way
- Engage partners before, during, and after recovery efforts
- Include business communities to shift power to community members
- Harden facilities and sites that can support resilience hubs
- Increase focus outside of FEMA hazards
- Use hubs to enhance education and resources available in different communities
- Activate partnerships during a disaster using existing process
- Formalize a resilience hub strategic plan
- Community engagement to identify needs
- Formalizing a network and developing MOUs on specific organization capacities
- Create space for lessons learned and needed assets
- Public information officers' space for municipal partners to collaborate
- Ripple effect mapping to inventory partners



# Community Resilience



## Session 2: Arts and Culture

### Suggested Solutions:

- Identify organizations that can help with response and recovery and their capacities
- Address stabilized funding for arts and cultural organizations
- Look to organizations for physical space support
- Develop a plan tailored to partners talking through scenarios
- Templates for organizations to know what is needed to be prepared
- Community asset mapping
- Increase NGO representation at the County level
- Leverage universities to help as a conveyer and harness the workforce and academics making the region more robust
- Increase in County logistics outreach for resources
- Having one centralized place for resources
- Use hubs to communicate with community members before disasters

# Community Resilience



## Session 3: Health Care

### Suggested Solutions:

- Address stigmas on vulnerable community members
- Create understanding to open doors for resources and opportunities
- Asset mapping to understand current capacities
- Use media to increase education and communication
- Expand telehealth and mobile clinics to bring care to people's homes
- Ensuring community members maintain trust with care providers
- Advocate policies to use programs throughout the year and not just after a disaster
- Coordinated list of resources rather than referral program
- Care provider education to maintain updated information on service, funding, and eligibility changes
- Leverage Community Houses
- Distribute mental health resource documents
- Expand transportation hub planning for evacuations
- Reduce reliance on schools and hospitals by hardening other facilities
- Pairing people that are already serving vulnerable populations with shelters
- Partnering with nonprofits to identify where populations can go
- Policy for new county infrastructure to serve as hurricane relief or shelters
- Building code improvements for those that house vulnerable populations
- Embedding people with mental health training to patients before it becomes an outpatient issue
- One stop shop that is hardened for multiple resources like gas, ice, water, health care etc.

# Attainable and Resilient Housing



## Session 1: Financial Incentives

### Suggested Solutions:

- Incorporate transportation and other infrastructure in planning
- Develop mechanism for entry level workforce starter homes to fill gaps from Live Local program
- Increased development of single person housing
- Incentivize mixed income development to incorporate economic development into projects
- Identify a model for workforce housing
- Reduce red tape at the federal level
- Consider Miami model – food and beverage tax that goes towards workforce housing and homeless
- HUD Waivers
- Higher paying jobs for community members
- Build more resilient housing
- Energy tax credits
- Mixed use development to reduce open space requirements
- Linkage fee for workforce and housing to sustainably fund workforce housing and development
- Regional housing impact fund where banks and other contributors fund and minimize the gap
- Opportunity for land banking and capitalizing on a land trust model
- Assessment for market segment of community members who are not eligible for subsidies and funds to build housing

# Attainable and Resilient Housing



## Session 2: Land Use Policy

### Suggested Solutions:

- Address developments transitioning into short term rentals, impacting affordability
- Change community mindset by illustrating benefits like reduced commute times (pattern book)
- Communicate quality of life impacts to elected officials
- Implement form base code to cut the time for approvals saving money for developers
- Communicate density definitions better for each community
- Engage community members on policy barriers
- Define community needs
- Tax credit developments
- Reduce stigma through community and elected official education
- Assess municipal workforce needs
- Portray a positive vision of development
- Cross jurisdictional conversation
- Projects with community support tend to have an easier approval process
- Work together in a regional perspective
- Use GIS to analyze data regarding quality-of-life needs
- Address language barriers
- Leverage funding opportunities to utilize land having remediation needs
- Address underinsured community member barriers
- Buy back certain areas
- Find common interests and goals amongst municipalities

# Attainable and Resilient Housing



## Session 3: Permitting

### Suggested Solutions:

- Address staffing issue to maintain consistency in progress and improvements
- Increase staffing salaries to increase retention
- Increase automation in permitting software
- Identify funding that could increase permitting capacity
- Streamline workforce housing permits
- Address issues in application process for consistency and ease
- One permitting program among municipalities for uniformity – regional permitting process
- AI streamlining
- Pre meetings with communities to increase permit approvals
- Consolidate application information
- Address different policy interpretations across the communities
- Government liaison to help automate processes for developers
- Silo different permitting processes in a holistic approach
- Hybrid approach to planning and zoning model
- Substantial damage estimator training
- Opportunity for retailers to come together and refine process from substantial damage
- Modular building – move from state level to local level
- Accessory housing options
- Raising level of education and knowledge across the county

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Public Comment



# Technical Briefs

## What is a Technical Brief?



- Technical Briefs will connect Branch members with technical expertise on requested topics.
- Branch Action Plans allow Branch members to strategize scope of initiatives and identify additional information needed to fully develop a proposed initiative.
- Briefs will be short summaries including a combination of case study review, research, and subject matter expertise to provide branch members with information useful in developing an initiative.

## Examples:

- **Need:** A Branch wants to review a few "best practice" policy approaches from a jurisdiction with similar characteristics.
- The ResilientLee Support Team will provide case study summaries that highlight key elements that could inform our initiative.

# Discussion Questions



To develop an initiative concept into a fully detailed initiative for the plan we will need to identify the information that brings the initiative to life.



In the emerging initiative areas, do you have recommendations for where the resilient lee support team should identify the detailed, community specific information necessary?

## Example: Mobile Health Centers

- Who are the partners involved?
- What services would need to be offered?



What are the priority areas for ResilientLee support staff to provide case studies to assist in developing initiative concepts (Technical Briefs)?



How can we leverage county and city officials, nonprofit leaders, and other NGOs to obtain information?



# Initiate Design

## What is an Initiative?



- An Initiative constitutes the plan of action each Branch has selected, with support from the Recovery Task Force, to address validated priority areas.
- Initiatives are the critical piece of the Recovery and Resilience Plan that will showcase the steps Lee County is taking to increase overall resiliency.

## Branch Role:

Branch members are responsible for identifying the following components of an initiative:

- Initiative Lead
- Description and Progress
- Measures of Success
- Partners
- Implementation Steps (collaborative piece)

# How to Read an Initiative:



## Initiative Title and Number

Each Initiative has a unique title that briefly describes its purpose, and unique identifying number. The number indicates the strategy that the action supports.

## Lead

The lead represents the primary organization or position charged with overseeing the action's implementation.

## Initiative Description + Progress

The description provides a high-level overview of each action that explains its purpose in the Recovery Action Plan.

## Funding

Potential funding or organizations with potential funding are listed here.

## Resources

The resources are identified information, guidance, and/or equipment necessary to support implementation.

## Where is this Initiative Involved?

Connections to relevant planning documents are noted in this section.

## Initiative ###

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LEAD: [Department Lead]

## Initiative Description + Progress

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## POTENTIAL FUNDING SOURCE:

- Funding Source's/Program Name
- Funding Source's/Program Name

## ORGANIZATIONS WITH POTENTIAL FUNDING:

- Organization's Name
- Organization's Name
- Organization's Name

## Resources

- Lorem ipsum dolor sit amet

## WHERE IS THIS ACTION INVOLVED?

[xxx] Plan Name..... Pages #, #, #

[xxx] Plan Name..... Pages #, #, #

[xxx] Plan Name..... Pages #, #, #

## OBJECTIVE 1.1

## PRIORITY LEVEL

Pending

## MET NEEDS

- 3 2 4 1
- Safety & Security • Infrastructure
- Economy • Quality of Life

## MEASURES OF SUCCESS

- ☐ Finalized agreements example
- ☐ Increase of something example
- ☐ Implementation of an example

## PARTNERS:

- Partner's Name
- Partner's Name
- Partner's Name
- Partner's Name
- Partner's Name
- Partner's Name

## Priority Level

The following indicators show the action's priority level (low, medium, or high). Three filled in boxes means high, two means medium, and one means low.

## Project Partner Type

Each icon shows the type of project partners(s) to support action implementation. They can be City-led (left), Community-led (middle), or Private-Public Partnership-led (right).

## Met Needs

Met needs displays the number of redevelopment needs that the action addresses.

## Measures of Success

Measures of success identify key milestones of successful action implementation.

## Partners

Initiatives may require assistance from community partners, which are noted here.

Implementation Steps  
The steps outline actionable tasks that are needed for

## Initiative ###

## OBJECTIVE #

## Implementation Steps

### 1. STEP TITLE (#-# Months/Years)

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### 2. STEP TITLE (#-# Months/Years)

- Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.

## Implementation Steps

The steps outline actionable tasks that are needed for implementation at all project phases.

# Branch Action Plans

## What is a Branch Action Plan?



- Branches will develop an Action Plan that will become annexes to initiatives in the final Plan.
- These will include the recommended initiatives defined as new projects, policy changes, and current project prioritizations from the eight Branches.

## Purpose:

- Provide **prioritization recommendations** for existing plans and projects;
- Recommend **new initiatives**; and
- Identify key **policy changes** that can support community resilience.

# Branch Member Responsibilities



**Branches will need to accomplish the following to successfully develop an action plan:**

-  Participate in workshops related to Branch priorities/initiatives.
-  Deliberate best approaches to addressing priorities.
-  Identify topics requiring technical briefs to fill information gaps.
-  Identify and collaborate with key partners/stakeholders who might implement initiatives or enact policy changes.
-  Facilitate the design (concept and approach) of the initiatives and identifying a lead to facilitate initiative implementation.

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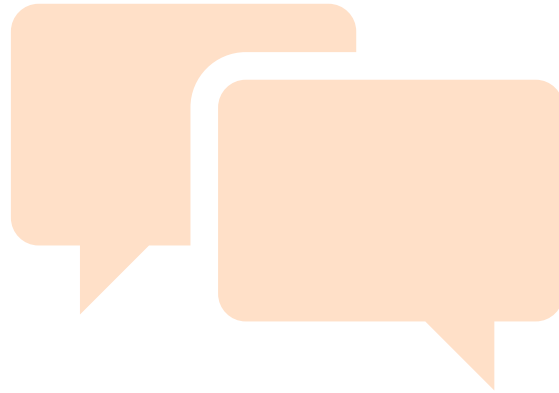
Branch Technical Briefs

**Questions and Next Steps**

Public Comment



# Discussion and Questions



**Discussion to close  
after final member  
questions and next  
steps, before opening  
to Public Comment.**

# Next Steps



## Next Meeting

- Tuesday, July 11<sup>th</sup>, 2023 | 12:30 pm – 2:00 pm

## Next Items to Accomplish

- **Submit preferred title and a photo for the ResilientLee website**
- Continue identifying initiatives that need a Technical Brief
- Begin developing Branch Action Plan

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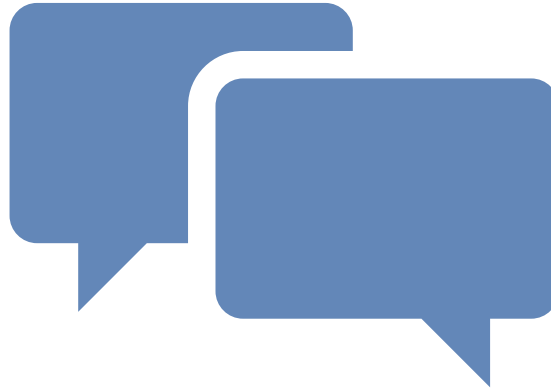
Questions and Next Steps

**Public Comment**





# Public Comment





# Adjourn

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Housing Branch



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