

Hernando County



Post-Disaster Redevelopment Plan 2012



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EXCEPTIONAL SOLUTIONS

EXECUTIVE SUMMARY

Introduction: The goal of this planning initiative is to develop a framework for post-disaster community restoration while increasing community resilience to future disasters and building long-term sustainability.

Purpose and Function: The purpose of this plan is to embrace the long-term community vision, establish post-disaster priorities, and identify actions that can be taken by public, private, and non-profit stakeholders in the aftermath of a large-scale disaster. The plan emphasizes seizing opportunities for hazard mitigation and community improvement consistent with the goals of the local comprehensive plan and with full participation of the citizens. This plan builds a framework to efficiently rebuild the community, establish the quality of life elements necessary to sustain the community, and promote economic viability. The plan also provides guidance to maximize disaster funds and resources available to local jurisdictions following a disaster, identify the capacity of the jurisdictions to manage a long-term recovery and provide strategic guidance throughout the post-disaster redevelopment process.

Plan Process: Hernando County, in cooperation with public, private, and non-profit stakeholders developed this first countywide Post-Disaster Redevelopment Plan, which included Brooksville, through a series of planning meetings and consensus building discussions over a 6-month period. Operational and functional components were divided into three primary areas: **Community Redevelopment (which included Economic Redevelopment), Health and Human Services/Environmental Issues, and Infrastructure and Public Facilities.** Once adopted by the Hernando County Board of County Commissioners, it is hoped that each municipal jurisdiction will similarly embrace this document as a framework for coordinating long-term redevelopment efforts on a local level. This is a dynamic plan that requires continued updates and revisions to reflect lessons learned from other areas, incorporate enhanced community vision, address new social and political challenges, reestablish community priorities, and address emerging hazards and vulnerabilities.

Plan Organization: **Chapter 1** provides an introduction to the Post-Disaster Redevelopment Plan, the planning process, and a brief overview of Hernando County. **Chapters 2 and 3** provide an overview of the local plans and government capacity. The purpose of Local Plan Integration Chapter is to provide an overview of relevant plans, policies, and regulations impacting post-disaster redevelopment and its ability to implement post-disaster redevelopment strategies. It also provides recommendations for potential improvement that can better support implementation of post-disaster redevelopment. The Institutional Capacity Assessment Chapter examines existing capacity of programs and organizations to facilitate redevelopment in the context of the goals and objectives of this plan. **Chapter 4** consists of the Hazard Vulnerability Analysis, which entails an analysis of the County's vulnerabilities identified in other planning documents (such as the Local Mitigation Strategy) that may assist with identifying areas of opportunity in the post-disaster environment. **Chapter 5** addresses public education and outreach. It provides methods and strategies for the County to provide information to the public overall, and to specific vulnerable populations. **Chapter 6** details a financing strategy, providing an overview of the financial challenges that the County government and its municipal jurisdictions will face following a major disaster. The intent is also to provide information about the various types of pre- and post-disaster funding sources that are available from local, state, federal, private sector, foundations, and non-governmental organizations. **Chapter 7** is an Action Plan, which identifies community issues, goals, objectives, and action items based on functional workgroup areas. **Chapter 8** details how the action items will be executed pre- and post-disaster along with plan maintenance guidance. Each chapter includes text boxes, which highlight specific local recommendations and actions.

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Chapter 1 Introduction

Background

Catastrophic level disasters throughout the nation such as Hurricane Katrina in New Orleans, the Joplin tornadoes, Hurricane Ike, and the September 11, 2001 attacks have emphasized the need for communities to undertake a strategic, holistic planning approach to how they will rebuild and reconstruct their communities in the aftermath of a large-scale disaster. History reveals some communities will rebuild to thriving and perhaps even more resilient communities, while others fail to recapture their former vitality and quality of life. The long-term redevelopment equation has become more complicated as the economic, social, and political complexity of communities increases, compounded by ever-increasing vulnerability to hazards.

Within the State of Florida, communities have learned to develop robust and integrated disaster response capabilities, networks, and resources. Through the Comprehensive Emergency Management Plan, Emergency Operation Centers throughout the State are prepared to save lives and property in the immediate aftermath of a disaster. However, few communities understand the elements that drive long-term community redevelopment.

Purpose

The purpose of the Post Disaster Redevelopment Plan (PDRP) is to provide Hernando County and its jurisdictions with an overarching strategic, interdisciplinary plan for guiding action and decision-making during the disaster recovery and redevelopment period, as well as, identifying actions that can be implemented prior to a disaster to expedite the recovery process. This PDRP establishes a strategy to leverage coordination amongst county departments, municipalities, businesses, non-governmental and regional organizations to redevelop after a catastrophic disaster in a proactive and effective manner. Building a strong organizational and functional redevelopment capability will expedite redevelopment efforts and maximize post-disaster “Windows of Opportunity” to build a more sustainable and resilient community. The PDRP provides a foundation for cohesive, consistent, and equitable treatment of redevelopment issues throughout the County.

Situation

The Post-Disaster Redevelopment Plan provides the primary operational guidance for decision making once the initial life saving emergency response actions have ceased. It does not duplicate or supersede any mandates, authorities, or guidance detailed within the Comprehensive Emergency Management Plan. Instead, the PDRP guides a seamless transition from the response phase to long-term redevelopment actions. This plan is primarily employed in the aftermath of a large-scale major or catastrophic disaster creating the need for community-wide redevelopment.

Scope

- The PDRP serves to facilitate efficient redevelopment of the County and its municipal jurisdictions in the aftermath of a large-scale disaster and to maximize post-disaster redevelopment opportunities to reduce hazard vulnerability.
- The PDRP serves as an umbrella planning document that references, supports and works in tandem with existing County emergency management and growth management plans, policies, and procedures.
- The PDRP identifies a cooperative, interdisciplinary, holistic redevelopment process for coordination amongst county departments, municipalities, businesses, non-governmental organization and regional organization.
- The PDRP establishes a means to transition from short-term recovery to long-term recovery and redevelopment.

Planning Assumptions

- While the County and its municipal jurisdictions share responsibility for managing response and short-term recovery efforts, long-term reconstruction and redevelopment efforts fall overwhelmingly to each individual jurisdiction.
- The PDRP is applicable to predominantly major and catastrophic disasters, for which redevelopment would be required. It is flexible and expandable, depending on the situation and the needs of Hernando County. Any part or section of this plan may be utilized separately if required by the situation.

Geography

Hernando County is approximately 506 square miles (about 323,877 acres) in size and is located within Florida's Nature Coast, on the west-central coast of Florida between the Gulf of Mexico and the Withlacoochee River. The County is part of the Tampa Bay Region and is considered to be a suburban county with respect to the region. It stretches 37 miles from east to west and 18 miles from north to south and is surrounded by the Gulf of Mexico on its western border and the Withlacoochee and Little Withlacoochee Rivers on its eastern border. The counties of Citrus, Sumter and Pasco surround Hernando County on the north, east and south sides, respectively. It includes two incorporated cities: Brooksville (the County Seat) in the center and Weeki Wachee near the coast. Unincorporated areas include Spring Hill, Ridge Manor, Ridge Manor West, Bayport, Aripeka, Lake Lindsey, Istachatta, Nobleton, and Hernando Beach.



Population

Hernando County experienced an active period of growth from 2000 to 2010 adding nearly 42,000 people to its population. In 2010, the U.S. Census permanent population for Hernando

County was 172,778. The total Hernando County population in 2000 was 130,802. Total permanent population increase over the 10-year period to 2010 was thirty-two percent. Approximately 62 percent of the population is concentrated mainly to the southwest in the Spring Hill area and in the City of Brooksville.

Economy

Hernando County has historically been rural with significant agricultural activity and limestone mining. Both of these economies are still active but have been supplemented with the current major County industries: Distribution, Healthcare, Cement Production, Manufacturing, Tourism, Forest Resources, and Construction. The County is known for its springs and other natural features. Major employers in the County include: Walmart Distribution Center, Oak Hill and Brooksville/Spring Hill Regional Hospitals, Sparton Electronics, Florida Crushed Stone, Sims Machine and Controls, Cemex, Accuform Signs, and Joni Industries. The largest private employer in the County is the Walmart Distribution Center, which is one of the largest buildings in the state, encompassing 1.5 million square feet of warehouse space. Employment in Hernando County is dominated by the retail trade, health care, and the accommodations/food service sectors. Together, these employment sectors accounted for approximately 53 percent of the jobs in Hernando County.

Jurisdictional Application of the PDRP

Although Hernando County has managed this PDRP development process, this Plan has been developed in coordination with local municipalities. All political jurisdictions and other independent jurisdictions (such as taxing districts) have participated in the planning process and provided policy guidance. Once adopted by each jurisdiction, this PDRP will provide an organizational structure, processes, and strategic guidance to ensure efficient and comprehensive community reconstruction and redevelopment. In the post-disaster environment, it is the responsibility of each independent jurisdiction to activate the plan, prioritize, and implement post-disaster redevelopment strategies as directed by their locally elected leadership.

Chapter 2 Local Plan Integration

Introduction

The intent of the Post-Disaster Redevelopment Plan is to guide the redevelopment decision making process following a disaster in a manner consistent with the Comprehensive Plans maintained by Hernando County and its municipalities, the County Local Mitigation Strategy (LMS), the Comprehensive Emergency Management Plan, and other relevant plans or codes such as the Long-Range Transportation Plan, land development codes, and economic development strategies. Each of these plans and others which are listed in Table 2-1 have pre-existing policies or procedures that affect post-disaster redevelopment.

Table 2-1: Florida's Planning Framework: How Local Plans Address Hazard Issues

Purpose and Use	CEMP	LMS	Comp Plan	PDRP
Provide hazard assessment information	✓	✓	✓	
Define procedures for providing evacuation and sheltering services	✓			
Define policies for maintaining and enhancing evacuation clearance times		✓	✓	✓
Define capital expenditure priorities for enhancing evacuation and sheltering capacities		✓	✓	
Define policies and capital expenditure priorities for making the environment less hazardous		✓	✓	
Define policies for making structures more resistant to natural hazard forces		✓	✓	✓
Define capital expenditure priorities for making public facilities more resistant to natural hazard forces		✓	✓	
Define policies for managing the pre-disaster development and redevelopment of land exposed to natural hazards		✓	✓	
Define operational procedures for post-disaster recovery and redevelopment	✓			✓
Define policies for governing post-disaster recovery and redevelopment actions		✓	✓	✓

Source: Florida Department of Community Affairs, 2006

Integrating Post-Disaster Redevelopment Policies Across Programs

As shown by Table 2-2, many of these documents on the municipal, county, and regional levels of government were designed to guide government during daily operations. Post-disaster redevelopment planning involves incorporating and integrating these community strategies, which were developed for the daily, non-disaster environment. Decision-makers may employ the disaster as a "Window of Opportunity" to realize these same strategies in the post-disaster environment. The PDRP will consider employing the community visioning detailed in the Comprehensive Plans; prioritizing capital funds expenditures as detailed in the Capital Improvement Plans; emphasizing economic development strategies from the economic roadmap; and incorporating transportation initiatives in the Long-Range Transportation Plan.

Table 2-2: Relevant Local Documents and PDRP Issues

Plans, Policies, and Procedures	Year	Issue Relevance			
		Community Redevelopment	Economic Redevelopment	Infrastructure	Health and Environment
Comprehensive Plan	1989	X	X	X	X
Evaluation and Appraisal Report	2011	X	X		
Land Development Code	2002	X		X	
Comprehensive Emergency Management Plan	2007			X	X
Continuity of Operations Plans	2007			X	X
Emergency Communications Plan	****			X	
Local Mitigation Strategy	2010			X	
Debris Management Plan	2007				X
Hernando County Housing Disaster Plan	2007	X	X		
Floodplain Management Plan	2005				
2035 Long Range Transportation Plan	2009		X	X	
Economic Development Study, Part 1	2001		X		
Economic Development Goal Setting Study	2006		X		
Economic Improvement Plan	2005		X		
Economic Development Plan Update	2012				
Withlacoochee Regional Planning Council Strategic Regional Policy Plan	1997	X	X		X
City of Brooksville Comprehensive Plan	2011	X			
City of Brooksville Revitalization Plan: A Community Development Plan	****	X	X		
Community Wildfire Protection Plan	2009	X		X	X
Environmentally Sensitive Lands Program: Acquisition Manual	2009				X
West Brooksville Open Space	2004	X			X
Spring Hill Open Space Plan	****	X			X

Oak Hill Open Space Plan	2004	X			X
Withlacoochee State Forest Corridor Connection	2003				X
Little Withlacoochee Riverine Corridor Project	****				X
Peck Sink Floodplain Project	****			X	X
Southwest Florida Water Management District Strategic Plan	2010				
Water & Sewer Master Plans	2011	X	X	X	X
Emergency Pay Policy HR04-01.1	2007	N/A	N/A	N/A	N/A

A Vision for Sustainable Development

With the current economic downturn, the County is struggling to maintain services for its current population. This struggle will be exacerbated in the post-disaster environment as workloads for many department such as planning, building, and code enforcement radically increase and staff decreases due to disaster related turn over. The county houses dozens of approved, but currently unbuilt, developments which may be vital during post-disaster redevelopment decision making. The County also faces the prospect of reduced outside funding that would assist with infrastructure maintenance and expansion needs. Post-disaster redevelopment may provide opportunities to reconstruct infrastructure with enhanced sustainability. The county is seeking proactive approaches to prepare for the future distribution of Hernando County's projected population. The current pattern of scattered growth is proving to be unsustainable. Changes are needed to create a land use platform that provides for greater efficiency in public services and encourages economic growth. This will need to be accomplished in the context of balancing private property development rights with the public interest need for more compact development.¹ This may also represent an important post-disaster redevelopment priority.

Opportunities for Further Integration

The County maintains several planning documents that closely impact post-disaster redevelopment both during reconstruction and redevelopment in the impacted areas. Table 2-3 provides an overview of some of the recommendations for future plan integration. Greater detail for integration is discussed in the relevant sections following the analysis of the plan. These plans are governed by various legislation which set forth required components. The PDRP is designed to unify into one document those components interrelated to disaster recovery. This chapter provides an overview of relevant plans, policies, and regulations impacting post-disaster redevelopment in Hernando County and its ability to implement post-disaster redevelopment strategies. This chapter also provides recommendations for potential improvement, if any, that can better support implementation of post-disaster redevelopment.

¹ Draft Evaluation and Appraisal of the Hernando County Comprehensive Plan. June 29, 2011

Table 2-3: Summary of Plan Integration Recommendations

Plans, Policies, and Procedures		Summary of Recommendations	Page ref
Hernando County Comprehensive Plan		Include greater detail of PDRP integration into Comp Plan policies and objectives	p. 2-7
Land Development Code		Develop ordinances that support common post disaster concerns	p. 2-8
Comprehensive Emergency Management Plan		Enhance Recovery section to expand transition from response to long term recovery	p. 2-9
Continuity of Operations Plans		Develop facility-specific COOPs for other mission critical facilities	p. 2-10
Local Mitigation Strategy		Include language that links the LMS to the PDRP due to their pre-disaster mitigation commonalities	p. 2-11
Debris Management Plan		Review site selection, land use compatibility in conjunction with other long-term visioning documents such as the Comp Plan to ensure changes in population patterns and trends are reflected and considered	p. 2-12
Disaster Housing Plan		Incorporate new State of Florida Disaster Housing Guidance	p. 2-13
Long Range Transportation Plan		Include goals, objectives, and policies that mitigate against and increases future resiliency to the potential impacts of future disasters	p. 2-15
Economic Development Plan		Support small businesses in Business Continuity Planning; Integrate business needs in the Comprehensive Plans	p. 2-16
Brooksville Comprehensive Plan		Integrate post disaster related goals, objectives, and or policies related to the PDRP and ensure that the City & County Plans are consistent with redevelopment goals and policies.	p. 2-18
Brooksville Revitalization Plan		Consider identifying areas within the CRA that planners may wish to prioritize in the aftermath of a disaster	p. 2-18
Water and Sewer Master Plans		Plan not available for review at time of writing	2-19
Emergency Pay Policy		Complete revision	p. 2-20

Hernando County Comprehensive Plan

Florida's Growth Management Act of 1985 (Chapter 163, Part II, F.S.) requires that all 67 counties in Florida adopt Comprehensive plans that guide future growth and development. Comprehensive plans contain chapters or "elements" that address future land use, housing, transportation, infrastructure, coastal management, conservation, recreation and open space, intergovernmental coordination, and capital improvements. The Comprehensive Plan serves as the foundation for land development regulations, zoning, major capital expenditures, and other initiatives to accomplish the community's overall vision for the future. While recent legislative changes have impacted the community planning framework with the State, these requirements remain intact.



The Hernando County Comprehensive Plan contains goals, objectives, and policies that support or facilitate judicious post-disaster redevelopment and provide opportunities for hazard mitigation and community improvement. It contains demographic analysis, as well as elements that address: future land use, mining, transportation, housing, sanitary sewer, solid waste, drainage and natural aquifer recharge, potable water, coastal management, conservation, recreation and open space, intergovernmental coordination, capital improvements, economic development, and public school facilities. Considering the regulatory standing and the comprehensive nature of the plan, the integration of post-disaster recovery and redevelopment policies would greatly increase the likelihood of implementing a successful post-disaster redevelopment strategy in the aftermath of a disaster. The following elements have been found to contain goals, objectives, and policies related to post-disaster redevelopment:

Future Land Use Element

The Future Land Use Element includes numerous objectives and policies, which should guide post-disaster redevelopment, including:

- policies that direct development to areas of the county with adequate public facilities
- regulations that specify the location and design standards of mobile homes, which ensure availability of the necessary facilities and services, and compatibility with other adjacent land uses
- policies establishing buffers between adjacent land uses, and between land uses and conservation areas, sensitive environmental areas, or archaeological features
- objectives and policies that provide for efficient use and provision of public facilities/services in a cost-efficient manner, directing development away from areas that place people, structures, and infrastructure at risk due to flooding
- standards for providing and maintaining infrastructure in areas prone to flood

Coastal Management Element

The Coastal Management Element provides legitimacy to post-disaster redevelopment planning and establishes guidelines for the PDRP to be adopted by the local governing body. It includes policies that discourage long-term repair and redevelopment to non-conforming structures, Limit public redevelopment to water-dependent uses, and incorporate the recommendations of interagency hazard mitigation reports. The Coastal Management Element also includes provisions for hazard mitigation measures (including updating and integrating a Critical Facilities Database), education of County staff regarding floodplain management and post-disaster hazard mitigation, encouragement of non-water dependent uses outside the coastal high hazard area, and acquiring, protecting, and enhancing viable coastal access area.

Economic Development Element

The Economic Development Element contains goals, policies, and objectives that provide support to existing businesses, recruit targeted new businesses, and encourage workforce enhancement strategies. It also incorporates a holistic approach to economic growth, seeking both economic and environmental sustainability, in which the natural environment is regarded as an economic asset. Moreover, the County seeks to utilize economic development tools to support the various elements of the Comprehensive Plan. Finally, through its Economic Development Element, the County establishes an entity charged with economic development efforts and developing a mechanism for identifying obstacles to economic development efforts by County regulations.

Housing Element

The Housing Element includes policies that encourage upgrading and/or eliminating substandard housing conditions and preservation of neighborhood stability and encourage public and private sectors to promote adequate housing for existing and anticipated population growth. The post-disaster environment may present a multitude of opportunities to replace substandard housing due to disaster related destruction. Balancing conditions of blight while preserving neighborhoods and adequate housing will be necessary. The Housing element also seeks to provide adequate and appropriate sites for future housing (including low-income, moderate-income families, mobile homes, group and foster care facilities), and promote aesthetic improvements of existing housing while conserving historically significant housing.

Historic Preservation

While Hernando County has not developed a specific Historic Preservation Plan, it has adopted goals, objectives, and policies within the Housing Element of the Comprehensive Plan that establishes criteria for identifying historic neighborhoods, sites, structures, and seeks to adopt a historic preservation ordinance. More specifically, the historic preservation ordinance will include a process by which historically significant residential structures are designated and regulated. It also ensures consistency with the building codes, and other relevant codes, educates the public and promotes participation by the public and local historic preservation groups.

Comprehensive Plan Update.

At the writing of this document, the County is updating its Comprehensive Plan. The simultaneous development of these major planning initiatives provides excellent opportunity to

integrate recommendations that address possible gaps in the current plans and/or ways to enhance existing policies to further support post-disaster redevelopment planning. As part of the EAR, Hernando County identified Comprehensive Plan policy amendments in the Coastal Management Element that will update policies under the Post-Disaster Planning objective to recognize the efforts of the Local Mitigation Strategy team.

Recommendations for PDRP Integration with the Comprehensive Plan

Include more detailed information about what should be included in the basis of post disaster development planning, evaluation, and development of policies and procedures directly related to long term redevelopment following a widespread, catastrophic disaster. Develop policy objectives specific to PDRP outlining authorities and leadership roles and responsibilities.

Emergency Communications Plan

The Federal Communications Commission, based on a successful examination, licenses amateur Radio Operators. The United States Code Title 47, Part 97 Rules and Regulations govern licensees. Providing communications assistance during an emergency or in response to a natural disaster is one of the Amateur Service's most important reasons for existing. Part 97.1, the Basis and Purpose for the Amateur Radio Service, lists emergency service as the first reason. The purpose of the Emergency Communications Plan is to describe the duties and responsibilities of Hernando County Government as represented by Emergency Management and the personnel of the Emergency Communications Service and the operations and interoperability with organizations within Hernando County and with external government agencies and groups.

The Hernando County Emergency Communications Service consists of Amateur Radio operators, skilled in communications and message handling that volunteer their services in support of the Hernando County Government during times of emergency. These operators, often utilizing their own equipments, provide a backup capability for primary Government communication capabilities (i.e., basic telephone service, cell phone, radio communications). This capability is not intended as a replacement for normally utilized service and its use is limited to exercises, training, and emergencies. This plan is limited to those functions and actions arising from an emergency within Hernando County.

Hernando County Land Development Code

The Hernando County Land Development Regulations supplement and are the implementing mechanism for the Comprehensive Plan. These regulations guide development of residential, industrial, commercial, and other uses, including public infrastructure and conservation of natural resources. While the Comprehensive Plan establishes goals, objectives, and policies, the Land Development Code provides specific guidelines in implementing the intent of the Comprehensive Plan. Following are codes and regulations that can impact post-disaster redevelopment:

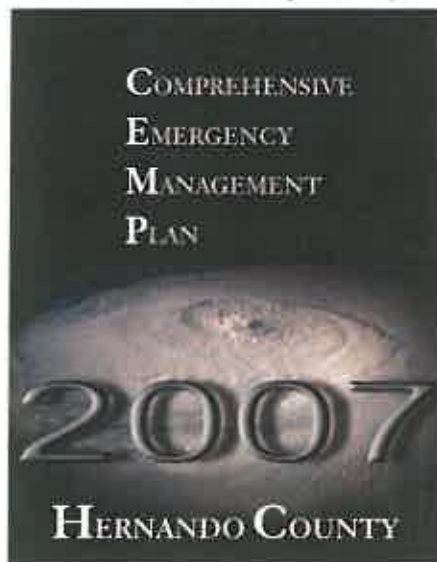
- Eligibility for expedited plan review and permitting exists for affordable housing and targeted industries that qualify in the economic development element.
- Restrictions placed on mobile homes within floodways or coastal high hazards areas, site standards, and provisions for elevation in flood prone areas.
- Nonconforming structures, uses, and lots are addressed under Article II. General Regulations². Section 2. - General regulations for structures and uses.

Recommendations for the Land Development Code

The County should consider provisions that regulate the process to address common post-disaster concerns, such as:

- Allowable uses of temporary housing and an expedited temporary housing permit process
- Expedited post-disaster demolition
- Inspection and preservation of important historical and unique architectural elements Streamlined process to ensure appropriate reconstruction
- Avoid the disturbance of archaeological resources and sensitive areas by heavy equipment
- Augmenting staff and streamlining permitting processes to expedite review and approval.
- Non conforming structures that are heavily damaged

Hernando County Comprehensive Emergency Management Plan (CEMP)



The CEMP delineates the roles and responsibilities of state agencies, special districts, local governments, and volunteer organizations. It is an all-hazards plan and applies to incidents regardless of size, cause, or complexity. The Hernando County CEMP is divided into four sections: The Basic Plan, Emergency Support Function (ESF) Annexes, Recovery Annex, and the Mitigation Annex. The Basic Plan summarizes the current situation of the County, the concept of operations, directions and control, and identifies the duties of all agencies and resources provided by the County in recovery from a disaster. Each Emergency Support Function (ESF) maintains an annex to the CEMP detailing the concept of operations for that function. The lead and support agencies assigned to each ESF prepared the annexes. The Recovery Annex details the procedures for damage assessment, requests for federal disaster assistance, public and individual/family assistance programs, hazard mitigation, and long range reconstruction.

²http://library.municode.com/HTML/10731/level3/PTIICOOR_APXAZO_ARTIIGERE.html#PTIICOOR_APXAZO_ARTIIGERE_S2GERESTUS

The long-range reconstruction phase includes the following activities: on-going human service delivery; rebuilding the economy, infrastructure, and homes; implementation of hazard mitigation projects, and funds recovery. The CEMP also defines areas for long-range completion, including:

- Review of recovery construction throughout the county
- Review of building codes and zoning laws
- Condemnation of buildings and properties
- Debris disposal
- Economic recovery
- Complete restoration of all utility services
- Review of risk management
- Review of health analysis
- Hazard mitigation review and implementation
- Infrastructure repair

The primary objective of the CEMP is to direct and coordinate response actions immediately following a disaster. Although it is not intended to be a long-term recovery guidance plan, activities performed during this time can yield information and data critical to redevelopment. The *Comprehensive Emergency Management Plan* establishes an effective system to ensure the County will be sufficiently prepared to response to disasters. Preservation of life, restoration of essential public and social services, damage assessment, coordination of resources, materials, volunteer organizations, and request for federal assistance, is the focus of their short-term recovery goals. Long-term goals which are more complex and take place over an extended period of time are mentioned briefly such as restoration of public infrastructure, housing, workforce, and the economic base. It would not be within the scope of the CEMP to outline detailed, long-term recovery and redevelopment actions, hence the need to transition to a post-disaster redevelopment plan.

This PDRP must reflect a seamless transition from the organizational structures and policies detailed in the Recovery Annex. The CEMP also outlines processes to mitigate the risk of future disasters. The Mitigation Annex outlines pre- and post-disaster activities not addressed by the LMS Workgroup in the Local Mitigation Strategy.

Recommendations for PDRP Integration with the CEMP

Enhance the Recovery section of the CEMP to include transition to an interim transitional organization and/or process such as a Recovery Operations Center to assist in transitioning from the immediate response phase (as managed by the EOC) to long-term recovery (as managed by the PDRP). Enhance ESF section to include ESF 18 – Business and Industry, if possible.

Continuity of Operation Plan (COOP)

Hernando County has developed COOPs for the County's Department of Emergency Management, Fire Rescue Department, Public Works Department, Sheriff's Office, and 911 Communications.

Recommendations for Continuity of Operations Plans (COOPs)

Since the relocation of staff will typically be driven by damage to the facility (as opposed to the department(s) located within the building), it is recommended that facility-specific COOPs are developed for each building in which mission essential functions are performed, both on the municipal level as well as the county level. For example, a fire to the City Hall will likely affect ALL departments located within that building. Therefore, the plan should encompass all affected personnel in that building that would be relocating, regardless of the department for which they work.

Local Mitigation Strategy

As the name of this document implies the intent of the Local Mitigation Strategy (LMS) is to reduce or eliminate the impact of natural and manmade hazards which exist within a community and are a threat to human life and public property. The main purpose of the LMS is to establish an ongoing process encouraging hazard mitigation in the daily function of the entire community. The Local Mitigation Strategy incorporated an assessment of vulnerabilities of the community to different types of hazards, identified a comprehensive list of plans, programs and projects to decrease the magnitude of those vulnerabilities and prioritized the implementation of these initiatives. Local mitigation planning forms the foundation and provides innovative approaches for combining funds and coordinating government leadership with the private sector for short- and long-term recovery and mitigation opportunities. This plan contains valuable information regarding the potential impact from the most likely hazards, or core hazards. Mitigation activities may be implemented prior to, during or after an incident.



Every area of the County is susceptible to one or more disasters. The LMS concludes that natural disasters, primarily tropical storms, hurricanes, tornadoes, and wildfires pose the greatest threats due to the probability, vulnerability, impact and potential losses total the highest of all the hazards faced by the County. Hernando County and its municipalities developed a unified Local Mitigation Strategy during the late nineties. This 2009 update to the Local Mitigation Strategy was prompted by the Disaster Mitigation Act and continues to represent the County as well as the two cities (Brooksville and Weeki Wachee) in their combined commitment

to mitigation planning. By developing the Local Mitigation Strategy, Hernando County can increase the resiliency of the community to the disruption and hardship of disasters and attempt to reduce the potential and actual costs of their impact.

The LMS also addresses coastal and riverine erosion with specific projects designed to restore eroded sections of the waterways in Hernando County. Although there are currently few mitigation measures that government can undertake, future sinkhole mitigation is an important measure for this county which is highly vulnerable to sinkhole formations. Water conservation is a long-term sustainability issues throughout Florida, and Hernando County is considering water restrictions and other conservation measures to address drought, heat, saltwater intrusion, and other factors affecting the water supply. The LMS workgroup may want to include support of water conservation efforts in the updated strategy. Since the Hernando County LMS identified the wildland fire threat as moderate with significant future impacts and potential loss of community and natural resources, several agencies have joined in the effort to support wildland fire mitigation goals and priorities.

The Hernando County Mitigation Strategy contains three overarching goals with objectives to accomplish mitigation efforts, including:

- Goal 1: Increase Public Awareness Regarding Mitigation
- Goal 2: Promote a Disaster Resistant Community
- Goal 3: Partner with the Division of Forestry to develop a Wildfire mitigation program

Goal 3 has successfully been implemented and a Community Wildfire Protection Plan has been adopted in 2009. This Community Wildfire Protection Plan (CWPP) is a cooperative agency effort to reduce wildfire threats to existing communities within Hernando County, Florida, support the wildfire mitigation needs of the County Local Mitigation Strategy Plan, and implements firewise practices for future community development within the County's wildland urban interface (WUI) regions.

Recommendations for the Local Mitigation Strategy

The LMS plan was recently updated and approved in 2010, receiving FEMA approval. Since pre-disaster mitigation is closely linked with pre-disaster goals and actions in the PDRP, it is recommended that during the next planning cycle, language is added that more closely links the LMS and the PDRP. Planning meetings and plan updates should also be closely coordinated between the LMS Committee and the PDRP Executive Committee.

Debris Management Plan

The Hernando County Debris Management Plan provides organizational countywide management system to ensure efficient debris removal in the aftermath of a major disaster. The plan consists of eight sections and eleven appendices and is modeled after FEMA guidelines. When the County Administrator declares a state of emergency and the Emergency Operations

Center is activated, the plan is placed into operation. Overall, the Hernando County Debris Management Plan delineates the roles and responsibilities, situation and assumptions, debris collection and priorities, debris management sites, contracted services, the monitoring of debris removal, private property demolition and debris removal (including condemnation criteria and procedures, mobile home park procedures, etc.), public information plan, temporary debris storage and reduction sites, debris forecasting, and debris contracts. In order to expedite rapid and efficient debris clearance, processing, and disposal, the County has identified five temporary debris storage and reduction sites. The primary sites are: the Airport and NW Solid Waste Facility; while the backup sites, which are pending approval, include: the Ridge Manor, Anderson Snow, and Ernie Weaver sites. The Debris Management Plan acknowledges that the amount of debris resulting from a major natural disaster will exceed the County's removal, recycling and disposal capabilities. Consequently, Hernando County will contract for additional resources to aid in the process of removal reduction, recycling, and disposal process of debris. The County has also specified priority lists for the clearance, collection, and disposal of debris with regard to locations and type of debris. Although a detailed method for dealing with hazardous waste is not specified, the County has charged and designated the responsibility to a contractor. There are no specific procedures in place in the Debris Management Plan to ensure that debris clearance and repairs do not undermine historic or environmental resources. It is important to continually monitor the environmental quality of these sites, and to ensure that there are no conflicts in prioritization of land use decisions throughout the post-disaster redevelopment process. The selection of temporary debris storage and reduction sites should complement the overall community redevelopment effort.

Recommendations for the Debris Management Plan

Although debris removal is typically considered a short-term recovery action, it can have long-term ramifications impacting post-disaster redevelopment. For instance, the choice of collection sites, adjacent land use compatibility, and risk of residual pollution can have an effect on different components of redevelopment. Moreover, different factors may affect efforts, such as the quantity of debris generated, its location, and the size of the area over which it is dispersed will all have direct impacts on the type of removal and disposal methods utilized to address the debris problem, the associated costs incurred, and how quickly the problem can be addressed. As the county populations patterns and trends grow or change over the years, these factors should be considered when periodically reviewing and updating the Debris Management Plan.

Hernando County Housing Disaster Plan

The Housing Disaster Plan establishes a framework for addressing temporary housing for those that are displaced and left homeless following a disaster who may need shelter beyond the period allowed in emergency shelters. It identifies key agencies and resources that can be brought together to identify and activate housing resources. While temporary disaster housing issues are mainly considered short-term recovery, certain elements (such as the location of temporary housing sites, and the transition to permanent housing) can have impacts on long-term recovery. The main purpose of the Housing Disaster Plan is as follows: (a) to identify



resources available for post disaster housing in terms of existing programs and available housing units; (b) to identify potential sites for the placement of temporary housing; and (c) to establish the procedures through which affected residents will be assisted with temporary housing.

The Hernando County Housing Authority and Hernando County Emergency Management jointly developed a Housing Disaster Plan and are both responsible for implementation in the event of a major or catastrophic disaster. While this Plan does not address emergency shelters, it should be noted that the State's Emergency Shelter Plan has estimated the county's vulnerable population at 51,276 for Category 4 and 5 hurricane events.

Existing local resources identified in the Plan (Appendix III) include rental units/properties, existing home sites, hotel/motel units and campgrounds, mobile home/RV parks (approximately 84 permitted within Hernando County), emergency housing locations, vacant land sites, and vacant commercial/industrial properties.

The Plan states that the County will make every effort to enforce all applicable codes in compliance with public safety standards and the Florida Building Code. To expedite temporary and transitional placements, zoning ordinances may be adjusted and/or waived for a period of time relative to emergency repairs to dwellings and/or for placement in temporary housing units to expedite interim disaster housing. Fee waivers may also be granted on a temporary basis. A sample emergency housing ordinance for Hernando County is located in Appendix VI of the Plan.

Recommendations for the Disaster Housing Plan

Consider incorporating the new State of Florida Disaster Housing Guidance developed in 2011. The plan may also evaluate temporary housing sites in locations where the County intends to direct growth, according to its Future Land Use designations. Therefore, the development of more permanent infrastructure and housing, along with the repopulation of the area will provide for an expedited and cost-efficient opportunity to rebuild according to the County vision as identified in the Comprehensive Plan.

Consider integrating emergency housing into the Comprehensive Plan and adopting zoning ordinance, that allows for expeditious placements of temporary and transitional housing, such as the one provided in the Hernando County Housing Disaster Plan (2007, Appendix VI, page 37). Overall, it allows for zoning ordinance to be adjusted and/or waived for a period of time relative to emergency repairs to dwellings and/or for placement in temporary housing units to expedite interim disaster housing. Fee waivers may also be granted on a temporary basis. Expand the Housing Disaster Plan to include a transition process from temporary housing to permanent long-term housing for residents. Integrate the transition process within the Comprehensive Plan and zoning regulations.

Floodplain Management Plan

Due to the amount of development constructed within the floodplain, as well as an increase of stormwater runoff as a result of the overall increase of development, floodplain management has become an important component in protecting the well-being of the County's residents and property. To help decrease the vulnerability of flood damage for thousands of properties located within the coastal and floodplain areas, the County and its jurisdictions actively participate in the Federal Emergency Management Agency's (FEMA), National Flood Insurance Program's (NFIP), Community Rating System (CRS). A floodplain management plan provides a framework for action regarding the corrective and preventative measures in place to reduce flood-related impacts.

Hernando County has developed a stand-alone floodplain management plan and the LMS addresses flood vulnerability. The purpose of this plan is to detail how Hernando County and the cities of Brooksville and Weeki Wachee will provide targeted assistance to the 135 NFIP repetitive loss structures in Hernando County. This document supports activities already documented in the Stormwater Master Plan, Local Mitigation Strategy and Community Rating System Plan. Its purpose is also to mitigate future losses that are not specifically addressed in those plans.

Hernando County has a Class 6 rating. There were 5,123 flood insurance policies in force countywide as of March 31, 2008, a 20% increase over year-end 2006 (4,122 policies.) The County continues its commitment to NFIP, Floodplain Management and to target a Class 6 rating which will likely be achieved when the D-FIRM Remapping Project is completed. The NFIP identified 137 repetitive loss properties in Hernando County. Of the 137, sixteen have been mitigated and two of these are designated as severe repetitive loss properties. As a Class 7 community, Hernando County's participation in the Community Rating System translates to a savings of approximately \$465,000 based on 4,798 policies (as of 01/01/2009).

2035 Long Range Transportation Plan Update (LRTP)

The LRTP was updated in 2009 and sets current goals and objectives support a more sustainable and equitable transportation system by addressing some of the following factors: (a) support the economic vitality of the metropolitan area; (b) increase the safety and security of the transportation system for motorized and non-motorized users; (c) increase the accessibility and mobility options available to people and for freight; (d) protect and enhance the environment, promote energy conservation, and improve quality of life; (e) enhance the integration and connectivity of the transportation system, across and between modes, for people and freight; (f) promote efficient system management and operation. One of the ways the 2025 LRTP Update (2004) seeks to achieve this is to provide for the mobility needs of all



segments of the County's population by providing effective alternative modes of transportation to the private automobile.

Recommendations for the Long Range Transportation Plan

Consider the inclusion of goals, objectives, and policies in the LRTP that mitigate against potential impacts of natural and manmade disasters, such as embarking on projects that elevate or relocate vulnerable roads, hardening the current transportation infrastructure against hazards, and ensuring access to transportation facilities and services are established for those with special needs and the rest of the public during post-disaster redevelopment through identification of resources and/or agreements. Planners may also wish to develop a process for using the post-disaster environment to assess placement of transportation infrastructure and corridors in areas where they wish to drive future development.

Economic Improvement Plan

In an effort to improve its economy, Hernando County has begun a process of employing a coordinated and comprehensive strategy to include opportunities and prosperity to all citizens without degrading quality of life or community standards. This Plan includes four principle areas for improving the economy of Hernando County, including: high-wage business retention and recruitment; education attainment and educational resources; workforce housing; and planning for business by City/County Government (including zoning, infrastructure, permitting, incentives, etc.). The Draft Economic Improvement Plan concludes by stating that the Plan must be a concerted effort between several entities both within and out of county government, and directed by the Office of Business Development. Recommendations are provided in the Plan to facilitate the implementation of a successful Economic Improvement Plan for Hernando County. The recommendations are interconnected and designated to one of the four principle areas the County seeks to achieve. There are a few recommendations within the current Plan that can be expanded upon in order to ensure an expeditious economic recovery. For example, the third recommendation states: "Formalize and implement an expedited building permit program for industry (CCG)". Considering action items and integration of an expedited building permit program that may be extended during post-disaster recovery and redevelopment efforts would be greatly beneficial. Pre-disaster outreach to the small business community is an important component of any economic recovery strategy. Outreach and education efforts led by the Office of Business Development and the team of organizations/agencies can be organized to assist small businesses in creating COOP plans and other resources to ensure resiliency of businesses and the economy.

Economic Development Plan Update (2012)

This plan highlights both positive and negative economic trends that are taking place and some of the underlying causes. It noted that the county experienced the loss of jobs in construction, real estate, building materials manufacturing, and other related industries. The county is particularly vulnerable to sinkhole activity which creates a barrier or property to appreciate in value as compared to other parts of Florida. However, there have been bright spots in other economic sectors such as manufacturing (not related to construction) and the

medical sector. Challenges to economic vitality are also discussed (see Vulnerability Chapter for discussion)

In the context of these trends and challenges, the plan incorporates broad community partnerships and strategies, and seeks funding and investments to implement action items. Building off the initial economic plan as well as the Economic Development Plan 2010 update, this plan addresses workforce/research, new job creation, marketing, education, airport, and government. The Plan provides recommendations that can indirectly support post-disaster redevelopment in restoring the local economy in a resilient and sustainable manner. Particularly, the Plan suggests the integration of long range plans for business needs in the Comprehensive Plan. It also recommends including service to areas with business potential a priority in utility and services planning efforts. The Plan also recommends the review and update of local development ordinances and permitting procedures to evaluate effectiveness and recommend improvements. These recommendations can be integrated within the Comprehensive Plan and will greatly support post-disaster redevelopment efforts.

Recommendations for the Economic Development

Remove economic redevelopment impediments by providing a process to review and evaluate land development regulations to identify possible post-disaster economic development impediments and to remove those impediments when possible.

Integrate business needs in the Comprehensive Plan by incorporating long-range plans for business needs in the Comprehensive Plan and the Capital Improvements Plan.

Consider participation of county and city personnel in economic development training sessions to create an understanding of the role and importance of industry.

Develop a strategy to help support small businesses in formulating Business Continuity Plans and exploring ways in which businesses can "reinvent" themselves following a disaster to continue to provide services that are within their area of expertise but yet contribute to the needs of the recovering community and its residents.

Withlacoochee Regional Planning Council Strategic Regional Policy Plan

The Withlacoochee Regional Planning Council (WRPC) prepared the Strategic Regional Policy Plan (SRPP) for the Withlacoochee Region in response to a mandate by the Florida Legislature. The SRPP was prepared and adopted in accord with Rule 27E-5.001 F.A.C., which requires that: "plans shall be developed through a collaborative process that emphasizes consensus and coordination between local governments, regional entities, state and federal agencies, other appropriate organizations, and the public." The SRPP is not a regulatory document and does not create regulatory authority. It is intended for long range planning. The SRPP for the Withlacoochee Region was formally adopted by the WRPC Board of Directors on August 5, 1997 by a two-thirds majority vote. The SRPP for the Withlacoochee Region is a long range guide for the physical, economic, and social development of the Region which identifies regional goals and policies. It also contains a section on Emergency Preparedness. This section of the Regional Policy Plan consists of descriptions of existing programs, trends and conditions,

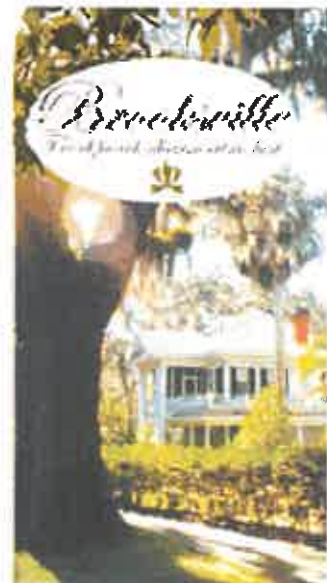
forecasts of future conditions in relation to recovery and mitigation, problems, needs, and opportunities associated with growth and development, and emergency preparedness goals, policies, and regional indicators.

The SRPP for the Withlacoochee Region is not just a plan for the regional planning council, it is a plan for the Region. The Plan contains regional goals and policies to promote a coordinated program of regional actions directed at resolving problems and needs identified in the trends and conditions analyses of each strategic regional subject area. The required strategic regional subject areas include affordable housing, economic development, emergency preparedness, natural resources of regional significance, and regional transportation. The Plan also identifies and addresses significant regional resources and facilities that could be adversely impacted by development activities. The purpose of the SRPP is to serve as a basis for the review of the resources and facilities found in local government comprehensive plans originating in the Region.

City of Brooksville Comprehensive Plan

The City of Brooksville's most recent update to the Comprehensive Plan was in 2011. Comprehensive Plan elements include Future Land Use, Transportation, Housing, Infrastructure, Conservation, Recreation and Open Space, Intergovernmental Coordination, Capital Improvements, Economic Development, Public Participation, and Public School Facilities. The Economic Development Element contains goals that relate to PDRP goals, including:

- Public Health and Safety — Foster an attractive, safe and comfortable environment that is conducive to activities during the day and evenings.
- Supporting — Ensure the provision of adequate and efficient public services to support additional development
- City Codes and Development — Improve processes, codes, and policies adopted by the City of Brooksville to encourage renovations, development, growth and revitalization throughout the City.
- Economic — Diversify the area's economic base, increase sales receipts and heighten business profitability. Enable growth and development within that economic base. Establish the downtown area as a focal point for the community to attract more shoppers and visitors for longer periods of time and from a wider geographic area.



The City of Brooksville Comprehensive Plan does not address disaster-related events or post-disaster redevelopment planning and how the community would rebuild in the aftermath of a disaster.

Recommendations for the Economic Development

Integrate post-disaster related goals, objectives, and/or policies related to the PDRP and ensure that the City and County Comprehensive Plans are consistent with redevelopment goals and policies. Such efforts may address build back standards for non-conforming uses and non-conforming structures, emergency permitting procedures, creation and integration of post-disaster redevelopment plan, efforts to control post-disaster blight, identification and prioritization of vulnerable areas, and coordination and communication with other governmental and nongovernmental entities in the aftermath of a disaster event.

City of Brooksville Revitalization Plan: A Community Development Plan

Currently, the City of Brooksville has one CRA and has created a plan to guide community development and redevelopment.

This document embodies a public-private partnership working to implement a plan with realistic and achievable goals that can only be accomplished with both community and governmental support. The plan covers a range of issues, including: streetscaping, restructured zoning guidelines, aesthetic enhancements to infrastructure improvements; recreational opportunities to business development; and the things needed to make any town a place where people want to live, work, and play. Revitalization corresponds with three primary facets: tourism, business development, and residential development. The needs and deficiencies identified in this Plan are a result of an analysis undertaken in 1996, which found:

- Building deterioration
- Site deterioration and deficiencies
- Unsanitary conditions
- Non-conforming structures
- Closed buildings
- Vacant lots
- Property maintenance and commercial code violations

Recommendations for the Brooksville Revitalization Plan

The CRA authority may wish to consider pre-identifying areas in the CRA that should be prioritized for redevelopment in the aftermath of a disaster. Planners may wish to reference these possible priority areas in the next plan revision.

Water and Sewer Master Plans

In 2005, Hernando County updated its Sewer Master Plan to include east Hernando County, facility operational data, current population demographics, and related flow projections. The plan includes mapping of existing facilities, calibrated hydraulic computer models of existing and

proposed regional facilities, consistency evaluation of reuse plan, analysis of bio-solids disposal procedures, and a final report with recommendations for system improvement.

Improvements to Capacity

The following facilities have been identified in the plan as areas where improvement, relocation, or deactivation is required to meet the projected treatment needs.

- Airport Wastewater Reclamation Facility
- Glen Wastewater Reclamation Facility
- Brookridge Wastewater Treatment Plant
- Ridge Manor Wastewater Reclamation Facility

The Sewer Master Plan contains recommendations on ways to improve system capacity. An opportunity to upgrade lift stations is discussed, particularly since a number of stations appear to be operating near maximum capacity. Other recommendations to improve the system concern installations of new force mains, provide greater consistency between the 2009 and 2011 SMP update regarding water reuse and transmission.

Recommendations for the Sewer Master Plan

The County may want to consider integrating recommendations within the Sewer Master Plan into the PDRP. The PDRP should also address relocation or deactivation of facilities that are inefficient and will probably inoperable post-disaster. Alternatives to those facilities should also be evaluated in more depth, such as specific relocation sites for inefficient facilities.

Emergency Pay Policy HR 04-01.1

Recommendations for the Emergency Pay Policy

Revise this policy to encompass not only pay issues, but also emergency staffing. Update Emergency Pay policy to include requirement for NIMS training, emergency staffing reassignment, etc. Include the development and administration of a staff skills survey to assess skills of staff that could be reassigned during the long term and maximize use of local government personnel. Updated policy should consider including the following:

- *Paragraph ordering consistency*
- *Reviewing of the FEMA reimbursement policy related to emergency hours works and the NIMS training requirement.*
- *Refining definitions for terms such as disaster (i.e. magnitude scale, man-made, natural, declared disaster, etc.); exempt vs non exempt; essential vs. non-essential; hours of work (regular schedule, outside normal working hours, OT hours)*
- *Clarifying the statement "before, during or after" – loophole could allow someone to state they worked "before" therefore they don't need to work "after"*
- *Establish a clearer timeline for reporting in (i.e., one hour, one day, one week)*
- *Establish a calling tree*
- *Identifying alternative methods for reporting in if landline and cellular is not functioning*
- *Identify the distinction between emergency personnel and non-essential personnel, especially in regard to shifts, assignments, etc.*
- *Providing clear direction between non-essential personnel working before and after an event, and specify that during an event only emergency personnel will be working. (Addresses potential liability issues if a non-essential person feels that they have to work during an emergency).*
- *Consider reorganizing the policy to begin to start with the logical chain of events that will occur such as when an emergency is declared, by whom, timeframes, etc.*
- *Addressing employees that may be out on prior approved leave such as FMLA, vacation, military leave, etc.*
- *Addressing employees that may not be able to report to work due to personal circumstances (elder/child care, injury, relocation prior to storm for safety reasons, or after the storm due to emergency repairs to residence, etc.).*
- *Consider revising the paragraph concerning lump sum payment to exempt pay at hourly rate of compensatory time (based upon decision by management, and available budget, and allowable FEMA reimbursement). This could be challenged by someone who works 7.75 hours and are only paid for one 4-hour block*
- *Medical restrictions such as provisions for ensuring they are not assigned to tasks they cannot perform such as distributing water, medications, etc.*



Southwest Florida Water Management District Strategic Plan

Florida Statutes, especially Chapter 373, authorize the District to direct a wide range of initiatives, programs and actions. These responsibilities can be grouped under four general areas: water supply, flood protection, water quality and natural systems. In developing this Strategic Plan, the District has established a goal statement for each of these areas, along with strategic initiatives designed to meet those goals. This information can be located on their website at <http://www.swfwmd.state.fl.us/about>. Ultimately many of these goals and objectives will indirectly relate to post disaster redevelopment. However, some initiatives are of particular interest in terms of PDRP and are directly related to mitigating against and recovering from a

disaster. They include:

- **Floodplain Management:** Develop better floodplain information and utilize the information in the implementation of regulatory and non-regulatory floodplain management programs to maintain floodplain storage and conveyance and to minimize flood damage.
- **Emergency Flood Response:** Operate District flood control and water conservation structures and provide effective and efficient assistance to state and local governments and the public to minimize flood damage during and after storm events.
- **Regional Water Supply Planning:** Identify, communicate, and promote consensus on the strategies and resources necessary to meet future reasonable and beneficial water supply needs.
- **Natural Systems Conservation and Restoration:** Develop plans for acquisition, conservation and restoration of selected ecosystems.

Chapter 3 Institutional Capacity Assessment

Introduction

The purpose of this section is to examine existing capacity to facilitate redevelopment in the context of the goals and objectives of this plan. "Capacity" in the context of this plan is not focused on physical assets (i.e. number of fire trucks, ambulances, etc.). Instead, capacity is assessed to determine if the framework exists to implement the goals and actions in the PDRP through existing programs, agencies, organizations, personnel and other tools. The assessment will identify programs that exist but could be improved to implement post-disaster redevelopment strategies. The format and methodology of the assessment is designed to be consistent with the functional structure of the issues represented in the *Post-Disaster Redevelopment Planning: A Guide for Florida Communities*, in which workgroups were organized in the following ways: Economic Redevelopment; Community Redevelopment (consisting of Housing and Building, and Historic Preservation); Infrastructure and Public Facilities; Health and Social Services; and Environment. In addition to determining the ability of the County to implement the strategies in this plan, another benefit of the capacity assessment is to identify potential opportunities for establishing or enhancing recovery and redevelopment policies and programs.

A capacity assessment has two primary components: 1) an inventory of a local jurisdiction's relevant plans, ordinances or programs already in place and analysis of their potential impact on post-disaster redevelopment; and 2) an analysis of the jurisdiction's capacity to carry them out. Careful examination of the local capacity will detect any existing gaps, shortfalls or weaknesses with ongoing government activities that could hinder proposed recovery/redevelopment activities and possibly exacerbate community recovery/redevelopment efforts. A capacity assessment also highlights the positive steps that have already been taken by the local government to prepare for post-disaster redevelopment, which should continue to be supported and enhanced through future mitigation efforts.

As shown by Table 3-1, many of these programs and departments on the county, regional and federal levels of government, as well as the programs designed by non-governmental organizations were designed to guide government during daily operations and in the aftermath of a disaster. Post-disaster redevelopment planning involves incorporating and integrating these community programs which were developed to further enhance and encourage efficient and sustainable government operations.

Table 3-1: Institutional Capacity Assessment

	Economic Redevelopment	Community Redevelopment	Infrastructure	Health & Social Services	Environment
Programs					
SHIP Program	●	●	●	●	●
Hernando Builders Association	●	●	●	●	●
Flood Insurance Map Modernization	●	●	●	●	●
Disaster Contractors Network	●	●	●	●	●
Withlacoochee Regional Planning Council (WRPC)	●	●	●	●	●
Community Redevelopment Areas	●	●	●	●	●
Chambers of Commerce	●	●	●	●	●
Business Recovery Centers	●	●	●	●	●
Hernando County Convention and Visitors Bureau	●	●	●	●	●
Historic Preservation	●	●	●	●	●
Mutual Aid Agreements	●	●	●	●	●
Private Relief Agencies	●	●	●	●	●
Community Development Block Grant	●	●	●	●	●
Neighborhood Stabilization Program	●	●	●	●	●
Religious Organizations	●	●	●	●	●
Nonprofit Organizations	●	●	●	●	●
Advocacy Groups	●	●	●	●	●
Capital Improvement Projects	●	●	●	●	●
Emergency Support Function 15: Volunteers and Donations	●	●	●	●	●
Nature Coast Community Health Center	●	●	●	●	●
Environmentally Sensitive Lands Program	●	●	●	●	●
Continuity of Operations Plans	●	●	●	●	●
Communication	●	●	●	●	●
Emergency Management Assistance Compact (EMAC)	●	●	●	●	●
Metropolitan Planning Organization	●	●	●	●	●
County Departments					
Planning Department	●	●	●	●	●
Office of Business Development (OBD)	●	●	●	●	●
Development Services Department	●	●	●	●	●
Hernando County Health Department (DOH)	●	●	●	●	●
Health and Human Services Department	●	●	●	●	●
Public Works Department	●	●	●	●	●
Utilities Department	●	●	●	●	●
Administrative (Purchasing, Human Resources)	●	●	●	●	●
Airport	●	●	●	●	●
Animal Services	●	●	●	●	●
Code Enforcement	●	●	●	●	●
County Extension	●	●	●	●	●
Community Relations (Hernando County Public Information Officer)	●	●	●	●	●
Government Broadcasting	●	●	●	●	●
County Attorney	●	●	●	●	●
All Constitutionals, except elected	●	●	●	●	●
Engineering Office	●	●	●	●	●
Technology Services Department	●	●	●	●	●
Housing Authority	●	●	●	●	●
Fire Rescue Department	●	●	●	●	●
Sheriff's Office	●	●	●	●	●
Strongly Supports Capacity	●				
Addresses or Attends Capacity	●				
Not Applicable or Does Not Support Capacity	●				

Community Redevelopment: Housing, Building, Land Use, and Historic Preservation

Hernando County Planning Department

The Hernando County Planning Department is responsible for ensuring safe and orderly growth and development of the County through implementation of the County's Comprehensive Plan and through the enforcement of relevant land development regulations and construction codes. Hernando County's Comprehensive Plan was adopted in 1989. The Planning Department serves as administrative support to the following entities: Board of County Commissioners (which also serves as the Local Planning Agency), the Planning and Zoning Commission, the Metropolitan Planning Organization Board, and the many committees associated with the MPO, and the Environmental Sensitive Lands Committee. These committees are comprised of volunteer citizens desiring to participate in the review processes giving them an opportunity to be involved in their community's future.

The primary tools generated from the Planning Department that will greatly influence post-disaster redevelopment are the **Land Development Regulations, the Comprehensive Plan, and building/permitting compliance review and inspections**. The specific plans, as they relate to post-disaster redevelopment, are discussed in greater detail in the Local Plan Integration Chapter.

Recommendations for Improving Planning Capacity

The Planning Department should consider identifying sufficient personnel to address the community's post-disaster planning needs as the overwhelming nature of the event may be a challenge for the Department. It is recommended that additional personnel resources be pre-identified to support a range of post-disaster activities such as community education and visioning activities, plan and permit reviews, community redevelopment areas, community assessment, identification of grants, emergency housing operations, etc. This may include contracting personnel from the private sector. By integrating PDRP issues into existing public hearings and other public outreach methods, the Planning Department can enhance community education and facilitating engagement in the vision for the county that includes post-disaster redevelopment goals and objectives. The Planning Department should consider development of a policy that details how they will receive land donations in the event that donations are made to the county in that form.

Hernando County Environmentally Sensitive Lands Program (ESLP)

In 1988, Hernando County residents committed to the program by approving a bond referendum, which authorized the County to levy taxes of 0.10 of a mil for 30 years, in support of the acquisition and management of environmentally sensitive lands. The goal is to preserve the county's natural, cultural, and scenic resources while enhancing the quality of life for present and future generations.

The primary objective of the program is the protection of the County's natural resources, and the accommodation of the public's use of those natural resource areas. The use and management

of each property will be evaluated, and a preliminary prospectus for the use and management of each property will be prepared prior to acquisition. Recreational uses are ancillary and will only be allowed when the resource will not be placed at risk by such use.

Withlacoochee Regional Planning Council (WRPC)

As one of eleven regional planning councils in Florida, the Withlacoochee Regional Planning Council is an association of local governments that employs a professional planning staff to perform state mandated duties and assist local governments. Created in 1973 through an inter-local agreement, the WRPC is composed of Hernando, Levy, Marion, and Sumter Counties. Although regional planning councils are prohibited by state law from acting as permitting or regulatory entities, it does set the stage for regional communication and provide an intergovernmental forum to strategically plan for the future of the region. including: balancing growth and development issues; maintaining the character of the Region; preserving its environment, and planning for orderly growth to avoid the types of land use problems historically experienced in other areas of Florida.

The Withlacoochee Regional Planning Council is governed by a Board of Directors which establishes the goals and policies of the WRPC and makes recommendations to state and local governments. The Board consists of elected officials, and various voting and ex-officio non-voting members, representing selected state agencies and water management districts, who are appointed by the Governor, to reflect a diverse, cross-section of the Region's population. The Board of Directors hires an executive director to administer the activities of the WRPC. The executive director hires and manages the professional staff that carries out the WRPC's various programs. Under the direction of its Board of Directors, the Withlacoochee Regional Planning Council administers regional programs, renders technical assistance to local governments and performs state mandated functions.

Revitalization Plans

Community Redevelopment Areas (CRA): Currently, the City of Brooksville has one CRA and has adopted the *City of Brooksville Revitalization Plan: A Community Development Plan* to guide community development and redevelopment. Revitalization for this area embodies three facets: tourism, business development, and residential development. A detailed analysis of the Revitalization Plan is provided in the Local Plan Integration Chapter. In the post-disaster environment, this responsibility may become even more crucial since aging neighborhoods are highly vulnerable to the impact of disaster and potential deterioration to slum and blight.

Brooksville/Hernando County Enterprise Zone: An Enterprise Zone is a specific geographic area targeted for economic revitalization. Enterprise Zones encourage economic growth and investment in distressed areas by offering tax advantages and incentives to businesses locating within the zone boundaries. Financial incentives are offered to businesses and property owners encouraging private investment and creation of jobs for the residents in the zone.

Tax incentives are offered to all types of businesses who employ zone residents, rehabilitate real property or purchase business equipment to be used in the zone. Tax credits are available to businesses that pay either the Florida Corporate Income Tax or the Florida Sales and Use Tax. Sales tax refunds and sale tax exemptions are available if eligible purchases are made.

Homeowners are also eligible for a sale tax refund for applicable building materials. For a more details of tax credits and incentives offered for the Brooksville/Hernando County Enterprise Zone, visit: <http://www.hernandobusiness.com/enterpriseZone.asp>.

Recommendations for Enhancing Capacity in Revitalization Plans

The governing authorities for these revitalization areas may want collaborate with other county departments to consider identifying other blighted areas and aging neighborhoods and geographic areas that meet the criteria for slum and blight or areas that are highly vulnerable to the impact of a disaster that may serve as potential opportunities to redevelop into stronger, better, and more sustainable communities after a disaster. The County may want to consider establishing a liaison or formal communication structure to enable enhanced coordination between the CRA, the Enterprise Zone, and the County.

Hernando County Development Services Department

The Development Services Department includes the Building Department, Economic/Business Development, Office of Tourist Development, and the Airport.

The Building Department includes the Permitting Division, Inspections Division, Contractor Licensing Division, and the Zoning Division. The Department seeks to promote the health, safety, and welfare of Hernando County residents through efficient and effective implementation of building codes and County regulations. Responsibilities of the department include:

- Issue building permits for construction projects in Hernando County.
- Conduct inspections of building, mechanical, plumbing, and electrical work at various stages of construction.
- Issue and maintain contractor licenses.
- Process the initial review of residential applications within eight working days, and process the initial review of completed commercial applications with fifteen working days.
- Adopt and enforce the 2004 Florida Building Code.

Recommendations for Enhancing Development Services Capacity

During post-disaster redevelopment, the Development Services Department will be overwhelmed and inundated with residential and commercial applications that seek to reconstruct buildings and redevelop land. The Department may identify additional staffing and operational resources necessary to review and process residential and commercial applications, conduct inspections, issue permits, and enforce building codes.

Close collaboration by the Department with the Disaster Housing Plan can incorporate more detailed implementation procedures, expanded resource inventory, and consideration for long-term community redevelopment goals. In the event of a catastrophic disaster where there is widespread destruction of homes, there may be opportunities to enforce homes to be rebuilt to code and implement long-term mitigation actions to decrease losses from future disasters. The Department should also evaluate the need for building and code ordinance requirements specifically for the transition from temporary allowances and waivers to permanent requirements.

Hernando County Housing Authority

The Hernando County Housing Authority is committed to advocating and ensuring the provision of adequate affordable housing for citizens, particularly those with very low, low and moderate incomes, so that the County will have strong, diverse and viable communities. The Housing Authority accomplishes this through providing programs such as the Section 8 Voucher Program, Family Self Sufficiency Program, State Housing Initiatives Partnership (SHIP), Single Family Bond Program, and the Multi-Family Bond Program.

Recommendations for Enhancing Housing Authority Capacity

The Housing Authority may want to consider supporting programs that assist displaced residents and special needs populations to move toward self-sufficiency, and transition from temporary housing to long-term permanent housing post-disaster. Inclusion of a representative from the Housing Authority during updates to the Disaster Housing Plan may provide a mechanism for supporting the development of strategies that can assist these populations.

Hernando County State Housing Initiative Partnership (SHIP) Program:¹

The State Housing Initiative Partnership (SHIP) is a state funded program administered through Hernando County. It is a multifaceted program, providing three types of aid through the Multi-Family Development Program, the Homeowner Rehabilitation Program, and the Down Payment Assistance Program. Overall, the program provides and repairs affordable housing to income eligible residents. Homebuyers may be assisted with down payments/closing cost aid in purchasing a home. Additionally, the SHIP program aids current homeowners with minor repairs to their homes through rehabilitation assistance. The SHIP program also includes Emergency Repair funds, available for qualified income households only.

Hernando Builders Association

The Hernando Builders Association (HBA) is a professional construction industry association whose purpose is to represent the interests of the building industry and general public within Hernando County. The members of the HBA are builders (both large and small), engineers, bankers, subcontractors, suppliers, and various other companies with interests in the Hernando County building industry. Collectively, the members of the HBA have a strong voice concerning regulatory decisions that affect the industry. Overall, the Hernando Builders Association acts as a catalyst for growth, achievement, and community involvement, while providing informational and educational programs for members in the remodeling industry. The Builders Association can be an important tool in identifying qualified and skilled professionals to rebuild after a disaster. The Association can act as a liaison and communicate the vision, goals, and policies of the County to the contractors and other building industry members.

Community Development Block Grant

The Community Development Block Grant (CDBG) program commenced in 1974 and is administered by the U.S. Department of Housing and Development. It is a flexible program that provides communities with resources needed to address a wide variety of unique community development concerns. The CDBG program provides annual grants on a formula basis to local government and States to ensure decent affordable housing, provide services to the most vulnerable in communities, and create jobs through the expansion and retention of businesses. The CDBG is an essential tool for assisting local governments to tackle serious issues facing communities. In order to receive funds, needs are based on a formula consisting of several measures, such as the extent of poverty, population, housing overcrowding, age of housing, and population growth lag in relationship with other metropolitan areas.

The CDBG also provides disaster recovery assistance, in the form of flexible grants to assist cities, counties, and States recovering from presidentially declared disasters. These funds exist mainly to help low-income areas, and are subject to availability of supplemental appropriations.

¹ <http://www.hernandocounty.us/housing/shipprogram.htm>

Congress appropriates the additional funding for the CDBG and HOME programs to rebuild the affected areas and provide crucial seed money to start the recovery process. Because CDBG Disaster Recovery assistance may fund a wide range of recovery activities, HUD can assist communities that otherwise might not recover due to limited resources. These grants tend to supplement disaster programs of FEMA, SBA, and U.S. Army Corps of Engineers and fund efforts involving housing, economic development, infrastructure, and prevention of further damage to affected areas. Moreover, the HOME Disaster Recovery grant may provide a crucial resource

Recommendations for Enhancing CDBG Activities

- *Buying damaged properties in a flood plain and relocating residents to safer areas*
- *Relocation payments for people and businesses displaced by the disaster*
- *Debris removal not covered by FEMA*
- *Rehabilitation of homes and buildings damaged by the disaster*
- *Buying, constructing, or rehabilitating public facilities such as streets, neighborhood centers, and water, sewer and drainage systems*
- *Code enforcement*
- *Homeownership activities such as down payment assistance, interest rate subsidies and loan guarantees for disaster victims*
- *Public services (generally limited to no more than 15 percent of the grant)*
- *Helping businesses retain or create jobs in disaster impacted areas*
- *Planning and administration costs (limited to no more than 20 percent of the grant)*

Flood Insurance Rate Map Modernization:²

The maps reflect current flood risks, replacing maps that are over 25 years old. The current effective FEMA Flood Insurance Rate Map (FIRM) for Hernando County is dated April 17, 1984. Changes to the maps could cause flood zone designation and elevation requirements to change. The FIRM's are used by lenders, insurance agents and local government for flood risk assessment, floodplain management, land use, and emergency planning. In support of the National Flood Insurance Program (NFIP), the Federal Emergency Management Agency (FEMA) has embarked on a national effort to identify flood hazards and update mapping to produce more reliable flood risk data and more user-friendly and readily available FIRMS. Advances in geographic information systems, surveying and mapping will be utilized to convert the existing FIRM's to a more accurate and reliable digital format that will revise the limits of the Special Flood Hazard Area in portions of the incorporated and unincorporated County. These

² <http://www.hernandocountygis-fl.us/centralgiswebsite/>

changes could affect the cost to purchase flood hazard insurance. The maps are available at: <http://www.hernandocountygis-fl.us/centralgiswebsite/>.

Hernando County has implemented aggressive flood awareness programs. It is one of only 124 communities in the U.S. with a Class 6 rating in the Community Rating System (CRS) because it has adopted more stringent flood mitigation measures. Hernando County residents in the Special Flood Hazard Area receive a 20% discount on their flood insurance policies each year because of this rating. Residents outside the Special Flood Hazard Area receive a 10% discount.

By showing the extent to which areas of the county — and individual properties — are at risk for flooding, flood maps help business and property owners make better financial and structural decisions about protecting their property. These maps also allow community planners, local officials, engineers, builders and others to make important determinations about where and how new structures and developments should be built. Once the new maps become effective the County should consider public education workshops and information on how the new flood zone designations and elevation requirements affect homeowners. The County should also consider adopting codes that require buildings that experience significant structural damage to be modified according to adopted codes.

Disaster Contractors Network

The Disaster Contractors Network (DCN) connects contractors and vendors offering services in the aftermath of hurricanes with homeowners and business owners seeking repairs. The DCN website is <http://www.dcnonline.org> and provides access to a virtual organization of construction-related associations, state and federal emergency management organizations, and regulatory agencies. The purpose of DCN is to foster communication and resource matching among government agencies, the construction industry, and home and business owners before, during, and after natural disasters. The site also offers online courses for contractors.

Historic Preservation

The loss of historic resources due to a disaster can have a major impact on the community. Although some losses are unavoidable, others may occur during recovery operations if procedures are not in place to oversee these concerns. Due to considerations for historical integrity, historic structures have more options for meeting Florida Building Code standards during repair than non-historical buildings. The Bureau of Archaeological Research within the Florida Office of Cultural and Historic Preservation maintains the Florida Master Site File (MSF), a database that contains information on archaeological and historic resources in Florida. The Florida Department of Historic Resources has jurisdiction over historic and archaeological sites if there are human remains or if a state or federal permit is requested. If a private property owner develops or redevelops their property and their property is listed on the MSF, the state historic preservation officer should be contacted for guidance. The state MSF also contains those sites listed on the National Register that are located in the County's coastal planning area.

Recommendations for Enhancing Historic Preservation Capacity

While Hernando County has not developed a specific Historic Preservation Plan, it has adopted goals, objectives, and policies within the Housing Element of the Comprehensive Plan that establish criteria for identifying historic neighborhoods, sites, structures, and seek to adopt a historic preservation ordinance. However, the current capacity for the County to preserve historically significant structures or archaeological resources is low. Post-disaster historic preservation concerns are not addressed and should be integrated within local plans and ordinances. Integration of historic preservation within local County plans and ordinances is further detailed within the Local Plan Integration Chapter.

Economic Redevelopment

Office of Business Development (OBD)

The mission of the Hernando County Office of Business Development is to improve the local economy by creating meaningful jobs and investment in the County through recruitment, retention, and expansion of targeted industries, that is accomplished in a manner which does not degrade the high quality of life or community standards. The Office of Business Development offers services to businesses, including site location assistance, site development information, research and information, workforce information and training, economic development grants, tax-exempt bond finance for manufacturers, financing and incentives, demographic information, governmental point of contact and coordinator, enterprise zone promotion and administration, and strategic and long range planning for business development. The Office of Business Development also publishes a quarterly newsletter with articles of interest to business leaders and highlights of local business events.

Hernando County, committed to creating a business friendly-environment, has several economic development initiatives to not only ensure a vital and vibrant community, but also to build a sound and resilient local economy. Through strong local public-private partnerships and communication, the County has developed the Economic Development 2.0 Plan to lead the County. The partnership crosses all sectors and includes business leaders, educators, utilities, planners, and other local businesses in order to promote and encourage business retention and expansion, workforce improvement and research, new job creation, county-wide marketing, as well as improve educational attainment and training, support transportation and logistics, and enhance collaboration between government and business. This partnership will be important in the post-disaster environment to maximize windows of opportunity such as post-disaster grants and loans to encourage economic redevelopment. This Office may have an important role to play in encouraging ongoing public and private sector communication and support.

Recommendations for Enhancing Economic Redevelopment

The County may consider including post-disaster incentives for businesses to remain in the community in the aftermath of a large-scale disaster. Incentives may include expedited permit and site plan review for existing and target businesses and other post-disaster specific incentives.

The County may consider including post-disaster incentives for businesses to remain in the community in the aftermath of a large-scale disaster. Incentives may include expedited permit and site plan review for existing and target businesses and other post-disaster specific incentives.

Building Partnerships: The OBD may wish to consider exploring pre- and post-disaster redevelopment opportunities through its members. The efforts may include outreach and education regarding development of Business Continuity Plans. The OBD's ability to coordinate among stakeholders may be important to establish economic redevelopment objectives which support sustainability, resilience, and expansion of the County's local and regional economies.

Public-Private Partnership: In order to enhance public-private collaboration, recommendations include incorporation of long range plans for business needs in the comprehensive plan and the capital improvement plans; prioritizing utility and services planning to areas with business potential; conducting economic development training sessions with county and city staff to create an understanding of the role and importance of industry; and actively review and update local development ordinances and permitting procedures to evaluate effectiveness and recommend improvements. Through its strong ties with both the private and public sectors, the OBD has a strong capacity to lead and act as liaison post-disaster.

Business Retention: The OBD should identify post disaster incentives for businesses to remain in the community in the aftermath of a large-scale disaster. Incentives can include expedited permit and site plan review for existing and target businesses and other post disaster specific incentives. The OBD may also want to explore the availability of expanding incentive options outlined in the Enterprise Zone plan to other parts of the county.

Hernando County Chamber of Commerce

The mission of the Hernando County Chamber of Commerce is to build better business relationships while enhancing the business environment. The Hernando County Chamber of Commerce maintains various roles in the community, which include:

- Acting as the voice of the business community at both state and local government levels through committee membership and program participation
- Uniting the business and professional people in the community by serving as a platform for business networking and information resource
- Advocating academic education and youth leadership
- Advocating for business and career development
- Building upon membership diversity to provide businesses numerous opportunities.

Chamber members receive business exposure through networking events, and valuable marketing opportunities at no charge to the business. These opportunities assist in business-to-business marketing, as well as, business to consumer marketing. This collaboration and communication is essential to businesses during “blue skies”, but even more indispensable during recovery efforts.

The Chamber of Commerce holds workshops in order to educate the business community regarding issues that impact the Hernando business climate. Current topics range from online solutions for businesses to effective communication and leadership. The Chamber also issues a newsletter with pertinent information. Building upon community partnerships and with the work of various Chamber committees, the Chamber is able to serve its diverse membership with planning and assistance in the areas of education, tourism, business and industry, local and state government affairs and leadership.

Recommendations for Enhancing Support from the Chamber of Commerce

The Chamber can play an active role in post-disaster redevelopment by:

- *Providing information, resources, and referral through workshops and newsletter distribution*
- *Educating businesses on the PDRP*
- *Involving businesses in the process and redevelopment decisions*
- *Integrating needs of business community in PDRP*
- *Consider hosting and staffing Business Recovery Centers*
- *Assisting small businesses with creating business continuity plan and other plans to disaster more disaster resilient business*
- *Providing support to the Emergency Support Function 18 at the Emergency Operations Center.*
- *Identify potential funding sources to support business recovery.*

The Chamber can also support Business Recovery Centers which are designed to further coordinate at the local level, the State of Florida, in partnership with local governments and Business and Industry Emergency Support Function (ESF). The purpose of BRCs is to provide technical assistance, resources, and information to members of the economic community. By working through the Business Recovery Centers in the host communities, local employers from the impacted areas may be able to communicate with former employees and coordinate re-employment opportunities.

While businesses and employees may not be able to immediately return to the impacted area, the BRC can support relocation efforts, track information, and provide technical assistance and counseling for alternate employers or workers to fill human resource shortfalls and business gaps. Some businesses may choose to relocate from the impacted area to the host communities. BRCs in these host communities may be able to support the business relocation efforts and link the businesses to potential employees. Representatives at the BRC may include local, state, and federal public and private sector organization.

Services provided at the BRCs:

- *Assistance with federal disaster programs and loan applications*
- *Assistance with bridge loans*
- *Information on available temporary office space*
- *Basic office and communications equipment*
- *Message boards for organizations and companies to assist small businesses*
- *Locations of operational wireless internet hotspots*
- *Other expert advice on financial and business recovery issues*

Hernando County Convention and Visitors Bureau

The Tourism Development Council will serve as an important tool for Hernando County redevelopment efforts, particularly concerning its image to the public, locally and abroad. The Tourism Development Council will have to assure businesses, residents, and the general public that the community is resilient and will remain vibrant, and the state of the economy will rebound from any losses. The Council can utilize its branding and promotional tools to communicate the strength of the community. It can use its rapport and established networks to promote the County to local, state, and regional agencies and organizations. Moreover, the Council can coordinate with its pre-established volunteers to work at the Visitor Information Center to possibly act as an Economic Recovery Center when the EOC demobilizes.

The Hernando County Convention and Visitors Bureau is part of the Tourist Development Council and exists to promote tourism in the County and to establish tourism as one of the County's economic base industries. The main functions of the Council are:

- Promotion of tourism, hospitality and leisure activity in Hernando County Operation of Tourist Information Center located
- Branding of Hernando County as a leisure destination through promotional activities (i.e., advertising, trade shows, industry trade shows, brochures, familiarization tours, etc.
- Work with local businesses, the Chamber of Commerce, and other agencies, to promote Hernando County
- Serve as local Film Office Coordinator to develop film production in Hernando County
- Work with state, local and regional agencies to promote Hernando County
- Coordinate volunteers to work at the Visitor Information Center & Special Events

Recommendations for Renewing Capacity in Tourism

Utilize the Tourism Development Council as a tool to communicate the Hernando County image of a strong, durable community, one which is resilient and will remain vibrant. The Council can utilize its branding and promotional tools to communicate the strength of the community. It can capitalize on its rapport and established networks to promote the County to other local, state, and regional agencies and organizations. Moreover, the Council can coordinate with its pre-established volunteers to work at the Visitor Information Center to possibly act as an Economic Recovery Center when the EOC demobilizes.

Public Safety

Hernando County Sheriff's Office

The Sheriff's Office consists of three bureaus: the Administrative Bureau, Judicial Bureau, and the Operations Bureau. The Administrative Bureau includes countywide 9-1-1 Consolidated Communications Center, fiscal, purchasing/supply, records, and information technology. The Sheriff's Office operates according to the STARCOM Initiative, (an acronym for Sheriff's Tracking, Accountability, and Responsiveness to Crime Oppression Management), which was implemented in February 2003. The goals of the STARCOM initiative are to reduce crime rates,

increase intelligence data sharing, identify crime patterns, ensure administrative efficiency and procedural compliance, and improve the quality of life of the residents of Hernando County. The County is divided into two law enforcement districts, each being commanded by a Lieutenant. The scope of responsibility for each District Commander includes not only operational but also administrative and fiscal responsibilities for the district and the personnel assigned. Each district is assigned a complement of Sergeants, Patrol Deputies, Property Crime Detectives, Public Service Aides, School Crossing Guards, and Administrative Support Staff.

In addition to the districts, two other "District Level" sections were created: Operations Support and the Administrative Unit. Operations Support (also known as Special Operations) consists of Aviation, K-9, Marine, Selective Enforcement Unit (SEU), Homeland Security, SWAT, Rapid Response Team, Field Training, and the Reserve Deputy Program. The Administrative Unit oversees the Traffic Unit, COPPS, School Resource Officers, and the Civilian Mounted Unit. Monthly crime and administrative data is collected, analyzed, and reviewed for each of the districts and sections with Command Staff and District Commanders.

Fire Rescue Departments

The mission of Hernando County Fire Rescue is to provide proficient and cost effective fire prevention, fire suppression, pre-hospital emergency medical basic life support, non-transport and transport advance life support services, and hazardous materials response within the 419 square mile fire service area, and within the 433 square mile emergency medical services (EMS) service area. Hernando County is subdivided into 16 fire districts. Two career fire departments, three volunteer departments, and one combination fire department cover the fire districts.

In the past year, Hernando County Fire Rescue has responded to 11,424 emergency calls, helping to prevent the unnecessary loss of life and minimize property destruction due to the effects of fires, sickness, trauma and injuries from natural and manmade accidents, illness, disasters, and other emergencies.

Mutual Aid

It is vital to rapidly reestablish public safety service levels in the aftermath of a disaster. Mutual aid agreements and memorandum of understandings are an essential component of the emergency management framework. Mutual aid agreements for first response agencies provide equipment and personnel for assistance in the immediate response and short-term recovery phases of the disaster. These agreements, however, may not be adequate to address long-term resource needs because mutual aid resources eventually must be returned to their primary area of operation. Most local jurisdictions do not maintain superfluous personnel and resources to allow mutual aid deployment for an extended timeframe of months or years. Mutual aid response efforts generally focus on the life saving phase of the disaster. Similarly, local mutual aid agreements are often executed between neighboring jurisdictions. In the aftermath of a major disaster, these neighboring jurisdictions may also be impacted. For catastrophic disasters, therefore, jurisdictions may need to seek alternative staffing solutions, not only for first response personnel, but also for personnel throughout the government structure who have become disaster survivors or who choose to relocate to alternative locations.

The Statewide Mutual Aid Agreement is one of the most notable of the agreements, as it exists among all counties and most municipalities within the State of Florida. It provides a method for counties to assist one another during times of disaster and establish procedures for supporting another county. This agreement enables the County to obtain personnel, equipment, service, and supplies needed on a temporary basis. Requests must specify type of assistance needed with an estimate of the time each will be needed. Requests for assistance under this agreement are transmitted by the Emergency Management Division. Mutual aid agreements are typically designed to meet response and short-term recovery needs.

Recommendations for Expanding Mutual Aid and Augmenting Personnel

Alternative strategies may include contracting personnel from other levels of government or employing private contract staff. Mutual aid or intergovernmental agreements may wish to include language that allows for expanded use of personnel and assets or explore other types of long-term assistance agreements.

Although mutual aid agreements are designed to typically meet response and short-term recovery needs, specific justifiable response missions as allowed under Category B may allow these agreements to be utilized for several months after the event, as was done after Hurricane Katrina. Specific justifiable missions also allowed for the extended use of private security companies (i.e. Blackwater, Wackenhut) as well as National Guard (i.e. teaming a PD officer with a National Guardsman to avoid Posse Comitatus issues). As long as there is a mission justification (i.e. prevent looting at the airport) to support the allowable security expenditure under Category B and can be tied to response, use of these agreements may possibly be extended, and may include not only fire and law enforcement, but may also be tied to other staffing as they relate to functions listed in Category B (See FEMA 322 – Public Assistance Guide).

Hernando County has entered into several mutual aid agreements with local response agencies that have agreed to lend or receive assistance during times of disaster. The complete list can be found in the Hernando County Comprehensive Emergency Management Plan (CEMP) in the Memorandums of Agreement/Understanding Section of the CEMP.

Augmenting public safety personnel can include, but is not limited to:

- *Statewide Mutual Aid Agreements*
- *Inter-Local Mutual Aid*
- *Local Law Enforcement Mutual Aid*
- *Statewide Fire Chief's Association Mutual Aid*
- *Emergency Management Assistance Compact*
- *Contract Service Provision*
- *Volunteers (Affiliated and Non affiliated)*

Statewide Mutual Aid Agreement

Hernando County and each of its municipalities entered into the Statewide Mutual Aid Agreement for Catastrophic Disaster Response with the State of Florida. The Emergency Management Director updates the Statewide Mutual Aid Agreement each year. The purpose of this Agreement is to provide a mechanism to expedite the assistance of other public agencies in response to catastrophic natural and manmade disasters. This Agreement also expedites the reimbursement process required to receive state and federal financial assistance during the recovery from such an event.

Local Law Enforcement Mutual Aid

Law enforcement agreements exist in the form of a Voluntary Cooperation Agreement. Agreements exist between Hernando County and the City of Brooksville. These Operational Assistance Agreements allow each of the agencies represented to request and render law enforcement assistance to the others. In a large scale disaster, such as a hurricane, these jurisdictions may also be significantly impacted and, therefore, unable to provide personnel or resources. Furthermore, in the long-term recovery environment, it is unclear if law enforcement resources could continue to support long-term recovery missions such as security at temporary housing sites, traffic control at major reconstruction sites, or perimeter security in areas closed for entry.

Local Fire Department Mutual Aid Agreement

The Hernando County Board of County Commissioners approved an automatic mutual aid agreement between Hernando County and Citrus County Fire Department, Sumter County Fire Department, Spring Hill Fire Rescue, and Brooksville Fire Department. The agreement allows for the sharing of fire rescue equipment and manpower along a defined area along both sides of the borders of the Counties, without delay and based on the closest available unit's location. The approved automatic mutual aid agreement has successfully been implemented and is functioning as designed on a daily basis. In a large scale disaster, such as a hurricane, these mutual aid jurisdictions may also be significantly impacted and, therefore, unable to provide personnel or resources. Furthermore, in the long-term recovery environment, it is unclear if fire department resources could continue to support long-term recovery missions such as hazardous materials response, emergency medical triage, treatment, and transport.

Emergency Management Assistance Compact

The Emergency Management Assistance Compact (EMAC) is an organization that is congressionally ratified. It provides form and structure to interstate mutual aid. A disaster-impacted state can request and receive aid from other member states through EMAC, quickly and efficiently. EMAC prevents issues of liability and reimbursement. Although it primarily provides response and short-term recovery resources, it may be a valuable resource in assisting local jurisdictions in long-term redevelopment and recovery. Once the Governor issues a state of emergency, the State can request EMAC assistance on behalf of affected jurisdictions if requested. For more information, visit <http://www.emacweb.org>.

Health and Social Services

Volunteers

There also may be an influx of affiliated and non-affiliated volunteers to aid recovery efforts in the immediate aftermath of a disaster. Generally, as the media attention diminishes after the initial response and recovery, so too does the interest of potential volunteers. The Comprehensive Emergency Management Plan's Emergency Support Function 15 Volunteers and Donations details how volunteers will be employed during the response phase. The organizational framework may continue once the Comprehensive Emergency Management Plan is deactivated and transition to long-term recovery support. Each of the departments and organizations experiencing workload increases (permitting, building inspections, planning and community development, human services, case management, temporary housing, etc) may consider opportunities to maximize the use of volunteers. Through a job specific task analysis, departments may identify less skilled tasks, such as data entry, reception, filing, and information referral to assign to volunteers.

Recommendations for Enhancing Volunteer Capacity

Establish a process for performing job function analysis for volunteers. Each department and organization with long-term recovery responsibilities may consider conducting internal job analysis on functions which will experience high work volume such as building code inspections, permitting, information referral, planning and community development, case management, temporary housing, public information, animal control, construction, and many others. The analysis should include:

- *Identification of job function and tasks*
- *Identification of necessary knowledge, skills, and capabilities to perform tasks*
- *Legal and regulatory requirements of position*
- *Ability to train volunteers to perform task*

The current county policy on volunteers provides a good basis for processing volunteers (i.e. background screening levels and requirements, skills inventory worksheet, etc). Consider revising current county policy 28-01 regarding volunteers to include long-term volunteers in a post disaster environment. Currently the policy addresses volunteers for 5 specific volunteer capacities, none of which include a post-disaster scenario.

Faith-Based Organizations

Voluntary response agencies, such as the American Red Cross and others, are key response organizations within Hernando County. These agencies and their affiliated volunteer pool from throughout the nation are able to mobilize volunteers necessary to support their primary mission. For the American Red Cross, for example, primary missions include sheltering operations, distribution of hot meals, and provision of basic goods such as clean up kits and clothes. Other organizations may distribute food, emergency funding and provide reconstruction support. Each organization is well organized to serve their role within the response and immediate response environment as detailed in the Comprehensive Emergency Management

Plan. The long-term recovery roles, however, are less clearly defined. Religious Organizations may provide a key avenue of trusted communication with their members and populations who may otherwise be overlooked due to language barriers, or cultural differences. Establishing relationships with leaders of religious organizations and churches will help maximize the ability for health and human service providers to provide assistance where it is needed and communicated effectively.

Nonprofit Organizations

Organizations such as the American Red Cross, United Way, COAD, and Salvation Army can provide assistance in providing basic human needs. These organizations can also provide outreach and other forms assistance to various populations.

Advocacy Groups

Advocacy groups can be especially helpful in providing outreach to hidden population that might otherwise be overlooked. Variables that may increase the risk "hidden populations" are language barriers, poverty, illiteracy, immigration status, disability, or lack of access to traditional forms of communication such as TV, radio, internet, and printed media.

Hernando County Health and Human Services Department

The Hernando County Health and Human Services Department provides resources and assistance to the citizens of Hernando County to assist with resolving human service needs through advocacy and networking. Its fundamental goal is to provide interim assistance to Hernando County residents in need and promote social and economic self-sufficiency. Programs and initiatives include utility, food, employment and job training, and education assistance, housing information and assistance, general and medical information and referrals, senior services, and resources to people with disabilities and special needs. In the aftermath of a large scale disaster, special needs populations who generally have limited reserves, may require a full range of support in order to transition back to self sufficiency. It is unclear what role this agency may play in support of long-term recovery operations.

Recommendations for Enhancing Human Services

Opportunities may exist for these health and human service organizations and partnerships to expand and assist the community during post-disaster redevelopment, through case management and identification of unmet needs, identifying and providing resources including grant opportunities, pooling resources among health and human service agencies, and providing referral.

The County may also want to consider "reactivating" the Hernando Emergency Recovery Council (HERC) which was the 501(c)(3) long-term recovery organization. Although the organization exists technically speaking, its functionality has waned as an organization to coordinate long-term recovery and/or unmet needs. Strengthening this organization would centralize these efforts thus creating greater efficiency and effectiveness throughout the process.

Hernando County Health Department

The Health Department is the local organization that represents the State's Department of Health. The role of the Health Department is to promote and protect the health and safety of all residents. The Health Department performs three main roles: Health Protection, Health Promotion and Disease Prevention, and Health Treatment. The Health Department is the lead agency for directing and coordinating health and medical responses during emergencies and disasters. The Health Department works closely with Red Cross, Salvation Army, United Way, hospitals, medical providers and first responders (emergency medical services, fire/rescue, emergency management, and law enforcement) to ensure emergency/disaster response plans are coordinated and practiced.

- Public health services during emergencies and disasters include:
- Disease control
- Food and water safety
- Radiological and biological response
- Providing public health information
- Assisting in the coordination of mass casualty treatment in partnership with EMS and hospitals.

Recommendations for Enhancing Public Health

Although the Health Department is a state agency, the local staffing to perform public health and environmental health missions is limited. However, the Health Department can draw upon the larger state level organization, regional representatives, and federal agency partners to continue to perform their post-disaster mission.

Nature Coast Community Health Center

The Nature Coast Community Health Center (NCCHC) is a collaborative project between NCCHC, Inc. and the Hernando County Health Department (HCHD). Established in 2005, the Nature Coast Community Health Center operates from three sites throughout the county and works in tandem with community partners to achieve Healthy People 2010 goals to increase quality and years of healthy life, and eliminate health disparities. This is made possible by building partnerships with local, state and federal agencies. These major linkages to the community include partnerships with area health care institutions, county government/Board of County Commissioners, Department of Children and Families, Head Start, School Board, civic associations, YMCA and area worksites. The NCCHC/HCHD also has a long-standing history of preceptorship to students from the University of South Florida College of Medicine, Public Health and Nursing as well as other educational institutions.

Services offered at the Nature Coast Community Health Center are designed to address these major and unique health indicators within its target population: age adjusted death rates for: cancer, diabetes, suicide, hypertension, unintentional injury, respiratory disease, in addition to low birth weight rate; teen birth rate; and late entry into prenatal care. By utilizing the existing

physical and administrative infrastructure of the Hernando County Health Department, the NCCHC provides primary, dental, behavioral health and pharmaceutical services to area residents. Additionally, the Nature Coast Community Health Center utilizes a network of specialty care referral arrangements to meet previously unmet health care needs of its clientele. As such, the Nature Coast Community Health Center is designed to better meet the long-standing and emerging health needs of county residents.

The NCCHC is an active member of the Hernando County Health Care Advisory Board, Gulfcoast North Area Health Education Center, Florida Public Health Association (FPHA), National Association of County Health Officers (NACHO), Florida Association of County Health Officers (FACHO), National Association of Local Boards of Health (NALBOH), American Public Health Association (APHA), Greater Hernando Chamber of Commerce, and the Florida Association of Community Health Centers.

Hospital Care

The County currently has several medical centers: Brooksville Regional Hospital, Healthsouth Rehabilitation Hospital, Oak Hill Hospital, Spring Hill Regional Hospital, Springbrook Psychiatric Hospital, and the Heart Institute of Regional Medical Center.

Emergency Support Function 15: Volunteers and Donations

The Comprehensive Emergency Management Plans for the cities and county define the role of volunteer organizations during the response phase. Under the direction of the Emergency Support Function 15, Volunteer organizations and unsolicited volunteers will be directed to the Volunteer Reception Center (VRC). The activities of the VRC are coordinated through County's Emergency Operations Center. Donated goods, materials, services and financial resources will be also overseen and coordinated through the County Emergency Operations Center to ensure efficient and effective distribution of these donated items, services, and funds. In the long-term recovery phase, it will be vital to clarify on the continued capacity of Emergency Support Function 15: Volunteers and Donations to support the recovery effort.

Through a designation in Hernando County's Comprehensive Emergency Management Plan, the Hernando County Health and Human Services Department is the primary agency for coordinating volunteers and donations during times of disaster under the Emergency Support Function 15 (ESF 15). The purpose of this Emergency Support Function is to provide a central point for the coordination of information and activities of voluntary agencies, faith-based and community organizations, and private industry responding in times of disaster as well as the effective utilization of spontaneous volunteers and donated goods. Volunteers and donations have become vital to effective disaster responses and recovery.

Recommendations for Volunteers and Donations

Although the county has received donations in the past, there is no current policy governing the receipt of donations. The county should consider a policy governing the receipt of donations of money and goods. The county no longer has a long-term recovery organization (formerly known as the Hernando Emergency Recovery Council – HERC). It has been recommended that the county work with the United Way in establishing an MOU as a mechanism for receiving donations on behalf of the county and dedicating them specifically to the recovery efforts.

Infrastructure

Public Works Department

The Public Works Department is responsible for the maintenance of over 1,595 miles of roadways; including all traffic signals, stop signs, markings, traffic studies, drainage remedies, grading, patching, mowing and other associated road work. The Public Works Department is also responsible for selected Capital Improvement Projects and all road projects funded with Transportation Trust Funds, Impact Fees and Residential Road Paving funds. It also conducts comprehensive planning for 5-year projections for roads and drainage as well as 5-year comprehensive plans with the South West Florida Water Management District.

Hernando County Utilities Department

The Utilities Department is responsible for water and sewer services for county residents who are served by a public water supply and/or sewer system (except inside the City of Brooksville service area or those with a private well and/or septic system), and solid waste disposal and recycling services for all of Hernando County.

With a over 200 employees, the County Utilities Department is responsible for the operation, maintenance, and management of all county-owned water and wastewater treatment plants, distribution systems, collection and transmission facilities, and all county solid waste disposal facilities and recycling programs, in compliance with County, State, and Federal rules and regulations. Current facility operations include:

- 2 lined Class I garbage disposal cells.
- 1 construction and utilization debris landfill.
- A Household Hazardous Waste Collection Center.
- A Recyclable Materials Processing Center
- Waste Tire Collection Center.
- Leachate Collection and Storage Tank System.
- A scrap metal sorting and storage area.

Water and Wastewater Operations:

- Maintenance, Installation, and permitting of Water and Wastewater Facilities
- Water and Wastewater Operations
- Water and Wastewater Customer Service
- Water and Wastewater Facilities Planning
- Water Conservation

Solid Waste & Recycling Operations:

- Solid Waste Disposal Operations
- Convenience Center Information
- Recycling Guidelines & Locations
- Household Hazardous Waste Disposal Information

The department is focused on educating the public on the importance of water resource protection and conservation, facilitating the formation of several specialized groups to provide seminars and information resources to the public.

Hernando County Engineering Office

The Engineer's Office provides a wide variety of services to the Board of County Commissioners (BOCC), County departments, governmental agencies, and constitutional officers, which include: facilities engineering, facilities design, facilities construction inspection and monitoring, civil engineering designs and specifications, construction inspection, regulatory agency permitting, traffic engineering, technical research, drainage design, limited surveying activities, grant coordination, and special project management. Goals relevant to post-disaster redevelopment include:

- Ensure a quality infrastructure through development of stringent standards and project management.
- Complete the project list in FY 2002/2003 Road Capital Improvement Plan.
- Continued implantation and development of the five-year Stormwater Master Plan.

Technology Services Department

The purpose of the Technology Services Department is to deliver quality and innovative information technology solutions to enhance efficiency, reduce paperwork, and streamline the flow of information to the citizens, business community, County departments, Constitutional offices, and other governmental agencies. The department seeks to provide a reliable network and communication infrastructure on which user departments can conduct County business operations, and provide timely and effective resolution to the department's technology needs. Services and support provided by the Technology Services Department to Hernando County Government include:

- Systems analysis, designing, and programming for computer services
- Countywide software and hardware computer audits and inventory
- Internet Services (Training, Support, and Web page development/maintenance)

- On-site computer software training
- Network cable installation
- Online services for title searches to Property Appraisal and Tax information
- Emergency Support function of coordinating all communications with outside agencies in emergency situations, including: telephone services, line ordering, cable installations, fax machines, and pagers
- Technology research and analysis for all services used by or anticipated for use by County government
- Maintenance of more than 100,000 feet of existing computer, telephone and fiber optic cables. County PC network maintenance and system administration

In the aftermath of a large-scale disaster this department may be able to enhanced and expanded communications technology within the County.

Metropolitan Planning Organization

The Metropolitan Planning Organization (MPO) is mandated by the Federal Highway Act of 1973 to provide a cooperative, comprehensive, and continuing transportation planning and decision-making process. The process encompasses all modes and covers both short-range and long-range transportation planning. MPO plans and programs are reviewed by the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA). The MPO acts as a liaison between local communities and the Florida Department of Transportation to direct how and where available state and federal dollars for transportation improvements will be spent. The Hernando County Planning Department provides staff services in support of the MPO program. It consists of the following committees: Technical Advisory Committee, Bicycle Pedestrian Advisory Committee, Transportation Systems Operations Committee, Chairman's Coordinating Committee, Transportation Disadvantaged Local Coordinating Board, Citizen's Advisory Committee, and the Transit Review Committee. The primary functions of the MPO are to:

- Establish the goals, objectives, and policies governing transportation planning in the region.
- Approve an annual Unified Planning Work Program (UPWP) and budget.
- Direct the preparation of, and adopt, the long-range and short-range strategies of the Transportation Plan.
- Recommend projects for implementation through the adoption of the Transportation Improvement Program (TIP).
- Perform the air quality conformity determination for the Transportation Improvement Program.

Continuity of Operations Plans

A Continuity of Operations Plan (COOP) ensures the continued performance of minimum essential functions of a department or division during a wide range of potential emergencies. COOPs detail plans, comprehensive procedures, and provisions for alternate facilities, personnel, resources, interoperable communication, and protection of vital records/databases.

COOPs may be activated for short-term periods of time or for extended operations should the primary location be rendered inoperable.

Communication

In August 1999, Hernando County Government's own cable channel, Channel 622 on Bright House Network, began operating full time. All County Commission meetings, monthly Planning and Zoning meetings and other local government board meetings are broadcast live from the Board chambers. Special programs are also taped and produced that feature the County Administrator, Community Relations Coordinator, Sheriff and Administrative Judge and guests discussing timely and informative topics pertaining specifically to Hernando County. During post-disaster redevelopment, the Channel 622 will be a good tool to utilize to communicate to the public and encourage participation throughout the process.

Grants and Financing

Budget Policy

County Policy 29-01 is the Budget Policy which establishes the basis of budgeting, cost allocation, and capital improvement budgeting. It also details budget development, guidelines, general budget policy, budget fund balance policy, budget revenue policy, budgeted debt policy, and budget reserve policy. The section addressing the budget reserve policy states that the county will set aside reserves for unforeseen and unexpected events and to offset downturns in revenues from budgeted estimates. The budget reserve consists of four categories which are described in detail in the policy:

- Reserve for contingencies
- Reserve for emergencies
- Reserve for Stabilization
- Reserve Balance Forward

Each of these reserves shall be established at a minimum level based on a percentage of the total approved General Fund budget less reserves, transfers and grants. All Other Fund Reserves will be budgeted in amounts necessary to preserve the financial stability of the individual Fund. Insurance reserves will be established at a level consistent with purchased insurance policies, adequately indemnify the County, and its officers and employees against loss. Policy 29-01 also provides a formula for reserve replacement.

Recommendations for Budget Policy

In the post-disaster scenario there will be great competition for the funding of basic, core services, in a environment where there will be an downturn in some revenue sources. Although these revenue sources will likely return (i.e. sales tax from the sale of construction goods, etc. as people rebuild), the county should consider a process or decision matrix that will assist them in prioritizing what services should be funded during this time period.

Grant Policy

County Policy 15-01 sets forth the guidelines for grant activities. The policy applies to federal, state, and other grants received by Hernando County government. They are intended to establish and clearly define objectives, responsibilities and authority, and to encourage proper internal controls and consistent record-keeping methods for grant activities by Hernando County government. However, during the development of this PDRP, the policy was undergoing further revisions due to changes made in grants administration, with the major change being that the Grants Compliance Specialist was transferred from the Office of Management and Budget to Purchasing. This move will entail a number of changes to responsibilities and duties. Currently each department and constitutional offices seeks out funding for areas that they determine are the greatest needs, including federal, state, private and philanthropic grants. The Grants Compliance Specialist received notices of funding opportunities and forwards these notices to the appropriate department for their review. Each department or constitutional office has a financial coordinator that is responsible for tracking and monitoring grants and reimbursements. The Grants Compliance Accountant in the Finance Department reviews all reimbursement requests. The Grants Compliance Specialist assist departments in the preparation of these reports on an as-needed basis. This position is intricately involved with all construction and non-construction projects through procurement and the related compliance requirements.

Recommendations for Grant Management Policy

The county has recognized the need for a centralized electronic grant management system that would provide information from application to closeout. They are currently working the development of such a system. The Grants Management Specialist would be responsible for maintaining this centralized inventory.

Large scale disasters have borne out that assigning a dedicated staff to track and monitor grants and reimbursements is the recommended approach to managing grants. As the county continues to revise this policy, consideration should be given to how it will provide dedicated staff augmentation during a time when the volume of grant processing will increase dramatically.

Chapter 4 Vulnerability Identification

A comprehensive understanding of current vulnerabilities and their interrelationships is needed in order to fully understand holistic disaster recovery. Typically, housing and other infrastructure are the common focus of vulnerability discussions and analyses. In fact, Hernando County maintains a robust Local Mitigation Strategy which identifies the risks and associated vulnerabilities in housing and infrastructure in great detail. The County has also developed a Floodplain Management Plan which identifies flood prone areas, and detailed mapping of repetitive loss properties. It also suggests mitigation techniques to reduce those vulnerabilities. Additionally, the Withlacoochee Regional Planning Council has completed extensive evacuation studies which highlights potential vulnerabilities. The intent of the vulnerability identification section of the PDRP is not to repeat the analysis completed by both the County and the Regional Planning Council. Rather it intends to build upon this existing data and connect datasets and information in ways that reveal vulnerabilities that may otherwise not be immediately identifiable. The vulnerability identification section of this PDRP also augments existing plans with additional data that may not have been collected or reported in other documents.

Characteristics such as when structures were built, what codes were in place at the time of construction, location of the structures in hazardous areas, and other variables will have an impact on the vulnerability to disaster events. Recognizing and identifying these vulnerabilities will have an impact on what actions are to be taken before and after a disaster, as well as change future policies and procedures regarding redevelopment.

Because communities are a complex web of interactions, truly holistic disaster recovery includes an analysis of other weaknesses and vulnerabilities that may be present other than what exists tangibly such as physical infrastructure. Economic and social characteristics can have a great impact on post disaster redevelopment and ensuring community sustainability. Understanding potential vulnerabilities in these areas will also drive action and policymaking. Therefore, in addition to housing and infrastructure, this section of the plan also provides an overview of potential vulnerabilities in these equally vital, components of long term recovery. The ultimate goal of this vulnerability identification is to not only provide information regarding social, economic, and structural vulnerabilities, but also to assist decision-makers in identifying areas of potential opportunity during the redevelopment period wherein the community can rebuilt better, stronger, and more disaster resilient, using such visioning tools as the Comprehensive Plan and the LMS.

Wind Vulnerability Analysis

Typically, the current stock of affordable housing consists largely of mobile homes, older and less substantially constructed homes, and rental properties. These structures are more likely than most housing to suffer damage, or otherwise be declared uninhabitable. The devastating impacts of Hurricane Andrew in 1992 revealed the need for more stringent building codes

statewide for all residential structures. In Hernando County, approximately 47% of housing structures were constructed prior to the new building codes that were implemented after Hurricane Andrew.¹ This significant percentage of older building stock, which also encompasses affordable housing, often does not have the benefit of higher wind loading requirements and may sustain higher levels of damage as the result of a disaster. Without replacement of affordable housing for residents and commercial buildings for businesses, full repopulation will be problematic. Without the ability to maximize repopulation, there may not be a sufficiently large and diverse workforce, businesses, and consumer base upon which to effectively rebuild the local economy and reestablish the community.



Photo courtesy of Hernando County

Knowing that older homes may be one of the variables that increase their vulnerability to wind, the year a structure was built is an important element in determining risk from wind damage. Vulnerability to wind has been categorized into four main groupings:

- Least vulnerable: Structures built 2002 to present
- More vulnerable: Structures built from 1994 to 2001
- Most vulnerable: Structures built prior to 1994
- Mobile homes



Photo courtesy of Hernando County

Using this classification system, the following pivot tables provide two perspectives regarding the breakdown of wind-vulnerable structures. Table 4-1 is an analysis of the percentage of structures based on the year a structure was built. Table 4-2 is an analysis of percentages of structures based on residential or non-residential usage type.

¹ Source: Hernando County Property Appraiser Database accessed January 2012.

Pivot Table 4-1: Count& Percentages by Year built²			
Year Built	Residential³	Non-Residential⁴	Total by year built
Built prior to 1994	48,484 (96.56%)	1,727 (3.44%)	50,211 (100%)
Built from 1994 to 2001	10,637 (97.50%)	272 (2.5%)	10,909 (100%)
Built 2002 and later	16,884 (98.08%)	329 (1.91%)	17,213 (100%)
Total by use type	76,005 (97.03%)	2,328 (2.97%)	78,333 (100%)

Pivot Table 4-2: Count & Percentages by Use Type⁵			
Year Built	Residential⁶	Non-Residential⁷	Total by year built
Built prior to 1994	48,484 (63.79%)	1,727 (74.18%)	50,211 (64.10%)
Built from 1994 to 2001	10,637 (14%)	272 (11.68%)	10,909 (13.93%)
Built 2002 and later	16,884 (22.21%)	329 (14.13%)	17,213 (21.97%)
Total by use type	76,005 (100%)	2,328 (100%)	78,333 (100%)

² Source: Hernando County Property Appraiser Database accessed January 2012.

³ Data obtained from the Hernando County Property Appraisers database and includes single family, mobile/modular, and multifamily buildings. NOTE: Analysis pertains to structures only and not total housing units (i.e. multifamily structure may contain 32 units).

⁴ Data obtained from the Hernando County Property Appraisers database and does not include use codes for such uses as cropland, timberland, woods, pasture land, grazing land, orchard groves, rivers & lakes, outdoor parkland, etc.

⁵ Source: Hernando County Property Appraiser Database accessed January 2012.

⁶ Data obtained from the Hernando County Property Appraisers database and includes single family, mobile/modular, and multifamily buildings. NOTE: Analysis pertains to structures only and not total housing units (i.e. multifamily structure may contain 32 units).

⁷ Data obtained from the Hernando County Property Appraisers database and does not include use codes for such uses as cropland, timberland, woods, pasture land, grazing land, orchard groves, rivers & lakes, outdoor parkland, etc.

Table 4-3: Value of Structures by Year Built

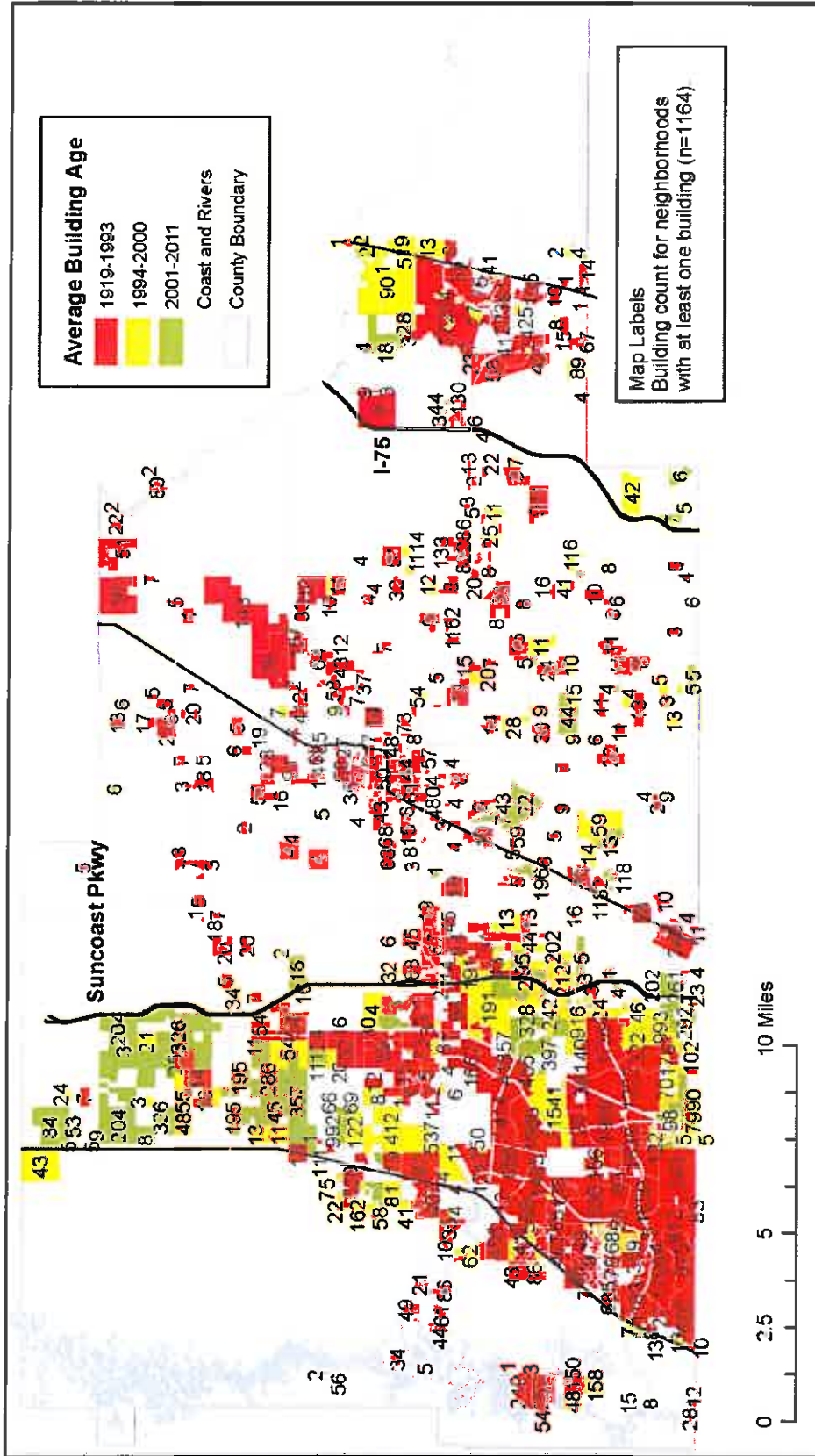
Description	Built Before 1994 Building Value	Built 1994-2000 Building Value	Built 2001 and later Building Value	TOTAL VALUE
Residential	\$2,145,105,612	\$704,173,092	\$1,701,567,436	\$4,550,846,140
Commercial	\$306,716,187	\$91,152,060	\$225,150,341	\$623,018,588
Industrial	\$72,316,614	\$10,713,555	\$19,925,266	\$102,955,435
Agricultural	\$55,398,765	\$21,249,627	\$27,927,188	\$104,575,580
Institutional	\$153,193,838	\$34,234,030	\$22,862,261	\$210,290,129
Government	\$213,413,456	\$34,912,132	\$99,147,907	\$347,468,857

Structures that are considered most vulnerable are located throughout the county. However, GIS analysis indicates that the greatest concentration can be found in the southwest portion of the county as depicted in the map in Figure 4-1 on the following page.



FEMA Photo/Andrea Booher

Figure 4-1: Hernando County Wind Vulnerability: Average Building Age by Subdivision



Mobile Homes

The 2010 Hernando County LMS plan indicates that mobile homes account for 18% of housing (over 12,000⁸ mobile homes). Much like the evolution of the Florida Building Code relevant to residential structures which has strengthened since 1994, the Federal Manufactured Home Construction and Safety Standards have improved manufactured housing structural performance during high wind events in the last



FEMA Photo

two decades as well. Augmented by the Florida Administrative rule which mandated a mobile home installer training and licensing program, the stability of manufactured units during high wind events is improving. Units produced after 1976 marked the first stage of improvement when the Federal Manufactured Home Construction and Safety Standards (FMHCSS) was adopted by Congress producing the first standards which became known as "HUD-Code" units. Units produced after 1994 increased wind load requirements under the FMHCSS. The next major improvement became effective after 1999 when Florida issued more stringent installation and tie-down standards and licensing requirements for installers.⁹ Based on these regulations, Tables 4-4 and 4-5 details mobile homes in Hernando County based on date of manufacture.

Table 4-4: Mobile Homes by Date of Manufacture		
Date of manufacture	Number of units	Percentage
Built prior to 1976	3,095	25.4%
Built 1976 through 1994	6,320	51.9%
Built 1995 through 1999	1,185	9.7%
Built 2000 and after	1,580	13%
Total Units	12,180	100%

Table 4-5: Value of Mobile Homes	
Year Built	Building Value
1940-1975	\$ 53,808,401
1976-1994	\$ 177,051,499
1995-1999	\$ 53,569,200
2000-2011	\$ 95,477,018
TOTAL	\$ 379,906,118

⁸ Source: Hernando County Property Appraiser Database accessed January 2012.

⁹ Affordable Housing Issues, Shimberg Center for Affordable Housing. Volume XVI, Number 6, October 2004. <http://www.shimberg.ufl.edu/pdf/Newslett-Oct04.pdf>

Figure 4-2 illustrates the location of licensed mobile home parks throughout the County. Figure 4-3 further breaks down mobile home location based on year of manufacture as discussed above. Since all mobile homes, regardless of the year built, are vulnerable to wind particularly in a catastrophic level event, the stakeholder group decided to examine mobile homes separately from brick and mortar or traditional wood frame structures.

Figure 4-2: Licensed Mobile Home Parks

Licensed Mobile Home Parks (1 to 37)* & Subdivisions** with Mobile Homes (125 Listed) of Hernando County, Florida

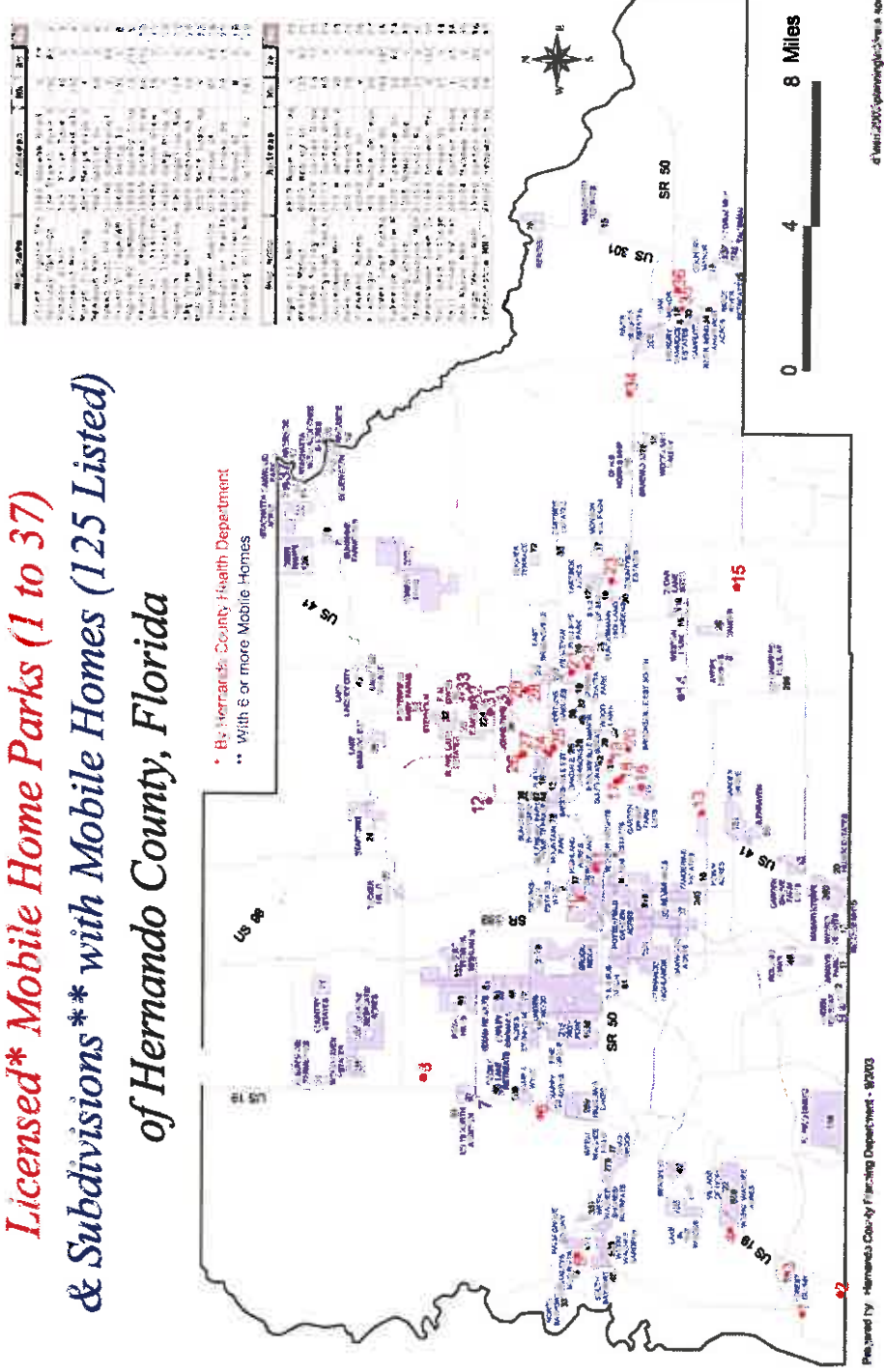
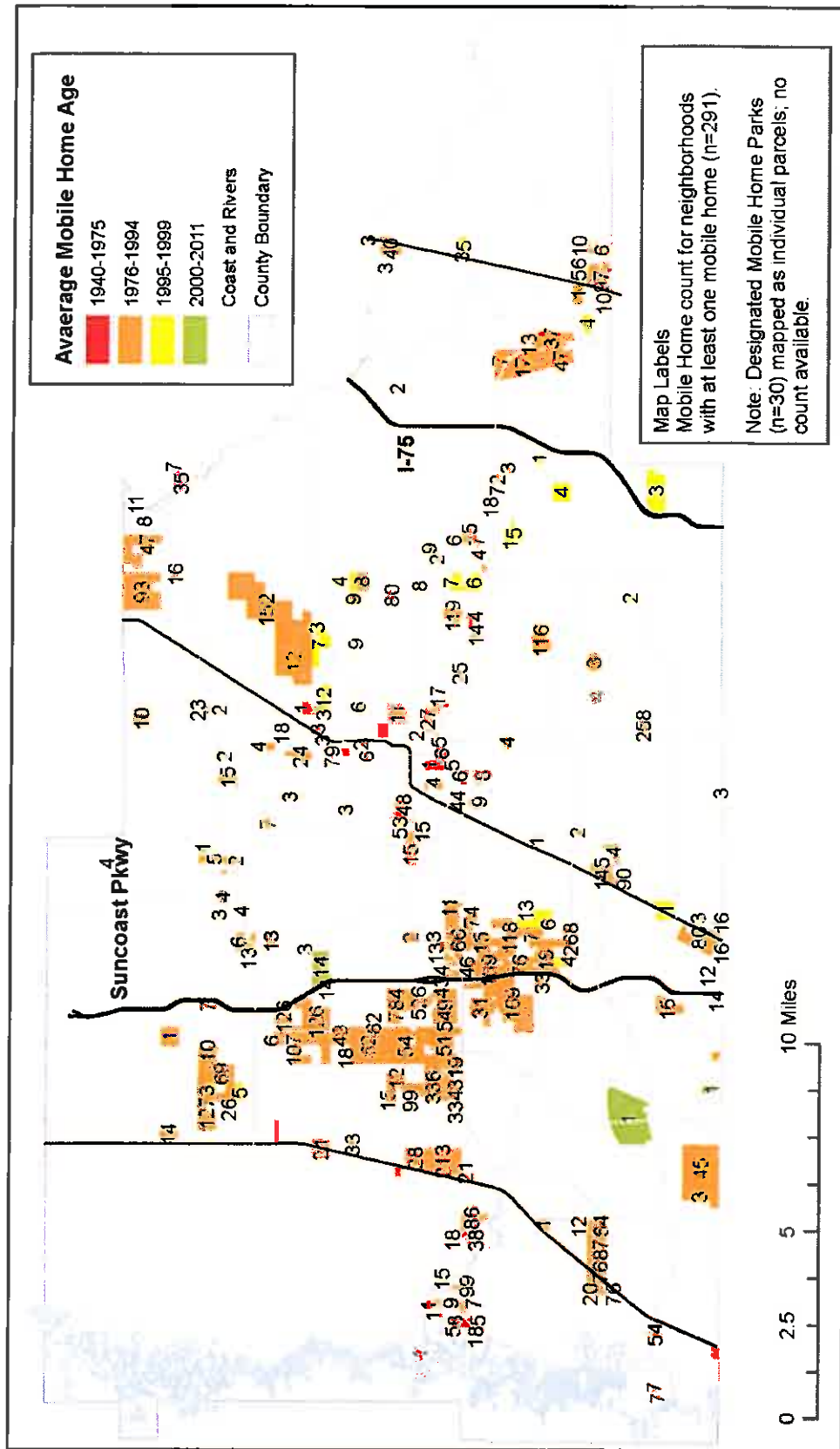


Figure 4-3: Hernando County Wind Vulnerability: Average Mobile Home Age by Subdivision



Social and Economic Characteristics Analysis

Homeownership

Tables 4-6 and 4-7 illustrate the breakdown of mortgage holders vs. renters. The percentage of renters in the community is important since not owning a home may make this segment of the population more likely to leave the area after a disaster since they are less “tied” to their domicile. Renters are also more likely to require assistance in locating temporary housing if their rental property is destroyed. The owners of single family homes may be able to accommodate a mobile housing unit on their private residential property, while fewer rental properties are able to accommodate these units for renters.

Table 4-6: Housing Units by Tenure Type¹⁰

Tenure Type	Number of housing units	Percentage
Owner occupied housing units	57,774	80.5%
Renter occupied housing units	13,971	19.5%
Total	71,745	100%

Table 4-7: Population by Tenure Type¹¹

Tenure Type	Population	Percentage
Population in owner occupied housing	134,594	78.7%
Population in renter occupied housing	36,356	21.3%
Total	170,950	100%

Approximately 40% of the housing population pays 30% or more of their monthly income for housing. Table 4-8 breaks down the cost burden of the county's housing population. This figure may be significant because it may point to the amount of the discretionary funds that a family can access in the aftermath of a disaster. The families on the lowest end of the economic spectrum will likely require the greatest amount of additional support to regain the status of independent living.

¹⁰ 2010 US Census Bureau QT-H3: Household Population Summary File

¹¹ Ibid.

Table 4-8: 2010 Households by Homeowner/Renter Status & Cost Burden¹²

	Amount of Income Paid for Housing		
	0-19%	20% to 29%	30% or more
Owner	25709 (46%)	11531 (20%)	19105 (34%)
Renter ¹³	1950 (15%)	1666 (13%)	9236 (70%)

Age and persons with disability

According to the 2008-2010 American Community Survey for Hernando County from the US Census Bureau, approximately 17.9% (MOE +/- 1%) has a disability. Table 4-9 Table 4-10 and further breaks down disabilities distribution by age group. Disabilities included: hearing difficulty, vision difficulty, cognitive difficulty, ambulatory difficulties, self-care difficulty, and independent living difficulty.

Table 4-9: Disability Status of the Non-Institutionalized Population ¹⁴		Percentage of Age Group Population
Population under 5 years	8,609	1.5%
With a disability	133	
Population 5 to 17 years	24,905	6.2%
With a disability	1,546	
Population 18 to 64 years	92,621	14%
With a disability	12,976	
Population 65 years and older	43,634	35.9%
With a disability	15,670	
Total estimated population with a disability	30,325	17.9%

¹²2010 American Community Survey, US Census Bureau. http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_10_1YR_B25106&prodType=table

¹³Does not include 838 renters that pay no cash rent.

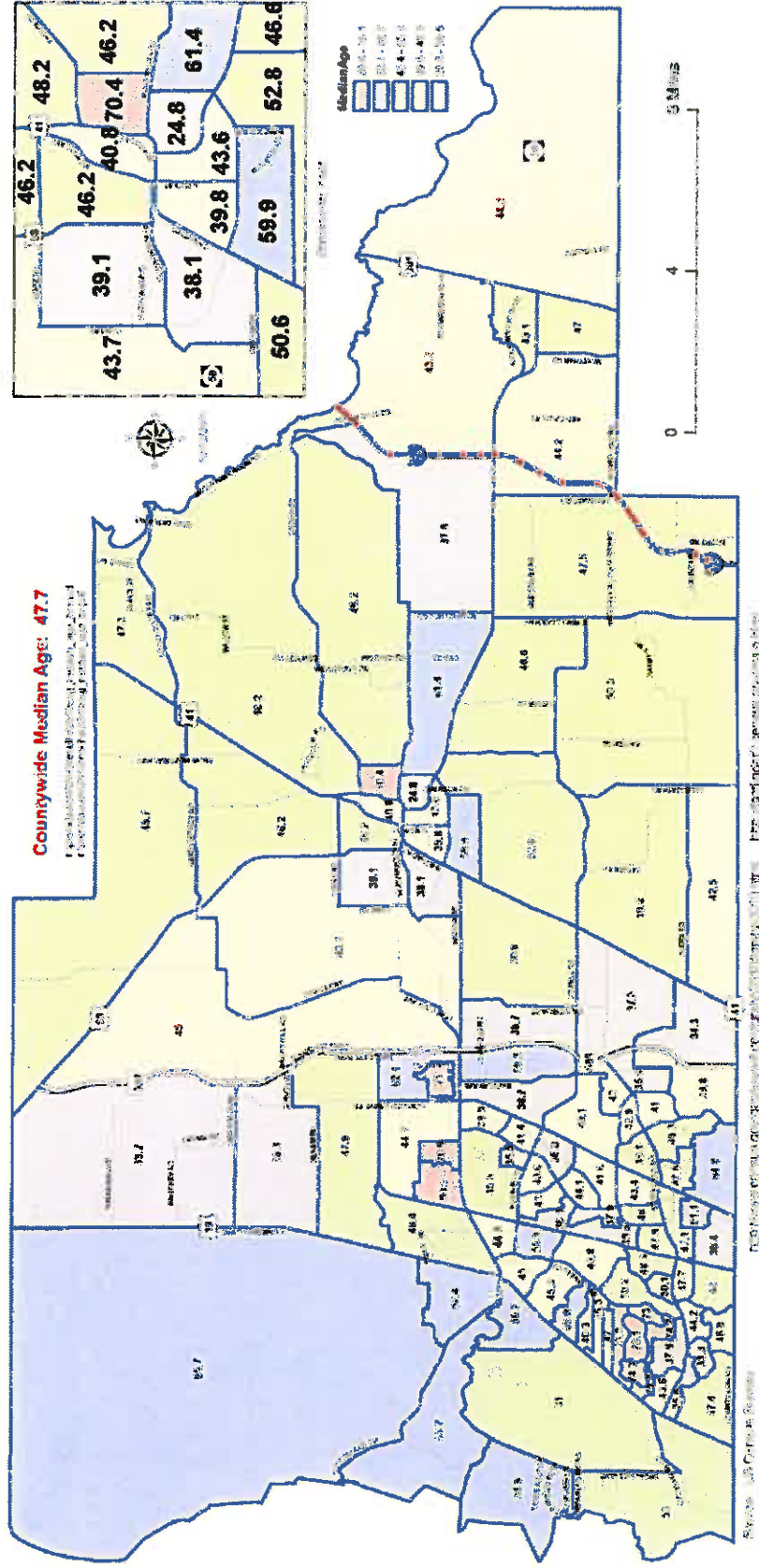
¹⁴2010 American Community Survey, US Census Bureau.

Table 4-10: Population over 65 in Flood or Surge Zone¹⁵		
	Number	% of total
Total Population	172778	
Over 65	44523	26%
Over 65 in flood zone A	5808	13%
Over 65 in Surge Cat 3 Zone	4589	10%
Over 65 in Surge Cat 5 Zone	9959	22%

Figure 4-4 maps the distribution of average age throughout the county. Social vulnerability is not insular to one singular characteristic. It is a complex interaction between a number of variables such as age, income, and home values. The following discussion and series of maps graphically depicts the distribution of age, median income and home values that are vulnerable to flood and storm surge. Disability was not analyzed due to the wide margin of error in the Census data and thus may lead to inaccurate representations on a map.

¹⁵ NOTES: Numbers are approximate and based on certain assumptions. Population per square-kilometer was calculated from 2010 census numbers for each census tract. This density was applied over the areas subject to flooding to estimate the number of individuals at risk. This method assumes the population is evenly distributed across the census tract area and the flood area.

Figure 4-4: 2010 Census, Median Age by Block Group



Flood Risk

- Storm Surge Cat 3
- Storm Surge Cat 5
- FEMA Flood Zone A

65+ Population per sq-km

- 0 - 50
- 51 - 100
- 101 - 200
- 201 - 500
- 501 - 1000

Map Labels

Individuals 65+ vulnerable to:
Flood / Cat 3 Storm Surge /
Cat 5 Storm Surge

Scale: 0 2.5 5 10 Miles

Highway labels: I-75, I-76, I-77, Suncoast Pkwy

Population density labels: 35 / 70 / 223, 51, 71, 154, 109, 90, 51, 28, 24, 19, 5, 34, 41, 172 / 0 / 108, 370 / 15 / 539, 161 / 151 / 518, 185 / 874 / 898, 801 / 1051 / 1170, 115 / 0 / 226, 148 / 0 / 354, 90 / 0 / 89, 104, 115, 149, 97, 537

Income and employment characteristics

The estimated average household income in 2010 for Hernando County was \$47,162 (median \$37,459). Per capita income in was reported to be \$19,609. Approximately 1 in 10 households (11.8%) are at or below the poverty level. Of that population, the percentage of families with children under 5 years old that are below the poverty level is 31.4%. Approximately 20.2% of the population has no health insurance coverage.

Figure 4-6 illustrates the distribution of population below poverty level.

Figure 4-6: Percentage of population below poverty level

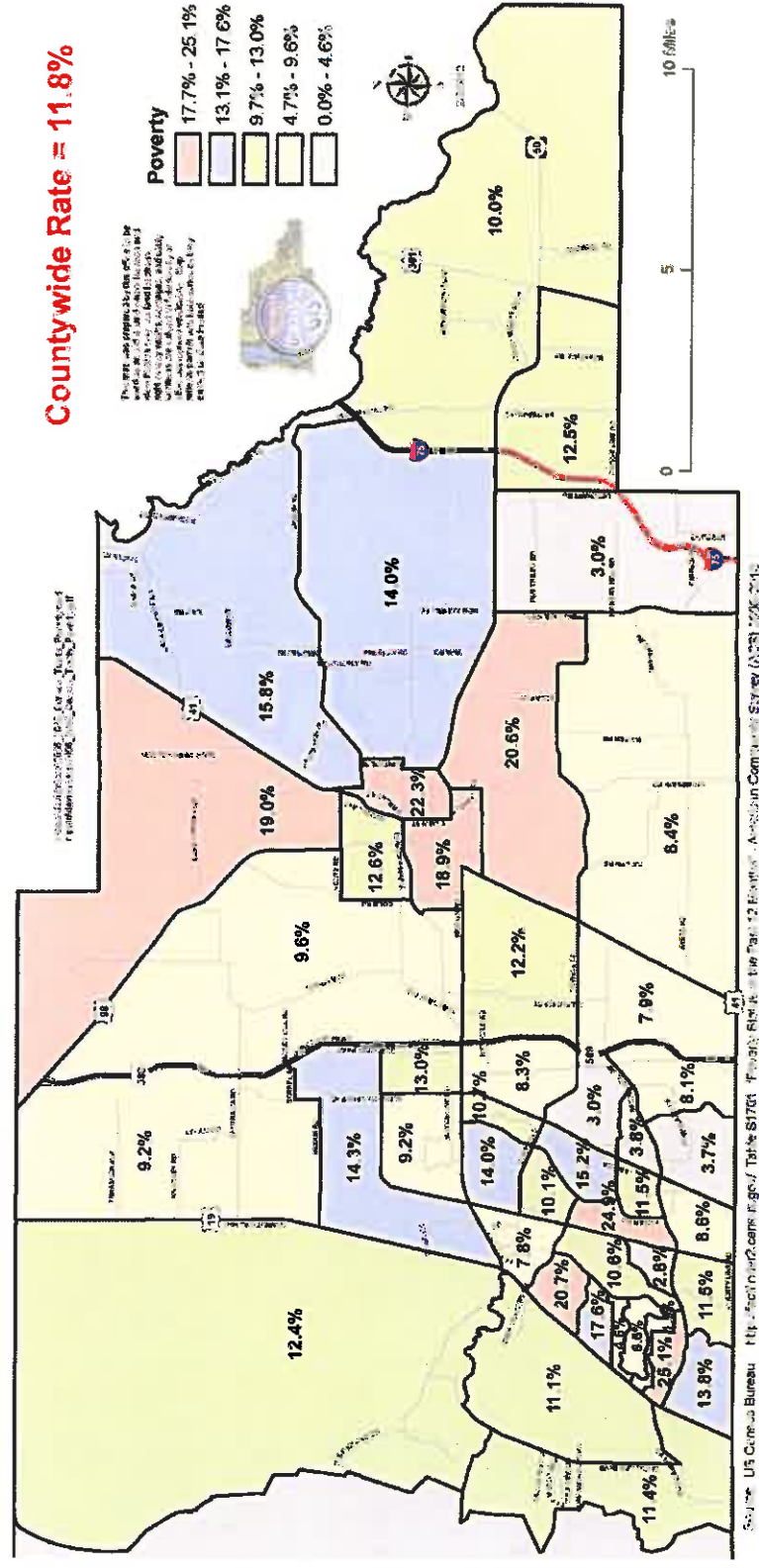


Figure 4-7: Hernando County Median Household Income & Vulnerability to Flood & Storm Surge

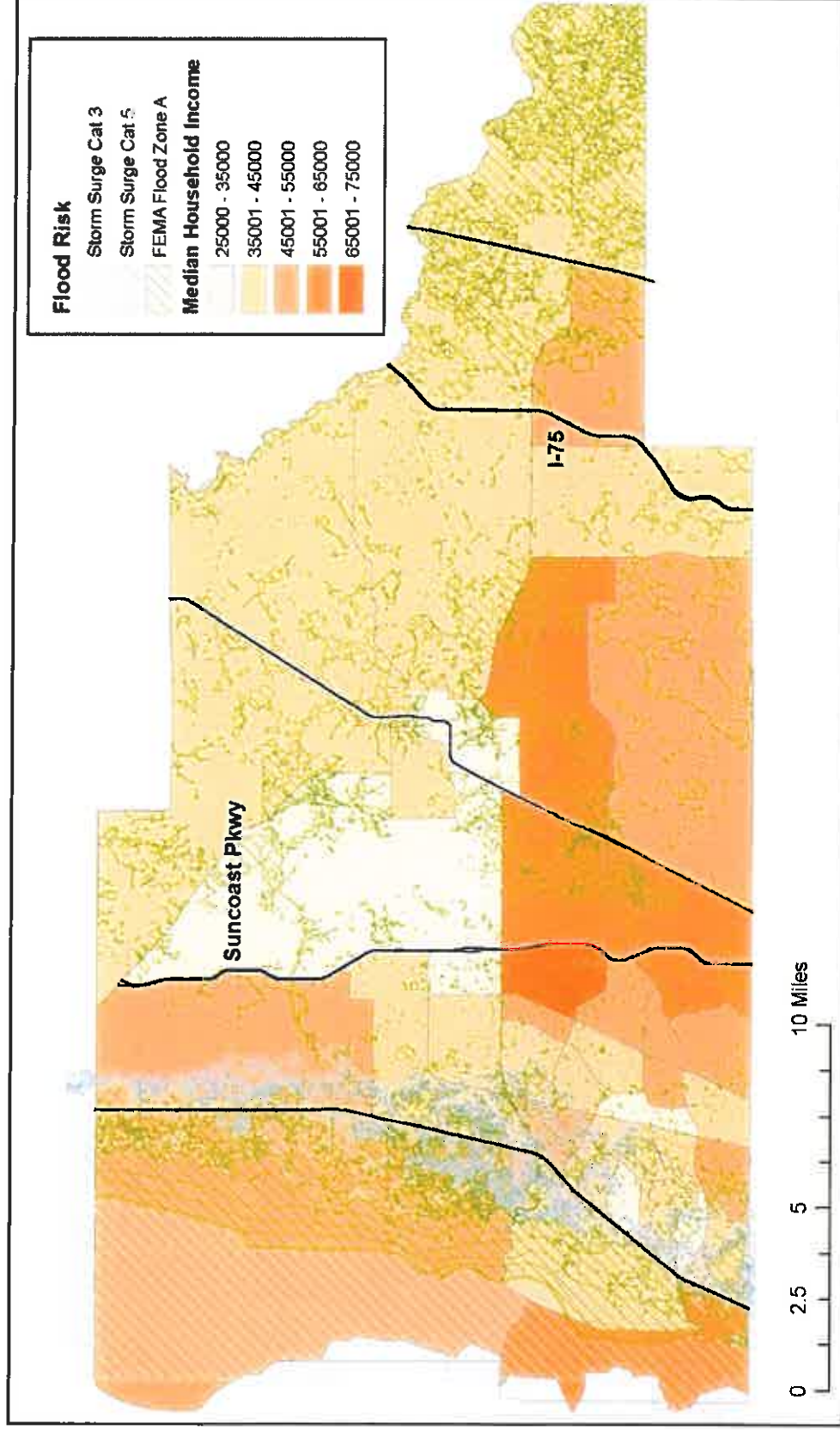


Figure 4-8: Hernando County Income and Age Vulnerability to Flood and Storm Surge

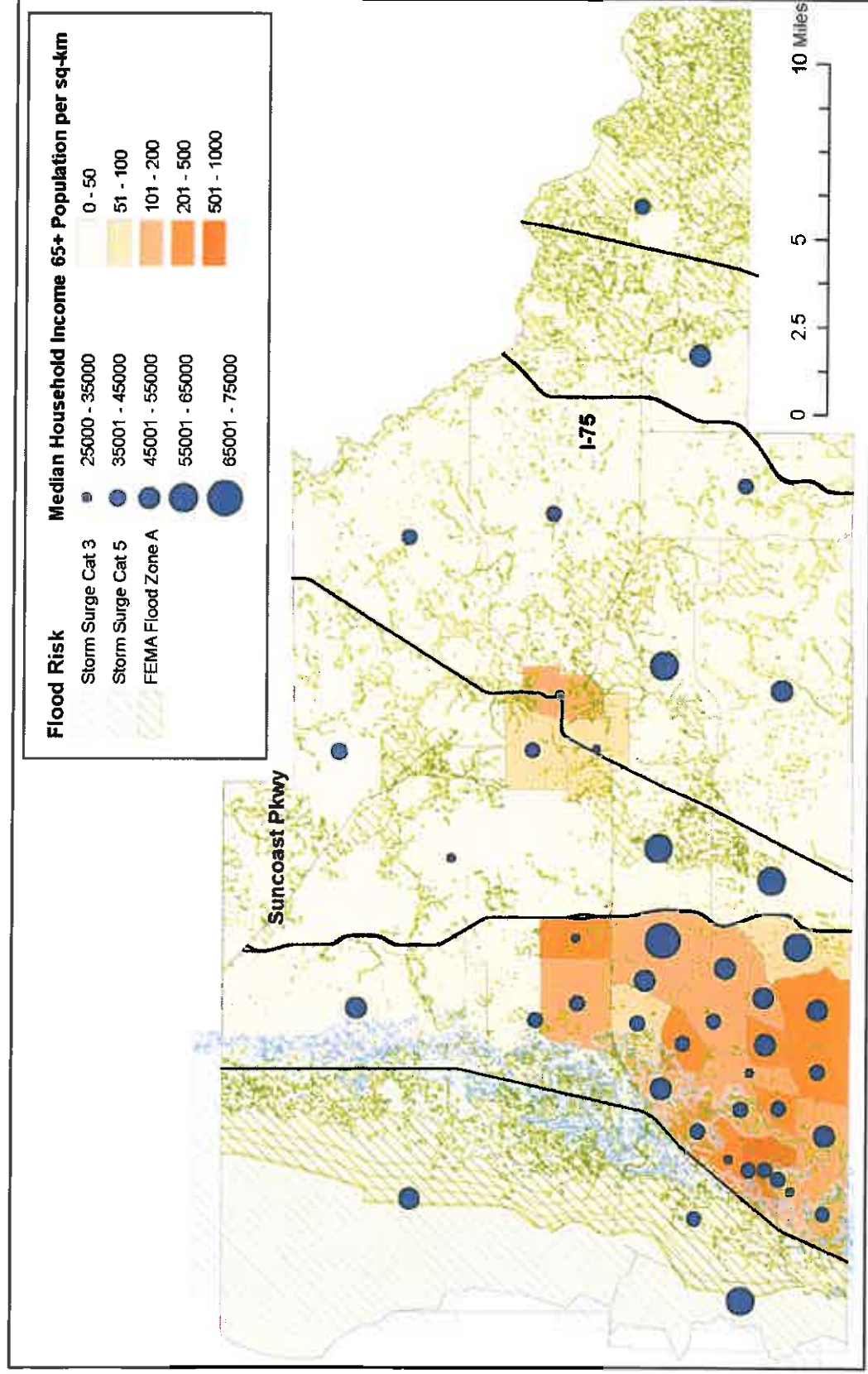


Figure 4-9: Hernando County Socioeconomic Vulnerability to Flood and Storm Surge

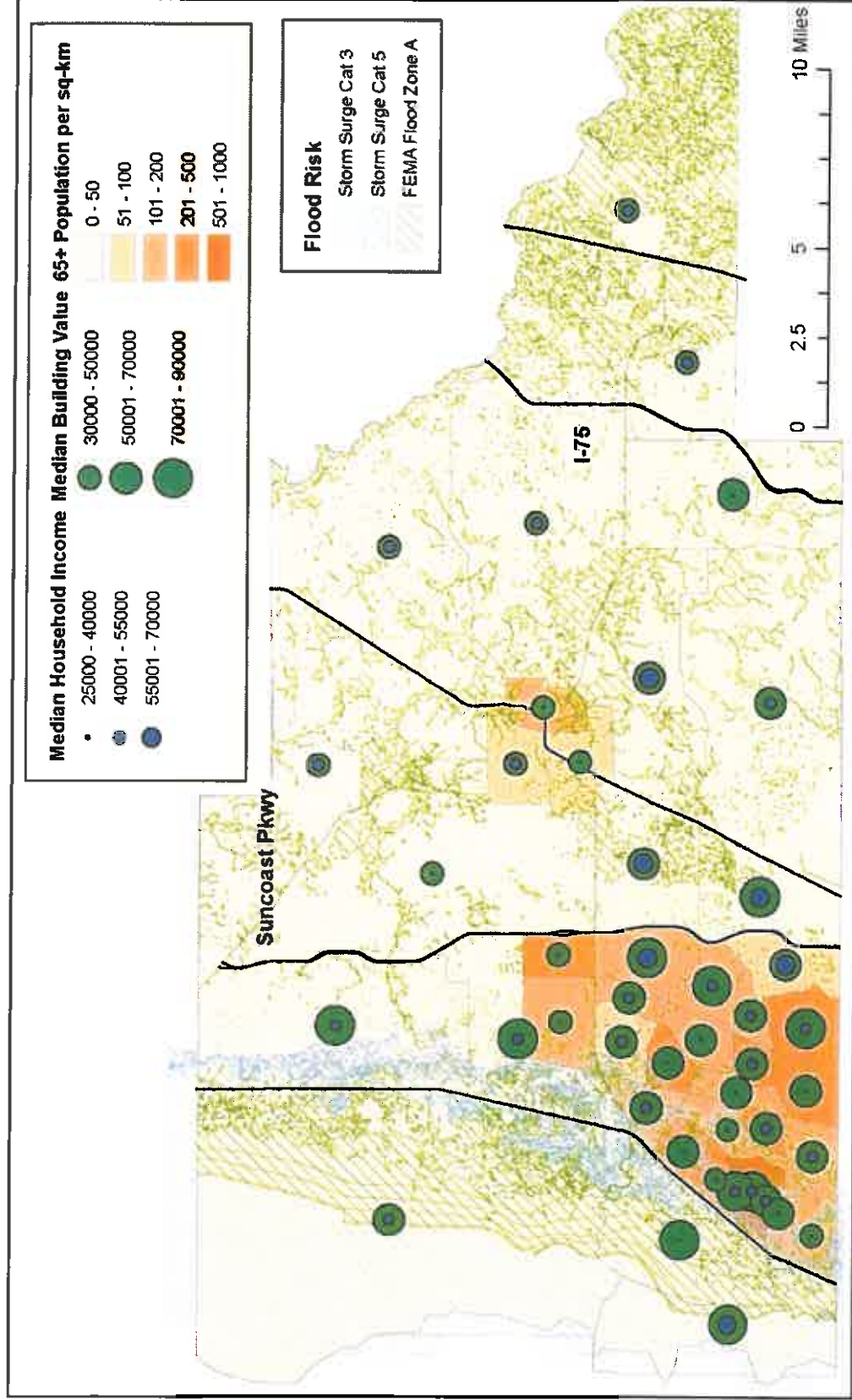
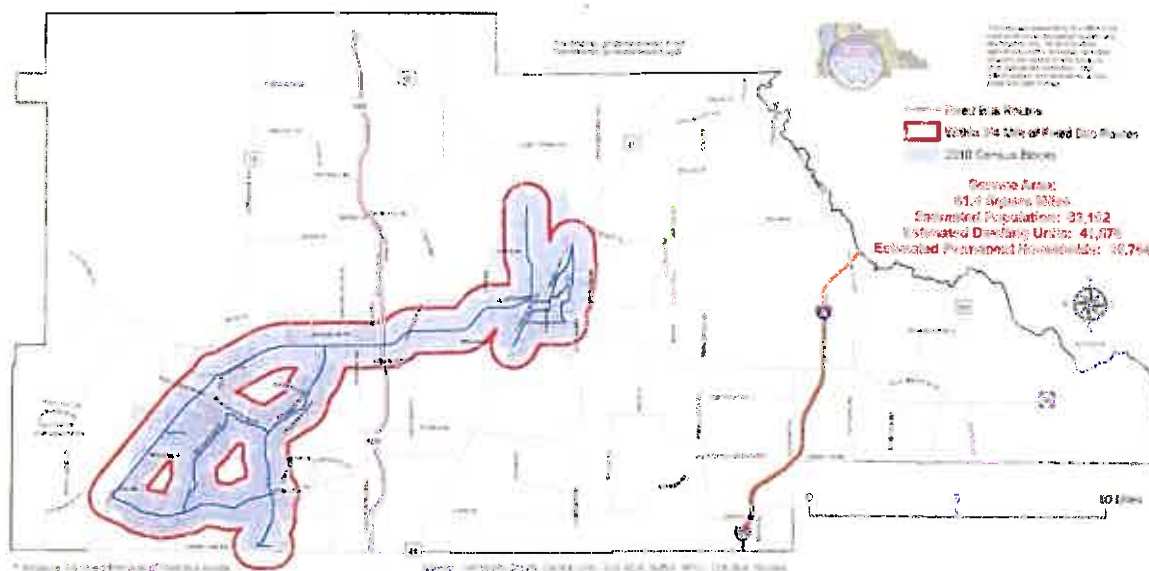


Table 4-11 provides information on the various methods of transportation upon which the work force in Hernando County relies. This information can be significant when developing strategies for retention of local workforce in support of economic redevelopment. Catastrophic disaster events will likely destroy the means of transportation for the majority of the workforce.

Table 4-11: Method of commute to work¹⁶		
Workers 16 years and over in households	58,093	
Car, truck, or van - drove alone	47,251	81.34%
Car, truck, or van - carpooled	6,630	11.41%
Public transportation (excluding taxicab)	168	0.29%
Walked	395	0.68%
Taxicab, motorcycle, bicycle, or other means	955	1.64%
Worked at home	2,694	4.64%

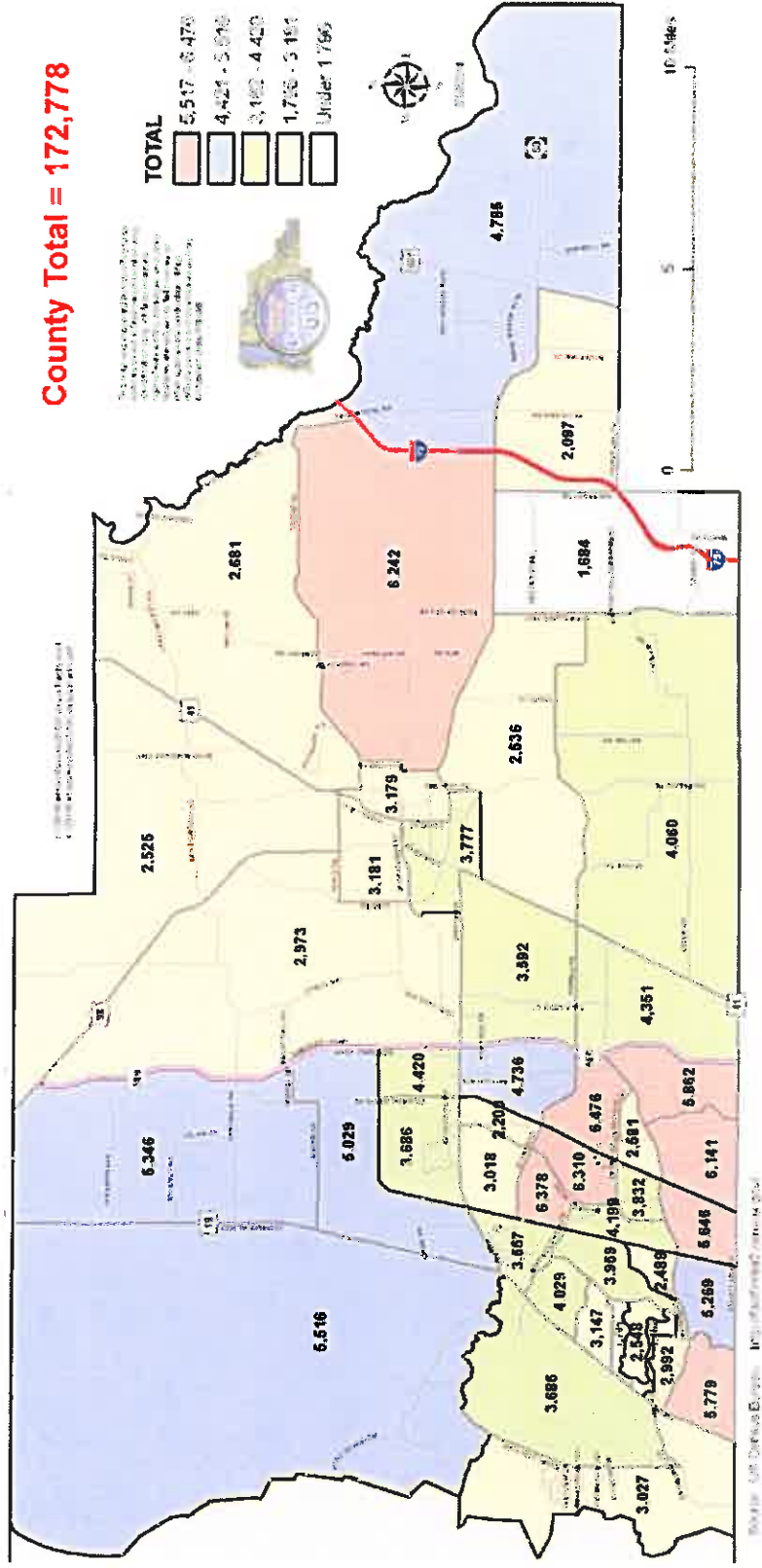
The Transit Service Area is shown in Figure 4-10. As logically expected, it is located in areas where population is more concentrated. However, in the post disaster environment, this could present a problem for residents in areas that are not serviced who have suffered loss of their own transportation.

Figure 4-10: County Transit Management, Inc. Service Area



¹⁶2010 American Community Survey, US Census Bureau. Table B08141 (Means of Transportation to Work by Vehicles Available).

Figure 4-11: 2010 Population Census Tracts



Other Social Characteristics

The percentage of the population that speaks a language other than English is 10.9%. Of the non-English various languages spoken by the population in the county, Spanish or Spanish Creole is the most predominant. Another social characteristic that may affect residency permanence following a disaster is how long certain populations have been living in the county.

Economic Analysis

Businesses are vulnerable to disasters both in terms of physical damage or loss, as well as economic injury (i.e. business interruption). These two vulnerabilities can be mutually exclusive. For example, a business may not necessarily suffer economic injury due to a physical loss to its building or equipment, but still may suffer economic injury due to a threat in the region, either real or perceived such as biological or terrorism, resulting in a crisis of confidence. The SBA's Office of Advocacy defines a small business for research purposes as "an independent business having fewer than 500 employees." Small businesses are particularly at risk of never recovering from a disaster. According to the Census' Statistics of US Businesses, 2009 County Business Patterns, the following data was noted for Hernando County:



- 98.67% of establishments have less than 100 employees
- Small businesses in Hernando County are involved in every occupation and industry as categorized by the US Census

Although the majority of establishments in Hernando County are considered small businesses, the County is home to several businesses which employ 500 or more workers. The Hernando County Office of Business Development lists the following businesses as major employers for the County.

Table 4-12: Major Employers¹⁷	
Employer	Number of employees
Private Sector Employers	
Walmart Distribution Center	1,200
Hernando Healthcare	1,032
Oakhill Hospital	947
Cemex	264
Accuform	245
Sparton Electronics	225
Suntrust Bank	135
Hernando County Hospice	207

¹⁷Hernando Office of Business Development. July 2010 estimates.
<http://www.hernandobusiness.com/workforce.asp>

Table 4-12: Major Employers¹⁷

Employer	Number of employees
Evergreen Woods, Inc.	160
Healthsouth	125
Withlacoochee River Electric Co-op	100
Public Sector Employers	
School Board	3002
Hernando County Government	1,200
Southwest Florida Water Management District	736

Industries

In 2009, Hernando County's total workforce was 35,008. The county's economy is dominated by services industries. The Industry Cluster Analysis of the Tampa Bay Region conducted by SRI International indicated the following:¹⁸

- Seven out of the county's ten largest industry clusters are service industries.
- 71.2% of the county's total jobs and 73.5% of total establishments in 2009 are in services.
- Employment growth in these sectors has been negative over the last few years.

Accounting for 25.1% of the county's employment are knowledge and technology based industries which represent a sizeable and increasing share of employment in the county.¹⁹

- This industry cluster accounts for 23% of business establishments.
- These sectors are dominated by Life Sciences and Medical Services, Energy and Environment, and Financial Services.
- These industries offer the highest pay levels in Hernando County.

Traditional and manufacturing represent a relatively small and declining portion of Hernando's County economy. These sectors account for only 3.4% of the county's establishments and 3.8% of its employment in 2009.²⁰

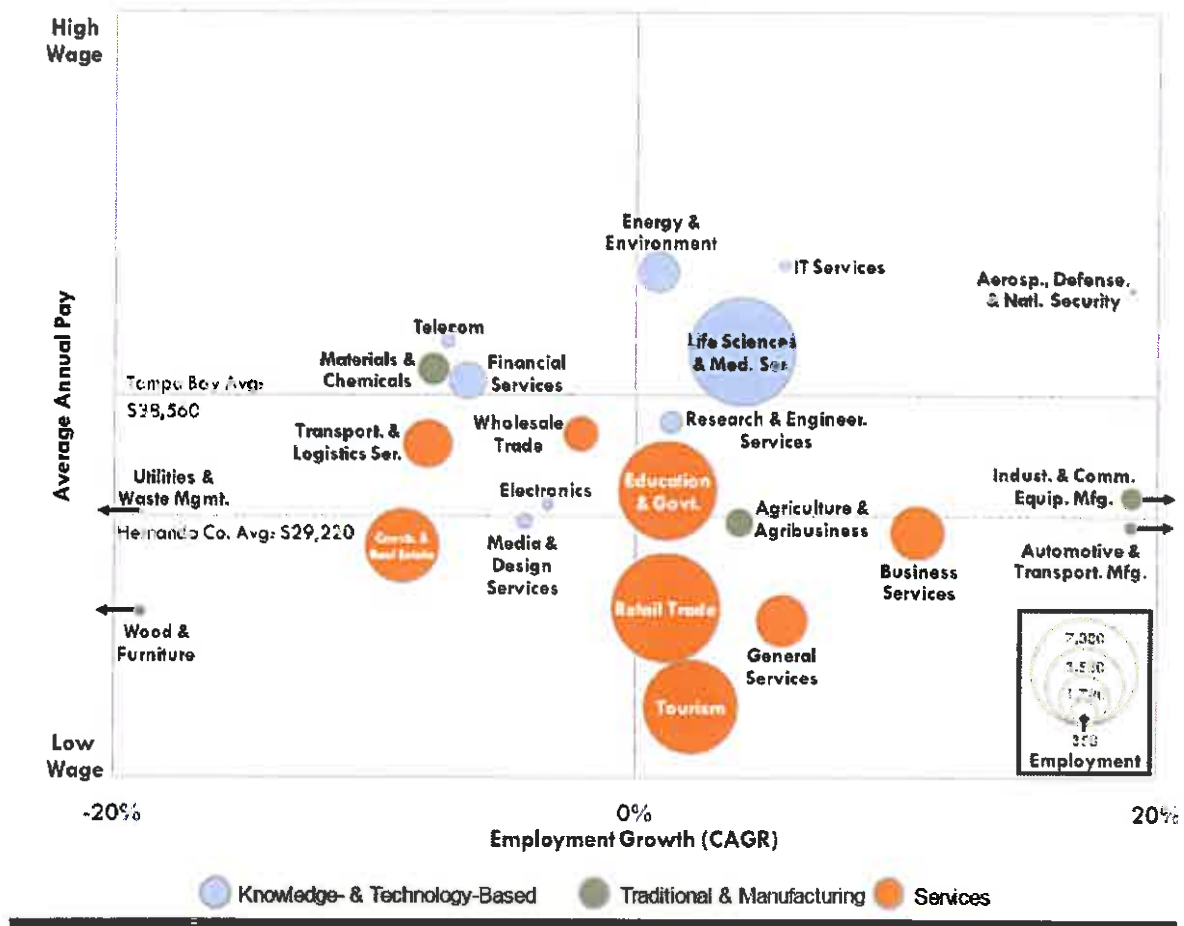
Figure 4-12 on the following page illustrates an overview of Hernando County industry clusters in 2009.

¹⁸ Industry Cluster Analysis Report of the Tampa Bay Region prepared by SRI International

¹⁹ Ibid.

²⁰ Ibid.

Figure 4-12: Overview of Hernando County Industry Clusters

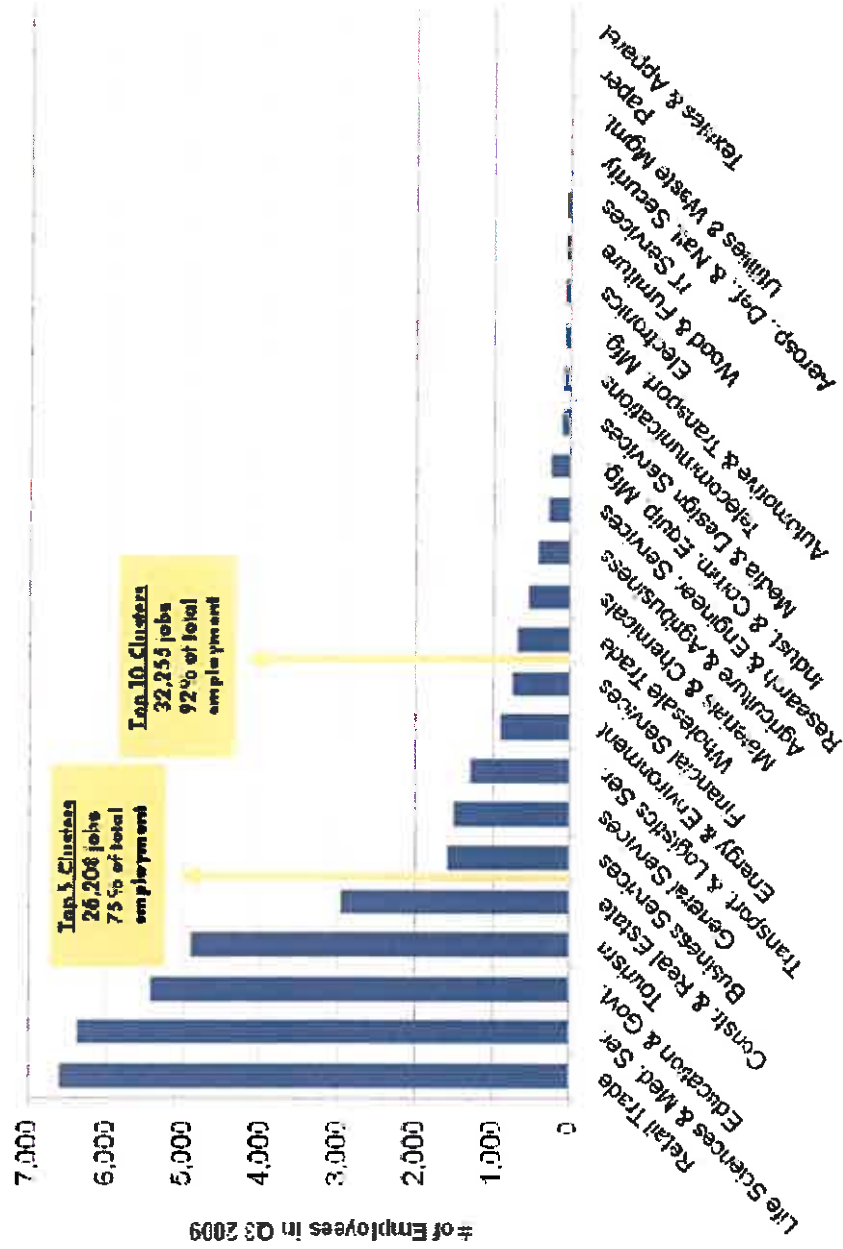


Source: Industry Cluster Analysis Report of the Tampa Bay Region prepared by SRI International

As noted in the following Figure 4-13, retail trade and tourism are listed among the top 5 employment clusters.²¹

²¹ Ibid.

Figure 4-13: Profile of Hernando County's employment patterns across industry clusters.



Source: Industry Cluster Analysis Report of the Tampa Bay Region prepared by SRI International

Industries at Risk for Business Interruption Losses

This information is important when analyzing industries that are vulnerable to businesses disruption losses.

Tourism

Tourism and hospitality have complex and significant number of interdependencies. Tourism as a whole is highly interdependent on a substantial number of diverse sectors, making its success the result of the sum of all parts. For example, robust tourism and hospitality could not exist without a vigorous retail sector.

Not only is tourism and hospitality highly interdependent on a wide variety of sectors, it is also heavily reliant on a workforce with a diverse set of knowledge, skills and abilities. Enormous amounts of data are created, stored, and accessed every day which requires highly skilled employees with a background in information technology. Personnel with skills in marketing, accounting, litigation, human resource management, and skilled trades are also vital.



Photo courtesy of Hernando County

Another characteristic of this industry's workforce that can make redevelopment challenging is the transient nature of certain employment sectors such as the service sector. Much of the workforce tends to be seasonal or utilizes local college students whose mindset is that service employment is simply "a means to an end." High turnover, even during normal, prosperous times is to be expected. This can be exacerbated during a disaster in which people will simply relocate to where this type of work can easily be found elsewhere.

Life Sciences and Medical Services

The sub-industries that comprise these services are a large part of Hernando County's economy, accounting for more than 6,369 in the county's workforce. The County has made several significant additions such as construction of the new Brooksville Regional Hospital, major expansion at Oak Hill Hospital, and Healthsouth Rehabilitation Hospital. Employment in this area generally pays above average wages and require a well-trained workforce with moderate to high skill sets. These industries can be susceptible to major business interruption losses such as was experienced after Hurricane Katrina.

Hurricane Katrina has revealed the impact that major disasters can have on the medical industry. Two years after the storm, of the seven hospitals in the area, only one was operating at its pre Katrina capacity. Four remained closed, and two were partially open. Despite the fact that health care was a major part of New Orleans economy, there were 16,800 fewer jobs. Many medical personnel such as doctors and nurses left and never returned. The downturn in health care has had its effects on the general economy as well. Other businesses which rely on

the employees families have also felt the impact. Restoring the functionality of medical facilities will be a key factor in the ability to retain and attract medical personnel which will in turn support the ancillary businesses.

Education and Government

This industry can also be vulnerable to business disruption. Clearly, education is dependent upon tax revenue as well as tuition fees (in the case of post-secondary education). Without these revenues to fund paychecks and other needed resources, these schools and institutions risk losing teachers and other personnel. Likewise, government risks loss of employees in the face of potential government insolvency as a result of loss of revenue and the ability to generate user-based fees for government services. Without the ability to retain public sector employees, the government, like any other business, will not have the ability to provide service to the public which in turn reduces the ability to repopulate the County following a disaster.



FEMA Photo/Mark Wolf

Figure 4-14 is a map depicting businesses subject to storm surge.

Figure 4-14: Businesses Subject to Storm Surge²²



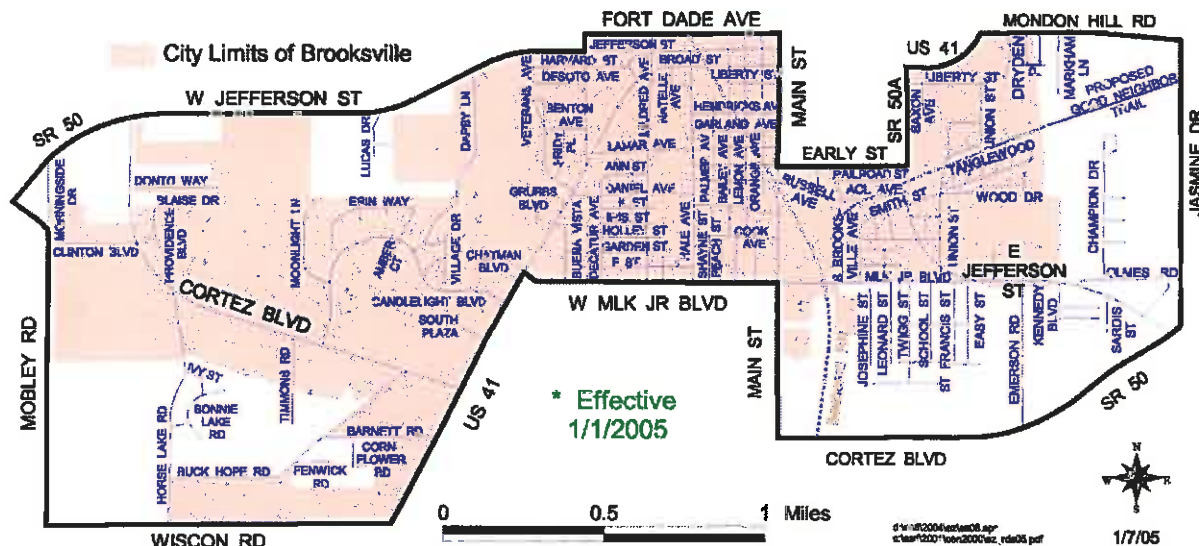
²² 2010 Hernando County Local Mitigation Strategy.

Brooksville/Hernando County Enterprise Zone

Established by the State in 1981, an Enterprise Zone is a specific geographic area targeted for economic revitalizing. Enterprise Zones encourage economic growth and investment in distressed areas by offering tax advantages and incentives to businesses locating within the zone boundaries. Financial incentives are offered to businesses and property owners encouraging private investment and creation of jobs for the residents in the zone.

In 2005, an amendment was approved establishing the Brooksville/Hernando County Enterprise Zone which encompasses an area of 3.7 square miles. Portions of the Enterprise Zone are located within the City of Brooksville and unincorporated Hernando County. Tax incentives are offered to all types of businesses who employ zone residents, rehabilitate real property or purchase business equipment to be used in the zone. Tax credits are available to businesses that pay either the Florida Corporate Income Tax or the Florida Sales and Use Tax. Sales tax refunds and sale tax exemptions are available if eligible purchases are made. Homeowners are also eligible for a sales tax refund for applicable building materials. For more details of tax credits and incentives offered for the Brooksville/Hernando County Enterprise Zone, visit: <http://www.hernadobusiness.com/enterpriseZone.asp>.

Figure 4-15: City of Brooksville/Hernando County Enterprise Zone



By its nature of being a distressed area, this area is vulnerable to the effects of a catastrophic disaster. However, as a designated enterprise zone that makes it eligible for various incentives. It can also provide a ready made opportunity for expedited redevelopment in the post disaster environment.

Challenges to Restoring Economic Vitality

Disasters tend to exacerbate or compress current trends - both positive and negative. Hernando County currently faces some key challenges that could be problematic following a

disaster. The 2012 Hernando County Economic Development Plan Update on jobs, investment, and opportunity noted the following:

- Loss of jobs in construction, real estate, building materials manufacturing and other related industries
- Workforce development relating to lack of experience, credentials, proper skills, childcare, and transportation. A survey of 256 respondents reported the following barriers:
 - Lack of experience (35%)
 - Lack of transportation (27.7%)
 - Lack of educational attainment or credentials (27%)
 - Do not possess necessary skills (13.7%)
- The need for additional public adult technical education (top issue for the County)
- Funding for economic development
- Educational attainment levels and development of additional higher educational opportunities

Regional Interdependencies

Industry clusters do not operate in a vacuum, but instead are closely interconnected with and influenced by the companies, key institutions, natural resources, and other economic assets present within the broader Central Florida region. The 2012 Hernando County Economic Development Plan Update reports strong commuting patterns from Hernando to Hillsborough, Pasco, and non-Tampa Bay Counties. Some commuting inflows exist from Pasco County.

Earnings Flow

Based on the regional industry cluster analysis, the possibility exists that there is interdependency as it relates to earnings flows across counties. Three types of earnings flow can exist which can greatly impact the economic redevelopment of the county. One of the following earnings scenarios can exist:

- Domestic earnings: Wages which are earned in the county in which the residents live (i.e. wages earned by Hernando County residents that are employed within Hernando County).
- Imported earning: Wages earned from employed populations that work outside of their county of residence and bring their paychecks home (i.e. wages earned by Hernando County residents that are employed outside of Hernando County).
- Exported earnings: People who commute into a county to work and take their earnings back to their county of residence (i.e. wages earned by people from other counties who come to Hernando County to work).

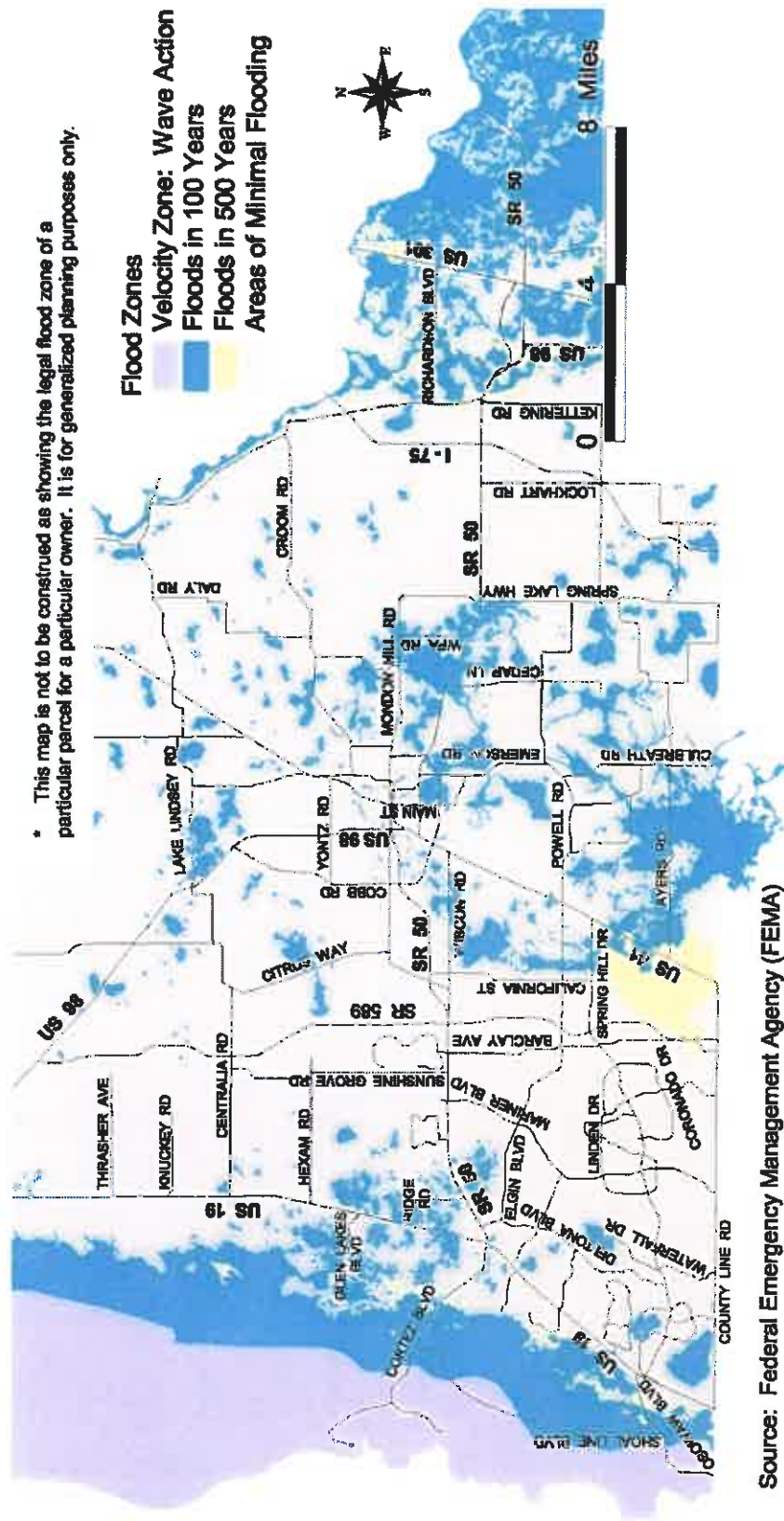
It appears from the information in the 2012 Hernando County Economic Development Plan Update that imported earnings appear to be more predominant over exported earnings. This

can be a potential “bright spot” in post disaster redevelopment in that, assuming that disaster damage is not extensively spread over the region, Hernando County residents may still be able to work at their jobs located outside of the county. Of course, transportation and housing could be issues if they cannot commute to those jobs and/or they cannot quickly reestablish their home in Hernando, thus increasing the risk that they relocate outside of Hernando into the county in which their jobs exist.

Flood and Surge Analysis

Hernando County can be divided into three specific flood risk areas, a) Coastal flood events, b) closed basin flooding and c) riverine flooding. Figure 4-16 is a map illustrating the generalized flood zones throughout the county.

Figure 4-16: Generalized* Flood Zones



Residential

The following information is a summary of data from the Hernando County Floodplain Management plan regarding residential structures at risk for flooding. This plan contains extensive data analysis and estimation of dollar losses. Please refer to this plan if further detail regarding analysis is required. The information below is provided as an overview of residential flooding vulnerabilities.

Over 25,000 residents live in the established 100-year flood plain. Of these residents almost 10,000 are subject to coastal flooding. Over 330 residents are subject to inland flooding. Over 150 homes/businesses can be affected by inland flooding. Of these numbers, only 135 are NFIP repetitive flood loss properties (127 coastal and 8 inland). The remainder of the property owners cannot afford flood insurance or the property is an investment (for the value of the land) or a weekend home. Most are small, built in the fifties, sixties or early seventies and not good candidates for mitigation. The value of the land alone will ultimately result in a conforming (elevated) structure being built on the property.

Coastal Flooding in Evacuation Zones A/B, C, D/E²³

- There are 2,190 residential structures in the A/B evacuation zone. Of those 60% are subject to 21 foot storm surge and 40% subject to an 8 foot storm surge. One hundred percent of the residential structures in this zone would be destroyed
- There are 85 residential units in Evacuation Zone B subject to a 6 foot storm surge. All buildings in this area would be approximately 70% damaged
- There are 1,497 residential units in Evacuation Zone C/D subject to storm surges of between 1 and 5 feet. Damages are estimated to 25% of the value of each structure.

Closed basin flooding

This is the largest category of flood risk in the County. Hernando County has experienced a large growth in population and area of development since the FIS was conducted for the 1984 FIRM. The result of this growth has been expressed in changes to the landscape and associated changes to the risk of flooding. This is most readily demonstrated by a comparison between the 1954 USGS 7.5 min. quadrangle sheet for Port Richey NE, FL and the photo-revised edition of the same map dated 1988. More than half of the Hernando County portion of the map has been developed and a canal system has been constructed to join the lakes together. This revision of the natural watersheds has allowed rainfall and ground water to redistribute across a large area that was previously isolated. Rainfall flooding has been reported at the following locations within this quadrangle: Arrowhead Ave., Remona Dr., Rhanbouy Rd., Grand Club Dr., Spring Hill Dr. & Skyline Ct. In some of these cases the rainfall required to flood structures is a high frequency, low intensity storm with a probability of 10% (10yr). Other areas

²³ Maps of the evacuation zones can be found in the 2010 Hernando County Local Mitigation Plan

are indicative of flooding in the 4% (25yr) event. These are all small closed basin areas with percolation as the only outfall and in some cases even this is removed due to high groundwater elevations or adverse soil conditions. These areas occur throughout Hernando County.

Hernando County maintains a robust floodplain management plan which provides detailed analysis of residential flood risk. This section is not intended to repeat the work that has been done in that plan, but simply to provide an overview.

Figure 4-17: DFIRM* Special Flood Hazard Areas (SFHA) – Final Release February 2012

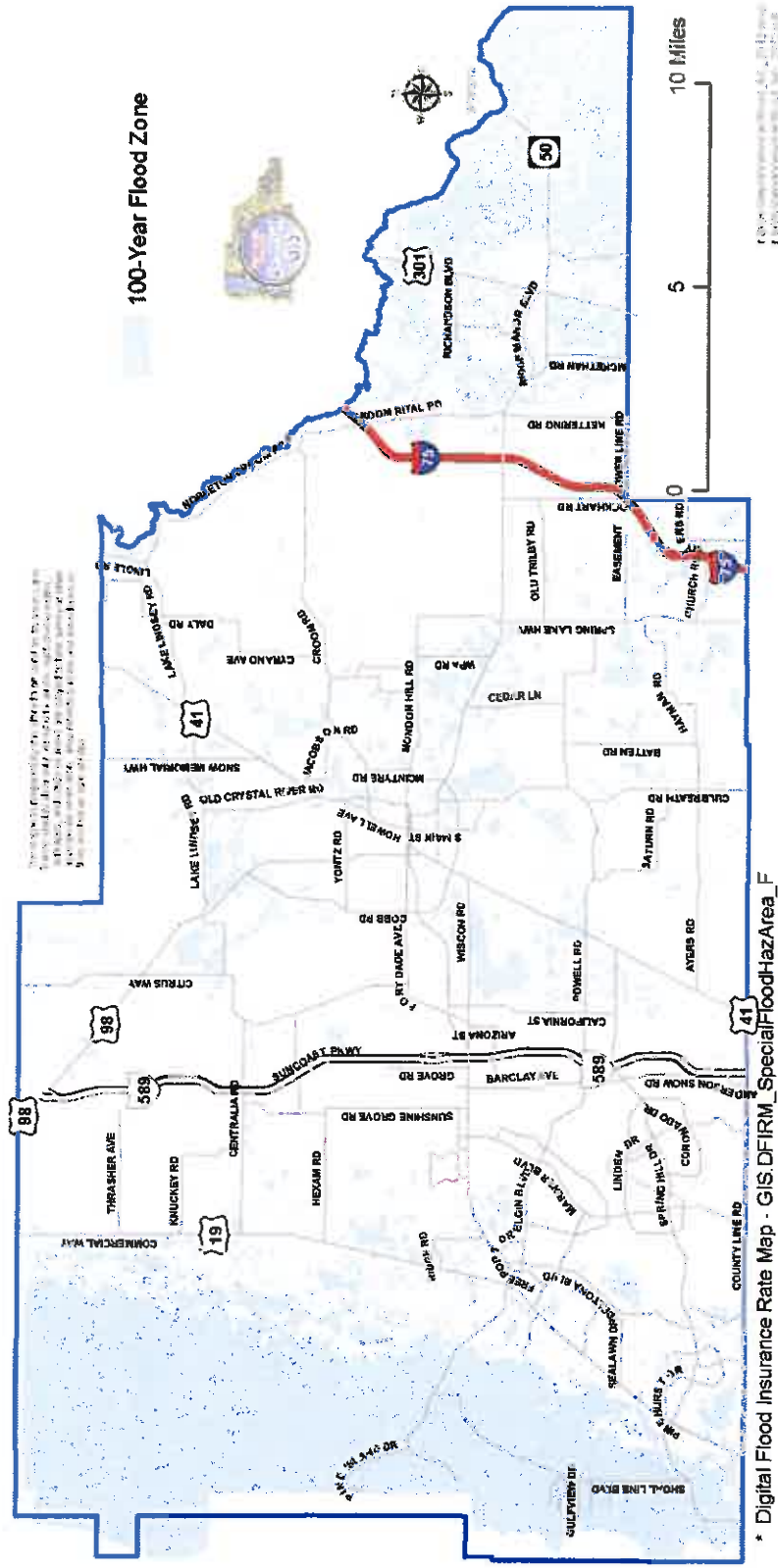
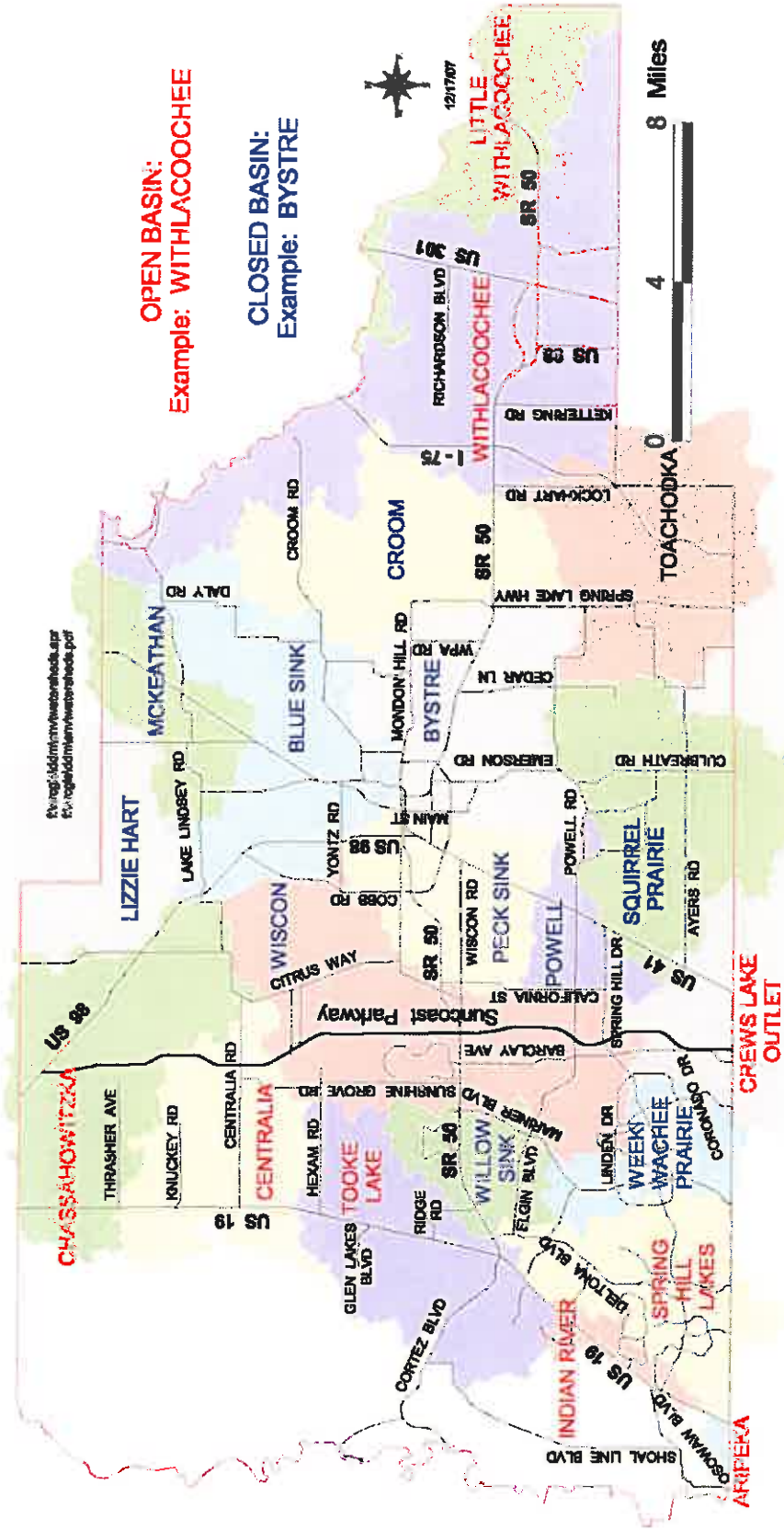


Figure 4-18: Watershed Basins



Critical Infrastructure

Critical infrastructure and key resources are assets that are essential to security, public health and safety, economic vitality, and way of life. Critical Infrastructure (CI) are the assets, systems, and networks, whether physical or virtual, so vital that their incapacitation or destruction would have a debilitating effect on security, economic stability, public health or safety, or any combination thereof. Key Resources (KR) are publicly or privately controlled resources essential to the minimal operations of the economy and government.

A good portion of CI/KR is privately owned, while many others are the responsibility of public sector and government. Health care systems are not only vital to the local economy, but are also considered to contain critical infrastructure in terms of assets and systems. Privately held utilities are also responsible for infrastructure and key resources that are critical to the sustainability of the county. In fact, on average approximately 85% of all critical infrastructure is privately owned. Some sectors, such as the power industry, maintain robust recovery plans, while others such as healthcare, are still developing response and recovery plans under guidance from The Joint Commission.

Recovery plans for privately held infrastructure are the responsibility of the owner of the asset, network or system. However, this does not mean their planning efforts should be done in a vacuum. Restoring these systems will have an impact on the infrastructure for which government and public sector is responsible as well as economic recovery and the rest of the community's quality of life. For the scope of this plan, the vulnerability analysis will primarily encompass county and municipally owned assets, systems, and networks with the understanding that in the post disaster environment, implementation will require coordination between the public and private sector owners of critical infrastructure.

Requirement §201.6(c)(2)(ii)(A) of the LMS crosswalk states that the LMS plan should describe vulnerability in terms of the types and numbers of existing and future buildings, infrastructure, and critical facilities located in the identified hazard area. The risk assessment conducted as part of the 2010 LMS process noted the following infrastructure at risk for some level of damage:

Table 4-13: Category 3 Hurricane (21 foot storm surge)²⁴

Asset	Damage
Category 1	
25 miles of roads	10%
9 small bridges	10%
10 miles of water lines	10%
10 miles of sewer lines	10%
1 fire rescue station	100%
67 electrical lift stations	100%
1 small sheriff's annex (leased)	100%
2 wastewater treatment plants	100%
1 water plant	100%
1 water storage tank/tower	100%
Category 2	
7 add'l electrical lift stations	100%
1 add'l wastewater treatment plant	100%
1 solid waste facility	100%
Category 3	
22 add'l electrical lift stations	50%

Assets are cumulative with each progressive surge zone. Therefore, assets of the same type listed in Category 3 are in addition to the previous categories. For example, there are a total of 96 lift stations in a Category 3 surge area (67+7+22) that are at risk of some level of damage ranging from 50% to 100%.

Table 4-14: Category 3 Hurricane wind risk, non-surge²⁵

Asset	Damage
110 mph winds	
8 fire rescue stations (1 leased)	5%
3 communications towers/buildings	5%
1 solid waste facility	5%
4 wastewater treatment plants	5%
26 water plants	5%
2 HUD administration facilities	5%
120 mph winds	
10 fire rescue stations	10%
3 hospitals	10%
9 communications towers	10%
Sheriff's Office & EOC	10%

²⁴ 2010 Hernando County Local Mitigation Strategy

²⁵ 2010 Hernando County Local Mitigation Plan

Table 4-14: Category 3 Hurricane wind risk, non-surge²⁵

Asset	Damage
Brooksville Police Station	10%
Brooksville Fire Station	10%
Courthouse	10%
City Hall & City EOC	10%
Health Department Clinic	10%
5 communications towers/buildings	10%

Table 4-15: Overview of General Risk Areas for Wind & Surge²⁶

Area of the County	Surge	Wind
Unincorporated Areas		
West of US Highway 19	High	High
West Central	None	Moderate
Eastern	None	Low-Moderate
City of Brooksville	None	Moderate
City of Weeki Wachee	Low	Moderate-High

In addition to the critical infrastructure and facilities located within the coastal flood zone, there are also areas of the County at risk for closed basin flooding and riverine flooding. There are 44 critical facilities located in the 100-year floodplain.²⁷ Additional critical facilities throughout the County, and potentially subject to flooding, have been identified and include: law enforcement substations, fire stations, water lines, sewer lines, lift stations, 25 miles of roads, 18 bridges, power lines, small dams, drainage retention areas, culverts, a waste water treatment facility, recreational/boating facilities, communications towers and buildings, solid waste facility, water plants, and a water storage tank/tower. A current itemized list of critical facilities is maintained by the Risk Management department for insurance purposes.

Critical Drainage Systems

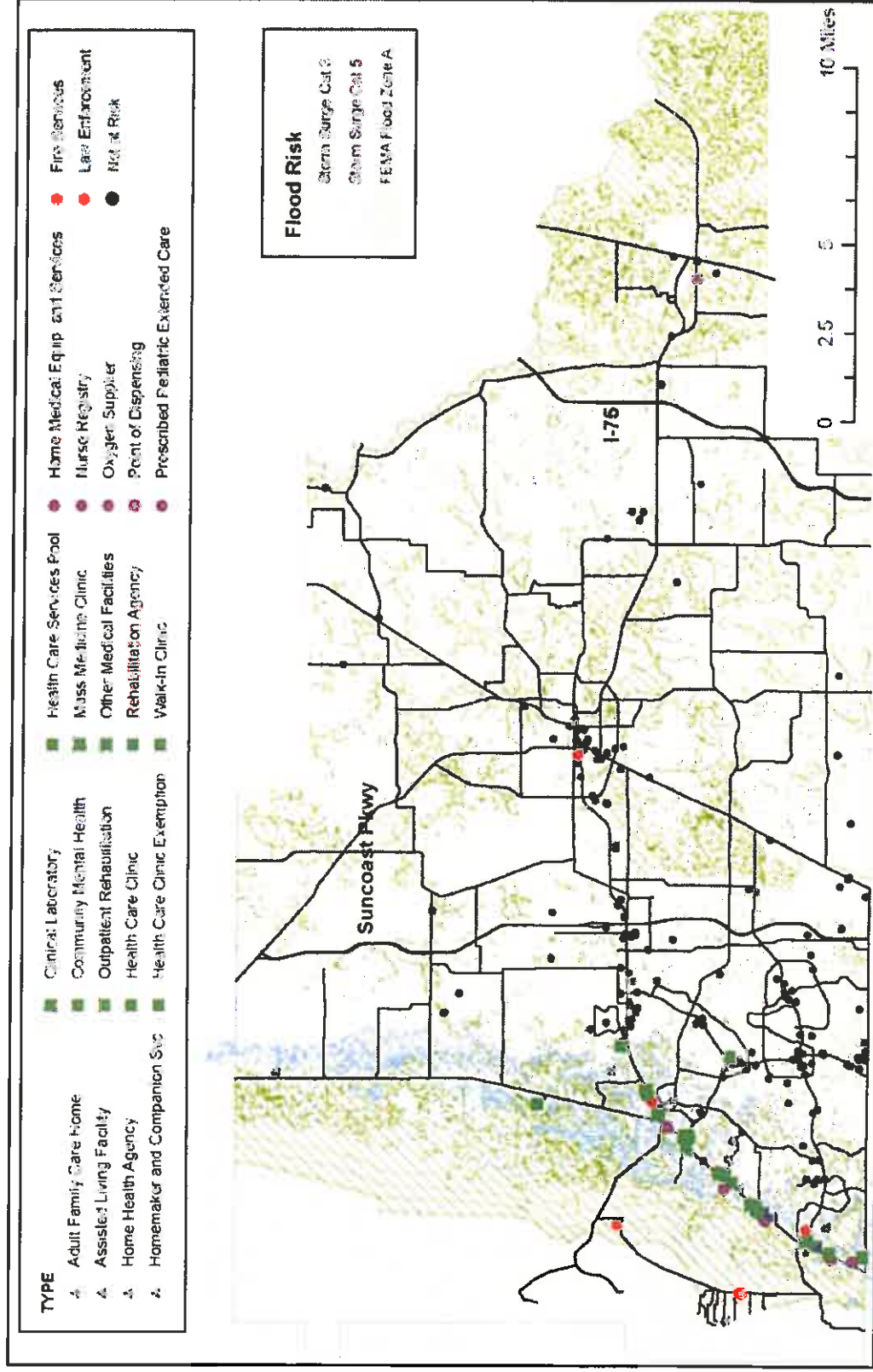
There are some critical drainage systems within the County that have caused problems under a number of high water events that have occurred. The Spring Hill Lakes Canal System has choke points at Spring Hill Dr., Cobblestone Dr., and Deltona Blvd. where conveyances cross major roadways. The pipe infrastructure is original, aging, and will continue to deteriorate and could potentially impact major roadways.

²⁶ 2010 Local Mitigation Strategy

²⁷ Hernando County Floodplain Management Plan.

Areas where “closed” or internally drained drainage basins occur in poor soils and can flood infrastructure and residences close to the low points. Flooding in these areas may persist for some time. The Lake Geneva, Frances, and Elizabeth system in Ridge Manor is controlled by a structure which is privately owned. The Whispering Oaks community in Ridge Manor is also a perennial problem area due to low elevation and poor drainage. Other areas of poor drainage exist such as Stony Brooke Dr. in Sherman Hills and High Point Gardens near Bystre Lake which are known to have flooding issues. The County and the Southwest Florida Water Management District is collaborating to conduct a “Level of Service” analysis for each watershed as part of the water management program to identify areas which could be eligible for improvement.

Figure 4-19: Critical Medical Facilities Map²⁸



²⁸ Table listing facility type, address, and risk factor(s) can be found in the Appendix.

Figure 4-20: Vulnerable Utilities Infrastructure

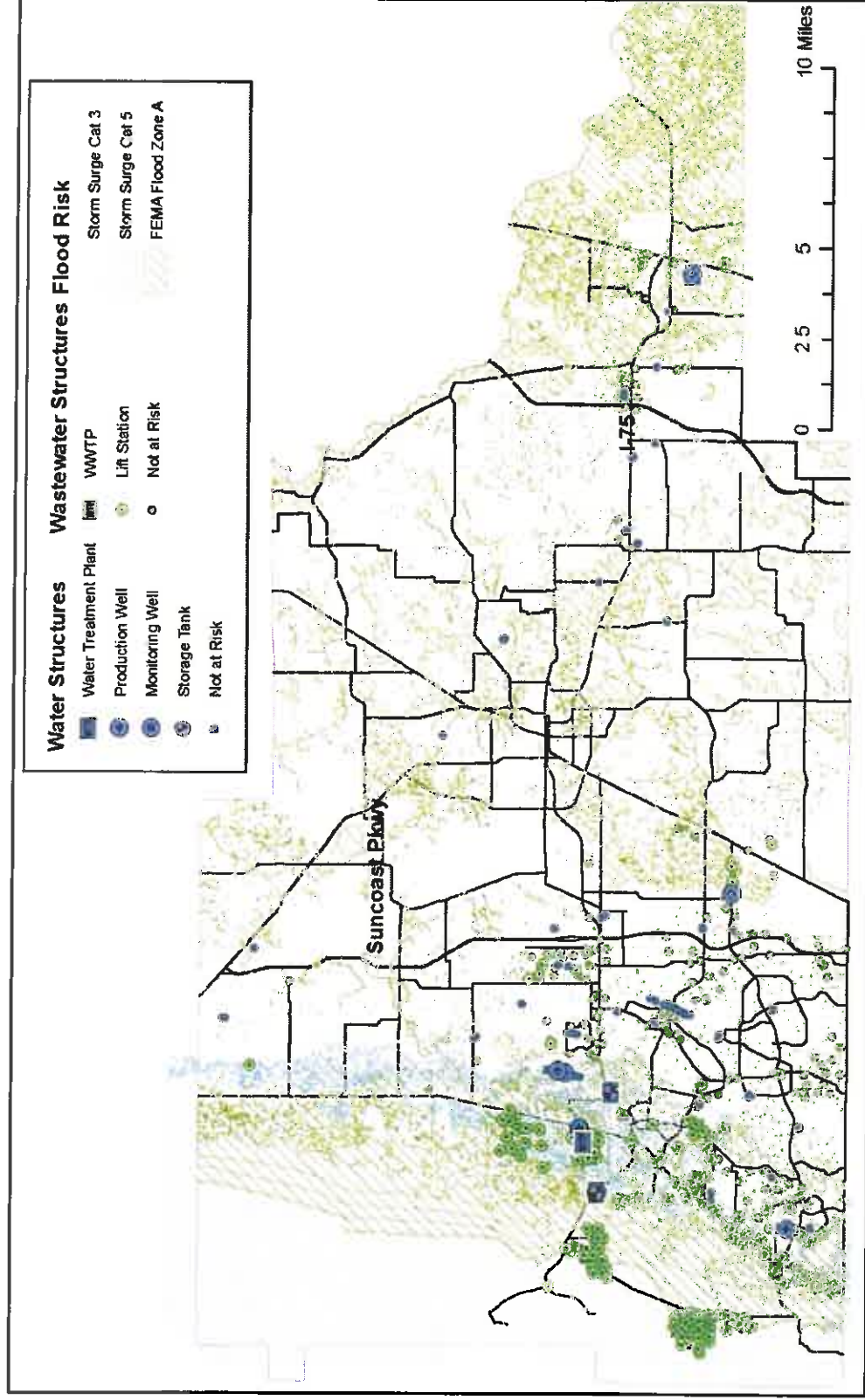
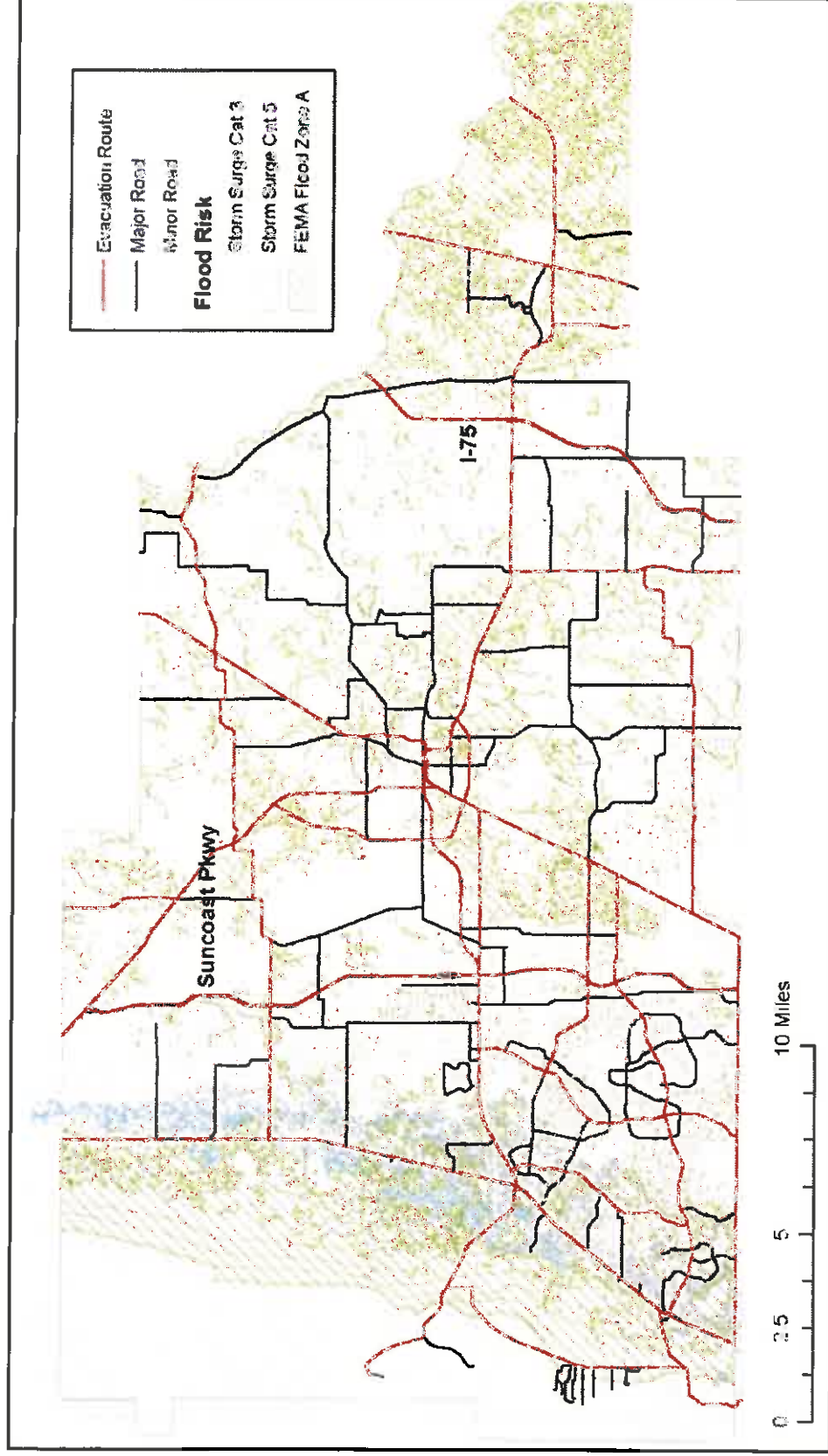
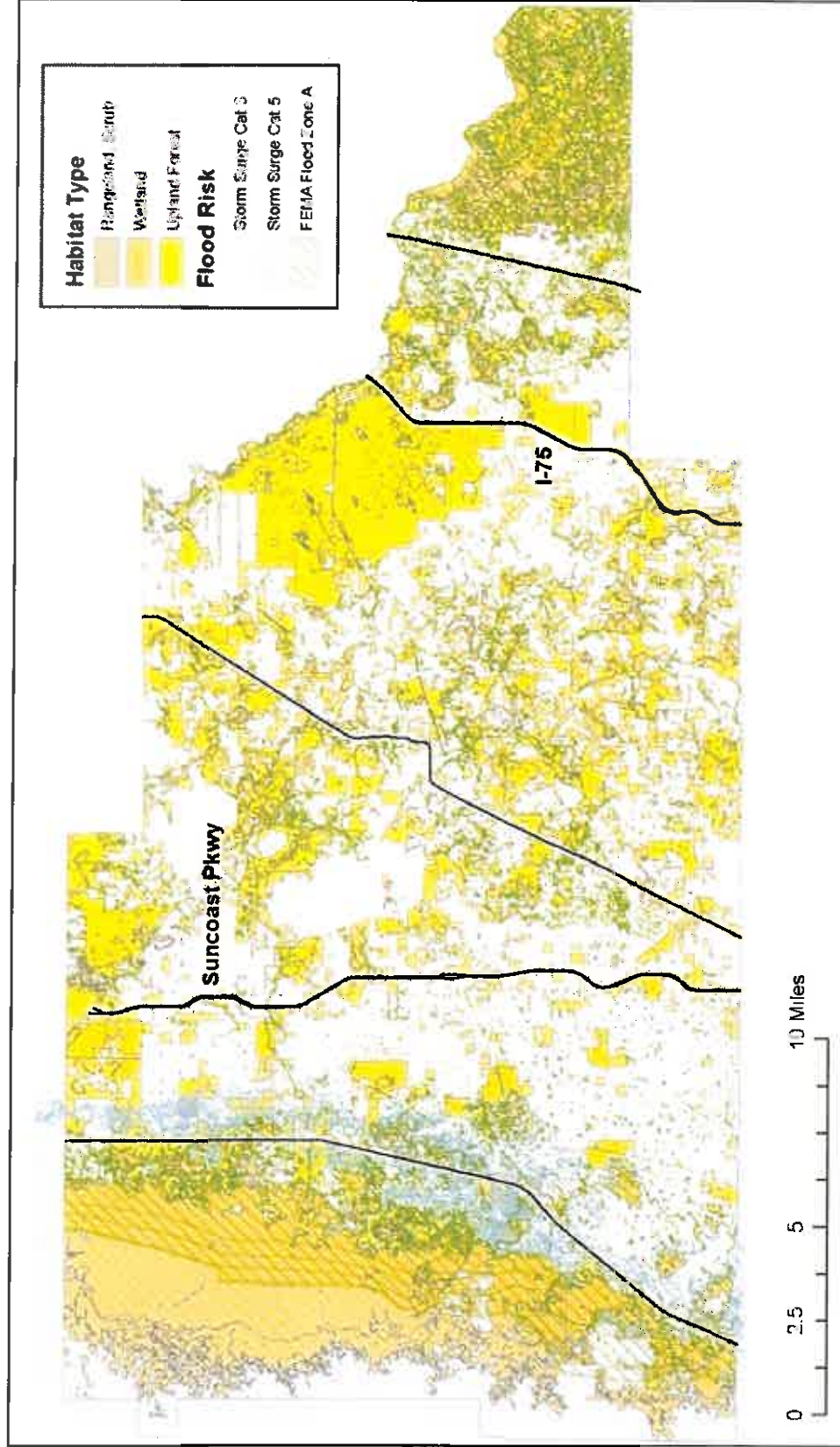


Figure 4-21: Roadways Vulnerable to Flood and Storm surge²⁹



²⁹ Table listing miles of roadway at risk by roadway type is listed in the Appendix.

Figure 4-22: Natural Habitat Vulnerability to Flood and Storm Surge³⁰



³⁰ Table listing acres of Land Use, including sensitive lands is included in the Appendix.

Cumulative Vulnerability Analysis

As can be seen throughout this chapter, there are many variables that comprise the vulnerability of Hernando County to a widespread disaster. Previous discussions, data, and maps highlighted details of various elements of vulnerability such as wind risk, socio-economic, and environmental areas. Detailed analysis is helpful when performing targeted analysis for risk and identifying areas of opportunity to redevelop in a more sustainable fashion following a catastrophic, widespread disaster.

However, it is sometimes helpful to have a general “high level” knowledge of the overall distribution of risk throughout the county. A cumulative risk analysis can help identify pockets of particularly high risk since they combine and weight major hazards that the county faces. Although the intention is not to provide specific predictability of where greatest damage may occur, it may provide guidance as to where to possibly expect some of the greatest damage for events that involve high wind, storm surge and/or flooding.

Methodology for Scoring

Due to the significant number of older homes and mobile homes in the county, the stakeholder committee weighted wind risk at 45%. FEMA Flood Zone A was weighted at 35% due to the number of watershed basins, floodplains, and other topography that is conducive to causing floods. Storm surge was weighted at 20% since, although there are some structures within the surge zone, Hernando County has taken aggressive, proactive steps to reduce development within storm surge zones. Based on these weightings, each weighted category was scored as follows:

Wind Risk– 45%

Built after 2000 = 0

Built 1994 – 2000 = 1

Built before 1994 = 2

Mobile homes (all) = 3

Flood Risk – 35%

Outside FEMA Flood Zone A = 0

Inside FEMA Flood Zone A = 3

Storm Surge – 20%³¹

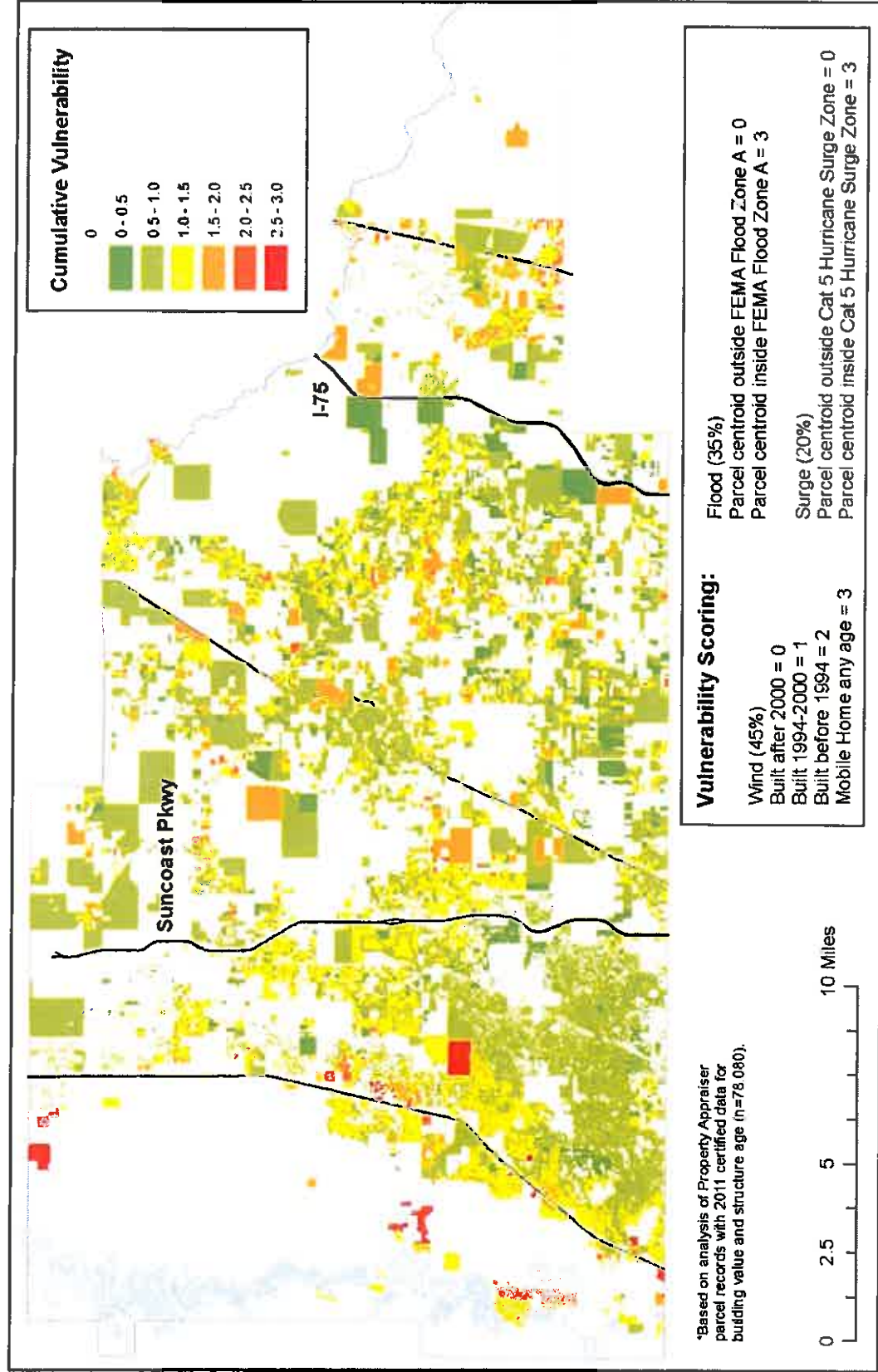
Outside all surge zone = 0

Inside any surge zone = 3

Based on this methodology, the data produced the cumulative risk distribution as illustrated in Figure 4-23.

³¹ Since storm surge zones are cumulatively inclusive, and this plan assumes a catastrophic event, any structure in any surge zone received a risk score.

Figure 4-23: Hernando County Cumulative Vulnerability of Structures* to Wind, Flood and Storm Surge



Summary

Although Hernando County is a coastal community, structural vulnerability to wind poses the most significant threat due to the large number of older homes and mobile homes. While some structures do exist in the storm surge area, the County has been proactive in limiting development in those areas, including the majority of the coastline to remain in its environmentally natural state. Non-surge flooding poses the next most serious widespread threat due to the numerous designated FEMA Flood Zone A areas. Some of this flooding has been exacerbated by older and/or capacity infrastructure.

More than half (63.79%) of residential structures were built prior to 1994 (see Pivot Table 4-2), before the implementation of the significant building code changes that were prompted by Hurricane Andrew. Non-residential structures such as commercial and industrial buildings built prior to 1994 also comprise a large majority of structures at 74.18% (see Pivot Table 4-2). The greatest concentration of wind vulnerable structures is located in the southwest portion of the county generally between Suncoast Parkway and US 19. However, although more scattered, there is also a significant number of neighborhoods with wind vulnerable structures located in middle and eastern Hernando County (see Figure 4-1). Hernando County also contains a significant number mobile homes scattered throughout the County, and although manufactured homes safety standards have seen improvement, this type of housing is considered highly wind vulnerable in the context of a catastrophic level event, regardless of date of manufacture.

Hernando County also implements an aggressive floodplain management program as is evidenced by their Community Rating System (CRS) of 6. The county recently underwent a flood map modernization project.³² The County's program seeks to continually strive to minimize risk exposure as they implement their long term community growth and Comprehensive Plan. In addition to structures located in flood zones, which have been detailed in the Floodplain Management Plan, there are some current notable socioeconomic vulnerabilities to flood hazard that warrant attention. As with the wind vulnerability, the southwest portion of the county between Suncoast Parkway and US 19 includes populations over 65 that are vulnerable to FEMA Flood Zone A as well as Categories 3 through 5 storm surge. This area also contains concentrations of areas of socioeconomic vulnerability such as lower income households and buildings with median building values of \$70,000 or less.

Also worth noting are those populations that, although may not be located in a flood or surge zone, are below the poverty level. The Countywide poverty level is 11.8%, but areas with concentrations above this level exist central, north central, and northeast portions of the county (see Figure 4-6) where it should be noted that public transportation does not exist (see Figure 4-19). This may present a problem in the post-disaster environment for these residents to access government services such as permitting, access to health care, and other services.

³² Hernando County Mapping the Risk: Flood Map Modernization
<http://www.hernandocounty.us/floodmap/>

Although Hernando County is home to several major employers such as a Walmart Distribution Center, Hernando Healthcare, and Oakhill Hospital (see Table 4-12), small businesses with less than 100 employees comprise 98.67% of business establishments. The County's economy is dominated by service industries which are highly vulnerable to losses from business disruption from a disaster. Healthcare is also a significant player in the County's economic base. This sector is especially vital after a disaster, and restoring the ability to provide healthcare is pivotal to promoting a feeling of security and well-being in the community which leads to retention and repopulation of the community. However, as was seen in after Hurricane Katrina, healthcare is also highly vulnerable to the impact of major disasters, and therefore having robust, innovative strategies to attract and retain healthcare professionals as well as restoring healthcare infrastructure will be critical not only to the revitalization of this important segment of the County's economic base, but also critical in public safety and well-being. Construction and real estate is also listed as one of the top 5 industry clusters, which of course, in the post disaster environment, if managed judiciously through the goals and objectives outlined in the PDRP, could provide great opportunities for providing employment to local residents who will in turn spend money and increase revenues within the county, thus supporting economic revitalization and redevelopment.

Analysis of critical infrastructure revealed areas of potential opportunity for improvement particularly in areas of critical drainage systems (see page 4-36). The county is currently collaborating with the Southwest Florida Water Management District to conduct a "Level of Service" study to identify areas which could be eligible for improvement. Once this study is completed, the county should review and incorporate any recommendations into future updates of this PDRP. With regard to utilities, GIS mapping revealed that lift stations are primarily at risk to flood and storm surge (see Figure 4-20). Review of other plans such as the Local Mitigation Strategy, Stormwater Management Plan, and Floodplain Management Plan revealed that Hernando County has taken proactive measures to ensure that critical infrastructure is located (or is in the process of being relocated) in areas that minimize risk or, if not possible that steps are taken to protect and harden these structures and increase disaster resiliency.

Chapter 5 Outreach and Coordination

Purpose

A key element in achieving successful and sustainable recovery from disasters is ensuring comprehensive stakeholder engagement in the decision-making process. The ongoing exchange of information is critical in educating and informing residents, business owners, visitors, non-profit organization and others regarding disaster preparedness, response, and ongoing recovery information. Complex decisions regarding the rebuilding of homes, property development, restoring businesses, stimulating the economy, and rebuilding the infrastructure must take place in a holistic manner following a disaster incident. Recovery decisions must be efficiently coordinated among those involved in the recovery process in order to effectively communicate to the public.

Pre-Disaster: Long-Term Recovery Public Information Strategy

Providing the community with practical information and tools to prepare their families and mitigate homes, businesses, and infrastructure against any disaster event is the foundation of the pre-disaster outreach and education strategies. Disaster preparedness outreach strategies are detailed in the Comprehensive Emergency Management Plan, the Local Mitigation Strategy, Floodplain Management Plan, and numerous other organizations such as the American Red Cross Chapter, the local business community, and others.

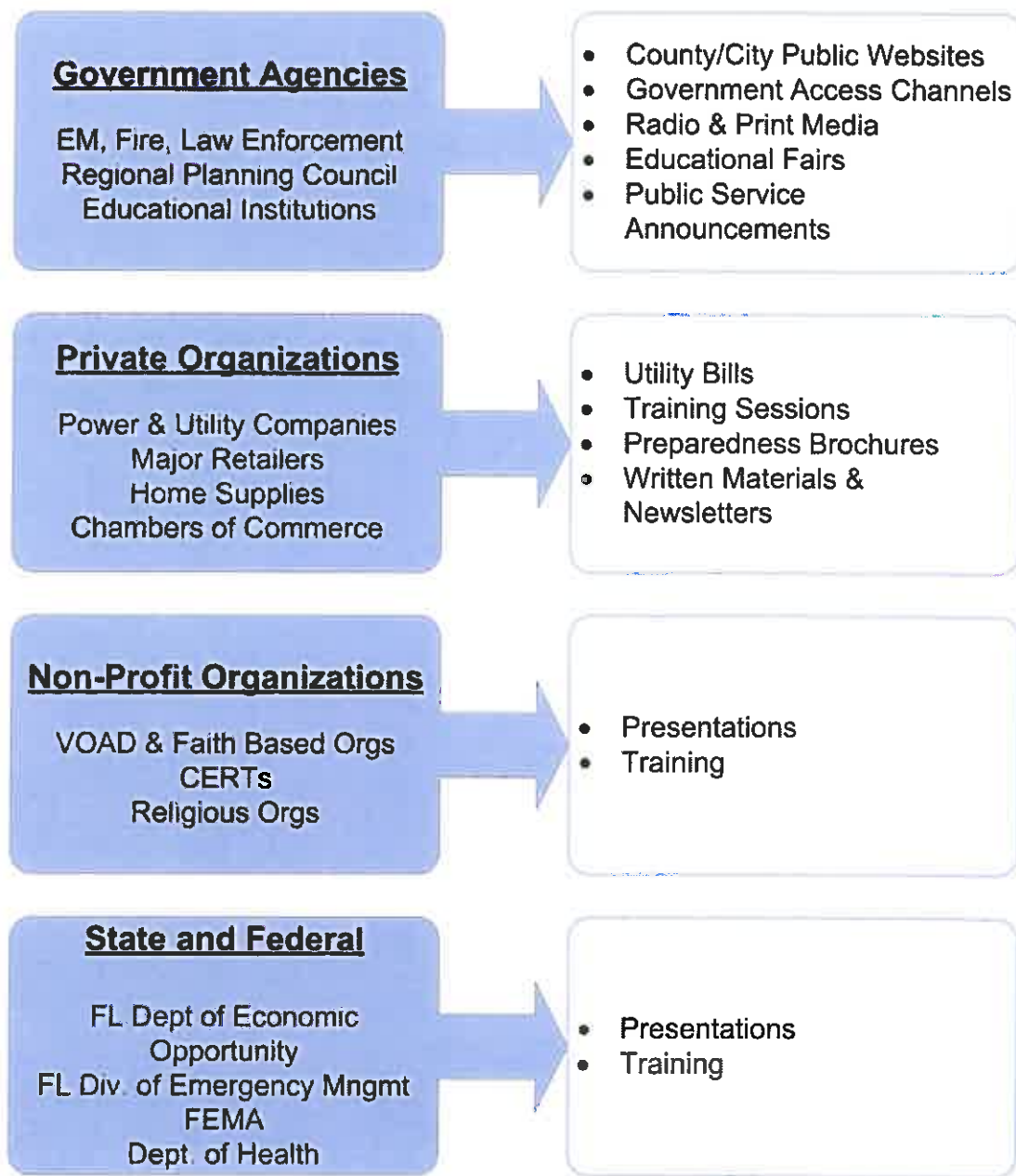
Government communication is a vital component to coordinate recovery and redevelopment efforts. Through partnerships with local government, community organizations, and businesses, public outreach will deliver clear information. An understanding of the basic components of the post-disaster redevelopment environment and PDRP may effectively be incorporated in all disaster preparedness outreach and education strategies. Informing the public of redevelopment policies that relate to their neighborhood and community prior to the disaster event may be beneficial, yet, in some cases may also be politically controversial. Introducing the public to controversial redevelopment policies can lead to lengthy and emotionally charged public reaction or protest. As the local leaders implement the PDRP action plan, revised policies, and sustainable strategies in the post-disaster environment, the impacted segments of the population may not appreciate the benefits, resist community changes, and feel resentment. It is advisable to build community consensus prior to an event. Through public education, the community enhancements to make the built environment more resilient, sustainable, and stronger, can better be communicated. The community can actively participate in the dialogue before a disaster to address public dissent. The entire community will benefit if issues can be resolved during “blue skies” while there is time to give the appropriate attention to all sides of the debate.

Non-Disaster Public Outreach and Education Opportunities

When educating the public regarding post-disaster redevelopment policies, presenters may consider impressing vision of the potential magnitude and destructive powers of an event that would trigger expansive and drastic redevelopment actions. Conveying the level of severity is

critical because disaster survivors will typically revert back to past disaster experiences as their only reference point which may have not risen to the catastrophic level. Presenters should, simultaneously, strive to strike a balance to avoid frightening the audience. The outreach message may include preparedness and action opportunities, an understanding of the vision of the leadership with the goal of empowering residents to build back better, stronger, and sustainable. Crafting an effective message that conveys a positive message despite the magnitude of a catastrophic incident is important.

Figure 5-1: Methods and Opportunities for Public Outreach



Local Organizational Roles and Responsibilities for Public Outreach and Education

Hernando County maintains the following positions to coordinate ongoing public outreach and education activities. These positions may consider incorporating the public outreach and education message within their non-disaster duties and may potentially remain active as the recovery phase transitions into long-term redevelopment.

Public Information Officer

When the County activates its CEMP, the Emergency Operations Center (EOC) Public Information Officer position is initiated as part of a joint local, state, and federal effort to ensure sufficient public information and education are promulgated to affected citizens and entities concerning the recovery effort and state/federal assistance. The EOC Public Information Officer is responsible for distributing information and status updates for release to the media about recovery operations, available assistance, and how to apply for such assistance. This information is disseminated in cooperation with other public information/community relations personnel and state and federal counterparts. The Hernando County Community Relations Coordinator (assigned to County Administration as the lead agency for Public Information) will serve as the lead Public Information Officer.¹

ESF 2: Communications

Emergency Support Function 2 coordinates telecommunications support necessary to conduct disaster response and recovery operations including the restoration of downed communications systems such as radio, telephone, and internet-based systems. The primary responsibility for coordinating communications rests with the Hernando County Technology Services Department.² Supporting agencies directly involved in providing and maintaining communications include government agencies, private sector communications providers, local PSAPs, and amateur radio. The Amateur Radio Emergency Services (ARES) is a volunteer organization, and will provide public communications during emergencies and disasters. This and other volunteer organizations that may be utilized will be coordinated by trained communications supervisors within their respective organizations.

ESF 14: Public Information

The purpose of this Emergency Support Function is to coordinate and disseminate appropriate information in an accurate and timely fashion to the public during emergency operations. The primary responsibility for public information rests with the Hernando County Administration with support provided by the Hernando County Sheriff's Office PIO, Hernando County Human Resources, Hernando County Emergency Management, and the American Red Cross.³

Public Outreach

During implementation, through a central point of contact for each workgroup members will work closely with each other on the communication and public outreach-related actions and

¹ Hernando County CEMP, Emergency Support Function #14 – Public Information

² Hernando County CEMP, Emergency Support Function #2 – Communications

³ Hernando County CEMP, Emergency Support Function #14 – Public Information

strategies included in their action plans. The objectives of this collaboration include the following:

- Receive recommended public outreach actions from the other workgroups and consider for implementation.
- Review other workgroups' actions to look for opportunities/need for public outreach that might not have previously been considered.
- Work closely with other workgroups to implement public outreach-related actions by coordinating/advertising public meetings, educational opportunities, etc., but require other workgroups to be actively involved in developing content for the public outreach effort, as appropriate and necessary.
- Inform the public of any PDRP updates or modifications. This would include an active role in enlisting public input during plan updates as well as assisting the PDRP Coordinator, located in the Planning Department, in communicating annual PDRP status reports or other ad hoc public awareness needs for the plan in general.

Pre-Disaster Messages Regarding the PDRP

Community vision. Assumptions used to establish the previous community vision or plan may have dramatically changed as a result of the disaster. The PDRP process provides an important opportunity to open up a dialogue with the public about whether to "rethink" the existing vision. For example, safety could be a much higher priority for residents, translating into the need for updating the building code, or new policies encouraging sustainable development practices, or working towards a diversified economy to avoid dependence on one business sector.

Homes in vulnerable locations

Increasing awareness among residents about homes and neighborhoods in vulnerable locations prior to the disaster may make them more open and amenable to participation in voluntary mitigation programs. This may result in encouraging them to incorporate disaster mitigation not only prior to a disaster, but understand the importance of potential opportunities to incorporate mitigation during the rebuilding process following a disaster.

The Floodplain Management Plan details an annual schedule of monitoring and evaluation of vulnerable homes, which is a part of the County's Class 7 Community Rating System participation. This collaborative review includes the County's Zoning, Planning, Engineering, and Code Enforcement Departments, as well as the cities of Brooksville and Weeki Wachee. The LMS Committee and the Southwest Florida Water Management



Photo courtesy of Hernando County



Photo courtesy of Hernando County

District, owners of repetitive loss properties, and the general public are also invited to participate. If any property owner expresses an interest during this period in mitigation options, assistance will be provided to the greatest extent

possible and a new analysis of the property will be made and a benefit cost analysis performed and added to the plan for that property. Beyond the repetitive loss properties, beginning in 2008, an outreach will be developed to target the general "repetitive loss areas" and conducted on an annual basis. The Floodplain Management Plans contains templates for notices and communication with affected or interested property owners.

The LMS Plan states that Emergency Management is responsible for conducting public outreach on a continuous basis that focus on wind protection and wind retrofits. Wind protection focuses on reducing the damage from wind by strengthening floors, foundations, and wall/floor attachments of existing structures. The County also conducts all-hazards public outreach through an annual all-hazard safety expo. It also participates in the annual National Preparedness Month program.

Businesses Continuity and Economic Redevelopment.

Information for the business community may include protection of customer data, the development of company-based emergency plans for businesses, backing up all necessary information on remote storage sites or portable computer devices, and ensuring proper insurance coverage. Small businesses may also receive assistance from economic development organizations, business network organizations, small business agencies, and larger businesses to develop continuity of operations plans.

HERNANDO COUNTY



SMALL BUSINESS HURRICANE GUIDE

ACCORDING TO U.S. DEPARTMENT OF LABOR STATISTICS

Over 40% of all companies that experience a disaster never reopen!
Over 25% of the remaining companies close within two years!

Pre-Disaster PDRP-Related Information Collection, Dissemination, and Distribution

PDRP Executive Committee. The PDRP Executive Committee will reach out to community leaders, organizations and associations. Since the members of the committee will be meeting with these parties throughout the pre-disaster time period, members should come equipped with communication materials such as flyers or information packets which include available meeting dates.

Mass Retailers: The Office of Business Development will coordinate the distribution of flyers at local chain stores.

School System: The Community Relations Coordinator will coordinate with the school district superintendent and local private schools to send flyers home with students that provide information on pre-disaster PDRP implementation efforts and other public meeting notices.

Business Organizations: The Office of Business Development will coordinate with the local chambers of commerce to distribute information via email blast lists, chamber newsletters and websites, and recruiting the support of local business owners.

Non-profit, faith-based, and volunteer organizations: The Health and Social Services workgroup will coordinate with these organizations to recruit members from these organizations to assist in spreading the word and fostering buy-in within the community.

Meeting Places and Information Materials

The pre-disaster period is the most strategic time to gather or create any essential informational materials that may be made available to the community regarding redevelopment and recovery. It is beneficial to the County to remain current on informational material and resources available for public distribution. Groups to consider for providing such materials include FEMA, other federal and state agencies involved in disaster recovery, community organizations such as United Way or Citizen Corps, disaster preparedness organizations, and communities that have been periodically affected by disasters. Collecting best practices tips, handouts, and other information in advance of a disaster will reduce the amount of research and staff time necessary post-disaster to produce the large volume of public information needed. This material may include information on rebuilding policies, home and business hazard mitigation techniques from FEMA guides, and hotline or other contact information to assist in dealing with insurance claims. It is important to note that informational materials must meet any Federal or State laws and promote inclusion by all sectors of the community, including individuals with limited English proficiency or with speech or sensory impairments. Examples of alternate formats include large print, Braille, information on CD/DVDs, audiotapes, use of websites in accessible formatting, pictographs, and information translated into Spanish and other languages spoken in the community.



Post-disaster redevelopment strategies may be incorporated within existing disaster preparedness outreach strategies. Hernando County uses a wide range of methods including its Emergency Management website (<http://www.hernandosheriff.org/em/>) which includes links to preparedness information and downloadable publications; public education meetings and notices as part of the LMS and Floodplain Management planning processes; an annual all-hazards expo conducted in June; participation in the annual National Preparedness Month conducted in November; HCGB (the government access channel); and newspaper announcements as required for other public meetings.

Post-Disaster: Long-Term Recovery Information Collection and Dissemination

Disaster survivors are likely to take strong positions on recovery policies and priorities impacting their homes and businesses in the post-disaster environment. While the Post-Disaster Redevelopment Plan provides a framework for redevelopment strategies and policies, the

creativity of public ideas, citizen concerns and priorities, and innovation from the business community may provide valuable insights and resources that can assist in long-term redevelopment. It is inevitable that PDRP efforts will encounter criticism from various sources. The best defense against this is to launch a coordinated public information campaign that encourages high attendance at PDRP community meetings. Public participation in long-term recovery decisions is imperative to keep community ties strong and to avoid a disenfranchised citizenry in the future. Giving the public opportunities to provide feedback concerning decisions and activities during redevelopment allows the community to gauge the community's general attitude towards its initiatives.

Immediately after a major disaster impacts a local community, the extensive national media provides ongoing attention, information updates, and broad coverage within the area and to the outside world. However, within weeks, the media attention will drastically wane, yet the local public continues to have a heightened need for information supporting the reconstruction and redevelopment effort. The post-disaster environment may lack communications infrastructure including broadcast stations, cable infrastructure, power for residential televisions, and community linkages. The local leaders, therefore, must seek innovative techniques to reach impacted residents who remain in the area, displaced residents in host communities, business owners, and community partners. The purpose of this section is to identify methods, materials, and strategies that will guide the leadership's ability to effectively communicate with its citizens, businesses, and visitors during post-disaster redevelopment.

Equally damaging to a community's efforts to revive itself and attract people to the area is misinformation that creates a misperception about the vitality of the community. For example, a news story or picture of an isolated area of unrepaired damage may foster the perception that certain areas of the community are still devastated when in reality, many businesses are open, and residential areas are ready. This misperception can set the community back by delaying the repopulation of residents and the restoration of economic vitality. Having a unified, coordinated public information campaign can help safeguard the community from the damaging effects of inaccurate negative publicity.

Florida Sunshine Law

According to the Attorney General of the State of Florida, Florida's Sunshine law provides a right to access governmental proceedings at both the state and local levels. This law applies to any gathering of two or more members of the same board to discuss some matter that will foreseeable come before that board for action. There is also a constitutionally guaranteed right of access. Virtually all state and local collegial public bodies are covered by the open meetings requirements with the exception of the judiciary and the state Legislature, which has its own constitutional provision relating to access (Attorney General State of Florida, 2009).

- The Florida Public Records Law (Florida Statute Chapter 119) governs the inspection and copying of public records. It is the policy of this state that all state, county, and municipal records are open for personal inspection and copying by any person. Providing access to public records is a duty of each agency.

- The Florida Open Meetings Law (Florida Statute Chapter 286) governs the extent to which public meetings are open to the public. All meetings of any governmental body where official acts will be taken are public meetings and always open to the public, and no resolution, rule, or formal action shall be considered binding except as taken or made at such meeting. The body must provide reasonable notice of all meetings.

To comply with the Sunshine Law, the County can determine which documents should be made available to the public at which locations including websites, public meetings, Disaster Recovery Centers, and in local gathering places. During a timeframe when travel by residents is restricted, efforts should be made to ensure that materials of concern are made available for review in several locations so residents do not have to travel long distances. Responsibility will reside with the County's official records custodian which, pursuant to Chapter 28.12, Florida Statutes, is the BCC Records Department located in the Clerk of the Circuit Court, and County Attorney to identify which documents need to be made available to the public and to address public records requests.

The County can also publicize meetings through a range of methods such as roadside signs, fliers in public gathering locations, notices on websites, advertising in available locations, press releases, etc. Efforts should be made to ensure that public meeting locations are Americans with Disabilities (ADA) compliant and can accommodate all residents that request special assistance to participate.

As a way to ensure transparency during redevelopment, the County can set goals and recovery milestones after the immediate response is completed and disaster assessments have been reviewed. The County then can develop a system of reporting to the public on the progress of recovery operations and the status of meeting those goals. The Community Relations Coordinator can lead this initiative and be responsible for ensuring that regular progress reports on meeting the goals are released to the public. The Community Relations Coordinator can also partner with local media to provide details to the public on how recovery funding is being used. The County and media can launch an interactive website linked to press releases or news reports on particular funding expenditures.

Quantitative and qualitative indicators should be pre-determined so that a "dashboard" of recovery can be tracked throughout a multi-year process. This will also be a good way to document lessons learned to make future changes to the PDRP. Indicators could include:

- Financial expenditures;
- Performance and schedule variance from set goals or estimated timeline (that is determined after level of damage is known);
- Contracting statistics – amount of local businesses, small or minority businesses;
- Public participation levels – interaction and transparency statistics;
- Employment resumption metrics;
- Organization and coordination effectiveness;
- Standard of living measurements to judge quality of recovery; and

- Number of actions/projects started and accomplished – some estimate of population benefited may be possible from this.

Information Collection

Sources of Vital Post-Disaster Redevelopment Information

During the redevelopment phase, the challenge lies with the PDRP Executive Committee to coordinate with the public, private, and nonprofit agencies and organizations support long-term redevelopment. As long as the local Emergency Operations Center remains activated, the Public Information Center will maintain the primary responsibility to collect, consolidate and disseminate response and immediate recovery related information. Emergency information is disseminated to the general public through the news media, the County Government Access Television, the County website located at <http://www.co.hernando.fl.us>, and the Public Information Center call center as detailed in the Comprehensive Emergency Management Plan. Once the Emergency Operations Center and the Public Information Center deactivates, the Community Relations Coordinator has the responsibility to coordinate information. Information collection and dissemination transitions back to the County's and local municipalities' communication staff to communicate with the public and coordinate among local, state, and federal agencies on redevelopment issues. In addition to lacking a well-defined mechanism of coordination, a single site of coordination, and clear chain of command, the long-term redevelopment environment must find alternative means to main viable information exchange mechanism with many of the agencies listed below throughout the long-term redevelopment process:

- Land Services Department: Includes environmentally sensitive lands, parks and recreation, planning, public lands, transportation planning
- Environmental Services Department: Includes recycling, solid waste, storm water/drainage, water/wastewater, waterways
- Development Services Department: Includes airport, building department, Office of Business Development, Office of Tourism Development
- Community Services Department: includes code compliance, public health, health and human services, housing authority
- Hernando County Human Resources
- Hernando County Government Access TV
- Hernando County School Board
- Hernando County Land Protectors
- Historic Hernando Preservation Society
- American Red Cross
- United Way
- Mid Florida Community Services
- Withlacoochee Regional Planning Council
- Southwest Florida Water Management District
- Brooksville Community Redevelopment Agency
- United Communities of Hernando County (non-profit HOA coalition)

- Hernando County Association of Realtors
- Hernando County Builders Association
- Mid Florida Community Services, Inc.
- Greater Hernando County Chamber of Commerce
- Major Employers
- Progress Energy
- Sumter Electric
- TECO Peoples Gas
- Withlacoochee Electric
- Hernando Healthcare
- Oakhill Hospital
- Constitutional Offices
- Religious organizations
- Media outlets
- Network affiliates
- Newspapers

Processing and Consolidation of Information

The Post-disaster Executive Committee will conduct a conference call on a weekly basis at a minimum with key recovery organizations to collect information and status updates on ongoing recovery and redevelopment projects. The PDRP Executive Committee will designate the appropriate liaison to coordinate these conference calls and collect information. This designee will collect information from other various sources, disseminated to the PDRP Executive Committee, and summarized into a status report by the designated liaison. The information will also be collected through status reports provided by each of the workgroups lead coordination agencies and consolidated into a weekly countywide recovery report.

These status reports should include indicators of progress including, but not limited to, business reopened, houses rebuilt, population estimates, population distribution, infrastructure restoration and level of service, as well as a report of recovery impediments.

Dissemination

During long-term recovery, the community requires ongoing information regarding redevelopment decision being made by the political leadership, policies affecting recovery effort, and resources available to support residents and citizens. Giving opportunities for the public to provide feedback concerning decisions and activities during redevelopment allows the community to gauge the community's general attitude towards its initiatives. Short-term recovery communication and public outreach efforts are aided by Disaster Recovery Centers (DRCs). DRCs are facilities coordinated through a partnership between the local, state, and federal response and recovery organizations that provide residents and local businesses with disaster-related information including guidance regarding disaster recovery, housing assistance and rental resource information, status of applications being processed by FEMA, Small Business Assistance (SBA) program information, answers to questions, resolutions to problems, and referrals to agencies that may provide further assistance. The Disaster Recovery Centers may

remain active through the recovery phase, but likely will not remain active many months after the disaster impact.

The Post-disaster Redevelopment Executive Committee could consider transitioning the Joint Information Center and the Disaster Recovery Center(s) to long-term outreach centers, such as Community Recovery Centers. This would maintain central location for communications and public outreach personnel to work with the public and keep them abreast of updates and decisions affecting recovery. It would also ensure that there is an established place where people can continue receiving assistance from skilled specialists throughout redevelopment.

Target Audience for Redevelopment Outreach and Education Efforts

The post-disaster redevelopment effort must target the full range of impacted local and displaced citizens, business owners, and community partners including:

- Local Residents: Maintaining communication with the residents who remain in the county during recovery is essential for keeping them informed of decisions and recovery status.
- Displaced Residents: Reaching this audience will require coordination with other human service agencies to identify host communities where residents are temporarily residing. Public meetings can be videotaped and made available to the public online or on non-local public television stations. The plan for communicating with displaced residents should also include a broad range of opportunities for the public to give feedback on recovery decisions and activities. These opportunities for public participation can include:
 - Surveys and comment opportunities at public meetings;
 - On-line surveys and comment forms;
 - Feedback hotlines; and
 - Surveys and comment opportunities at Disaster Recovery Centers and/or Community Recovery Centers

The need for reunification centers will vary depending upon the volume of displaced residents. Should there be a need to implement such centers, the Red Cross will coordinate with local religious centers and other organizations as appropriate to identify appropriate locations.

- Seasonal residents: Bringing seasonal residents back to the community as soon as possible provide important economic benefits. The community needs to promote a clear and positive message about the recovery process to encourage seasonal residents to return to their neighborhoods at the appropriate time and to feel safe in their communities. Approximately 6% of the County's residents are seasonal. Information regarding these residents, such as alternate mailing address, maintained by the Property Appraiser's Office.
- Special, vulnerable, at risk populations: All populations in the county are vulnerable to injury and increased hardship due to community interruption; however certain populations are more vulnerable. Vulnerable populations who are at risk and/or targeted

for post-disaster redevelopment opportunities may require additional outreach and educational efforts. In the development of strategies for outreach, decision makers must also consider the special needs of vulnerable populations. These populations are vulnerable due to a range of topics including language barriers, physical disabilities, age, race, or economic challenges. The Hernando County CEMP identifies and maintains a database of approximately 1,000 people that are at-risk, vulnerable, and require special assistance during post-disaster redevelopment.

Hearing and sight-impaired populations are at risk to not receiving urgent public information or situational awareness since they may be impeded due to the nature of their disability. Homeless populations and undocumented aliens are also more at risk for not having the ability to receive public information.

Some areas of the County which may be socially vulnerable and may require particular attention include the following:

- Southwest portion of the County between US 19 and SR 589 south of the Jacqueline Road area due to concentrations of population over 65 (see Table 4-5 in Chapter 4)
- The Brooksville area due to concentrations of populations over 65 (see Table 4-5 in Chapter 4)
- Areas with poverty rates above 10% which include most of the eastern half of the county, populations west of US 19, and various pockets between US 19 and SR 589 (see Table 4-6 in Chapter 4)
- Low income areas in various locations throughout the county (see Table 4-8 in Chapter 4)

Liaisons will assist in coordinating and providing team members to ensure assistance is made known to the population in these areas. Hernando County currently has a number of Community Emergency Response Teams (CERT) as well as the Retired Senior Volunteer Program as detailed in ESF 15 section of the CEMP. These teams will be requested to assist in providing information to neighborhoods and identifying unmet needs and joining community response teams.

The County will ensure essential materials and communications are provided in alternative formats for persons with disabilities or special needs upon request. Hernando County should also provide translations for residents with limited English proficiency. This action would help ensure that all residents have the opportunity to remain informed of recovery and redevelopment activities and to participate in or apply for the programs and services offered. Providing clear and effective communication will be more effective in conveying redevelopment activities while also meeting any federal or state mandated laws and promoting inclusion by all sectors of the community. The County can identify

potential technology, businesses, or organizations that can assist in translating or providing alternative formats of communication. These organizations should be identified and contractual arrangements put in place before a disaster.

- Elected leadership: The Post-Disaster Redevelopment Executive Committee members may also consider the importance of educating the elected leadership within each of the relevant jurisdictions.
- Professional organizations: Education programs may also target professionals who will be actively support the recovery effort such as local engineers, builders, building officials, code enforcement, planners, environmental planners, water resource managers, utility and infrastructure managers, and others. Consider the organizations and programs detailed in the Institutional Capacity Chapter when identifying appropriate audiences to inform and educate about post-disaster redevelopment policies and strategies. Also consider targeting the professional organizations associated with these groups such as the Hernando County Association of Realtors, Hernando County Builders Association, Disaster Contractor's Network, Withlacoochee Regional Planning Council, Office of Tourism Development, Chamber of Commerce, and Office of Business Development.
- Business community. The business community and supporting organizations and networks need to be engaged in all phases of development and redevelopment. In the pre-disaster phase, information dissemination should target organizations that serve the business community, particularly the small business owners.
 - Small Business: The small business community is highly vulnerable to the prolonged businesses outages. Ensuring they have ongoing access to information related to recovery assistance may be vital to their survival within the community. Similarly, the ability to the small business community to provide input to recovery, reconstruction and redevelopment activities.
 - Major employers: Although large businesses may be somewhat less susceptible to the consequences of prolonged business outages, they require current information regarding the needs of the community so that they can adjust their business practices accordingly to promote economic regrowth. They may also have the ability to provide needed resources that may otherwise have gone unknown to them. Refer Chapter 4 for a list of major employers in Hernando County.
 - Potential new businesses: The post-disaster environment may provide opportunity for the establishment of new businesses, such as construction related businesses.

Developing the Post-Disaster Redevelopment Message

Public Safety and Health

Numerous hazards face community residents during the reconstruction and redevelopment including residential construction hazards, infrastructure repair obstacles, and public health

hazards due to environmental conditions, rodents, pests, and contamination. Furthermore, the disaster environment itself will stress the mental health of the disaster survivors, particularly the elderly, children, and other populations with special needs. All public safety and public organization should coordinate the important public safety messages to ensure consistency.

Power, Utility, Communications and Infrastructure Status Updates

Infrastructure and utility organization should maintain ongoing status updates of restoration efforts and estimates of ongoing outages.

Social and Community Reassurance

Establishing lines of communication before a disaster strikes helps create a sense of assurance throughout a community. Keeping the public informed of the County and municipalities' plans and efforts to implement the PDRP before a disaster can foster a sense of security and confidence in the Plan. The community knows that the County is taking steps to protect their community and they have the ability to give feedback. This will lessen the likelihood of surprises and controversy in the aftermath of an event. After a disaster, effective communication is one of the most significant roles of government, especially during long-term redevelopment when the media focus has decreased.

Building Community Vision

Perhaps one of the most challenging public outreach activities involves communicating and receiving input related to the implementation of the Post-Disaster Redevelopment Plan. Areas which will be enhanced to rebuild a more resilient, green, and improved community may require long time periods and community input. Many community members may be overwhelmed and inundated with information after a disaster - this drives the need to keep the public information campaign simple and straightforward, and to establish an early vision. Public information materials should have a consistent look and feel to help distinguish this effort in the community. These materials might consist of the following elements:

The Focus of Long-term Redevelopment Messages:

- Public safety and health
- Power, utility, communications and infrastructure status
- Social and community reassurance
- Community visioning
- Economic redevelopment
- Building code requirements
- Mitigation and community resilience
- Disaster assistance opportunities
- Missing persons

- Choosing a slogan for the long-term recovery effort, for example "Your community. Your future. Get involved."
- Communicating a consistent message
- Emphasizing this is the community's plan
- Explaining the purpose of post-disaster redevelopment

Every decision reflects not just technical, engineering, or financial considerations but also community preferences and demands. Establishing a logical framework can show key community stakeholders how the components of the whole program fit together and how those components contribute to the objective of strengthening and revitalizing the community.

Figure 5-2: Community Visioning Tree



Other Communities

The vitality of Hernando County is interdependent with other communities and business sectors that extend beyond its geographic boundaries. Community vision should also consider the linkages with other communities and sectors.

Working across community boundaries can often lead to a win-win situation where two or more communities are better off through collaboration. For example, a new facility (school, hospital, library), or a service (hotline, tutoring) might be designed to serve several communities rather than just one. This collaborative approach might make possible progress that would otherwise be unaffordable and/or result in a high-level of quality. Mechanisms for collaboration may include reviewing Comprehensive Plans and Capital Improvement Plans from adjacent counties and meeting with land and infrastructure planners to explore issues or projects in plans that can provide a multi-jurisdiction benefit.

Sectors

The PDRP planning process should include multiple sectors. It is important that synergies among sectors be sought out and included in the community's vision. Developing a single strategy to address both job creation and workforce training is likely to be more effective than two separate strategies. For instance, a single new structure in one municipality might house both the library and a health clinic. This linkage of sectors might often be a more effective use of limited resources.

Economic Redevelopment: Marketing Image and Branding

Marketing an area in the wake of a disaster can be a complex process. Considerations such as the type of media coverage and the level of devastation will play a large role in the amount of resources a community may devote to this activity. Media coverage in the immediate aftermath may shape later efforts required for re-branding or image correction. The negative images of

destruction must be overcome with positive images of redevelopment, reconstruction fueled by a vision of a more sustainable and greener community. The Office of Tourism Development will develop and implement unified marketing campaign which will coordinate with the Community Relations Coordinator and the media outlets

As discussed in the Vulnerability Analysis Chapter, tourism is a major economic industry in Hernando County. The County may want to consider employing these steps for post-disaster image correction.

- Capitalize on positive images of component parts. Although potential tourists may have been exposed to an overall negative image of a community following a disaster, they still may perceive certain elements to be attractive. This may include leisure activities, or other unique community features. Tourism marketing efforts may initially focus on these features to re-attract tourists.
- Schedule mega-events. Sporting events, cultural festivals, and ethnic and food fairs or similar events hold opportunities to gain publicity and attract positive media attention. Mega events can also create a legacy of improved infrastructure, heavy private and public investments, a better tax base, new jobs, and a convention center.
- Organize familiarization tours. Travel writers, journalists, travel agents, and tour operators greatly influence tourists' decisions. A recovering community can host a select group of tourist leaders to correct misconceptions and misinformation following a disaster.
- Use selective promotion. Image advertising may focus on the positive aspects of a destination and downplay the least favorable attributes.
- Bid to host international travel and tourism conventions. International travel and tourism organizations are always looking for new venues for their annual conventions. Looking for these types of opportunities during recovery also helps establish contacts with regional or international counterparts. Negative image can be a positive incentive to attract tourists.
- Key destinations. Hernando County may choose to tailor their efforts regarding marketing and tourism to the recovery of key tourist destinations. Devastation from a hurricane is likely to inhibit quick recovery of tourist attractions such as Weeki Wachee Springs State Park, Croom Motorcycle Area, and other key activities such as scalloping. Marketing efforts will, therefore, need to consider the appropriate timeframe for when to re-attract tourists. Such efforts may be coordinated with those agencies and working groups responsible for environmental beach restoration to ensure that accurate information is being used when communicating with the public.
- Voluntourism. The level of devastation may determine how much time and sensitivity is required before a location can begin marketing itself and attracting vacationing tourists.

However, other types of tourists, in which travelers do voluntary work to help communities or the environment in the places they are visiting, can serve as a major asset to recovery efforts. Voluntourists can vary in the skills they offer for assistance, ranging from medical, engineering, or other professional skills to clean up and rebuilding skills. The International Institute on Peace through Tourism has identified Voluntourism as a growing market. Communities who reach out to this type of tourist can benefit greatly. In addition to speeding up recovery efforts by providing much needed skills, voluntourists often inject much-needed capital before other conventional tourists may be willing to arrive.

Methods for Delivering Post-Disaster Communication to Target Audiences

Avoiding misinformation and rumors will be particularly challenging in a post-disaster environment where traditional modes of communications, mass media, infrastructure, and community links are destroyed. Many residents and business owners may be driven by anxiety, fear, and altered perception of reality as they struggle to face the catastrophic disaster impacts in their lives and homes. For example, concerned residents may see the Plan as taking away certain property rights. Residents may not be willing to accept land use restrictions because they do not have an understanding of how this reduces risk. In an environment of limited communications capability, recommended changes and actions may initially seem arbitrary and abstract. Outreach methods for long-term recovery may focus on media and outreach tools that will best keep the public informed, reach out to displaced residents, aid business and economic redevelopment, and reconstruct the community's image to potential visitors. The following communication and public outreach methods can be used in pre- and/or post-disaster redevelopment planning.

Public Hearings or Workshops

Public meetings inform residents of ongoing recovery efforts and foster participation in long-term redevelopment decisions. These venues provide the public with the opportunity to provide comments and feedback on issues relative to post-disaster redevelopment. Consensus and buy in from the public are critical in developing vision for the community's future, particularly following a disaster. Many of the issues facing post-disaster redevelopment are also issues facing other planning processes that already



Photo courtesy of Hernando County

utilize public workshops or hearings, such as the LMS process, hearings on zoning issues, and changes in land use. Furthermore, in the post-disaster environment, many other public education and participation efforts may not be available or accessible. Continued public hearings and workshops may become the only vital link to community decision makers. They also allow for discussion on topics that may require in-depth explanation, such as the grant application process for homeowners or small business owners with damaged or affected

properties. Holding a series of charrettes or other interactive meetings can solicit valuable public feedback and allow residents to provide input on rebuilding efforts that affect their futures. Multi-disciplinary teams collaborate with local residents and business owners to address regional issues such as urban planning, transportation, historic preservation, and natural resources, site-specific neighborhood revitalization plans.

County and municipalities can benefit from using this PDRP to guide public meetings and charrettes. Conducting public meetings and charrettes can be challenging if normal media channels are disrupted or residents are displaced. Obtaining contact information in advance, however, can aid this process. Key information to collect would include contact names for neighborhood association representatives, Chambers of Commerce, and civic associations that could later act as liaisons for their organizations or groups to disseminate information quickly.

The Internet

The internet and social media remains a powerful tool to communicate information in the pre- and post-disaster environment. While access to technology, power, and communications linkages may be limited in the post-disaster environment, Hernando County and its municipal partners may seek to institute public internet access points within the disaster-impacted community. Similarly, residents who have temporarily relocated outside of the County due to a lack of housing, infrastructure, and/or employment opportunities may be able to remain engaged in the recovery and redevelopment process through the internet. Decision makers may seek to actively involve all available electronic tools to further engage the community and encourage community recovery. The internet can be used to notify residents of public participation workshops and public meetings. The internet can also be used as an education tool to explain redevelopment policies and alternatives through verbal, audio, and visual tools. And finally, the internet can be used to solicit feedback through comment/feedback form in which residents can submit comments or feedback online, conducting online surveys, or providing opinion polls. Following a disaster, the county will develop a dedicated website for post-disaster redevelopment efforts that may include, but is not limited to, status reports from the PDRP Executive Committee, public meeting and charette announcements, important instructions for directing people wishing to make donations or volunteer, registered contractors, and other important information providing instruction and/or keeping the community informed on community progress.

Internet-based Social Media

Other forms of social media have emerged as powerful communications tool including blogs, Facebook, and Twitter. Social media allow active citizens to play a role in information dissemination, bypassing traditional means. This can either support or hinder recovery efforts, depending on the sources and type of information being disseminated. Personal web sites, blogs, and other posts can act as helpful information fact checks, share authentic stories,



and provide local knowledge tips. Conversely, they can also distribute subjective and false content without any accountability. There is no way to stop the transmittal of rumors, but there are ways to prevent widespread misinformation by monitoring active sites to stay abreast of information that is getting delivered. Understanding ways to positively engage existing networks in the pre-disaster phase can also prove useful during recovery. Hernando County has established a Facebook site⁴ and a Twitter feed⁵ which may provide a way to disseminate information as was seen after the Joplin, MO tornado disaster. Volunteers could be utilized to help monitor these sites and relay information as appropriate and coordinate the dissemination under the direction of the Community Relations Coordinator which functions as the PIO.

Media Market

Depending on the level of devastation in the region, the Tampa media market may or may not target Hernando County recovery and redevelopment issues. Establishing a strategy to effectively communicate to news affiliates in Tampa is critical to successful implementation of this plan. The County Administration Office is the official public information office for the County, both under normal and emergency situations. Traditional media outlets such as news channels, newspapers, and radio stations must also be used to ensure all audiences are informed of important long-term redevelopment topics. Television documentaries, news columns, and radio programs can also provide in-depth coverage on the recovery process.

A major media challenge for community officials leading a post-disaster recovery can be the type of coverage that is delivered to audiences. Coverage of media stories that misrepresent facts is more likely to be avoided when officials develop meaningful relationships with news anchors, radio program hosts, and journalists prior to a disaster. This can include educating the media on current pre- and post-disaster programs. Local media also have a stake in long-term recovery; ensuring the correct message is accurately disseminated to the public aids in the communication process for all involved. The jurisdiction may also choose to distribute announcement, notices, and advertisements through the various public media. The leadership may also consider public service announcements on local television and radio stations, including Public Broadcasting Service (PBS) and public access stations.

Television

The Community Relations Coordinator will coordinate with the HCBG (the County's government channel) as well as television stations in the Tampa media market which provide coverage into Hernando County at a minimum to conduct interviews, announce meetings, and broadcast and highlight other recovery achievements and planned efforts.



⁴ <http://www.facebook.com/pages/Hernando-County-Government/272713466107814>

⁵ <http://twitter.com/#!/hernandosheriff>

Radio

The Community Relations Coordinator will coordinate with local radio stations, including Spanish language stations, to conduct interviews with community leaders, PDRP Executive Committee members and others involved in the post-disaster recovery effort to inform the public of recovery achievements and continued efforts, as well as advertise upcoming public workshops and charrettes.

- WWJB News Radio 1450 AM
- WXJB-FM 99.9 FM (network affiliations ABC Information and Fox News)



Photo courtesy of Hernando County

Newspapers

The Community Relations Coordinator will coordinate with the local newspapers for advertising campaigns to announce PDRP meetings, charrettes, etc. These inserts may include a listing of upcoming meetings as well as all suggestions and recommendations made in past community meetings. Inserts will contain a website, email address and physical address as to where people can send their comments. Newspapers include:

- St. Petersburg Times
- Hernando Today (an edition of the Tampa Tribune and the Tampa Times)
- Tampa Tribune

Meeting places and Distribution of Information Materials

Working with the Federal Emergency Management Agency's Community Outreach Teams, Community Emergency Response Team (CERT), and nonprofit partners such as the American Red Cross and Salvation Army, and other recovery agencies may be able to reach out to victims. This may be accomplished through a variety of mechanisms such as door-to-door flyers, bulletin board postings at feeding sites, recovery sites, points of distribution, churches, community centers and other public buildings which are operational.



Similarly, as schools and churches begin to reopen, they can become avenues to notify impacted families. During the long-term recovery and redevelopment process, governmental entities may recommit themselves to actively seek community involvement. Ensuring active engagement following a disaster will be challenging to the political leadership. However, in order to evaluate alternatives and ensure community buy-in of redevelopment strategies, the commitment to a participatory process must remain paramount throughout the post-disaster redevelopment decision-making process and must continue to focus on the three vital public involvement components.

Community Presentations

Other opportunities to educate the community and solicit feedback also exist. These include:

- United Communities of Hernando HOA Coalition monthly meeting
- Neighborhood development organizations
- Chambers of Commerce and other business organizations
- Religious groups
- Advocacy groups such as Mid Florida Community Services, Inc.
- Special interest segments on HCGB Television

Outreach can also include information material distributed through a partnership with the Hernando County Tax Collector's Office or utility providers. Flyer inserts in routine mailings can provide information to business owners and homeowners as to where they can find information and support. These materials can also be placed at various locations frequented by the public. Local businesses may wish to consider "sponsoring" outreach material to help the county defray the costs of public outreach. The redevelopment process may also lend itself to audiovisual tools such as maps, drawings, video productions which can visually stimulate the community's ideas and innovation. Each workgroup will identify targeted audiences for which they will be responsible for coordinating outreach efforts.

Business Community Outreach

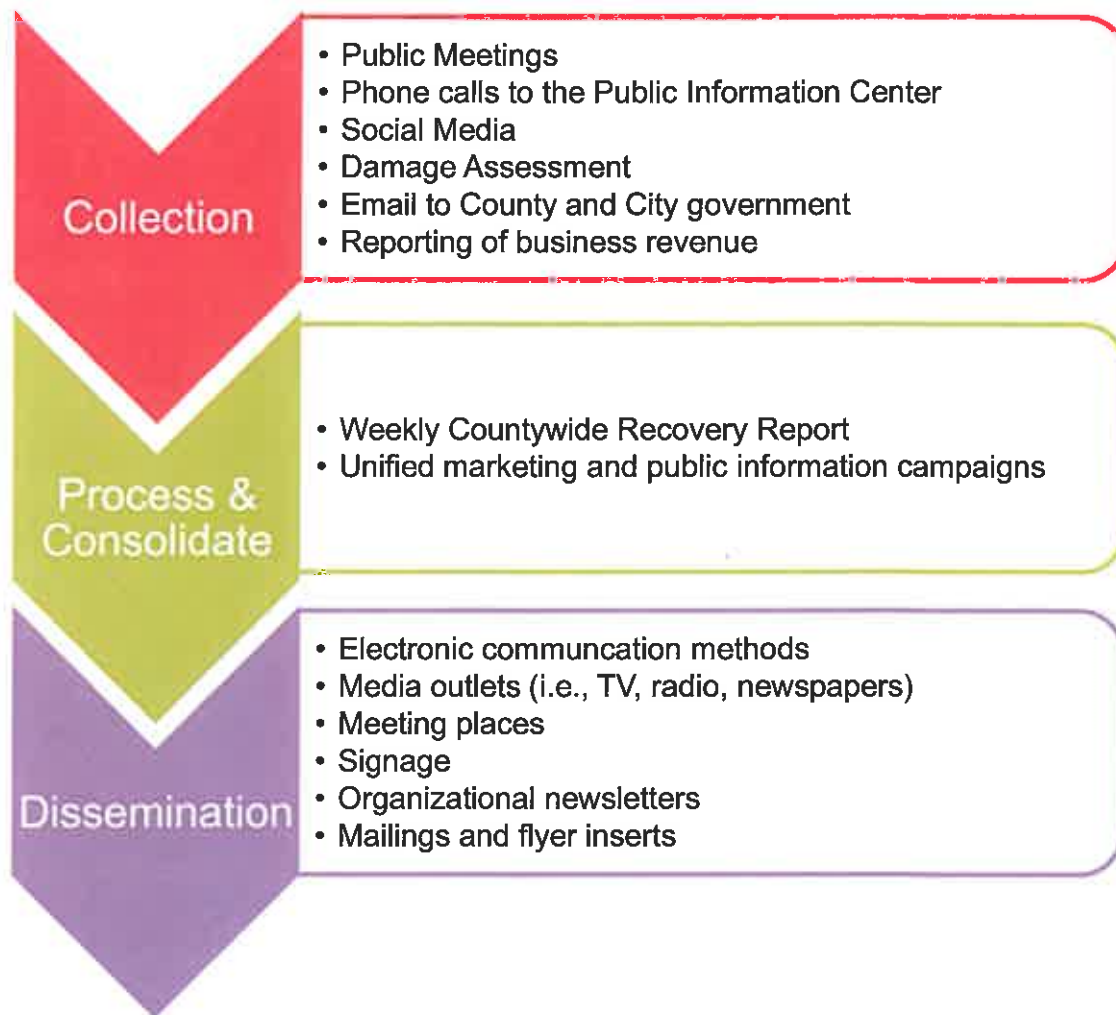
These actions include establishing business recovery centers, initiating public outreach campaigns to attract businesses, and identifying funding sources to support business recovery. As is the case with the public's role in participation, the business community must be engaged to solicit feedback and involvement during redevelopment. Post-disaster steps may be designed for both short-term recovery and long-term economic flourishing. Short-term steps will keep business owners updated on the status of conditions that may affect their businesses, such as a timeframe for recovery, infrastructure, public works, and other key factors that can help them make informed decisions.

Other Outreach Methods

- Billboards
- Bus-side advertising, bus-bench and shelter advertising
- Posters at various locations for permanent messages
- Signage such as roadside signs and variable message boards alongside roads
- Door hangers
- Government newsletters/e-newsletters
- Telephone out-dial systems (i.e. EOC, Sheriff Office, School District)
- Law enforcement and fire mobile public address systems or door-to-door contact;
- FEMA toll-free teleregistration number for assistance
- Hernando County 211
- Recorded public meetings held throughout the county and available on the internet and television for those who are unable to attend
- Public meetings held outside the region

- A website targeting nonlocal, displaced residents
- An information line for nonlocal, displaced residents
- A public information campaign including a slogan
- Electronic communication such as e-mail blasts (from existing lists compiled from county agencies, e-mails collected through sign-in sheets, and citizen requests), social media

Figure 5-3: Information Processing Flow



Chapter 6 Financing Strategy

Introduction

The purpose of this section is to provide an overview of the financial challenges that the County government and its municipal jurisdictions will face following a major disaster. The intent of this section is also to provide information about the various types of pre and post-disaster funding sources that are available from local, state, federal, private sector, foundations, and non-governmental organizations.

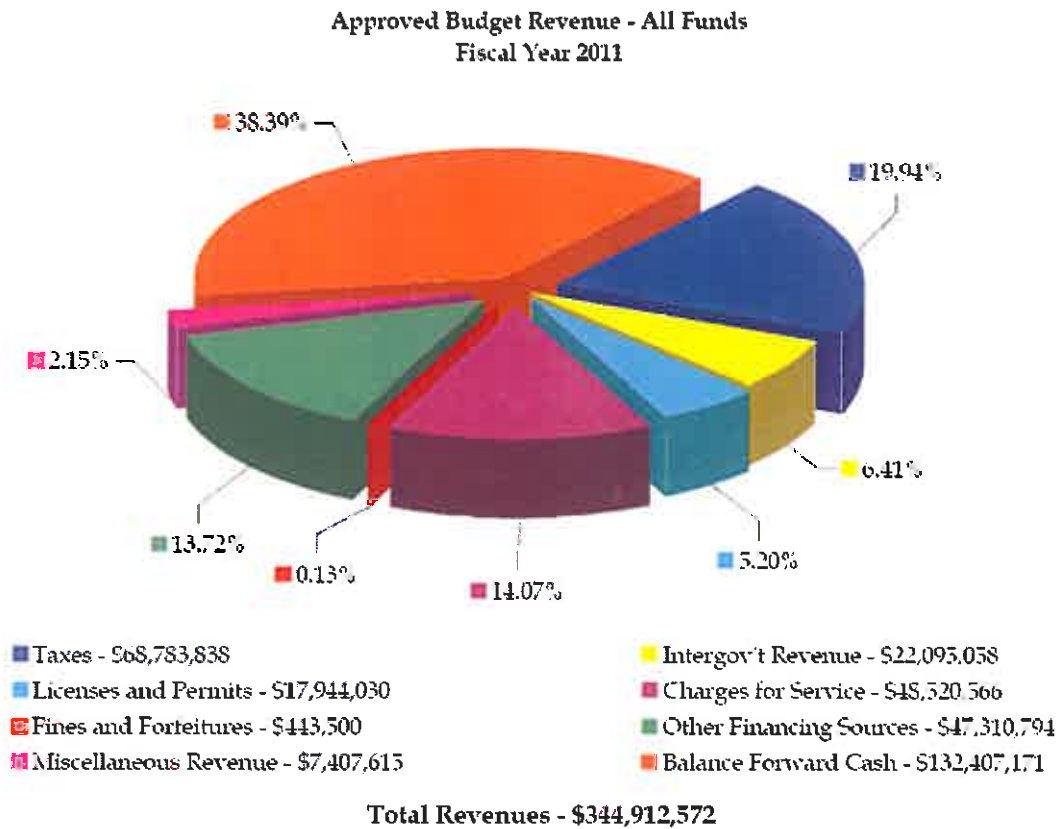
Major disasters reduce the revenue of communities that they impact and increase the need for funds for government, businesses and citizens. Communities that are well-prepared to obtain funding and gain support from various organizations, in addition to FEMA, may experience a smoother recovery and post-disaster redevelopment period. Post-disaster impacts that strain local governments include physical damage to property and infrastructure including critical and historic properties, economic losses, environmental degradation, and erosion of quality of life and the social fabric of the community. Many of these impacts are addressed through implementation of successful hazard mitigation and redevelopment measures such as those found in the County's LMS and Floodplain Management Plan.

Funds for Hernando County Government

Revenue Sources

Hernando County government relies on the revenues it collect from various sources to provide services for its citizens and visitors. The governmental budgeting process is subject to regulatory restrictions on expenditures of revenues. Financial resources within the General Fund may be allocated to legitimate governmental purposes with limited restrictions imposed by State or Federal laws, County ordinances, or other external regulations. The General Fund may be allocated for any jurisdiction wide purpose. The remaining percentage of the budget is reserved for restricted uses only.

Revenues are generated and collected at various times throughout the year and, therefore, the timing of a disaster event can have a significant impact on the financial resources available for use. Interruption in the collection process, such as the collection of ad valorem revenues, could significantly impact available revenue in the next budget cycle. Additionally, in the post-disaster environment, government should expect a significant reduction in the collections of user fees such as utilities, charges for services, due to extended outages. Revenue sources from property taxes are vulnerable due to the potential decline of property values and loss of revenue from persons who vacate their properties and cease paying taxes. These funds are derived from a variety of sources, as detailed in Figure 6-1.

Figure 6-1: Approved Budget Revenue – FY 2011

Property taxes provide the largest source of net available resources for Hernando County. Damage to property from disasters will impact the amount of property taxes that are collected.

Another important consideration for Hernando County is that most of the funding that will be provided to the County for recovery purposes following a disaster through Federal and State funds and volunteer donations will mainly be used to rebuild critical infrastructure and facilities. There is currently no source of funding that is used to pay the costs of the extra hours that planners and building department staff will have to put in to review the increased number of plan submittal, building permits, variance requests, rezoning requests, etc. that will be coming into the County's Planning Department and Code Compliance Department. FEMA PA grant funding includes an administrative fee for local governments to use for staff costs for grants administration. However, these funds are based on a sliding scale and do not always cover all associated costs.

Estimating Revenue Shortfalls

As soon as possible after a disaster, Hernando County government as well as independent taxing authorities should determine what revenues are affected and begin to estimate possible revenues for the upcoming budget cycle. Periodic reassessment of revenue shortfalls will be

required throughout the recovery process. The assessment should determine what costs of long-term recovery can be covered while also maintaining jobs and essential services. This assessment will also guide decisions for non-essential cost cutting action in order to prioritize budget allocations to redevelopment activities. Refocusing priorities to maintain staff and essential services must remain the priority. To perform the impact analysis, a complete and current list of revenue sources and supported activities is needed such as the annual budget projections. The assessment should evaluate the potential effects on each of the sources through face-to-face interviews with appropriate county and municipal staff charged with managing the funds. The financial management personnel should develop a description of the key factors affecting the revenue impacts and develop budgetary estimates based on these factors. The following are some general items for consideration during the impact assessment process.

Revenue Sources with Restrictions

There are numerous examples of revenue sources that are restricted by regulatory requirements on how they may be spent. Federal and state statutes dictate, for example, that fuel revenues from the Highway Trust Fund (Federal) and State Transportation Trust Fund (State) be allocated to roadway and transit needs only. Therefore, in the post-disaster environment, Hernando County does not have the authority to reallocate these funds to high priority infrastructure restoration needs. Other similar restrictions may apply as outlined in Title XIV, Taxation and Finance, Florida Statutes. Allocation restrictions on expenditures apply to both county and municipal jurisdictions.

Reserve for Contingency Funds

This fund is defined by Hernando County as budgeted reserve to fund unanticipated expenditures that may come up within the fiscal year. Examples include and are not limited to: matching dollars for grants; capital projects; outside agency requests; departmental requests to fund increases to current or new program initiatives; or to fund expenditures relative to a major storm or other unforeseen disaster that fundamentally alters the current tax base. According to Chapter 129.01(2)(c), Florida Statutes, a reserve for contingency cannot be greater than 10% of the fund in which it is budgeted. This reserve should be established only in those funds where emergencies may occur. The amount recommended is a minimum of 2% of operating for major funds. Since the actual dollar figures will change from year to year, the current local budget documents for the county and the cities should be consulted and reviewed. Hernando County's reserve policy is detailed in Budget Policy #29-01, including various types of reserves, the definition of each type, how their amounts are calculated, the number of votes needed by the Board of County Commissioners to enact each type of reserve, and a replenishment procedure once the reserves are depleted.

Variables in Estimating Reserve for Contingency Funds

When estimating the amount of funds that should be held in reserve for the event of a disaster, there are important variables that should be considered. There may be an increased demand

from on the General Fund from other constitutional offices that have experienced a decrease in revenue from fines and fees. Also affecting demands on these funds is how broad the county and the City of Brooksville want to be in terms of personnel that remain on the payroll who may not be working. The following section provides a more detailed discussion of the impact of some of these variables and possible solutions for greater efficiency. There is currently no source of funding that is used to pay the costs of the extra hours that planners and building department staff will have to put in to review the increased number of plan submittal, building permits, variance requests, rezoning requests, etc. that will be coming into the County Planning and Building Departments.

State Revenues



- Coordinate with the responsible state agencies to receive revised revenue estimates
- Determine how much revenue is generated by each area that is affected
- Revenue that are per capita based, may not change significantly due to disaster

Building Permit Fees



- Coordinate with local permitting departments to evaluate fee waivers
- Revenue estimates may be made based upon the level of damage recorded through the damage assessment process
- Incorporate estimates for non-compliance with permitting requirements; examples could include code enforcement fines and fees for permits that were are not waived as part of an emergency permitting ordinance.
- Staff positions that are funded through these revenue may create burden on budget; augmentation of staff to accommodate volume may create a burden on the department's budget, depending upon the level of revenue being collected for code enforcement fines and permitting fees.
- Revenues may increase depending on the rate of reconstruction or decrease if fees are reduced or waived

Utility Fees



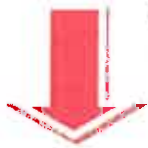
- Coordinate with the local utilities to estimate level of infrastructure damage and timeline for restoration
- Ability to collect fees may be impacted by internal and external factors including accounting and collections system processing and mail delivery system.
- Likely revenues will decrease for some period of time until services can be fully reestablished

Taxable Sales



- Dependent on consumer purchases of nondurable goods, including clothing, grocery items, and personnel services
- As FEMA Individual assistance becomes available and insurance payouts are being made, sales taxes may increase due to the purchase of construction goods, furniture, etc.
- Hotel taxes may increase due to influx of relief workers and displaced residents.
- A large decrease in corporate income taxes due to loss of business or decrease in profits such as the insurance industry could have a negative impact on these revenues; locally there may be an impact on taxable business assets due to loss or damage.¹
- Post-disaster reconstruction and replacement of home goods could increase these revenues particularly if the impacts are geographically widespread within the State.

Tourist Development Tax



- Generated from sales on tourist-related resorts and facilities
- Revenues used for tourism and economic development
- Revenues likely to decrease until tourism rebounds

State and Federal Resources, Grants, and Loans

A wide variety of financial assistance is available post disaster to support recovery efforts. A successful post-disaster financing initiative maximizes available funding options from a variety of sources including local, state, federal, private sector, foundations, and nongovernmental organizations. The most common funding mechanism, administered by the Federal Emergency Management Agency, is the Public Assistance Program, the Pre-Disaster Mitigation Grant Program (PDM), and Hazard Mitigation Grant Program (HMGP). Other Federal agencies administer many other programs that are not as widely known and not all require a presidential disaster declaration: Community Development Block Grants, Homeland Security Grants, Housing and Urban Development (HUD) funding. Hernando County should consider developing systems and procedures so that it is prepared to apply for new sources of state and federal funding and grants from private organizations and non-governmental organizations.

Hernando County is interested in taking full advantage of these funding opportunities and will make every attempt to be in a better position to receive funding by establishing relationships with the potential funding organizations. Proactive partnering and conversations with these

¹ Revenue Estimating Conference, November 2005, Executive Summary,
<http://www.edr.state.fl.us/Content/conferences/generalrevenue/archives/051115gr.pdf>

funding organizations will provide Hernando County staff with an understanding of the organization's policies, timelines, funding uses and restrictions, types of aid, and recipient and project eligibility.

Hernando County is aware that many funding programs may have local match requirements, which can include in-kind services. In certain cases, funding organizations might allow waivers of certain criteria or allow creative financing solutions depending on the type or magnitude of the disaster, so it is advisable to inquire as to whether these options exist.

There are numerous sources for governmental and non-governmental disaster relief programs and private donations that can support post-disaster redevelopment. For example, the Florida League of Cities has a 370-page resource book entitled "Financial and Technical Assistance for Florida Municipalities" 2008-2009, which provides information on grants, loans, technical assistance and other resources that are available to Florida municipalities. This resource book includes information on various programs for topics such as community development and redevelopment, economic development, emergency management, capital facilities, coastal management, environmental, historic preservation, housing and infrastructure. For more information visit: <http://www.flcities.com/membership/grant/>.

Another resource for Hernando County is a program created by the State of Florida that serves as a funding and management source for recovery needs that have not been met by relief organizations, government agencies and insurance. This program, formerly known as the Hurricane Relief Fund that began in 2004, was renamed by Governor Charlie Crist in 2007 as the Florida Disaster Recovery Fund. Many corporations and private foundations may donate funding to a program such as the Florida Disaster Recovery Fund or provide funding through other vehicles after a disaster has occurred. For more information visit: <http://www.fladisasterrecoveryfund.org/>.

Another important tool available to Hernando County is the Resource Identification Strategy (RIS) database that was developed in conjunction between the Department of Community Affairs and the Florida Public Affairs Center at Florida State University. The RIS is designed to identify traditional and non-traditional funding sources for local governments looking to implement disaster preparedness, response, mitigation, recovery and long-term redevelopment projects. The RIS can be accessed by visiting: <http://www.flris.org>.

Through FEMA's Community Disaster Loan program, Hernando County may be able to obtain a maximum of \$5 million dollars² to cover operating costs for the fiscal year in which the event occurs. Under extraordinary circumstances these loans may exceed \$5 million dollars and in rare cases, the loans are forgiven. However, following a major disaster, Hernando County will likely be faced with a financial crisis that far exceeds the cap that is placed on this program and will need funding outside of the fiscal year in which the event occurred.

² For more information, visit: http://www.fema.gov/government/grant/fs_cdl.shtm

Hernando County has identified numerous vulnerability reduction measures in the existing LMS Projects and Local Comprehensive Plan Capital Improvement Projects. The storm water master plan also discusses projects that will reduce flood hazard. Projects listed in these documents lists have a greater likelihood of being funded. A hazard mitigation project must be listed in the LMS as a condition for receiving FEMA HMGP grant funding. Having an approved LMS positions a community to be eligible for FEMA Section 406 PA hazard mitigation funding, which is easier and quicker to receive than HMGP funding as funds are granted earlier on in the recovery process on a non-competitive grant application basis. An approved LMS is also required for local governments to be eligible to receive grant funding for permanent work (i.e., road systems and bridges, water control facilities, public buildings and contents, public utilities, and parks and recreational facilities).

Hernando County staff should further familiarize themselves with potential funding programs, organizations and requirements that are available through inquiry and participation in training classes or workshops in anticipation and well in advance of needing such funds. The County will also keep in mind existing staff levels and capabilities and remember that depending on the workload faced following a disaster, extra staff may be needed to help manage grants or loans once received. A detailed listing of state and federal grant and loan program is provided at the end of this section.

Federal Grants and Loans Administrative Processes

Based upon the level of disaster and the associated declaration, the availability of grants and loans, as well as, the administrative process may vary. For example, assistance from the Small Business Administration (SBA) may be activated either under a presidential declaration or by administrative declaration. The activating mechanism will determine the level of benefits. Again, using the SBA as an example, compare and contrast the following:

- **Presidential Declarations**
 - SBA's disaster assistance programs are automatically activated
 - FEMA is the coordinating agency
 - Grants are available
 - More agencies are involved
 - Primary Counties: Renters, homeowners and businesses of all sizes are eligible to apply for SBA disaster loans for physical damages. Small businesses are eligible to apply for economic injury disaster loans.
 - Contiguous Counties: Only small businesses can apply for economic injury disaster loans. Loans for physical damages are not available to individuals or businesses in these counties
- **Administrative Declarations (Agency)**
 - SBA's Administrator may issue a SBA-only declaration
 - FEMA & other agencies are not involved in an SBA agency declaration
 - Grants are NOT available

- Primary Counties: Renters, homeowners and businesses of all sizes are eligible to apply for SBA disaster loans for physical damages. Small business are eligible to apply for economic injury disaster loans
- Contiguous Counties: The same assistance is available to those in the primary counties

A matrix of disaster recovery programs including a description of the type of assistance provided, the activating mechanism, and eligible entities is included in this chapter.

Hernando County Policy 15-01³ provides guidance for the management of grants. The Grant Compliance Specialist, located in the county's Purchasing Department, receives notices of funding opportunities and forwards the information to the appropriate department for review and further action. Each department as well as constitutional offices are responsible for researching funding, including federal, state, and private sources, for the areas of greatest need, as well as required to maintain a complete set of all documents related to each grant. Each department has a financial coordinator to track and monitor grants and reimbursements. The Grants Compliance Accountant in the Finance Department reviews all requests for reimbursements. The County is currently in the process of developing an electronic grant management system that would provide a centralized inventory of grants from application to closeout.

Grant Matching

Some grants will require a match by Hernando County in order to receive the award. Matches can be percentages of the total requested amount and can vary in the terms of amount and how the match can be satisfied. For example, some grants may require a monetary match, an in-kind service match, or a combination of both. For grants requiring an in-kind match, the county utilizes local resources such as staff salary, published fee rates for GIS labor and mapping, costs of printing, and expenses for other consumable resources. The county has a process in place to track these expenses and quantitatively capture this information in its grant reporting cycle.

Other ways that the County and the City of Brooksville have covered grant matching obligations which require a monetary matches is obtaining loans, such as from the USDA, for the balance of projects not covered by the grant.

In the event of a large scale disaster, it is possible that items not covered by insurance, but eligible for grants could be matched with a combination of in-kind, locally budgeted funds, contingency reserve funds (as previously discussed in this chapter), and loans.

Since there will be greater demand and competition following a disaster for accessing contingency funds, the PDRP Executive Committee will prioritize the public services in an effort to judiciously and effectively allocate emergency contingency funds, including the setting aside

³ NOTE: At the time of the writing of this plan, this policy is under revision and it is anticipated there will be changes to roles and responsibilities.

of funds for grant matching, for grants that may be particularly urgent or of great benefit to the County

Commercial Loans and Foundation Awards

In addition to the various potential funding sources described above, the County still may have to pursue commercial loans to cover disaster costs. These are most often provided through local banks and/or credit unions that have a local stake in the community. Hernando County could work with the local banking industry to explore the establishment of different ways the industry can help Hernando County and the businesses in the County following a disaster. Bank of America, which maintains several branches throughout Hernando County, maintains corporate philanthropy program which deploys charitable funds to communities through:

- Consulting with local community leaders and stakeholders to determine the most pressing challenges of the community
- Deploying their Neighborhood Excellence Initiative program
- Investing in charitable grants to local, regional, and Learn more about Bank of America's national programs and partners
- Demonstrating thought leadership by convening local leaders to discuss issues, share best practices, and elevate the level of knowledge to address complex challenges
- Determining organizations and causes that will be supported by Bank of America Learn more about our local grants

One potential idea for how the local banking industry could help the local economy in a post disaster environment is through the establishment of a private Disaster Recovery Fund. A second form of assistance that private banks within the county could provide is bridge loans. Bridge loans are short term loans that can be used for a variety of purposes. The purpose of these loans in a post disaster environment would be to help the County and/or local businesses recover from the disaster until the County or the local businesses could secure a more permanent source of financing.

One example of a commercial grant is the Wal-Mart and Sam's Club Giving Program. Awards of \$1,000-\$5,000 are provided to improve the communities in which Wal-Mart customers and associates live and work. Hernando County is home to several Walmart stores including a distribution center. The foundation has particular interest in supporting veterans and military families, traditionally underserved groups, individuals with disabilities, and people impacted by natural disasters. Eligibility requirements for this grant include:

- Organizations with current tax-exempt status under Section 501(c)(3), (4), (6), or (19) of the Internal Revenue Code and must be listed in the most current IRS 50 State Master File at the time of application.
- Recognized government entities: State, County and City agencies, including law enforcement and fire departments.

- Volunteer Fire Departments with current tax-exempt status under Section 501(c)(3) of the Internal Revenue Code; or that operate as an entity of a recognized government agency, as demonstrated by primary funding and documented by a letter from that agency.
- K-12 Public Schools/Districts, Charter Schools, Community/Junior Colleges, State Colleges and Universities.
- Private schools and colleges with current tax-exempt status under Section 501(c)(3) of the Internal Revenue Code.
- Churches and other faith based organizations with propose projects that address and benefit the needs of the community at large. Examples of such projects include:
 - Food Banks
 - Shelters
 - Job Skills Training

Non-monetary support to the county may also be available through other corporate programs such as Verizon's Corporate Responsibility program through the Verizon Foundation. For example, in 2010, Verizon employees accounted for 733,806 volunteer hours to local communities. Verizon also invested \$66.8 million through its foundation in support of:

- Education
- Volunteerism
- Domestic Violence Prevention
- Health Care and Accessibility

Since these are all potential issues in the post-disaster environment, and since Hernando County is a part of the Verizon market, this may be public-private partnership that could benefit the County.

Other corporation offering disaster grants or other community volunteer support include the Coca-Cola Company, Intel, Lowe's (which partners with Habitat for Humanity), and others. Many corporations understand the benefit of giving back to the community and have established philanthropic or community based programs.

Pre-established Recovery Contracts

Pre-established contracts are helpful or expediting the goods and services needed for post disaster recovery. For example, Hernando County maintains a pre-established contract with the Florida Department of Transportation for debris clearance and removal from all roadways within the County. These contracts are more readily procured and executed, as they have already been reviewed and approved by the Hernando County's Budget Office. Although, FEMA will reimburse local governments for emergency contracts, services are typically limited to the first 72 hours of work. There are cases when sole source contracts may be let, but there are special requirements that must be adhered to per the Code of Federal Regulations (CFR) Section 13.36.

Donations

Following a major disaster, Hernando County will receive an outpouring of donations from private organizations. Hernando County has established ESF 15 in the CEMP to address the volunteers and donations that will be available to the County following a disaster. Florida State Statute Chapter 496 regulates the solicitation of funds by charitable organizations. The County has the ability to receive donations, and has done so in past disasters. Donations can be made in any form of payment, although there is not a specific policy governing this. Funds donated for specific purposes must be maintained in the fund that accounts for the specified purpose. Although the County is not a 501(c)(3), donations are deductible under Section 170(c)(1), Florida State Statutes.

Financial Donations

The County is exploring the establishment of an MOU with the United Way to establish a mechanism for receiving donations on behalf of the county and dedicating them specifically for recovery efforts. This MOU would replace the Hernando Emergency Recovery Council (HERC), a long term recovery organization, which was formed in the past as a 501(c)(3) organization, but is now defunct.

Land Donations

Private donations can take the form of land or easement donations. Private landownership and land trusts may be willing to donate land as a means of encouraging more judicious land use and lowering the risk to the County. Land donations will be coordinated through the Planning Department.

Supplies and Service Donations

Donations may also come in the form of services and supplies. (Example: colleges and technical schools and design schools may provide teams of students and professors for a variety of community development purposes. Attorneys may wish to donate time to assist with legal matters. Local construction and home improvement may wish to donate materials.) This process will be coordinated through Career Central. As the local workforce agency, they are involved in any major emergency as the primary resource for securing labor. The workforce board has an established process in place for obtaining and cataloging skill sets. As the county transitions from the response phase to the long term recovery phase, the workforce board would continue to provide assistance through implementation of a process that requires requests made directly to Career Central.

Estimating and Offsetting Expenditures

Prioritizing Public Services

Once the revenue impact analysis is complete, local leaders will need to meet with service providers to consider reprioritizing general services as well as to provide assistance to special needs areas impacted by the disaster. Where services or funding sources are identified that are not impacted by a disaster, funds may be transferred on an emergency basis to assist high priority services that will suffer curtailments (unless the funds are restricted). The leadership should evaluate conflicts among the priorities of the different service providers and work

towards resolution. Information on alternative sources of funding based on information provided by the service providers and other sources including the timing of any necessary requests to minimize the impact of a funding shortfall.

Estimating salary requirements.

Agency policies regarding payment of personnel will have a large impact on the ability of the contingency funds to meet payroll requirements and the speed in which funds are depleted. Simply using the average monthly payroll costs multiplied by the anticipated number of months that the agency will be operating from reserves may not be the most prudent or accurate way to estimate this calculation. Spikes in overtime that will take place prior to an incident as well as following should also be a part of the formula for estimating contingency funds. Public Assistance grant funding includes an administrative fee for local governments to use for staff costs for grants administration. However, these funds are based on a sliding scale and do not always cover all associated costs.

Assessing Service Levels

In light of budgetary shortfalls, jurisdictions must consider:

- impact on levels of service
- impact on the community served
- priorities for allocating services
- potential sources of temporary funding

Example of Emergency Staffing Reassignment

A public librarian is unable to return to her normal assignment because the library is destroyed. In her survey, she chose to be assigned to the disaster housing team. Her duties include interviewing disaster survivors and completing a human service intake form. Once the intake process is complete, the librarian may be assigned to assist with data entry of new permit applications.

Reassigning Personnel to Recovery Related Missions

One way to reduce payroll liability is to establish an Emergency Staffing Policy. Policies are established which mandate that employees not already identified as essential during disaster recovery are required to assist in an area that will be in need of additional staffing. Service areas are identified which are required to keep operating or may "ramp up" in activity. These areas are presented in a survey in which employees select a primary, secondary, and tertiary choice of assignments. They are also required to complete the required basic NIMS-compliant training. As determined by the county or city manager, once the threat has passed, employees are required to report to their assigned emergency staffing post. If they are unable to report as required,

regardless of the issue, they are required to utilize accrued leave time (i.e. sick, vacation, or compensatory time). When leave time has been exhausted, they are in an unpaid leave status.

Augmenting Financial Management Capabilities and Personnel

Extra staff will be needed to help manage grants or loans once received. County agencies and each of the municipalities should conduct an analysis of their administrative capabilities. Agencies charged with key recovery actions may need to recruit senior staff with specific expertise needed for recovery but can also consider hiring temporary or consultant personnel that can be used across agencies as staffing needs change during the different periods of recovery. The County and municipalities may want to consider hiring temporary staff to do

senior staff's typical jobs while they are focused on recovery. Consider augmenting grant research, writing, and monitoring capabilities in order to take advantage of creative funding opportunities. While looking for potential gaps in human resources, county agencies and municipalities can also internally assess their administrative procedures to ensure that they have systems in place to be able to appropriately and efficiently coordinate funding from a variety of public and private sources.

Other County Constitutional Offices

There may be a demand on the General Fund from other county constitutional offices who experience a reduction generating revenue. For example, Article V of the State Constitution assigns the state the responsibility for funding the State Court System, state attorneys' offices, public defenders' offices, and court appointed counsel. Funding for the offices of the clerks of the court performing court related functions will be replenished from filing fees and service charges of court users, with the state providing any additional funds needed. Counties will be required to fund the cost of construction, lease, maintenance, utilities, and securities of facilities for the trial courts, as well as, the costs of communication services, existing radio systems, and multi-agency criminal justice information systems. However, following a disaster, a reduction in revenues from filing fees and service charges is likely to occur. Since a balanced budget is a constitutional requirement, the Clerk of the Circuit Court will have to draw upon a greater percentage of funds from the County's General Fund to account for the difference from the lower revenues. For the fiscal year 2011, approximately 56% of the General Fund is allocated to the constitutional offices in the County.

To prevent staff shortages, expedite reimbursement, and ensure proper documentation, jurisdictions should create a plan to include:

- fast-tracking of new hires,
- internal cross training programs,
- mutual aid agreements,
- private firm contracting

Estimating Disaster-Only Related Costs

Although normal operating costs can provide a basis for estimating some costs following a disaster, post-disaster response and recovery requirements place a large strain on the financial situation. Expenditures that are not a regular part of the budget line items such as debris management, emergency repairs, emergency supplies and equipment, emergency lease space, and others mandate radical reprioritization of available funds. While many disaster related expenditures are reimbursable either under the Stafford Act or insurance payments, initial costs must be covered in the immediate aftermath. Tools such as the HAZUS-MH data can provide plausible data using disaster models, which can assist budget analysts with the information, needed to estimate potential costs. This data, in combination with the County's own historical information from past hurricanes, can assist in making educated estimations.

The Local Mitigation Strategy states that the three hurricanes of 2004 and 2005 that skirted the county cost the county approximately \$5 million dollars in damages of which \$3.5 was directly related to debris removal. In 2008, Tropical Storm Faye incurred approximately \$20,000 in public assistance. Of all of the storms to impact Hernando County, the March 1993 so-called "Storm of the Century" produced the most damage. Storm surge caused \$55 million in damages and wind damages were estimated at \$500,000 along Florida's Gulf coast. With regard to

flooding, in the past 15 years, there have been 20 flooding events that have occurred causing almost \$3 million in damages. The 2010 Local Mitigation Strategy, specifically Chapter 4 – Risk Assessment also provides detailed estimated dollar losses to residential and business structures for the hazards identified in the plan.

Rate of Replenishment

As noted earlier, the timing of the disaster relative to the collection of these funds will have an impact of the level of available catastrophic funds. Therefore, although there will likely be a reduction in ad valorem revenues, there may be some “lag time” before the effects are fully realized. However, the impact of any remaining revenue that is collected throughout the year will be felt almost immediately. As such, this reduced rate of replenishment of funds back into the government coffers must also be built into estimating the allocation for the contingency reserve fund.

Financing redevelopment following a disaster can be challenging. The process requires a combination of creativity, resourcefulness, and the ability to maximize available funding options while working towards achieving the pre-identified, long-term sustainability goals and objectives of the municipality, county, and region. A post-disaster redevelopment plan that is well integrated with other community planning mechanisms can be evidence of good stewardship in managing financial resources. In turn, a community, which demonstrates effective financial stewardship, is likely to attract additional outside resources.

Credit Bond Rating

Additional external funds may be needed to meet federal match requirements, and sustain basic governmental services. The strength of Hernando’s credit rating will be critical in bridging the gap before the funds are available through the FEMA reimbursement process for public assistance. Catastrophic disasters can have a negative impact by reducing the County’s bond rating and bonding capacity affecting the ability to borrow money. The higher the bond rating, the lower the interest cost to borrow funds. If the bond rating is excessively low, the County will be unable to sell voter approved bonds intended for infrastructure restoration projects. Investors seek higher bond ratings. However, factors that can determine Hernando County’s bond rating include debt and budget, population, tourist visits, tax collection, etc.

The County has access to a line of credit that would enhance their ability to sustain themselves until other funding sources became available, such as FEMA PA. The PA program provides funding for debris operations, emergency protective measures and repairs to critical and public facilities and infrastructure. Large project costs are reimbursed after expenses are accrued (and evidence of payment is submitted with required forms) by the local government,

Spending Restrictions

In the aftermath of a catastrophic event, Hernando County would have greater flexibility, if spending restrictions were temporarily eased. Easing of these restrictions would require action by the federal and state government agencies with regulatory authority for the expenditure and/or from the political leadership in these legislative bodies. Quantifying and defining a catastrophic disaster event, which may trigger regulatory waivers, remains a challenge.

up to the Federal cost share, which ranges from 75 to 100 percent. The Federal allocation is typically 75 percent, but has historically been greater depending on the severity of the event and Presidential declaration stipulations. According to the FEMA 323 Applicant Handbook, the 2010 large project threshold is \$63,200 and annually increases based on the Consumer Price Index.⁴ For disasters with less than a 100 percent cost share, final PA payments are paid after all work has been completed and a final inspection is performed. Therefore, a healthy line of credit is an asset to the County.

As of September 30, 2010, the County's underlying general obligation bond rating as assigned by Moody's Investor Service ranges from A1 to Aa3, Standard & Poor's ranges from A to A+, and Fitch is rated at AA-. The County's maintains an insured rating of Aaa and AAA.

Insurance

The private insurance industry also plays a major role in post disaster redevelopment. Hernando County government, businesses and citizens all rely on the funds made available from private insurance companies.

Public Insurance

Although damage to public infrastructure is eligible for repair under FEMA's Public Assistance program, it will most likely not be sufficient to fund all repairs that will be necessary. Ensuring that adequate insurance is maintained on public infrastructure is a key tool in the recovery, especially since PA funds may restrict rebuilding only to the pre-disaster state. The County has identified infrastructure improvement to reduce future risk in its LMS and Storm Water management plans. Having funds available without these types of restrictions can assist Hernando County in attaining its mitigation goals. The County's Risk Management Department reviews insurance policies annually for publicly owned assets to ensure sufficient coverage is in place both in terms of structure and in terms of contents. The costs of repairing infrastructure that is underinsured will compete with the other demands being made on financial reserves resulting in faster depletion. The County is insured through St. John's Insurance, a privately held insurance company.

Residential Insurance

Residents should similarly monitor their insurance coverage carefully. Hernando County can educate residents through an ongoing campaign on the importance of adequate insurance. This message can be incorporated into existing preparedness outreach programs that exist in the County. Many property owners and renters have misconceptions about federal disaster aid (see Table 6-1 at the end of this chapter). The County should consider outreach partnerships with local insurance agents to educate residents to ensure they have sufficient coverage and/or encourage them to review their coverage with an agent. People may find that although their policy once was adequate at the time it was written, it is no longer sufficient to cover their losses due to increases in value and materials to rebuild and replace their dwelling. As detailed below, evaluating coverage has many variables.

⁴ FEMA Policy Guidance accessed at: <http://www.fema.gov/government/grant/pa/policy.shtm>

Currently, the Insurance Services Office (ISO) has seven standardized homeowners insurance forms in general use:

HO1 – Basic Form Homeowner Policy

A basic policy form that provides coverage on a home against 11 listed perils; contents are generally included in this type of coverage, but must be explicitly enumerated. The perils include fire or lightning, windstorm or hail, vandalism or malicious mischief, theft, damage from vehicles and aircraft, explosion riot or civil commotion, glass breakage, smoke, volcanic eruption, and personal liability. Exceptions include floods, earthquakes. Most states no longer offer this type of coverage.

HO2 – Broad Form Homeowner Policy

A more advanced form that provides coverage on a home against 17 listed perils (including all 11 on the HO1). The coverage is usually a "named perils" policy, which lists the events that would be covered.

HO3 – Special Form Homeowner Policy

The typical, most comprehensive form used for single-family homes. The policy provides "all risk" coverage on the home with some perils excluded, such as earthquake and flood. Contents are covered on a named peril basis. (Note: "All Risk" is poorly termed as it is essentially named exclusions (i.e. if it is not specifically excluded, it is covered)

HO4 – Renter's Insurance

The "Tenants" form is for renters. It covers personal property against the same perils as the contents portion of the HO2 or HO3. An HO4 generally also includes liability cover for personal injury or property damage inflicted on others.

HO5 – Premier Homeowner Policy

Covers the same as HO3 plus more. On this policy the contents are covered on an open peril basis, therefore as long as the cause of loss is not specifically excluded in the policy it will be covered for that cause of loss. (can also be achieved by endorsing an HO15 to the HO3)

HO6 – Condominium Policy

The form for condominium owners.

HO8 – Older Houses Policy

The "Modified Coverage" form is for the owner-occupied older home whose replacement cost far exceeds the property's market value.

For each of these types of policies listed above, there are typically 5 classifications of coverage. These are based on standard Insurance Services Office or American Association of Insurance Services forms.

Coverage A – Dwelling

Covers the value of the dwelling itself (not including the land). Typically, a coinsurance clause states that as long as the dwelling is insured to 80% of actual value, losses will be adjusted at replacement cost, up to the policy limits. This is in place to give a buffer against inflation. HO-4

(renter's insurance) typically has no Coverage A, although it has additional coverages for improvements.

Coverage B – Other Structures

Covers other structure around the property which are not used for business, except as a private garage. Typically limited at 10% to 20% of the Coverage A, with additional amounts available by endorsement.

Coverage C – Personal Property

Covers personal property, with limits for the theft and loss of particular classes of items (e.g., \$200 for money, banknotes, bullion, coins, medals, etc.). Typically 50 to 70% of coverage A is required for contents, which means that consumers may pay for much more insurance than necessary.

Coverage D – Loss of Use/Additional Living Expenses

Covers expenses associated with additional living expenses (i.e. rental expenses) and fair rental value, if part of the residence was rented, however only the rental income for the actual rent of the space not services provided such as utilities.

Additional Coverages

Covers a variety of expenses such as debris removal, reasonable repairs, damage to trees and shrubs for certain named perils (excluding the most common causes of damage, wind and ice), fire department charges, removal of property, credit card / identity theft charges, loss assessment, collapse, landlord's furnishing, and some building additions. These vary depending upon the form.

Business Interruption Insurance

Also underemphasized is the importance of business interruption insurance, which can be key in restarting economic redevelopment. While the Small Business Administration may make loans available to the business community after a disaster, these loans may require application periods. The Small Business Development Center, in concert with the office of business development, can be instrumental in emphasizing the value of business interruption protection to small business owners.

The following are typically covered under a business interruption insurance policy:

- **Profits:** Profits that the business would have earned, based on financial records, had the property not been damaged by the covered disaster;
- **Fixed Costs:** Operating expenses and other costs still being incurred by the property (based on historical costs);
- **Temporary Location:** Some policies cover the extra expenses for moving to, and operating from, a temporary location;
- **Extra Expenses:** Reimbursement for reasonable expenses (beyond the fixed costs) that allow the business to continue operation while the property is being repaired.

This coverage extends until the end of the business interruption period, which is determined by the insurance company. Most insurance policies define this period as starting on the date of the covered peril and the damaged property is physically repaired and returned to operations under the same condition that existed prior to the disaster.

Another option is “Extra Expense Insurance” which reimburses businesses for reasonable expenses beyond normal operating expenses that keep the business from shutting down during a post-disaster restoration period. Usually, extra expenses will be paid if they help decrease business interruption costs. Some businesses may find extra expense coverage sufficient without business interruption coverage.

Mutual Aid

Hernando County has mutual aid contracts in place to support immediate response activities including search and rescue, law enforcement and security, emergency medical services, logistics management, communications, and similar response activities. The availability of mutual aid resources in the long-term recovery environment may be limited because of the extended timeline and need to train skilled labor to perform recovery related functions. While all departments and offices will be strained by the increase in workload and decrease in staffing, it may be beneficial to pre-identify positions and staffing resources to support recovery implementation activities. When appropriate, mutual aid or intergovernmental agreements may wish to include language that allows for longer use of personnel and assets or explore other types of long-term assistance agreements.

- Personnel to support public education, outreach, town meeting, and charette activities
- Planners and engineers to support redesign of communities, infrastructure and facilities
- Permit, code, and inspection specialists
- Information Technology and Geographic Information system (GIS) Specialists

Chapter 2 of FEMA 322 – Public Assistance Guide provides eligibility guidance for expenditures under Category B – Emergency Protective Measures. Emergency protective measures are those activities undertaken by a community before, during, and following a disaster that are necessary to do one of the following:

- eliminate or reduce an immediate threat to life, public health, or safety; or
- eliminate or reduce an immediate threat of significant damage to improved public or private property through cost-effective measures.

Although mutual aid agreements are designed to typically meet response and short-term recovery needs, the need to reduce or eliminate threats to life, public health or safety may exist for several months following a large, catastrophic disaster such as was seen in Hurricane Katrina. Generally, those prudent actions taken by a community to warn residents, reduce the disaster damage, ensure the continuation of essential public services, and protect lives and public health or safety are eligible for assistance. Such activities should be evaluated to ensure that they meet the criteria of the law. FEMA 322 does not provide specific time limitations for

actions needed under Category B. The following list provides examples of some of the activities that may be eligible:⁵

- Emergency medical facilities. Eligible costs include any additional temporary facilities and equipment required to treat disaster victims when existing facilities are overloaded or damaged. (See FEMA Policy 9525.4, Medical Care and Evacuations.)
- Expenses of PNPs for providing emergency protective measures for their facilities are eligible if their facilities are otherwise eligible for assistance.
- Security in the disaster area
- Demolition and removal of damaged public and private buildings and structures that pose an immediate threat to the safety of the general public. The threat must be identified by local officials according to established local ordinances and verified by State and Federal officials. (See FEMA Policy 9523.4, Demolition of Private and Public Facilities.)
- Building Inspection. Safety inspections are eligible if necessary to establish whether a damaged structure poses an immediate threat to life, public health, or safety. (See FEMA Policy 9523.2, Eligibility of Building Inspections in a Post-Disaster Environment.)

This list is a small sample of the many eligible activities under Category B. In the aftermath of a widespread, catastrophic event, the need for these activities may extend for several months. Specific justifiable response that can be tied to specific missions as allowed under Category B may allow these agreements to be utilized for several months after the event. Hernando County should consult local Federal liaisons for eligibility in seeking reimbursement under Category B for mutual aid agreements to augment personnel and equipment that support these types of missions.

Actions to Augment Finance Management Capacity

1. Identify positions and tasks, which may be performed by volunteers, mutual aid support, or contract service providers.
2. Verify Status of Long-term Recovery Coalition as a 501 (c)(3) organization legally capable of accepting financial donations and managing donations.
3. Establish procedures to legally collect, manage, and equitably distribute donations (*This may not be a governmental function*.)
4. Solicit appropriate donations to support the redevelopment effort including lands, services, and supplies.

Identify mutual aid opportunities to support Recovery Efforts
5. Employ reimbursable contract services to augment recovery capabilities

⁵ Refer to FEMA 322 – Public Assistance Guide for further details at:
[http://www.fema.gov/government/grant/pa/pag07_2.shtm#Category B - Emergency Protective Measures](http://www.fema.gov/government/grant/pa/pag07_2.shtm#Category%20B%20-%20Emergency%20Protective%20Measures)

Table 6-1: Common Myths & Misconceptions about Federal Disaster Assistance***1. The Federal government has total responsibility for disaster recovery.***

The local government is primarily responsible for preparing for disasters that might affect a community and helping residents recover from such events. The great majority of disasters are handled successfully at the local level. State and Federal resources are intended to assist the community only when the community's own resources are not sufficient.

2. The objective of Federal disaster assistance is to "fix everything."

As much as we may wish otherwise, once a disaster has seriously impaired our homes and our communities, they may never be exactly the same. Nor will disaster assistance ever be adequate to restore everything that was lost by all those affected. The individual's own provision, especially insurance, must be used to ensure that losses can be recovered. Federal assistance will, in general, be used only for necessary expenses not met through other programs. Some of the Federal programs (such as loans from the Small Business Administration) cover most items that were lost, but not everyone is eligible. Other programs assist with only a portion of the losses or are intended only for serious needs.

3. Everyone in the disaster area is eligible to receive Federal disaster assistance.

As part of the application process, applicants will have to demonstrate that they meet the eligibility requirements for each particular type of aid they are requesting.

4. When Federal agency representatives arrive, they will immediately distribute money to disaster victims.

Individuals and families will need to plan to use their own resources and financial reserves until Federal funds can be released. An application process must be completed before assistance becomes available. Often, it takes several weeks for the Federal government to review requests for financial assistance and to issue funds to those who meet eligibility requirements. Most Federal assistance is in the form of a loan that must be repaid rather than an outright grant.

5. Money received from Federal disaster assistance can be used as the recipient thinks best.

Monetary assistance is given for a specific purpose. The recipient must use the money to meet the need for which assistance was provided and must comply with specific regulations applicable to each type of assistance. If the assistance is in the form of a loan, recipients must be judged able to pay back the loan.

6. Federal aid replaces the need for insurance.

Individuals, families, and businesses should all carry adequate insurance to meet their needs in the event of a disaster. It is not the purpose of Federal assistance to duplicate protection available through insurance plans. Federal assistance is provided to address only the most basic disaster-related needs not covered by other means. Besides, most disaster events are not presidentially-declared disasters, so Federal assistance is often not available.

Source: FEMA. A Citizen's Guide to Disaster Assistance. IS-7, January 1997, 1-11-1-13.

Pre-Disaster Funding Programs

Pre-Disaster Mitigation (PDM) Competitive Grants

The PDM program was authorized by Section §203 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), as amended by Section §102 of the Disaster Mitigation Act of 2000, to assist communities to implement hazard mitigation programs designed to reduce overall risk to the population and structures before the next disaster occurs. Eligible projects include:

Property acquisition or relocation;

- Structural and non-structural retrofitting (e.g. elevation, storm shutters, and hurricane clips);
- Minor structural hazard control on protection (e.g. culverts, floodgates, retention basins); and
- Localized flood control projects that are designed to protect critical facilities and are not part of a larger flood control system

Ineligible activities include:

- Major flood control projects;
- Engineering designs are not integral to a proposed project;
- Feasibility and drainage studies that are not integral to a proposed project;
- Flood studies that are not and mapping; and
- Response and communication equipment such as warning systems, generators that are not integral to a proposed project

Community Assistance Program State Support Services Element (CAP-SSSE)

To ensure that communities participating in the NFIP are achieving flood loss reduction measures consistent with program direction. The CAP-SSSEE is intended to identify, prevent and resolve floodplain management issues in participating communities before they develop into problems requiring enforcement action.

Community Development Block Grant (CDBG)

The CDBG provides for long-term needs, such as acquisition, rehabilitation or reconstruction of damaged properties and facilities and redevelopment of disaster-affected areas. Funds may also be used for emergency response activities, such as debris clearance and demolition, extraordinary increases in the level of necessary public services. Eligible projects include the following:

- Voluntary acquisition or if appropriate, elevation of storm damaged structures (can be used as match for FMA projects in low income areas);

- Relocation payments for displaced people and businesses;
- Rehabilitation or reconstruction of residential and commercial buildings;
- Assistance to help people buy homes, including down payment assistance and interest rate subsidies; and
- Improvement to public sewer and water facilities

Community Facilities Loan Program (10.423)⁶

To construct, enlarge, extend, or otherwise improve community facilities providing essential services to rural residents.

Rural Economic and Community Development
4440 NW 25th Place
PO Box 147010
Gainesville, FL 32614-7010
(904) 334-3440

Conservation and Recreation Lands (CARL)⁷

This grant program is intended to conserve environmentally endangered lands and provide resource conservation measures for other types of lands.

Florida Department of Environmental Protection
Division of State Lands
Marjory Stoneman Douglas Bldg.
3900 Commonwealth Blvd., MS 100
Tallahassee, FL 32399-3000
(850) 245-2555

⁶ USDA Community Facilities Loans and Grants
<https://www.cfda.gov/index?s=program&mode=form&tab=step1&id=2205b084cad2988945fc289ea6632451>

⁷ FDEP Division of State Lands <http://www.dep.state.fl.us/lands/>

Emergency Advance Measures For Flood Prevention⁸

To perform activities prior of flooding or flood fight that would assist in protecting against loss of life and damages to property due to flooding.

US Army Corps of Engineers
Attn: CECW – OE
Washington, DC 20314
(202) 272-0251

Emergency Management Program Assistance (EMPA)

Purpose of program is to administer the Emergency Management Preparedness and Assistant Trust Fund, count base grants, and incoming federal, state, or private funding. Within this program is the Municipal Grant Program. Cities can apply for up to \$50,000 worth of grant money. Also included, is the Open Competitive Grant Program in which cities, counties, not for profits, etc. can apply for up to \$300,000 in grant money.

Emergency Management Program Assistance
Dept. of Community Affairs
2555 Shumard Oaks Blvd.
Tallahassee, FL 32399-2100
(850) 413-9966

Expanded Local Management Hazardous Waste Program

The primary purpose of this fund is to cover costs incurred to establish the expanded local hazardous waste management program as stated in FS403.7238 including training for county personnel, materials & equipment for educational activities.

Florida Dept. of Environmental Protection
2600 Blair Stone Rd.
Tallahassee, FL 32399-2400
(850) 488-0300

⁸ Department of the Army, Office of the Chief Engineers
<https://www.cfda.gov/?s=program&mode=form&tab=step1&id=c0a95aa1d0fafd65c881ab5d2d3385e2>

The Federal Assistance for Beach Renourishment Program

Provides up to 65% of the costs to renourish beaches and for up to 50 years of periodic maintenance.

Southeast Atlantic Division
US Army Corps of Engineers
Jacksonville District
(904) 232-1697

Flood Control Projects

To reduce flood damages through projects not specifically authorized by Congress.

Commander
US Army Corps of Engineers
Attn: CECW – OE
Washington, DC 20314
(202) 272-1975

Flood Mitigation Assistance (FMA)

To fund cost effective measures to States and communities that reduce or eliminate the long term risk of flood damage to buildings, manufactured homes, and other insurable structures.

Program Implementation Division
Federal Emergency Management Agency
500 C Street SW
Washington, DC 20472
(202) 646-3619

Flood Plain Management Services

To promote appropriate recognition of flood hazards in land and water use planning and development through the provision of flood and flood plain related data, technical services, and guidance.

US Army Corps of Engineers
Attn: CECW – PF
Washington, DC 20314-1000
(202) 272-0169

Flood Prevention, Emergency Advance Measures

To mitigate, before an event, the potential loss of life and damages to property due to floods.

USACE CECW-OE

DoD

Washington, DC 20314

(202) 761-0251

Florida Communities Trust (FCT)⁹

This grant program facilitates the purchase of lands for conservation and/or recreation purposes by local governments. This land acquisition program helps to implement conservation, recreation, open space, and coastal elements of local comprehensive plans. The Board of Florida Communities Trust has latitude to consider innovative financing arrangement, loans, and land swaps. However, most of the Trust's funding is for land acquisition. Land acquisition projects in which matching funds are available will receive more favorable consideration, although a portion of available funds may be awarded on outright grants.

Florida Communities Trust

2555 Shumard Oaks Blvd.,

Tallahassee, FL 32399

(850) 922-2207

Grants & Loans for Public Works & Development Facilities

To provide financial assistance for the construction of public facilities needed to initiate and encourage the creation or retention of permanent jobs in the private sector in designated areas where economic growth is lagging.

Economic Development Administration

The Federal Building

Room 423

80 N. Hughey Ave.

Orlando, FL 32801

(407) 648-6572

⁹ FDEP Florida Communities Trust http://www.dep.state.fl.us/lands/FL_Communities_Trust/default.htm

Hazardous Materials Training Program for Implementation of the Superfund Amendment and Reauthorization Act (SARA) of 1986

The goal of the SARA Title III Training Program is to make funding available to support programs of State, local, and Tribal governments, and university sponsored programs designed to improve emergency planning, preparedness, mitigation, response, and recovery capabilities. These programs must provide special emphasis on emergencies associated with hazardous chemicals.

Federal Emergency Management Agency
Support Systems Branch, Training Division
16825 S. Seton Ave.
Emmitsburg, MD 21727
(301) 447-1142

National Hurricane Program¹⁰

The National Hurricane Program (NHP) helps protect communities and residents from hurricane hazards through various projects and activities. Established in 1985, the NHP also conducts assessments and provides tools and technical assistance to State and local agencies in developing hurricane evacuation plans.

Director
Program Implementation Division
Mitigation Directorate
FEMA
500 C Street SW
Washington, DC 20472
(202) 646-4621

Insurance Program, National Flood (NFIP)

To enable individuals to purchase insurance against losses from physical damage to or loss of buildings and or contents therein caused by floods, mudflow, or flood-related erosion, and to promote wise floodplain management practices in the nation's flood prone areas.

Claim and Underwriting Division
FIA
FEMA
500 C Street SW
Washington, DC 20472

¹⁰ FEMA National Hurricane Program: <http://www.fema.gov/plan/prevent/nhp/index.shtm>

(202) 646-3422

Payments to States in Lieu of Real Estate Taxes¹¹

To compensate local taxing units for the loss of taxes from federally acquired lands, 75 percent of all monies received or deposited in the Treasury during any fiscal year for the account of leasing of lands acquired by the United States for flood control, navigation and allied purposes, including the development of hydroelectric power, are paid at the end of each year to the States in Which such property is situated.

Headquarters
US Army of Corps of Engineers
Attn: CERM-FC
20 Massachusetts Ave. NW
Washington, DC 20314-1000
(202) 272-1931

Protection of Essential Highways, Highway Bridge Approaches, and Public Works¹²

To provide bank protection of highways, highway bridges, essential public works, churches, hospitals, schools, and other nonprofit public services endangered by flood caused erosion.

US Army Corps of Engineers
Attn: CECW-PM
Washington, DC 20314-1000
(202) 272-1975

Public Works Impact Projects Program (PWIP) (11.304)

To provide financial assistance in the construction of public facilities for the purpose of providing immediate useful work to unemployed and underemployed persons in designated project areas.

Economic Development Administration
The Federal Building, Room 423
80 N. Hughey Ave.
Orlando, FL 32801
(407) 648-6572

¹¹ Department of the Army, Office of the Chief Engineer
<https://www.cfda.gov/?s=program&mode=form&tab=step1&id=49e11bfac48f3693309b770cfe9d0937>

¹² Department of the Army, Office of the Chief Engineer
<https://www.cfda.gov/?s=program&mode=form&tab=step1&id=7ba50e5ed3a412dce7c6187479c96a84>

Snagging and Clearing for Flood Control¹³

To reduce flood damage.

US Army Corps of Engineers
Attn: CECW-PM
Washington, DC 20314-1000
(202) 272-1975

¹³ Department of the Army, Office of the Chief of Engineers
<https://www.cfda.gov/?s=program&mode=form&tab=step1&id=dd23573800b729d873f9372bc7304b12>

Table 6-2: Disaster Recovery Programs

Program	Agency	Assistance Provided	Activating Mechanism	Eligibility
Agricultural Marketing Transition Act (AMTA) Program	USDA, FSA	Direct payments to eligible producers of program crops that comply with AMTA requirements.	AWD	I/B
Alcohol and Tobacco Tax Refund	Dept. of the Treasury, Bureau of Alcohol, Tobacco, and Firearms	Specialized services to provide Federal alcohol and tobacco excise tax refunds to businesses that lost assets in a disaster.	PD	B
Beach Erosion Control Projects	Dept. of Defense (DOD), U.S. Army Corps of Engineers (USACE)	Specialized services. USACE designs and constructs the project.	Decision of the Chief of Engineers.	S/L
Business and Industrial Loan Program (B&I)	USDA, Rural Business Service	Guaranteed and direct loans up to \$10 million. Possible disaster uses include drilling wells, purchasing water, or tying into other water programs.	AWD	B/N/T and public bodies
CDBG - State's Program	HUD, CPD	Formula grants to States for non-entitlement communities. Preferred use of funding is for long-term needs, but funding may also be used for emergency response activities. States establish methods of fund distribution.	Supplemental appropriation by Congress relating to PD.	L, via S

The following abbreviations are used throughout this matrix in the columns "Activating Mechanism" and "Eligibility": Presidential declaration (PD); available without declaration (AWD); federal agency (F); state agency (S); locality (L); individual/family (I); nonprofit organization (N); Native American tribe (T); business (B); and not provided (N/P).

Program	Agency	Assistance Provided	Activating Mechanism	Eligibility
Coastal Zone Management; Hazards, Environmental Recovery, and Mitigation	DOC, National Oceanic and Atmospheric Administration (NOAA)	Assistance to State and local governments in mitigation and recovery/restoration planning, post-event permitting assistance, water-level data for storm-surge and flooding prediction and mitigation.	PD for post-event; AWD from coastal State(s) for pre-event planning.	S
Community Development Block Grant (CDBG) Program - Entitlement Grants	Dept. of Housing and Urban Development (HUD), Community Planning and Development (CPD)	Formula grants to entitlement communities. Preferred use of funding is for long-term needs, but funding may also be used for emergency response activities.	Supplemental appropriation by Congress relating to PD.	L
Community Disaster Loan Program	Federal Emergency Management Agency (FEMA)	Program provides loans not greater than 25% of the local government's annual operating budget.	PD	L
Conservation Reserve Program (CRP)	USDA, FSA	Voluntary program that offers annual rental payments, incentive payments for certain activities, and cost-share assistance to establish approved cover on eligible cropland.	AWD	I/B
Cora C. Brown Fund	FEMA	Grants to disaster victims for unmet disaster-related needs.	PD, designation for individual assistance.	I

The following abbreviations are used throughout this matrix in the columns "Activating Mechanism" and "Eligibility": Presidential declaration (PD); available without declaration (AWD); federal agency (F); state agency (S); locality (L); individual/family (I); nonprofit organization (N); Native American tribe (T); business (B); and not provided (N/P).

Program	Agency	Assistance Provided	Activating Mechanism	Eligibility
Corporation for National Service (CNS) Programs	CNS	Volunteers of all ages/backgrounds provide short/long-term response and recovery assistance. They are available through the community or national deployment.	PD	F/S/N/T
Crisis Counseling Assistance and Training Program (CCP)	FEMA; Dept. of Health and Human Services (HHS)	Grants to States providing for short-term counseling services to disaster victims.	Governor's request.	I, via S
Disaster Assistance for Older Americans	HHS, Administration on Aging	Direct payments to State agencies focused on aging-related services.	PD	I, via S
Disaster Housing Program	FEMA	Direct-payment grants and services. Grants include transient accommodation reimbursement, and home repair, rental, and mortgage assistance. Services may include a mobile home.	PD, designation for individual assistance.	I
Disaster Unemployment Assistance (DUA)	Dept. of Labor (DOL); FEMA	Direct payments of DUA benefits and reemployment assistance services. Objective is to provide assistance to individuals who are ineligible for regular unemployment compensation programs and who are left jobless after a major disaster.	PD, designation for individual assistance. PD may be limited to DUA only.	I, via S

The following abbreviations are used throughout this matrix in the columns "Activating Mechanism" and "Eligibility": Presidential declaration (PD); available without declaration (AWD); federal agency (F); state agency (S); locality (L); individual/family (I); nonprofit organization (N); Native American tribe (T); business (B); and not provided (N/P).

Program	Agency	Assistance Provided	Activating Mechanism	Eligibility
Disposal of Federal Surplus Real Property	GSA	Sale, exchange, or donations of property and goods.	N/P	S/L/N
Donation of Federal Surplus Personal Property	General Services Administration (GSA)	Donations of surplus personal property to eligible recipients.	N/P	S/L/N/publ ic airports.
Economic Adjustment Program - Disaster Economic Recovery Assistance	DOC, EDA	Revolving loan fund grants to State and local governments to provide a source of local financing to support business and economic recovery after a major disaster where other financing is insufficient or unavailable.	PD; SA	S/L/N/T
Economic Adjustment Program - Disaster Economic Recovery Assistance	DOC, EDA	Infrastructure construction grants to address local recovery implementation needs for new or improved publicly owned infrastructure after a major disaster, support job creation and retention, leverage private investment, and help accelerate and safeguard the overall economic recovery of the disaster-impacted area.	PD; SA	S/L/N/T
Economic Adjustment Program - Disaster Economic Recovery Assistance	Dept. of Commerce (DOC), Economic Development Administration (EDA)	Planning and technical assistance grants to State and local governments for strategic recovery planning and implementation to focus on job retention/creation to help offset the economic impacts of a major disaster.	PD; requires supplemental appropriation (SA).	S/L/N/T

The following abbreviations are used throughout this matrix in the columns "Activating Mechanism" and "Eligibility": Presidential declaration (PD); available without declaration (AWD); federal agency (F); state agency (S); locality (L); individual/family (I); nonprofit organization (N); Native American tribe (T); business (B); and not provided (N/P).

Program	Agency	Assistance Provided	Activating Mechanism	Eligibility
Economic Injury Disaster Loans (EIDLs)	Small Business Administration (SBA)	Direct long-term, low-interest loans to small businesses and agricultural cooperatives. Loans are only available to applicants with no credit available elsewhere, and the maximum amount of an EIDL is \$1.5 million.	PD; declaration of a disaster by the Secretary of Agriculture and/or SBA-declared disaster.	B
Emergency Community Water Assistance Grants (ECWAG)	USDA, Rural Utilities Service (RUS)	Project grants to help rural residents obtain adequate water supplies.	PD	S/L/N
Emergency Conservation Program	USDA, FSA	Cost-share payments to rehabilitate farmlands damaged by natural disasters and to carry out emergency water conservation or water-enhancing measures during times of severe drought, in cases when the damage or drought is so severe that Federal assistance is necessary.	AWD	I/B
Emergency Food Assistance (Emergency Food Stamp and Food Commodity Program)	USDA, Food and Nutrition Service (FNS)	Direct payments to States for specified uses.	PD; declaration by the Secretary of Agriculture.	S/I

The following abbreviations are used throughout this matrix in the columns "Activating Mechanism" and "Eligibility": Presidential declaration (PD); available without declaration (AWD); federal agency (F); state agency (S); locality (L); individual/family (I); nonprofit organization (N); Native American tribe (T); business (B); and not provided (N/P).

Program	Agency	Assistance Provided	Activating Mechanism	Eligibility
Emergency Hay and Grazing	USDA, Farm Service Agency (FSA)	Emergency authority to harvest hay or to graze land devoted to conservation and environmental uses under the Conservation Reserve Program	AWD	I/B
Emergency Loans	USDA, FSA	Low-interest loans to family farmers and ranchers for production losses and physical damage	PD; designated by Secretary of Agriculture or Administrator, FSA (physical losses only)	IB
Emergency Rehabilitation of Flood Control Works or Federally Authorized Coastal Protection Works	DOD, USACE	Specialized services to assist in the repair and restoration of public works damaged by flood, extraordinary wind, wave, or water action.	Approval by HQUSACE.	S/L/N/I
Emergency Water Supply and Drought Assistance Programs	DOD, USACE	Emergency supplies of clean drinking water for human consumption and construction of wells.	Assistant Secretary of the Army for Civil Works designates the area as "drought distressed."	L

The following abbreviations are used throughout this matrix in the columns "Activating Mechanism" and "Eligibility": Presidential declaration (PD); available without declaration (AWD); federal agency (F); state agency (S); locality (L); individual/family (I); nonprofit organization (N); Native American tribe (T); business (B); and not provided (N/P).

Program	Agency	Assistance Provided	Activating Mechanism	Eligibility
Emergency Watershed Protection (EWP)	USDA, Natural Resources Conservation Service (NRCS)	Direct payments and technical assistance to install structural and nonstructural measures to relieve imminent threats to life and/or property, and to purchase floodplain easements. Technical assistance such as site evaluations, design work, and installation inspections also are provided through the program.	AWD; triggered by NRCS State Conservationist.	S/L/N/B/I
Employment: Job Training Partnership Act (JTPA), National Reserve Emergency Dislocation Grants	DOL, Employment and Training Administration	Program provides States with grant money to provide individuals with temporary jobs and/or employment assistance.	PD	I, via S
Farm Labor Housing and Grants	USDA, Rural Housing Service (RHS)	Loans and grants to provide housing and related facilities for domestic farmers.	No deadlines.	I/B
Farm Operation Loans	USDA, FSA	Loans and loan guarantees to be used for farm operating costs.	N/P	I
Farm Ownership Loans	USDA, FSA	Direct loans, guaranteed loans, and technical assistance for farmers in acquiring or enlarging farms or ranches; making capital improvements; promoting soil and water conservation; and paying closing costs.	AWD	I

The following abbreviations are used throughout this matrix in the columns "Activating Mechanism" and "Eligibility": Presidential declaration (PD); available without declaration (AWD); federal agency (F); state agency (S); locality (L); individual/family (I); nonprofit organization (N); Native American tribe (T); business (B); and not provided (N/P).

Program	Agency	Assistance Provided	Activating Mechanism	Eligibility
Federal Crop Insurance Program	USDA, Risk Management Agency (RMA)	Direct payments of insurance claims. Insurance against unavoidable causes of loss such as adverse weather conditions, fire, insects, or other natural disasters beyond the producer's control.	No activating mechanism is needed, but availability is based on crop-specific sales, closing dates, and the availability of crops in particular counties.	I
Fire Suppression Assistance Program	FEMA	Project grants. FEMA approves a grant to a State on the condition that the State takes measures to mitigate natural hazards, including consideration of nonstructural alternatives.	Decision by FEMA.	S
Flood and Post-Flood Response, Emergency Operations	DOD, USACE	Specialized services, such as flood fighting and rescue, protection of federally constructed shore or hurricane projects, and post-flood response assistance.	Designation by USACE district commander.	S/L
Food Distribution	USDA, FNS	Donations of USDA-purchased food.	PD; declaration by Secretary of Agriculture and compliance with eligibility criteria.	F/S/L/N

The following abbreviations are used throughout this matrix in the columns "Activating Mechanism" and "Eligibility": Presidential declaration (PD); available without declaration (AWD); federal agency (F); state agency (S); locality (L); individual/family (I); nonprofit organization (N); Native American tribe (T); business (B); and not provided (N/P).

Program	Agency	Assistance Provided	Activating Mechanism	Eligibility
Forbearance on VA Home Loans	Dept. of Veterans Affairs (VA)	Encourage lenders to extend forbearance to any borrowers who have VA home loans and who are in distress as a result of disaster; provide incentives to such lenders.	PD	I
Hazard Mitigation Grant Program (HMGP)	FEMA	Project grants to implement hazard mitigation plans and prevent future loss of lives and property.	PD	L/N, via S
Individual and Family Grant (IFG) Program	FEMA	Grants to individuals administered by the State. Objective is to provide funds for the expenses of disaster victims that cannot be met through insurance or other assistance programs.	PD, designation for individual assistance. Requires specific request by State Governor.	I, via S
International Donations	Dept. of State	Donations including goods and cash.	Request for international coordination assistance from FEMA's Donations Coordinator.	I

The following abbreviations are used throughout this matrix in the columns "Activating Mechanism" and "Eligibility": Presidential declaration (PD); available without declaration (AWD); federal agency (F); state agency (S); locality (L); individual/family (I); nonprofit organization (N); Native American tribe (T); business (B); and not provided (N/P).

Program	Agency	Assistance Provided	Activating Mechanism	Eligibility
Legal Services	FEMA	Free legal advice and referrals. Assistance includes help with insurance claims, counseling on landlord-tenant and mortgage problems, assistance with home repair contracts and consumer protection matters, replacement of legal documents, estate administration, preparation of guardianships and conservatorships, and referrals.	PD, designation for individual assistance.	I
Mental Health Disaster Assistance	HHS, Public Health Service	Project grants to provide emergency mental health and substance abuse counseling to individuals affected by a major disaster.	Supplemental appropriation by Congress relating to PD.	I, via S
Mortgage Insurance for Disaster Victims Program (Section 203 (h))	HUD	Provides mortgage insurance to protect lenders against the risk of default on loans to qualified disaster victims whose homes are located in a presidentially designated disaster area and were destroyed, requiring reconstruction/replacement. Insured loans may be used to finance the purchase or reconstruction of a one-family home that will be the principal residence of the homeowner.	PD	I
National Flood Insurance Program (NFIP)	FEMA	Insurance benefits against losses from floods, mudflow, or flood-related erosion.	AWD	I/B/S

The following abbreviations are used throughout this matrix in the columns "Activating Mechanism" and "Eligibility": Presidential declaration (PD); available without declaration (AWD); federal agency (F); state agency (S); locality (L); individual/family (I); nonprofit organization (N); Native American tribe (T); business (B); and not provided (N/P).

Program	Agency	Assistance Provided	Activating Mechanism	Eligibility
NFIP, Community Assistance Program	FEMA	Grants to States for technical assistance to resolve floodplain management issues.	AWD	S/L
Non-insured Crop Disaster Assistance Program	USDA, FSA	Direct payments to reduce financial losses resulting from a natural disaster that causes production loss or prevents planting of crops grown commercially for food or fiber, for which federal crop insurance is not available	AWD	I
Physical Disaster Loans (Business)	SBA	Direct long-term, low-interest loans to businesses and nonprofit organizations. Loans provided to repair or replace uninsured property damages caused by disasters. Loans limited to \$1.5 million.	PD or SBA declaration.	N/B
Physical Disaster Loans (Individual)	SBA	Direct long-term, low-interest loans to homeowners and renters to repair or replace uninsured damages caused by disasters to real and personal property. Loan amounts limited to \$200,000 to repair or replace real estate, and to \$40,000 to repair or replace personal property.	PD or SBA declaration.	I

The following abbreviations are used throughout this matrix in the columns "Activating Mechanism" and "Eligibility": Presidential declaration (PD); available without declaration (AWD); federal agency (F); state agency (S); locality (L); individual/family (I); nonprofit organization (N); Native American tribe (T); business (B); and not provided (N/P).

Program	Agency	Assistance Provided	Activating Mechanism	Eligibility
Price-Anderson Act	American Nuclear Insurers and Nuclear Regulatory Commission (NRC) (for commercial nuclear power plants); Dept. of Energy (for DOE facilities)	Payment of liability claims that arise from a nuclear power reactor accident. Insurance-provided assistance may compensate victims for increased living expenses after an evacuation, unemployment, business losses, environmental cleanup, reduced property values, and costs associated from bodily injury.	AWD	I
Price-Anderson Act	NRC	Insurance reimburses States and municipalities for costs necessarily incurred in providing emergency food, shelter, transportation, or police services in evacuating the public after a nuclear power reactor accident.	AWD	S/L
Public Assistance Program	FEMA	Project grants. Funds can be used for clearing debris, emergency measures, and repairing or replacing damaged structures, roads, utilities, public buildings, and infrastructure.	PD, designation for public assistance.	L/N, via S
Reclamation States Emergency Drought Relief Act of 1991	Dept. of the Interior (DOI), Bureau of Reclamation	Loans, grants, use of facilities, construction, management and conservation activities, and purchase of water for resale or for fish and wildlife services. Temporary drought assistance may include the drilling of wells, installation of equipment, improved reporting of conditions.	Request for drought assistance and approval by Commissioner of Reclamation.	F/S/N/I

The following abbreviations are used throughout this matrix in the columns "Activating Mechanism" and "Eligibility": Presidential declaration (PD); available without declaration (AWD); federal agency (F); state agency (S); locality (L); individual/family (I); nonprofit organization (N); Native American tribe (T); business (B); and not provided (N/P).

Program	Agency	Assistance Provided	Activating Mechanism	Eligibility
Re-establishing Local Survey Networks	DOC, NOAA	Provision of survey mark data to local and State agencies for re-establishing their geodetic control networks; re-establishment of national network if warranted.	PD; AWD depending on funding availability.	S/L
Regulatory Relief for Federally Insured Financial Institutions	Federal Deposit Insurance Corporation (FDIC) and other Federal regulatory agencies	Specialized services. Supervisory agencies can grant regulatory relief to insured institutions. Regulatory relief includes lending assistance, extensions of reporting and publishing requirements, waivers from appraisal regulations, and implementation of consumer protection laws.	PD; other disaster that affects the ability of a federally insured financial institution to provide normal services.	N/B
Resource Conservation and Development (RC&D)	USDA, NRCS	Technical assistance and loans to finance local project costs. Projects may include land and water conservation, resource improvements, recreational development, and waste disposal projects.	AWD	L/N
River Basin Project	USDA, NRCS	Technical assistance. Special priority is given to projects designed to solve problems of upstream rural community flooding, water quality improvement that comes from agricultural non-point sources, wetlands preservation, and drought management for agricultural and rural communities. Special emphasis is placed on helping State agencies develop strategic water resource plans.	AWD; triggered by NRCS State Conservationist.	F/S/L

The following abbreviations are used throughout this matrix in the columns "Activating Mechanism" and "Eligibility": Presidential declaration (PD); available without declaration (AWD); federal agency (F); state agency (S); locality (L); individual/family (I); nonprofit organization (N); Native American tribe (T); business (B); and not provided (N/P).

Program	Agency	Assistance Provided	Activating Mechanism	Eligibility
Rural Housing Site Loans	USDA, RHS	Loans for the purchase and development of housing and necessary equipment that becomes a permanent part of the development (e.g., water and sewer lines).	AWD	N
Rural Rental Housing Loans	USDA, RHS	Loans for the purchase, building, or repair of rental housing. Funds can also be used to provide water and waste disposal systems.	AWD	I/S/L/B
Savings Bonds Replacement or Redemption	Treasury, Bureau of Public Debt	Specialized services. Bureau of Public Debt expedites replacement of U.S. Savings Bonds lost or destroyed as a result of a disaster.	PD	I
Social Security Assistance	Social Security Administration (SSA)	Advisory and counseling services to process SSA survivor claims, assist in obtaining necessary evidence for claim processing, resolve problems involving lost or destroyed SSA checks, and reprocess lost or destroyed pending claims.	PD; AWD	I
Soil Survey	USDA, NRCS	Technical assistance. Objective is to maintain up-to-date, published surveys (and soil survey data in other formats) of counties or other areas of comparable size for use by interested agencies, organizations, and individuals; and to assist in the use of this information.	N/P	S/L/N/B/I

The following abbreviations are used throughout this matrix in the columns "Activating Mechanism" and "Eligibility": Presidential declaration (PD); available without declaration (AWD); federal agency (F); state agency (S); locality (L); individual/family (I); nonprofit organization (N); Native American tribe (T); business (B); and not provided (N/P).

Program	Agency	Assistance Provided	Activating Mechanism	Eligibility
Taxes: Disaster Assistance Program	Treasury, Internal Revenue Service (IRS)	Advisory and counseling services. IRS provides information about casualty loss deductions, claim procedures, and reconstruction of lost financial records.	PD	I/B
Technical Support	DOC, NOAA, National Weather Service	Technical assistance for weather, water, and climate warning systems and critical information dissemination systems. Post-storm data acquisition activities.	AWD	F/S/L/N/T
Technical Support	DOC, National Institute of Standards and Technology	Disaster damage surveys, assistance in procurement of consulting services, evaluation of structural and fire performance of buildings and lifelines.	Federally declared disasters to buildings and lifelines, on cost-reimbursable basis.	F/S/L
Transportation: Emergency Relief Program	Dept. of Transportation (DOT), Federal Highway Administration (FHWA)	Formula and project grants to repair roads. FHWA can provide: (1) up to \$100 million in funding to a State for each natural disaster or catastrophic failure; and (2) up to \$20 million in funding per year for each U.S. territory. Special legislation may increase the \$100 million per State limit.	PD; AWD	F/S

The following abbreviations are used throughout this matrix in the columns "Activating Mechanism" and "Eligibility": Presidential declaration (PD); available without declaration (AWD); federal agency (F); state agency (S); locality (L); individual/family (I); nonprofit organization (N); Native American tribe (T); business (B); and not provided (N/P).

Program	Agency	Assistance Provided	Activating Mechanism	Eligibility
Voluntary Organizations Recovery Assistance	American Red Cross, Mennonite Disaster Service, Salvation Army, and member organizations of the National Voluntary Organizations Active in Disaster	Mass care (shelter and feeding), welfare inquiries, health and mental health services, child care, home repairs (labor and funding), emergency communications, debris removal, burn services, cleaning supplies, personal property, distribution of supplies, transportation, loan personnel, and other specialized programs and services.	Disaster event.	I
Water and Waste Disposal Loans and Grants	USDA, RUS	Project grants and direct and guaranteed loans to develop, replace, or repair water and waste disposal systems in rural areas and towns having populations of 10,000 or less.	AWD	L/N/T
Water Resources	USDA, NRCS	Project grants for the installation of preventive measures such as dams, channels, flood warning systems, purchasing easements, floodplain delineation, and land treatment. Advisory and counseling services also are available.	N/P	S/L/N
Watercourse Navigation: Protecting, Clearing, and Straightening Channels	DOD, USACE	Specialized services, such as clearing or removing unreasonable obstructions to navigation in rivers, harbors, and other waterways or tributaries.	Decision of the Chief of Engineers.	S/L

The following abbreviations are used throughout this matrix in the columns "Activating Mechanism" and "Eligibility": Presidential declaration (PD); available without declaration (AWD); federal agency (F); state agency (S); locality (L); individual/family (I); nonprofit organization (N); Native American tribe (T); business (B); and not provided (N/P).

Chapter 7 Action Plan

Recovery and Redevelopment Strategy

The recovery and redevelopment strategy is comprised of a list of prioritized issues and pre- and post-disaster redevelopment goals and objectives that were identified by each of the Working Group Subcommittees. The goals and objectives were created to address the issues and are to be implemented via the Recovery and Redevelopment Action Plan.

The goals and objectives are grouped into five major functions:

1. Community Redevelopment
2. Economic Redevelopment
3. Infrastructure
4. Health and Social Services
5. Environmental Issues
6. Government Operations

PDRP Goals and Objectives

Goal 1: Community Redevelopment (includes Housing, Structural Recovery, Planning, Land Use, Historic Preservation)

The County and the cities of Brooksville and Weeki Wachee, agencies and organizations will collaboratively work together to plan for and provide temporary housing for its community members and incoming disaster workforce to support expedient repair and/or replacement of residences and businesses. This will include expedited repair procedures and incorporating hazard vulnerability reduction measures for permanent structures. The County and its municipalities will endeavor to participate in procuring and providing aid for adequate permitting and inspections to accommodate post-disaster volume. Priorities for housing and structural repairs should include establishing criteria for on-site and group site temporary housing to ensure that there is proper zoning to allow for temporary structures, identifying site suitability and infrastructure availability for group sites, ensuring that enough workforce housing exists, implementing hazard mitigation measures to reduce structural vulnerability and creating an expedited permitting process for structural repairs.

The County and the cities of Brooksville and Weeki Wachee will enforce compliance with applicable regulations for construction and reconstruction, and leverage hazard vulnerability reduction opportunities following a disaster. Hazard vulnerability reduction measures will primarily be focused within Special Flood Hazard Areas, Repetitive Loss Areas, and increasing wind loading capabilities of structures particularly for structures built prior to 1993. Land use and zoning decisions pertaining to redevelopment can have long-term effects on the county's vulnerability to future hazards. After a disaster, there will likely be opportunities to rebuild infrastructure and structures back in a less vulnerable manner that meets the goals and objectives of the Comprehensive Plans of the County and Brooksville. Although there is often pressure to rebuild back as quickly as possible, it is important to assess how and where the

community will rebuild to reduce hazard vulnerability through hazard mitigation measures. High priority issues include the vulnerabilities identified in Chapter 4 – Vulnerability Identification which specifically includes identification of wind vulnerable structures, flood and surge vulnerable structures, vulnerable critical infrastructure, as well as socially and economically vulnerable areas.

Goal 1.1 Support structural repairs, licensing, and permitting to expedite redevelopment

Objectives

- 1.1.1 Develop and maintain an inventory of non-conforming uses and structures, prior to a disaster, to expedite the decision-making process for redevelopment orders and permits; evaluate policies regarding non-conformance.
- 1.1.2 Identify a process for expediting permits, based on the type of permit needed.
- 1.1.3 Develop staff augmentation, training, and processing mechanisms to support increased demand in permitting and inspection
- 1.1.4 Encourage requiring damaged structures to be restored using hazard mitigation measures to reduce hazard vulnerability.
- 1.1.5 Establish a process for vetting contractors from outside the area to ensure that only licensed and approved contractors are used.
- 1.1.6 Provide public outreach regarding building repair requirements and hazard mitigation techniques to residents and builders.
- 1.1.7 Educate the general public about the use of licensed contractors after a disaster.
- 1.1.8 Create partnerships within the business community to provide building supplies after a disaster.
- 1.1.9 Establish housing demolition protocols for destroyed homes for absent property owners.

Goal 1.2 Identify short-and long-term housing availability and requirements.

Objectives

- 1.2.1 Develop policies and procedures which ensure that post-disaster housing strategies are consistent with long term visioning plans and State of Florida Housing Guidance.
- 1.2.2 Ensure temporary recovery uses are consistent with future land uses.
- 1.2.3 Identify short term housing availability
- 1.2.4 Establish criteria for on-site temporary housing
- 1.2.5 Establish criteria for siting requirements for temporary group housing.
- 1.2.6 Ensure adequate housing for special needs population.
- 1.2.7 Ensure availability of workforce housing.
- 1.2.8 Establish guidelines to transition from shelters to temporary housing.

Goal 1.3 Identify policies and best practices to support redevelopment efforts

Objectives

- 1.3.1 Evaluate the need to revise ordinances and other regulatory processes to accommodate post-disaster conditions. Develop thresholds for activations.
- 1.3.2 Develop a best practice guide on managing non-conforming uses. Develop appropriate administrative processes to regulate nonconforming land uses in a post disaster environment.
- 1.3.3 Identify potential sites where public facilities could be relocated if substantially damaged in high hazard areas.
- 1.3.4 Encourage planned development conditions that allow temporary emergency housing.
- 1.3.5 Encourage that new homeowner and neighborhood associations covenants include hazard mitigation measures to reduce hazard vulnerability.
- 1.3.6 Identify critical priority redevelopment areas, with particular attention to the CRA and the Enterprise Zone which have already been identified as areas of desired growth and revitalization.
- 1.3.7 Periodically convene the Housing/Building/Planning workgroup to host charettes with local residents that live in high hazard areas to garner interest in ideas for redevelopment after a catastrophic disaster.
- 1.3.8 Adjust transit routes to meet new housing and employment distribution in the post disaster environment.

Goal 1.4 Preserve and restore historical assets throughout the county

Objectives

- 1.4.1 Develop historic preservation plan which includes, but is not limited to, policies and procedures for damage assessment, emergency repairs, and stabilization in that are unique to preserving historical status.
- 1.4.2 Revise land development regulations to support historic preservation
- 1.4.3 Incorporate hazard mitigation measures when preserving and restoring historic assets as per *Disaster Mitigation for Historic Structures: Protection Strategies* guidebook.
- 1.4.4 Ensure that debris management operations and temporary housing activities do not adversely impact historical and archaeological sites.
- 1.4.5 Include historic preservation experts in damage assessment teams in historic areas.
- 1.4.6 Consult with local historical preservation societies to provide input on decision making affecting historical assets
- 1.4.7 Strengthen collaboration between county and municipal building departments and local historic preservation experts to provide expertise in maintaining historical assets.

- 1.4.8 Provide educational resources for historic property owners regarding repair and rehabilitation methods and best practices.

Goal 2: Economic Redevelopment

The county and its cities will support the local business community through assistance with pre-disaster business continuity and recovery planning; and post-disaster damage assessment, needs identification, infrastructure restoration, employee assistance, and disaster recovery funding that supports economic resumptions and redevelopment.

It is important to support business resumption for both major employers as well as small businesses. Resumption and retention of major businesses provide a symbolic aspect of stability and can help support smaller businesses. Small businesses tend to have a higher post-disaster failure rate, as they are less likely to have a business continuity plan, or resource like the major employers.

Economic resumption is crucial, as it affect the entire county's recovery efforts and is a major indication of how long it takes the community to redevelop. The return of jobs, tourism, revenue, and other indicators of economic health is interdependent on recovery and restoration of housing, infrastructure, and public service provision. High priority issues include: determining and prioritizing business recovery resources, identifying funding sources for business recovery, establishing a business recovery center, assessing damage and economic impacts, and tracking business recovery data.

Goal 2.1 Develop strategies to support the business community with pre-disaster business continuity and recovery planning.

Objectives

- 2.1.1 Identify gaps and weaknesses in business preparedness and continuity planning in the local business community.
- 2.1.2 Develop disaster preparation and business continuity planning website with tools to assist business owners with plan creation.
- 2.1.3 Pre-identify large businesses that have potential resources that can assist small businesses
- 2.1.4 Establish a diversity of activities to provide knowledge, and lend technical expertise in the preparation of business continuity plans.

Goal 2.2 Identify and prioritize post-disaster business recovery resources

Objectives

- 2.2.1 Identify business recovery resources that are needed by local businesses.
- 2.2.2 Identify recovery resources that can be provided by local businesses.
- 2.2.3 Develop a list of key and essential business and key points of contact.
- 2.2.4 Identify alternate locations for local businesses.

- 2.2.5 Develop and implement Business Recovery Center(s) which include procedures for providing phone, internet and network access, and employee communication for local businesses.
- 2.2.6 Implement expedited permitting for businesses repairs/reconstruction.

Goal 2.3 Support post-disaster damage and impact assessment for local businesses

Objectives

- 2.3.1 Develop and implement a program for business owners and staff to assess post-disaster losses.
- 2.3.2 Leverage tax incentives as a result of the damage assessment process and re-evaluation of property after a disaster.
- 2.3.3 Identify existing tax and other incentives that may exist in current CRA and Enterprise Zone plans that can be leveraged in the post-disaster environment.

Goal 2.4 Identify post-disaster funding resources for business recovery

Objectives

- 2.4.1 Develop and maintain a list of federal, state, and local funding sources for businesses, to be included on future business continuity website.
- 2.4.2 Identify banks and financial institutions willing to make bridge loans including agriculturally friendly sources.
- 2.4.3 Identify commercial loans, foundations, and corporate philanthropic sources that may be potential sources of funding for both pre- and post-disaster business needs.
- 2.4.4 Assist with short-term financial assistance by coordinating, administering and providing technical assistance with bridge loans.
- 2.4.5 Administer and oversee the NEG grant.

Goal 2.5 Foster the retention of the local workforce and businesses

Objectives

- 2.5.1 Develop an operational concept and field disaster recovery components to support the recovery of small businesses after a disaster.
- 2.5.2 Enhance permitting incentives, regulatory waivers, and logistical support to employers throughout the County.
- 2.5.3 Identify strategies and resources for workforce transportation throughout the county.
- 2.5.4 Identify strategies to locate temporary school facilities at or near housing sites.

- 2.5.5 Identify and develop strategies for business retention and expedite a process for attracting new businesses or incentives for re-investing and rebuilding.

Goal 2.6 Coordinate disaster related information sharing with local business as well as outside the community to ensure consistent recovery message.

Objectives

- 2.6.1 Establish Emergency Support Function (ESF) 18 within the EOC to facilitate information gathering, coordination, needs assessment, and dissemination among the business community as well as with public-private partnerships.
- 2.6.2 Develop and maintain information sharing network for pre-incident notification and warning
- 2.6.3 Develop a strategy for a unified marketing campaign to ensure consistent media messages and images are being broadcast to the community as well as potential visitors and businesses wishing to come to Hernando County.

Goal 3: Infrastructure and Public Facilities

The county, its jurisdictions, and local utilities providers will coordinate and restore infrastructure and critical and public facilities in support of community recovery based on established priorities and hazard vulnerability reduction measures.

The repair and restoration of infrastructure and public facilities affects the community's ability to recovery at large. The restoration of transportation networks is essential to recovery and redevelopment. High priority issues include: evaluating whether to replace infrastructure or facilities to pre-disaster condition or to rebuild them stronger or in a different location to avoid future damage. Examples include the current relocation of the Osowaw Wastewater Treatment Plant further eastward and away from the storm surge zone. Watershed management plans are also being evaluated with the Water Management District to examine the impact of floodplain on infrastructure. A level of service study is underway to analyze which critical links are impacted and those that would need to be addressed in the Capital Improvements Plan. This analysis could guide the county in the post disaster environment identifying projects that may be needed to accomplish this goal.

Other infrastructure issues to be considered include identifying critical transportation routes for prioritized emergency and long term repairs, coordinating with utility providers to ensure that utilities are being restored in areas with pre-identified critical facilities and business, and identifying alternate transit as required. Identifying ways in which infrastructure can be restored in a manner that incorporates mitigative techniques in a cost effective manner should also be explored.

Goal 3.1 Support post disaster damage assessment**Objectives**

- 3.1.1 Provide GIS training for Preliminary Damage Assessment (PDA) Teams in Brooksville and Hernando County.
- 3.1.2 Collect a GIS inventory of street signs and traffic signals, prior to a disaster
- 3.1.3 Identify road network improvements prior to a disaster
- 3.1.4 Identify critical infrastructure mitigation project sites
- 3.1.5 Conduct PDA of streets and Rights of Way (ROW).

Goal 3.2 Support emergency infrastructure repairs**Objectives**

- 3.2.1 Develop standardized methodology for prioritizing critical public infrastructure (i.e. based on county's need & vulnerability analysis).
- 3.2.2 Determine accelerated measures for demolition of unsafe structures
- 3.2.3 Develop mechanisms (MOU's, pre-arranged agreements, etc). to secure external resources to support recovery efforts, such as contractors for repairs or construction of critical facilities and infrastructure, as well as administrative support services for purchasing, permitting, and inspections.

Goal 3.3 Support long-term infrastructure repairs and restoration**Objectives**

- 3.3.1 Consult the Local Mitigation Strategy for ways to include mitigation measures for utility restoration planning.
- 3.3.2 Repair and maintain drainage structures and facilities to minimize problematic flooding areas and/or repetitive flooding areas.
- 3.3.3 Prioritize the repair of streets, signals, and signage according to the priorities of the business community and workforce transportation needs, reopening of schools, access to critical facilities, etc.
- 3.3.4 Incorporate mitigation, smart growth, and community sustainability into the decision-making process for redevelopment and reconstruction of vulnerable infrastructure.

Goal 3.4 Support Debris Management Operations**Objectives**

- 3.4.1 Implement the FDOT debris removal contract and the Hernando County Debris Management Plan.
- 3.4.2 Establish a debris collection monitoring plan.

- 3.4.3 Monitor debris storage sites to ensure against environmental or ecosystem damage due to storage of debris such as invasive plant species, contaminated runoff and ground seepage, etc.
- 3.4.4 Ensure that the debris removal and disposal is environmentally-sound, efficient, minimizes impacts to sensitive resources, and protects environmental systems and the public's health by restoring wetlands and monitoring environmental impacts to all debris sites.
- 3.4.5 Ensure debris management incorporates sufficient strategies, processes, procedures, and resources to address a major/catastrophic event.

Goal 4: Health and Social Services

The County, the local Health Department, the Florida Department of Health, public and private health care providers, agencies, and organizations will coordinate to deliver health care and social services for citizens and first responders through needs assessment and established procedures and networks.

Following a major or catastrophic disaster, there will most likely be an increased demand and need for physical and mental health care. High priority issues include: determining long-term needs for appropriate functioning of the medical/health care facilities, developing systems to work with alternative social service providers, reestablishing schools, and providing accessibility to services via transportation and site selection of service centers.

Goal 4.1 Maintain an adequate, responsive workforce for medical professionals in the aftermath of a disaster to support the post-disaster redevelopment process.

Objectives

- 4.1.1 Identify strategies for medical professionals living outside Hernando County to continue to commute to work or temporarily be housed in the area so that patients have access to medical attention as needed.
- 4.1.2 Develop incentives (i.e. moving expenses) to attract and retain medical professionals to the area.
- 4.1.3 Identify the most efficient and effective placement of healthcare workforce, including spousal employment.
- 4.1.4 Develop mutual aid agreements with area/regional medical facilities and coordinate with Career Central for recruiting and obtaining qualified medical professionals.
- 4.1.5 Identify the need for vendors to provide onsite office space during reconstruction such as trailer or modular units.

Objectives

- 5.2.1 Ensure that debris management operations do not adversely impact the environment or ecosystems (i.e. hazardous household chemicals, contaminated debris, etc.).
- 5.2.2 Conduct outreach to educate the public and others regarding invasive vegetation.
- 5.2.3 Educate the public and homeowners on the consequences of environmental contamination due to the improper disposal of hazardous materials.
- 5.2.4 Include environmental experts in damage assessment to natural resources and environmentally sensitive areas.
- 5.2.5 Control post-disaster hazardous materials spills and disposal of hazardous substances from contaminating water bodies and groundwater systems.

Goal 6: Government Operations, Financing, and Public Outreach

The county and its cities, supporting agencies, and organizations will engage in proactive coordination measures to restore and maintain critical and essential government operations and services to expedite the community's ability to recover from the disaster. Collaboration will require an understanding of reasonable expectations and actual capabilities of government, businesses, non-governmental organizations, and private citizens.

After a disaster, it is important to maintain government services and communication throughout the community. High priority issues include: sustaining mission-essential functions of local government, maintaining communication regarding community status, reestablishing housing to retain the local population and workforce, and securing funding for government operations and disaster assistance.

Goal 6.1 Re-establish county and city government functions and communications as soon as possible.**Objectives**

- 5.2.1 Establish a list of buildings that may be suitable to house government functions based on mission-essential functions as detailed in Continuity of Operations Plans.
- 5.2.2 Develop an emergency staffing policy to maximize the use of non-essential personnel following a disaster.
- 5.2.3 Establish pre-determined communications links on county and city government websites to disseminate information such as temporary locations of government offices, available services, and links to other service agencies.
- 5.2.4 Explore the use of social media to disseminate information and provide status updates of recovery operations.
- 5.2.5 Prioritize post-disaster activities and adjust staffing assignments as appropriate and based on staff skill sets.
- 5.2.6 Activate MOUs and staff augmentation contracts as necessary which were developed pre-disaster.

Goal 6.2 Augment financial management capacity**Objectives**

- 6.2.1 Augment dedicated staffing for the Grants Compliance Specialist to assist with increased disaster grant volume.
- 6.2.2 Develop tracking procedures to ensure bond funds, external funds, and disaster grants are directed to priority projects, and meet local, state, and federal auditing requirements.
- 6.2.3 Develop MOUs with applicable agencies (i.e. United Way) for receiving financial donations
- 6.2.4 Develop procedure for estimating revenue shortfalls
- 6.2.5 Pursue private sector grants and corporate philanthropic awards

Goal 6.3 Encourage public understanding of post-disaster redevelopment strategies and challenges and encourage active public participation in redevelopment decision making throughout the redevelopment process.**Objectives**

- 6.3.1 Incorporate post-disaster redevelopment public education initiatives as a component of a variety of disaster preparedness public messages.
- 6.3.2 Coordinate effective, regularly scheduled, and targeted public outreach and community engagement strategies throughout the post disaster redevelopment process.

Action Matrices

This Action Plan details the actionable items to implement the PDRP both in the pre and post-disaster environment. These elements were identified by the workgroups during the course of the PDRP planning process. Each task is assigned to a primary agency responsible for coordination of the task and supporting agencies assigned to provide technical support and/or resources to implement the task. Some tasks will be ongoing preparedness activities that the jurisdictions should implement to ensure operational readiness. Numerous tasks are designed for implementation in the post-disaster environment. All tasks have been prioritized by the workgroups by indicating the tasks are high, medium, or low priority. Priorities are relative and may be adjusted over time as socio-economic and political factors within the community change. Similarly, the post-disaster environment may also impact the level of priority for individual goals, objectives, and tasks. Low priority tasks may not necessarily equate to low importance items. It simply indicates the task is lower in priority as compared to other actions during this planning phase. During the annual plan update process, each task should be re-evaluated in terms of level of completion, level of relevance to the community, and ongoing need.

Actions	Implementation Timeframe		Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)	Existing	Needed		
Community Redevelopment In conjunction with development of permitting ordinance, update Land Development Regulations to include provisions that regulate the processes to address common post disaster concerns such as: <ul style="list-style-type: none"> allowable uses of temporary housing & expedited temporary housing permit process expedited post-disaster demolition inspection & preservation of important historical & unique architectural elements augmenting staff & streamlining permitting process to expedite review & approval non-conforming uses and structures 				Not currently addressed	Staff time & resources to update & expand LDR to include these issues	Planning Dept. Engineering Public Works Environmental Services	H

Actions	Implementation Timeframe					Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority	
	Pre-Disaster	Short-Term (1-90 days)	Long-Term (months)				Existing				Needed
			4-6	6-12	12-24	24+					
Community Redevelopment											
Development of emergency permitting procedure to oversee the repair, restriction, and rebuilding of damaged or destroyed structures following a major catastrophic incident (see Lee County ordinance as suggested model guide); improve & enhance code for emergency permitting requirements							No procedure exists	Staff time & resources to develop emergency permitting ordinance	Development Permitting – Building Department Brooksville: Community Development	Code Compliance Engineering Public Works Housing Authority H	
Develop guidance criteria for emergency permitting support that may respond from outside the county under mutual aid or other pre-arranged agreement.							No guidance exists	Staff time & resources to develop guidance, plans & review	Development Permitting – Building Department	Engineering Public Works M	
Reactivate and update an emergency procurement contract for private contract permitting services to be used in the event of a catastrophic disaster when local resources become overwhelmed.							Language from previous contracts that could be revised	Staff time and resources to revise & approve contracts	Purchasing & Contracts	Development Permitting – Building Department M	
Develop MOU's with other government jurisdictions that would most likely be outside the impact area to provide permitting support.							No existing MOUs	Staff time & resources to develop MOUs	Development Permitting – Building Department	Jacksonville Leon Duval Escambia L	

Actions	Implementation Timeframe					Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority	
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)				Existing				Needed
			4-6	6-12	12-24	24+					
Community Redevelopment											
Evaluate the "one-day" permitting system, single-stop, or multi departmental coordination within a single room.	•						Currently working on a process in the County for very small projects	Evaluate permit, develop and process and perhaps ordinance	Development Permitting – Building Department	Code Enforcement	H
Cross train other county staff (i.e. code enforcement, planning) to assist with permitting; consider development of an emergency staffing procedure (see <i>Alachua County policy as possible model</i>)	•						No training program exists; no staffing policy exists	Staff time & resources to train & develop staffing procedure	Human Resources		L
Coordinate with community resources (such as HBA) to identify inspection resources and provide advanced training.	•						No process in place	MOU Procedure Training	Development Services Brooksville Community Development	Hernando Builders Association	L
Identify temporary satellite offices including associated logistical needs in areas of greatest damage. This will require defining the space requirement needs. Explore the possibility of providing this service as part of the Disaster Recovery Center and/or Community Outreach Centers.	•	•	•	•			Currently no existing county staff.	Would require staff to implement operational needs, such as cleaning crews, management crews. Possibly could utilize CERTs/Volunteers/ and outside Contracts	Community and Housing Taskforce	Hernando County Realtor Association Community Centers with the large homeowner associations such as Highpoint	M

Actions	Implementation Timeframe					Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority	
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)				Existing				Needed
			4-6	6-12	12-24	24+					
Community Redevelopment											
Review current ordinance for non-conforming structures and determine triggers for review in catastrophic environment; include a process for taking into account cumulative improvements when considering the totality of the damage.	•						Policy currently under development – opportunities to include addressing these issues during development	Staff time & resources	Planning Department	Building Department Code Compliance	H
Review buildings and structures that are pre-FIRM and those that are built prior to current codes (especially bulk standards such as setbacks, height, etc.)	•		•	•	•		The zoning department must review all permits coming in they will catch any non conforming uses that are below the base flood elevation.	Staff time & resources; GIS mapping	Building Department	Planning Property Appraiser	L
Identify the extent to which non-conforming structures occur and approximately where. Identify areas where there are a substantial number of non-conforming structures that could not be replaced to a reasonable extent to assist the building official in determining replacement.	•						No current inventory	Staff time & resources; GIS Mapping	Building Dept.	Property Appraiser	L
Ensure site selection for temporary housing is in accordance with Future Land Use goals and vision. Update temporary housing plan to reflect this site selection process.	•	•	•	•			Existing disaster housing plan as foundation	Staff time & resources, or funds to hire consultant for plan update	Planning Dept. Brooksville Community Redevelopment	Building Dept. Housing Authority	M

Actions	Implementation Timeframe				Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority	
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)			Existing				Needed
			4-6	6-12	12-24					
Community Redevelopment										
Develop an historic preservation plan to further support the adopted goals, objectives, and policies that are stated in the Housing Element of the Comprehensive Plan.						City of Brooksville Historic Preservation Plan	Staff time & resources; or funds to hire consultant to develop county plan	Planning Dept. Brooksville Community Development	Hernando County Historic Preservation Society	L
Revise Land Development Regulations to support historic preservation.						No County Land Development Regulations addressing historic preservation The City of Brooksville possesses the designation of "certified local government" in order to receive historic preservation funding	Staff time & resources	County Planning Department (NOTE: City has completed this)	Hernando County Historic Preservation Society Code Compliance	L
Use hazard mitigation measures to reduce vulnerability to historic structures in accordance with allowable historic construction materials and practices, as detailed in <i>Disaster Mitigation for Historic Structures</i> . ¹ <i>Protection Strategies</i> Guidebook.						No strategy in place to currently include hazard mitigation for historic assets	Staff time & resources to update LMS plan to include historic assets	LMS Committee	Hernando County Historic Preservation Society	L

¹ 1000 Friends of Florida, Disaster Planning for Historic Resources. <http://www.1000friendsofflorida.org/preservation/disaster/Dos-demPilotProject1.asp>

Actions	Implementation Timeframe					Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority	
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)				Existing				Needed
			4-6	6-12	12-24	24+					
Community Redevelopment											
Develop inventory of historically sensitive resources (historic properties, buildings, cemeteries) with contact information.	•						Florida Master Site File maintained by the county's planning department	Integration between the County PDRP stakeholders & local historic society	Planning Department	Hernando County Historic Preservation Society	L
Include historic preservation experts in damage assessment teams in historic areas	•	•	•				No list of resources has been identified	Staff time & resources to develop cadre of specialists that can be called upon; procedure for activating them.	Planning Department	Hernando County Historic Preservation Society	L
Stabilize & secure publicly owned damaged county historic assets to prevent additional deterioration.		•	•	•	•			Contractors with knowledge of historic repair and restoration; pre-identify where these resources can be obtained	Facilities Department	Risk Management (Insure Facilities)	L
Establish communication between local historic preservation community experts and the Building Department to provide expertise in maintaining historic assets; include historic preservation experts for options to avoid demolition		•	•	•	•			Staff time & resources	Building Department	Hernando County Historic Preservation Society Code Compliance	L

Actions	Implementation Timeframe					Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority	
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)				Existing				Needed
			4-6	6-12	12-24	24+					
Community Redevelopment											
Provide educational resources for owners of historic structures regarding methods of repair & rehabilitation	•						On-line resources available	Staff time & resources for collaborative effort with Historic Preservation Society; include online resources on website	Hernando County Historic Preservation Society	Building Dept. Code Compliance	M
Further integrate PDRP into the Comprehensive Plan and the Capital Improvements Plan to include language supporting authority for ongoing PDRP planning processes and implementation.	•						Brief mention of PDRP support in Comp Plan	Staff time & resources to develop more robust, supporting language of PDRP and its authority	Planning Dept.	Engineering Public Works Environmental Services Dept.	M
Update the disaster housing plan to incorporate the new State of Florida guidance developed in 2011. Include the needs of additional staffing and operational resources that may be necessary to review & process residential & commercial applications, conduct inspections, issue permits, and enforce building codes	•						Existing plan developed prior to the issuance of State guidance	Staff time & resources; or funding for consultant to update plan	Emergency Management	Housing Authority Development Services	L
Provide GIS training to PDA teams that will be deployed	•						No training capability currently exists	Qualified trainers; Funding for training and acquisition of technology resources	Property Appraiser Office	Development Services for coordination of damage assessment.	M

Actions	Implementation Timeframe		Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)	Existing	Needed		
		4-6	6-12	12-24	24+		
Community Redevelopment							
Evaluate Enterprise Zone redevelopment effort in the aftermath of a disaster. Establish liaison to enable enhanced coordination between Enterprise Zone, and the County. Update these plans to reference PDRP priority redevelopment areas; Re-assess following disaster for most effective way to implement priority recovery areas	•	•	•			Planning Dept. Building Dept. Business Development Office	M
Establish criteria, policies, and monitoring systems to trigger and evaluation of whether power lines should be relocated below ground. Triggers may include level of damage, geographic location of the lines, cost of burial, availability to obtain necessary right of way and estimated time of outages, number of customers on prolonged outages, including possible alternative power supplies for critical facilities in the area of outage. For example, Progress Energy received requests from the County and City to evaluate feasibility and implementation. There is also natural gas service in many areas of the county.	•	•	•			Office of Business Development Development Services Utilities Dept. Private Utilities	L

Actions	Implementation Timeframe		Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)	Existing	Needed		
		4-6	6-12				
			12-24				
			24+				
Economic Redevelopment							
Identify gaps and weaknesses in business preparedness & continuity planning; develop strategies to support BCP planning, particularly for small businesses <ul style="list-style-type: none"> • Conduct annual BCP workshops • Support participation in FEMA's PS-Prep™² Program • Develop survey to identify gaps and weaknesses of local business in preparedness 				No local BCP outreach programs or assistance	Staff time & resources to support development of outreach programs; explore possibility of grant funded positions that can assist with implementing these programs	Office of Business Development	Chamber of Commerce Emergency Management Small Business Development Center H
Develop ESF (Emergency Support Function) 18 – Business & Industry to the Comprehensive Emergency Management Plan (CEMP) that identifies roles and responsibilities and timelines for response and support for recovery actions.				No ESF 18 current exists	Staff time & resources, or funding to hire contractor to develop ESF 18 Annex & program	Emergency Management	Office of Business Development Chamber of Commerce Major Employers H

² For more information, visit: <http://www.fema.gov/privatesector/preparedness/>

Actions	Implementation Timeframe				Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority	
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)			Existing				Needed
			4-6	6-12	12-24					
Economic Redevelopment										
Develop BCP planning tools to assist business owners in preparedness planning <ul style="list-style-type: none">• Develop BCP website on County's ODB website• Develop business outreach materials (i.e. flyer inserts with license renewal notices)• Collaborate with Chamber of Commerce to outreach & support businesses• Post list of Federal, State & local funding sources for business recovery on BCP website						No tools or outreach programs exist	Staff time & resources to support development of outreach programs; explore possibility of grant funded positions that can assist with implementing these programs	Office of Business Development	Small Business Development Center Chambers of Commerce Emergency Management Tax Collectors Office	H
Update Economic Development Plan to include strategies for development and activation of Business Recovery Centers (BRCs); develop list of businesses that will be key or essential in the post-disaster environment. Identify: <ul style="list-style-type: none">• Identify suitable facilities• Staffing• Training• Procedures• Internet & phone capabilities						Existing Economic Development Plan & process for updating	Staff time & resources to include this issues in future plan updates	Office of Business Development	Chamber of Commerce Emergency Management Major Employers	H

Actions	Implementation Timeframe					Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority	
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)				Existing				Needed
			4-6	6-12	12-24	24+					
Economic Redevelopment											
Activate Business Recovery Centers; disseminate information to the business community; assist with bridge loans, SBA loans, data & phone access, etc.							No procedures exist for activation of BRCs	Staff time & resources, or funds to hire consultant to develop activation plans & procedures	Office of Business Development	Emergency Management Chamber of Commerce	H
Consider development of a disseminate a unified marketing campaign to provide an accurate overall picture of the county's recovery progress and ability to attract tourism, business development and repopulation of residents into the area.							No plans for coordinating marketing messages exists	Staff time & resources, or funds to hire marketing/PR consultant to assist in development of unified strategy	Tourism Development	Chamber of Commerce Major Employers Office of Business Development ESF 18	M
Develop an expedited permitting processes for businesses in combination with previous permitting action item.							No existing processes	Staff time & resources	Building Department	Office of Business Development	H
Identify financial institutions that will provide bridge loans, including agriculturally based businesses; disseminate information on BCP website							No database of resources exists	Staff time & resources to research & identify financial institutions	Office of Business Development	Chamber of Commerce Small Business Development Center	M

Actions	Implementation Timeframe					Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority	
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)				Existing				Needed
			4-6	6-12	12-24	24+					
Economic Redevelopment											
Identify & maintain inventory of alternate locations for temporary business uses which include communications capabilities	•		•	•	•		No database of resources exists	Staff time & resources to research & identify pool of alternate locations; reevaluate suitability following disaster for coordination of use	Office of Business Development Commercial Real Estate Agencies Chamber of Commerce Major employers	M	
Pre-identify large businesses that have potential resources that can provide assistance to small businesses; establish MOUs or other agreements	•						No database of resources exists	Staff time & resources	Office of Business Development ESF 18 Chamber of Commerce Major employers	M	
Identify current Enterprise Zone incentives that can be capitalized on in the post-disaster environment	•						Plan with incentives currently exists	Staff time & resources to re-evaluate plan to identify incentives that can possibly be capitalized upon in long term redevelopment	Office of Business Development Chamber of Commerce	L	

Actions	Implementation Timeframe					Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)			Existing	Needed			
			4-6	6-12	12-24					
			24+							
Economic Redevelopment										
Identify strategies for workforce transportation	•					No current strategies exist	Staff time & resources	Metropolitan Planning Organization	Office of Business Development Chamber of Commerce THE Bus Career Central	M
Obtain and administer National Emergency Grant (NEG)		•	•				Staff time & resources	Career Central	Office of Business Development	H
Developing credentialing program to facilitate allowing business owners to return to their business to expedite resumption of business operations.	•					Program does not currently exist	Staff time & resources; participation by representative of the business community	Emergency Management	Office of Business Development Chamber of Commerce Workforce Development Board	L

Actions	Implementation Timeframe					Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority	
	Pre-Disaster	Short-Term (1-90 days)	Long-Term (months)				Existing				Needed
			4-6	6-12	12-24	24+					
Economic Redevelopment											
Expand ongoing efforts with current staffing organizations to use their resources to attract workforce in the post-disaster environment. Develop strategies to extend outreach resources to attract people who need training. Expand from customer driven information (receiving job orders from employers), to exploring ways to work with training institutions.	•	•	•	•	•		Ongoing relationship with staffing service that can be expanded for the post disaster environment	Staff time & resources to expand program;	Career Central	Local training institutions Office of Business Development Chamber of Commerce M	
Develop a process for a pool of known resources that are within the county & methods for capturing the skills & staff needed by businesses. Identify ways to recruit staff & what resources businesses can supply.	•							Staff time & resources; Information sharing platform to exchange and disseminate information	Career Central	Office of Business Development Chamber of Commerce H	
Implement Capital Improvement Plans in collaboration with the business community to extending infrastructure (particularly water & sewer) to the east side of the county in the industrial land area in order to promote business development in that area.		•	•	•	•			Staff time & resources	Public Works	Engineering Office of Business Development H	

Actions	Implementation Timeframe				Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority	
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)			Existing				Needed
			4-6	6-12	12-24					
Economic Redevelopment										
Enhance Recovery Section of the CEMP to include an interim transitional organization and/or process such as a Recovery Operations Center to assist in the transitioning from the immediate response phase to the long term recovery phase. Enhance CEMP to include ESF 18 that delineates roles & responsibilities during response, short term, and transition to the post disaster long term.							Staff time & resources	Emergency Management	Office of Business Development Chamber of Commerce	H

Actions	Implementation Timeframe		Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority
	Pre-Disaster	Short-Term (1-90 days)	Long-Term (months)	Existing	Needed		
Infrastructure			4-6				
			6-12				
			12-24				
			24+				
County has storm water master plan. Pre-identify potential projects that reduce flooding and "flag" them for priority consideration following a disaster; reassess following disaster for potential opportunities to implement plan objectives and projects	•	•	•	Existing plan which identifies potential projects that could be implemented in the post disaster environment	Staff time & resources to evaluate projects in the context of post disaster environment	Engineering Dept. Public Works Dept. Building Dept. Planning Dept.	H
Coordination between Office of Business Development and hospitals regarding lack of redundancy in hospital communications infrastructure. Identify opportunities, including further development of wireless solution, to create redundancy and emergency communications plan; enhance fiber optic infrastructure; explore options to provide multiple vendor choices for high speed data.	•			Ongoing efforts to expand wireless solutions for communications	Investment by private communications vendors	Office of Business Development Engineering (ROW issues) Public Works Technology Services Dept.	H
Plans to relocate Osowaw WWTP on west side of US 19 to relocate it further east by the airport.	•			Included in the Capital Improvement Plan	Completion of new facility, including transmission lines, before switch over can occur	Building dept. Engineering Dept.	H

Actions	Implementation Timeframe		Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority			
			Existing	Needed						
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)							
			4-6	6-12				12-24	24+	
Infrastructure										
Watershed management plans are currently being evaluated with the SWFWMD to look at impact of floodplain on infrastructure. A LOS analysis is being conducted to determine which critical links are impacted and those that would need to be addressed as CIP items. Use this data to identify projects, particularly those that could be implemented in the post disaster environment.	•	•	•			Current watershed plans	Staff time & resources; coordination with SWFWMD	Utilities Dept.	SWFWMD Planning Dept. Engineering Dept.	M
Develop a procedure for temporary cell tower permitting	•					No existing procedure	Staff time & resources	Development Services		L
Activate FDOT debris removal contract & implement county's FEMA-approved debris management plan		•	•	•	•	County maintains agreement with FDOT for this service	Staff time & resources	Emergency Management	Public work (for site assessments and storage)	H
Conduct debris assessment to quantify amounts and types of debris		•	•	•	•	Current FEMA approved debris management Plan	Hiring of debris management contractor; staff time & resources for information and coordination and reporting	Engineering Dept.	Emergency Management	M

Actions	Implementation Timeframe				Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority	
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)			Existing				Needed
			4-6	6-12	12-24					
Infrastructure										
Provide representation and collaboration with the community development planning workgroup, including from each of the private power utilities, as well as water and sewer, to identify potential opportunities for implementation of mitigative actions and projects. Allows for cross communication and infrastructure community planning and infrastructure so each know limitations, i.e. proposed actions by one sector may have disparate impact on another sector(s) which they may not have otherwise know.		•	•	•			Staff time & resources	Utilities Dept.	Emergency Management LMS Committee Engineering Progress Energy Withlacoochee Energy Brighthouse Communications	H
Collect and aggregate GIS damage assessment data of city & county public facilities and other infrastructure.		•	•	•	•	Data layers for public facilities and critical infrastructure	Staff time & resources	Public Works	Property Appraiser Engineering Utilities Code Enforcement	H

Actions	Implementation Timeframe				Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority	
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)			Existing				Needed
			4-6	6-12	12-24					
Infrastructure										
Develop data layer for signs and stormwater infrastructure such as pipes and inlets (current data only contains major connections). Identify & map other city and county assets not currently in the system.						Data layers do not exist	Funding to hire contractor to collect data	Public Works	Property Appraiser Engineering Utilities	M
Develop standardized methodology for prioritizing critical public infrastructure (i.e. based on county's need & vulnerability analysis) and incorporate into future revisions of PDRP	•					No standardized methodology exists	Staff time & resources; or funding for contractor	Engineering	Public Works Utilities Facilities Planning	M
Coordinate with owners of privately owned critical infrastructure for incorporation of mitigation actions		•	•	•	•	Good coordination and collaboration during restoration process	Better communication and coordination regarding hardening, mitigation, and sustainability actions	Executive Policy Group	Progress Energy Withlacoochee River Electric Cooperative Sumter Electric Brighthouse Bellsouth	M
Activate agreements through county's participation in the FlaWARN system (of which the county is a member)		•	•	•	•			Utilities	Via the dept. director through the county administrator or designee	H

Actions	Implementation Timeframe					Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority	
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)				Existing				Needed
			4-6	6-12	12-24	24+					
Infrastructure											
Implement regularly scheduled infrastructure meetings (i.e. monthly, quarterly) to more formally coordinate capital improvement type projects between various infrastructure disciplines such as utilities, public works, facilities, engineering, etc.	•	•	•	•	•	No existing meeting schedule	Staff time & resources	Development Services	City of Brookville SWFWMD	M	
Support the Office of Management and Budget by providing cost estimates for the development of project worksheets and applications for the Hazard Mitigation Grant Program and ensure that mitigation is included in the repair of damaged structures through the Public Assistance program.		•	•	•	•	Currently support OMB with this information following a disaster	Staff time & resources; hire staff augmentation as needed to accommodate volume	Office of Management and Budget	Utilities Public Works Engineering	H	
Monitor compliance with the FEMA approved debris plan; coordinate with the Planning and Environmental organizations to ensure there are no negative impacts to the environment or future land use.		•	•	•	•	Debris monitoring contracts in place	Staff time & resources to coordinate with debris monitoring vendor	Environmental Services	Planning Dept.	H	
Develop GIS and asset management tools such as bridge inspection reports, drainage maintenance logs, Automated Roadway Analyzer (ARAN); establish pre-arranged contracts for assessment equipment that may be needed	•					No asset management tools currently exist	Staff time & resources; funding to hire subject matter experts to assist development	Engineering	Public works	H	

Actions	Implementation Timeframe		Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority			
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)	Existing	Needed					
								4-6	6-12	12-24
Infrastructure										
Update the debris management plan to strengthen the pollution protection plan which should be developed prior to operation of any long-term storage site. This plan should address run-off, recycling, protection of the area around the storage site, and restoration.	•					FEMA approved debris management plan	Staff time & resources for review and update	Environmental Services	Emergency Management	M
Develop criteria to prioritize geographic areas for redevelopment. Such criteria may include the identification of older communities with buildings predating the new building code (1993).	•					LMS analysis; PDRP analysis; Comp Plan FLU	Staff time & resources	Planning Department	Public Works Utilities City of Brooksville	L

Actions	Implementation Timeframe					Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority	
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)				Existing				Needed
			4-6	6-12	12-24	24+					
Health and Social Services											
Develop an inventory and referral service for health, medical, and mental health resources available within the County in the post-disaster environment.	•	•	•	•	•	No inventory currently exists – DOH has been working on developing one	Staff time & resources; IT infrastructure to support database and referrals	Hernando County Health Department	Hernando County Health & Human Services Dept. VOADs	H	
Identify a list of services and contact information for the referral of externally available health, medical and mental health services within neighboring jurisdictions.	•					There is an existing list through the health department with existing health departments in region which is maintained regionally	Staff time & resources; IT infrastructure to support database and referrals	Hernando County Dept. of Health	Hernando County Health & Human Services Dept.	H	
Collaborate with Career Central to develop strategies for locating and attracting skilled nursing for independently owned nursing facilities (large companies can draw upon outside personnel). Consider agreements with these larger companies in obtaining skilled nursing staff. Explore H1b possibility.	•	•	•	•	•	There is a capability of drawing upon the statewide database	Staff time & resources to develop agreements; IT infrastructure for recruitment and placement database; may need funding to hire contracted service since the county currently lacks this capability	ESF 6 ESF 8	Workforce Development Board Nursing homes Hernando County Health & Human Services Dept. Hernando County Dept. of Health	M	

Actions	Implementation Timeframe					Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority	
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)				Existing				Needed
			4-6	6-12	12-24	24+					
Health and Social Services											
Pre-identify suppliers outside of the area that can provide resources and equipment for nursing homes and other medical facilities.	•					List of suppliers outside of potential impact area	Staff time & resources ³	Hernando County Dept. of Health	Hernando County Health & Human Services Dept.	L	
Develop a method to track patients – coordinate this method with the State DOH which is updating their patient movement plans	•					DOH plan currently under development	Staff time & resources for coordination with State's planning group	Agency for Healthcare Administration (ACA) ⁴	ALFs and healthcare agencies Hernando County Dept. of Health	L	
Develop list of evaluation criteria and available resources (i.e. portables or facilities in other districts) as part of the annual school district capacity evaluation process; include process for determining which buildings are safe or need repair or rebuilding	•	•	•	•	•	Annual evaluation process currently exists	Staff time & resources to integrate PDRP scenario for placement capacity; include revaluation process throughout post-disaster redevelopment	Hernando County School Board	Florida Dept. of Education	L	

³ Largest population of mental health needs within the State of Florida and only two facilities in the area that provide for them.

⁴ ACA sets standards and is responsible for ALFs; Dept. of Health reviews plans under ACA standards

Actions	Implementation Timeframe					Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority	
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)				Existing				Needed
			4-6	6-12	12-24	24+					
Health and Social Services											
Annually review existing agreements with surrounding counties to allow students to attend schools in those areas.	•						Existing agreements	Staff time & resources for annual review	Hernando County School Board	Neighboring School Board Districts FL Dept. of Education	L
Develop a system to evaluate, track and adjust the shifting needs of socially & economically vulnerable populations as well as those with special needs; further integrate FEMA's "community approach" to better collaborate with local community partners; monitor and adjust throughout the post-disaster redevelopment phase	•	•	•	•	•				Hernando County Health and Human Services Department	FL Dept. of Health	M
As part of the annual review of the transit system plan, explore opportunities to expand transit system into the eastern part of the county. Develop & include goals in the yearly transit plan that address expansion. Add policy language that would assist the county in leveraging disaster relief grants to provide expanded permanent transit. Develop "pre-made" grant justifications for grant applications in the event an opportunity following a disaster becomes available.	•						Existing transit plan	Staff time & resources for integration of post-disaster issues into plan; additional busses to accommodate additional ridership demand	THE Bus (public transportation)	MPO	L

Actions	Implementation Timeframe				Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority	
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)			Existing				Needed
			4-6	6-12	12-24					
			24+							
Health and Social Services										
Update Long Range Transportation Plan to include goals, objectives, and policies that mitigate against potential impacts of natural & manmade disasters (see Local Plan Integration Chapter)	•					Existing LRTP	Staff time & resources for plan evaluation in context of opportunities in the post-disaster environment	Metropolitan Planning Organization	LMS Committee Planning Dept.	L
Establish mutual aid agreements or other pre-arranged agreements with transit organizations and school board to use busses to assist with public transit so that post-disaster services can be accessed (health care, FEMA DRC, locally managed CRC, BRCs, permitting, etc.)	•					An MOU currently exists for the school system for special needs which could possibly be extended	Staff time & resources; identify sources for busses and other transportation resources	Hernando County BOCC	THE Bus School Board	M

Actions	Implementation Timeframe				Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority										
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)			Existing				Needed									
			4-6	6-12	12-24														
			24+																
Government Operations, Financing and Coordination/Outreach Issues																			
<p>Department directors to identify in what areas they may need additional staffing based on the assumptions that:</p> <ul style="list-style-type: none">• departments may lose up to half of their staffing• Consider how primary missions will be refocused in recovery• How the disaster will impact their workload <p>Departments should also consider how they can modify their processes to make use of non-technical experts such as isolating jobs to allow for data entry, etc.</p>															No additional staffing needs have been pre-identified and documented	Staff time & resources	Each department director	Human Resources	H

Actions	Implementation Timeframe				Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority	
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)			Existing				Needed
			4-6	6-12	12-24					
Government Operations, Financing and Coordination/Outreach Issues										
Update Emergency Pay policy to include requirement for NIMS training, emergency staffing reassignment, etc. based on information collected from department directors. Includes development and administration of a staff skills survey to assess skills of staff that could be reassigned during the long term and maximize use of local government personnel. (Refer to Local Plan Integration Chapter for complete list of recommendations for inclusion)						Existing very broad, generalized policy	Staff time & resources	Human Resources	Department Directors (for identification of anticipated staffing needs)	H
Develop standard operating procedures to access and administer Federally funded programs						No existing procedures	Staff time & resources	Office of Management and Budget	Purchasing	H
Develop internal funds tracking procedures to ensure bond funds, external funds, and disaster grants are directed to priority projects, and meet local, state, and federal auditing requirements.						No existing procedures	Staff time & resources	Office of Management and Budget	Purchasing	M

Actions	Implementation Timeframe					Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)			Existing	Needed			
			4-6	6-12	12-24					
Government Operations, Financing and Coordination/Outreach Issues										
Develop procedure for receiving donations (financial, services, land, and goods).	•					No existing procedures	Staff time & resources	Emergency Management	Office of Budget and Management Planning Finance Dept. at the Clerk of the Circuit Court	H
Revise the Volunteer Policy #28-01 to support long term volunteer operations and support.	•					Policy exists however does not address long term volunteer needs	Staff time & resources	Human Resources	Risk Management (for injury issues)	M
Develop partnerships with local insurance agents to educate residents to ensure they have sufficient coverage and/or encourage them to review their coverage with an agent.	•					No program or partnership currently exists	Staff time & resources; flyers; resources for workshops	Emergency Management		L
Develop criteria for prioritizing public services; prioritize recovery efforts with realistic timelines which is critical to effective public outreach	•	•	•	•	•	No process currently exists	Staff time & resources	PDRP Coordinator	PDRP Executive Committee	H

Actions	Implementation Timeframe					Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority	
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)				Existing				Needed
			4-6	6-12	12-24	24+					
Government Operations, Financing and Coordination/Outreach Issues											
Develop collaborative process between the County, cities, & independent taxing districts that includes a timeline and cycle for estimating revenue shortfalls		•		•	•		No process currently exists that defines how this will take place	Staff time & resources from County, cities, and taxing districts	Office of Management & Budget	Constitutional Offices Taxing Districts	H
Develop a standardized assessment reporting format that includes what costs of long term recovery can be covered while maintaining jobs and essential services, recommendations for cost-cutting	•	•		•	•		No formalized reporting format exists	Staff time & resources; funds for long term recovery consultant for assistance	Office of Management & Budget	Human Resources	M
Develop descriptions of key factors affecting revenue impacts and develop budgetary estimates based on these factors (i.e. revenue sources with restrictions, greater demand from constitutional offices, emergency pay policies for staff, etc.)		•		•	•		None existing	Staff time & resources; funds for long term recovery consultant for assistance	Office of Management and Budget	Constitutional Offices Taxing Districts	M
Develop pre-established staff augmentation and recovery work contracts based on: <ul style="list-style-type: none">• estimated staffing shortfalls• nature of recovery work that will likely be required	•						Re-activate lapsed contracts; develop new contracts as appropriate	Staff time & resources	Purchasing	Department Directors	H

Actions	Implementation Timeframe				Resource & Cost Considerations		Responsible Entity	Required Collaboration	Priority	
	Pre-Disaster	Short-Term (1 -90 days)	Long-Term (months)			Existing				Needed
			4-6	6-12	12-24					
Government Operations, Financing and Coordination/Outreach Issues										
Explore mass notification systems such as the ability to send text messages. Examples include Nixle which is free to public safety organizations.	•					No functionality currently exists	Staff time & resources to actively maintain & manage such systems	Emergency Management	Technology Services Dept.	M
		•	•	•			Staff time & resources	Budget Office	Clerk's office	L

Chapter 8 Plan Implementation

Overview

The Implementation Chapter provides the framework to implement the post-disaster redevelopment plan in the aftermath of a large-scale disaster. This chapter describes the **organizational structure** of the agencies that are overseeing plan implementation and establishes a process to reconstruct the community more sustainably, viable, and resilient. It details the organization of key personnel who have primary and support roles and will be involved in long-term post-disaster redevelopment activities. This chapter also provides processes to monitor and report progress of plan implementation, recommendations for ongoing personnel training, and strategies to test personnel readiness through operational exercises. The chapter also institutes a schedule for plan review and revision.

Type and Level of Disaster

The Post-Disaster Redevelopment Plan may be implemented in any disaster situation regardless of the hazard that caused it as long as the damage is of sufficient magnitude and severity requiring long-term redevelopment efforts. The PDRP may also be used to the extent necessary for all levels of disaster. However, the strategies detailed within this document will be most useful in the event of a widespread, major, or catastrophic disaster. Windows of opportunity may also exist during minor or localized disasters to implement various components of the plan that would mitigate against future disasters and create a more disaster resilient community.

Levels of Disaster: Minor, Major, & Catastrophic

The State of Florida defines disaster and the levels of disaster as: Any natural, technological, or civil emergency that causes damage of sufficient severity and magnitude to result in a declaration of a state of emergency by a county, the Governor, or the President of the United States. Disasters shall be identified by the severity of resulting damage, as follows:

"Catastrophic disaster" means a disaster that will require massive state and federal assistance, including immediate military involvement.

"Major disaster" means a disaster that will likely exceed local capabilities and require a broad range of state and federal assistance.

"Minor disaster" means a disaster that is likely to be within the response capabilities of local government and to result in only a minimal need for state or federal assistance. (F.S. § 252.34, 2008)

Table 8-1: PDRP Triggers: Example Characteristics of Major and Catastrophic Disasters

Catastrophic Disaster	Major Disaster
<p>Category 4 or 5 hurricanes: Winds 131 MPH and higher, Surge 13 feet and greater</p> <p>A direct hit by storms of this magnitude will cause immense destruction in the County.</p> <p>May exhibit some or all of the following:</p> <p>More than 25% of housing is destroyed or not habitable.</p> <p>With such a severe reduction in housing stock much of the population will at least temporarily relocate. This could lead to workforce shortages which slow economic recovery and reductions in the tax base which limit local governmental functions.</p> <p>Most or all of the community's structures are impacted in some way.</p> <p>This places a strain on the construction industry and local government building and planning staff, as well as making it difficult for anyone to return to normal daily operations.</p> <p>Most government operational centers are inoperable and County EOC is severely impacted.</p> <p>This causes an organizational hurdle for recovery operations. Government should provide assistance to citizens in a time of need, but when they are also victims the response effectiveness is hampered.</p> <p>More than 75% of customers' electric utilities are inoperable for 4 or more days.</p> <p>Electricity outages affect residents' everyday life and limit commercial activity. Without electricity, street lights are inoperable and curfews continue to be enforced. Non-functioning traffic signals are also a hazard and consume police personnel hours.</p>	<p>Category 2 and 3 hurricanes: Winds between 96 and 130 MPH, Surge between 6 and 12 feet.</p>
<p>5-25% of housing is destroyed or not habitable.</p> <p>A greater percentage of the population can return from evacuation, however shelters will remain overburdened. Also, some workforce shortages will slow recovery efforts.</p> <p>A majority, but not all, of the built structures are impacted.</p> <p>With a reduced number of impacted structures, reconstruction crews can make repairs quicker and since more habitable structures remain, repopulation can occur more quickly.</p> <p>Government operational centers are severely impacted and County EOC is partially impacted.</p> <p>The EOC can remain the center of operations with minor repairs, however, other government locations will need work before they can be reopened causing a delay in services.</p> <p>50 - 75% of customers' electric utilities are inoperable for 4 or more days. Telecommunications are heavily damaged, but remain partially operational.</p> <p>Fewer electrical outages or those lasting fewer days mean fewer inconveniences, safety hazards are reduced and work crews can correct the problems quicker than during a catastrophe. However, a great amount of external personnel will be utilized to repair both systems.</p>	<p>Some impacts to water utilities and limited sewer system failures.</p>

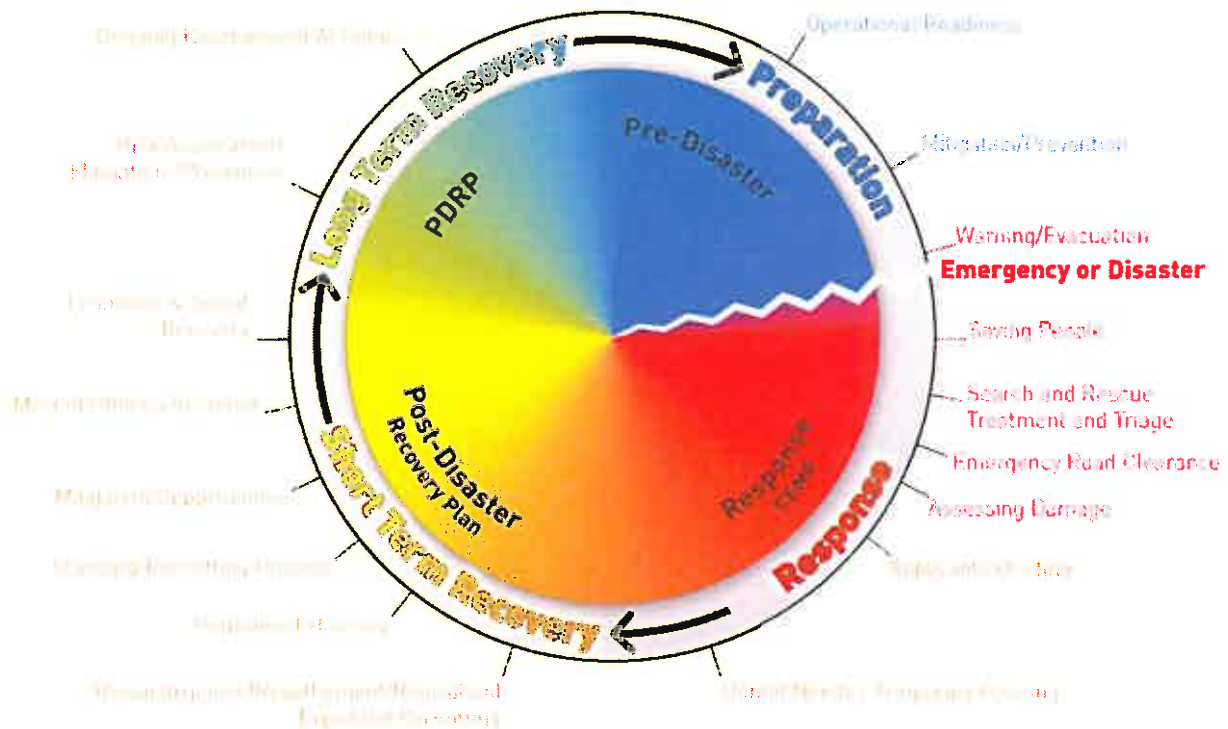
Table 8-1: PDRP Triggers: Example Characteristics of Major and Catastrophic Disasters

Catastrophic Disaster	Major Disaster
<p>Lack of potable water is a major inconvenience for residents and boil water notices are often confusing for the public. Sewer system failures pollute waterways and require beaches to be closed.</p>	<p>Boil water orders are required for limited portions of the population and are short in duration. Some pump stations are temporarily down.</p>
<p>Transportation (roadways, railroads, and the airport) are severely damaged and gas shortages are widespread for 4+ days.</p> <p>Transportation disruptions prevent the inflow of supplies, slow the response times of those providing assistance, and stop citizens from returning to work.</p>	<p>Transportation is largely functioning within a week, once debris is cleared and minimal repairs complete.</p> <p>Response supplies can reach the destination with minor delays.</p> <p>Debris removal and sufficient employee power are the major impediments to restoring transportation operations.</p>
<p>Communication is not operational due to damaged telecommunications systems.</p> <p>Severely hampers recovery activities. All utility companies will be affected by a lack of personnel and reliant on outside help.</p>	

Disaster Phases

Figure 8-1 provides a graphic depiction of the various phases of a disaster. The **blue preparedness phase** occurs during “blue skies” prior to a disaster and involves planning, training and exercises to ensure long-term operational readiness. The **red response phase** represents the immediate response environment, which is governed by the Comprehensive Emergency Management Plan and predominated by public safety response agencies. The **yellow recovery phase** represents the recovery phase which transitions from short-term to long-term recovery actions. There are no clearly delineated points of distinction between each of the phases. Generally, when life saving response efforts cease, the community is transitioning to recovery. Once the critical needs of the community can be met, long-term recovery and redevelopment efforts will become paramount. This phase is the core of the Post-disaster Redevelopment Plan.

Figures 8-1: The Phases of a Disaster and Key Actions



Disaster Phases Transitions

The length of time to transition through the post-disaster phases will vary primarily based upon the magnitude and severity of disaster impacts, the socioeconomic condition of the community prior to the disaster, and the level of community preparedness. Following is a brief summary of each of the disaster phases.

Emergency Response Phase

The emergency response phase focuses on immediate life threatening impacts of a disaster or emergency. The response actions are primarily managed at the Emergency Operations Center through the organizational structure of Emergency Support Functions and/or National Incident Management System components and systems as detailed in the Comprehensive Emergency Management Plan. Actions focus on immediate life safety including search and rescue, the supply of emergency medical triage, treatment and transport; and the emergency provision of basic human needs including food and water. The PDRP does not provide operational guidance during the response phase.

During the emergency response phase, the executive leadership, however, should begin to evaluate the need and timing to activate the PDRP including transition to the recovery organizational framework, activation of the Recovery Operations Center, augmentation of recovery support staffing, and other procedures and systems essential to support long-term recovery operations. As first responders complete their life safety tasks, the Emergency Operations Center deactivates and response mutual aid resources return home.

Response Phase Actions

- Emergency medical treatment, triage and transport
- Search and rescue
- Emergency clearance of debris from roadways (one lane)
- Remediate life threatening environmental conditions (downed power lines, gas line leaks, bridges closed)
- Supply basic human needs (food, water)
- Provide emergency shelter
- Complete impact assessment
- Employ mutual aid support
- Reunification of missing family members

Short-term Recovery

Once the major response milestones have been achieved as detailed above, the disaster phase will begin to shift to the short-term or (immediate) recovery phase. This transition may be gradual and will be marked by a decrease in overall community anxiety. The short-term recovery period encompasses such activities as damage assessments, public information, transitioning from shelters to temporary housing, utility restoration, and debris clearance. Emergency repairs and minor reconstruction may occur during this phase. Short-term recovery does not likely include the reconstruction of the permanent built environment which was devastated. This is a critical juncture in the disaster phase cycle, when actions must begin to shift to long-term recovery efforts which engage the full recovery management team and long-term recovery organizations within the community (not solely the first response sector). Failure to make this transition from the Comprehensive Emergency Management Plan to the Post-Disaster Redevelopment Plan framework, systems, and processes can create unnecessary delays, miscommunication, community anxiety, economic devastation, and loss of eligibility for fund reimbursement.

The PDRP Executive Team and Workgroups will review damage assessments and evaluate the recovery activation triggers (see Concept of Operations) to activate the Recovery Operations Center. The leadership team will prioritize reconstruction and redevelopment efforts and develop a post-disaster recovery action plan. Milestones that may mark the end of the short-term recovery period include completing emergency repairs, and the lifting any building moratoria that may have been imposed.

Short-term Recovery Actions

- Debris clearance from roadways
- Allow reentry (temporary if necessary) to assess damage to personal property
- Curfews are reduced or lifted
- Complete damage assessment process
- Identify longer term disaster housing needs and human service needs
- Activate case management networks
- Restore utility service where possible
- Complete immediate emergency repairs
- Building moratoria are lifted, at least for most areas, though streamlined permitting may remain in effect

Long-term Redevelopment Phase

This phase is marked by a multitude of community indicators including:

Indicators	Description
Reconstruction	The long-term process of rebuilding a community's destroyed or damaged housing stock, commercial and industrial buildings, public facilities, and infrastructure to similar levels and standards as existed before the disaster.
Holistic Long-term Recovery	The recovery of the economy and quality of life factors within the community, including such things as employment opportunities, social networks, cultural events, environmental quality, and educational and recreational opportunities.
Community Enhancement	An enhanced community vision creates a more resilient, sustainable, attractive and integrated place to work, live, and play. Community enhancement is characterized by activities such as implementing hazard mitigation projects during rebuilding, changing land use and zoning designations, improving transportation corridors, building more affordable housing, and developing new economic opportunities.

The PDRP plays an integral role in all of these components and is the lead document for guiding these efforts. Milestones that may show a successful completion of the long-term redevelopment period include:

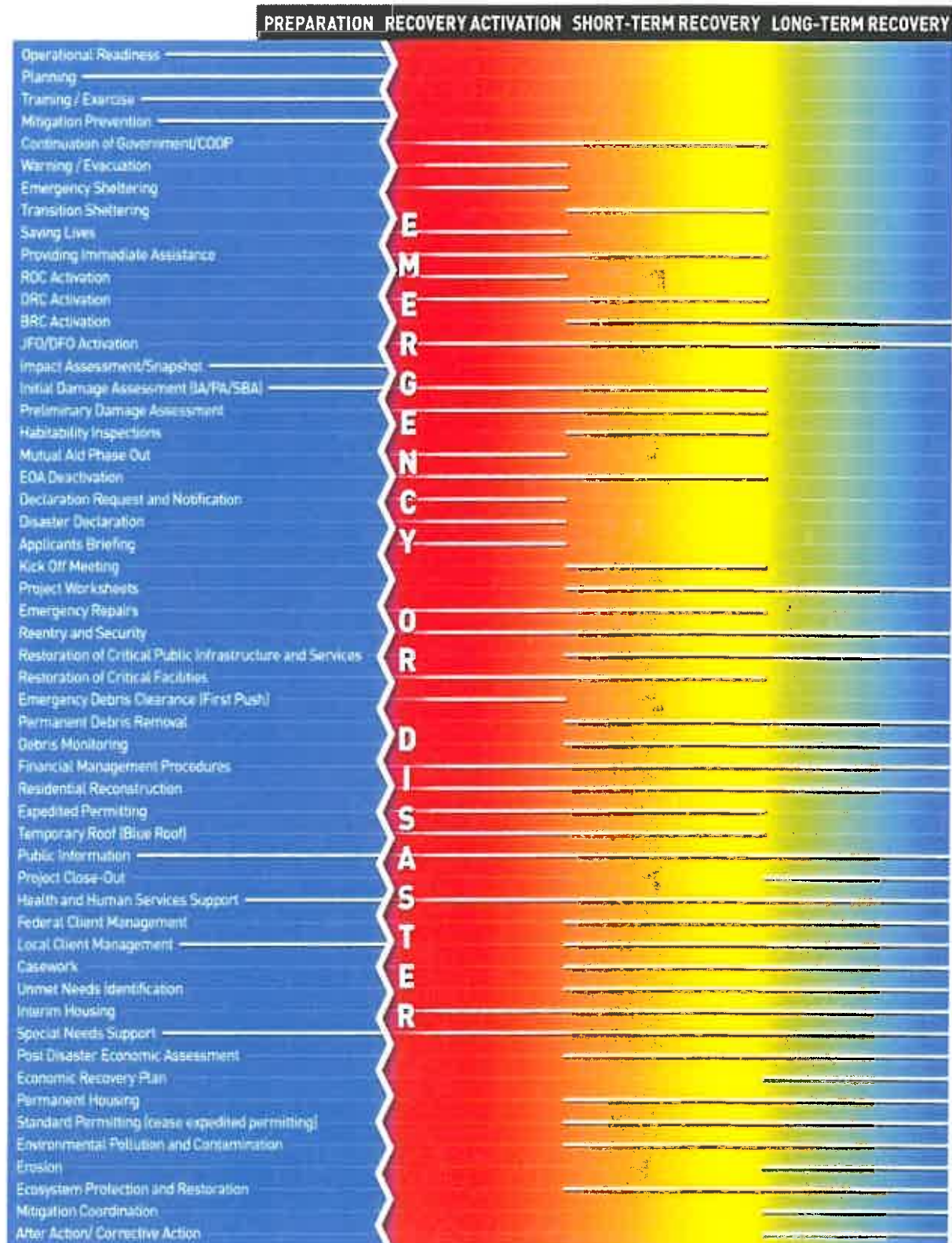
- Replacement of housing stock allowing removal of temporary housing;
- Economic indicators that show unemployment has stabilized at a rate near pre-disaster levels or comparable to other similar locations;
- Seventy percent or more of businesses have reopened, remained in business for at least 3 months, or have been replaced;
- Percentage of population that are dependent on disaster assistance and social assistance programs has decreased to near pre-disaster levels;
- Governments are closing out most infrastructure projects including those supported by disaster assistance grants;
- Utility services have been fully restored.

Authority

Florida Statutes require each County to have an Emergency Management Director and provides each County certain emergency powers under Chapter 252.38, F.S. A County may request assistance from and coordinate with State and Federal agencies through both response and recovery phases. Post-disaster long-term recovery and redevelopment is partially a continuation of the emergency management functions of short-term recovery and hazard mitigation found in the Comprehensive Emergency Management Plan (CEMP), and much of the long-term recovery work will begin during the disaster declaration period when emergency powers are invoked. So while founded in an emergency and pertaining to some of the same authorities that establish the Emergency Operations Center (EOC) procedures, the PDRP also transitions community redevelopment back to the comprehensive plan where authority for the PDRP is derived.

Florida Statutes also require coastal jurisdictions to include a “redevelopment component which outlines the principles which shall be used to eliminate inappropriate and unsafe development in the coastal areas when opportunities arise” in their comprehensive plan’s Coastal Management Element (§163.3178(2)(f) F.S.).

Figure 8-2: Disaster Recovery Actions Timeline



Organizational Framework

Post-Disaster Recovery Plan Executive Committee

The Post-Disaster Recovery Plan Executive Committee (PDRP Executive Committee) is responsible for guiding the community vision and identifying redevelopment goals. This leadership team is also responsible for coordinating implementation through the long-term redevelopment organizational structure established in this chapter. The PDRP Executive Committee consists of selected County and City leadership as follows:

PDRP Executive Committee

- County Administrator, Hernando County
- Development Director, Hernando County
- Community Development Director, City of Brooksville
- Economic Redevelopment Director, Hernando County

The PDRP Executive Committee is supported by functional workgroups as described in Table 8-2 on (see page 14). The following sections summarize the responsibilities, both pre- and post-disaster, of the PDRP Executive Committee.

Local Disaster Recovery Management Team

The Local Disaster Recovery Management Team will function as the Local Disaster Recovery Manager as described in the National Disaster Recovery Framework. This LDRM Team is comprised of the Assistant County Administrator, the County Engineer, and the Manager of the Office of Business Development (OBD). The central point of contact for the LDRM Team will be the Assistant County Administrator.

Transition from Response to Recovery: As the Emergency Operations Center deactivates, the Post Disaster Recovery Task Force will consider establishing a Recovery Operations Center and personnel will transition from one phase to the other as seamlessly as possible. The Post-Disaster Redevelopment Plan details an organizational framework which transitions Emergency Operations Center personnel from response into recovery and ultimately to long-term recovery. The Executive Policy Group will have authority to determine when the ROC is activated, after consulting with Emergency Management, the Threat Advisory Committee, and the Local Disaster Recovery Management (LDRM) Team. Once the ROC is activated, the primary position responsible for providing and coordinating recovery activities is the LDRM Team. While the first responder community (fire rescue, law enforcement, emergency management) dominate command and control in the response environment, these organizations generally take on a secondary support role during short-term recovery and long-term recovery operations. The goal is to return the majority of first response field personnel as soon as practicable to their daily duties of providing public safety services to the broader community. While public safety remains an important partner throughout long-term recovery, agencies and organizations with recovery-focused duties including planning, building, zoning,

infrastructure and facilities restorations, public education and others take on a increased level of responsibility and dominate the recovery and long-term recovery decision making environment.

Activation: Following a disaster, the Executive Policy Group, chaired by the County Administrator will convene to determine activation of the plan on case-by-case basis. Following a disaster and activation of the Plan, the Executive Policy Group will determine how often the PDRP Executive Committee will convene.

The LDRM Team may delegate decision making for daily operational decisions to personnel within the Recovery Operations Center. Staff has sufficient authority to operate within the operational protocols as detailed within their Standard Operating Procedures, Standard Operating Guidelines, as well as county and city policies and procedures. Operational decisions and actions include the ability to direct personnel, equipment, and supplies to support objectives detailed within the PDRP. If authority is needed to direct resources beyond internal resource capabilities, in excess of authorized financial spending limits or beyond standard operating protocols, then staff must direct decision-making authority to the LDRM Team. The PDRP Executive Committee will authorize policy level decisions and resources beyond normal internal capabilities. The PDRP Executive Committee will also determine when to elevate decisions to the Board of County Commissioners when the decision making authority exceed their limits and requires a higher level of authority. The Recovery Operations Center staff will implement the policy level decisions of the PDRP Executive Committee and ensure operational coordination.

PDRP Executive Committee Member Responsibilities

The County/City Manager, recommends activation and deactivation of the Post-disaster Redevelopment Plan to the Board of County Commissioners/City Council

The County/City Manager chairs the Executive Committee which direct the implementation of post-disaster recovery and redevelopment efforts on behalf of the County/City Commissioners.

Works to ensure that needed resources and staffing are provided to accomplish recovery and redevelopment actions

Makes decisions and/or contributes to decision making in areas of expertise consistent with the guidelines in this plan and other authorities

Organizes, assigns work to members agencies of the working groups, and monitors progress of the implementation plan

Coordinates with appropriate governmental officials and decision makers at all levels of government to resolve post-disaster recovery and redevelopment issues

Ensures that countywide interests are addressed fairly and equitably in the implementation of the plan

Coordinates actions, funding, and interagency decision with state and federal organizations.

Workgroup Chairperson

Serves as a member of the PDRP Executive Committee

Selects membership of Workgroup based upon needed skill sets, including various entities such as County departments and divisions, municipalities, non-governmental organizations, and private industry

Oversees the Workgroup during implementation of the actions, both pre-disaster, preparatory actions and post-disaster activities.

Schedules, convenes, and leads Workgroup meetings once the PDRP is activated by the Executive Committee

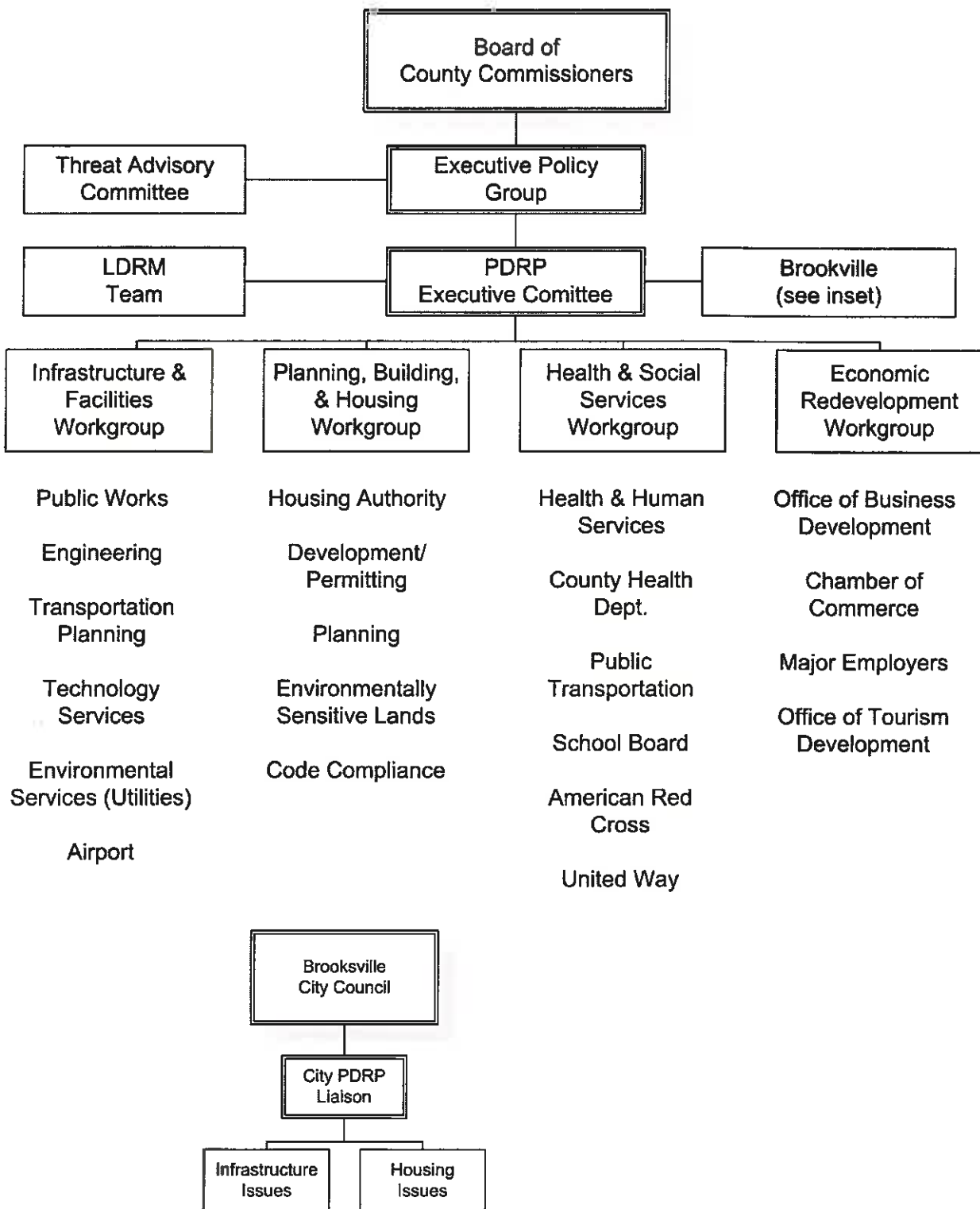
Provides briefings and ongoing situation updates to PDRP Executive Committee of recovery activities, implementation challenges, and resource shortfalls

Identifies resources and staffing to implement recovery and redevelopment actions assigned to the Workgroup and recommends priorities and timing capabilities to the Executive Committee.

Develops timelines and benchmarks for progress, and maintains organizational accountability for assigned recovery goals, objectives and tasks.

Maintains documentation for monitoring and reporting on recovery activities, plan implementation

Functional Workgroups: The role of the Workgroups is to provide subject matter expertise, oversight, and resources of their respective agencies to support community recovery as detailed in the recovery action plan and directed by the PDRP Executive Committee. Due to the large amount of intergovernmental coordination needed, functional groupings are established to create a flexible framework that cuts across departmental and jurisdictional boundaries to effectively carry out the Action Plan. The post-disaster goals and objectives identified during the PDRP planning process will be implemented by the Workgroups during long-term recovery. Some issues, due to their broad nature, will have overlapping disciplinary and jurisdictional implications. The workgroups will include monitoring and reporting progress to the PDRP Executive Committee and recommending any changes in the course of action to achieve stated goals. Figure 8-3 represents the core organizational structure. The chairpersons of the Workgroups are also members of the PDRP Executive Committee. The chairperson of each Workgroup is responsible for drawing upon personnel from supporting organizations with needed expertise and whose roles and responsibilities have already been identified in other disaster plans.

Figure 8-3: Hernando County Post-disaster Redevelopment Organizational Chart

Roles and Responsibilities Summary: Table 8-2 outlines the Workgroups and their primary responsibilities. The Workgroups are intended to be coordinating and monitoring entities for many of the agencies that already have roles and responsibilities delineated in other plans. Specific action items as they relate to these responsibilities are detailed in Action Plan chapter of this Plan, including pre-disaster and post-disaster responsibilities of various organizations.

Table 8-2: PDRP Functional Responsibilities and Chairpersons

Entity	Responsibilities	Chairperson
PDRP Executive Committee	<ul style="list-style-type: none"> • Reports to and liaises with the County Administrator and City Managers for all policy level recovery decisions and to receive guidance from the politically elected body • Prioritizes, develops, and approves the community-wide post-disaster redevelopment action plan based upon the post-disaster conditions, political priorities, and socio-economic conditions, and financial capabilities • Provides oversight and direction to the each of the Workgroups in implementing the actions detailed within the post-disaster action plan • Coordinates recovery actions with state and federal agencies and organizations supporting redevelopment • Resolves disputes and prioritize limited resources • Directs public engagement activities 	County Administrator
Economic Redevelopment	<ul style="list-style-type: none"> • Promotes Business Continuity Planning and business preparation • Facilitates communication within & among the business community • Identifies sources of disaster assistance and financial support • Identifies business redevelopment incentives • Establishes Business Recovery Centers • Supports workforce development and placement 	Manager of OBD
Infrastructure	<ul style="list-style-type: none"> • Maintains current list of infrastructure assets • Prioritizes assets based on high, medium or low criticality • Coordinates debris management and disposal that is consistent with future land use, housing, and economic redevelopment 	Environmental Services Director

Entity	Responsibilities	Chairperson
Housing, Planning & Building	<ul style="list-style-type: none"> Promotes mitigation techniques for rebuilding and repair Reviews temporary & long-term housing plan & provide technical guidance Promotes affordable housing in redevelopment projects Recommends land use changes that promotes reduced community risk and increased resiliency and sustainability Coordinates with historic preservation organizations for historic assets Ensures temporary uses are consistent with future land use policies Ensures environmental restoration is balanced with reconstruction and redevelopment actions 	Development Services Director
Health & Social Services	<ul style="list-style-type: none"> Support health care operations including retention of medical staff Monitors potential public health threats Support continuation of long term needs to special populations Monitors pollution and other potential sources of environmental contaminants Liaises with the Infrastructure workgroup for provision of services 	Community Services Director

Jurisdictional Coordination

The countywide PDRP is intended to provide a framework for coordinated long-term recovery and redevelopment across jurisdictional boundaries. The plan focuses on organizational structures for each jurisdiction and processes to ensure inter-jurisdictional coordination including activation of Recovery Operations Centers, Business Recovery Centers, and others. Many of the strategies and goals are general in nature and are applicable across jurisdictions. The PDRP is intended to guide decision-making for each jurisdiction, similar the function of the Local Mitigation Strategy which guides countywide mitigation planning efforts. However, each jurisdiction within the County is responsible for post-disaster redevelopment within its own boundaries and in accordance with its own regulations, priorities, and funding. Utilities, infrastructure, and facilities which are owned and operated by the respective jurisdiction must be reconstructed by the jurisdictions. Local land use and permitting requirements must be reprioritized in accordance with the local leadership. Individual jurisdictions, therefore, may draft additional annexes to this PDRP specific to their jurisdiction to address specific priorities, concerns, and strategies. The municipal specific annex may be tailored to address the unique socio-economic conditions of their community.

"The local government has the primary role of planning and managing all aspects of the community's recovery"

National Disaster Recovery Framework, FEMA, 2011, p.22

Each jurisdiction is requested to adopt this PDRP by resolution or by entering into an agreement with County that specifies the degree of collaboration they intend for pre-disaster and post-disaster redevelopment planning and implementation as it pertains to this Plan. The current memorandums of understanding held between Hernando County Emergency Management and Brooksville could be amended to also address long-term redevelopment through the PDRP.

Constitutional Officers

Constitutional officers and Judges are the only government officials, other than County Commissioners, who are elected by voters and represent the entire County. The elected officers perform mission essential functions in the aftermath of large scale disasters which are detailed in their Continuity of Operations Plans. Constitutional officers establish independent operating budgets and must independently manage their overall recovery and financial obligations. The public agents under the authority of the Board of County Commissioners may not directly manage the essential functions or responsibilities of independently elected constitutional officers. The County Facilities Department manages the assessment, emergency repair, and permanent reconstruction of facilities. All public organizations recognize the importance of effective communication between the County recovery effort and the actions of the constitutional officers in order to serve the public efficiently and cost effectively. Currently there are five constitutional officers:

- Clerk of the Circuit Court
- Property Appraiser
- Sheriff
- Supervisor of Elections
- Tax Collector

Non Governmental Organizations

Most communication with these faith-based and volunteer organizations during recovery operations will occur through the County's Health and Human Services Department to ensure unmet needs are considered and met. This department will be activated in the immediate recovery phase and will remain active as long as there are unmet community needs. In the recovery phases, in the event that additional unmet needs committees are required, the following local organizations may be represented on a committee or committees, addressing unmet needs:

- Department of Health
- The Dawn Center
- Helping Hand United
- American Red Cross
- United Way
- Salvation Army
- The ARC of the Nature Coast
- City of Brooksville
- City of Weeki Wachee
- Religious Organizations

As detailed in the County's Recovery Annex to CEMP, committees would be formed based on the needs. The Long Term Recovery Management Team will assign personnel to a multitude of activities within the Recovery Operations Center including case management, unmet needs, and volunteer and donations Management. The individuals will ensure that human service recovery efforts are coordinated with the overall community redevelopment effort. Proper tracking of all volunteer hours is important to document involvement and maximize potential in-kind matching requirements.

Non-profit Organization Eligibility for Disaster Assistance

Private, non-profit organizations may qualify for Federal reimbursement according to Title 44 of the Code of Federal Regulations (44 CFR) Part 206. These private nonprofit organizations or institutions that own or operate facilities that are open to the general public and that provide any of the following services, otherwise performed by a government agency, may be eligible for reimbursement:

- Education
- Systems of energy, communication, water supply, sewage collection and treatment, or similar public service facilities
- Emergency Fire protection, ambulance, rescue, and similar emergency services; Medical Hospital, outpatient facility, rehabilitation facility, or facility for long-term care for mental or physical injury or disease; custodial care, homes for the elderly and similar facilities that provide institutional care for persons who require close supervision, but do not require day-to-day medical care
- Essential Governmental Services, museums, zoos, community centers, libraries, homeless shelters, senior citizen centers, rehabilitation facilities, shelter workshops and facilities that provide health and safety services of a governmental nature
- Low-income housing, alcohol and drug rehabilitation, programs for battered spouses, transportation to medical facilities, and food programs

Private Sector

The primary mechanism for coordination with the private sector during the recovery phase is through the County's Office of Business Development which will coordinate with the Chamber of Commerce, major employers, the Property Appraiser's Office, and other business related organizations.

State Agencies

The County Emergency Management Director has the primary responsibility to coordinate recovery activities with agencies providing support to the jurisdiction. The Joint Field Office is designated as the primary point of coordination for State and Federal Disaster Assistance programs as detailed in the State of Florida's Comprehensive Emergency Management Plan (2010). The Florida Division of Emergency Management will liaise with the County on local issues and provides technical assistance to local governments in the coordination requirements with the Federal Emergency Management Agency.

State Coordinating Officer: The Governor or Governor's Authorized Representative (GAR) will appoint a State Coordinating Officer (SCO) who will be assigned to the Federal Joint Field Office and be responsible for coordinating State emergency response activities on a daily basis. The State Coordinating Officer will report to the Governor's Authorized Representative.

SERT Recovery Liaisons: The State Emergency Response Team will deploy a Recovery Liaison to all impacted County Emergency Operations Centers who will likely relocate to the Recovery Operations Center once it is activated. The State Emergency Response Team Recovery Liaison will act as principal coordinating representative for providing a broad range of technical assistance and available resources needed to support recovery operations. A number of other liaisons may also be requested from State agencies to provide technical assistance and resources. The immediate recovery activities will focus on damage assessment, the applicants briefing, emergency debris clearance and debris removal, and disaster housing activities. As recovery moves into the long-term recovery phase, a full range of State agencies may support local recovery operations in the permanent restoration of infrastructure, facilities, and the environment such as the Florida Department of Transportation, the Florida Department of Environmental Protection, the Southwest Florida Water Management District, and others. These agencies will eventually revert to coordinating with local counterparts that have established relationships through daily operations.

Federal Agencies

Federal agencies do not supersede or intervene with the local decision-making process. The locally elected leadership remains in full command and control of all recovery activities within their jurisdiction. Numerous agencies on the Federal level of government provide support to State and local governments once a Federal disaster declaration is issued. State and Federal agencies and organizations coordinate recovery activities through the Joint Field Office which is discussed in further detail in the Concept of Recovery Operations section. Numerous Federal assistance programs are activated when local resources have been exhausted and become invaluable in the recovery process. For a complete listing of federal programs see the National Disaster Recovery Framework.

- **Principal Federal Official (PFO):** The Secretary of Homeland Security may elect to designate a single individual to serve as his or her primary representative to ensure consistency of Federal support as well as the overall effectiveness of Federal incident management. When appointed, such an individual serves in the field as the Principal Federal Official for the incident. The Secretary will only appoint a Principal Federal Official for catastrophic or unusually complex incidents that require extraordinary coordination. When appointed, the Principal Federal Official interfaces with Federal, State, tribal, and local jurisdictional officials regarding the overall Federal incident management strategy and acts as the primary Federal spokesperson for coordinated media and public communications. The Principal Federal Official, when assigned, does not direct the incident command structure nor has directive authority over the Federal

Coordinating Officer, Senior Federal Law Enforcement Official, or other Federal and State officials.

- **Federal Coordinating Officer:** The Director of the Federal Emergency Management Agency will appoint a Federal Coordinating Officer, who will be responsible for coordinating all supplemental Federal Disaster Assistance available under the President's declaration. Their primary mission is to coordinate the timely delivery of Federal assistance to State and local governments, individual survivors and the private sector. The responsibilities of the Federal Coordinating Officer also include coordination of public information, Congressional liaison, community liaison, outreach activities, and establishment of a Federal Joint Field Office.
- **Federal Disaster Recovery Coordinator:** This individual works as a deputy to the Federal Coordinating Officer for all matters concerning disaster recovery. The FDRC is responsible for facilitating disaster recovery coordination and collaboration between the Federal, Tribal, State and local governments, the private sector and voluntary, faith-based and community organizations. The FDRC partners with and supports the Local Disaster Recovery Manager and the State Disaster Recovery Coordinator to facilitate disaster recovery in the impacted area. (National Disaster Recovery Framework, 2011, p. 31)
- **Federal Recovery Support Functions:** The National Disaster Recovery Framework (2011) established six federal Recovery Support Functions as follows: Community Planning and Capacity Building, Economic, Health and Social Services, Housing, Infrastructure Systems and Natural and Cultural Resources. This framework states that during post-disaster operations, these functions report to the Federal Disaster Recovery Coordinator and lead their respective RSF members to facilitate the identification, coordination and delivery of Federal assistance needed to supplement State and local recovery resources. Recovery Support Function staff are assigned to the Joint Field Office. (National Disaster Recovery Framework, 2011, pp. 41-42)

Concept of Operations

Activation

Authority: In the aftermath of a disaster, the Executive Policy Group within the Emergency Operations Center will decide whether activation of the PDRP and recovery support facilities is necessary and recommend activation as appropriate to the elected political leadership of the county and cities. The PDRP Executive Committee is given the authority to provide policy guidance to the LDRM Team on all recovery activities and manage the overall recovery operations within the Recovery Operations Center and for field activities supporting recovery efforts including the Disaster Recovery Centers, Business Recovery Center(s), infrastructure and facility reconstruction and redevelopment efforts, and general community redevelopment activities. The scope of the PDRP Executive Committee is to direct all activities within the Post-Disaster Redevelopment Plan and further detailed in the Post-Disaster Recovery Action Plan.

Triggers: The trigger for activation will be based upon the severity and magnitude of the disaster, the need for ongoing inter-jurisdictional and interdisciplinary coordination in the restoration and redevelopment process among other factors detailed in the adjacent sidebar.

Timing: Activation of the PDRP and Recovery Operations Center is a critical juncture in the disaster response effort. Actions will dramatically shift to focus on long-term recovery efforts which engage the full recovery management team and long-term recovery organizations within the community. The first response community (fire rescue, law enforcement, and emergency management) will refocus their efforts to ensure public safety within the community. Activation of the ROC allows the Emergency Operations Center to maintain operational readiness for future disasters.

Failure to make this transition from the response phase to the Post-Disaster Redevelopment Plan framework, systems, and processes can create unnecessary delays, miscommunication, community anxiety, and loss of eligibility for fund reimbursement.

Recovery Facilities: In order to support long-term community recovery, Hernando County will activate a Disaster Recovery Center.

Recovery Operations Center: When the disaster is of sufficient scope and magnitude to require the activation of the Post-Disaster Redevelopment Plan, the Hernando County Executive Policy Group may choose to activate the Recovery Operations Center (ROC) for the long-term coordination of community recovery activities.

Recovery Activation Triggers

- Widespread disaster impacts
- Severe damage and destruction to structures and infrastructure
- Prolonged, widespread utility service outage
- Severe impacts to identified areas of opportunity such as Community Redevelopment Areas, historic districts, or vital commercial centers
- Declaration of a full presidential disaster area under the Stafford Act
- The need for ongoing, extended inter-jurisdictional coordination for the repair of infrastructure, remediation of environmental hazards, or coordination of economic redevelopment activities
- The need for ongoing, extended coordination among local, state, and federal governmental organizations supporting recovery operations
- The need for ongoing, and extended victim case management and need for human service agencies to provide community assistance

Location: The Recovery Operations Center will be activated at a site determined available and as appropriate by the County Facilities Department who will locate an appropriate facility, and the Public Works Department will provide logistical support.

Staffing: The Recovery Operations Center will augment and decrease the personnel required to support recovery operations. A catastrophic level disaster will require the coordination of all local, State, and Federal stakeholders, while a lesser disaster, may require only specific recovery components to address community recovery needs. Based upon the incident specific organization chart, personnel support needs may range between 20-150 persons. In addition to the local staff, the Recovery Operations Center may also host numerous external staff from State and Federal agencies that are providing support to the jurisdiction. Refer to the **Organization Section** of this plan to determine the potential number of staff. Staffing schedules will be set by the PDRP Executive Committee and will be based upon the need for ongoing coordination. Staff may be activated on a 24-hour basis or may convene on a daily, weekly, or monthly basis based on need.

Virtual Technology: The use of alternate communications to employ virtual interdepartmental, interjurisdictional, and intergovernmental coordination will be maximized when possible. This virtual coordination may replace in-person meetings as capabilities permit.

The Recovery Operations Center Facility Layout and Needs

- Sufficient space for jurisdictional and external stakeholders
- Provide space, facilities, and tools to conduct integrated planning and consensus building discussions among stakeholders
- Consider the ability to provide live broadcasts, virtual technology for community education activities and stakeholder engagement
- Identify location for public meetings, charrettes
- Electronic or manual displays to monitor reconstruction status and recovery activities
- Limited security to control building access

Business Recovery Centers

Business Recovery Center(s) may be established by the Office of Business Development (OBD) to support the long-term economic viability of the community. The Post-Disaster Recovery Action Plan explores a array of strategies to provide small businesses bridge loans; retain core businesses; and to respond to the immediate and long-term recovery needs of businesses affected by a disaster. The Business Recovery Center(s) will serve as the central point of coordination and facilitate community awareness of Small Business Administration loans and other financial assistance programs.

Business Recovery Centers offer immediate one-stop recovery assistance to local small businesses. Business Recovery Centers may be activated by OBD and implemented in coordination with the Chamber of Commerce. The Florida Division of Emergency Management's Emergency Support Function 18 will coordinate the participation of State and Federal business support partners primarily during the response and immediate recovery phase. During this initial phase, Business Recovery Centers can provide the following services: technical assistance in the application process for federal disaster assistance/loans, applications for local/state bridge loans, information/applications for temporary office space provided by the Hernando County, basic office and communications equipment for use, message board for networking with other businesses and offering/finding services, access to expert advice on financial and business recovery issues, referrals to organizations and companies within the community that assists small businesses, employee assistance programs such as daycare services and financial assistance, assistance in locating temporary business space, free access to emergency business communication capabilities, business counseling services, referrals for legal, insurance and real estate services, workforce information, information recovery job opportunities and more. In addition, businesses can post needs for resources and services or register offers to provide resources and services in support of the recovery effort.

Business Recovery Centers may be staffed by local, regional, State and Federal representatives of business assistance organizations, OBD, Chamber of Commerce, Career Central, and partnering organizations.

Business Recovery Centers

Provide office space as available for other business assistance organizations to meet with clients, receive applications and distribute information regarding available assistance programs.

Coordinate and present a workshop for local businesses to inform and educate them on the available types of assistance and contact information for access.

Access appropriate databases to provide information on available commercial real estate for businesses needing temporary or long-term facilities.

Designated as a site for coordinating Emergency Bridge Loans (if applicable).

Coordinate with the hospitality industry to promote regional tourism.

Disaster Recovery Centers (DRC) and Community Recovery Centers (CRC)

Activation of DRCs: Depending upon the nature and severity of the disaster and available resources and staffing capabilities, DRCs may be activated which are temporary facilities located in or near the impacted area where survivors can obtain disaster related information and human service agency providers can also collect information and resources related to community unmet needs. The process of establishing such centers is initiated by the LDRM Team at the Recovery Operation Center and forwarded to the State Coordinating Officer at the State Emergency Operations Center. The State Coordinating Officer will forward the recommendation to the Federal Coordinating Officer on the number, type (fixed or mobile) and location of possible Disaster Recovery Sites to be activated. The goal is to provide sufficient locations to adequately serve all impacted survivors in the county.

Disaster Recovery Centers provide guidance regarding disaster recovery, clarification of written correspondence received from provider agencies, housing assistance and rental resource information, and general recovery information. Disaster Recovery Centers also provide referrals to agencies that may provide further assistance, status information on applications being processed by the Federal Emergency Management Agency and the Small Business Administration. The Florida Division of Emergency Management's Bureau of Recovery will be responsible for managing the participation of State Emergency Response Team member agencies and coordination with Federal agency representatives.

Once sites and locations have been confirmed, State and Federal public information officers will prepare coordinated press releases to advise disaster victims of the location of the centers and assistance available. Hours of operation and duration will be dependent on the severity of the disaster and the needs of the disaster victims. During catastrophic events, centers may operate for several weeks, at least 12 hours per day, seven days per week. In general, the hours of operations will be made jointly by the County, DRC Coordinator and Individual Assistance (IA) Officer.

Activation of CRCs: During the early response phase, the centers are initially staffed with specialists from the Federal Emergency Management Agency, the State Emergency Response Team, the U.S. Small Business Administration and a variety of disaster recovery representatives from local and voluntary agencies. However, state and federal representatives will likely deactivate within the recovery phase. It would be the responsibility of the Hernando County and the City of Brooksville to decide whether the Disaster Recovery Centers should continue as local Community Recovery Centers to serve the local citizens. Depending upon available resources and staffing capabilities, the County may opt to activate local Community Recovery Centers which would function similarly as DRCs and would also be located in or near the impacted area. The process of establishing such centers is initiated by the LDRM Team at the Recovery Operation Center.

Requirements: The Hernando County Emergency Management Director will select the location of DRCs and optional CRCs based on the siting criteria listed in the CEMP within the damaged area by each of the municipal jurisdictions for areas within the municipal boundaries. Site requirements for mobile and fixed Disaster Recovery Centers have been detailed in the Recovery Annex of the CEMP.

In the aftermath of a disaster, the Emergency Management Director will evaluate potential sites based on the listed site requirements and advise the Executive Policy Group as to choosing the most appropriate location(s) to serve the impacted areas. To the extent possible, considered sites will be located at well-known, easily accessible, and easily recognized facilities that are in close proximity to the affected area. If necessary, privately owned or nonprofit facilities such as churches, community centers or other sites which can provide sufficient space, access, sanitation facilities, and parking may also be utilized. Access for persons with disabilities is required. Equipment such as copiers, phones and fax machines are provided by the Federal Emergency Management Agency. Federal Emergency Management Agency Individual Assistance, Safety, Security, and Logistics work jointly with the State Emergency Response Team representative and the local representative to confirm and inspect locations for Disaster Recovery Centers. The Federal Emergency Management Agency may execute a Memorandum of Understanding, Use Agreement, or other appropriate document with the property owner or designee to clarify the legal terms and conditions for use of the facility.

Deactivation

The PDRP Executive Committee will recommend deactivation of the ROC to the Executive Policy Group and the PDRP to the Board of County Commissioners based on their combined expertise of the ongoing evaluation of redevelopment progress with which they are charged. The PDRP Executive Committee should consider whether the actions included in this Plan for post-disaster implementation, or new ones determined after the event, have been accomplished satisfactorily or if redevelopment has reached an acceptable milestone and can be continued without the oversight of the PDRP Executive Committee.

Maintaining Operational Readiness and Stakeholder Awareness through Ongoing Preparedness Activities

The purpose of the PDRP is to prepare the community for a more successful, efficient, and coordinated disaster recovery and redevelopment after a large-scale disaster. While initial plan development is a valuable asset for the community, ongoing plan maintenance, personnel training and exercises will test recovery procedures, maintain the awareness of community leaders, and the operational readiness of staff. Ongoing plan enhancements, plan integration, and policy monitoring will ensure the plan remains current and applicable to the changing conditions of the community. Ongoing implementation of pre-disaster mitigation actions, as detailed in the Local Mitigation Strategy, will also build resilience and community sustainability thereby preempting post-disaster redevelopment efforts.

Annual Plan Maintenance and Periodic Comprehensive Updates of the PDRP

Annual Update to the Action Matrix: The annual review is conducted for benchmarking the status of projects and responsibilities assigned to the various workgroups. Annually prior to April, the Workgroups should review the assigned actions within the Action Matrix and provide a status update to the PDRP Executive Committee. The

Annual Update Issues

- Review status of Action Matrix and revise
- Amend tasks to meet changing conditions
- Review committee membership and incorporate changes
- Authorize amendments as necessary in accordance with local procedures
- Distribute revisions to all stakeholders and conduct briefing to major stakeholders assigned responsibility for implementation

update should address the current status, completion date or obstacles preventing implementation of assigned responsibilities. Add recommendations for revisions to the actions that may be needed in order to achieve the plan's stated goals and objectives. The PDRP Executive Committee will convene annually in April to review and discuss the updates from the workgroups. The PDRP Executive Committee will provide guidance that may be needed for continued implementation of the Action Matrix and discuss any legislative or regulatory changes that may impact goals or action items. The revised action items should then be reprioritized and reviewed with the PDRP Executive Committee for potential impact on other workgroups. During the annual review, the PDRP Executive Committee will meet to discuss the workgroups' status reports, including completed actions and actions in progress, planned actions for the next year, address any membership or leadership changes, and discuss increasing municipal involvement in the PDRP if needed. The PDRP Executive Committee will then review and approve any updates or revisions to the plan developed by the workgroups. If necessary, a summary of these findings will be presented to the executive elected body via the County Administrator no later than June 1st each year and distributed to Brooksville and Weeki Wachee. If any substantive changes have been made, the PDRP Executive Committee may consider hosting a briefing for impacted stakeholders assigned responsibility for implementation of these revised components.

PDRP Comprehensive Plan Review and Update: The comprehensive review and update will occur every four years or after a large scale disaster. This update will include a review and revision of the plans overarching goals, objectives, priorities, and major process revisions. The review should be conducted in close coordination with the update of the Comprehensive Plan, the Local Mitigation Strategy, and Comprehensive Emergency Management Plan. The plan integration chapter provides an overview of additional plans and policies that impact post-disaster redevelopment. These should all be reviewed for any potential impact to PDRP and revised accordingly. The PDRP will require review and revision as the county's vision for growth and change continues to evolve and is further defined and refined in the Comprehensive Plan, the long-range transportation plan, the Community Redevelopment Area Plan, the Enterprise Zone, and related visioning documents. All of these documents may impact the density, intensity, type, and use of redevelopment efforts. Any jurisdictional changes (such as new or dissolved municipalities, jurisdictional boundaries, etc.) that may impact overall plan implementation should be addressed during this process. Moreover, political changes, availability of resources, grants and other changes will likely impact the post-disaster redevelopment goals and actions. Provided that annual reviews have been timely and substantive, the comprehensive plan review process should be manageable enough to complete in less than one year.

PDRP Update Issues

Review plans, policies, and procedures detailed in the Plan Integration Chapter and Capacity Assessment Chapter for revisions that impact the PDRP

Identify changes to the overall community vision such as new CRAs, historically protected areas, environmentally sensitive area designations

Evaluate additional hazards and risk in the community such as sea level rise or a new chemical facility

Identify regulatory and legislative changes impacting redevelopment

Evaluate changes in financial priorities, catastrophic funds, and grants available for post-disaster redevelopment

A review will also be necessary in the aftermath of a major disaster which significant reshapes the community, impacts priorities and resources and creates substantial windows of opportunity to build a more resilient community. The PDRP Executive Committee may also consider a

review of the agency memberships in the workgroups in order to incorporate additional partners and/or acknowledge organizational changes affecting the committee structure.

Plan Integration

In addition to the Plan being adopted by resolution, references to the PDRP should be included in the municipal and county Comprehensive Emergency Management Plan, the County's Local Mitigation Strategy (LMS), and the County and City Comprehensive Plans, at a minimum.

Adoption

The fully revised PDRP should be presented to the Board of County Commissioners and impacted City Councils for any required approval or adoption. It should be presented every four years after major plan updates as discussed in this section.

Plan Integration Guidance

- Redevelopment policies consistent with the PDRP should be amended into the County and Municipal Comprehensive Plan during the next amendment cycle.
- Mitigation projects as identified through the PDRP planning and updating processes should be added to the LMS Project List for consideration of mitigation funding at least annually.
- Transportation mitigation and redevelopment considerations should be incorporated into the next update of the Metropolitan Planning Organization's Long Range Transportation Plan.
- Economic recovery activities should be included in the next update of the County Economic Development Strategic Plan.

Training

Training the staff and exercising the Post-Disaster Redevelopment Plan is a vital component in ensuring successful post-disaster recovery. Some actions must occur in the immediate recovery phase such as expediting the permit process or implementing temporary building moratorium for non conforming uses. Other actions such infrastructure reconstruction, environmental restoration, and economic redevelopment will occur over many months and years in the aftermath of a catastrophic disaster. Personnel must understand and appropriately apply the immediate sense of urgency in recovery and be committed to the long-term sustainability and community collaboration required in the redevelopment process. Training can also help ensure also that non-traditional organizations such as planners, public administrators, building code officials, environmental planners, and others active in post-disaster exercises, understand their role and responsibilities.

Consider incorporating components of recovery and long-term redevelopment in other disaster related training and exercises such as the annual hurricane exercise, hazardous materials exercises, or homeland security exercises.

Key stakeholders and decision-makers involved in Post-Disaster Redevelopment will benefit from the following courses designed to provide a baseline of knowledge for long-term recovery. Members of the Post-Disaster Recovery Taskforce and workgroups are highly encouraged to complete these courses. Pursuant to the Comprehensive Emergency Management Plan, the Emergency Management Division is responsible for the conduct or coordination of emergency preparedness, disaster recovery, and hazard mitigation training. Such training will be conducted by the Emergency Management Division staff or coordinated through other available training sources.

IS-800.B National Response Framework, An Introduction

<http://training.fema.gov/EMIWeb/IS/IS800b.asp>

Course Overview

The Framework defines the key principles, roles, and structures that organizes the response to disasters. It describes how communities, tribes, States, the Federal Government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective response. It also identifies special circumstances where the Federal Government exercises a larger role, including incidents where Federal interests are involved and catastrophic incidents where a State would require significant support. The Framework enables first responders, decision-makers, and supporting entities to provide a unified national response.

IS-700 National Incident Management System (NIMS), An Introduction

<http://training.fema.gov/emiweb/is/is700.asp>

Course Overview

NIMS provides a consistent nationwide template to enable all government, private-sector, and nongovernmental organizations to work together during domestic incidents.

It explains the purpose, principles, key components and benefits of NIMS. It will also:

- Describe the key concepts and principles underlying NIMS.
- Identify the ways in which NIMS affects preparedness.
- Describe how NIMS affects how resources are managed.

IS-814 Long Term Community Recovery

<http://training.fema.gov/EMIWeb/IS/IS814.asp>

Course Overview

As part of the NRF, Emergency Support Functions (ESFs) are primary mechanisms at the operational level used to organize and provide assistance. This course provides an introduction to Emergency Support Function for Long Term Community Recovery.

G-402 Incident Command System Overview for Executive/Senior Officials

http://training.fema.gov/STCourses/crsdesc_spec.asp?courseid=G402

This course is for elected officials, senior executive, senior managers and agency administrators with a policy responsibility that do not have a specific ICS or Multiagency Coordination System function/role or responsibility.

E210 - Recovery from Disaster: The Local Government Role

<http://training.fema.gov/EMICourses/EMICourse.asp>

Course Overview

The course is designed for local disaster recovery teams consisting of emergency managers, city/county administrators, public works directors, building inspectors, and community planners. The course focuses on the roles and responsibilities of each team member, and provides guidance on developing a local disaster recovery plan. Best practices in disaster recovery are summarized in a CD-ROM toolkit included in course materials. Participants are given the opportunity to develop an outline of their own recovery plan during the course.

The courses listed here are not intended to be inclusive of all required or suggested training. Workgroup chairs should identify other available training related to their workgroups from which they would benefit. The Federal Emergency Management Agency offers a wide variety of training available online and can be found at: <http://training.fema.gov>. Other training is available through the State of Florida Division of Emergency Management and should be coordinated through the County's Emergency Management Division.

Proof of training, such as copies of certificates, should be forwarded to the Training Coordinators assigned at the respective departments.

Exercises

The purpose of an exercise is to evaluate the capability of personnel to implement the plan's policies and to evaluate the adequacy of the plan and the associated policies and procedures. As part of the Comprehensive Emergency Management Program, Hernando County Emergency Management and its other public safety organizations maintain an exercise program to test emergency plans, protocols, and equipment. General information regarding exercises and drills is located in the CEMP. Members of the PDRP Executive Committee, the Workgroups, and other key stakeholders are highly encouraged to participate in preparedness exercises, and they should be included on distribution lists to receive exercise announcements from the Emergency Management Division. Participation in these response and immediate recovery exercises will ensure that the Post-Disaster Recovery Taskforce and workgroup members are aware of issues and changes as they relate to disaster response and short-term recovery.

The PDRP Executive Committee, however, should also look to incorporate the functional responsibilities within the PDRP into training exercises within the jurisdiction and across disciplines. The PDRP Executive Committee may also conduct training exercises that transition from the deactivation of the Emergency Operations Center to the activation of the Recovery Operations Center.

Examples of Exercise Injects

Testing the Post-Disaster Redevelopment Plan:

Under what conditions will the Recovery Operations Center be activated and where will it be located?

Identify the staffing and logistical support needs for the Business Recovery Center?

Illustrate the process for tracking of long-term utility outages?

In the absence traditional means, how will the public provide input in the long-term redevelopment process?

Identify funding sources to support redevelopment effort in the aftermath of a catastrophic incident?

What criteria will be used to prioritize restoration of infrastructure efforts?

Implement the streamlined permitting process and issue field building permits.



Photo courtesy of Hernando County

Many groups such as emergency managers in the region, the Local Emergency Planning Committee, public safety and public health organizations may conduct routine exercises. The PDRP Executive Committee should explore any opportunities to participate in these exercises which may provide benefits in testing the PDRP. Annually, jurisdictions throughout the State participate in the Statewide Hurricane Exercise, local hazardous materials drills, radiological emergency preparedness exercises, and homeland security

based exercises. The PDRP leadership may consider working with these various exercise

design teams to incorporate a module or message injects related to recovery and other long-term redevelopment activities. This will increase the awareness of the PDRP across disciplines and among jurisdictions. The PDRP Executive Committee and key stakeholders from the Workgroups should participate, provide input during the After Action Report (AAR) process, and subsequently revise the PDRP based on recommendations made in the AAR with a focus on ensuring a smooth transition from response (the CEMP) to recovery (PDRP).

Continued Public Involvement

Public participation is an integral component to the PDRP planning process and should be continued as this Plan evolves over time. The PDRP Coordinator and the Public Information Officers for the County and Brooksville share the responsibility of maintaining communication with the public as implementation and maintenance of the PDRP continues. Hernando County may consider utilizing important anniversaries such as past hurricanes to reinvigorate community awareness of hurricane threat to its area. Important historical events represent an opportunity to educate the residents of the recovery policies which have been developed through the Post-disaster Redevelopment Plan. Past disasters can be used to highlight past problems in response and recovery. Public outreach events such as this one may be used to renew interest and support.

Appendix

Land Use Acres Vulnerable to Surge or Flood

FLUCCS Code	LAND USE COVER DESCRIPTION	Cat 3 Surge		Cat 5 Surge		Flood Zone A		County Total Acres
		Acres	Pct.	Acres	Pct.	Acres	Pct.	
1100	Residential Low Density <2 Dwelling Units	601	1%	2399	6%	3023	7%	40954
1200	Residential Med Density 2->5 Dwelling Unit	1493	6%	5845	23%	1509	6%	24912
1300	Residential High Density	417	8%	911	17%	453	9%	5305
1400	Commercial And Services	315	9%	852	25%	298	9%	3407
1500	Industrial	4	0%	21	2%	107	12%	869
1600	Extractive	0	0%	0	0%	302	3%	11797
1700	Institutional	28	2%	93	6%	120	8%	1539
1800	Recreational	86	10%	246	29%	119	14%	846
1820	Golf Courses	99	4%	297	11%	226	8%	2674
1900	Open Land	1139	10%	2140	18%	1868	16%	11992
2100	Cropland And Pastureland	15	0%	15	0%	3561	11%	32429
2140	Row Crops	0	0%	0	0%	2	1%	118
2200	Tree Crops	0	0%	0	0%	5	0%	1061
2300	Feeding Operations	0	0%	0	0%	16	4%	412
2400	Nurseries And Vineyards	0	0%	4	0%	75	6%	1193
2500	Specialty Farms	0	0%	0	0%	254	16%	1577
2600	Other Open Lands <Rural>	1703	21%	1781	22%	1413	18%	7991
3100	Herbaceous	152	83%	161	89%	26	14%	182
3200	Shrub And Brushland	696	35%	1045	53%	375	19%	1977
3300	Mixed Rangeland	34	5%	188	27%	209	30%	698
4100	Upland Coniferous Forest	520	14%	799	21%	664	18%	3769
4110	Pine Flatwoods	3359	34%	3604	36%	3531	36%	9890
4120	Longleaf Pine - Xeric Oak	3496	11%	5641	18%	1589	5%	31059
4200	Upland Hardwood Forests - Part 1	26	12%	29	13%	33	15%	224
4340	Hardwood Conifer Mixed	680	2%	756	2%	7379	20%	37258

FLUCCS Code	LAND USE COVER DESCRIPTION	Cat 3 Surge		Cat 5 Surge		Flood Zone A		County Total Acres
		Acres	Pct.	Acres	Pct.	Acres	Pct.	
4400	Tree Plantations	409	4%	628	6%	1342	13%	10159
5100	Streams And Waterways	71	16%	72	16%	335	75%	449
5200	Lakes	11	1%	184	21%	766	89%	857
5300	Reservoirs	666	51%	844	64%	1257	96%	1315
5400	Bays And Estuaries	4073	100%	4073	100%	189	5%	4081
5720	Gulf Of Mexico	5121	94%	5121	94%	0	0%	5440
6100	Wetland Hardwood Forests	2	6%	2	6%	25	84%	30
6110	Bay Swamps	1	3%	1	3%	20	75%	27
6150	Stream And Lake Swamps (Bottomland)	25091	81%	25116	81%	20284	65%	31132
6200	Wetland Coniferous Forests	0	0%	0	0%	68	78%	87
6210	Cypress	686	17%	686	17%	4028	97%	4145
6300	Wetland Forested Mixed	1305	85%	1305	85%	425	28%	1531
6400	Vegetated Non-Forested Wetlands	0	0%	0	0%	0	0%	0
6410	Freshwater Marshes	1840	24%	3041	39%	7074	91%	7766
6420	Saltwater Marshes	9598	100%	9598	100%	158	2%	9599
6430	Wet Prairies	157	5%	875	29%	2698	90%	3001
6440	Emergent Aquatic Vegetation	8	1%	83	15%	509	91%	561
6520	Shorelines	0	0%	0	0%	38	100%	38
6530	Intermittent Ponds	17	3%	142	21%	385	58%	664
6600	Salt Flats	159	100%	159	100%	8	5%	159
7100	Beaches Other Than Swimming	8	100%	8	100%	0	0%	8
7400	Disturbed Land	6	2%	23	8%	49	16%	302
8100	Transportation	283	7%	640	16%	351	9%	4009
8200	Communications	0	0%	0	0%	3	5%	57
8300	Utilities	29	1%	106	5%	141	7%	1997
	Grand Total	64404	20%	79531	25%	67306	21%	321548

Miles of Roadway at Risk for Surge or Flood

	Evacuation Route			Not an Evacuation Route			Total Risk	Total	%
	Major	Minor	Total	Major	Minor	Total			
Flood Zone A	15.2	0.1	15.3	12.5	151.2	163.7	178.9	2338.9	7.7%
Brooksville	6.6		6.6	6.4	39.2	45.6	52.2	961.7	5.4%
Dade City	1.3		1.3	0.5	18.3	18.8	20.1	56.8	35.4%
Hernando Beach	2.5		2.5	2.8	6.3	9.1	11.7	23.1	50.5%
Masaryktown					0.0	0.0	0.0	45.9	0.0%
Nobleton	0.0		0.0	0.1	0.7	0.7	0.8	4.5	16.9%
Spring Hill	1.7		1.7	0.8	9.6	10.4	12.1	706.6	1.7%
Webster	0.5	0.1	0.6	1.7	57.9	59.6	60.2	148.0	40.7%
Weeki Wachee	2.5		2.5	0.1	19.2	19.4	21.8	392.2	5.6%
Surge Cat 3	24.9	0.2	25.2	10.7	97.6	108.3	133.5	2338.9	5.7%
Hernando Beach	3.5		3.5	6.9	12.8	19.7	23.1	23.1	100.0%
Spring Hill	6.8	0.2	7.0	0.8	13.7	14.5	21.5	706.6	3.0%
Weeki Wachee	14.7		14.7	3.0	71.1	74.2	88.9	392.2	22.7%
Surge Cat 5	42.5	0.2	42.7	23.0	289.2	312.2	354.9	2338.9	15.2%
Brooksville	0.3		0.3	0.0	0.5	0.5	0.7	961.7	0.1%
Hernando Beach	3.5		3.5	6.9	12.8	19.7	23.1	23.1	100.0%
Spring Hill	13.0	0.2	13.2	8.3	104.1	112.4	125.7	706.6	17.8%
Weeki Wachee	25.8		25.8	7.8	171.8	179.6	205.4	392.2	52.4%

Wind Vulnerability Summary

Description	Built Before 1994		Built 1994-2000		Built 2001 and later		Totals	
	Cert Bldg Val	Count	Cert Bldg Val	Count	Cert Bldg Val	Count	Total Value	Total Count
Residential	\$ 2,145,105,612.00	38695	\$ 704,173,092.00	7585	\$ 1,701,567,436.00	16738	\$ 4,550,846,140.00	63018
Commercial	\$ 306,716,187.00	1020	\$ 91,152,060.00	153	\$ 225,150,341.00	251	\$ 623,018,588.00	1424
Industrial	\$ 72,316,614.00	126	\$ 10,713,555.00	26	\$ 19,925,266.00	49	\$ 102,955,435.00	201
Agricultural	\$ 55,398,765.00	684	\$ 21,249,627.00	198	\$ 27,927,188.00	221	\$ 104,575,580.00	1103
Institutional	\$ 153,193,838.00	247	\$ 34,234,030.00	19	\$ 22,862,261.00	23	\$ 210,290,129.00	289
Government	\$ 213,413,456.00	140	\$ 34,912,132.00	35	\$ 99,147,907.00	35	\$ 347,468,857.00	210
Totals		40912		8016		17317		66245

Wind Vulnerability Table - Mobile Homes

Year Built	Cert Bldg Val	Count
1940-1975	\$ 53,808,401.00	2887
1976-1994	\$ 177,051,499.00	6195
1995-1999	\$ 53,569,200.00	1142
2000-2011	\$ 95,477,018.00	1555
TOTAL	\$ 379,906,118.00	11779

Wind Vulnerability Table - Structures

Description	DOR CODE	Built Before 1994		Built 1994-2000		Built 2001 and later		TOTAL VALUE	TOTAL COUNT
		Cert Bldg Val	Count	Cert Bldg Val	Count	Cert Bldg Val	Count		
Vacant									
Residential	00	\$ 492,198.00	70	\$ 522,131.00	22	\$ 537,202.00	24	\$ 1,551,531.00	116
Single-Family	01	\$ 2,056,001,692.00	37723	\$ 685,887,492.00	7438	\$ 1,588,950,460.00	16549	\$ 4,330,839,644.00	61710
Mobile Home	02	\$ 223,054,223.00	8896	\$ 73,575,376.00	1554	\$ 83,276,519.00	1329	\$ 379,906,118.00	11779
Multi-Family	03	\$ 34,786,280.00	32	\$ 5,626,281.00	7	\$ 95,962,951.00	16	\$ 136,375,512.00	55
	04	\$ 26,468,951.00	490	\$ 5,010,755.00	58	\$ 4,422,815.00	62	\$ 35,902,521.00	610
	05	\$ 1,208,045.00	47	\$ 237,976.00	8			\$ 1,446,021.00	55
	07					\$ 75,063.00	1	\$ 75,063.00	1
	08	\$ 26,148,446.00	333	\$ 6,888,457.00	52	\$ 11,618,945.00	86	\$ 44,655,848.00	471
Vacant									
Commercial	10	\$ 51,205.00	6			\$ 337,090.00	2	\$ 388,295.00	8
Commercial	11	\$ 56,240,428.00	284	\$ 19,070,820.00	30	\$ 43,481,263.00	56	\$ 118,792,511.00	370
	12	\$ 6,009,451.00	51	\$ 164,717.00	1			\$ 6,174,168.00	52
	13	\$ 2,700,184.00	2	\$ 9,161,608.00	2	\$ 23,696,471.00	3	\$ 35,558,263.00	7
	15			\$ 8,643,725.00	1	\$ 29,120,817.00	3	\$ 37,764,542.00	4
	16	\$ 95,001,766.00	30	\$ 5,781,065.00	3	\$ 29,488,529.00	16	\$ 130,271,360.00	49
	17	\$ 24,234,442.00	170	\$ 7,396,102.00	14	\$ 10,231,929.00	51	\$ 41,862,473.00	235
	18	\$ 6,418,798.00	24	\$ 936,286.00	3	\$ 4,749,452.00	5	\$ 12,104,536.00	32
	19	\$ 36,716,236.00	133	\$ 16,880,111.00	49	\$ 35,625,806.00	40	\$ 89,222,153.00	222
	20	\$ 1,338,665.00	6			\$ 126,943.00	1	\$ 1,465,608.00	7
	21	\$ 10,901,839.00	58	\$ 7,319,319.00	16	\$ 5,033,324.00	12	\$ 23,254,482.00	86
	22	\$ 2,306,787.00	15	\$ 1,127,053.00	6	\$ 2,895,380.00	12	\$ 6,329,220.00	33
	23	\$ 12,600,113.00	28	\$ 270,339.00	1	\$ 8,588,166.00	12	\$ 21,458,618.00	41
	25	\$ 596,453.00	8	\$ 76,285.00	1	\$ 409,906.00	2	\$ 1,082,644.00	11

Description	DOR CODE	Built Before 1994		Built 1994-2000		Built 2001 and later		TOTAL VALUE	TOTAL COUNT
		Cert Bldg Val	Count	Cert Bldg Val	Count	Cert Bldg Val	Count		
	26	\$ 5,441,342.00	44	\$ 1,119,859.00	5	\$ 5,810,895.00	6	\$ 12,372,096.00	55
	27	\$ 11,074,652.00	66	\$ 4,943,562.00	14	\$ 4,527,978.00	18	\$ 20,546,192.00	98
	28	\$ 5,568,968.00	36	\$ 67,691.00	1			\$ 5,636,659.00	37
	29	\$ 434,896.00	4					\$ 434,896.00	4
	30	\$ 396,461.00	3					\$ 396,461.00	3
	32	\$ 262,523.00	1	\$ 902,896.00	1			\$ 1,165,419.00	2
	33	\$ 1,951,398.00	10					\$ 1,951,398.00	10
	34	\$ 4,337,622.00	5	\$ 157,487.00	1			\$ 4,495,109.00	6
	35	\$ 132,049.00	2					\$ 132,049.00	2
	36	\$ 3,243,104.00	5					\$ 3,243,104.00	5
	38	\$ 6,806,996.00	17	\$ 1,365,904.00	2	\$ 2,712,875.00	7	\$ 10,885,775.00	26
	39	\$ 11,949,809.00	12	\$ 5,767,231.00	2	\$ 18,313,517.00	5	\$ 36,030,557.00	19
Vacant	40								
Industrial	41	\$ 13,555,682.00	32	\$ 490,659.00	2	\$ 313,329.00	2	\$ 313,329.00	2
Industrial	42	\$ 493,795.00	2			\$ 2,023,943.00	3	\$ 16,070,284.00	37
	43	\$ 1,828,608.00	2			\$ 1,532,823.00	1	\$ 2,026,618.00	3
	44	\$ 657,460.00	2			\$ 27,254.00	1	\$ 1,855,862.00	3
	46	\$ 71,832.00	1					\$ 657,460.00	2
	47	\$ 6,728,534.00	7	\$ 237,721.00	1	\$ 321,644.00	2	\$ 7,287,899.00	10
	48	\$ 48,476,290.00	71	\$ 9,906,103.00	21	\$ 15,641,295.00	39	\$ 74,023,688.00	131
	49	\$ 504,413.00	9	\$ 79,072.00	2	\$ 64,978.00	1	\$ 648,463.00	12
Agricultural	51	\$ 5,577,102.00	58	\$ 3,724,573.00	29	\$ 3,961,658.00	27	\$ 13,263,333.00	114
	54	\$ 7,076,470.00	61	\$ 1,966,102.00	17	\$ 1,617,320.00	14	\$ 10,659,892.00	92
	55	\$ 1,797,317.00	30	\$ 1,470,306.00	10	\$ 642,302.00	5	\$ 3,909,925.00	45
	56	\$ 469,680.00	10	\$ 274,978.00	1	\$ 233,191.00	2	\$ 977,849.00	13
	59	\$ 4,308,109.00	48	\$ 1,818,769.00	19	\$ 4,468,711.00	32	\$ 10,595,589.00	99
	60	\$ 32,942,155.00	429	\$ 11,300,139.00	115	\$ 15,187,238.00	128	\$ 59,429,532.00	672

Description	DOR CODE	Built Before 1994		Built 1994-2000		Built 2001 and later		TOTAL VALUE	TOTAL COUNT
		Cert Bldg Val	Count	Cert Bldg Val	Count	Cert Bldg Val	Count		
	66	\$ 1,257,286.00	19	\$ 445,390.00	4	\$ 951,096.00	7	\$ 2,653,772.00	30
	67	\$ 210,503.00	3					\$ 210,503.00	3
	68	\$ 121,931.00	2					\$ 121,931.00	2
	69	\$ 1,638,212.00	24	\$ 249,370.00	3	\$ 865,672.00	6	\$ 2,753,254.00	33
Institutional	71	\$ 78,539,714.00	140	\$ 2,438,025.00	6	\$ 6,641,202.00	9	\$ 87,618,941.00	155
	72	\$ 6,408,898.00	16			\$ 2,530,190.00	3	\$ 8,939,088.00	19
	73	\$ 29,315,295.00	2			\$ 10,926,495.00	2	\$ 40,241,790.00	4
	74	\$ 27,239,302.00	27	\$ 31,156,871.00	10	\$ 217,409.00	3	\$ 58,613,582.00	40
	75	\$ 1,437,133.00	9	\$ 121,249.00	1			\$ 1,558,382.00	10
	76	\$ 2,039,416.00	12	\$ 517,885.00	2	\$ 306,340.00	1	\$ 2,863,641.00	15
	77	\$ 8,092,630.00	40			\$ 2,240,625.00	5	\$ 10,333,255.00	45
	79	\$ 121,450.00	1					\$ 121,450.00	1
Government	82	\$ 1,161,581.00	4	\$ 5,504.00	1			\$ 1,167,085.00	5
	83	\$ 113,745,558.00	20	\$ 30,773,774.00	2	\$ 56,646,064.00	3	\$ 201,165,396.00	25
	84	\$ 4,312,335.00	4			\$ 6,311,438.00	1	\$ 10,623,773.00	5
	85	\$ 363,586.00	1					\$ 363,586.00	1
	86	\$ 54,827,627.00	63	\$ 2,797,051.00	14	\$ 33,996,124.00	18	\$ 91,620,802.00	95
	87	\$ 9,860,448.00	9	\$ 212,923.00	4	\$ 833,393.00	4	\$ 10,906,764.00	17
	88	\$ 2,367,963.00	6					\$ 2,367,963.00	6
	89	\$ 4,749,916.00	11	\$ 515,531.00	1			\$ 5,265,447.00	12
	90	\$ 18,912,725.00	4	\$ 70,255.00	3	\$ 1,065,454.00	1	\$ 20,048,434.00	8
	91	\$ 3,054,687.00	16	\$ 537,094.00	10	\$ 158,573.00	5	\$ 3,750,354.00	31
	92	\$ 31,712.00	1					\$ 31,712.00	1
	94	\$ 25,318.00	1			\$ 132,223.00	2	\$ 157,541.00	3
	96					\$ 4,638.00	1	\$ 4,638.00	1
Acres Not Classified	99	\$ 507,866.00	34	\$ 183,210.00	6	\$ 649,163.00	16	\$ 1,340,239.00	56
GRAND		\$ 3,169,706,561.00	49842	\$ 970,193,082.00	9576	\$ 2,180,506,081.00	18662	\$ 6,320,405,724.00	78080

Description	DOR CODE	Built Before 1994		Built 1994-2000		Built 2001 and later		TOTAL VALUE	TOTAL COUNT
		Cert Bldg Val	Count	Cert Bldg Val	Count	Cert Bldg Val	Count		
TOTAL									
GRAND TOTAL w/o MH		\$ 2,946,652,338.00	40946	\$ 896,617,706.00	8022	\$ 2,097,229,562.00	17333	\$ 5,940,499,606.00	66301

NOTES: Totals summed from parcels with 2010 appraiser certified building value > 0 and year built > 0.

This *includes* 126 parcels with DOR Code designated as vacant land.

This *excludes* 43 parcels with total building value of \$1,253,083, but with no year built recorded.

This *excludes* 194 parcels with year built recorded, but no building value.