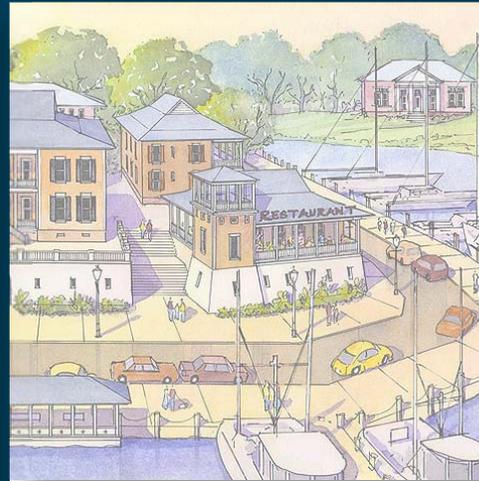


POST DISASTER REDEVELOPMENT PLAN



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PASCO COUNTY
BOARD OF COUNTY
COMMISSIONERS
NEW PORT RICHEY, FL

JUNE 2012

Office of Emergency Management
Planning & Development

Pasco County Post-Disaster Redevelopment Plan

*A guide for long-term recovery and redevelopment of our community
following a major disaster.*



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June 2012

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PDRP TECHNICAL ADVISORY COMMITTEES

We are really grateful to the following Technical Advisory Committee (TAC) members, TAC Chairs and Vice-chairs who contributed their time and effort towards the development of this Plan:

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Vice Chair:

Infrastructure TAC

Chair:

Vice Chair: *Cindy Jolly, Pasco County
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Government Functions TAC

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Florida Department of Children and Families, Mental Health	Pasco County Planning and Development
Florida Division of Emergency Management	Pasco County Public Transportation
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Pasco County Clerk of the Circuit Court	Pasco County Stormwater Management
Pasco County Code Compliance	Pasco County Tourism Development
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Hudson Rotary Club, FL
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Main Street Zephyrhills, Inc.
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Water's Edge Community, New Port Richey, FL

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Pasco County's PDRP was
officially approved by the State of Florida
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1 Introduction

A rainy day plan is easy to push aside when there are more immediate community problems: however, there is no way to know that this won't be the hurricane or wildfire season when your community's luck runs out.

(Post Disaster Redevelopment Planning Guidebook, FDEM, 2010).

Although Pasco County has been very fortunate in the recent past, not to have seen any major/catastrophic disaster, this in no way predicts the future. The frequency and magnitude of some of the recent disasters we have witnessed close to home is a constant reminder that even we are not safe. With a significant population living along the coast and the wild lands, huge infrastructure investments and a historic heritage to protect, Pasco County has a good reason to be concerned. Also recent disaster events experienced by the County, such as the Tropical Storm Debby reinforced the fact that even a case of prolonged rainfall could create severe flooding and pose significant cost implications for the local community necessitating long-term recovery actions.

Pasco County greatly acknowledges these facts and thus has chosen to undertake a more proactive approach to secure its future. With the help of the State, local communities, municipal and regional bodies, private agencies, and nonprofit organizations, Pasco County has initiated the planning for long-term recovery and redevelopment by creating the Post-Disaster Redevelopment Plan (PDRP).

1.1 WHAT IS A POST-DISASTER REDEVELOPMENT PLAN?

The Post-Disaster Redevelopment Plan is as an overarching framework that guides how the County will recover and reconstruct following a disaster. It's a countywide multi-jurisdictional plan relevant to the County and all its municipalities. It acts as a blueprint for recovery and covers all types of disasters. The plan addresses policies, operational strategies, and roles and responsibilities for implementation that will guide decisions that affect long-term recovery and redevelopment of a community, following a disaster. The plan emphasizes seizing opportunities for hazard mitigation and community improvement, in line with the goals of the local Comprehensive Plan, and with full participation of the citizens. The intention of the Plan is not just to attain a faster post-disaster recovery or to simply replace what was destroyed. By capturing the opportunities that open up following a disaster, the Plan further aims to rebuild the County into a more improved, sustainable and resilient community.

1.2 PURPOSE AND BENEFITS

The purpose of the Plan is to guide the recovery and redevelopment of Pasco County following a major disaster in the most efficient, fair and equitable manner, capturing all opportunities to rebuild a stronger and sustainable community.

The focus of the plan is to:

- Reconstruct damaged housing, public facilities, and infrastructure.
- Recover the economy, environmental quality, health and social services, community networks, cultural events, and educational and recreational opportunities.
- Enhance the quality of life over what existed prior to the disaster by reducing future hazard risks, strengthening building codes, improving land use patterns and transportation, and creating increased opportunities for work, housing, entertainment and recreation.

Having a Post-Disaster Redevelopment Plan will benefit Pasco County in multiple ways. An expedited recovery process, gaining local control over recovery, and building resilience are some of its prime benefits. The aftermath of a disaster is marked by disruption of services, break down of communication, and an immense pressure to rebuild as quickly as possible. By planning ahead, the PDRP will help us make decisions that are carefully considered. It will ensure that even amidst post-disaster crisis, we will efficiently use the available funds and resources, and make focused and well thought-out decisions that meet diverse needs. In other words, it will help us make smarter choices that carefully balance the need for speed and deliberation. Having a planned and systematic process will help our community to not just maximize available resources, but also garner more local, regional, state and federal support, and help leverage additional funding. The Plan also aims to build local capacity by helping us understand our risk level, by creating an educated constituency, coordinating local capacity, and assigning post-disaster roles and responsibilities, in turn providing us full control over our own recovery. Another significant benefit of the Plan is that it will help the County seize some of the opportunities presented by a disaster. The strategies outlined in this Plan will help us rebuild with significant improvement over the previous condition, thereby enabling us to break the cycle of repeated damage and repair.

1.3 RELATIONSHIP WITH OTHER PLANS

The Plan is closely related to some of the existing local plans, codes and ordinances, such as the Comprehensive Emergency Management Plan (CEMP), Comprehensive Plan, Local Mitigation Strategy (LMS), Disaster Housing Plan, and the Demolition Ordinance. The Plan aims to guide the County's post-disaster recovery and redevelopment process in a manner that is compliant with the existing plans, regulations, and codes. It does not function independent of the existing policy framework and is also not intended to duplicate the efforts of any of these plans. In fact, it sees the existing policy framework as a tool for implementation of post-disaster goals. Therefore it identifies relevant plan/programs that would be useful for post-disaster redevelopment and proposes strategies to integrate redevelopment intentions into each of these plans.

Thus, the PDRP identifies ways to amend, enhance, and build upon the current policy framework. For instance, by identifying strategies that build upon the response and short-term recovery actions defined within the CEMP, the PDRP brings in continuity in post-disaster actions and ensures a smooth transition from the short to long-term disaster phases.

All existing plans/programs relevant for post-disaster redevelopment are identified within the Chapter 4, Local Plan Assessment and Integration. Post-disaster needs that should be embedded within the existing policy framework are highlighted in the Policy Integration Section of the same chapter. Lastly, the Action Plan (Chapter 9) identifies responsible agencies and collaboration required to support this integration and also assigns a timeframe for implementation of these actions.

1.4 PLAN ORGANIZATION

The Plan addresses a wide range of recovery topics such as sustainable land use, housing repair and reconstruction, business resumption and economic redevelopment, infrastructure restoration and mitigation, long-term health and social services support, environmental restoration, and other short-term recovery actions that may impact long-term redevelopment. Pasco County’s Post-Disaster Redevelopment Plan has classified this wide array of redevelopment topics under **seven focus areas**:

- 1 Housing
- 5 Infrastructure
- 2 Economic Redevelopment
- 6 Health and Social Services
- 3 Environment
- 7 Government Functions
- 4 Land Use

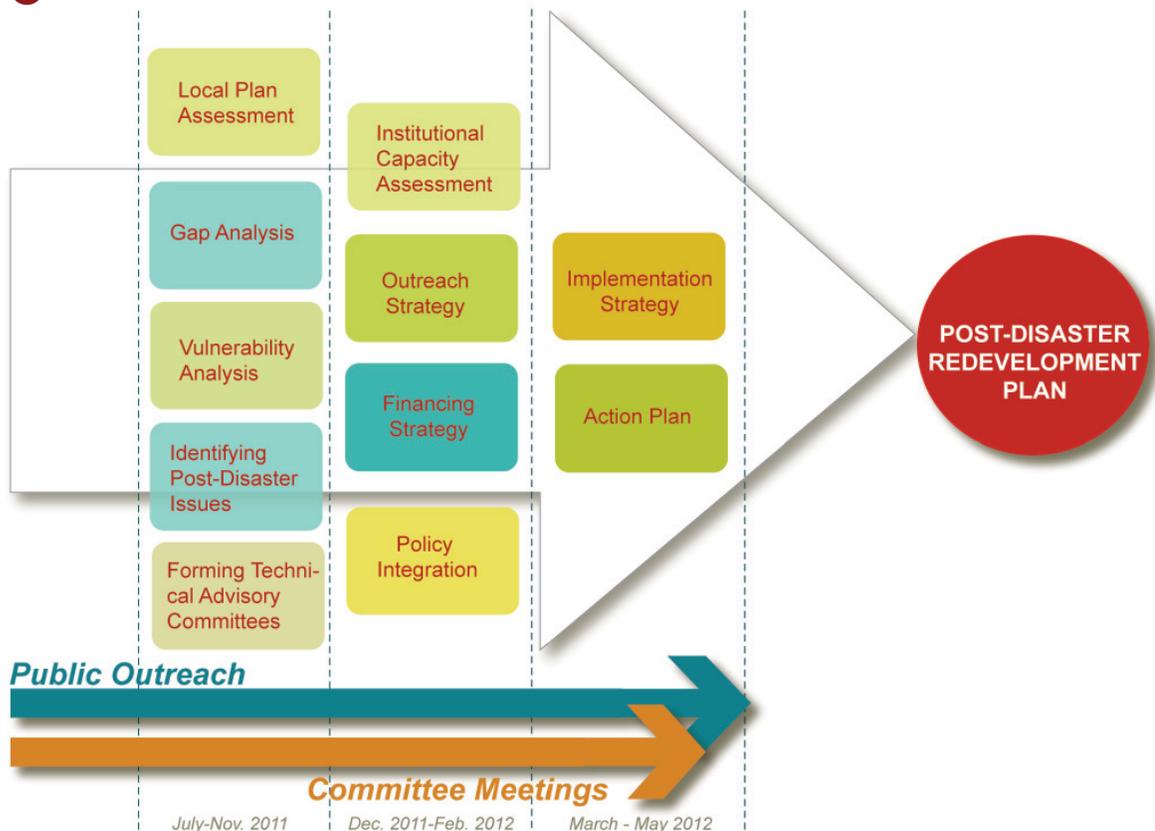


Figure 1: Planning Process, Pasco County’s PDRP.

These are the main components of the Plan that form the basis for the seven Technical Advisory Committees. It is important to understand that although breaking up the post-disaster concerns into these components lends the Plan an overarching framework or structure, the post-disaster needs/issues defined within each of the components are intricately linked to one another and would require plenty of interaction across the defined groups.

1.5 PLANNING PROCESS

Pasco County's PDRP planning process involves multiple challenging tasks such as – identifying post-disaster needs/issues, understanding our vulnerability, analyzing our capacity to recover and developing actions and strategies to support long-term redevelopment. In addition, the plan formulation involved researching of PDRP pilot projects and gathering of lessons learned in different recovering communities, creating community awareness about the Plan, attracting media attention and garnering leadership support. Figure 1 highlights the timeframe and components of Pasco County PDRP planning process.

The Plan was developed under the guidance of the State and several representatives from public, private agencies, non-profit organizations and the local community contributed to its formulation. All stakeholders who participated in the planning process were divided into seven Technical Advisory Committees – Housing, Economic Redevelopment, Land Use, Environment, Infrastructure, Health and Social Services, and Government Functions. With the help of the TAC members, post-disaster issues specific to each of the topics were identified. Redevelopment goals and actions to tackle the issues were also defined. Since the Plan is an ongoing effort, issues, goals, and strategies discussed within the Plan will be further developed, refined, and detailed out as the Plan progresses. Information, ideas, and concepts discussed within this Plan will be revisited and updated regularly to reflect new research and data releases, lessons learned from recent disasters, new funding opportunities, and changes in community needs, priorities, and conditions.

2 Implementation

The Implementation Chapter outlines how the Post-Disaster Redevelopment Plan will be implemented. It highlights the overall framework, process, roles and responsibilities necessary for the successful implementation of the Post-Disaster Redevelopment Plan. It identifies the organizational structure and the underlying agencies that will be responsible for executing the PDRP actions following a major disaster. The implementation framework of the Post-Disaster Redevelopment Plan is built upon the operational structure currently defined within the County's CEMP. Ties wherever possible were created to maintain a smooth transition from short-term recovery to long-term recovery, and eventually to redevelopment.

The outline of this chapter is as follows:

Implementation Framework

Authority

- Plan adoption
- Plan integration
- Jurisdiction
- Type and Level of Disaster
- Timeframe

Organizational Structure

- Technical Advisory Committees
- Executive Committee – Chair and Vice Chair
- Roles and Responsibilities
- Relationship between the Short-term and Long-term Recovery Phases

Implementation Process

- Activation and deactivation
- Redevelopment milestones
- Pre-disaster implementation

Coordination

- Coordination between TACs
- Coordination between short-term and long-term recovery functions
- Local, regional, state and federal coordination

Plan Maintenance

- Monitoring, review and updates
- Training and exercise
- Public involvement

2.1 IMPLEMENTATION FRAMEWORK

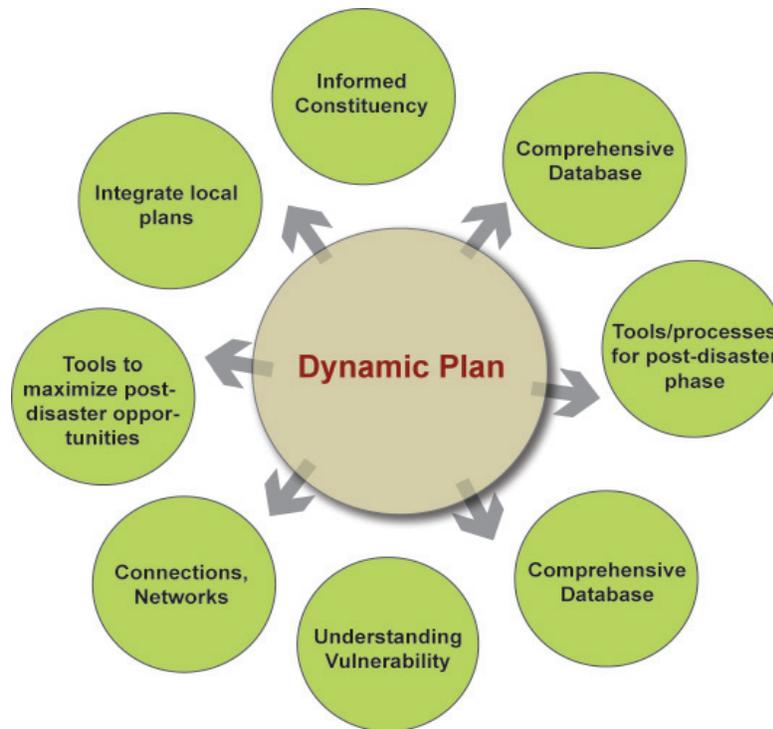


Figure 2: Implementation Framework

The implementation of Pasco County’s Post-Disaster Redevelopment Plan rests on certain key concepts as shown in Figure 2. These concepts describe the overarching framework of the Plan which will ensure that this document acts as an effective guidance tool for County’s post-disaster redevelopment.

The main components of this framework can be summarized as follows:

- Integrate all local plans related to long-term redevelopment and incorporate strategies into each of these plans to address the PDRP goals/intentions.
- Build awareness about the Plan among community members, businesses, County and municipal employees, and the local leadership. Develop an informed constituency and help create clarity about post-disaster phases and the procedures, and practices that would come into play following a disaster. In addition, help stakeholders understand their role during different phases of a disaster and increase participation in the redevelopment planning process.
- Establish procedures that define the transition from short-term recovery to long-term recovery and redevelopment.
- Develop tools, programs, procedures, and regulations that are geared towards post-disaster recovery and redevelopment needs.

- Create a deeper understanding of the County's vulnerability to different types of disasters.
- Develop, maintain, and update a comprehensive database of resources, organizations, inventories, and vulnerability datasets.
- Build connections, relationships, or networks that can be used to leverage funding, resources, and other types of assistance following a disaster.
- Develop strategies, processes and policies that will post-disaster, help us maximize the opportunities for urban design, hazard mitigation, infrastructure improvements, and community enhancement.
- And lastly, maintain a dynamic plan that it is kept alive and active through continued updates and enhancements at various levels. Ensure that the document effectively reflects the changes in needs, priorities, and conditions within Pasco County.

2.2 AUTHORITY

Plan Adoption

The PDRP is to be adopted by resolution of the Pasco County Board of County Commissioners and will be readopted every five years following the major updates as explained later in this chapter. The Plan will be adopted as an appendix to Pasco County's Comprehensive Emergency Management Plan.

The PDRP largely focuses on long-term strategies and community rebuilding, much beyond the traditional emergency management functions. Although unlike the CEMP the focus of the PDRP is on the long-term recovery and redevelopment phases of a disaster, the Plan can be considered as a partial extension of the short-term recovery functions highlighted within the CEMP. In addition, the Plan also ensures that there is a smooth transition from the short-term to long-term disaster phases. Similar to the CEMP the PDRP draws most of its authority from the County's Emergency Powers and will be subject to some of the same authorities as the CEMP. However, it is important to understand that the major part of post-disaster implementation of the Plan's long-term recovery work would begin during the disaster declaration period when the emergency powers are invoked.

Plan Integration

The existing policy framework acts as an essential tool for implementing the redevelopment actions defined within the PDRP. Thus incorporating PDRP goals and intentions within these existing plans and programs and at the same time, identifying these plans and their scope within the Post-Disaster Redevelopment Plan is extremely critical for the Plan's successful implementation. The Local Plan Assessment Chapter of the PDRP identifies all the existing plans, programs, and ordinances relevant to post-disaster redevelopment.

The intention is to ensure that all Plans are well aligned with the goals of the PDRP and likewise, the redevelopment actions defined within the PDRP are also consistent with the existing plans, codes, and ordinances. The Policy Integration Section within the Local Plan Assessment Chapter defines the PDRP components that can be tied into different plans such as the Comprehensive Plan, Comprehensive Emergency Management Plan's Recovery Annex, Local Mitigation Strategy (LMS), Demolition Ordinance, Building Ordinance, Disaster Housing Plan, etc. The PDRP Action Plan (Chapter 9) highlights agencies and partnerships that would be critical for implementing the identified actions and also assigns an implementation timeframe to these actions.

Jurisdiction

The PDRP is a countywide multi-jurisdictional plan applicable to Pasco County's six municipalities and unincorporated areas. It identifies post-disaster needs and issues, and proposes strategies that are relevant throughout the County irrespective of jurisdictional boundaries. Although the Plan acts as a general guidance document, local municipalities can build upon this basic framework to develop a more detailed understanding of post-disaster issues specific to their areas.

Each jurisdiction within the County is responsible for implementation of the Plan within its own boundaries as well as for the inter-jurisdictional collaboration required for its implementation. All jurisdictions within the County are strongly encouraged to adopt the Plan by resolution or by entering an agreement with Pasco County. The municipalities can also choose to draft an annex to this Plan that reflects the specific needs and conditions of their jurisdiction. There currently exists a memorandum of understanding between Pasco County Emergency Management and the local municipalities with regard to the Comprehensive Emergency Management Plan (CEMP). This could be further amended to address post-disaster long-term redevelopment goals.

Pasco County's post-disaster planning process involved contributions from all municipal jurisdictions, local public and private agencies, non-profit organizations and regional agencies. Some of these relationships build during the pre-disaster planning process could be formalized in future through agreements and public-private partnerships.

Type and Level of Disaster

The Post-Disaster Redevelopment Plan is an 'All Hazards Plan' applicable to all types of natural, man made, or technological disasters. As per Pasco County's Comprehensive Emergency Management Plan, hazards such as hurricanes, flood events, wildfires and tornadoes pose maximum threat to the County. Much of the PDRP's planning process focused on these hazard types that are most likely to occur within the County. In most cases, discussions and issues raised during the PDRP TAC meetings took into account

the locational differences within the County in relation to hazard risks. A number of disaster types were discussed. However, a large part of the discussions and analysis were centered on hurricanes as they have a high probability for occurrence and at the same time might cause large scale damage that would warrant long-term redevelopment actions. Additional discussions specific to other hazard types such as sea level rise and coastal erosion will be incorporated into the Plan through the regular updates.

Irrespective of the type of hazard, any disaster event that necessitates long-term redevelopment would require the activation of a PDRP. However, this does not mean that the usage of the Plan is limited to a major event. Although the PDRP would prove most useful in a catastrophic/widespread event, specific parts of the Plan and its actions could very well be applicable to minor or localized events that warrant long-term redevelopment. For example, as stated within the PDRP Guide provided by the State, 'particular components of the Plan and certain actions, such as acquisition of damaged properties, could also occur in a minor or localized disaster. A minor disaster may also be an excellent time to exercise the Plan and practice implementation of post-disaster actions.'

The State of Florida defines different types of a disaster and its different levels as follows:

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:

- a. **“Catastrophic Disaster”** means a disaster that will require massive state and federal assistance, including immediate military involvement.
- b. **“Major Disaster”** means a disaster that will likely exceed local capabilities and require a broad range of state and federal assistance.
- c. **“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.

Timeframe

Although the focus of the Post-Disaster Redevelopment Plan is to guide the recovery and redevelopment following a disaster, its implementation occurs both during pre- and post-disaster phases. Since the Plan covers all the phases and is active throughout, there are periods of overlap between the functioning of the PDRP, LMS, and CEMP. The figure 3 indicates the different phases of a disaster and their overlaps. How the implementation transitions from one phase to another is discussed ahead.

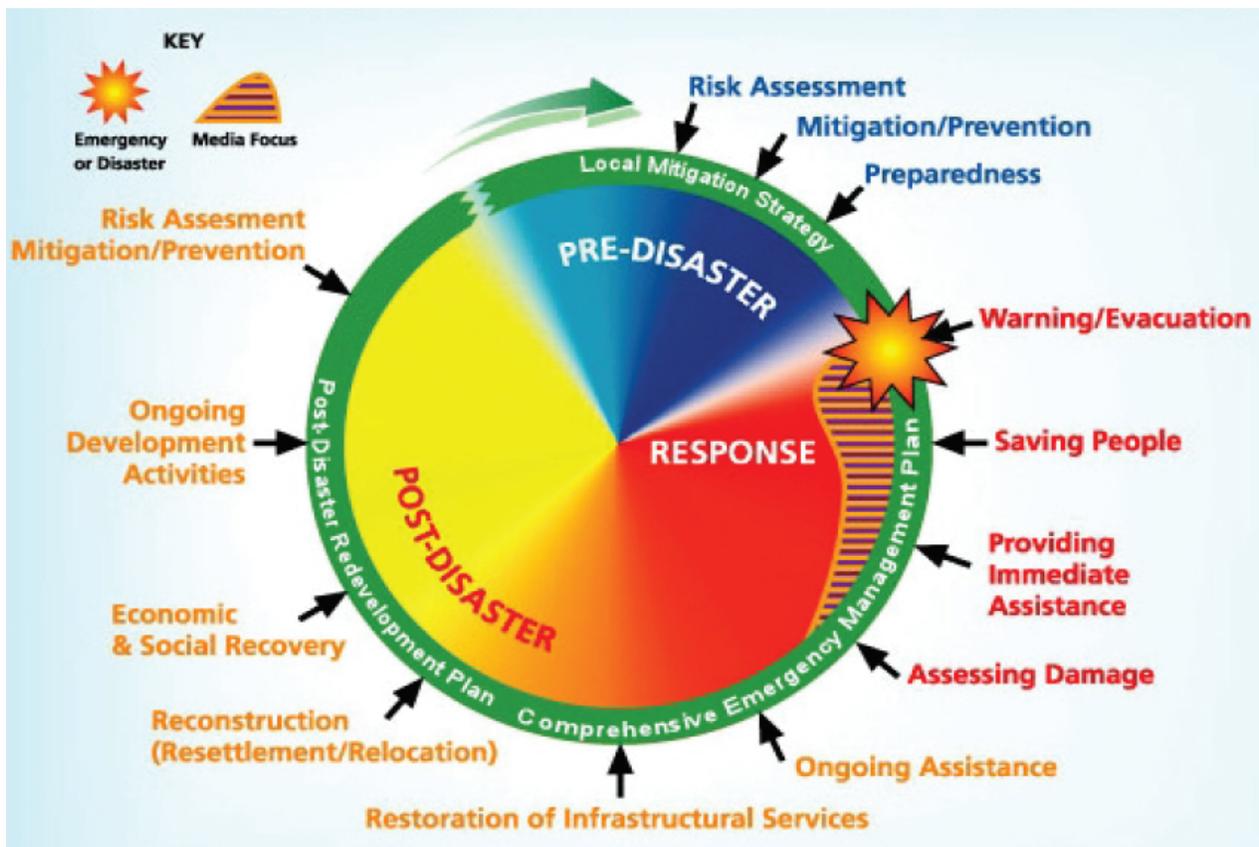


Figure 3: Phases of Implementation of a Disaster
 Source: PDRP Guide (Australian Development Gateway)

It is important to understand that although the Plan focuses on what comes after a disaster, much of the pre-disaster implementation builds the base and capacity for dealing with the redevelopment issues that arise following a disaster. Thus successful implementation of the pre-disaster actions is imperative not just for speeding up the post-disaster recovery but is also essential for attaining a better control over the way we redevelop.

The PDRP Guide describes each of the disaster phases as follows:

Pre-Disaster Phase: Initial Plan development occurs during the pre-disaster phase (except if a community is struck by a disaster before a Plan has been drafted). Once the Plan is adopted, preparatory activities detailed in the Plan should be implemented on an on-going basis during normal operations, which are sometimes referred to as “blue skies.” The Plan should also be exercised prior to a disaster event so that all stakeholders with a post-disaster implementation role are familiar with their responsibilities.

Emergency Response Phase: The Post-Disaster Redevelopment Plan does not address this phase. Emergency response activities are addressed in the CEMP and include immediate actions to save lives, protect property, and meet basic human needs. This is the shortest phase of the cycle, lasting only a few days in minor disaster conditions.

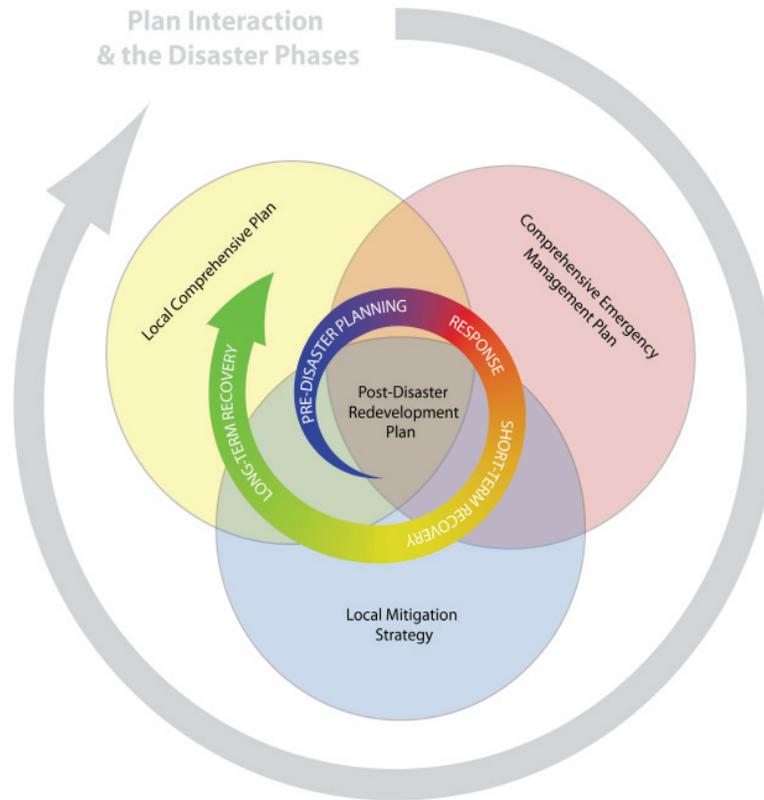


Figure 4: Plan Interaction and Different Disaster Phases

Source: PDRP Guide

Short-Term Recovery Phase: The role of the Plan during the short-term recovery phase is to begin organizing for long-term redevelopment activities and guide short-term recovery decisions that may have long-term implications (e.g., placement of temporary housing or debris sites). Short-term recovery operations are addressed in the CEMP, but the Post-Disaster Redevelopment Plan can provide direction for transitioning to long-term redevelopment during this phase. The short-term recovery phase begins as the emergency response phase is winding down and will continue until critical services are restored.

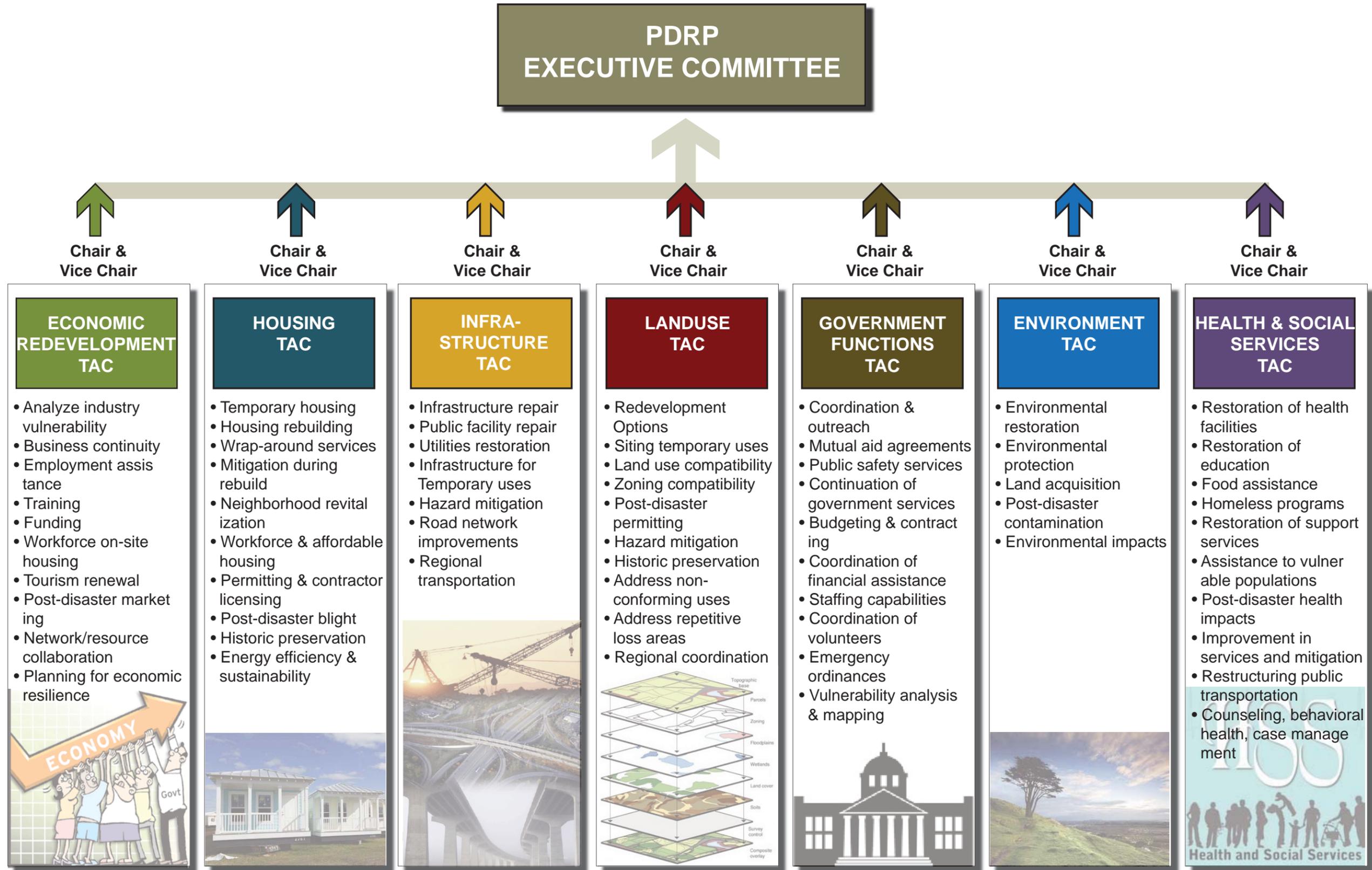
The duration of the short-term recovery phase depends on the severity of the disaster and the level of community preparedness; it could range from several weeks to one year to complete this phase.

Long-Term Recovery and Redevelopment Phase: The PDRP is used most during this phase. Long-term recovery and redevelopment include efforts to reconstruct and enhance the built environment as well as recover the economy, environment, and social systems. This phase begins as short-term recovery activities are accomplished and can last from a couple years for a minor disaster to five or more years for a major or catastrophic disaster. Figure 4 illustrates each of these disaster phases.

Table 1: PDRP Technical Advisory Committees (TAC) and Focus Areas

TAC	GOVERNMENT FUNCTIONS	LAND USE	ENVIRONMENT	HOUSING	INFRASTRUCTURE	ECONOMIC REDEVELOPMENT	HEALTH AND SOCIAL SERVICES
PROPOSED TAC MEMBERS	<p>Pasco Co. Emergency Management</p> <p>Pasco Co. Emergency Services and Fire Rescue</p> <p>Municipal Fire Departments</p> <p>Sheriff's Office</p> <p>Facilities Management</p> <p>Pasco County Cooperative Extension</p> <p>Customer Services</p> <p>Information Technology</p> <p>Public Information Officer</p> <p>GIS Department</p> <p>County Attorney</p> <p>Clerk's Office</p>	<p>Zoning and Site Development</p> <p>Community Redevelopment Agencies</p> <p>Tampa Bay Regional Planning Council (TBRPC)</p> <p>Historic Preservation Society</p> <p>Pasco County Property Appraiser</p>	<p>South West Florida Water Management District (SWFWMD)</p> <p>Tampa Bay Water</p> <p>Local Florida Division of Forestry (DOF)</p> <p>Parks and Recreation</p>	<p>Building Construction Services (<i>Building Inspections, Central Permitting</i>)</p> <p>Civic/Homeowners' Associations (<i>PACA, CONA</i>)</p> <p>Housing Authority</p> <p>Tampa Bay Builders Association (TBBA)</p> <p>Code Compliance Section</p> <p>West Pasco Board of Realtors</p> <p>TBRPC</p>	<p>Public Works (<i>Stormwater Management, Road and Bridge</i>)</p> <p>Engineering Services (<i>Real Estate, Traffic Operations</i>)</p> <p>Metropolitan Planning Organization (MPO)</p> <p>Private Utility Companies</p>	<p>Planning and Growth Management</p> <p>Pasco-Hernando Workforce Board Inc. (PHWB)</p> <p>Chambers of Commerce</p> <p>Tourist Development</p> <p>Main Street Organizations</p> <p>Pasco Enterprise Network</p> <p>Local Banks</p>	<p>Pinellas, Hillsborough, Pasco Community Organizations Active in Disaster (PHPCOAD)</p> <p>Coalition for the Homeless of Pasco Co. Inc.</p> <p>Pasco County Health Department</p> <p>Assisted Living Facilities (ALFs) and Nursing Homes</p> <p>Medical Organizations</p> <p>American Red Cross</p> <p>United Way</p> <p>Library Services</p> <p>Pasco County School District</p> <p>St. Leo University</p> <p>Pasco-Hernando Community College</p> <p>Community Emergency Response Team (CERT)</p> <p>Non-profits - Area Agency for Aging, Hospice, Salvation Army</p> <p>Pasco Interfaith/Interagency Helping Network (PIIHN)</p> <p>Food Banks, Soup Kitchens</p> <p>Florida Dept. of Child and Families (DCF)</p>
	FUNCTION	<p><i>Coordination and Outreach</i></p> <p><i>Mutual Aid Agreements</i></p> <p><i>Public Safety Services</i></p> <p><i>Continuation of Government Services</i></p> <p><i>Budgeting & Contracting</i></p> <p><i>Coordination of Financial Assistance</i></p> <p><i>Staffing Capabilities</i></p> <p><i>Coordination of Volunteers</i></p> <p><i>Emergency Ordinances</i></p> <p><i>Vulnerability Analysis & Mapping</i></p>	<p><i>Redevelopment Options</i></p> <p><i>Siting Temporary Uses</i></p> <p><i>Land Use Compatibility</i></p> <p><i>Zoning Compatibility</i></p> <p><i>Post-Disaster Permitting</i></p> <p><i>Hazard Mitigation</i></p> <p><i>Historic Preservation</i></p> <p><i>Address Non-Conforming Uses</i></p> <p><i>Address Repeatitive Loss Areas</i></p> <p><i>Regional Coordination</i></p>	<p><i>Environmental Restoration</i></p> <p><i>Environmental Protection</i></p> <p><i>Land Acquisition</i></p> <p><i>Post-Disaster Contamination</i></p> <p><i>Environmental Impacts</i></p>	<p><i>Temporary Housing</i></p> <p><i>Housing Rebuilding</i></p> <p><i>Wrap-around Services</i></p> <p><i>Mitigation during Rebuild</i></p> <p><i>Neighborhood Revitalization</i></p> <p><i>Workforce & Affordable Housing</i></p> <p><i>Permitting & Contractor Licensing</i></p> <p><i>Post-Disaster Blight</i></p> <p><i>Historic Preservation</i></p> <p><i>Energy Efficiency & Sustainability</i></p>	<p><i>Infrastructure Repair</i></p> <p><i>Public Facility Repair</i></p> <p><i>Utilities Restoration</i></p> <p><i>Infrastructure - Temporary Uses</i></p> <p><i>Hazard Mitigation</i></p> <p><i>Road Network Improvements</i></p> <p><i>Regional Transportation</i></p>	<p><i>Analyze Industry Vulnerability</i></p> <p><i>Business Continuity</i></p> <p><i>Employment Assistance, Training</i></p> <p><i>Training</i></p> <p><i>Facilitate Funding</i></p> <p><i>Workforce On-Site Housing</i></p> <p><i>Tourism Renewal</i></p> <p><i>Post-Disaster Marketing</i></p> <p><i>Network/Resource Collaboration</i></p> <p><i>Planing for Economic Resilience</i></p>

Figure 5: Pasco County PDRP TAC Organizational Structure



2.3 ORGANIZATIONAL STRUCTURE

Technical Advisory Committees

Pasco County's post-disaster planning process involved a number of stakeholders from public and private agencies, non-profit organizations and the general public. These stakeholders were divided into seven Technical Advisory Committees – Land Use, Housing, Environment, Economic Redevelopment, Health and Social Services, Infrastructure and Government Functions (See Table 1 and Figure 5). Each of these TACs helped identify post-disaster needs, issues, and strategies specific to their topics. Through meetings and discussions, overlaps between the tasks of each of the committees were also highlighted. Each of these TACs can be considered as the main workgroups of the Post-Disaster Redevelopment Plan (PDRP) that help coordinate the pre-disaster and post-disaster planning. Each of the TACs is lead by a Chairperson and a Vice-Chairperson who will also be a part of the PDRP Executive Committee, explained in detail in the next section. Regular meetings of the TAC will be conducted both during the pre-disaster and post-disaster phases as determined by the TAC Chair in coordination with the TAC members. Membership of the TAC will also be reviewed from time to time and additional members will be involved in the Technical Advisory Committees based on the needs of the planning or redevelopment phase. The current list of TAC members is provided in the Appendix B.

Technical Advisory Committees – Chair and Vice Chair

As mentioned earlier, each TAC is headed by a Chair and a Vice Chair who will oversee the entire implementation of the redevelopment work associated with a TAC. The Chair will also decide how many times the TAC needs to meet. Other responsibilities of the TAC Chair include assessing the redevelopment progress associated with his/her TAC and reviewing/selecting membership of the TAC based on the skills/expertise needed.

Executive Committee

The Executive Committee is the main coordinating group that would oversee the implementation of the entire post-disaster redevelopment. Following a disaster, it acts as the advisory body to the Policy Group during the short-term recovery phase and again as an advisory body to the Board of County Commissioners during the long-term recovery and redevelopment phases. As mentioned earlier it comprises of the Chair and Vice Chair from each of the Technical Advisory Committees. Thus, it represents a wide range of community interests such as land use, economic development, employment assistance, stormwater, emergency management, infrastructure, housing, development permitting, health and social services and finance. The membership of this committee will be reviewed annually and updated if any adjustments are made in the County's organizational structure/if additional agencies need to be represented.

Transition from the Short-Term Recovery and Long-Term Recovery Phase

It is important to understand the relationship between the PDRP's implementation structure and that of the preceding phases of response and short-term recovery. The Comprehensive Emergency Management Plan has already established a Policy Group (somewhat similar to the Executive Committee) that is specific to the disaster phases of response and short-term recovery. Instead of creating an entirely new structure for the post-disaster redevelopment phase, the PDRP builds upon the existing base established through the CEMP. Thus in the short-term recovery phase, the PDRP Executive Committee performs a supporting role, by joining the Policy Group and advising its members about short-term recovery functions that might have an impact in the long-term. During this phase, the role of the Executive Committee members is to provide guidance on long-term redevelopment and mitigation issues. This will not only ensure that the potential impacts of short-term decisions are considered well in advance, but will also help establish a strong base for long-term recovery and redevelopment. In the long-term recovery phase, the policy group together with the executive committee will coordinate the overall implementation of the redevelopment work. Continuing the policy group to the long-term phase would also ensure a smooth continuation of functions and transfer of knowledge and experience from the short-term to the long-term phases. Figure 6 explains this implementation structure in detail.

However, it is important to understand that the Policy Group in the Short-term phase is the main decision making body while the Executive Committee functions as the advisory body which will make recommendations through the County Administrator to the Board of County Commissioners - the decision making body during the long-term recovery and redevelopment phases. The Policy Group will transition to a more advisory role as work progresses from short-term recovery to long-term recovery and redevelopment phases.

Specific role of the Executive Committee can be summarized as follows:

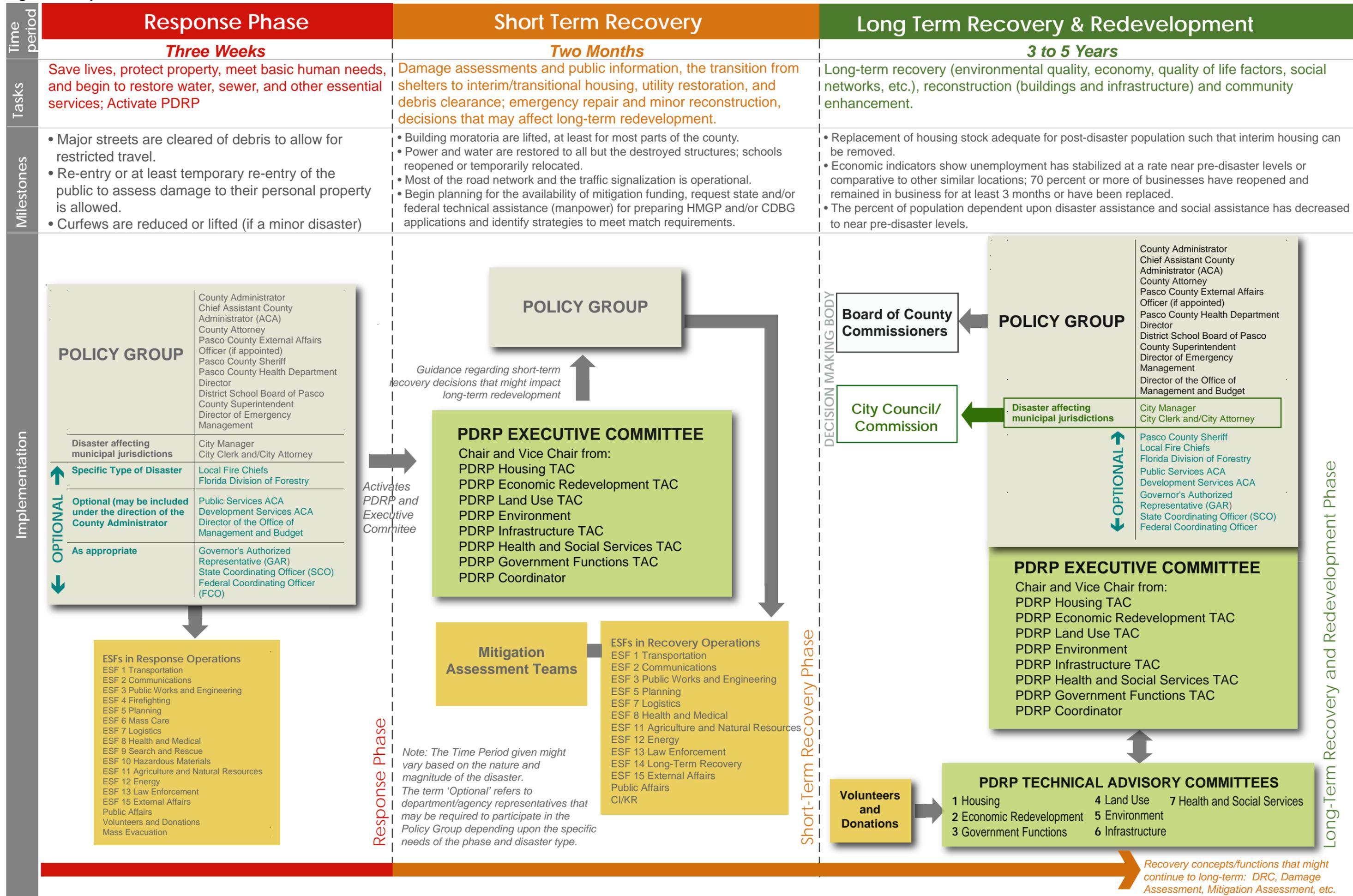
Pre-Disaster

In the pre-disaster phase, the Executive Committee will meet annually before the start of the Hurricane season to review the progress in the Plan implementation. It will also participate in the PDRP's regular updates both Annual and 5-Year.

Post-Disaster

As soon as the PDRP is activated following a disaster, the Executive Committee will convene and decide upon a work plan based on the assessments received. Regular meetings will be conducted throughout the long-term recovery and redevelopment phases to oversee the implementation work, monitor progress, and make changes to the TAC memberships, work plan schedules, or priorities based on the needs of each phase. How many times the Executive Committee will meet will depend on the conditions of the post-disaster phase, and its needs and urgency.

Figure 6: Implementation Chart



Recovery concepts/functions that might continue to long-term: DRC, Damage Assessment, Mitigation Assessment, etc.

Table 2: PDRP Triggers: Examples of Major and Catastrophic Events.

MAJOR DISASTER		CATASTROPHIC DISASTER
Disaster Event	<p>Category 2 and 3 hurricanes: Disaster event characterized by winds between 96 and 130 MPH, Surge between 6 and 12 feet.</p>	<p>Category 4 or 5 hurricanes: Disaster event characterized by winds 131 MPH and higher, Surge 13 feet and greater. A direct hit by storms of this magnitude will cause massive destruction in the County.</p>
May exhibit some or all of the following:		
Housing	<p>5 to 25 % of the housing is either destroyed or rendered inhabitable. Although majority of the evacuated population can return, shelters might be overburdened. Also, there might be workforce shortages and therefore delay in reopening businesses.</p>	<p>More than 25% of housing is destroyed or not habitable. Owing to a severe reduction in housing stock, a significant percentage of the population will at least temporarily locate. This in turn causes workforce shortages, impacts County's tax base, and slows down repopulation and the overall recovery.</p>
Structures	<p>A majority, but not all, of the built structures are impacted. With just a small portion of the structures being impacted, repair and reconstruction can start in certain parts of the affected areas. Return of population and habitation of structures can occur in less affected areas with just minor repairs.</p>	<p>Most or all of the built forms within the community are impacted in some way. A majority, but not all, of the built structures are impacted. Damage to most of the built structures within the County places a strain on the construction industry. It increases the demand for building materials, professionals involved in the building industry and government services related to building, planning and permitting. Repair and reconstruction at a massive scale would slow down the overall recovery and return to normalcy.</p>
Government Operations	<p>Government operational centers are severely impacted and County EOC is partially impacted. The EOC is able to function and lead the operations with minor repairs. However, other government facilities might require minor to major repairs before they can reopen, causing a significant delay in services.</p>	<p>Majority of the government operational centers are inoperable and County EOC is severely impacted. This severely affects the functioning of the government. Since they are themselves struggling to recover, their ability to effectively respond to citizens' needs and provide needed services in a timely manner is limited.</p>
Utilities	<p>Approximately 50% of customers' electric utilities are inoperable for 4 or more days. Telecommunications are heavily damaged, but remain partially operational. There might be few electric outages lasting for a few days causing some delay in resumption of everyday activities. There might be an increased need for staff and/external personnel to repair the systems.</p>	<p>More than 75% of customers' electric utilities are inoperable for 4 or more days. Lack of electricity would hamper the normal functioning for both households and businesses. Electric outages would further impact the ability to operate street lights and traffic signals and cause safety hazards.</p>
Communication	<p>Communication would be operational in most parts of the County. There might be few areas that are severely impacted.</p>	<p>Communication is not operational due to damaged telecommunications systems. This would slow down the overall recovery. Staff shortages might further affect the ability of utility companies to quickly and effectively respond to utility repair and restoration needs.</p>
Water	<p>Some impacts to water utilities and limited sewer system failures. Orders to boil water are issues in some parts of the County for a limited time period. Some pump stations are temporarily down.</p>	<p>Extensive shortages of water and extended "boil" orders as well as environmental impacts from sewer system failures. Power outages would impact the water pressure in supply lines leading to severe shortage of potable water. Further, there would be an increased risk of post-disaster contamination of waterways due to damage to sewer systems. Boil water orders will have to be issued in most parts of the County.</p>
Transportation	<p>Transportation is largely functioning within a week, once debris is cleared and minimal repairs complete. Supplies needed for response are transported with minor delays. Overall accessibility is only somewhat affected. Although debris removal and clearance of roads might require sufficient staff and time.</p>	<p>Transportation (roadways, railroads, and the airport) are severely damaged and gas shortages are widespread for 4+ days. Disruption in transportation limits accessibility within the County, affects the response times of emergency personnel, and severely slows down inflow of supplies. In addition, it affects the citizens' ability to return to work and delays reopening of businesses.</p>

Responsibilities of the PDRP Executive Committee:

- Through the County Administrator, the Executive Committee will coordinate the overall implementation of the Post-Disaster Redevelopment Plan.
- Ensure that adequate resources (funding, staff, etc.) is available to each of the TACs for the accomplishment of the redevelopment efforts.
- Develop redevelopment milestones and monitor the progress of the overall post-disaster redevelopment work against these milestones.
- Provide updates on the redevelopment work accomplished by each TAC the members represent.
- Make necessary changes to redevelopment priorities and objectives based on the needs of each disaster phase.
- Create new groups or sub groups within each TAC if needed.
- Coordinate with relevant government departments/agencies/decision makers to resolve post-disaster issues.
- Initiate recommendations for enactment, extension, or repeal of emergency ordinances and procedures meant for long-term redevelopment. For example: moratoriums.
- Recommend budget requests, and approval of grant applications necessary for implementing PDRP actions.
- Ensure that countywide interests are addressed in a fair and equitable manner.
- Through the County Administrator, recommend the deactivation of the PDRP once redevelopment has reached an acceptable milestone.

2.4 IMPLEMENTATION PROCESS

Activation and Deactivation

Post-Disaster Activation

Following a disaster, the Policy group based on the damage assessments will determine the need for activating the PDRP. The Plan could be fully or partially activated based on the conditions and needs of the disaster. The Disaster triggers shown in Table 2 will guide the Policy Group in making this decision. The Policy group would then recommend this decision to the County Administrator who would direct the activation of the Plan. In the case of a major or catastrophic event, once the disaster declaration is made, the County Administrator will automatically activate the Plan. Decision to activate the Plan should be taken immediately after the response and life-saving efforts have ended so that stakeholders responsible for post-disaster implementation can be contacted and resources (human, financial and other) needed could be assembled as soon as possible. Activation of the Plan would be the only PDRP implementation activity during the response phase. Once the Plan is activated the Executive Committee will be instituted, which would join the Policy Group as an advisory body in the short-term recovery phase as shown in the Implementation chart (Figure 6).

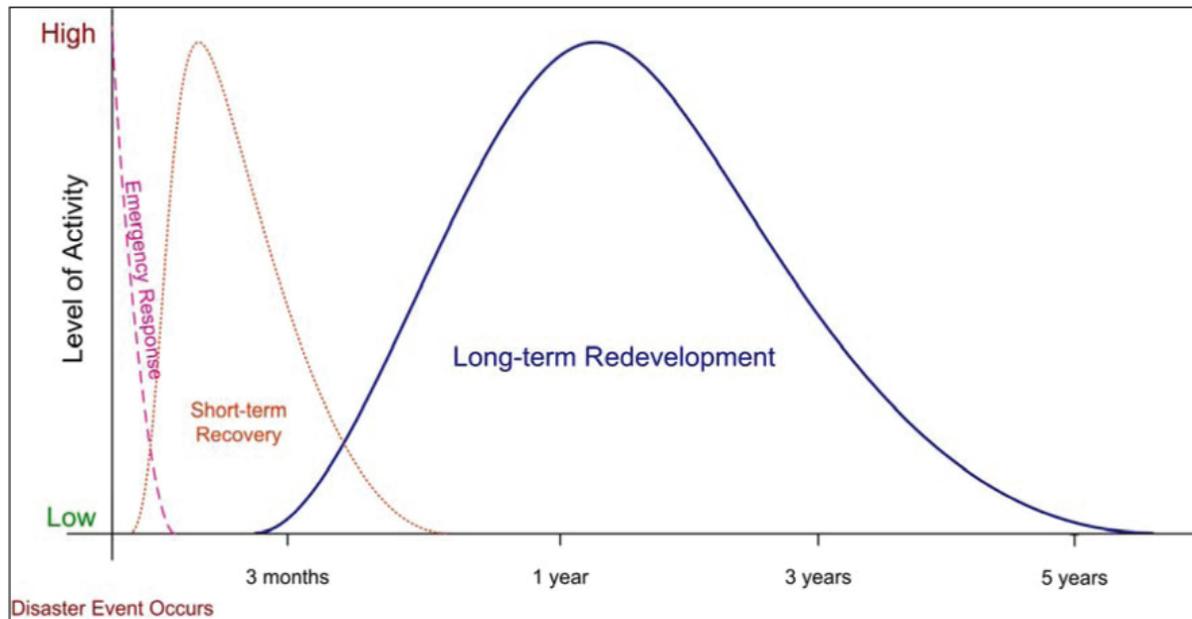
All local municipalities are encouraged to adopt a redevelopment ordinance that allows them to activate the Plan specifically within their boundaries even for minor events that might require extensive long-term work.

Post-Disaster Deactivation

Once activated, the Post-Disaster Redevelopment Plan and the Executive Committee will deactivate after 60 days if no extension is granted by the Board of County Commissioners. The period for which the Plan is activated will depend upon the magnitude and needs of the disaster. Further the Plan could be deactivated if the Executive Committee determines that the redevelopment efforts have been successful and have reached an appropriate acceptable milestone and could be continued through individual departments/agencies (as is in the pre-disaster phase) without the guidance of the executive committee.

Redevelopment Milestones

The length of each disaster phase and its specific needs will depend upon the nature, magnitude, and severity of each disaster. There will be sufficient overlaps between each of the disaster phases as shown in the figure 7.



Adapted from: Southern California Earthquake Preparedness Project, 1991

Figure 7: Probable Post-Disaster Phased Activity for a Major Disaster Scenario.

Source: *PDRP Guide*

Although gaining a detailed idea about each of the phases is only possible following a disaster, an overall understanding of each phase and events/milestones that will mark its transition to the next phase can be developed and would be helpful in assessing the progress

and pace of redevelopment.

Also as stated within the PDRP guide – ‘There are many activities associated with the Plan that must be prepared for or considered in the early months after a disaster occurs or opportunities could be lost for long-term redevelopment.’ This is another reason why identifying the transition from the short-term disaster phases is crucial for starting the preparations and building a base for the long-term phases of recovery and redevelopment. **Following are descriptions of each disaster phase provided by the PDRP guide and some examples of milestones that indicate the transition from one phase into another.**

Emergency Response

The Emergency Response period includes activities that address the immediate and short-term effects of an emergency or disaster. Response activities are contained within the ESFs of the CEMP and include immediate actions to save lives, protect property, meet basic human needs, and begin to restore water, sewer, and other essential services. During the Response period, Plan activation is the only PDRP implementation activity.

Milestones that typically mark the end of the Response period include the following:

- Major streets are cleared of debris to allow for restricted travel;
- Re-entry or at least temporary re-entry of the public to assess damage to their personal property is allowed; and
- Curfews are reduced or lifted (if a minor disaster).

Short-Term Recovery

The short-term recovery period encompasses activities such as damage assessments, public information, the transition from shelters to interim housing, utility restoration, and debris clearance. Short-term recovery does not include the redevelopment of the built environment, economic sector, or normal social networks. Emergency repairs and minor reconstruction, however, will occur during this phase as well as decisions that may affect long-term redevelopment. Long-term implications are where the Post-Disaster Redevelopment Plan plays an important role during short-term recovery. Many of the decisions that will shape how long-term redevelopment occurs must be made during this period.

A short-term recovery milestone that is important for the Plan will be the availability of the results of damage assessments. The staff and stakeholders will want to review these to assist in making decisions about how to proceed with Plan implementation. For instance, damage assessment reports will be necessary to identify candidate properties for acquisition.

Milestones that may mark the end of the short-term recovery period include the following:

- Building moratoria are lifted, at least for most areas of the County;
- Power and water are restored to all but the destroyed structures;

- Schools are reopened or temporarily relocated; and
- Most of the road network and traffic signalization is operational.

Long-Term Redevelopment

There are three major components to the long-term redevelopment period:

- 1. Reconstruction:** The long-term process of rebuilding a community's destroyed or damaged housing stock, commercial, and industrial buildings, public facilities, and infrastructure to the same pre-disaster levels and standards.
- 2. Holistic long-term Recovery:** The recovery of the economy and quality of life factors within the community, including employment opportunities, social networks, cultural events, environmental quality, and educational and recreational opportunities.
- 3. Community Enhancement:** The process of going beyond restoring all aspects of the community to normal functions by creating conditions improved over those that existed before the disaster. Community enhancement is characterized by activities such as implementing hazard mitigation projects during rebuilding, strengthening building codes, changing land use and zoning designations, improving transportation corridors, building more affordable housing, and developing new economic opportunities.

The Post-Disaster Redevelopment Plan plays an integral role in all of these components and is the lead document for guiding these efforts. Part of the communication strategy of the Plan should be to track recovery progress during the post-disaster, long-term phase. This has been explained in detail in the Outreach Strategy Chapter.

Milestones that may show a successful completion of the long-term Redevelopment period include the following:

- Replacement of housing stock adequate for the post-disaster population such that interim housing can be removed;
- Economic indicators show unemployment has stabilized at a rate near pre-disaster levels or comparative to other similar locations;
- 70% or more of businesses have reopened and remained in business for at least 3 months or have been replaced; and
- The percent of population dependent upon disaster assistance and social assistance programs has decreased to near pre-disaster levels.

Pre-Disaster Implementation

Although the PDRP focuses on how to recover and redevelop following a disaster, a large part of the preparation for this is done during the pre-disaster phase. The pre-disaster implementation of the Plan helps identify mitigation opportunities in advance. At the same time some of the pre-disaster actions help build our capacity to recover in the event of a

disaster and also help establish processes that will expedite the post-disaster recovery process. PDRP actions under each of the topics such as Land Use, Infrastructure, Housing, Health and Social Services, Environment, Economic Redevelopment and Government Functions are provided in the Action Matrix (Chapter 9). Some of these actions are meant for implementation in the pre-disaster phase. It is recommended that the pre-disaster implementation of the PDRP and the LMS should be coordinated to increase efficiency in usage of staff hours as well to increase the connection between the two plans.

Also as stated in the PDRP Guide – *‘Communities may face difficulties in finding staff time, funding, or both to get started on implementing its pre-disaster actions; especially with tight local government budgets and other immediate community concerns competing for attention.’* Therefore to avoid a delay in schedule and to ensure continued commitment post plan adoption, it is essential to identify additional grants/resources that could be used to support implementation of the pre-disaster actions.

2.5 COORDINATION

Successful implementation of the Plan will require coordination of three types – between the Technical Advisory Committees, between the short-term and long-term recovery functions and at the local, State and Regional levels. The following sections describe each type of coordination in detail:

Coordination between TACs

The Post-Disaster Redevelopment Plan involves several complex issues which require coordination among different Technical Advisory Committees and their sub groups. Under Pasco County’s PDRP all redevelopment issues are divided into seven topics. This is done to ensure a more focused attention to each of these critical components of post-disaster redevelopment. However, it is also important to remember that each of these topics are intricately linked to one another and would require coordination at various levels and at different stages of the disaster. Interaction between different TACs in the pre-disaster implementation stage will get different groups well acquainted with the significance of not just their own individual roles, but also the interconnectedness between different roles much before a disaster.

The individual goals for each TAC are explained in the Chapter 8 while an overview of each TAC’s functions is provided in the Table 1. Out of all the TACs the Land Use and Infrastructure committees have a more central role requiring them to interact most with all the other TACs. Also, as shown in Figure 8, Government Functions TAC unlike most other TACs have a combined role of sustaining government services as well as providing support to other TACs (legal, outreach, purchasing, GIS, etc.). Thus the Government Functions TAC especially its Outreach, legal, GIS and finance sub-components, will require to interact with all the other TACs. Combined pre-disaster exercises for all TACs could also act as great opportunities for increasing awareness about the inter-connectivity between different components of the Plan.

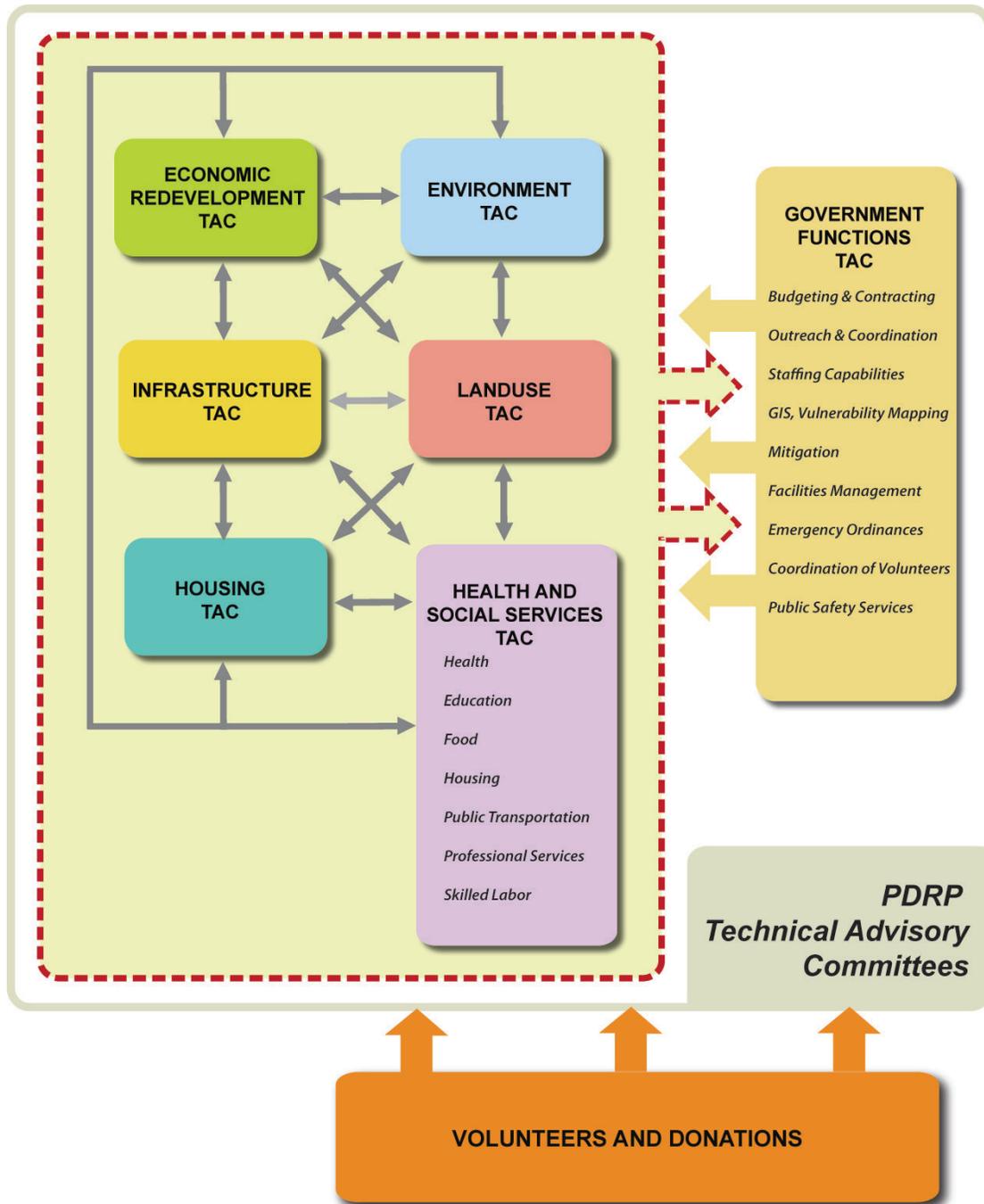


Figure 8: Interactions between PDRP TACs.

Coordination between Short-term and long-term recovery functions

Another form of coordination that is extremely essential for the Plan’s implementation is the coordination required for a smooth transition from emergency operations to long-term redevelopment functions. Following a disaster, there is some overlap between the functioning of the PDRP and the CEMP. This overlap could most probably result in shortage of staff, or overwhelmed personnel during the short-term recovery phase.

If there is any conflict caused by the simultaneous implementation of both the plans, the CEMP will take precedence over the PDRP till the end of the short-term recovery phase. Moreover, coordination procedures will be developed by the Government Functions Committee to ensure clarity in process and transition of roles between the CEMP and the PDRP. It is also critical to understand that some of the short-term functions or systems might require to be extended to the long-term phases if the need arises. Examples of these functions include – debris management, damage assessments, Residents Information Center, Volunteers and Coordination, inspections and Mitigation Assessment Teams (MAT). Regulatory framework and provisions within the CEMP that will allow this to happen need to be considered. In addition, once the ESFs are dissolved, agencies/departments that would be responsible for these functions that are needed beyond the short-term recovery phase should be identified.

Local, Regional, State and Federal Coordination

Coordination between public and private agencies at various levels is extremely critical for mobilizing the much needed resources for post-disaster redevelopment. It is important to develop a system whereby horizontal and vertical coordination in the post-disaster planning process can be achieved successfully. Coordination with local agencies could be a major resource for mutual aid. Also, a considerable part of post-disaster funding comes through State and Federal agencies. Thus, departments (under the Government Functions TAC) responsible for financial administration of the Plan need to work closely with State and Federal agency representatives or funding personnel. Dialogue established with the relevant agencies prior to a disaster can help avoid confusion and delay in understanding funding eligibility and accessing needed funds post-disaster.

Regional coordination is another aspect that can strengthen the post-disaster recovery process. As a part of the PDRP process Pasco County coordinated with a number of regional agencies such as Tampa Bay Regional Planning Council, South West Florida Water Management District, and the Tampa Bay Water. It is essential to understand post-disaster issues from this perspective as some of the systems such as water, environment, transportation etc are regional in nature and so are some of the post-disaster issues such as economic recovery. Additional collaborations will be made at the regional level to identify regional recovery issues and redevelopment strategies. PDRP Action Plan highlights the pre-disaster and post-disaster implementation tasks that will require coordination between different agencies.

2.6 PLAN MAINTENANCE

Monitoring, Review and Updates

The Post-Disaster Redevelopment Plan is a dynamic plan that requires ongoing maintenance. Thus, the Plan will be reviewed and updated regularly – regular update every year and a major update once every five years.

The annual assessment and reporting of the Plan should be done prior to the Hurricane season every year. Annual monitoring of the Plan is essential to ensure that resources required for the implementation of the Plan are regularly reviewed and accommodated within the yearly departmental budget requests. Annual reporting of the Plan could be done jointly in coordination with the annual reporting for the LMS. Similarly, the 5-year revision for the Plan could be coordinated with the 5-year update for the Local Mitigation Strategy in order to ensure increased synergy between the Plans and efficiency in usage of stakeholders' time and effort. During the 5-year update, the components of the Plan are reviewed similar to the pre-disaster planning process and progress on pre-disaster implementation is assessed. Recent changes to the CEMP and the LMS will also have to be incorporated into the PDRP to ensure consistency between all the three plans. For example, there should be consistency between the vulnerability analyses within all the three plans and also between the recovery annex of the CEMP and the PDRP.

Following are the critical aspects that need to be addressed on an annual basis:

- Review and make changes/adjustments to the redevelopment priorities if required, and change the action list and adjust the implementation timeframe of actions accordingly.
- Document actions that have been completed and remove them from the PDRP action matrix.
- Identify and include new actions as recommended by the Technical Advisory Committees.
- Identify funding sources to support the pre-disaster actions scheduled for the implementation in the next two years.
- PDRP staff will prepare a brief report of accomplishments on behalf of the TACs and update the Action Plan accordingly every year.
- Review TAC membership and identify additional members/agencies as needed.

Following are the key aspects that need to be addressed on a 5-Year basis:

- Conduct research on new trends/guidance related to post-disaster planning and incorporate new lessons learned from recent research or disaster events.
- Review and update vulnerability analysis if any new data are available or if any additional analysis is performed*.
- Update institutional capacity and local plans assessments*.
- Identify additional potential funding sources and research their scope, eligibility, and application process*.
- Identify and include additional post-disaster needs and issues using stakeholder and public input.
- Re-prioritize post-disaster needs and issues based on current assessments.
- Identify additional actions if needed and remove the completed actions from the list.
- Document the planning process and ensure that there is continued public participation*.

****Items highlighted are the ones that can be updated for use in both the PDRP and the LMS.***

Training and Exercise

A crucial component of pre-disaster implementation that plays a critical role in building our capacity is - exercising and training stakeholders for their respective post-disaster roles. The responsibilities of staff and other stakeholders in the post-disaster phase will be somewhat different from their pre-disaster day-to-day activities. Task priorities would also change post-disaster based on recovery and redevelopment needs. Training the staff and helping them understand their post-disaster roles prior to a disaster can tremendously increase the speed of recovery and efficiency in the post-disaster phase. Moreover, these training or exercise sessions will provide the opportunity to test out disaster scenarios and identify gaps or additional actions that need to be performed for a successful recovery.

The annual exercise for Pasco County's PDRP will be conducted in conjunction with the County's annual hurricane preparedness exercises. The intention of these exercises will be to train the staff, build capacity and determining the adequacy of PDRP actions in dealing with post-disaster issues and needs. Another aspect of the annual exercise could be checking consistency between the LMS and PDRP. Some of the work accomplished through the exercise could include incorporating some of the PDRP actions as projects within the LMS list and aligning the redevelopment priorities with the priorities for pre-disaster mitigation.

After-action reports will be developed following each exercise highlighting the gaps identified. Also as a follow-up, action items that will help cover the identified gaps will be created and added to the PDRP Action Plan for pre-disaster implementation. Following an exercise, standard operating procedures can also be drafted to document the experience and knowledge of roles gained through these exercises. This will also ensure the transfer of knowledge to new members if in case there are staff/team member or organizational changes. In addition to the Annual Exercise other training sessions could be conducted through the County's Multi-Year Training and Exercise Plan (MYTEP) and training sessions conducted through the County's Personnel Department and Library Services. These could be used to educate and develop skills required for mapping, permitting, inspections, grant writing, and other processes involved in post-disaster redevelopment.

Public involvement

Public participation is an essential component of the Post-Disaster Redevelopment Plan. A strong public involvement ensures that the citizens have an actual control over their community's redevelopment following a major disaster. A good participatory post-disaster redevelopment process is also an indicator of successful plan implementation. PDRP outreach efforts will include – involving the general public in the redevelopment decision making process, informing, and educating the communities about post-disaster assistance, procedures, and opportunities for mitigation, and creating and overall confidence in the post-disaster redevelopment preparation.

The PDRP Government Functions Committee has been assigned the responsibility of coordinating the Plan's outreach activities. However, each of the TACs will be individually responsible for conducting community outreach and ensuring the adequate public participation with regard to their own subject matter. The Outreach Strategy Chapter identifies different agencies and municipal/County departments that can provide outreach support and also defines the roles and responsibilities of each of the TACs in terms of public outreach. In addition, it highlights the role of the Government Functions committee in overseeing the entire outreach and ensuring transparency in maintained in the post-disaster planning and implementation process. Different traditional and non-traditional methods of communicating and reaching out to the general public are also discussed in this chapter.

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3 Vulnerability

The Vulnerability Analysis chapter discusses the hazards to which Pasco County is vulnerable and identifies factors that make us more vulnerable to the impacts of these hazards. The intention of the chapter is to reveal our post-disaster redevelopment needs, our areas of concerns and potential obstacles to a successful recovery.

This chapter defines the term 'vulnerability' from different perspectives, though all within the context of long-term redevelopment. It looks at various factors that might either make us more susceptible to the impacts of disaster and/or limit our capacity to quickly and successfully recover from it. Some of the aspects that have been considered in this chapter include:

- Demographics
- Socio-economic factors
- Built-form characteristics
- Spatial distribution

Discussion and analysis covered in this chapter acts as the core foundation for all post-disaster decision making. The understanding of our vulnerability provides the means to evaluate post-disaster decisions, establish post-disaster priorities, and also develop strategies to reduce future vulnerability.

The Vulnerability Analysis chapter involves the following subsections:

- **Methodology and Data Source**
- **Hazard Risk Overview**
- **Estimating Potential Loss (HAZUS-MH)**
- **Vulnerability**
 - Population Profile
 - Population Density
 - Social Vulnerability
 - Economic Vulnerability
 - Built-form Vulnerability
 - Repetitive Loss Areas

3.1 METHODOLOGY AND DATA SOURCE

The Vulnerability Analysis chapter was developed using the best available data and technology. Data from the 2010 U.S. Census Bureau and other local, state and federal sources was used to analyze and create population and demographic tables, graphs and charts.

Pasco County Property Appraiser's data and U.S. Census figures were translated into heat maps and interactive queries using Geographic Information System (GIS) analysis. Spatial distribution of some of the demographic aspects such as population by age categories, renter population, racial and ethnic groups was studied by overlaying the hazard layers (e.g. flood and storm surge) over the GIS maps. GIS-based parcel analysis was used to analyze the vulnerability of built structures with respect to hazards such as flood and wind events. Based on the year of adoption of relevant building codes and regulations, vulnerability criteria (low, high and moderate) for wind and flood events were created. Vulnerability of all built structures (residential and non-residential) based on the year they were built were assessed using these criteria and their geographical distribution mapped using GIS. Federal Emergency Management Agency's HAZUS-MH software (further described under HAZUS Analysis) was also used to estimate the potential losses in Pasco County. HAZUS MH Hurricane wind probabilistic damage and loss estimates were developed for various return periods (i.e. 10 to 1000 years).

This analysis utilized several sources of available data as follows:

- Pasco County GIS Department
- Pasco County Comprehensive Emergency Management Plan
- Pasco County Community Wildfire Protection Plan
- Pasco County Property Appraiser
- U.S. Census Bureau
 - 2000 and 2010 Census
 - American Community Survey 2008-2010, 3-Year Estimates and 2010, 1-year Estimates
 - U.S. Census Bureau, 2009 County Business Patterns
- Bureau of Labor Statistics Local Area Unemployment Statistics, August 2011
- Pasco Economic Development Council
- Pasco-Hernando Workforce Board
- Enterprise Florida
- U.S. Bureau of Labor Statistics
- Area Agency on Aging of Pasco-Pinellas, Inc
- Pasco County Special Needs Assistance Population Program (SNAPP)
- Pasco County Deaf Service Bureau
- Shimberg Center for Affordable Housing- Florida Housing Data Clearinghouse
- Homeless Conditions in Florida, Annual Report, Fiscal Year 2009-2010, Department of Children and Families

Regular review and updates to this chapter will be done as a part of the PDRP's annual and five-year updates depending on the need and the availability of data.

3.2 HAZARD RISK OVERVIEW

Pasco County and each of its political subdivisions of San Antonio, St. Leo, Dade City, Zephyrhills, New Port Richey and Port Richey are separate and unique political jurisdictions. As such, jurisdictional vulnerability to emergencies and disasters is nuanced. In general, all jurisdictions are vulnerable to the effects of such hazards as wind from tropical cyclone events, extreme temperatures, wildfires, severe storms and tornadoes, drought, exotic pest and pandemic disease outbreaks, civil disturbances and terrorism. Coastal storm surge, oil spill, and mass immigration events present as threats to the cities of New Port Richey and Port Richey and to the unincorporated areas of the County, from Hudson to Holiday. Freshwater flood events are most commonly found in around the Suncoast Parkway and I-75 in areas such as the Cypress Creek and Land O'Lakes. Hazardous materials spills present a higher vulnerability along major transportation corridors and in industrial settings. Dade City, New Port Richey, Port Richey and the western portions of unincorporated Pasco County have the highest probability of an industrial chemical incident.

The Hazard Analysis section of the Pasco County Comprehensive Emergency Management Plan (CEMP) discusses in detail various types of hazards and their reported events and assigns each jurisdiction with a 'very low'/'low'/'moderate'/'high' probability of occurrence and level of vulnerability. It identifies Pasco County to be highly vulnerable to hurricanes, wildfire, floods and tornados/severe weather. It also analyzes the topography, historical development patterns, land use patterns, and growth and development trends that have an impact on the County's vulnerability. Summaries of this analysis have been included throughout this chapter at appropriate locations.

3.3 ESTIMATING POTENTIAL LOSS (HAZUS-MH)

Describing vulnerability in terms of dollar losses provides the community and the State with a common framework with which to measure the effects of hazards on assets. The Post-Disaster Redevelopment Plan uses HAZUS-MH models - to estimate potential losses in Pasco County and other local jurisdictions in the County. This method of expressing expected losses will provide a relative ranking of risk to different elements of the planning area from different hazards. However, the estimated dollar losses obtained through this process are extremely rough and should not be used for other purposes.

The basic process for determining loss estimates requires initially assessing the level of damage from a hazard event, both as a percentage of the asset's structural and content replacement value, and as a loss of function. Next, the level of damage percentage needs to be multiplied by the value of the structure, contents and use. In this manner, comprehensive loss estimation can be developed which includes the risk to a structure itself, as well as the contents and functions of the structure. Adhering to this approach for determining dollar loss estimates from hazards, a hurricane model was run for Pasco County using a probabilistic approach. A Quick Assessment Report generated from this analysis is included in Appendix C.

3.4 VULNERABILITY

Population Profile

Not only is Pasco County growing in population, it is also experiencing significant changes in its demographic makeup and distribution. From 2000 to 2010, Pasco County grew by 34.8 percent - the highest within the Tampa Bay Region. It has also grown younger, more mobile and diverse. It has shifted from smaller, “empty-nest” families to bigger family households with two or more children. The County is also gradually becoming more ethnically diverse with considerable increase in its Asian, African American and Hispanic Population since 2000. Other corresponding trends include - a spike in its rental population from 2000 to 2010 and a dip in its median age from 44.9 in 2000 to 43.6 in 2010. Although we do see the County growing younger, 20 percent of the population is still above the age of 65. Overall, the County has seen a rise in per capita income with the median earnings for both men and women increasing from 2000 to 2010. However, despite an overall improvement in its economic health, - high household-cost to income burden, homelessness, aging baby boomer populations are some of the trends that pose critical social and economic challenges for post-disaster redevelopment.

Population Density

With a land area of 745 square miles, Pasco County has the highest percentage of undeveloped land within the Tampa Bay Region. According to the 2010 U.S. Census, Pasco County has a population of 464,697 with the majority of its population (91.4 percent) still residing in the unincorporated areas (see Table 3). The highest concentration of population exists towards the western coast between U.S. 19 and Little Road with a population density of at least 2000 to 4000 people per square mile. Map 1 indicates the distribution of population density in Pasco County. Maps 2, 3 and 4 show the population density within the Storm Surge Zones for the County’s western coast.

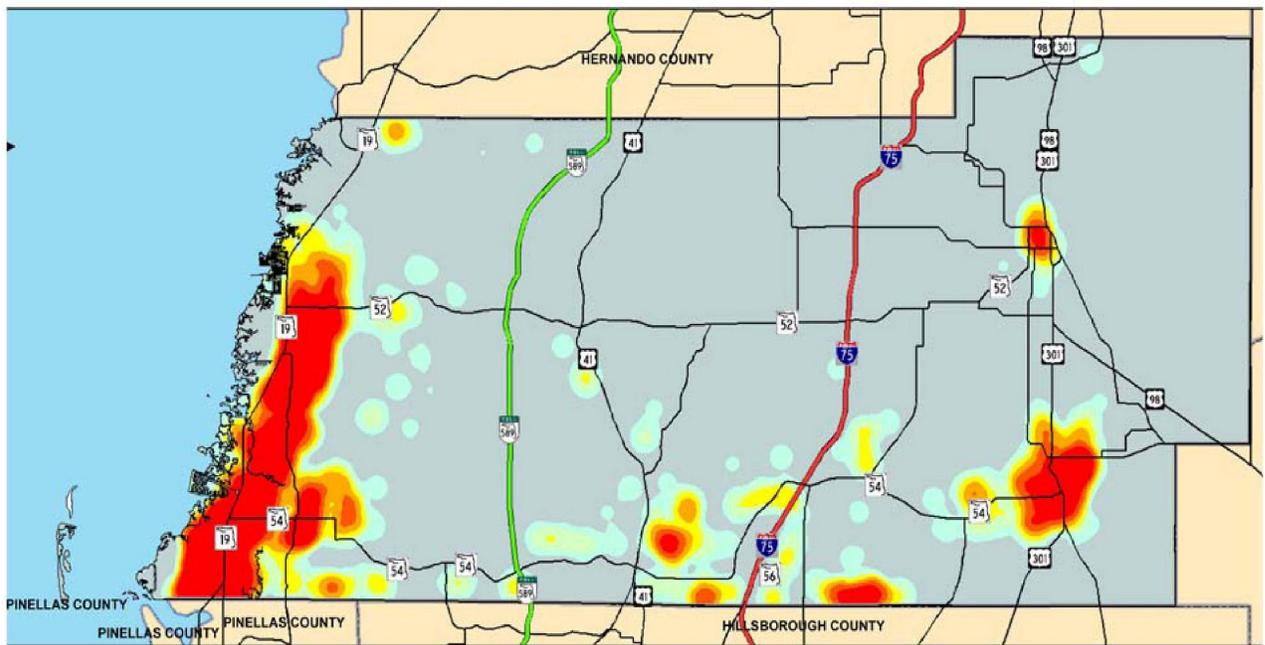
Table 3: Population Change from 2000 to 2010 by Jurisdiction.

Jurisdiction	Population 2000	Population 2010	Percentage Change in Population (2000 to 2010)
City of New Port Richey	16,117	14,911	-7.5
City of Port Richey	3,021	2,671	-11.5
City of Zephyrhills	10,833	13,288	22.7
Dade City	6,188	6,437	4.0
City of San Antonio	655	1,138	73.7
Town of St Leo	595	1,340	125.2
Total (Incorporated)	37,409 (10.8 %)	39,785 (8.6 %)	6.35
County Total	344,765	464,697	34.8

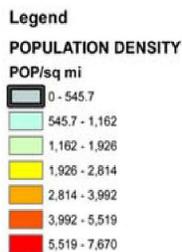
Source: U.S. Census Bureau 2000 and 2010 Population.

Other areas that have shown significant growth in the recent decade are - south central and eastern portions, in close proximity to I-75 corridor, S.R. 54 and S.R. 56 interchanges. Pasco is expected to maintain these same growth patterns into 2035 and 2050, with the majority of the population still residing along the coastal and inland western areas of the County, and population increasing along the “54/56 Gateway” corridor¹. Also, as per the Pasco County Environmental Scan Report (November 2011), even into 2050, areas in Northeast Pasco as well as between State Road 52 and the Hernando County line are expected to remain primarily rural.

As Pasco County continues to experience growth pressures, it becomes extremely critical to effectively direct the new growth in a manner that efficiently utilizes and enhances our resources, as well as protect our life, property, and environment from the impacts of disasters.



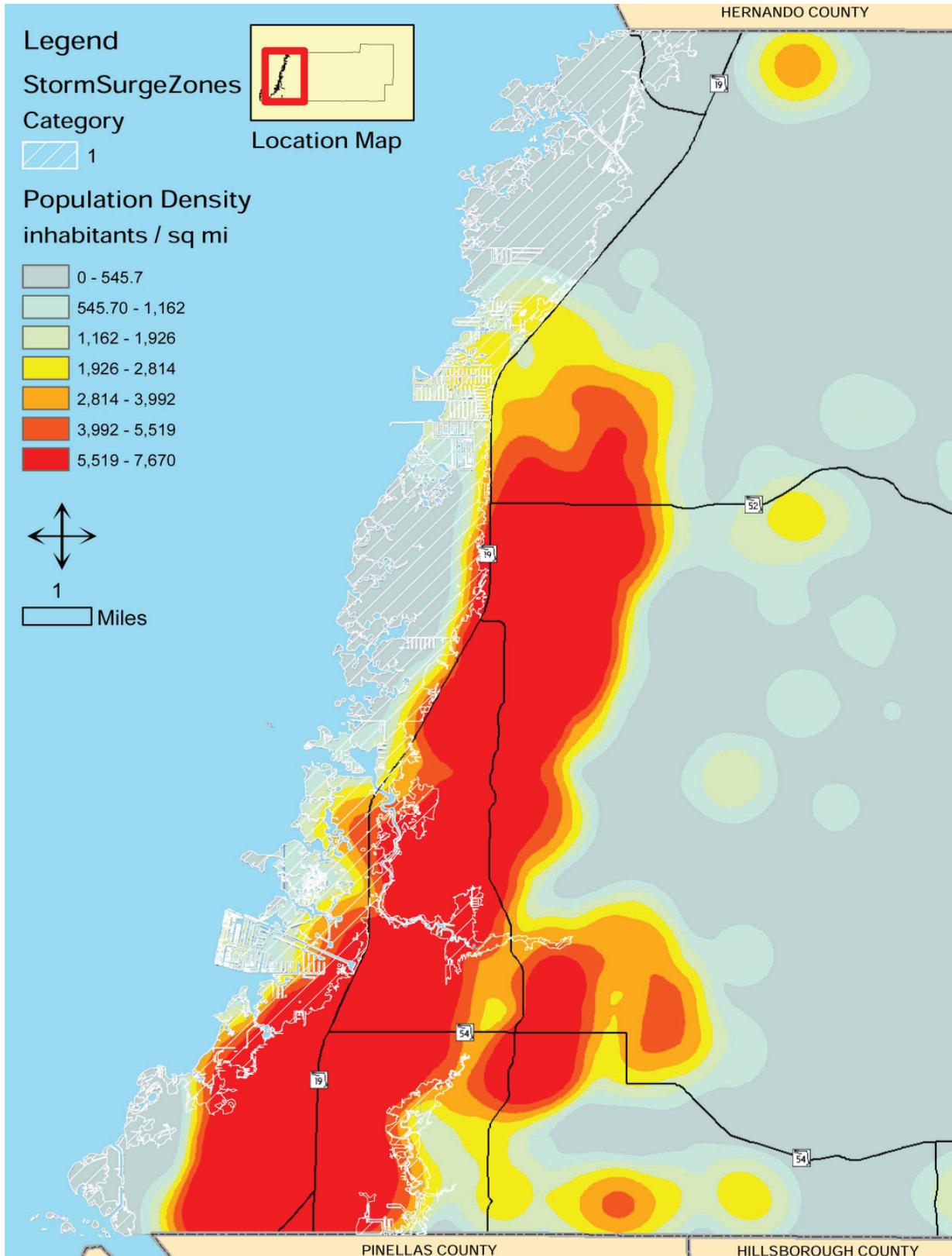
Pasco County Population Density Heat Map (2010)



Map 1: Population Density within Pasco County

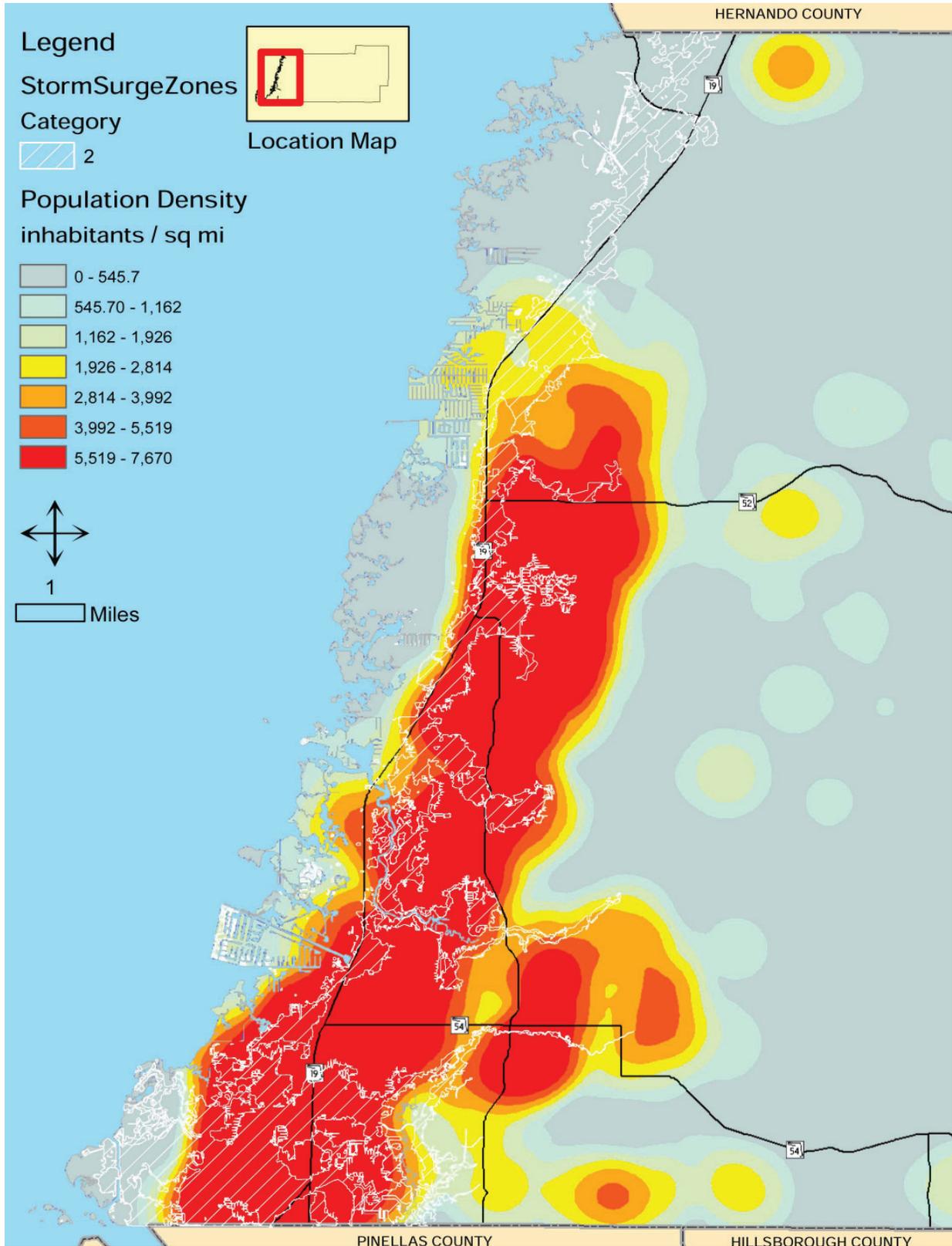
Source: U.S. Census Bureau 2010

¹ Source: Pasco County Environmental Scan November 2011



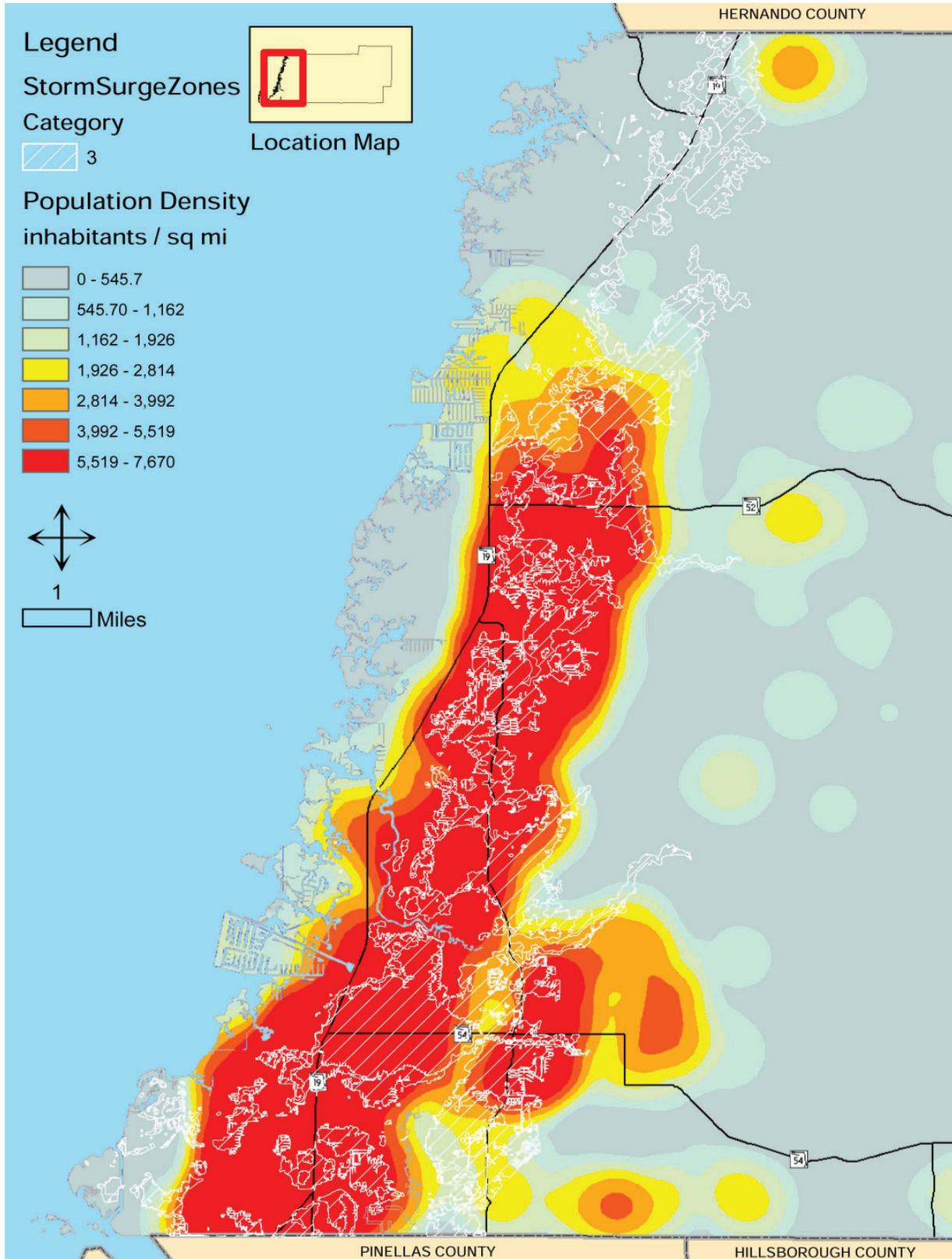
Map 2: Western Coast - Population Density within Storm Surge Zone Category 1

Source: U.S. Census 2010 and TBRPC Storm Surge Zones 2010



Map 3: Western Coast - Population Density within Storm Surge Zone Category 2

Source: U.S. Census 2010 and TBRPC Storm Surge Zones 2010



Map 4: Western Coast - Population Density within Storm Surge Zone Category 3

Source: U.S. Census 2010 and TBRPC Storm Surge Zones 2010

Social Vulnerability²

Seasonal Population and Migrant Workers

Pasco County also has a regular influx of seasonal population which includes tourists, short-term or long-term visitors, persons who live here part of the year which includes migrant farm workers. The coastal areas (i.e., evacuation zones) have a moderate concentration of tourists during the winter months, and the City of Zephyrhills is notable as a destination for seasonal residents. As per the 2010 U.S. Census, Pasco County has 15,634 vacant units (6.8 percent of the County's total housing units) under seasonal, recreational, or occasional use. According to the Shimberg Center for Affordable Housing at the University of Florida, Pasco County had approximately 596 unaccompanied migrant and seasonal households in 2008.

Seasonal population poses a significant concern for post-disaster planning, as they are difficult to reach out. Also, according to a report published by the Center for Urban Transportation Research, most seasonal residents visiting the region are 55 years of age or older, with the majority (75 percent) being 65 years or older – a highly vulnerable age group³. The Post-Disaster Redevelopment Plan needs to develop specific outreach strategies to keep this seasonal population up-to-date on redevelopment decisions and activities.

Age - 65 Years and Over

Almost 20 percent of the County's population is of the age 65 and above (see Table 4), out of which 13.0 percent is above the age of 85 (12,553). Moreover, the 65 years and above population has increased by 4.0 percent since 2000. Most of the 65 year and older population is concentrated along the western and south-eastern part of the County (see Map 5). Majority of the minority low-income elderly are concentrated primarily in east Pasco, with highest concentrations in Dade City, Ladoochee, and Trilby.⁴

² *Social Vulnerability: As per the Hazard Vulnerability Research Institute Social vulnerability is represented as the social, economic, demographic, and housing characteristics that influence a community's ability to respond to, cope with, recover from, and adapt to environmental hazards.*

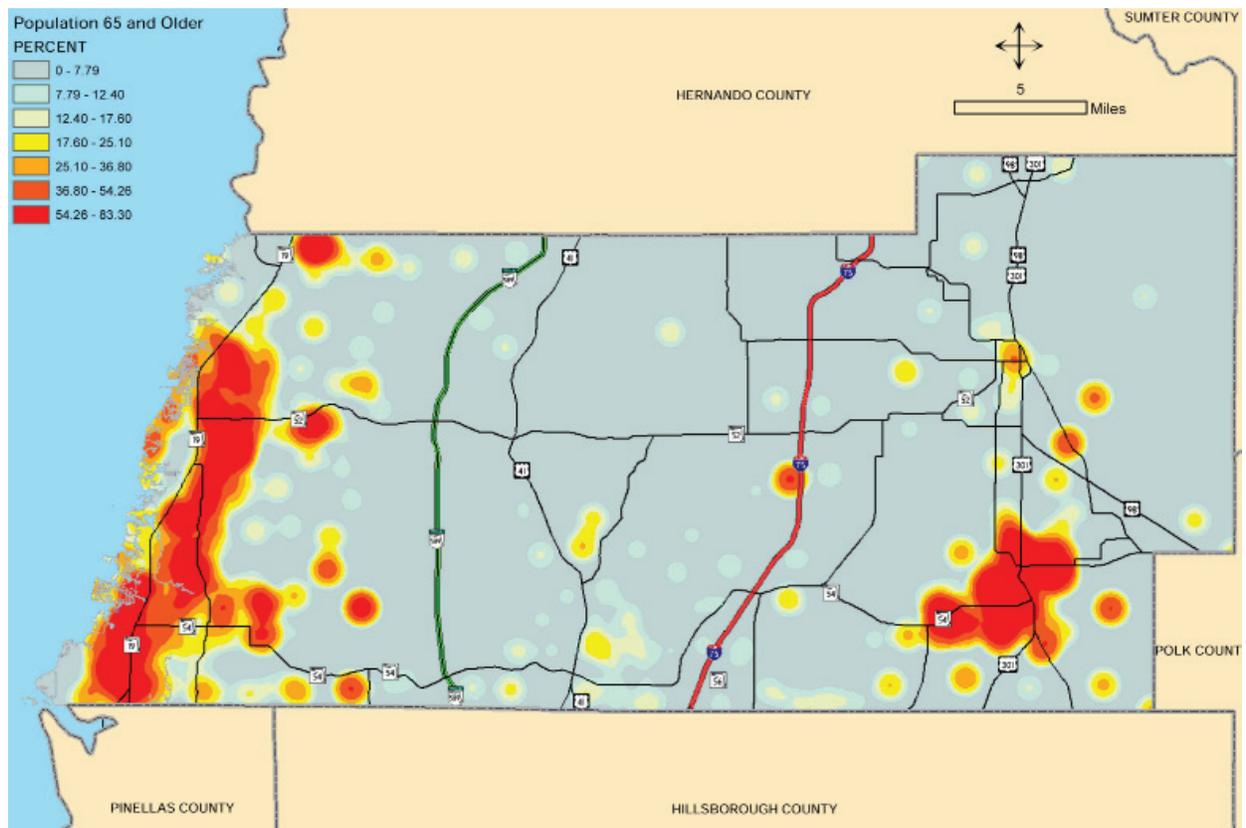
³ *Source: Study of Potential TDM and Transit Service Adjustment to Serve Seasonal Residents, Center for Urban Transportation Research, Francis Cleland, Jennifer S. Perone and Lisa Tucker, May 2003.*

⁴ *Source: 2009 Summary Plan Document, Planning and Service Area 5, Area Agency on Aging of Pasco-Pinellas, Inc.*

Table 4: Age Distribution (2010)

Age	Population	Percentage
Under 5 years	25,664	5.5
5 to 19 years	83,322	17.9
20 to 34 years	71,398	15.3
25 to 64 years	237,275	51.1
65 years and above	96,245	20.7
Total Population	464,697	

Source: U.S. Census 2010 SF1 Table



Map 5: Population Distribution of 65 years or older

Source: U.S. Census 2010

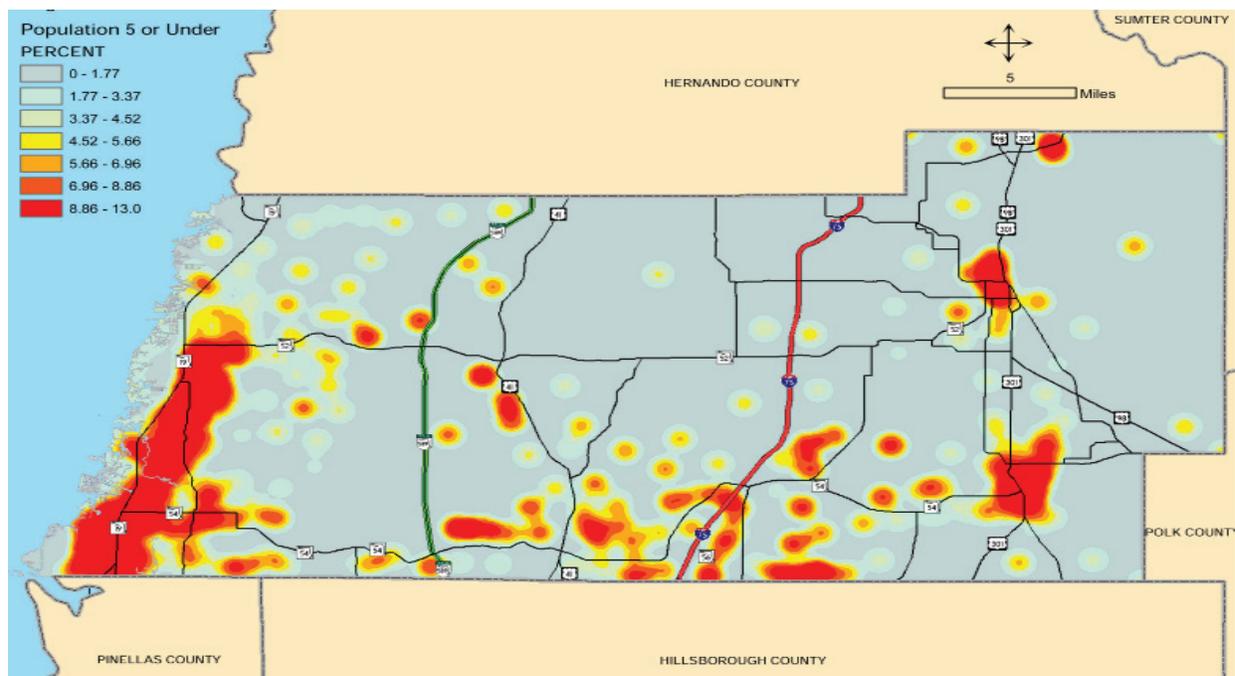
Disasters usually affect older people more disproportionately. As mentioned in a Center for Disease Control (CDC) report, more than 70 percent of those who died as a result of the hurricane Katrina were elderly⁵. Many of the 200 people who died as a result of the hurricane in Mississippi were also older adults. People above 65 years of age are specifically vulnerable due to both physical and financial reasons. In addition, as per the American Medical Association, there is a greater probability that seniors may be more susceptible to

⁵ Source: Grantmakers in Aging who have been active in the hurricane relief effort.

fraud and financial exploitation than other populations during times of crisis. This is a clear indication that this age cohort requires to be given special attention in Pasco County's Post-Disaster redevelopment planning efforts.

Age - Children

Children are usually extremely vulnerable due to their high susceptibility to disease and post-disaster contamination. In addition, as per the Federal Emergency Management Agency (FEMA) children are particularly vulnerable to post-disaster stress and anxiety and would require special and prolonged care. Also having children that need to be cared for affects the ability of parents to resume their jobs/businesses in the post-disaster recovery phase. Approximately 23.4 percent of Pasco County's 2010 population is of age 19 years or younger and 5.5 percent is below 5 years of age. Map 6 shows the distribution of population 5 years and under within the County.



Map 6: Population Distribution of 5 years or Under

Source: U.S. Census 2010

Minority⁶ Races

Although racial and ethnic minority concentration alone is not an indicator of social vulnerability, there is a lot of research that indicates that racial and ethnic minorities are more likely to be impacted by disasters due to social isolation, cultural insensitiveness, housing patterns, building construction and language barriers. Moreover, the intersection

⁶ The term 'Minority' stands for the non-white population as defined by the U.S. Census Bureau

of poverty, race/ethnicity, age and housing status may combine to further disadvantage ethnic and minority groups. In the case of New Orleans although the flooding impacted 77 percent of the city’s population (UNOP, 2006), affecting people and neighborhoods across socio-demographic lines, Hurricane Katrina disproportionately affected African Americans, renters, people with low incomes, and the elderly, exacerbating many pre-Hurricane Katrina inequities (Hartman and Squires, 2006; Laska and Morrow, 2006; Logan)⁷.

Table 5: Change in Races from 2000 to 2010

One Race	Population (one race)		Pct. Change (2000 to 2010)
	Year 2000	Year 2010	
White	323,036	409,784	26.9
Black or African American	7,148	20,700	189.6
American Indian and Alaska Native	1,209	1,646	36.1
Asian	3,251	9,796	201.3
Native Hawaiian and Other Pacific Islander	111	270	143.2

Minority Race that has shown the maximum percentage increase from 2000 to 2010

Source: U.S. Census Bureau 2000 and 2010

Since 2000 Pasco County has become increasingly diverse and multiracial, a trend that is more prominent towards the eastern parts of the County (See Table 5 and Figure 9). Although English still remains, the main language spoken by the majority within the County there is still a certain population segment that has some difficulty speaking English. (See Table 6).

⁷ Source: *Planning, Plans, and People: Professional Expertise, Local Knowledge, and Governmental Action in Post-Hurricane Katrina New Orleans*, Marla Nelson, Renia Ehrenfeucht, Shirley Laska

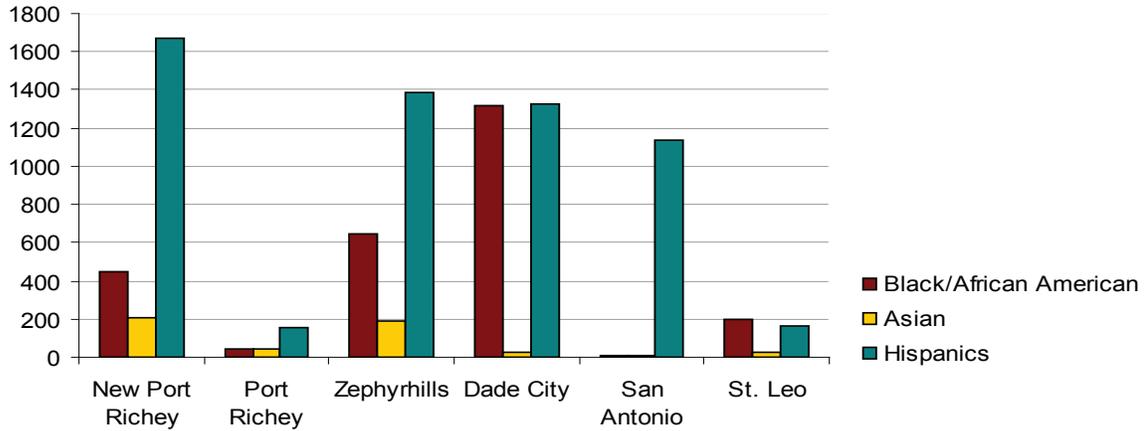


Figure 9: African Americans, Asians, and Hispanics within each Jurisdiction (2010)

Source: U.S. Census Bureau 2000 and 2010

Therefore, it is critical for the Post-Disaster Redevelopment Plan to understand the specific demographics of impacted areas. Translation of public information to other languages in the pre-disaster phase, would help minority populations understand redevelopment decisions, while in the post-disaster phase this would help them access much-needed assistance. Figures 8 and 9 shown below indicate the distribution of Asians and Hispanics - the two fastest growing race and ethnic groups within the County.

Table 6: Linguistically Isolated Population

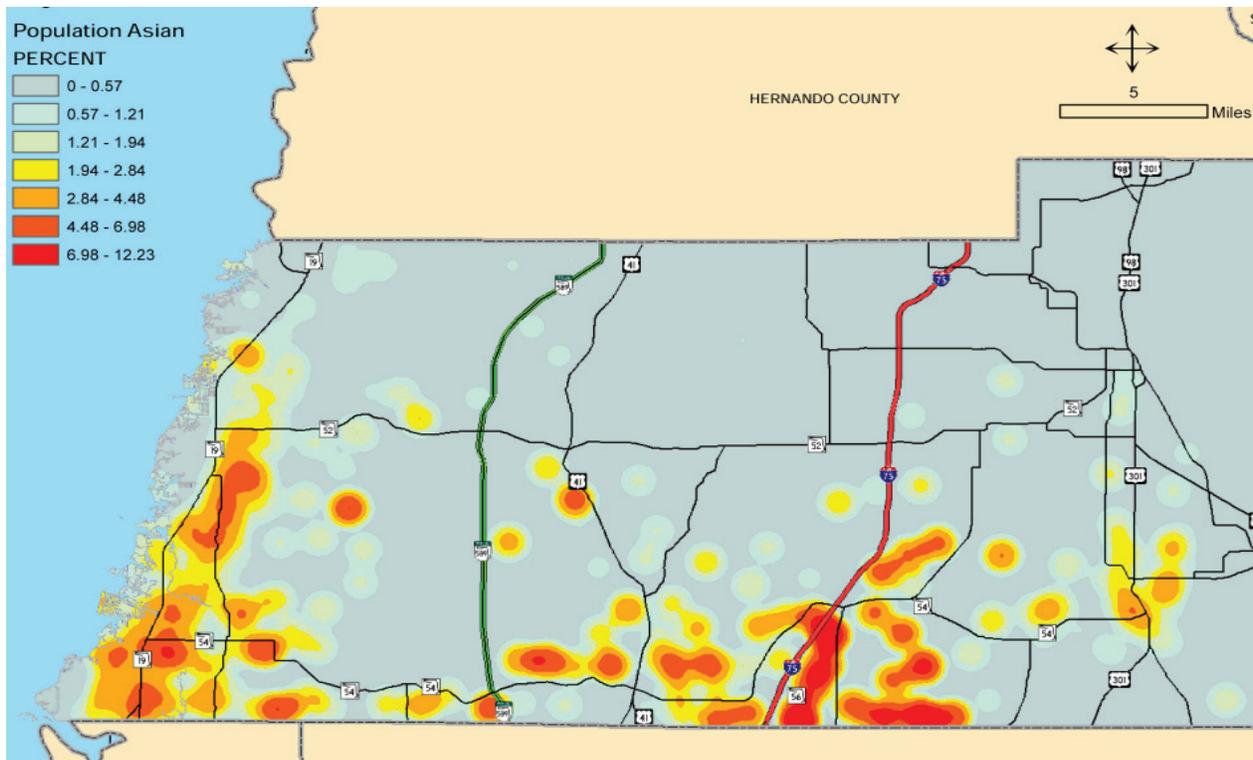
Language Spoken at Home for the Population 5 Years & Over	Population	Percentage
Total	439,637	
Speak only English	384,306	87.4
Spanish or Spanish Creole	34,555	7.9
French (incl. Creole, Patois, Cajun)	2,466	0.6
Italian & Greek	3,385	0.8
Portuguese or Portuguese Creole	728	0.2
German & Other West Germanic languages	2,305	0.5
Scandinavian languages	266	0.1
Russian, Polish, Hungary, Serbo-Croatian & Other Slavic languages	3,612	0.8
Persian, Arabic, Hebrew	975	0.2
Indian Languages (Gujarati, Hindi, Urdu, Other Indic languages & Other Indo-European languages)	2,185	0.5
Asian Languages (Chinese, Japanese, & Korean)	1,323	0.3

Language Spoken at Home for the Population 5 Years & Over	Population	Percentage
South East Asian Languages(Mon-Khmer, Cambodian, Thai, Vietnamese, Tagalog & Other Asian languages)	2,838	0.6
Other Pacific Island languages	449	0.1
African languages	177	0.0
Other and unspecified languages	67	0.0

Source: U.S. Census Bureau American Community Survey 2009 Estimates.

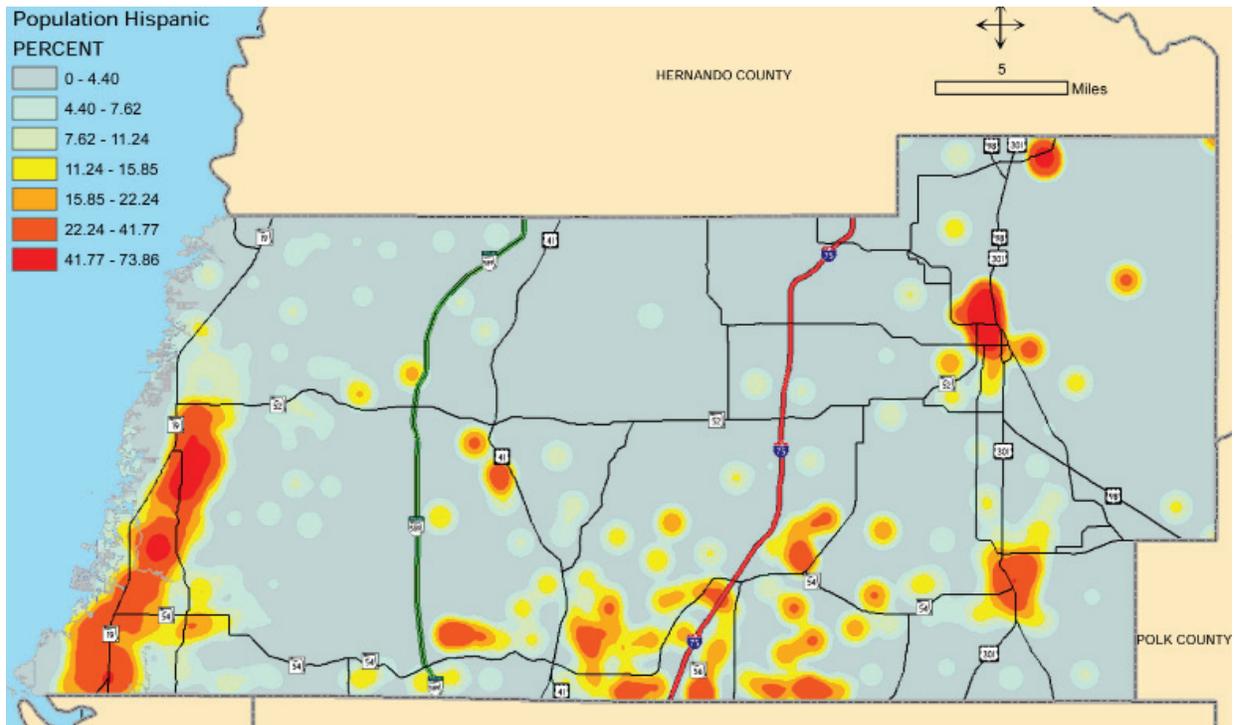
Notes: The Census Bureau defines a linguistically isolated household as one in which no one 14 years old and over speaks only English or speaks a non-English language and speaks English “very well.” In other words, all members of the household 14 years old and over have at least some difficulty with English.

Map 7: Distribution of Asian Population within Pasco County (2010)



Source: U.S. Census Bureau 2010

Map 8: Distribution of the Hispanic Population within Pasco County (2010)



Source: U.S. Census Bureau 2010

Persons with Disability

Approximately 16 percent of the County’s population above the age of 5 years has some form of disability. As of January 2010, 2,623 persons were registered with the Pasco County Special Needs Assistance Population Program (SNAPP) for evacuation transportation or shelter assistance. Roughly 78% of the people registered (2,049 people) are either in the hurricane evacuation areas (Level A through E) or in mobile homes elsewhere in the County. Approximately 30% of the persons registered require a level of medical care beyond what is offered in a Mass Shelter. Pasco County Deaf Service Bureau reports approximately 3,000 hearing impaired citizens residing in the County. Table 7 shows people of different age groups who report having a disability of some type.

Table 7: Disability Status of the Civilian Non-Institutionalized Population

Population under 5 years	27,293	100%
With a disability	163	0.59
Population 5 to 17 years	71,856	100%
With a disability	3,375	4.7
Population 18 to 64 years	273,647	100%
With a disability	35,782	13.0
Population 65 years and over	95,934	100%

With a disability	31,707	33.0
Population 5 years and over	441,437	100%
With a disability	71,027	16.1

Source: U.S. Census Bureau American Community Survey 2009 Estimates, Table B18101. Sex by Age by Disability Status.

Notes: U.S. Census Bureau defines disability as a long-lasting sensory, physical, mental, or emotional condition or conditions that make it difficult for a person to do functional or participatory activities such as seeing, hearing, walking, climbing stairs, learning, remembering, concentrating, dressing, bathing, going outside the home, or working at a job

Access to Automobiles

Access to vehicles is extremely crucial for people to effectively evacuate during a disaster. This is also a critical concern for post-disaster redevelopment as it helps determine how many people would be dependant on public transportation and would necessitate an enhanced level of service during the post-disaster phase. According to the American Community, 2008-2010 estimates, out of the occupied housing units in Pasco County, around five percent have no vehicles available and approximately 43.4 percent have only one vehicle.

Homeowner vs. Rental Population

Understanding the percentage of renters in a community is essential as not owning a home makes this group extremely mobile and most likely to leave the County in the event of a major disaster. According to the 2010 U.S. Census, approximately 23 percent of the County’s population lives in renter occupied housing units. Figure 10 indicates the distribution of renters within the County.

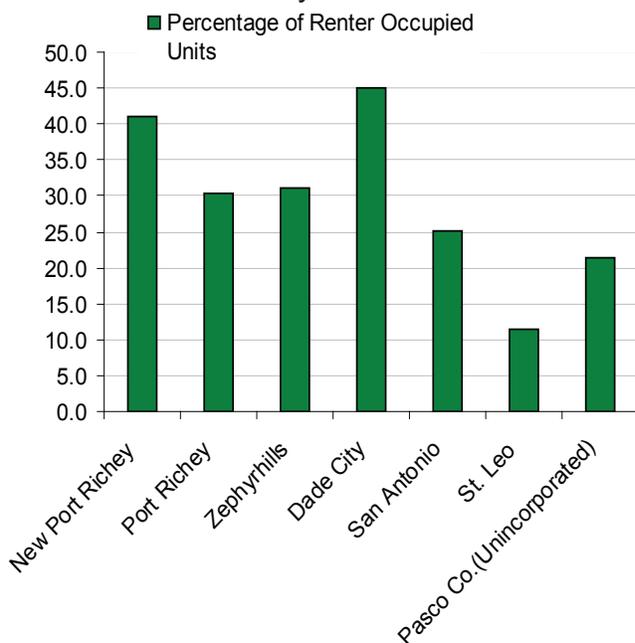


Figure 10: Percentage of Renter Occupied Housing Units by Jurisdiction (2010).

Source: U.S. Census Bureau 2010
 Note: The graph above indicates the percentage of occupied housing units within each jurisdiction occupied by renters for the year 2010.

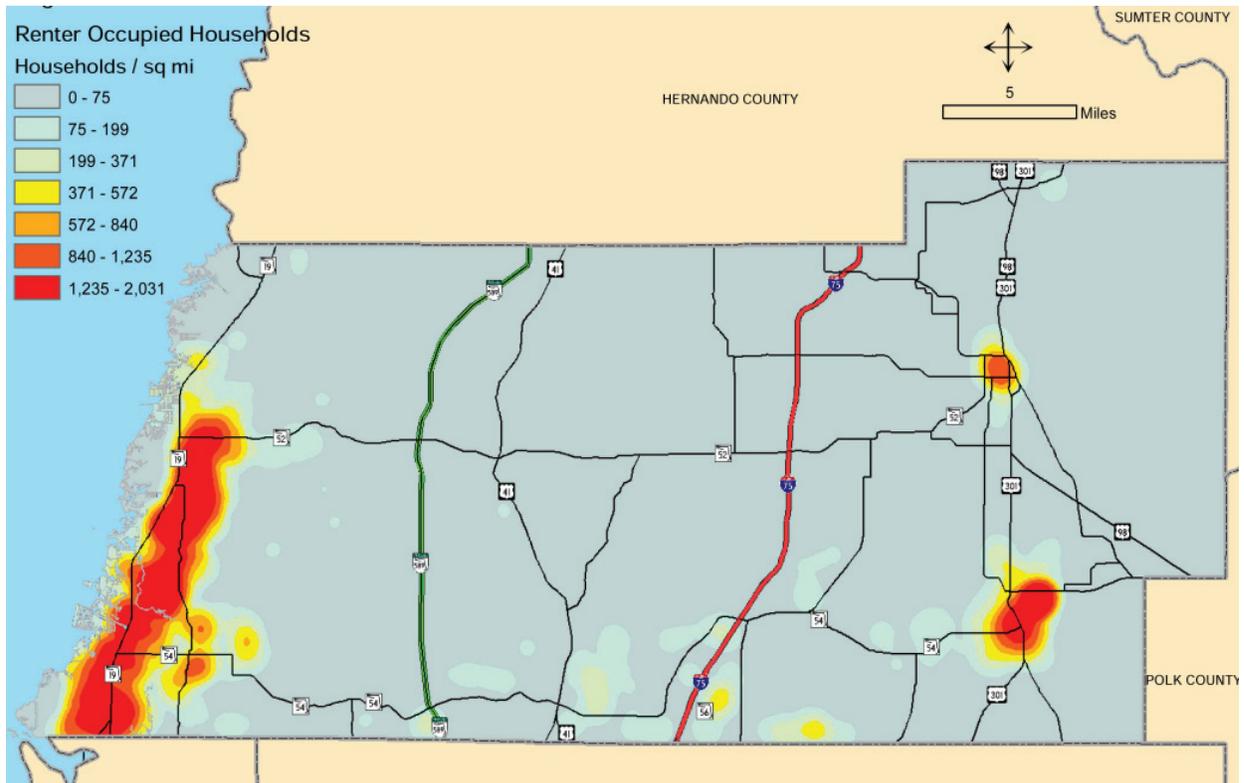
Loosing population following a catastrophic event can have severe impacts on the County’s economy making it increasingly difficult to recover quickly. This is a major concern for Pasco County especially since the County has seen a substantial increase of more than 300 percent in renter occupied housing units from 2000 to 2010 (see Table 8). The given heat map (Map 9) shows the distribution of renter-occupied households within the County.

Table 8: Renter vs. Owner Occupied Housing Units

Year	Renter Occupied Housing Units	Owner Occupied Housing Units
2000	26,023	121,543
2010	109,156	146,239

Source: U.S. Census Bureau 2000 and 2010 Population

Map 9: Distribution of Renter Occupied Households within Pasco County (2010)



Source: U.S. Census Bureau 2010

Mortgage Holders

Financial crisis after a major disaster is inevitable. A catastrophic event often results in severe and widespread property damage and a spike in mortgage defaults. As was seen in the case of New Orleans, after hurricane Katrina a lot of properties remained unoccupied due to the owner’s inability to finance reconstruction. Since these factors can significantly delay the recovery process, building an understanding of the housing mortgage status within the County is extremely crucial.

As per the American Community Survey (ACS) 2010 data, following are the estimates¹ for the owner occupied units with and without mortgage –

- Housing Units with Mortgage 89,235 (61.9 percent)
- Housing Units without Mortgage 54,913 (38.1 percent)

Households by Cost Burden

According to U.S. Housing and Urban Development Programs (HUD), households spending more than 30 percent of income for housing costs (rent or mortgage costs) are considered to be “cost-burdened.” Households spending more than 50 percent are considered “severely cost-burdened.” Housing is generally considered affordable if the household pays less than 30 percent of income. The following table shows the household by costs burden for Pasco County’s households for the year 2009.

Table 9: Households by Cost Burden, Pasco County, 2009

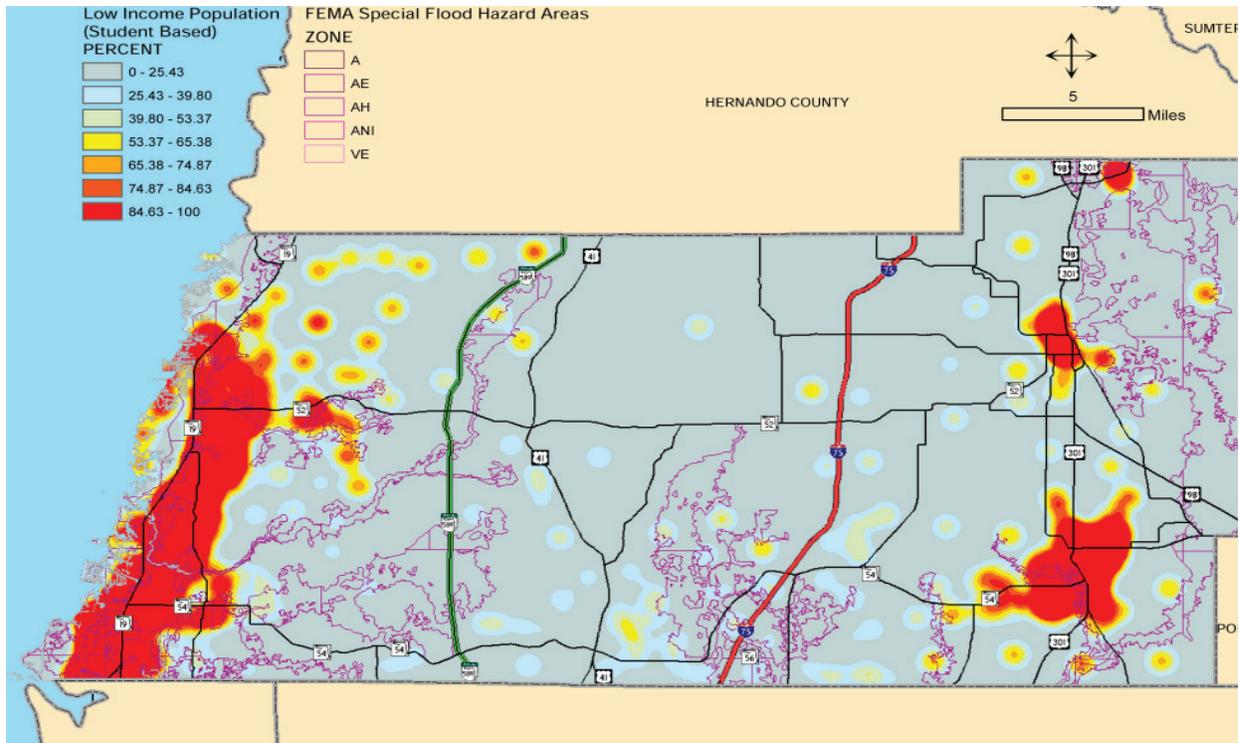
Amount of Income Paid for Housing			
Percentage of Household Income	0 to 30 %	30 to 50%	50 % or More
Total	139,870	26,681	18,924

Source: Shimberg Center for Housing Studies

In 2009, 25 percent of Pasco County’s total households (45,605) were cost-burdened and 10 percent of its total households (18,924) were severely cost-burdened. In addition, approximately 22 percent of the elderly households were cost-burdened and pay more than 30% of their income for rent or mortgage costs. A high cost burden limits the community’s capacity to attend to other basic – food, medical care, childcare and transportation needs plus leaves over nothing to save. For example as per the 2010 ACS estimates, approximately 17.6 percent of our Civilian Non-institutionalized Population has no health coverage. This is a strong indicator that a good number of Pasco County’s households have very few means to satisfy their basic needs and are living on the verge of homelessness. In the event of a major disaster, these population segments will most likely face severe financial limitations making it difficult for them to recover quickly.

Income

A strong socio-economic status enables communities to quickly absorb and recover from losses whereas a weak one hampers their recovery and return to normalcy. As per the 2010, American Community Survey Estimates approximately 27 percent of Pasco County households had a household income less than \$25,000 and around 7.1 percent had less than \$10,000. Moreover, in 2010 approximately 15.1% of the population was below the poverty line in comparison to 11.0% in 2000⁸.



Map 10: Population Density – Low Income Populations within Pasco County (2010)

Source: Pasco County Schools (2011) and 1996 FEMA Special Flood Hazard Areas.

As per the Pasco County Environmental Scan Report (November 2011), areas surrounding Dade City have the highest concentration of the population at low (< 80% Area Median Income) to moderate (< 120% Area Median Income) income levels, with many of the areas having 71.1 to 80% low to moderate incomes. However, many areas in west Pasco County, as well as north central Pasco, also have as high as 70% of the population at low to moderate income levels. The concentration of poverty remains higher in areas that have been historically low-income and with higher concentrations of minority populations. Map 10 shows the low income population density within the Flood Zone AE.

⁸ Source: This data is from the Selected Economic Characteristics, 2010 American Community Survey 1-Year Estimates and is based on 2010 Inflation-Adjusted Dollars.

Please note, this low income distribution map is based on the 2011 student data received from Pasco County Schools and is only indicative of the distribution of low-income population within the County. These maps will be revised when the 2010 data on income distribution for Pasco County will be released by U.S. Census.

Low-income and lack of sufficient affordable housing choices are two factors that can drastically limit our ability to recover quickly from a major disaster. Low-income households are most likely to suffer greater relative losses and face difficulty in finding sufficient shelter options after a disaster as the available housing stock becomes limited, uninhabitable or too costly to afford. Overall, the inability of a large segment of the population to successfully transition to permanent affordable housing is a major concern that can significantly delay the County's post-disaster recovery and redevelopment. PDRP should tackle this concern by focusing its efforts on creating more employment options (at wages that cover housing costs) and good quality affordable housing choices.

Homelessness

Homeless people represent that segment of the society that is most likely to be left out of recovery efforts owing to their invisibility within the community. However, homelessness is a critical concern that cannot be overlooked in Pasco County's post-disaster planning efforts. Pasco County has the second highest homeless population in the state of Florida and the highest percentage of homeless within the Tampa Bay Region. Moreover, the County's homeless population has increased in the past few years and following a major disaster, this number is bound to increase dramatically.

According to the report on Homeless Conditions in Florida 2010, on any given day in 2010, there were approximately 4,442 homeless individuals in Pasco County⁹. Of this number, 283 persons were provided with shelter while 4,159 were shelterless. Eighty-eight percent were adults between the ages of 18 and 60, mostly males and seven percent were elderly above the age of 60. Thirty five percent of these had been homeless for more than one year or longer.

In 2008, 32% of the homeless with special needs indicated that they had no access to transportation. An additional 30% indicated that they were not sure where to get help or information. As per the 'Homeless in Florida 2010' report, lack of affordable housing is one of the biggest reasons for homelessness in the state of Florida. Low-income, large household cost-burden, lack of sufficient affordable housing units, unemployment and added to it high insurance costs and post-disaster economic crisis are factors that might aggravate this problem in the post-disaster scenario.

Special Needs Population

Certain segments of the population warrant additional attention as a result of their unique demographic characteristics. These segments of the population are most likely to sustain

⁹ Source: *Point-In-Time Survey conducted by the Coalition on January 26, 2011*

damage in a disaster and might have limited means to prepare, mitigate or recover from a major catastrophic event. Like for example, low income households have a higher possibility of being uninsured/underinsured and might find it difficult to find alternate housing/do necessary repairs to their homes following a major disaster. Likewise, female householders with children might have fewer resources for childcare and might find it difficult to get back to work after a disaster. Some of the population groups that might need increased assistance in the post-disaster phase have already been discussed in the earlier sections of this chapter. The following table presents a summary of some of those population segments that can be considered as Special Needs Population within the context of the Post-Disaster Redevelopment Plan (PDRP).

Table 10: Special Needs Population

Special Needs Categories	Population (2010)
65 years and above	96,245
Under 5 years	25,664
Percentage of families below poverty	11.2 Percent
Minority	32,412
5 Years and above with disability	14,1891
Female householder, no husband present families	21,260
Female householder, no husband and with own children under 18 Years	11,179

Source: U.S. Census Bureau 2010 and American Community Survey 2010.

Notes: Minority- Non-white population as defined by the U.S. Census Bureau.

Percentage of families below poverty - Families whose income in the past 12 months was below poverty level (Source: U.S. 2010 American Community Survey (ACS) Economic Characteristics).

Planning for Special Needs Population is quite challenging as some of these groups are difficult to identify (infirm, transient, homeless) and access¹⁰. Using both quantitative and qualitative methods, Pasco County's Post-Disaster Redevelopment Plan will develop an understanding of our County's unique demographics, study the spatial distribution of these groups, develop outreach strategies to reach out to them and address some of their unique challenges and develop strategies specific to their needs.

¹⁰ Source: Hazard Vulnerability Research Institute

Please note, the term Special Needs Population used in this discussion includes all population groups that might need special attention within the context of the Post-Disaster Redevelopment owing to their social, economic or physical conditions.

Economic Vulnerability

Industries

Small businesses are at greater risk of not recovering from a major disaster. This is a key concern for Pasco County as majority of the County’s establishments are small businesses. As per the County Business Patterns 96.5, percent of establishments within Pasco County employ less than 50 employees and 99.9 percent employ less than 500. The ones that employ 500 or more are mostly involved in Educational Services, Health and Social Assistance and Accommodation and Food Services. Following table indicates the employment by Industry type for Pasco County.

Table 11: Employment Estimates by Type of Industry.

Employment Sector (as per NAICS code description)	Total Establishments	Employees	Percentage of Employees
Mining, quarrying, and oil and gas extraction	7	20-99	
Industries not classified	9	0-19	
Management of companies and enterprises	12	185	0.2
Forestry, fishing, hunting, and Agriculture Support	21	63	0.1
Utilities	22	791	1.0
Educational Services	81	2297	3.0
Information	89	849	1.1
Arts, Entertainment, and Recreation	111	1505	1.9
Transportation and Warehousing	189	791	1.0
Manufacturing	195	2737	3.5
Wholesale Trade	342	1771	2.3
Real Estate and Rental and Leasing	421	1252	1.6
Finance and Insurance	506	2502	3.2
Accommodation and Food Services	538	10074	13.1
Administrative and Support and Waste Management and Remediation Services	576	4819	6.2
Other Services (except public administration)	810	4265	5.5

Employment Sector (as per NAICS code description)	Total Establishments	Employees	Percentage of Employees
Professional, Scientific, and Technical Services	874	3157	4.1
Construction	1027	5236	6.8
Health Care and Social Assistance	1051	15762	20.4
Retail Trade	1356	19055	24.7
Total for all sectors	8237	77194	

Source: U.S. Census Bureau, 2009 County Business Patterns (NAICS)

Please Note: The cells highlighted indicate the top three industries that employ the maximum percentage of employees. Also note, the definition of small businesses as per the Small Businesses Administration differs for different industries. For the purpose of this analysis, small businesses have been defined as the ones which employ less than 500 employees.

Major Employers

According to the Pasco-Hernando Workforce Board, Pasco County has approximately 23 big companies that employ more than 500 people. Some of these major employers include the Pasco County School District, Pasco County Government, State of Florida, Pasco County Sheriff, Regional Medical Center – Bayonet Point, HCA Health Services of Florida, Community Hospital of New Port Richey, Saddlebrook Resort, Florida Hospital Zephyrhills, and Pasco Hernando Community College (Pasco County Profile, n.d.). Table 12 lists down the major private sector employers within the County.

Table 12: Major Private Sector Employers

Employer	Number of Employees
Pall Aeropower Corporation	579
Zephyrhills Spring Water Co.	325
VLOC, subsidiary of IIOVI, Inc.	200
Zephy Egg LLC	175
Preferred Materials, Inc.	125
B.E.T.E.R Mix, Inc.	119
Earth Tech, Inc.	106

American Food Distributors, LLC	104
Great Bay Distributors	104
APAC- Southeast, Inc.	101

Source: Pasco County Profile, Enterprise Florida, <http://www.eflorida.com/profiles/CountyReport.asp?CountyID=32&Display=all>

Identifying the location of employers is also a critical need for post-disaster planning. Identifying employers located within high hazard areas and assessing the number of people employed by each will indicate how susceptible our economy is to a big disaster. To understand our economic vulnerability, employer distribution within the County was studied using data from the Pasco-Hernando Workforce Board. The employers' addresses were geocoded using GIS and hazard layers (flood zones and storm surge zones) were overlaid on top to ascertain the number of employers in each of the zones. As per the analysis, around 41 percent of our employers (that employ 5 or more employees) are located within the Flood Zones – A, AE and VE, while 42 percent are located within the Storm Surge Zones - Category 1 to 5. Table 13 lists the number of employers by flood and storm surge zone.

Table 13: Employers within Storm Surge Zones and Flood Zones

Storm Surge/Flood Zone	No. of Employers
Flood Zone A	325
Flood Zone AE	815
Flood Zone AH	3
Flood Zone ANI	5
Flood Zone VE	155
Category 1 Storm Surge Zone	453
Category 2 Storm Surge Zone	282
Category 3 Storm Surge Zone	266
Category 4 Storm Surge Zone	213
Category 5 Storm Surge Zone	156

Source: Pasco-Hernando Workforce Board Employer Data (2009).

Note, the table above only includes employers within Pasco County with 5 or more employees.

Understanding the distribution of employees is equally important as identifying the distribution of employers within the County. Post-disaster, decisions related to distribution of employment assistance, provision of public transportation and other supporting services will have to take these factors into consideration. Following table shows the distribution of population and employees within the County's transportation evacuation zones.

Table 14: Population and Employees Distribution in Transportation Evacuation Zones.

Name	Population	In Site-built homes	In Mobile homes	No. of Employees
Hudson Beach (North) Aripeka	6,560	5,608	952	680
Heritage Pines - Hudson (East)	13,772	10,302	3,470	1,098
Shady Hills	18,315	12,725	5,590	546
Greenfield - Fivay	4,719	3,644	1,075	284
Pasco-Darby	3,606	3,016	590	361
Blanton-Trilby	6,425	5,391	1,034	566
San Antonio - St. Leo	4,452	3,967	485	1,331
Dade City	14,521	13,112	1,409	4,501
Lacoochee - Green Swamp	3,953	3,332	621	298
Hudson Beach (South) - Salt Springs	7,922	6,180	1,742	2,293
Hudson	23,343	18,869	4,474	5,080
Bayonet Point - Jasmine Estate	34,623	34,157	466	4,147
Moon Lake - Hidden Lake	26,996	21,845	5,151	2,969
Connerton Preserve	5,985	5,910	75	483
New Port Richey	27,971	25,425	2,546	8,021
New Port Richey (East)	11,021	9,429	1,592	1,999
Holiday (West) - Beacon Square	30,212	28,504	1,708	2,293
Elfers	11,696	11,398	298	2,957
Holiday (East)	33,329	32,226	1,103	4,703
Land O Lakes	48,663	46,310	2,353	15,166
Wesley Chapel	7,957	74,002	5,070	7,957
Pasadena Hills	14,728	9,826	4,902	601
Zephyrhills	32,230	22,606	9,624	7,188
Crystal Springs	28,852	17,401	11,451	939

Source: Tampa Bay Regional Evacuation Study - Estimates of 2010 population and housing, for evacuation transportation planning, modeling, and shelter analysis.

Labor Force

As of August 2011, Pasco County has a labor force of 198,005, which forms approximately 43 percent of the County's population. Approximately, 13 percent of the County's labor force is unemployed (see Table 15). Moreover, majority of its employed labor force are involved in low-wage service sector jobs which severely impacts their ability to have health insurance or to own/rent a house.

Table 15: Labor Force and Unemployment in Pasco County

Year	Period	Labor Force	Employed	Unemployed	Unemployment Rate
2010	August	198,062	172,007	26,055	13.2
2011	August	198,005	174,188	23,817	12.0

Source: Bureau of Labor Statistics, Local Area Unemployment Statistics, August 2011. Please note the given data is not seasonally adjusted. Also, the unemployment figures do not include the number of unemployed persons who do not receive / are not eligible for filing claims for unemployment insurance (UI) benefits under State or Federal Government programs.

According to the 2011 SRPP Indicators Report, the hourly wage needed to afford fair market rent housing within the Tampa Bay region, based on a 40 hour/week, ranged from \$13.73 for a studio, \$18.44 for a two-bedroom, and \$28.21 for a four-bedroom apartment in 2010. Based on this, an individual earning minimum wage (\$7.25/hour) would have to work 102 hours/week to afford a 2 bedroom apartment without paying more than 30 percent of their income on housing. Table 16 summarizes the gap between the wages and the housing prices. Addressing these issues requires a coordinated effort between the economic redevelopment and housing committees within the post-disaster redevelopment plan.

Table 16: 2010 Income Needed to Afford Fair Market Rent

	Number of Bedrooms				
	0	1	2	3	4
Needed Income					
Hillsborough, Pasco, Pinellas	\$28,560	\$31,720	\$38,360	\$48,600	\$58,680
Needed Hourly Wage					
Hillsborough, Pasco, Pinellas	13.73	15.25	18.44	23.37	28.21
Hours Needed to Work Per Week @ Minimum Wage (\$7.25/hr)					
Hillsborough, Pasco, Pinellas	76	84	102	129	156

Source: A Strategic Regional Policy Plan for the Tampa Bay Region (SRPP).

Built-form Vulnerability

Vulnerability to Wind

A large portion of Pasco County's housing stock consists of older and less substantially constructed homes built before the Florida Building Code enacted in 1994. These structures would be vulnerable to wind events and are more likely to suffer damage in case of a major disaster. Countywide, 56 percent of the housing structures were built before the Florida Building Code was enacted. Majority (67.6 percent) of these structures are Single family units (16,834) while (4,075 i.e. 16.4 %) are mobile homes, mobile home subdivisions and recreational vehicles. The criteria used for identifying least, moderate and most vulnerable to wind are as follows:

Table 17: Wind Vulnerability Categories

Category	Structure Effective Year Built Range
Least Vulnerable	Built from 2002 to present.
Moderately	Built from 1994 to 2001.
Most	Built Prior to 1994.

Table 18: Wind Vulnerability - Count and Percentages by Year Built.

Year Built	Residential	Non-Residential	Total by Year Built
Built Prior to 1994	24,887 (91.5%)	2,292 (8.4%)	27,179 (100 %)
Built from 1994 to 2001	5184 (95.1%)	265 (4.8%)	5,449 (100%)
Built 2002 and later	14,240 (96.6%)	500 (3.4%)	14,740 (100%)
Total by Use	44,311 (93.5%)	3,057 (6.4%)	47,368 (100%)

Source: Pasco County, Property Appraiser's Data.

Fig.11: Wind Vulnerability - Percentages of Residential Structures by Year Built

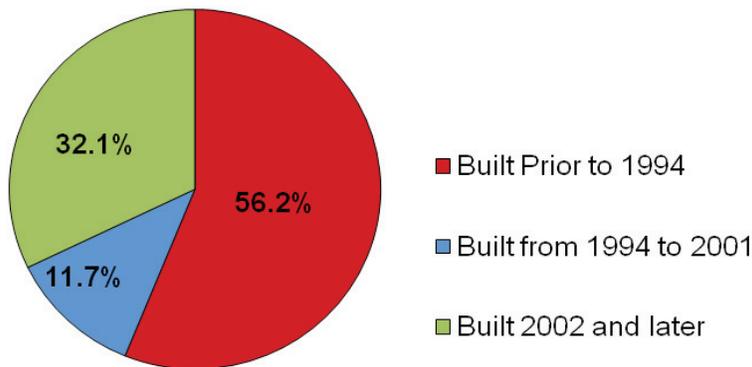
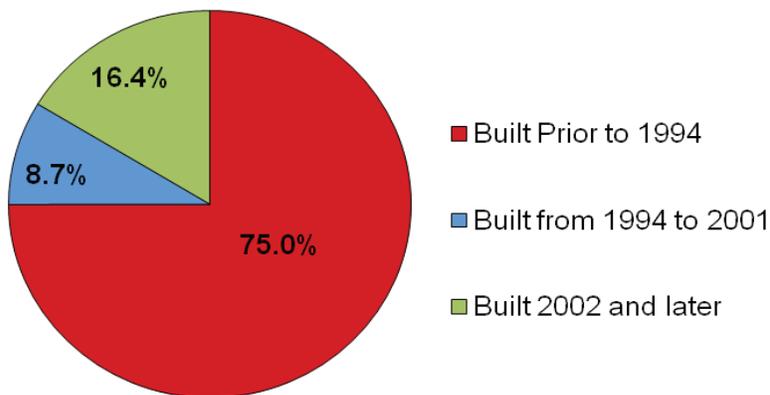


Fig.12: Wind Vulnerability - Percentages of Non-Residential Structures by Year Built



A significant proportion of Pasco County’s housing stock is likely to sustain wind damage from hurricane due to the age of structures. Research shows that structures built after the Florida Building Code are more likely to sustain major damages from hurricane-force winds.

Vulnerability to Floods

According to the Tampa Bay Region Hurricane Evacuation Study Update (2006) approximately 35.1% of Pasco County is located in the 100 Year Flood Plain (166,540 acres) and vulnerable to localized freshwater flooding. Pasco County also contains significant wetland area. Approximately 8% (4,291.8 acres) of the County is located in the coastal high hazard area (Source: Growth Management Report) and subject to saltwater flooding. Moreover, a good number of the existing structures would be moderately or highly vulnerable to floods based on the year they were built (see Table 19 and 20). The criteria used for identifying least, less, moderate and most vulnerable to floods are as follows:

Table 19: Flood Vulnerability Categories

Category	Structure Effective Year Built Range	Reason
Least Vulnerable	2004 to present	Flood Ordinance modified to adopt 1-foot freeboard in December 2003.
Less	1986 to 2003	Hydrostatic vents were placed into Federal standards in 1985 and local enforcement of these standards followed.
Moderate	1982 to 1985	Original Flood Ordinance adopted November 18, 1981.
Most	1981 and prior	No flood mitigation required.

Table 20: Flood Vulnerability - Count and Percentages by Year Built.

Year Built	Residential	Non-Residential	Total by Year Built
1981 and Prior	16,032 (91.8%)	1,432 (8.2%)	17,464 (100 %)
1982 to 1985	3,235 (91.0%)	321 (9.0%)	3,556 (100%)
1986 to 2003	13,655 (94.0%)	869 (6.0%)	14,524 (100%)
2004 to present	11,389 (96.3%)	435 (3.7%)	11,824 (100%)
Total by Use	44,311 (93.5%)	3,057 (6.4%)	47,368 (100%)

Source: Pasco County, Property Appraiser's Data

Fig.13: Flood Vulnerability - Percentages of Residential Structures by Year Built

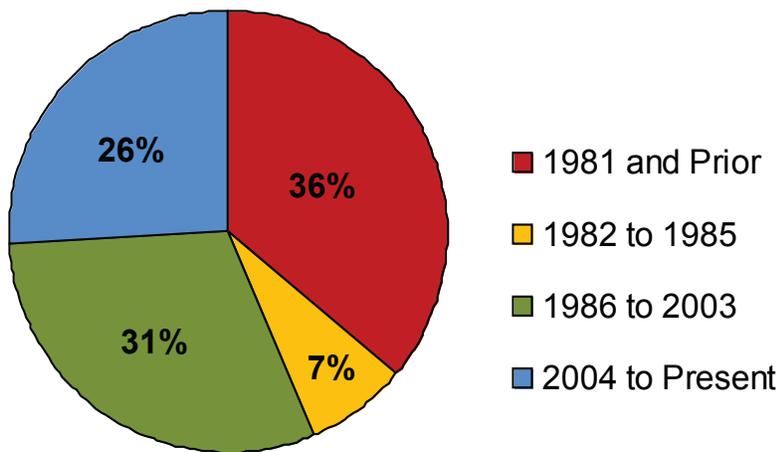
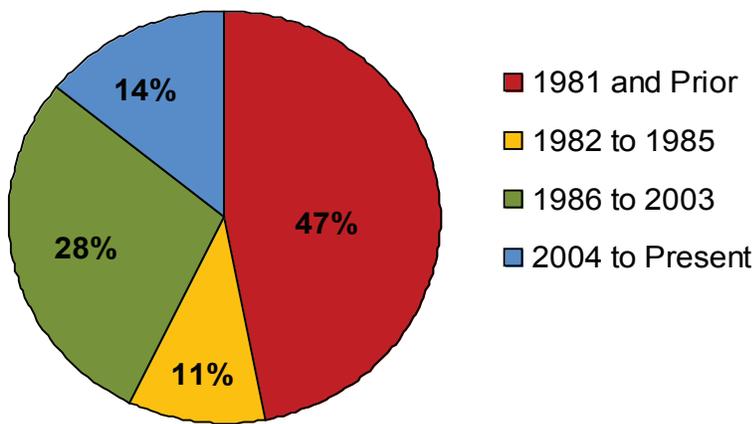


Fig.14: Flood Vulnerability - Percentages of Non-Residential Structures by Year Built



Please note, parcel data used for the wind and flood vulnerability analysis was obtained from the Pasco County Property Appraiser’s Office. The analysis pertains to structures only and not total housing units (i.e. 1 multifamily structure may contain 16 units). Any parcel within the Property Appraisers Data that did not have any indication that there was a structure built on it (i.e. Year Built was equal to 0) was removed from analysis.

Vulnerability to Wildfire

Approximately one-third of Pasco County acreage is undeveloped, forested, or pastureland. As more development occurs adjacent to or intermixed within these areas, the vulnerability of wildfire impacts to people and improved property increases.

The Pasco County Community Wildfire Protection Plan (CWPP) discusses our vulnerabilities to wildfires, analyzes the historical patterns and identifies communities at risk. It delineates nine Levels of Concern (LOC) based on their wildfire risk, where Levels 4 through 9 are considered medium to very high risk. As per CWPP, 22 percent of the Pasco County’s land is within LOC 4 through 9 and approximately 19.7% of the population resides in these medium to high risk areas.

Approximately 24% of the total value of structures within the County lies within areas classified as LOC 4 through 9. Table 21 indicates the Pasco County Communities that are at Risk for Wildfire.

Table 21: Pasco County Communities at Risk, 2009

Community at Risk	Rank	Community at Risk	Rank
Forrest Hills	High	Holiday	Low
Quail Hollow	High	Jessamine	Low
Bayonet Point	Medium	Lake Pasadena Heights	Low
Clay Sink	Medium	Land O' Lakes	Low
Dade City	Medium	New Port Richey	Low
Ehren	Medium	New Port Richey East	Low
Hudson	Medium	Odessa	Low
Jasmine Estates	Medium	Pasadena Shores	Low
Lacoochee	Medium	Richland	Low
Wesley Chapel	Medium	Saint Joseph	Low
Beacon Lakes	Low	San Antonio	Low
Beacon Square	Low	Seven Springs	Low
Blanton	Low	South Clinton Heights	Low
Clinton Heights	Low	St. Leo	Low
Crystal Springs	Low	Trilby	Low
Dade City North	Low	Trilcoochee	Low
Darby	Low	Zephyrhills	Low
Elfers	Low	Zephyrhills North	Low
Gowers Corner	Low	Zephyrhills South	Low
Gulf Pine	Low	Zephyrhills West	Low

Source: Community Wildfire Protection Plan (CWPP), Florida Department of Forestry (FDOF)

Mobile Home Parks

According to the Pasco County Property Appraiser's Office, there are 311 mobile homes and recreational vehicle parks in Pasco County. Of these, 42 are located in Dade City, 85 are located in Zephyrhills, and 7 are in Wesley Chapel. On the west side of Pasco County, 12 are located in Holiday, 37 are in Hudson, 32 are in New Port Richey, and 17 are in Port Richey. In the central part of Pasco County, there are a considerable number of parks. In Land O'Lakes, 22 parks exist and another 15 are located in Spring Hill.

Approximately 154, 770 people reside in mobile homes across the County. Mobile homes constitute a good portion of the affordable housing stock within Pasco County. It's important to identify the distribution of these structures as they are most likely to sustain damage or to be declared uninhabitable in case of a disaster. In Pasco County, a good number of the mobile homes are located within high hazard zones (see Table 22).

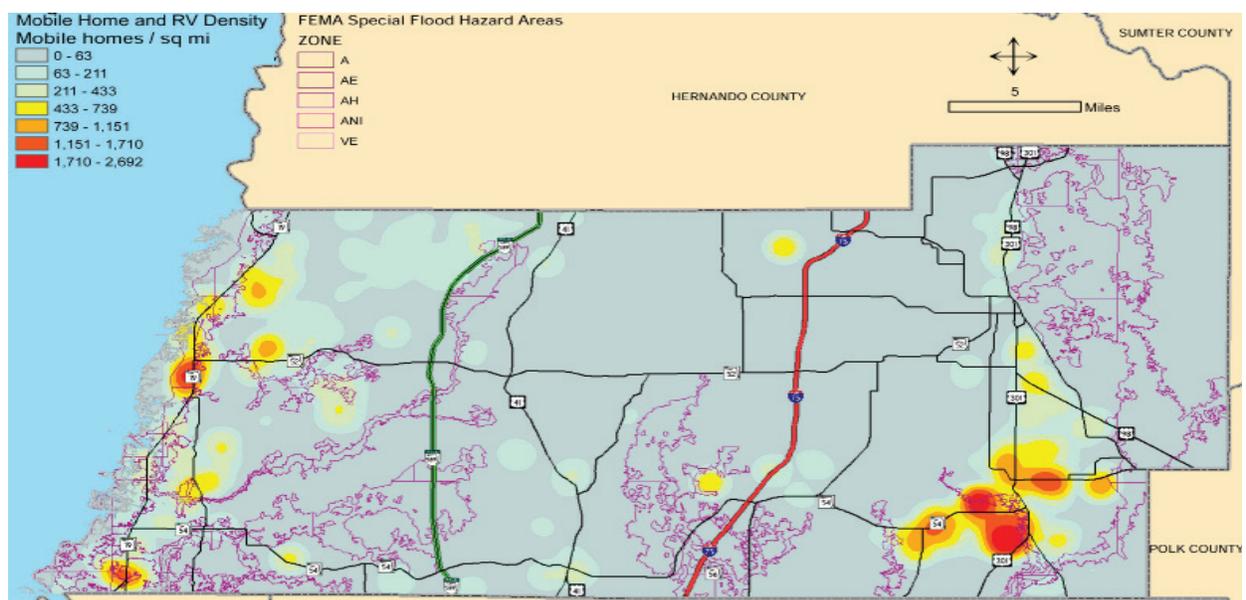
Table 22: Distribution of Mobile Home Units within Storm Surge and Flood Zones

Storm Surge/Flood Zone	Mobile Homes within Mobile Home Parks	Mobile Homes within RV Parks	Mobile Homes outside Mobile Home Parks
Flood Zone A	1,839	1,018	1,333
Flood Zone AE	6,123	3,148	1,731
Flood Zone AH	52	196	11
Flood Zone VE	45	0	16
Category 1 Storm Surge Zone	2,289	2,216	572
Category 2 Storm Surge Zone	2,601	687	307
Category 3 Storm Surge Zone	2,510	440	1,013
Category 4 Storm Surge Zone	1,526	1,261	816
Category 5 Storm Surge Zone	828	97	450

Source: Pasco County, Property Appraiser’s and GIS Data.

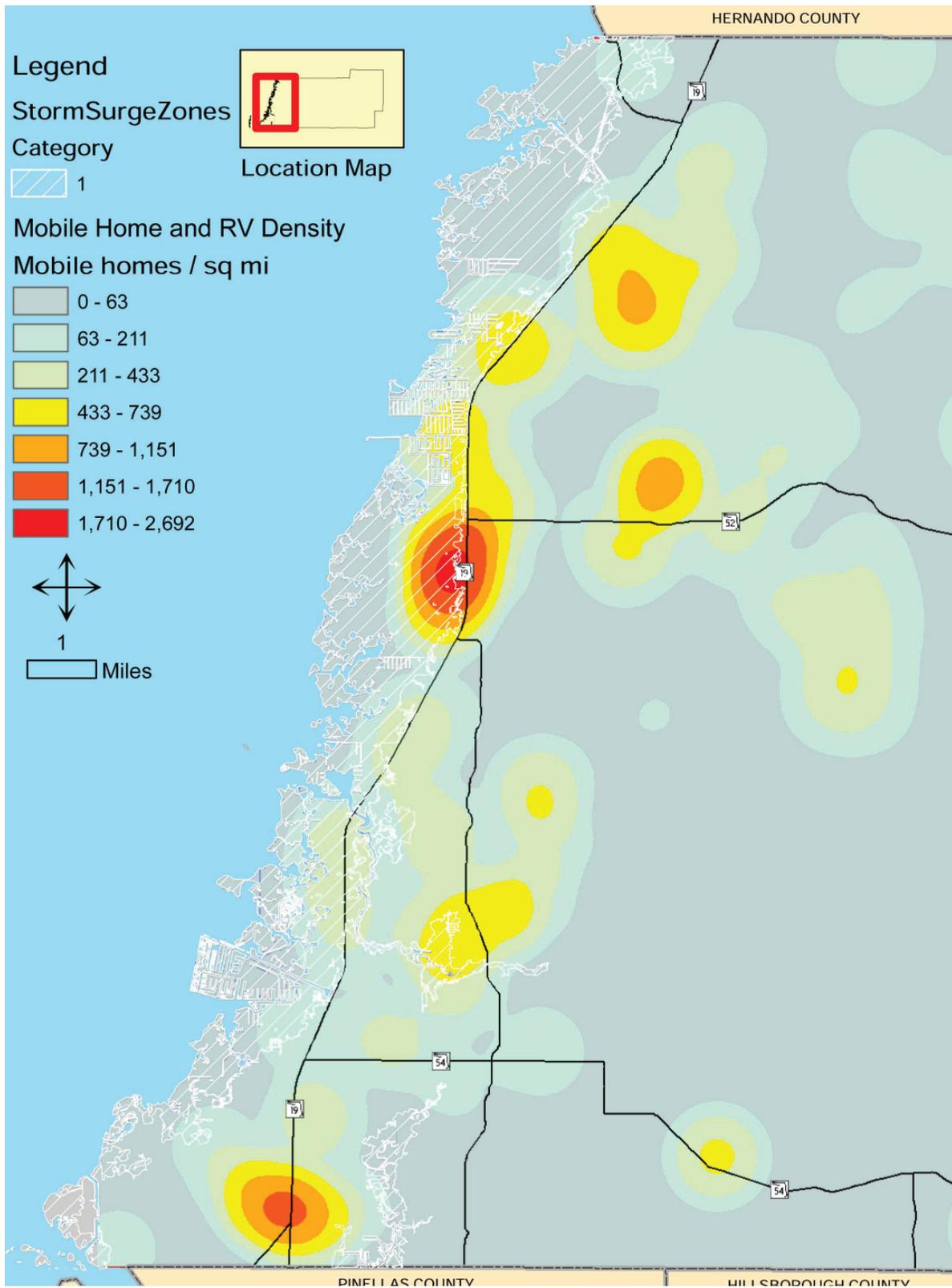
To determine the vulnerability of the mobile homes to natural hazards, an overlay analysis was conducted using GIS. Storm Surge Zones and Flood Hazard Areas were overlaid on parcels with mobile homes and RV Parks. Following are some of the examples of the maps that were created to understand the vulnerability of mobile homes within Pasco County. Map 11 shows the distribution of mobile homes within the Flood Zone AE and Map 12 shows the distribution of mobile homes within the Category 1 Storm Surge Zone.

Map 11: Distribution of Mobile Homes within the Flood Zone AE



Source: Pasco Co. Property Appraiser’s Data and 1996 FEMA Special Flood Hazard Areas

Map 12: Distribution of Mobile Homes within Category 1 Storm Surge



Source: Pasco County Property Appraiser's Data and TBRPC Storm Surge Zones 2010.

Repetitive Loss Properties and Development of Repetitive Loss Areas

Pasco County received its repetitive loss property information from the Federal Emergency Management Agency (FEMA) according to which four hundred ninety-six (496) repetitive loss properties were identified within Pasco County. After a review of these properties and correction to those properties already mitigated or not located within the jurisdiction of unincorporated Pasco County, it was determined that a total of four hundred sixty-one (461) properties need to be counted for Community Rating System (CRS) purposes. These properties were then located on the property appraiser parcel maps and the repetitive loss areas were then defined. The areas were defined through the use of contour information from the Southwest Florida Water Management District topographic maps and available flood elevation information.

Through evaluation of the repetitive loss property locations, map information, and site inspections, it was determined that 16 repetitive loss areas existed in Pasco County. Other repetitive loss properties were isolated in areas of the County. These isolated repetitive loss properties are identified by the drainage basin in which they are located.

By using the Geographical Information System, an inventory was conducted of each repetitive loss area. The total number of undeveloped and developed properties was identified along with the year in which the structures were built to determine how many structures were pre-Flood Insurance Rate Map (FIRM) (built prior to Pasco County joining National Flood Insurance Program [NFIP]) and post-FIRM (built after Pasco County joined NFIP). These were then further subdivided into type of structure based on the Use Codes assigned to structures by the Pasco County Property Appraiser’s Office. Identifying repetitive loss areas and using this information for long-term redevelopment decision-making is essential to build resiliency.

Land Use Distribution

Similarly identifying the land use distribution in relation to various flood and storm surge zones can be extremely helpful for understanding risks and making well informed planning decisions. Following tables 23 and 24 indicate the distribution of land use in acres within storm surge zones and flood zones respectively.

Table 23: Land Use Distribution (acres) within Storm Surge Zones.

FLU Code	Future Land Use	Cat 1	Cat 2	Cat 3	Cat 4	Cat 5	Total Acreage under Storm Surge Zones (% of FLU)
RES - 6	Residential - 6	3191.1	2688.1	4835.5	3678.4	2717.4	17110.5 (36.5 %)
CON	Conservation Lands	2247.4	58.5	15.2	451.6	146.6	2919.2 (2.4 %)

FLU Code	Future Land Use	Cat 1	Cat 2	Cat 3	Cat 4	Cat 5	Total Acreage under Storm Surge Zones (% of FLU)
RES - 9	Residential - 9	1766.4	3530.6	3180.9	1605.8	1176.9	11260.6 (52.1 %)
C/L	Coastal Lands	1661.4	21.9	0.2	0.1	0.1	1683.6 (35.9 %)
R/OS	Major Recreation/ Open Space	1552.7	8.3	2.9	57.6	69.8	1691.2 (50.2 %)
PD	Planned Development	504.9	562.6	56.4	56.8	577.6	1758.3 (15.0 %)
ROR	Retail Office Residential	479.3	1886.8	1316.6	1084.4	691.8	5458.8 (33.6 %)
RES - 12	Residential - 12	373.7	116.9	259.4	151.1	25.4	926.4 (66.6 %)
IH	Industrial - Heavy	233.2	119.4	64.5	59.5	8.0	484.6 (29.3 %)
RES - 3	Residential - 3	221.4	339.5	1522.2	3222.8	4896.1	10201.9 (11.3 %)
RES - 24	Residential - 24	151.5	70.9	34.0	165.4	32.2	454.0 (79.2 %)
RES - 1	Residential - 1	113.4	0.3	95.4	2450.4	2421.4	5080.9 (7.0 %)
IL	Industrial - Light	37.5	241.7	122.9	100.7	259.0	761.7 (13.4 %)
AG/R	Agricultural/Rural						0
AG	Agricultural						0
NT	Connerton New Town						0
EC	Employment Center						0
GH	Gateway Hub						0
MU	Mixed Use						0
P/SP	Public Semi Public			0.3	147.9	355.8	504.0 (16.4 %)
COM	Commercial		4.5	25.2	49.6	62.7	141.9 (0.6 %)
AT	Major Attractors						0
OFF	Office						0
NPC	New Port Corners		12.2	166.3	376.9	264.0	819.5 (82.4 %)

Table 24: Land Use Distribution (acres) within Flood Zones A, AE and VE.

FLU Code	Future Land Use	A	AE	VE	Total Acreage under Flood Zones A, AE and VE (% of FLU)
CON	Conservation Lands	19407.7	35116.7	1931.5	56455.9 (46.5 %)
RES - 3	Residential - 3	17629.2	10610.8		28239.9 (31.3 %)
AG/R	Agricultural/Rural	9705.0	7335.9		17040.9 (34.5 %)
RES - 1	Residential - 1	8794.3	5798.1	10.3	14602.7 (20.1%)
RES - 6	Residential - 6	7518.4	7596.7	916.0	16031.1 (34.2 %)
AG	Agricultural	5385.1	831.2		6216.3 (12.8 %)
NT	Connerton New Town	2422.7			2422.7 (49.3 %)
ROR	Retail Office Residential	1686.7	2901.2	20.7	4608.6 (28.4 %)
PD	Planned Development	1220.0	2661.1	153.7	4034.9 (34.4 %)
RES - 9	Residential - 9	1179.9	5472.2	276.4	6928.5 (32.1 %)
EC	Employment Center	1112.1	404.6		1516.6 (22.9 %)
GH	Gateway Hub	1105.9			1105.9 (67.8 %)
MU	Mixed Use	740.6	422.3		1162.9 (32.5 %)
IL	Industrial - Light	597.3	280.7		878.0 (15.5 %)
P/SP	Public Semi Public	438.7	2.2		440.9 (14.4 %)
IH	Industrial - Heavy	401.1	532.3	83.0	1016.4 (61.4 %)
RES - 12	Residential - 12	281.6	446.2	18.7	746.5 (53.7 %)
COM	Commercial	104.7	21.9		126.6 (0.6 %)
AT	Major Attractors	89.1			89.1 (19.0 %)
OFF	Office	20.4			20.4 (44.2 %)
NPC	New Port Corners	8.8	49.6		58.4 (5.9 %)
RES - 24	Residential - 24	6.8	338.9		345.6 (60.3 %)
R/OS	Major Recreation/Open Space	0.1	1101.0	1293.4	2394.6 (71.1 %)
C/L	Coastal Lands		528.1	1170.5	1698.7 (36.2 %)

4 Local Plan Assessment

Pasco County has a number of local plans, policies and programs that are closely related to post-disaster redevelopment. Table 1 illustrates the relationship between some of the plans and their individual roles in terms of response, recovery, and long-term redevelopment. These local plans, programs/policies offer significant opportunity to integrate post-disaster redevelopment principles into various levels of local planning processes. In addition to the plans mentioned in Table 25, there are other key planning tools that are already in place or under development in Pasco County. The Local Plan Assessment Chapter includes the following:

- **An overview of some of these relevant plans and**
- **An analysis of their impact on Post Disaster Redevelopment**

Table 25: 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 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.

By researching the existing plans, and analyzing their scope, this chapter highlights the capacity as well as gaps in the existing policy framework for addressing post-disaster redevelopment issues. In addition, it helps in identifying opportunities for enhancing existing policies, and integrating and aligning them with the PDRP goals. These opportunities for tying and cross-referencing the plans are summarized under the Plan Integration section within this chapter. Lessons learned from this chapter also form the basis for some of the actions defined within the Action Matrix (Chapter 9).

4.1 PLANS, PROGRAMS, AND PROCEDURES

Following is a list of existing plans and programs that are relevant to the post-disaster redevelopment process. This policy framework given below carries great potential for executing redevelopment decisions and once tied with funding and staff could act as useful implementation tools in the post-disaster phase. This inventory of plans and programs will be regularly revised and updated as a part of the Plan’s annual and 5-year updates.

Table 26: Existing Plans and Policies Relevant to Post-Disaster Redevelopment.

PLANS	RESPONSIBLE DEPARTMENT/AGENCY
GENERAL PLAN	
Comprehensive Emergency Management Plan (CEMP)	Office of Emergency Management, Pasco County
Local Mitigation Strategy (LMS)	Office of Emergency Management, Pasco County
Pasco County Comprehensive Plan	Planning and Development, Pasco County
Pasco County Land Development Code	Planning and Development, Pasco County
Building Regulations (Building permits, licensing and contractors, minimum housing standards, flood damage prevention and foreclosure registry)	Development Services – Building Construction Services, Pasco County
Demolition Ordinance	Building Construction, Pasco County
Disaster Housing Plan	Community Development and Emergency Management, Pasco County
Emergency Ordinance	Office of Emergency Management, Pasco County
Debris Management Plan	Office of Emergency Management, Pasco County
Floodplain Management Regulations	Stormwater Management, Pasco County
Stormwater Master Plan	Stormwater Management, Pasco County
Stormwater Quality Management Ordinance	Stormwater Management, Pasco County

PLANS	RESPONSIBLE DEPARTMENT/AGENCY
Community Wildfire Protection Plan (CWPP)	Emergency Services and Fire Rescue, Pasco County
Continuity of Operations Plan (COOP)	Each respective County/Municipal Department
Multi-Year Training and Exercise Plan (MYTEP)	Office of Emergency Management, Pasco County
Continuum of Care Plan (covers disaster planning that involves moving people from camps to shelters)	Coalition for the Homeless of Pasco County Inc.
Pasco County Consolidated Plan	Community Development, Pasco County
Fair Housing Plan	Community Development, Pasco County
Pasco County Cooperative Long Range Master Plan – 2006-2010	Library Services, Pasco County
5-Year Economic Development Strategy Plan	Planning and Growth Management, Pasco County
Job Creation Incentive Ordinance	Pasco County Board of County Commissioners
Long Range Transportation Plan (LRTP) - 2035	Metropolitan Planning Organization (MPO), Pasco County
Transportation Improvement Plan (TIP) for the Fiscal Year 2010-2011	Metropolitan Planning Organization (MPO), Pasco County
Transit Development Plan (TDP) - 2005	Public Transportation (PCPT), Pasco County
Transportation Disadvantaged Service Plan - 2012	Pasco County Public Transportation (PCPT)
U.S. 19 Task Force Action Plan for Pasco County - 2003	Metropolitan Planning Organization (MPO), Pasco County
FDOTS – Year Work Program	Florida Department of Transportation (FDOT) Office of Work Program
Parks Master Plan	Parks and Recreation, Pasco County
Purchasing Ordinance	Purchasing Department, Pasco County
SPECIAL AREA PLANS	
West Market Redevelopment Plan	Planning and Growth Management, Pasco County
Lacoochee-Trilby Strategic Master Plan	Planning and Growth Management and Community Development Division, Pasco County
North East Pasco County (Special Area Plan)	Planning and Growth Management, Pasco County
REGIONAL PLANS	
A Regional Business Plan for Economic Development in the Tampa Bay Region – March 2011	Tampa Bay Partnership

PLANS	RESPONSIBLE DEPARTMENT/AGENCY
Southwest Florida Water Management District’s – Strategic Plan 2012-2016	South West Florida Water Management District (SWFWMD)
Tampa Bay Catastrophic Plan – Project Phoenix – 2006 to 2010	Tampa Bay Regional Planning Council (TBRPC)
TBARTA Master Plan	Tampa Bay Regional Transportation Authority (TBARTA)
Tampa Bay Region Statewide Regional Evacuation Study Program – June 2010	Tampa Bay Regional Planning Council (TBRPC)
Tri-County Access Plan (Hillsborough, Pasco and Pinellas Counties) - 2009	MPOs of Hillsborough, Pasco and Pinellas, and FDOT
Future of the Region: A Strategic Regional Policy Plan (SRPP)	Tampa Bay Regional Planning Council (TBRPC)

Table 27: Programs and Procedures Relevant to Post-Disaster Redevelopment.

Program	Purpose	Responsible Department/Agency
Individual Assistance (IA) and Public Assistance (PA)	These two programs are authorized under the Robert T. Stafford Disaster Relief and Emergency Assistance Act. They support recovery following an emergency/disaster.	Office of Emergency Management, Pasco County
Environmental Lands Acquisition and Management Program (ELAMP)	Covers land acquisition for environmental protection, environmental education environmental review and land management that includes habitat restoration, management and maintenance.	Environmental Lands, Engineering Services, Pasco County
National Flood Insurance Program (NFIP)	The National Flood Insurance Program is a Federal Emergency Management Agency (FEMA) Program that enables property owners to purchase flood insurance and to reduce the escalating costs of property damage caused by floods. Pasco County joined this program by adopting and enforcing a Floodplain Management Ordinance that regulates development in flood hazard areas.	Stormwater Management, Pasco County
Community Rating System (CRS) Program	Participation in the CRS Program helps reduce flood risk by meeting three goals - reduce flood losses, facilitate accurate insurance rating and promote the awareness of flood insurance. Participating communities are eligible for discounted flood insurance rates for policy holders.	Stormwater Management, Pasco County

Program	Purpose	Responsible Department/Agency
ACCESS Florida Program	This program is responsible for public assistance eligibility determination and ongoing case management of Food Assistance, Temporary Cash Assistance and Medicaid. The Food Assistance Program helps low-income families and individuals buy food required to remain healthy and the Temporary Cash Assistance (TCA) Programs provides short-term cash benefits.	Florida Department of Children and Families
ACCESS, Food for Florida (FFF) Program	Food for Florida Program, activated in case of a disaster provides food assistance for individuals and families affected by disasters.	Florida Department of Children and Families
The Pasco Learning and Activity Center (PLACE) Program	The PLACE Program provided by the Pasco County School District is meant for children who arrive early to school/stay late and require supervised activities on most school holidays.	Pasco County School District
School Readiness Programs	The School Readiness Program provides financial assistance to help pay child care costs for low/moderate income earning families so that they may seek or maintain employment to take care of their families.	Pasco Hernando Early Living Coalition
My Family's Future Program	It is a summer care initiative under which free summer care is provided to children so that parents can work additional hours or remain employed. Free financial literacy classes followed by financial case management are also available for parents.	United Way
211	Information and Referral System	United Way
Special Needs Assistance Population Program (SNAPP)	Pasco County sponsors special needs units within American Red Cross public shelters. Special needs units are available for those individuals who require assistance with activities of daily living (ADL). Assistance includes basic medical assistance and monitoring.	Department of Health and Office of Emergency Management, Pasco County
WIC (Women, Infants, and Children) and Nutrition Program	WIC is a federally funded nutrition program for Women, Infants, and Children. Checks to purchase healthy foods (e.g. fruits, vegetables, whole grains, milk, cheese, eggs, cereal and juice).	Department of Health, Pasco County
E-Government System	Through the E-Government System, the general public can apply for a variety of services such as - Medicaid, food stamps, temporary cash assistance and unemployment compensation.	Libraries, Pasco County

POST DISASTER REDEVELOPMENT PLAN, PASCO COUNTY, FL.

Program	Purpose	Responsible Department/Agency
Ticket to Work Program	The 'Ticket to Work' Program gives qualified individuals the opportunity to obtain steady, long-term employment.	Deaf Service Bureau of West Central Florida, Inc.
Disaster Response	Habitat's Disaster Response helps communities recover and rebuild after a disaster. It develops innovative housing and shelter assistance models, helps build community capacity through education, training and partnerships	Habitat for Humanity
Health Education/Health Promotion Program	This program involves: Community education programs. Chronic disease prevention programs. Community health advisory committees. Health care provider in-service training programs. Public relations/public information. Educational literature. Community and school health fair participation. Community speakers. Actively pursue grants for program planning.	Department of Health, Pasco County
Neighborhood Stabilization Program (NSP)	Involves purchase and redevelopment of foreclosed and abandoned properties in order to stabilize neighborhoods.	Administered through the Community Development Division Pasco County
HOME Investment Partnership Program (HOME)	Government funds and private capital to help finance repairs and rehabilitation of properties. Assistance is available to very low, low, and moderate income families.	Administered through the Community Development, Pasco County
NSP, Pasco Opportunity Program (POP)	POP is developed through a partnership between Pasco County and several not for profit agencies. Under this program, abandoned and foreclosed homes are repaired, rehabilitated and sold to stabilize neighborhoods. Assistance to homebuyers includes help with down payment and closing costs.	Community Development Division Pasco County and agencies such as Deaf Service Bureau, Habitat for Humanity, Keystone Challenge Fund, Tampa Bay CDC, West Pasco Habitat and Workforce Housing Venture
Owner Occupied Rehab Program, Florida Hardest Hit Program and Residential Mortgage Foreclosure Mediation Program	These are additional housing programs administered by Pasco County Community Development Division that are focused on home repair, preservation, and foreclosure prevention.	Community Development Division Pasco County

Program	Purpose	Responsible Department/Agency
Blue Tarp/'Blue Roof Program'	Emergency roof repair	Building Inspections, Pasco County, Habitat for Humanity and Army Corps of Engineers.
Paratransit Service	Under this transit program, door to door service is provided to qualified and registered mobility impaired and transportation disadvantaged throughout the County.	Pasco County Public Transportation (PCPT)
Contractor Licensing	Pasco County maintains and processes information related to contractor licensing such as changes of address, Workers' Compensation, bonds and insurance. Contractors interested in getting listed as a subcontractor on a building permit and to obtain inspections in unincorporated Pasco County, the contractor must first record with the Contactor Licensing Section.	Building Construction, Pasco County
Know Your Role	Staffing policy that highlights the roles and responsibilities of Pasco County's employees in a state of emergency.	Office of Emergency Management and Personnel Department, Pasco County

Plans and programs mentioned above can prove useful for addressing various aspects of post-disaster redevelopment. It is clear from this list that Pasco County has a strong existing policy framework that can provide immense opportunities for addressing a wide range of recovery and redevelopment topics. Although some of the plans and programs in their current state have the required capacity to address post-disaster issues, modifications and improvements to varying degrees might be required to increase their effectiveness in the post-disaster scenario. Some of the key PDRP focus areas that these plans can support and enhance are - long-range planning and redevelopment, job creation, economic development, housing, neighborhood revitalization, post-disaster blight, contractor licensing, flood management, environmental protection, land acquisition, health and social services, staff augmentation and outreach.

Some of the plans and programs listed above are also directly/indirectly related to the fiscal aspects of post-disaster redevelopment. However, a more comprehensive list of programs related to Financial Administration is given in the Financial Strategy (Chapter 7). Also, some of the plans mentioned earlier, such as the Comprehensive Emergency Management Plan, Local Mitigation Strategy, Comprehensive Plan, Land Development Code, Flood Damage Prevention Ordinance, National Flood Insurance Program, and Community Wildfire Mitigation Plan are discussed below in greater detail.

4.2 PLANS/POLICIES IN DETAIL

The following section describes in detail some of the plans that are most closely related to post-disaster redevelopment.

Comprehensive Emergency Management Plan (CEMP)

The Pasco County Comprehensive Emergency Management Plan (CEMP) is a guidance document for all-hazards preparedness, response, recovery, and mitigation activities scalable to disasters of varying nature and magnitude. The CEMP establishes a framework through which Pasco County, and other government agencies, will prepare for, respond to, recover from, and mitigate the impacts of emergencies. The CEMP is predominantly an operations plan, but it has several sections that can have a significant impact on Pasco County's long-term post-disaster redevelopment. Post-disaster redevelopment is highlighted as a crucial focal activity within its recovery phase along with Federal Individual Assistance, Federal Public Assistance, and Local and State Assistance.

The CEMP is composed of the following elements:

- Basic Emergency Operations Plan (BEOP)
- Emergency Support Function Annexes
- Support and Incident Annexes
- Procedures, Protocols, and Plans

CEMP's recovery efforts primarily focus on:

- Identifying the needs of the community and the resources necessary to address these needs.
- Restoration and provision of accessible housing; care and treatment of affected persons.
- Information sharing across the public and private sectors; reconstitution of governmental and Non-governmental community services.
- Implementing measures for social, political, environmental and economic restoration; and incorporation of mitigation strategies into recovery efforts.

The Comprehensive Emergency Management Plan is not intended to be a long-term recovery document, although it does highlight certain short-term recovery activities that closely impact long-term redevelopment goals.

Some of the recovery topics discussed by Pasco County's CEMP are given below:

- Volunteer organization
- Damage assessment
- Recovery of local businesses and economic restoration.
- Identifying organizations that will assist local businesses in post-disaster recovery.
- Long-term community recovery needs of at-risk population.
- Short term - infrastructure repairs, and damage assessments.
- Restoration and recovery of transportation systems and infrastructure.

- Post-disaster permitting
- Restoration and provision of accessible housing.
- Reconstitution of governmental and non-governmental community services.
- Implementing measures for social, political, environmental and economic restoration.
- Incorporation of mitigation strategies into recovery efforts.

The Emergency Support Functions Annex of the CEMP identifies the actions and responsibilities of each of the departments and organizations. Some of these functions need further development within the PDRP. The CEMP also provides a list of funding sources for response, recovery and mitigations activities which may be available to local government, nonprofit organizations, business owners, and individuals.

Emergency Support Function 14 - Long-Term Community Recovery

The Emergency Support Function 14 - Long-term community recovery is closely related to post-disaster planning. The intention of this section is to initiate human needs assessments, economic impact assessments, and assessment of the built and natural environment. It describes the roles and responsibilities of organizations involved in these initial functions such as – Disaster Housing, Emergency Food and Business Continuity. The ESF 14 also activates initial long-term recovery activities.

ESF 14 acknowledges the need for post-disaster temporary housing, identifies the relevant organizations and County departments that will be coordinating post-disaster temporary housing, and briefly discusses siting of temporary housing. Although temporary housing is largely a short-term recovery activity, some aspects of it, such as its siting can have significant effect on the long-term redevelopment. This section of the CEMP provides considerable opportunity to tie short-term recovery functions with PDRP's long-term redevelopment goals.

Again, CEMP's Emergency Support Function 6 – Mass Care, Human Services, and Animal Issues mention the need to identify appropriate locations for short-term temporary housing. It also highlights the participants - Environmental Lands Acquisition and Management Program (ELAMP), County departments (such as Planning and Growth Management, Geographic Information System), FEMA other partner agencies and that will coordinate to identify and acquire land for such purposes.

Pasco County Continuity of Operations Plan (COOP)

The Continuity of Operations Plan (COOP) is a companion document to the Comprehensive Emergency Management Plan that defines the actions required to preserve vital records/ documents deemed essential for the continuity of post-disaster government operations. Directors or representatives of different Pasco County departments and agencies are responsible for preparing their own COOP while the Director of the Pasco County Office of Emergency Management is responsible for facilitating its development and maintenance.

Local Mitigation Strategy (LMS)

Pasco County's Local Mitigation Strategy is an ongoing process that mitigates or reduces the impact of hazards on a community. The LMS assesses vulnerabilities of our community to different types of hazards. It highlights the most critical and urgent vulnerabilities, and analyzes their probability of occurrence and potential economic impact. In addition, the LMS identifies projects and programs that address and mitigate the most significant hazards and prioritizes their implementation. Identification of these post-disaster projects and activities is a crucial component of the Local Mitigation Strategy, which makes our local communities eligible to access State and Federal dollars during the post-disaster phase. Appendix E of the Local Mitigation Strategy lists these Hazard Mitigation Project/Programs.

Although Pasco County's LMS primarily focuses on increasing the resilience of a community through pre-disaster mitigation, it also impacts the post-disaster redevelopment in more than one way. The proposed mitigation strategies are intended to reduce the economic, environmental and health impacts of different disasters which further builds the base for a more cost-effective and speedy long-term recovery. In addition, the LMS briefly discusses some of the critical post-disaster issues such as restoration of utilities, resumption of community services, resumption of local businesses, rebuilding of housing, and incorporating mitigation into rebuilding and long-term redevelopment.

Some of its goals that closely tie up with post-disaster planning are as follows:

- Goal 1 Hurricane Mitigation Ordinance
- Goal 3 Encourage Economic Diversification and Development
- Goal 5 Reduce the Cost of Disaster Response and Recovery
Goal 5 Objective 05.2 Property Acquisition - allow purchase of properties that have suffered repetitive flood damage.
- Goal 6 Environmental Lands Acquisition and Management Program
- Goal 7 Historical Preservation

Refer Appendix D of this Plan for a detailed description of each of these goals and their underlying objectives.

Another critical component of the plan is Section IV MITIGATION RESPONSIBILITIES, which highlight the responsibilities of different organizations/personnel in terms of response, recovery and hazard mitigation. Several recovery functions related to this section can be further enhanced and developed within the Post-Disaster Redevelopment Plan.

Comprehensive Plan

Pasco County's Comprehensive Plan sets forth a future vision for the social, economic, and physical characteristics of the County, and outlines policies and guidelines to implement that vision. This document contains chapters or "Elements" that address Future Land Use, Conservation, Coastal, Recreation and Open Space, Housing, Transportation, Public School

Facilities, Public Facilities, Capital Improvements, and Intergovernmental Coordination. Several policies within Pasco County's Comprehensive Plan are either directly or indirectly related to post-disaster recovery or redevelopment.

Some of the aspects covered by the plan that are crucial to post-disaster planning are:

- Protection of environmentally-sensitive lands.
- Natural resource protection.
- Protection of floodplains.
- Restricting or regulating development within coastal high hazard areas.
- Post-disaster relocation housing
- Minimum construction standards for housing to minimize damage by floods.
- Protection of historical and cultural resources

A significant portion of the Comprehensive Plan focuses on diverting away development and infrastructure from areas that are environmentally sensitive, and from areas with high hazard vulnerabilities. Although the majority of these policies are centered on mitigation, Pasco County's Comprehensive Plan definitely provides a broad framework for establishing more detailed policies for post-disaster rebuilding and redevelopment. It provides guidelines/policies that encourage economic development, job creation, infrastructure improvement, protection of the ecosystem, and prevention of landform alteration – all of which fully support post-disaster redevelopment goals. A list of Comprehensive Plan Policies that directly relate to post-disaster redevelopment are given in Appendix D.

Land Development Code (LDC)

If the Comprehensive Plan defines the vision for a community, the Land Development Code serves as the implementing mechanism and specific guidance tool required to implement the vision. The LDC establishes regulations, standards, review, and approval procedures defining the use and development of land. The intention of Pasco County's Land Development Code is to foster and preserve public health, safety, and welfare, and to aid in the harmonious, orderly, and progressive development of the County in accordance with the adopted Comprehensive Plan.

Pasco County's land development codes that are closely tied to post-disaster planning and resilience are:

- Permit procedures for developments within areas of special flood hazards. Development standards for Flood Hazard Reduction.
- Specific standards for residential and non residential construction in special flood hazard zones.
- Standards for Manufactured Homes and Recreational Vehicles.
- Prohibition of encroachments, including fill, new construction, substantial improvements, and other developments within floodways.

Pasco County's Land Development Codes identified as relating to the post-disaster environment are given in Appendix D of the PDRP.

Flood Plain Management

National Flood Insurance Program (NFIP) and Flood Damage Prevention Ordinance

Pasco County joined the National Flood Insurance program (NFIP) by adopting its initial Flood Damage Prevention Ordinance on November 18, 1981. Adoption of this ordinance and enforcement of these regulations makes Pasco County property owners located within unincorporated Pasco County eligible to access flood insurance. Pasco County is subject to frequent floods that result in loss of life and property, health and safety hazards, disruption of commerce and governmental services, and impairment of the tax base. The intention of this flood insurance program is to reduce escalating costs of property and infrastructure damage caused by floods, and by encouraging communities to identify, map, and manage their floodplains. The Flood Damage Prevention Ordinance outlines several flood mitigation strategies for reducing flood losses which include:

- Restricting uses that increase flood risks.
- Protecting vulnerable uses/facilities from flood damage at the time of initial construction.
- Controlling alteration of floodplains, stream channels, and natural protective barriers.
- Controlling activities such as dredging and filling that may increase flood damage.
- Preventing and regulating the construction of flood barriers that increase flood risks by unnaturally altering the natural flow of floodwaters.

A detailed list of objectives and strategies under the Flood Damage Prevention ordinance are given in Appendix D.

Pasco County Debris Management Plan

The Debris Management Plan is a document that describes the actions necessary for coordinating the removal and disposal of debris, allocates staff, funds and equipment for debris clearance, and identifies responsibilities in terms of debris removal, collection, reduction and disposal.

Under the Section II Situations and Assumptions, the Debris Management Plan discusses the factors that affect the type, quantity and nature of the debris generated. It proposes a debris management program based on the waste management approach of reduction, reuse, reclamation, resource recovery, incineration, and land filling. Further, it estimates the type and amount of the debris for different disaster events and forecasts possible debris locations based on the type of debris generated. Further, under Section III Debris Collection Plan, it prioritizes the response and recovery operations needed for collection, clearance and disposal of debris.

The primary focus of the Debris Management Plan is short-term debris clearance activities required to protect public health and safety. However, under the Location of Disposal Sites, Section IV Debris Management Sites it discusses the location of disposal sites, an activity that could have long-term environmental impacts eventually affecting post-disaster recovery and redevelopment.

Therefore, the Debris Management Plan creates a base for the PDRP to build upon and address some of the long-term redevelopment effects of short-term recovery activities such as debris clearance and management. Also preplanning debris removal, collection and reduction, allows us to rapidly recover and transition to a stage where we can attend to other long-term recovery and redevelopment needs.

Demolition Ordinance

Pasco County's Demolition Ordinance defines the process for dealing with blighted structures or conditions that endanger life and property. The outline of the ordinance is as follows:

- Definition of blighted/slum structure or condition
- Criteria for demolition
- Process for posting of a demolition order, notification, recording, appeal, demolition and clearance.
- Process for issuance of a demolition permit.
- Timeframe for demolition and clearance.
- Recovery of demolition, and clearance costs and imposition of lien.
- Regulations that apply if the slum or blighted structure does not meet the criteria for demolition.

Although the demolition ordinance provides an adequate base for dealing with post-disaster blight, most of its aspects such as criteria and timeframe are developed keeping in mind the conditions that exist pre-disaster/during 'blue-skies'.

Following are some of the aspects that could be addressed by this ordinance to make it a more effective tool for post-disaster redevelopment. These strategies are also incorporated into the Policy Integration Section of this chapter as well as the Action Plan.

Recommended components for addressing post-disaster needs:

- Developing a blight removal timeline to ensure that blighted/unsafe structures do not remain in neighborhoods for too long, post-disaster.
- Developing a streamlined process of demolition permitting, acquisition and reselling of adjudicated blight properties after a disaster.
- Developing a method to notify the general public about demolition in the post-disaster phase. Methods employed in the post-disaster scenario might be different as families are displaced and most normal communication lines are down.

- Identifying alternate methods for demolition cost reimbursement as the typical method used during the pre-disaster phase might not be adequate to cover widespread demolitions or demolitions that extend beyond the timeframe for federal reimbursement.
- Making abandoned property available to those residents who are willing to buy it and rebuild it.
- Revisit issues/needs identified through redevelopment plans (e.g. parks, play areas, neighborhood centers etc.) and analyze if the abandoned properties could be put to some productive reuse that addresses these concerns.

Identifying other relevant plans and programs through which post-disaster assistance with repair, rebuilding and financing could be provided can also be helpful to prevent abandonment of damaged structures. Public outreach programs during the pre-disaster stage or early stages of post-disaster recovery could also be useful in creating public awareness about blight as well as the available programs for post-disaster assistance.

Disaster Housing Plan

Pasco County's Disaster Housing Plan is maintained by the Community Development Division – County's prime coordinating agency that is responsible for interacting with local, State and Federal bodies for provision of temporary housing. The Disaster Housing Plan provides basic guidelines and procedures to assist the local community in meeting their housing needs following a disaster. Some of its topics that are closely related to PDRP are - vulnerability to hurricanes, coordinating roles related to disaster housing and sites for temporary housing. In addition to the Plan, Community Development also maintains a Disaster Housing Catalogue that includes all rental units within the County that could be used as temporary accommodation.

Overall, the Disaster Housing Plan provides a useful framework that can be further enhanced through coordination with other agencies/departments. Regulatory framework for supporting post-disaster housing, identifying additional housing options that can serve as temporary accommodation and identifying suitable locations (with appropriate land use, zoning, infrastructure, etc.) for temporary housing are some examples of disaster housing strategies that would require coordinated effort. Other components related to PDRP that could be addressed within the Disaster Housing Plan are given in the Policy Integration Section.

Community Wildfire Protection Plan (CWPP)

The Community Wildfire Protection Plan (CWPP) is a document that specifically focuses on the challenges of fire protection in the wildland urban interface. The CWPP provides local communities with the capability to decide where and how wildland fuel management

projects will be implemented on federally managed lands, and how federal funds will be utilized and distributed for fuel reduction projects on non-federal lands.

According to Pasco County's Local Mitigation Strategy (LMS) the County's wildfire risks are very high especially due to the patterns and location of new development, probability of occurrence, based on fuel types, and costs associated with wildfire events. The LMS also states that the probability of drought is high, which can increase fire danger since the County has a significant amount of acreage designated as conservation, public lands, and agricultural land uses. The CWPP further builds upon the analysis and goals within the Local Mitigation Strategy (LMS) and recommends specific actions required to reduce wildfire vulnerability.

Most of the wildfire mitigation strategies fall within four main categories:

- Wildland fuel management
- Community outreach and education
- Firewise building retrofit and landscaping
- Policy and regulation recommendations and
- Wildland fire response improvements

Some of these strategies are closely linked to post-disaster, planning and rebuilding processes, and can be further developed within the Post-Disaster Redevelopment Plan.

West Market Redevelopment Plan

The West Market Redevelopment Plan is a special area plan that identifies redevelopment opportunities along the western coast of Pasco County including the U.S. 19 corridor and the area along it. It was adopted by the Pasco County Board of Commissioners as a new initiative in their FY 2010-2011 Business Plan and is currently under development. It includes approximately 84 square miles of area characterized by - aging buildings and infrastructure, limited coastal to inland connections, inadequate public facilities and services and, frequent flooding.

The objectives and goals of this plan fully support the long-term redevelopment intentions of the Post-Disaster Redevelopment Plan. The key objectives of the West Market Area Redevelopment Plan includes the protection of natural habitats and resources, encouragement of compact, mixed-use development, provision of employment opportunities, revitalization of neighborhoods, provision of affordable housing, improvement of transportation, encouragement of energy efficiency, celebration of historic assets and neighborhood features, enhancement of water features and eco-tourism, and post-disaster planning and management. Overall, the West Market Redevelopment Plan will include strategies for strengthening the economic, physical and social structure of the area, which will further contribute towards the resiliency of the community to future disasters. The scope of the plan also includes identification of smaller priority redevelopment areas, related roles, responsibilities, and strategies for implementation.

Future of the Region: A Strategic Regional Policy Plan (SRPP)

In addition to the local plans discussed above, there are several regional plans such as – A Strategic Regional Policy Plan for the Tampa Bay Region and The Tampa Bay Catastrophic Plan – Project Phoenix that are closely related to post-disaster planning.

The Future of the Region: A Strategic Regional Policy Plan for the Tampa Bay Region (SRPP) is a plan that guides the long-range - physical, economic, and social development of the Tampa Bay region. It is prepared by the Tampa Bay Regional Planning Council and contains goals and policies that build a comprehensive regional framework for the all the comprehensive plans, land development regulations, local development orders and other local or area level plans within the region. The SRPP functions more like a guidance tool and does not create regulatory authority or authorize the adoption of agency rules, criteria, or standards not otherwise authorized by law. The SRPP addresses several crucial post-disaster challenges.

Some of its goals, which are most relevant to post-disaster redevelopment, are given below.

- Provision and location of affordable housing.
- Mitigation of the impact of development within coastal high hazard area (CHHA).
- Protection of natural resources.
- Statewide, regional and intra-regional post-disaster response and recovery.
- Inclusion of appropriate mitigation strategies and post-disaster procedures in local government comprehensive plans and land development regulations.
- Incorporation of appropriate mitigation techniques/alternatives into reconstruction.
- Rebuilding or redevelopment to higher safety standards .

Appendix D lists down the goals within SRPP those are most relevant to post-disaster redevelopment.

Disaster Relief Emergency Fund (DREF)

A pool of unearmarked money used to provide immediate funding for emergencies.

Emergency Response Units (ERU)

Pre-trained teams of specialist volunteers and pre-packed sets of standardized equipment ready for immediate use.

Field Assessment and Coordination Teams (FACT)

Teams of experienced Red Cross/Red Crescent disaster managers on standby to support sudden major disasters.

Disaster Management Information System (DMIS)

A web-based tool for Red Cross/Red Crescent personnel including disaster trends, tools and databases.

DMIS site (password protected)

Climate change ranks amongst the greatest global problems of the 21st century and the scientific evidence on climate change is stronger than ever: the **Intergovernmental Panel on Climate Change (IPCC)** released its Fourth Assessment Report in early 2007, saying that climate change is now unequivocal. It confirms that extremes are on the rise and that the most vulnerable people, particularly in developing countries, face the brunt of impacts.

The gradual expected temperature rise may seem limited (with a likely range from 2 to 4 degrees Celsius predicted for the coming century)

The **National Flood Insurance Act of 1968** is a piece of legislation passed in the United States that led to the creation of the **National Flood Insurance Program (NFIP)**.

The NFIP goals are two-fold:

- To provide flood insurance for structures and contents in communities that adopt and enforce an ordinance outlining **minimal floodplain management standards**.
- To identify areas of high and low flood hazard and establish flood insurance rates for structures inside each flood hazard area.[2]

The act was motivated by a long history of property damage and loss of life due to flooding.[3] The legislation was finally promulgated because of the recent flood loss sustained in Florida and Louisiana following the destruction caused by the **Hurricane Betsy** flood surge in 1965

Implementation

Participation in the NFIP is based on an agreement between local communities and the federal government which states that if a community will adopt and enforce a floodplain management ordinance to reduce future flood risks to new construction in Special Flood Hazard Areas (SFHA), the federal government will make flood insurance available within the community as a financial protection against flood losses. The SFHAs and other risk

premium zones applicable to each participating community are depicted on **Flood Insurance Rate Maps (FIRMs)**. The **Mitigation Division within the Federal Emergency Management Agency manages the NFIP** and oversees the floodplain management and mapping components of the Program.

The intent was to reduce future flood damage through community floodplain management ordinances and provide protection for property owners against potential losses through an insurance mechanism that requires a premium to be paid for the protection. The NFIP is meant to be self-supporting, though in 2003 the GAO found that repetitive-loss properties cost the taxpayer about \$200 million annually.[3] Congress originally intended that operating expenses and flood insurance claims be paid for through the premiums collected for flood insurance policies. NFIP borrows from the U.S. Treasury for times when losses are heavy, and these loans are paid back with interest.

Since 1978, the National Flood Insurance Program has paid more than \$38 billion in claims (as of March 31, 2011). More than 40 percent of that money has gone to residents of Louisiana.

Amendments

The program was first amended by the **Flood Disaster Protection Act of 1973**, which made the purchase of flood insurance mandatory for the protection of property within SF-HAs. In 1982, the Act was amended by the **Coastal Barrier Resources Act (CBRA)**. The CBRA enacted a set of maps depicting the John H. Chafee Coastal Barrier Resources System (CBRS) in which federal flood insurance is unavailable for new or significantly improved structures. The **National Flood Insurance Reform Act of 1994** codified the **Community Rating System (an incentive program that encourages communities to exceed the minimal federal requirements for development within floodplains)** within the NFIP. The program was further amended by the **Flood Insurance Reform Act of 2004**, with the goal of reducing **“losses to properties for which repetitive flood insurance claim payments have been made.”**

Criticisms

Prior to the 1950s, floods were typically covered in standard homeowners' policies. But as experience began to show, when properties received flood damage, it involved far more people at one time than other disasters. This caused huge losses to insurance companies due to paying large claims in large numbers all at once. So gradually, during the 1950s, insurance companies began excluding floods in their policies and selling flood insurance separately. Still the amount of people with such insurance were not enough to offset paying claims when huge flood disasters hit an area. By the 1960s, most insurance companies simply stopped offering flood policies. So by the mid 1960s, prior to the NFIP's existence, insurance coverage for flood losses was not provided by any private insurance carriers. Property losses stemming from flood damage were largely the responsibility of the property owner, although the consequences were sometimes mitigated through provisions for disaster aid. Today, owners of property in flood plains frequently receive disaster

aid and payment for insured losses, which in many ways negates the original intent of the NFIP. Consequently, these policy decisions have escalated losses stemming from floods in recent years, both in terms of property and life.

Moreover, certain provisions within the NFIP increase the likelihood that flood-prone properties will be occupied by the people least likely to be in a position to recover from flood disasters, which further increases demand for aid. This is an example of adverse selection. Some factors contributing to increased demand for aid are:

Flood insurance for properties in flood prone areas is mandatory only to secure loans, which makes it somewhat more likely that flood prone properties will be owned by seniors who have paid off their mortgages, or investors who have acquired the property for rental income.

Flood insurance only covers losses for the owner of the property, and claims are subject to caps, which further increases the likelihood that the property will be occupied by renters rather than the property owner.

Flood prone properties are more likely to be offered for rent because of the owners' increased risks and/or costs associated with occupying the property themselves.

Flood prone properties are more likely to be offered for rent at a discount, which attracts lower income groups, seniors, and infirm groups.

Climate change is a significant and lasting change in the statistical distribution of weather patterns over periods ranging from decades to millions of years. It may be a change in average weather conditions, or in the distribution of weather around the average conditions (i.e., more or fewer extreme weather events). Climate change is caused by factors that include oceanic processes (such as oceanic circulation), variations in solar radiation received by Earth, plate tectonics and volcanic eruptions, and human-induced alterations of the natural world; these latter effects are currently causing global warming, and "climate change" is often used to describe human-specific impacts.

Scientists actively work to understand past and future climate by using observations and theoretical models. Borehole temperature profiles, ice cores, floral and faunal records, glacial and periglacial processes, stable isotope and other sediment analyses, and sea level records serve to provide a climate record that spans the geologic past. More recent data are provided by the instrumental record. Physically based general circulation models are often used in theoretical approaches to match past climate data, make future projections, and link causes and effects in climate change.

Terminology

The most general definition of climate change is a change in the statistical properties of the climate system when considered over long periods of time, regardless of cause.[1] Accordingly, fluctuations over periods shorter than a few decades, such as El Niño, do not represent climate change.

The term sometimes is used to refer specifically to climate change caused by human activity, as opposed to changes in climate that may have resulted as part of Earth's natural processes.[2] In this sense, especially in the context of environmental policy, the term cli-

mate change has become synonymous with anthropogenic global warming. Within scientific journals, global warming refers to surface temperature increases while climate change includes global warming and everything else that increasing greenhouse gas levels will affect.[3]

Causes

On the broadest scale, the rate at which energy is received from the sun and the rate at which it is lost to space determine the equilibrium temperature and climate of Earth. This energy is distributed around the globe by winds, ocean currents, and other mechanisms to affect the climates of different regions.

Factors that can shape climate are called climate forcings or “forcing mechanisms”. [4] These include processes such as variations in solar radiation, variations in the Earth’s orbit, mountain-building and continental drift and **changes in greenhouse gas concentrations**. There are a variety of climate change feedbacks that can either amplify or diminish the initial forcing. Some parts of the climate system, such as the oceans and ice caps, respond slowly in reaction to climate forcings, while others respond more quickly.

Forcing mechanisms can be either “**internal**” or “**external**”. **Internal forcing mechanisms are natural processes** within the climate system itself (e.g., the thermohaline circulation). **External forcing mechanisms can be either natural (e.g., changes in solar output) or anthropogenic (e.g., increased emissions of greenhouse gases).**

Whether the initial forcing mechanism is internal or external, the response of the climate system might be fast (e.g., a sudden cooling due to airborne volcanic ash reflecting sunlight), slow (e.g. thermal expansion of warming ocean water), or a combination (e.g., sudden loss of albedo in the arctic ocean as sea ice melts, followed by more gradual thermal expansion of the water). Therefore, the climate system can respond abruptly, but the full response to forcing mechanisms might not be fully developed for centuries or even longer.

Internal forcing mechanisms

Natural changes in the components of Earth’s climate system and their interactions are the cause of internal climate variability, or “internal forcings.” Scientists generally define the five components of earth’s climate system to include atmosphere, hydrosphere, cryosphere, lithosphere (restricted to the surface soils, rocks, and sediments), and biosphere. [5][not in citation given]

Pacific Decadal Oscillation 1925 to 2010

The ocean is a fundamental part of the climate system, some changes in it occurring at longer timescales than in the atmosphere, massing hundreds of times more and having very high thermal inertia (such as the ocean depths still lagging today in temperature adjustment from the Little Ice Age).[clarification needed][6]

Short-term fluctuations (years to a few decades) such as the El Niño-Southern Oscillation, the Pacific decadal oscillation, the North Atlantic oscillation, and the Arctic oscillation, rep-

resent climate variability rather than climate change. On longer time scales, alterations to ocean processes such as thermohaline circulation play a key role in redistributing heat by carrying out a very slow and extremely deep movement of water, and the long-term redistribution of heat in the world's oceans.

A schematic of modern thermohaline circulation. Tens of millions of years ago, continental plate movement formed a land-free gap around Antarctica, allowing formation of the ACC which keeps warm waters away from Antarctica.

External forcing mechanisms

In the context of climate variation, anthropogenic factors are human activities which affect the climate. The scientific consensus on climate change is "that climate is changing and that these changes are in large part caused by human activities.

Of most concern in these anthropogenic factors is the increase in CO₂ levels due to emissions from fossil fuel combustion, followed by aerosols (particulate matter in the atmosphere) and cement manufacture. Other factors, including land use, ozone depletion, animal agriculture[41] and deforestation, are also of concern in the roles they play - both separately and in conjunction with other factors - in affecting climate, microclimate, and measures of climate variables.

Glaciers are considered among the most sensitive indicators of climate change. Their size is determined by a mass balance between snow input and melt output. As temperatures warm, glaciers retreat unless snow precipitation increases to make up for the additional melt; the converse is also true.

Glaciers grow and shrink due both to natural variability and external forcings. Variability in temperature, precipitation, and englacial and subglacial hydrology can strongly determine the evolution of a glacier in a particular season. Therefore, one must average over a decadal or longer time-scale and/or over a many individual glaciers to smooth out the local short-term variability and obtain a glacier history that is related to climate.

A world glacier inventory has been compiled since the 1970s, initially based mainly on aerial photographs and maps but now relying more on satellites. This compilation tracks more than 100,000 glaciers covering a total area of approximately 240,000 km², and preliminary estimates indicate that the remaining ice cover is around 445,000 km². The World Glacier Monitoring Service collects data annually on glacier retreat and glacier mass balance. From this data, glaciers worldwide have been found to be shrinking significantly, with strong glacier retreats in the 1940s, stable or growing conditions during the 1920s and 1970s, and again retreating from the mid-1980s to present.[45]

The most significant climate processes since the middle to late Pliocene (approximately 3 million years ago) are the glacial and interglacial cycles. The present interglacial period (the Holocene) has lasted about 11,700 years.[46] Shaped by orbital variations, responses

4.3. PLAN INTEGRATION

Policy and programmatic needs were identified through the PDRP planning process. A crosswalk was developed to indicate areas where needs/deficiencies had been identified, and to highlight plans/policies where strategies to address post-disaster issues could be incorporated. Table 28 highlights some of these opportunities for enhancing and integrating the existing plans.

Table 28: PDRP Policy Crosswalk.

Identified Need/Gap or Opportunity for Integration	Responsible Entity(ies)	Collaboration required	PDRP Action Plan Cross Reference (Relevant TACs)
Comprehensive Emergency Management Plan (CEMP) Recovery Annex			
Expand the composition of the Mitigation Assessment Teams (MAT) to include historic preservation specialists.	Pasco County (PC) Emergency Management (EM)	Hazard Mitigation Committee; Historical Preservation Society, Inc; PC Planning and Development (PDD); PDRP Environment TAC	Land Use
Allow the extension of certain operational concepts within the CEMP such as Disaster Recovery Center, Joint Information Center to the long-term redevelopment phase.	EM	PC Planning and Development (PDD)	Government Functions
Develop standard operating procedures to ensure smooth transition from short-term recovery to long-term recovery phase.	EM	PDD	Government Functions
Local Mitigation Strategy			
Include within the LMS Project list mitigation projects identified through the PDRP planning and update process.	EM	PDD; PC Community Development (CD); Building Construction Services (BCC); Utilities; Stormwater Management; Public Facilities	Land Use; Housing; Infrastructure; Environment
Debris Management Plan			
The Debris Management Plan and all other post-disaster planning efforts that have an impact on land use need to be coordinated with the policies of the Comprehensive Plan.	EM	PDD; PC Municipalities	Land Use; Infrastructure
Identify sites for debris staging reduction and ultimate disposal keeping in mind temporary recovery needs, long-term redevelopment goals, and environmental consequences.	EM	PDD; PC Public Works; GIS; Municipalities	Infrastructure; Land Use

Identified Need/Gap or Opportunity for Integration	Responsible Entity(ies)	Collaboration required	PDRP Action Plan Cross Reference (Relevant TACs)
Develop pre-disaster contracts for debris clearance, collection, and disposal.	EM	PC Purchasing; Municipalities	Infrastructure
Develop operational policies that define the debris clearance priorities.	EM	PDD	Infrastructure
Disaster Housing Plan			
Develop Disaster housing ordinance or identify strategies/ emergency provisions to be incorporated into the LDC.	PC Community Development (CD)	EM; PDD	Land Use
Maximize the usage of local resources. Inventory existing housing stock (rental/seasonal units, foreclosed properties, colleges/universities and student housing, vacant warehouses), vacant parcels and infrastructure that can support temporary housing. Also, regularly update this inventory.	CD	PC GIS; Property Appraiser	Land Use and Housing; Infrastructure
Identify suitable locations for siting of temporary housing and assess the availability of supporting infrastructure on these sites.	CD	CD; PC Zoning; Utilities	Land Use; Housing
Identify temporary housing options for emergency workers and volunteers.	CD	EM	Housing
Identify regulatory obstacles for disaster housing.	CD	PDD; PC County Attorney; EM	Land Use; Housing
Explore strategies to increase the affordable housing stock within the County.	CD	PDD	Land Use; Housing; Infrastructure
Maintain a list of licensed local and regional contractors that can assist in the post-disaster rebuilding.	CD	PC Licensing Services – Building Inspections	Land Use and Housing; Infrastructure
Create an outreach strategy that helps inform and educate the local communities about insurance, post-disaster temporary housing options, disaster assistance, and mitigation strategies to be incorporated during rebuild.	CD; PDD; PEDC	PC IT; PC PIO, Customer Services; EM	Land Use and Housing; Economic Redevelopment

Identified Need/Gap or Opportunity for Integration	Responsible Entity(ies)	Collaboration required	PDRP Action Plan Cross Reference (Relevant TACs)
Pasco County Comprehensive Plans			
Consider hazard vulnerability, and location of repetitive loss areas, and 'Basins of Special Concern' while preparing or reviewing redevelopment plans.	PDD	PC Zoning and Site Development, GIS, Emergency Management, Municipalities	Land Use
Ensure that all large-scale development projects that come up after a major disaster should be well aligned with the goals and strategies of the Post-Disaster Redevelopment Plan.	PDD	Municipalities	See Geographic Areas of Opportunity
Develop policies to limit growth and intensity of development within areas that are totally damaged/destroyed after a major disaster.	PDD	Municipalities	See Geographic Areas of Opportunity; Emergency Permitting Procedures
Establish criteria that help identify areas for siting of temporary uses/needs that develop following a major disaster.	PDD	PC Zoning and Site Development; GIS; Emergency Management	CEMP Land Use; Housing
Conduct a development suitability analysis of all vacant and undeveloped land that falls outside hazard zones and is free of development restrictions.	PDD	PC Zoning and Site Development, GIS, Emergency Management, Municipalities	Land Use
Develop criteria and procedures for land acquisition after a disaster to reduce future vulnerability and/to create opportunities to meet community redevelopment objectives.	PDD	PC Real Estate, Environmental Lands; Municipalities	See Land Use; Geographic Areas of Opportunity
Land Development Regulations			
Identify strategies to permit and support alternate temporary housing options such as Katrina Cottages and House-in-a-box in different Land Use/Zoning districts.	PDD	PC Community Development; Zoning and Site Development, Municipalities	Land use; Housing

Identified Need/Gap or Opportunity for Integration	Responsible Entity(ies)	Collaboration required	PDRP Action Plan Cross Reference (Relevant TACs)
Land Development Regulations			
Develop streamlined rapid repair permitting procedures to facilitate a quicker recovery. Support this fast tracked process with an outreach strategy that helps educate and inform people about the processes involved.	PDD	PC Zoning and Site Development, Municipalities	See Emergency Permitting Procedures; PDRP Land Use and Housing
Temporary Building Moratorium Ordinance; Determine the conditions in which the moratorium is lifted for new construction vs. repair of damaged structures.	PDD	PC Zoning and Site Development, Municipalities	See Geographic Areas of Opportunity; PDRP Toolkit
Encourage mitigation during rebuilding and repair.	PDD	PC Zoning and Site Development; Building Construction; Municipalities	Land use and Housing; Infrastructure
Develop best management practices/alternatives on how to deal with the nonconforming uses.	PDD	PC Zoning and Site Development; Building Construction; Municipalities	See Emergency Permitting Procedures; PDRP Land Use and Housing
Need to enforce buffer requirements with respect to wildfire risks.	PDD	PC Zoning and Site Development; PC Fire and Emergency Services; Local Division of Forestry; Municipalities	Land Use
Use Transfer of Development rights to support and enhance PDRP goals.	PDD	PC Zoning and Site Development, Municipalities	See Land Use; Geographic Areas of Opportunity
Address private property and public facilities that are repetitively damaged/have sustained substantial damage. Identify opportunities for mitigation.	PDD	PC Zoning and Site Development, Building Construction, Municipalities	Land Use and Housing
Maintain an inventory of historical and archeological resources within the County.	PDD	Historical Preservation Society; Municipalities	Land Use and Housing
Develop procedures for post-disaster historic resource assessment – historic property review and permitting procedures.	PDD	PC Zoning and Site Development, Historical Preservation Society; Municipalities	Land Use and Housing

Identified Need/Gap or Opportunity for Integration	Responsible Entity(ies)	Collaboration required	PDRP Action Plan Cross Reference (Relevant TACs)
Building Ordinance			
Develop policies regarding demolition, repair and reconstruction of historic structures.	PC Building Construction Services (BCS)	PDD; PC Zoning and Site Development, Historical Society, Municipalities	Housing
Develop strategies to utilize mutual aid agreements to assist in inspections and building review and permitting work.	BCS	Buildings Officials Association of Florida (BOAF); Florida Association of Property Appraisers (FAPA); Emergency Management Assistance Compact (EMAC)	Land Use and Housing
Develop streamlined rapid repair permitting procedures to facilitate a quicker recovery. Support this fast tracked process with an outreach strategy that helps educate and inform people about the processes involved.	BCS	Buildings Officials Association of Florida (BOAF); Florida Association of Property Appraisers (FAPA); Emergency Management Assistance Compact (EMAC)	See Emergency Permitting Procedures; PDRP Infrastructure; PDRP Housing
Encourage mitigation during rebuilding and repair.	BCS	PC Municipalities	Housing; Infrastructure; Government Functions
Develop best management practices/alternatives on how to deal with the nonconforming structures.	BCS	PC PDD; Zoning and Site Development; Municipalities	Housing
Educate and counsel people pre-disaster about post-disaster insurance, permitting procedures and licensed contractors.	BCS	PC PIO; Customer Service; IT; CD	Housing; Government Functions
Purchasing Ordinance			
Develop pre-approved contracts for resource/services that might be required during the long-term recovery and redevelopment phase.	PC Purchasing Department		All PDRP TACs
Develop emergency procedures that help speed up and streamline contracting and purchasing process in the post-disaster recovery and redevelopment phases.	PC Purchasing Department	EM; PC County Attorney	Government Functions

Identified Need/Gap or Opportunity for Integration	Responsible Entity(ies)	Collaboration required	PDRP Action Plan Cross Reference (Relevant TACs)
Demolition Ordinance			
<p>Make required changes to the Demolition Ordinance to enhance our capacity to deal with post-disaster blight. Aspects to be addressed:</p> <ul style="list-style-type: none"> Identifying properties that are severely damaged beyond repair. Developing a blight removal timeframe. Develop streamlined process for demolition permitting, acquisition and reselling of adjudicated property. Identify alternate funding strategies for demolition cost reimbursement. Make abandoned property available to those who can buy and rebuilt it. Outreach to build public awareness about post-disaster rebuilding assistance and demolition policies. 	BCS	CD; PC Code Enforcement; Department of Health; PIO; Customer Service;	Housing, Government Functions
Economic Redevelopment Plans			
Develop strategies to assist local businesses develop their business continuity plans.	PDD	Chambers of Commerce; Pasco Economic Development Council (PEDC); Pasco Hernando Workforce Board (PHWB)	Economic Redevelopment
Identify resources necessary for supporting the resumption of businesses in the community in the post-disaster environment.	PDD	Chambers of Commerce; PEDC; PHWB	Economic Redevelopment
Establish a sequencing of resuming businesses and infrastructure and develop procedures necessary to support it.	PDD	Chambers of Commerce; PEDC; PHWB	Economic Redevelopment
Survey businesses to understand if they could support workforce housing during the recovery process.	PDD	Chambers of Commerce; PEDC; PHWB	Economic Redevelopment

Identified Need/Gap or Opportunity for Integration	Responsible Entity(ies)	Collaboration required	PDRP Action Plan Cross Reference (Relevant TACs)
Long Range Transportation Plan (LRTP)			
Incorporate Post-Disaster redevelopment considerations and strategies for mitigation	Metropolitan Planning Organization (MPO)	Federal Department of Transportation (FDOT); PC Planning and Development; Emergency Management – LMS Coordinator	Infrastructure
Health and Human Services/COAD Communications Plan			
Create an outreach strategy to reach out to the minority groups and other special needs population.	PC Human Services, Health Department	Pinellas Hillsborough Pasco Community Organizations Active in Disaster (PHPCOAD)	Government Functions; Health and Human Services
Involve private agencies, non-profit organizations, religious faith based organizations and use a combination of both traditional and non-traditional methods of communication to reach out to people.	PC Human Services	PHPCOAD	Government Functions; Health and Human Services
Educate people about the environmental consequences and health risks of disasters.	PC Health Dept.	PC IT; Customer Services; PIO	Government Functions; Health and Human Services; Environment
Establish a disaster volunteer support system that can help with grant writing, permitting procedures, site inspections and other administrative functions.	PC Human Services	PHPCOAD; American Red Cross (ARC)	Government Functions; Health and Human Services; Volunteer Coordination
Assess all critical infrastructures to determine their current vulnerability to different types of disasters.	PDD	PC GIS; TBRPC	Infrastructure; Health and Human Services
Pre-identify and target hidden populations that might not have adequate access to healthcare services/information.	PC Human Services	PHPCOAD; ARC	Government Functions; Health and Human Services
Assess staff shortages and cross training requirements to ensure continuity of healthcare services.	PC Health Dept.	PC Personnel Dept.; Community Services	Government Functions; Health and Human Services

Geographic Areas of Opportunity

In the *Post Disaster Redevelopment Planning Guidebook (FDEM, 2010)*, the PDRP is recommended for two reasons. First, to facilitate a faster more efficient recovery and, second, to take advantage of the opportunity to build back better: “A disaster, while tragic, can also create opportunities to fix past mistakes or leap forward with plans for community improvements.”

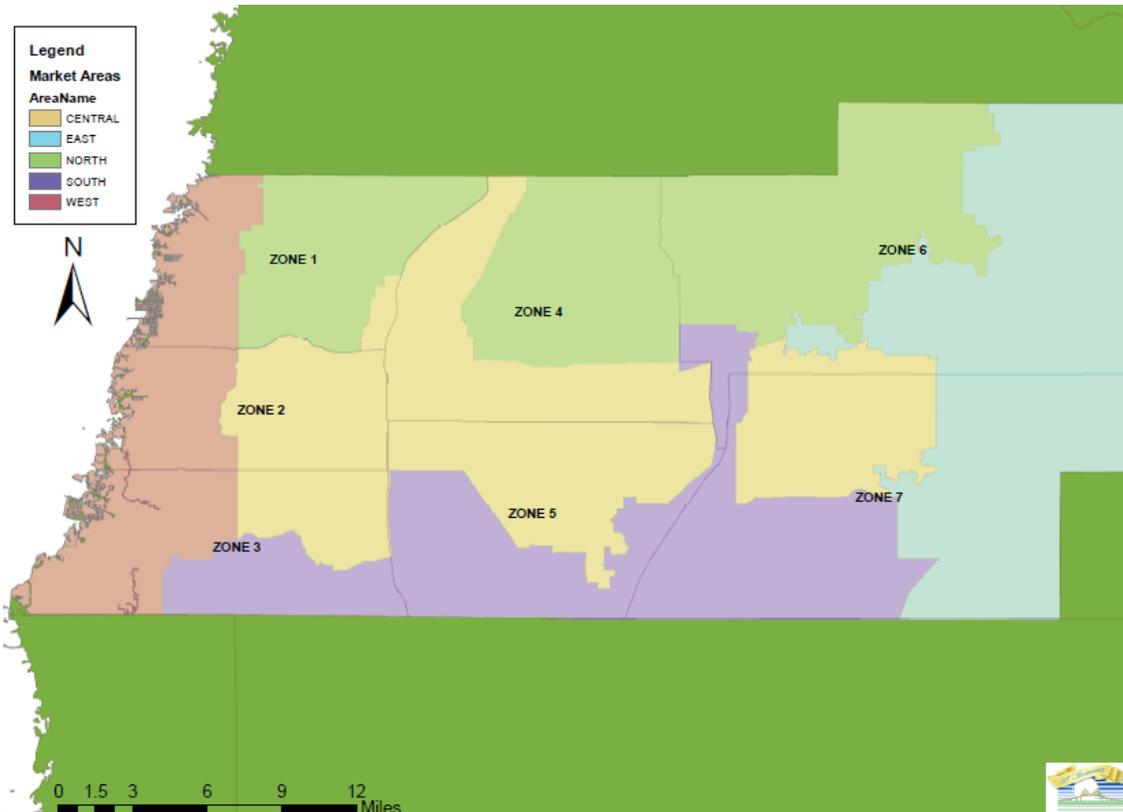
The Pasco County Planning and Development Department has developed the concept of “Market Areas” in the County. These market areas correspond to development patterns, geography, demographic profiles, and economic strategies (See Map 13). Through the concept of Market Areas, Pasco County will focus future growth into sustainable and competitive market areas with readily available infrastructure and alternative modes of transportation, provide protection of resources and a diversity of community types from vertical urban to the most protective rural. The vision brings together the concepts of urban service areas, economic development, growth management, transportation planning and environmental protection.

Within the Market Areas, there are districts where Special Area Plans (SAPs) are/will be developed. Currently, the West Market Area, an area along the Gulf of Mexico west of US 19 has 12 districts (See Map 14). There is also a SAP for the Trilby-Lacoochee Area in the rural northeast Pasco County.

Through the PDRP Planning process, it was discussed that these Market Area and SAP/District plans should more specifically address mitigation and post-disaster redevelopment opportunities incorporating strategies such as urban design, clustering, and transfer of development rights, etc. where appropriate, as well as the identify repetitive loss areas and environmentally sensitive areas where mitigation or acquisition would be appropriate. These areas could be identified as “Geographic Areas of Opportunity” where, if significantly impacted by an event, redevelopment (emergency permitting procedures) would encompass the “vision” established by the community through the Special Area Plans.

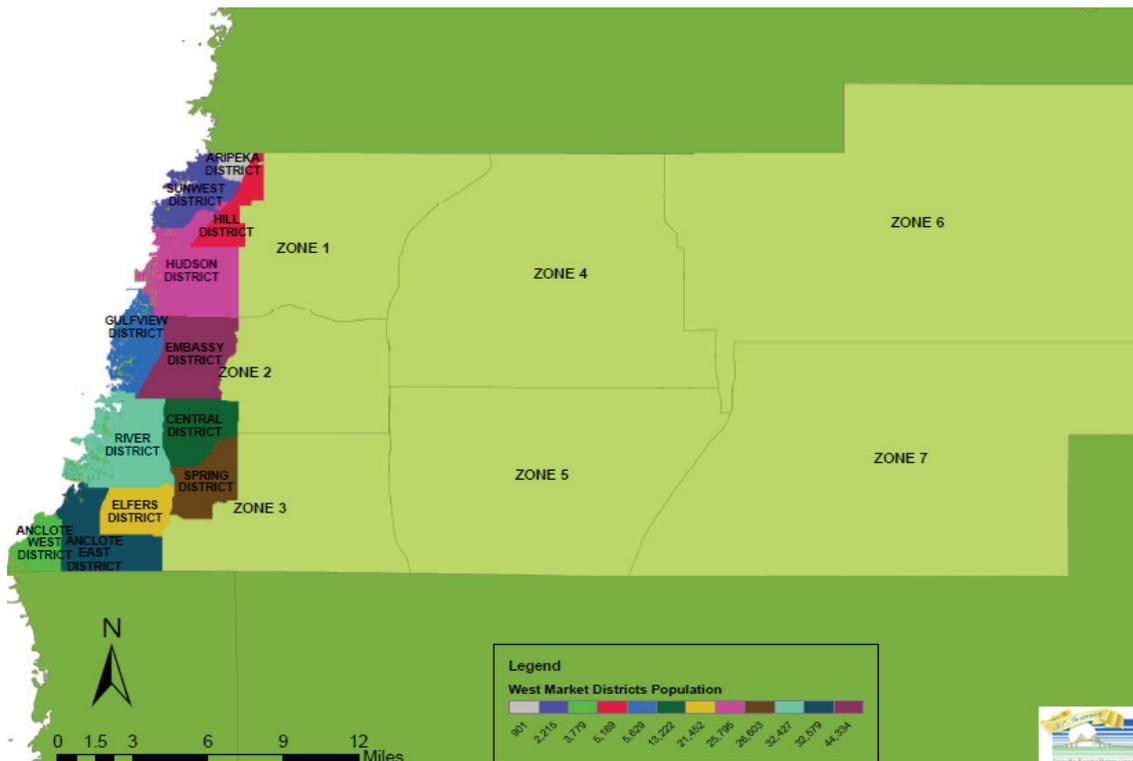
Pasco County Office of Emergency Management has also identified Emergency Response Zones within the County (See Maps 13, 14 and 15). These zones were overlaid on the Market Area maps to illustrate the compatibility of the emergency response (CEMP) and the Market Area Maps (LGCP and Economic Redevelopment Plan). The data collected for the Districts – especially the demographic and economic profiles – can be helpful for the emergency response and short-term recovery operations. The vulnerability analyses provided in the CEMP and LMS will be referenced in the District/SAP Plans.

Map 13: Pasco County Market Areas and Emergency Operation Zones



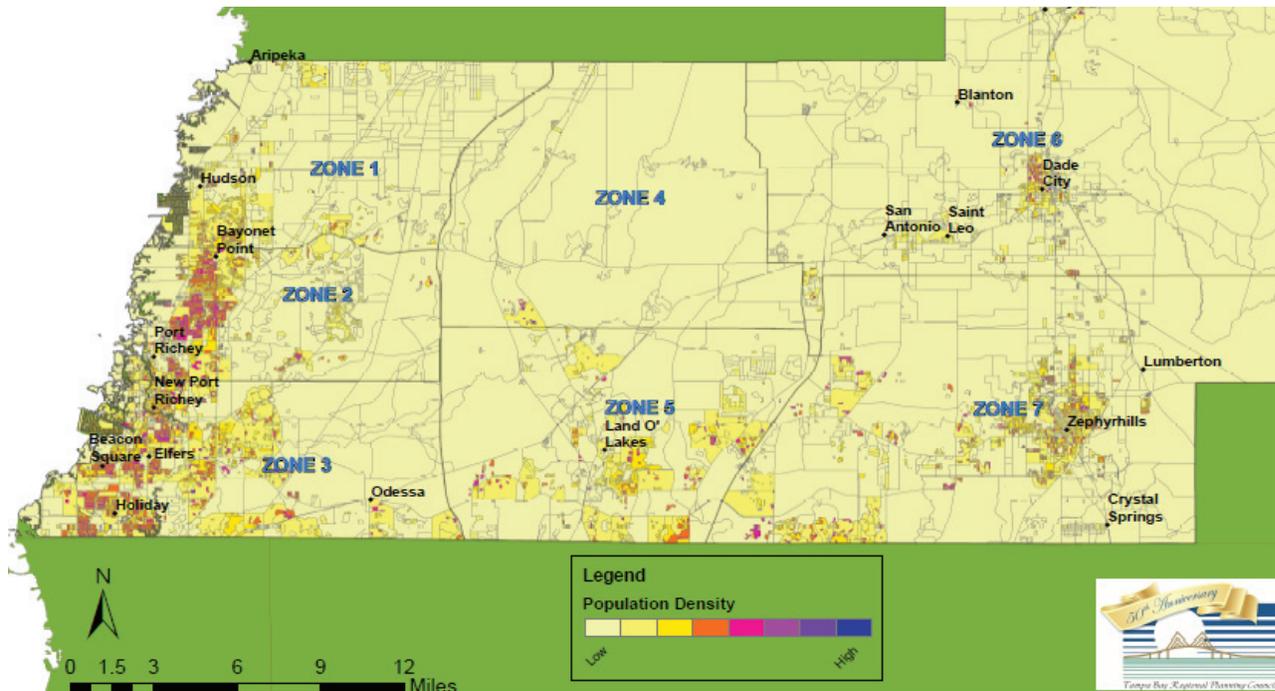
Source: Tampa Bay Regional Planning Council, 2012

Map 14: West Market Area Population and Emergency Operation Zones



Source: Tampa Bay Regional Planning Council, 2012

Map 15: Pasco County – Population Density (Census Blocks) and Emergency



Source: Tampa Bay Regional Planning Council, 2012

Table # highlights the characteristics of each of Pasco County’s Market Areas. It provides a comparison of their demographic profile, vision, mission statements and vulnerabilities. It also provides a brief overview of post-disaster redevelopment considerations for each of the Market Areas based on their unique nature, vulnerability and development vision. This analysis can be further detailed out and expanded by focusing on the smaller planning/development/redevelopment districts within each Market Area which will be identified in future as a part of the Market Area planning process.

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5 Institutional Capacity Assessment

An Institutional Capacity Assessment was conducted for various topic areas involved in the Post-Disaster Redevelopment Plan (PDRP). The purpose of this chapter is to determine the County's ability to implement the PDRP. It identifies all resources that can contribute towards disaster recovery and redevelopment such as existing agencies/organizations, coalitions/partnerships and networks/channels of communication. Regulatory capacity in terms of plans, policies, and programs provide these organizations the necessary tools and framework for implementing the Post-Disaster Redevelopment Plan. Although these are mentioned throughout the chapter wherever relevant, they are discussed in greater detail under Local Plan Assessment (Chapter 4).

The Institutional Capacity Assessment chapter focuses on three main aspects:

- Existing capability for recovering and redeveloping from a major disaster.
- Additional capability required to meet post-disaster needs.
- Opportunities to enhance/improve what's existing to effectively deal with post-disaster needs.

The following analysis identifies existing organizations/departments that have the ability to implement redevelopment strategies related to Land Use, Environment, Economic Redevelopment, Housing, Health and Social Services, Infrastructure and Government Functions. It identifies existing networks of communication that can be utilized and enhanced to facilitate the implementation of PDRP. One such example is the organizations/departments identified within the Emergency Support Function (ESF) of Pasco County's Comprehensive Emergency Management Plan (CEMP).

The Institutional Capacity Assessment chapter analyzes the role of each ESF and identifies the long-term redevelopment function they are most closely related to. In the Post-disaster scenario some of these existing relationships can be utilized and build upon to effectively address long-term recovery and redevelopment needs.

5.1 LAND USE

Table 29 provides a list of organizations related to Land Use that will be useful for Pasco County’s post-disaster recovery and/long-term redevelopment. Please note, this list is neither exhaustive nor is the participation of these organizations in the County’s post-disaster planning process mandatory.

Table 29: Agencies and Organizations Related to Land Use

Organization/Department	Role and Expertise
Dade City, Planning/Zoning	Address long-range planning objectives - planning, zoning, transportation, economic development, housing, urban design and urban redevelopment. Manage and implement comprehensive plans, develop permitting procedures, enforce the land development code, and manage and monitor the impact of large projects.
City of Zephyrhills, Development Services	
City of New Port Richey, Development Department	
City of Port Richey, Building and Development Services	
City of San Antonio	
Town of St. Leo	
Pasco County Zoning and Site Development	
Pasco County Planning and Development	
Pasco County Code Compliance	Enforce county codes and ordinances pertaining to zoning, respond to resident inquiries concerning zoning violations; public nuisances, air, water, and soil pollution, tree preservation, removal, and other problems related to land development within the county.
Dade City, Code Enforcement Division	Enforce codes and ordinances
City of Zephyrhills, Building Department, Code Enforcement	
City of New Port Richey, Code Enforcement	
City of Port Richey, Zoning and Code Enforcement	
Pasco County Stormwater Management	Conducts watershed management studies, facilitates creation of flood maps, and educates public about stormwater pollution, improvement of stormwater quality and floodplain management. Also, helps improve infrastructure maintenance in the County, designs and constructs flood-control projects, and improves surface water quality.

Organization/Department	Role and Expertise
Community Redevelopment Agencies (CRA)	Redevelopment, revitalization, historic preservation
Pasco County Community Development	
Downtown Dade City Main Street	
Main Street Zephyrhills, Inc.	
Greater New Port Richey Main Street, Inc.	
City of Port Richey, Historic Preservation Commission	Historic preservation
Pasco County Historical Preservation Society Inc.	
City of New Port Richey, Historic Preservation Board	
Dade City, Historic Preservation Advisory Board	
Florida Department of State, Bureau of Historic Preservation	Document, protect, preserve and promote historical and archaeological resources.
Pasco County Real Estate Department	Acquire roads, parks, easements for drainage and utilities, public areas, and other miscellaneous projects.
Pasco County Metropolitan Planning Organization(MPO)	Establish priorities to meet short-term (next 5 years) and long-term multi-modal transportation needs assist the county with the development of US 19 Urban Infill and Redevelopment Plan, coordinate with other MPOs to develop a coordinated public transit, Human Services Transportation Plan.
Pasco County Property Appraiser	Determine the market value of property and maintain the legal descriptions and ownership tax maps of property within Pasco County.
County Attorney’s Office, Pasco Co.	Provide legal perspective for land use decisions, emergency ordinances and new regulations.
Florida Gulf Coast Chapter, United States Green Building Council	Knowledgeable about sustainable and energy efficient planning practices.

In addition to the ones listed above there will be other organizations related to infrastructure, economic redevelopment, housing and other PDRP Technical Advisory Committees (TAC) that can directly/indirectly support and enhance the post-disaster land use planning process.

Emergency Support Functions

The following ESFs are relevant to the work of the PDRP Land Use Committee:

ESF 14: Long Term Community Recovery

The ESF 14 Annex provides guidance in the implementation of critical actions necessary for Pasco County and its six municipalities to recover from a disaster. Recovery activities must be coordinated in order to restore essential public, social and economic services following a disaster. The primary agency for this ESF is the Pasco County Building Construction Services Department. Other supporting agencies include Pasco County Planning and Development, Department Pasco County Facilities Management Department, Pasco County Community Services Department, Pasco Economic Development Council, Central Pasco Chamber of Commerce, Greater Dade City Chamber of Commerce, Wesley Chapel Chamber of Commerce, West Pasco Chamber of Commerce, Zephyrhills Chamber of Commerce, American Red Cross-Tampa Bay Chapter and Pasco County Facilities Management Department.

ESF 5: Information and Planning

The purpose of this Annex is to describe the information management and planning processes employed by Emergency Support Function 5 (ESF 5), Information and Planning, in support of the Pasco County Emergency Operations Center (EOC) in an emergency or disaster situation. The primary agency with which rests the responsibility of the plan is the Pasco County Office of Emergency Management. The supporting agencies include Community Emergency Response Team (CERT) members, Pasco County Growth Management, Pasco County Geographic Information System (GIS) and Pasco County Document Processing Department.

ESF 1: Transportation

The purpose of ESF 1 is to manage transportation systems and infrastructure during domestic threats, disasters or in response to any incident requiring a coordinated response. ESF 1 participates in prevention, preparedness, response, recovery, and mitigation activities. ESF 1 is also responsible for regulation of transportation, management of airspace, and ensuring the safety and security of the transportation system in coordination with state and federal agencies during emergencies. The primary agency that will coordinate the ESF 1 – Transportation is the Pasco County Road and Bridge. Other Supporting agencies include Pasco County Traffic operations, Florida Department of Transportation, Public Gas Companies, Private and Municipal Airport Authorities, United States Coast Guard, SCX Transportation and local municipalities.

Identifying existing networks and channels of communication are crucial steps towards understanding our capacity. Following are other existing networks related to Land Use that could prove helpful for post-disaster redevelopment.

Tampa Bay Regional Planning Council (TBRPC)

TBRPC plays a central role within the Tampa Bay Region coordinating with a number of local and regional agencies. It addresses issues of regional significance and provides guidance to local bodies about land use, economic development, and environmental protection.

This existing communication network could be effectively utilized and build upon within the post-disaster redevelopment context. Their scope of work includes: hurricane evacuation and recovery planning, emergency preparedness planning, water quality, environment protection and coastal management, economic analysis, housing and infrastructure analysis, local government comprehensive plan review and review of transportation plans.

Pasco County Metropolitan Organization

The Pasco County Metropolitan Organization is the main coordinating organization related to transportation planning for the County and its municipal organizations. Its planning function involves three groups - elected officials of the MPO Board, the Technical Advisory Committee comprised of staff and agencies, and the Citizens' Advisory Committee. MPO's planning activities involve - developing and maintaining a Continuity of Operations Plan (COOP) that determines how the MPO will continue to function after a disaster, developing the Pasco County MPO list of priority projects, developing a coordinated public transit, human-services transportation plan, developing corridor management plans and assisting the County with redevelopment projects such as the U.S. 19 Urban Infill and Redevelopment Plan.

One Bay

The One Bay is a partnership of public and private leaders involving five regional organizations - Tampa Bay Regional Planning Council, Tampa Bay Estuary Program, Southwest Florida Water Management District, Tampa Bay Partnership Regional Research & Education Foundation, and the Urban Land Institute Tampa Bay District. The One Bay lends Pasco County and other jurisdictions within the region a unified regional vision.

Recommendations for Expanding Capacity

Pasco County has six jurisdictions and each of its jurisdictions develop and maintain their own comprehensive plan. Redevelopment efforts of the County, its cities, and Community Redevelopment Agencies could all be coordinated and aligned with the post-disaster redevelopment goals. In order to establish post-disaster priority areas, and ensure efficient usage of post-disaster resources and opportunities, it is essential to establish a common forum for inter-jurisdictional land use coordination within the County.

5.2 ENVIRONMENT

Table 30 provides a list of organizations related to Environment that will be useful for Pasco County’s post-disaster recovery and/ long-term redevelopment. Please note, this list is neither exhaustive nor is the participation of these organizations in the County’s post-disaster planning process mandatory.

Table 30: Agencies and Organizations Related to Environment

Organization/Department	Role and Expertise
Environmental Lands Acquisition and Management Program (ELAMP)	Acquire lands and conservation easements to protect natural habitats, wetland systems and natural resources, and connect natural linkages. Enhance recreational opportunities and expand environmental education.
Pasco County Parks and Recreation	Manage parks, facilities and programs, and provide recreational opportunities.
City of New Port Richey, Parks and Recreation	
City of Port Richey, Public Works/Parks	
City of Zephyrhills, Parks and Recreation	
Dade City, Recreation	
Florida Division of Forestry	Provide wildfire mitigation, conservation and forestry expertise.
Florida Fish and Wildlife Conservation Commission (FWC)	Provide environmental protection/restoration on natural habitats.
Southwest Florida Water Management District (SWFWMD)	Flood protection, water supply, water quality, water conservation, environmental protection, assess and plan for future water needs.
Tampa Bay Water	Plan for, develop and deliver regional water supply, advocate for protection of water resources.
Tampa Bay Estuary Program (TBEP)	Build partnerships, conduct environmental research, education, environmental advocacy and protection, and provide ‘Mini-Grants’ to communities to engage public in bay restoration.
National Oceanic and Atmospheric Administration (NOAA) Scientific Support Team	NOAA's Office of Response and Restoration (OR&R) protects coastal and marine resources, mitigates threats, reduces harm, and restores ecological function. The Office provides comprehensive solutions to environmental hazards caused by oil, chemicals, and marine debris

Organization/Department	Role and Expertise
Army Corps of Engineers (ACOE) South Atlantic Division, Jacksonville District	Flood control and water management, shore protection and restoration, environmental restoration, hazardous, toxic and radioactive remediation, and disaster response.
Pasco County Stormwater Management	Provide stormwater management and educates the general public about stormwater, effects of stormwater pollution and ways to improve stormwater quality.
City of Zephyrhills, Public Works Department	
Dade City, Public Utilities	
City of Port Richey	
City of New Port Richey, Public Works	
Pasco County Utility Services	Manage landfills, hazardous waste and other debris disposal.
Pasco County, Tourism Development	Promote and market natural attractions and ecotourism
Pasco County Office of Emergency Management	Provide hazard mitigation, emergency management, and recovery services.
Pasco County Planning and Development Department	Hazard mitigation and environmental protection through planning and growth management
Pasco County Zoning and Site Development	
Dade City, Planning/Zoning	
City of Zephyrhills, Development Services	
City of New Port Richey, Development Department	
City of Port Richey, Building and Development Services	
City of San Antonio	
City of St. Leo	
Pasco County Code Compliance	Enforce County codes and ordinances pertaining to environmental law.

Emergency Support Functions

The following ESFs are relevant to the work of the PDRP Environment Committee:

ESF 10: Hazardous Materials

ESF 11: Agriculture and Natural Resources

ESF 3: Public Works and Engineering

The purpose of ESF 3 is to provide Public Works and Engineering Services and coordination to support County needs related to lifesaving or life protective measures prior to, during, and immediately following a large scale incident, or disaster. ESF 3 will respond to requests for Public Works and Engineering assistance as prioritized to address life safety, property preservation and environmental issues within the ESF scope of work to include clearing emergency access routes, evaluating the ability to supply potable water, restoration of water supply systems, and the provision of water for firefighting. The primary agency responsible for ESF 3 is the Pasco County Utility Services Branch. Other supporting agencies include Pasco County Engineering Services Department, Pasco County Traffic Operations, Pasco County Facilities Department and, Pasco County Permits & Development Information Services.

Identifying existing networks and channels of communication are crucial steps towards understanding our capacity. Following are other existing networks related to Land Use that could prove helpful for post-disaster redevelopment.

Recommendations for Expanding Capacity

Big catastrophic events often result in severe long-term health and environmental impacts that could affect the entire region. Also, the impacts might differ according to the type of disasters. At this point, the knowledge of the different dimensions of this problem is not very well understood. It is critical for the Post-Disaster Redevelopment Plan to build a better understanding of the nature and potential extent of this issue. This will require close coordination between both local and regional agencies. This will also require joint meetings/work sessions between the Environment and the Health and Social Services TAC.

5.3 ECONOMIC REDEVELOPMENT

Table 31 provides a list of organizations related to Economic Redevelopment that will be useful for Pasco County's post-disaster recovery and/ long-term redevelopment. Please note, this list is neither exhaustive nor is the participation of these organizations in the County's post-disaster planning process mandatory.

Table 31: Agencies and Organizations Related to Economic Redevelopment

Organization/Department	Role and Expertise
Dade City, Planning/Zoning	Allocates land use for economic redevelopment and coordinates long-term economic development goals.
City of Zephyrhills, Development Services	
City of New Port Richey, Development Department	
City of Port Richey, Building and Development Services	
City of San Antonio	
Town of St. Leo	
Pasco County Zoning and Site Development	
Pasco County Planning and Development	
Pasco Economic Development Council (PEDC)	Markets the County's economic development potential, attracts and supports businesses, helps create and retain jobs, and works towards creating a diversified economy. PEDC can assist businesses with site location, identifying capital resources for retention, expansion and relocation, local permitting and regulatory assistance and liaison with local, state and federal agencies. PEDC has in partnership with local banks developed a Micro Loan Fund that focuses on increasing internal lending capability.

Organization/Department	Role and Expertise
Enterprise Florida, Inc.	Provides necessary research to support economic development. Offers local businesses financial, technical, regulatory and marketing assistance. Advocates for policy development that accelerates post-disaster economic recovery.
Pasco Enterprise Network	Helps small businesses and entrepreneurs in Pasco County to access resources and services that support business growth.
Tampa Bay Regional Planning Council	Support and assist with developing economic redevelopment strategy, develop the Economic Analysis Program (EAP).
West Pasco Chamber of Commerce	Pasco County’s six Chamber of Commerce provide local businesses with opportunities for networking and cooperation, provides advocacy and assistance, and helps market the local economy.
Wesley Chapel Chamber of Commerce	
Central Pasco Chamber of Commerce	Pasco County’s six Chamber of Commerce provide local businesses with opportunities for networking and cooperation, provides advocacy and assistance, and helps market the local economy.
Greater Dade City Chamber of Commerce	
Zephyrhills Chamber of Commerce	
Pasco/Hernando Hispanic Chamber of Commerce	
Community Redevelopment Agencies (CRA)	
Pasco County Community Development	Focus on redevelopment of Main Street/downtowns, revitalization of neighborhoods utilizing Community Development Block Grant (CDBG).
Downtown Dade City Main Street	
Main Street Zephyrhills, Inc.	
Greater New Port Richey Main Street, Inc	
Pasco County Tourism Development	
Tourism Development Council (TDC)	Guides, reviews and make recommendations regarding County’s tourism initiatives. Pasco County’s Tourism Development Department engages a variety of methods for marketing and outreach such as twitter, facebook, Youtube, Travel blog, Audubon Magazine, visit Florida Magazine, Visit Florida’s E-newsletter, Radio and Television.

Organization/Department	Role and Expertise
Pasco County Libraries Services	Provides market research tools, databases, trade journals, meeting spaces and computer access for job hunting. They also partner with local Career OneStop Centers to provide mobile employment outreach services.
Pasco and Pinellas County Disability Achievement Center	Provides assistance to people with disabilities. Their services include – information, referral, peer mentoring, employment services including placement, pre-employment, skills training and vocational mentoring.
Pasco/Hernando Community College (PHCC)	Offers a variety of educational opportunities for small business owners and their staff, including associate degrees, certificate programs, continuing education and workforce training. Services include - customized training programs to address business specific needs; day and evening classes, and online and televised courses.
Saint Leo University	Saint Leo University's Institute for Professional Development provides customized, web-based and instructor-led human resource development and training programs that support local and global business and industry needs.
SCORE	It is a network of active and retired volunteer business leaders who provide business counseling to small businesses about start-ups, expansions and other issues.
Small Business Development Center (SBDC) at University of South Florida (USF)	It is a state wide partnership between higher education and economic development organizations. With the help of industry experts and SBDC certified consultants they provide small business training, custom corporate training, business resource center and free one-on-one business counseling and entrepreneurial training workshops.
Deaf Service Bureau of West Central Florida, Inc.	Provide housing assistance to low and very low income individuals. They also provide the 'Ticket to Work' Program that gives qualified individuals the opportunity to obtain steady, long-term employment.
Workforce Florida, Inc.	Collaborate with businesses, influence workforce policy and investment to bolster employment, training and economic development opportunities.

Organization/Department	Role and Expertise
Pasco County Public Transportation (PCPT)	Increase accessibility and provide transportation services connecting housing to job centers.
Pasco County Metropolitan Planning Organization	Establish priorities to meet short-term (next 5 years) and long-term multi-modal transportation needs, assist the County with the development of U.S. 19 Urban Infill and Redevelopment Plan, coordinate with other MPOs to develop a coordinated public transit, human services transportation Plan.

Emergency Support Functions

The following ESFs are relevant to the work of the PDRP Environment Committee:

ESF 14: Long Term Community Recovery

The ESF 14 Annex provides guidance in the implementation of critical actions necessary for Pasco County and its six municipalities to recover from a disaster. Recovery activities must be coordinated in order to restore essential public, social and economic services following a disaster. The primary agency for this ESF is the Pasco County Building Construction Services Department. Other supporting agencies include Pasco County Planning and Development, Department Pasco County Facilities Management Department, Pasco County Community Services Department, Pasco Economic Development Council, Central Pasco Chamber of Commerce, Greater Dade City Chamber of Commerce, Wesley Chapel Chamber of Commerce, West Pasco Chamber of Commerce, Zephyrhills Chamber of Commerce, American Red Cross-Tampa Bay Chapter and Pasco County Facilities Management Department.

ESF 1: Transportation

The purpose of ESF 1 is to manage transportation systems and infrastructure during domestic threats, disasters or in response to any incident requiring a coordinated response. ESF 1 participates in prevention, preparedness, response, recovery, and mitigation activities. ESF 1 is also responsible for regulation of transportation, management of airspace, and ensuring the safety and security of the transportation system in coordination with state and federal agencies during emergencies. The primary agency that will coordinate the ESF 1 – Transportation is the Pasco County Road and Bridge. Other Supporting agencies include Pasco County Traffic operations, Florida Department of Transportation, Public Gas Companies, Private and Municipal Airport Authorities, United States Coast Guard, SCX Transportation and local municipalities.

Identifying existing networks and channels of communication are crucial steps towards understanding our capacity. Following are existing networks related to Economic Redevelopment that could prove helpful for Pasco County’s post-disaster redevelopment.

Pasco Economic Development Council

The Pasco Economic Development Council (PEDC) is a public-private partnership comprised of dedicated business leaders working with Pasco County government to promote countywide economic development. It supports job growth by conducting economic research, marketing the County's economic potential, developing strategies to encourage new businesses and by supporting business recruitment and project management. PEDC focuses on creating a sustainable and diversified economy for Pasco County and collaborates with a number of agencies and businesses for this purpose. In partnership with the local banks, PEDC is also developing a Micro Loan Fund intended to increase internal lending capability. This fund would provide much-needed support to small businesses that may otherwise find it difficult to qualify for loans due to bad credit score or other financial limitations. The micro loan program will provide loans to small businesses and also provide free technical assistance and training to start-up businesses. A Loan Committee would be created under this program that would offer assistance with both lending as well as loan packaging.

Pasco-Hernando Workforce Board (PHWB)

The Pasco-Hernando Workforce Board is the regional wing of Workforce Florida – a statewide workforce policy board. PHWB administers workforce development and welfare reform programs. They provide support to local businesses and individuals seeking employment through a variety of programs. Career Central under PHWB provides One Stop Centers and mobile outreach to support job search and career counseling.

The Pasco Hernando Workforce board has a number of communication tools such as - Live chat capabilities, mobile information centers, job search engine that can be expanded and enhanced to serve post-disaster planning and implementation needs. Pasco Hernando Workforce Board also receives the National Emergency Grant (NEG). The purpose of the NEG is to provide temporary employment and training to individuals who are affected by economic dislocations due to mass layoffs, emergencies, natural disasters etc. This is a useful funding source for re-employment administered through the Pasco Hernando Workforce Board. Some examples of the application of this fund are - hiring temporary workers for assisting clean-up and restoration works, reconstruction of public facilities, renovation, repair, debris management, and work on projects that provide food and other kinds of social services or assistance to disaster victims.

Enterprise Florida

The Enterprise Florida Inc. (EFI) is a public-private partnership serving as Florida's primary organization devoted to statewide economic development. Its chief mission is to diversify Florida's economy and create better paying jobs for its citizens by supporting, attracting, and helping to create globally competitive businesses in innovative, high-growth industries. For this purpose, the Enterprise Florida works in collaboration with a wide range of regional and local economic development organizations. It also works with businesses and companies assisting them with their expansion and relocation decisions.

Tampa Bay Partnership

The Tampa Bay Partnership is a nonprofit organization that is supported by the financial commitments of over 175 private and public organizations. It collaborates with its partners to promote the region as a destination for business relocation and expansion. It is a regional organization that conducts economic analysis and regional research and coordinates efforts to influence business and government decisions regarding economic development. It acts as a central coordinating agency that works with seven counties including Hillsborough, Hernando, Manatee, Pasco, Pinellas, Polk, and Sarasota and three metropolitan service areas including Tampa/St. Petersburg/Clearwater, Lakeland, and Sarasota/Bradenton.

Tampa Bay Regional Planning Council (TBRPC)

Another organization that plays an essential role with respect to economic redevelopment is the Tampa Bay Regional Planning Council (TBRPC). TBRPC collaborates and brings together 43 jurisdictions in Hillsborough, Manatee, Pasco and Pinellas Counties and helps develop a regional economic development vision. Its Economic Analysis Program (EAP) helps communities, and organizations predict how policy decisions or economic events affect the economy. TBRPC is also designated as the Economic Development District (EDD) comprised of Hillsborough, Manatee, Pasco, and Pinellas, and all municipalities therein.

Recommendations for Expanding Capacity

Following are some recommendations on how to improve/enhance/maximize the existing capacity to implement the post-disaster economic redevelopment goals. Although the post-disaster economic redevelopment needs might differ from one County to another, it is also essential to view these economic issues from the regional perspective. The regional economic partnerships established through Tampa Bay Regional Planning Council (TBRPC) and the Tampa Bay Partnership could provide the necessary framework to collaborate regionally for post-disaster economic redevelopment.

There are a number of existing organizations (PEDC, Pasco-Hernando Workforce Board, Chambers of Commerce, Community Redevelopment Agencies, and Main Street Organizations) within the County that can contribute towards economic redevelopment in the post-disaster scenario. However, it is essential for the PDRP Economic Redevelopment TAC to coordinate with each of these entities to create a common understanding of post-disaster needs and redevelopment goals.

Also, the economic redevelopment planning is closely related to other concerns such as housing and land use, and thus will require coordination between these TACs. Resumption of businesses and/ employment centers will have to be supported by timely restoration of water, power, public transportation, schools, day cares etc. Joint meetings with Economic Redevelopment, Infrastructure, and Health and Social Services TACs will be essential in understanding interdependencies, identifying priorities and sequencing redevelopment actions.

5.4 HOUSING

The following table provides a list of organizations related to Housing that will be useful for Pasco County's post-disaster recovery and/ long-term redevelopment. Please note, this list is neither exhaustive nor is the participation of these organizations in the planning/ implementation process mandatory.

Table 32: Agencies and Organizations Related to Housing

Organization/Department	Role and Expertise
Pasco County, Community Development	Neighborhood revitalization and housing programs, prepare and maintain Disaster Housing Log, develop the Trilby Lacoochee Area Redevelopment Plan.
Pasco County Building Construction Services (Central Permitting and Building Inspections)	Building permitting, building code review and inspections, and hazard mitigation.
Tampa Bay Builders Association (TBBA)	Ensure the availability of contractors and skilled construction workers.
Pasco County Code Compliance	Enforcement of codes during post-disaster reconstruction, hazard mitigation, and contractor licensing.
Dade City, Code Enforcement Division	
City of Zephyrhills, Building Department, Code Enforcement	
City of New Port Richey, Code Enforcement	
City of Port Richey, Zoning and Code Enforcement	
Dade City, Planning/Zoning	Identify land for temporary housing, support hazard mitigation.
City of Zephyrhills, Development Services	
City of New Port Richey, Development Department	
City of Port Richey, Building and Development Services	
City of San Antonio	
Town of St. Leo	
Pasco County Zoning and Site Development	
Pasco County Planning and Development	Develop strategies to deal with housing affordability issues.
Pasco County Affordable Housing Committee	
Pasco County Historical Preservation Society Inc.	Provide guidance on restoration of historical homes during reconstruction efforts.
Pasco Alliance of Community Associations (PACA) and Council of Neighborhood Associations (CONA)	Represent community needs with respect to housing and community revitalization, community education (disaster assistance information, communicate redevelopment discussions).
U.S. Department of Housing and Urban Development	Provide funding to support permanent and temporary housing.

Organization/Department	Role and Expertise
Pasco County Central Permitting	Rapid repair permitting, contractor licensing, checking compliance with development regulations, hazard mitigation.
Greater Tampa Association of Realtors	Represent the local real estate professionals. They are familiar with the current real estate values, taxes, utility costs, municipal services and facilities, and may be aware of local zoning changes that could affect your decision to buy.
West Pasco Board of Realtors	
Central Pasco Association of Realtors	
East Pasco Association of Realtors	
Pasco County Housing Authority (PCHA)	Provide affordable housing units
Homeless Coalition	Assist with providing housing to current homeless populations and the ones rendered homeless by a major disaster.
Catholic Charities	Provide aid and funding assistance for temporary and permanent housing.
Metropolitan Ministries	Provide assistance to low-income and homeless households.
United Way Tampa Bay Disaster Services	Provide funding to support post-disaster reconstruction of housing.
University of South Florida – Jim Walter Partnership Center	Education, promote development of affordable housing.
Insurance Agencies	Provide insurance information regarding post-disaster rebuilding.
Habitat for Humanity	Habitat’s ‘Disaster Response’ provides post-disaster housing assistance, builds internal community capacity through education, training and partnerships and provides protection from future disasters. It develops methodologies to facilitate vulnerability assessment and risk management at the community level. It also provides Disaster Corps Volunteers – skilled and experienced professionals trained to work in disaster settings.
Deaf Service Bureau of West Florida, Inc.	Provide housing assistance to low and very low income individuals. Some of the programs they are involved with include: ‘Ticket to Work’ Program, mental health counseling services and ‘Pasco Opportunity Program’.

Organization/Department	Role and Expertise
Tampa Bay Regional Planning Council	Provides research and guidance to support a regional perspective on housing issues.
Pasco County Office of Emergency Management	Provide hazard mitigation, emergency management, and recovery services.
Tampa Bay American Institute of Architects (AIA)	Knowledgeable about how to incorporate mitigation into building construction.
Florida Gulf Coast Chapter, United States Green Building Council (USGBC)	Knowledgeable about sustainable and energy efficient building construction practices.
University of South Florida. School of Architecture and Community Design	Resource for students and professional trained in architecture, community design and housing/residential development strategies.

In addition to the ones listed above there will be other organizations related to infrastructure, health, social services and economic redevelopment that can directly/indirectly support and enhance the post-disaster housing development process.

Emergency Support Functions

The following ESFs are relevant to the work of the PDRP Housing Committee.

ESF 14: Long Term Community Recovery

The ESF 14 Annex provides guidance in the implementation of critical actions necessary for Pasco County and its six municipalities to recover from a disaster. Recovery activities must be coordinated in order to restore essential public, social and economic services following a disaster. The primary agency for this ESF is the Pasco County Building Construction Services Department. Other supporting agencies include Pasco County Planning and Development, Department Pasco County Facilities Management Department, Pasco County Community Services Department, Pasco Economic Development Council, Central Pasco Chamber of Commerce, Greater Dade City Chamber of Commerce, Wesley Chapel Chamber of Commerce, West Pasco Chamber of Commerce, Zephyrhills Chamber of Commerce, American Red Cross-Tampa Bay Chapter and Pasco County Facilities Management Department.

ESF 6: Mass Care, Human Services, and Animal Issues

The ESF 6 involves three functions - Mass Care, Human Services and Animal Issues. Mass Care: Emergency Support Function 6 (ESF 6) serves the purpose of coordinating activities involved with the emergency provision of temporary shelters, emergency mass feeding, and bulk distribution of coordinated relief supplies for disaster survivors. The purpose of the Human Services Function is to establish procedures for the organization, staffing, activation, and operation of the Human Services Delivery function of ESF 6. Initially, alleviating human suffering, mitigating losses, dealing with the psychological repercussions of a catastrophic event, and assistance in recovery from the event are the tasks under the auspices of ESF 6 Human Services Delivery function. The primary agency responsible for the ESF 6 Mass Care is the American Red Cross and the primary agency for the ESF 6 Human Services is the Pasco County Community Services.

Recommendations for Expanding Capacity

Assessment of our capacity to rebuild housing should be based on a comprehensive understanding of post-disaster housing and community needs. Restoration of County’s housing stock following a major disaster would not just involve rebuilding of the damaged or destroyed houses but would also address the infrastructure and community needs (water, power, public transportation, access to work centers, schools, day cares, cultural spaces, parks etc.) that support housing. It is essential that the PDRP Housing Committee views the post-disaster redevelopment issue in such a holistic manner. Thus, the PDRP housing TAC will have to work with other TACs such as the Health and Social Services, Economic Redevelopment, and Infrastructure to expand their capacity for post-disaster housing development.

5.5 HEALTH AND SOCIAL SERVICES

All Health and Social Services needs can be distributed into seven main categories:

1. Health (physical, mental and environmental health)
2. Education
3. Food
4. Housing
5. Public Transportation
6. Professional Services and
7. Skilled Labor

Owing to the wide scope of Health and Social Services and the range of organizations that fall within its umbrella, the Post-Disaster Redevelopment planning process will develop subcommittees that specifically deal with concerns and needs related to each of the categories mentioned above.

Table 33 provides a list of organizations related to Health and Social Services that will be useful for Pasco County’s post-disaster recovery and/ long-term redevelopment. Please note, this list is neither exhaustive nor is the participation of these organizations in the planning/implementation process mandatory.

Table 33: Agencies and Organizations Related to Health and Social Services

Organization/Department	Role and Expertise
Pasco County Health Department and Medical Reserve Corps (MRC)	Provide clinical, environmental and other health services, conduct community health needs assessment, provide health education/preventive programs, conduct Environmental Health Services Programs (offering permitting, variance processing, compliance inspections etc.) and staff the Special Needs Shelters within the County.
The Harbor Behavioral Health Care (Bay Care) and other relevant inpatient and outpatient facilities	Provide health and medical services

Organization/Department	Role and Expertise
Pasco County Community Services (Human Services, Veteran Services, Animal Services, Elderly Nutrition)	Coordinate and facilitate the planning, development, and implementation of community programs designed to meet selected health, social, educational, and economic needs. Its scope of work involves health care, elder care, welfare reform, needs of the disabled, nutrition concerns, transportation concerns, and related issues.
Pasco County Community Services - Pasco County Public Transportation (PCPT)	Deliver public, specialized, and coordinated transportation services in Pasco County.
Pasco County, Community Development	Administers the County's neighborhood revitalization and housing programs utilizing Community Development Block Grant (CDBG), HOME Investment Partnership Program (HOME), Emergency Shelter Grant (ESG), State Housing Initiatives Partnership (SHIP), Housing Preservation Grant (HPG), and Housing Finance Authority (HFA) funds. Some of their activities involve economic redevelopment, developing public facilities, funding public services, neighborhood redevelopment, homebuyer Programs, Homeowner Rehabilitation, Homelessness Prevention and Assistance, rental development and foreclosure prevention.
Pasco County Housing Authority (PCHA)	Provide affordable housing units
Coalition for the Homeless of Pasco County Inc.	Assist with providing housing to current homeless populations and the ones rendered homeless by a major disaster.
Pasco County Library Services	Public education, training programs and information assistance during disasters. They also provide the E-Government Service including the 'Right Service Right Time System' - a self help database of Social Service providers. Pasco County Library Cooperative has also developed a statewide resource – 'Get Help Florida', a web portal that provides access to federal, state and local government resources as well as links to nonprofit social service agencies. Get Help Florida also provides a Florida statewide virtual reference chat service – 'Ask a Librarian' which allows the general public to chat live with a librarian.
Pasco County Parks and Recreation	Manage parks and provide recreational opportunities.
District School Board of Pasco County, St. Leo University, Pasco-Hernando Community College, University of South Florida Pasco Community Extension, Jim Walter Partnership Center	Education, training and public awareness
United Way Tampa Bay Disaster Services	Coordinate volunteers and public education, 211
American Red Cross, Tampa Bay Chapter	Provide emergency shelter, food, health and mental health services. Provide domestic disaster relief programs to assists with specialized or longer term needs. E.g. Hurricane Recovery Program; public education.

POST DISASTER REDEVELOPMENT PLAN, PASCO COUNTY, FL.

Organization/Department	Role and Expertise
Area Agency on Aging	Care and advocacy for senior citizens.
CARES Community Aging and Retirement Services	Provides case management, aging services, help older people with their legal issues and provide support to care givers.
Pasco and Pinellas County Disability Achievement Center	Provides assistance to people with disabilities. Their services include – information, referral, peer mentoring, employment services including placement, pre-employment, skills training and vocational mentoring.
Florida Department of Children and Families (DCF)	Child Care, Community-Based Care, food and medical assistance, Food for Florida Program for disaster victims.
Pasco County Emergency Management	Coordinate response and recovery.
Community Organizations Active in Disaster (COAD)	Assist local long-term recovery organizations during a disaster.
Central Florida Behavioral Health Network (CFBHN)	DCF has contracted with CFBHN which is a social service coordinating agency. It works with around 52 agencies/service providers. They maintain a list of service providers in the region, assess their capacity and identify which agency to target in case of an emergency.
Jim Walter Partnership Center	Provides disaster recovery training to members of the community, social workers and other professionals. Resource for Disaster Risk Reduction (DRR), post-disaster recovery and long-term case management. Coordinates with agencies such as the National Association of Social Workers Tampa Bay Chapter, Catholic Charities of Florida and The Farmworkers Association of Florida.

In addition to the ones listed above there will be other organizations that can directly/indirectly support and enhance the post-disaster housing development process. Some of these organizations are already involved in Pasco County’s Emergency Support Functions and are listed below:

- Assisted Living Facilities, Home Health Agencies, Residential Healthcare Facilities
- Metropolitan Ministries, Suncoast Harvest Food Bank, Share Florida Food Network, Food Pantry at Atonement Lutheran Church, soups kitchens and other food banks and dining services.
- East Pasco Meal on Wheels – food delivery for the elderly and the homebound
- Pasco Interfaith/Interagency helping Network (PIIHN).
- Lutheran Services – provides ‘Lutheran Disaster Response’ that provides immediate and on-going assistance to disaster impacted families including help to rebuild homes.
- Salvation Army, Catholic Charities, Private Churches and Hospice
- Youth and Family Alternatives (YFA)
- Migrant Self-Help Program
- Mid Florida Community Services
- Lighthouse for the Blind, Deaf Services Bureau and Habitat for Humanity
- Workforce Housing Venture, Inc.
- Day Cares
- Translator Services

- Insurance agencies
- Pasco County Sheriff's Office
- Municipal Police Departments
- Pasco County Utilities Services and related departments in the municipal jurisdictions.

Emergency Support Functions

The following ESFs are relevant to the work of the PDRP Health and Social Services Committee.

ESF 6: Mass Care, Human Services, and Animal Issues

The ESF 6 involves three functions - Mass Care, Human Services and Animal Issues. Mass Care: Emergency Support Function 6 (ESF 6) serves the purpose of coordinating activities involved with the emergency provision of temporary shelters, emergency mass feeding, and bulk distribution of coordinated relief supplies for disaster survivors. The purpose of the Human Services Function is to establish procedures for the organization, staffing, activation, and operation of the Human Services Delivery function of ESF 6. Initially, alleviating human suffering, mitigating losses, dealing with the psychological repercussions of a catastrophic event, and assistance in recovery from the event are the tasks under the auspices of ESF 6 Human Services Delivery function. The primary agency responsible for the ESF 6 Mass Care is the American Red Cross and the primary agency for the ESF 6 Human Services is the Pasco County Community Services.

ESF 8: Public Health and Medical Services

The purpose of Emergency Support Function 8 (ESF 8) Health and Medical Services is to provide a point for coordination of planning and response to public health and medical needs before, during, and after a natural disaster or man-made incident. The primary agencies responsible for the ESF 8 are Pasco County Health Department (Pasco CHD) and Pasco County Emergency Services Department (PCESD). Other supporting agencies include American Red Cross, Hospitals, Hospice agencies and Pasco County Public transportation. Under coordinating agencies, the ESF 8 includes organizations/agencies such as Department of Children and Families (DCF), dialysis centers, home health agencies, Office Elder Affairs/Area Agency on Aging, medical equipment (DME) agencies and residential healthcare facilities.

Pasco County CEMP's Volunteers and Donations Support Annex

Identifying existing networks and channels of communication are crucial steps towards understanding our capacity. The following are existing networks related to health and social services that could prove helpful for Pasco County's post-disaster redevelopment.

Pinellas, Hillsborough, Pasco Community Organizations Active in Disaster (PHPCOAD)

PHPCOAD is a humanitarian association of organizations, agencies and businesses created in 2007. Its mission is to develop efficient, streamlined delivery of disaster service by minimizing duplication of effort. It is a network of organizations active in disaster which will support and work in close collaboration with Pinellas, Hillsborough and Pasco County long-term recovery organizations.

Recommendations for Expanding Capacity

The subject Health and Social Services involves a wide range of services. Also, needs associated with each of these services vary greatly. Thus, meeting these needs requires creation of subcommittees/coalitions for each of the categories. Doing this will allow each sub-area/ category to be reviewed and addressed in detail. However, some of the organizations might provide services belonging to more than one category. Coordination and cross communication of post-disaster goals between different subcommittees will be needed to avoid duplication of efforts and to ensure effective distribution of post-disaster assistance. Further, there might be a need to coordinate the work of some of the sub categories with other PDRP TACs such as Environment, Infrastructure, and Housing. The Post-Disaster Redevelopment Plan will identify the organizations that would be helpful to each category. It will also highlight the links to other TACs and subcommittees.

Another concern for capacity is the possible rise in demand for services following a major disaster. In the case of a catastrophic event, the number of people needing health and social assistance is bound to increase manifold. It is essential that the organizations involved in the long-term redevelopment phase realistically assess their current capacity as well as the ability to surge in the post-disaster scenario. There might be a need to consider staff training programs and recruitments to meet the increased need.

5.6 INFRASTRUCTURE

Table 34 provides a list of organizations related to Infrastructure that will be useful for Pasco County’s post-disaster recovery and/ long-term redevelopment. Please note, this list is neither exhaustive nor is the participation of these organizations in the planning/ implementation process mandatory.

Table 34: Agencies and Organizations Related to Infrastructure

Organization/Department	Role and Expertise
Public Works Department – City of New Port Richey, City of Zephyrhills, Dade City and other local municipalities.	Repair and mitigate infrastructure
Pasco County Emergency Management	Coordinate response and recovery
Pasco County Stormwater Management	Improve infrastructure maintenance in the County, design and construct flood-control projects, and improve surface water quality.
Pasco County Utility Services	Provide Water and Sewer Services, Reclaimed Water, Solid Waste/Resource Recovery, Recycling, Hazardous Waste, Environmental Lab and Street Lighting service.
Pasco County Traffic Operations, Road and Bridge, and Public transportation	Plan, provide and maintain service/ infrastructure to support Transportation, and provide public education.

Organization/Department	Role and Expertise
Pasco County Metropolitan Planning Organization(MPO)	Establish priorities to meet short-term (next 5 years) and long-term multi-modal transportation needs assist the county with the development of US 19 Urban Infill and Redevelopment Plan, coordinate with other MPOs to develop a coordinated public transit, Human Services Transportation Plan.
Pasco County Real Estate Management	Acquire roads, parks, easements for drainage and utilities, public areas, and other miscellaneous projects.
Pasco County Engineering Services	Provide the engineering services required to implement and support the County's Transportation Capital Improvement Plan with the Comprehensive Plan for Growth Management.
Private Power and Water Utility Companies – Tampa Electric Company (TECO), Progress Energy, Withlacoochee River Electric Cooperative, Inc. (WREC), Tampa Bay Water, Hudson Water Works, Inc., Holiday Utility Company, Pasco Utilities, Inc., Colonial Manor Utility, Aqua Utilities Florida, Inc.	Repair/restoration of infrastructure and mitigation.
Verizon Communications, Bright house Networks	Assist with long-term communication needs, repair/restoration and mitigation of communication infrastructure.
Dade City, Planning/Zoning	Address long-range planning objectives - planning, zoning, transportation, economic development, housing, urban design and urban redevelopment.
City of Zephyrhills, Development Services	
City of New Port Richey, Development Department	
City of Port Richey, Building and Development Services	
City of San Antonio	
Town of St. Leo	
Pasco County Zoning and Site Development	
Pasco County Planning and Development	
Tampa Bay Builders Association	Provide information and education regarding the building industry.
CSX Transportation	Repair and mitigate rail infrastructure.
Florida Department of Transportation (FDOT)	Repair and mitigation of roads and infrastructure.

Emergency Support Functions

The following ESFs are relevant to the work of the PDRP Infrastructure Committee.

ESF 1: Transportation

The purpose of ESF 1 is to manage transportation systems and infrastructure during domestic threats, disasters or in response to any incident requiring a coordinated response. ESF 1 participates in prevention, preparedness, response, recovery, and mitigation activities. ESF 1 is also responsible for regulation of transportation, management of airspace, and ensuring the safety and security of the transportation system in coordination with state and federal agencies during emergencies. The primary agency that will coordinate the ESF 1 – Transportation is the Pasco County Road and Bridge. Other Supporting agencies include Pasco County Traffic operations, Florida Department of Transportation, Public Gas Companies, Private and Municipal Airport Authorities, United States Coast Guard, SCX Transportation and local municipalities.

ESF 2: Communications

The purpose of this Emergency Support Function (ESF) is to assure provisions for communications to support County and local response efforts before, during, and immediately following any emergency affecting Pasco County and its residents. Such emergencies include, but are not limited to: acts of terrorism (international and/or domestic), natural and technological disasters, hazardous materials incidents, civil disturbances/unrest, radiological emergencies, and any other large scale emergencies affecting Pasco County and its residents. The primary agency responsible for this ESF is the Pasco County Information technology Department. The supporting agencies include Pasco County Sheriff's Office, Pasco County Emergency Management and Radio Radio Amateur Civil Emergency Services (RACES) and other related professional associations and private agencies.

ESF 3: Public Works and Engineering

The purpose of ESF 3 is to provide Public Works and Engineering Services and coordination to support County needs related to lifesaving or life protective measures prior to, during, and immediately following a large scale incident, or disaster. The primary agency responsible for ESF 3 is the Pasco County Utility Services Branch. Other supporting agencies include Pasco County Engineering Services Department, Pasco County Traffic Operations, Pasco County Facilities Department and, Pasco County Permits & Development Information Services.

ESF 12: Energy

The purpose of this emergency support function is to identify policies and procedures to be implemented by the Pasco County Utilities Services Branch (PCUSB) in the event of a declared emergency. The PCUSB as lead agency will coordinate with local power utilities in responding to and recovering from electrical power outages and capacity shortages which impact or threaten to impact significant numbers of commercial and residential customers. Power outages and capacity shortages may be caused by unusually hot or cold weather,

short-term electric fuel transportation and supply shortages, severe weather conditions, or power plant outages. The primary agency responsible for this ESF is the Pasco County utilities Services Branch. The supporting agencies include Progress energy, Withlacoochee River Electric Cooperative, Tampa Electric Company and Sumter Electric Cooperative.

Recommendations for Expanding Capacity

The PDRP Infrastructure Committee has a central role within the post-disaster redevelopment process. It will provide support to other PDRP committees by coordinating its own functions in accordance to the specific needs and priorities of other committees. Since this committee plays a crucial support role, it is essential to coordinate its work with that of other committees through joint meetings or work sessions. Regional coordination is also essential for post-disaster planning for some of the infrastructure services such as transportation.

Since post-disaster funding is limited, it is also essential to evaluate infrastructure decisions with respect to our hazard risks and disaster vulnerabilities. The Infrastructure Committee will need to assess its current and future infrastructure investments against the post-disaster redevelopment goals and coordinate its actions (pre-disaster and post-disaster) with the planning of the priority redevelopment areas.

5.7 GOVERNMENT FUNCTIONS

Unlike most of the other PDRP TACs the Government Functions Committee has a diverse role. Most of its responsibilities in the context of long-term recovery and redevelopment can be summarized as – sustaining essential government facilities and/ services, and providing support to the redevelopment work done by other TACs. The different focus areas and responsibilities that fall under this group are as follows:

Table 35: Agencies and Organizations Related to Government Functions

Subtopics	Organization/Department	Role and Expertise
Communication/ Outreach	Pasco County Customer Services	Pasco County Customer Services maintains a web interface which provides the community with a variety of functions such as - asking a question, submitting a request, taking an online survey, paying bills and signing up for project updates and/ emails.
	Pasco County Information Technology	Pasco County Information Technology leads the Emergency Support Function 2 – Communications. They also provide data network services to certain core government services.
	Pasco Cooperative Extension, University of South Florida	The Pasco Cooperative Extension provides educational services to the general public.

Subtopics	Organization/Department	Role and Expertise
Finance	Pasco County Office of Management and Budget	Manages funding for Pasco County. Also responsible for coordination of the Public Assistance (PA) Grants.
	Finance Department, municipal jurisdictions (Dade City, City of New Port Richey, City of Port Richey, Zephyrhills, Town of St. Leo and San Antonio)	Manages funding for the municipal jurisdictions.
	Pasco County Personnel Department	Conducts employee training, develops emergency staffing policy.
	Pasco County Purchasing Department	Procures and purchases needed resources in compliance with the Purchasing Ordinance. Also develops pre-recovery contracts.
Legal	Pasco County Attorney	Providing legal/regulatory framework for recovery and redevelopment actions (emergency ordinances, new regulations or modify existing regulations).
GIS	Pasco County GIS Department	Hazard risk analysis, vulnerability mapping, assessing potential disaster impacts and helping develop redevelopment options.
Public Facilities	Pasco County Public Facilities	Maintains public facilities
Public Safety Services	Pasco County Office of Emergency Management	Coordinates emergency management, coordinates training and exercises, provides outreach for emergency preparedness, Hazard Mitigation and PDRP.
	Pasco County Clerk of the Circuit Court	Manages payroll, compensation and benefits, recruitment and training programs.
	Pasco County Fire and Emergency Services, Pasco County Sheriff's Office, Fire and law enforcement departments of all municipal jurisdictions	Quickly restore critical public safety services such as law enforcement, fire safety, courts etc and ensure continuity in services throughout the long-term recovery and redevelopment.

The table above provides a list of organizations related to Government Functions that will be useful for Pasco County's post-disaster recovery and/ long-term redevelopment. Please note, this list is neither exhaustive nor is the participation of these organizations in the planning/implementation process mandatory. The table also provides a brief overview of the responsibilities of each of the sub-category under Government Functions. However, it is important to note that there is sufficient overlap between the focus of each of the individual organizations/departments shown. For example, although Pasco County Emergency Management's prime function is to plan, prepare, and respond to emergency situations and mitigate future risks, as a part of their overall goal, there is a good deal of public outreach involved in their day-to day functions.

It is also important to understand that for some of the supporting functions such as Outreach/ Finance departments/agencies mentioned above will need to interact with other TACs. For specific actions that fall under Outreach, GIS, Legal, Finance and other sub-topics within the Government Functions TAC, please refer the Action Plan. More detailed description about Outreach and Financing is also provided in the Coordination and Outreach Strategy (Chapter 6) and Financing Strategy (Chapter 7) respectively.

Outreach and community education is a crucial component of post-disaster redevelopment and the Government Functions committee is assigned the responsibility to coordinate this essential function. The Pasco County Customer Services and Information Technology Departments form that part of the Government Functions TAC that will lead all outreach activities. Following is a list of primary organizations/departments that could assist these departments within the Government Functions TAC in planning and implementation of outreach. Some of these organizations listed below are already involved with other PDRP TACs and would prove useful for both pre- and post-disaster outreach.

Recommended list of Organizations/Departments related to Outreach:

- Library Services, Pasco County
- Emergency Management, Pasco County - Hazard Mitigation Representative
- Pasco Alliance of Community Associations (PACA) and Council of Neighborhood Associations (CONA)
- United Way (211)
- Pinellas, Hillsborough, Pasco Community Organizations Active in Disaster (PHPCOAD)
- Public Information Officer, Pasco County
- Pasco Hernando Workforce Board

A comprehensive list of organizations that are closely related to Outreach and Coordination is provided in the Coordination and Outreach Strategy (Chapter 6).

Similar to Outreach, Financing Administration requires collaboration with a number of public, private and non-profit agencies. The lead coordinating department for Financial Administration of post-disaster redevelopment will be Pasco County's Office of Management and Budget. Listed below are agencies/departments that OMB will most likely coordinate with.

Recommended list of Organizations/Department related to Financial Administration:

- Office of Emergency Management, Pasco County
- Community Development, Pasco County
- Clerk of the Circuit Court/Comptroller, Pasco County
- Personnel Department, Pasco County
- Property Appraiser, Pasco County
- Pasco County School District
- Pasco Economic Development Council (PEDC)

- Pasco-Hernando Workforce Board (PHWB)
- United Way
- Salvation Army
- Planning and Development, Pasco County

A comprehensive list of organizations that are closely related to Financial Administration is provided in the Financing Strategy (Chapter 7).

Emergency Support Functions

The following ESFs are relevant to the work of the PDRP Government Functions Committee.

Public Affairs-Support Annex

The purpose of this annex is to outline the policies and procedures used to activate identified resources to prepare and deliver information in a coordinated and standardized method providing the public and the media consistent, validated, actionable information. The primary agency responsible for this annex is Pasco County Tourism Development – Communications Manager. Other supporting agencies include Pasco County departments such as the Office of Emergency Management, Sheriff’s Office, Health Department, Stormwater Management, Libraries and Utilities Services, and Pasco County School Board.

ESF 2: Communications

The purpose of this Emergency Support Function (ESF) is to assure provisions for communications to support County and local response efforts before, during, and immediately following any emergency affecting Pasco County and its residents. Such emergencies include, but are not limited to: acts of terrorism (international and/or domestic), natural and technological disasters, hazardous materials incidents, civil disturbances/unrest, radiological emergencies, and any other large scale emergencies affecting Pasco County and its residents. The primary agency responsible for this ESF is the Pasco County Information technology Department. The supporting agencies include Pasco County Sheriff’s Office, Pasco County Emergency Management and Radio Radio Amateur Civil Emergency Services (RACES) and other related professional associations and private agencies.

ESF 4: Firefighting

The Emergency Support Function 4 (ESF 4) annex describes the broad multi-agency coordination concepts related to firefighting activities in Pasco County, Florida. The primary agency responsible for this ESF is the Pasco County Emergency Services Department. Other organizations/departments involved include the three municipal fire departments of New Port Richey, Port Richey and Zephyrhills, the Florida Division of Forestry (DOF), and the Florida Fire Chiefs Association.

ESF 13: Public Safety and Security

The Emergency Support Function #13 (ESF 13) - Public Safety and Security – integrates safety and security capabilities/resources across jurisdictions to support the full range of potential or actual incidents within the boundary of Pasco County. Incidents can range from small to large, man-made, or natural, with or without warning. This ESF provides a mechanism for coordinating and providing support for law enforcement, public safety, and security during emergency or disaster situations. The primary agency responsible for this plan is the Pasco County Sheriff’s Office.

The other supporting agencies include Dade City Police Department, New Port Richey Police Department, Port Richey Police Department, Zephyrhills Police Department, Pasco County Health Department, Medical Examiner’s Office, Traffic Operations and Pasco County Emergency Services.

5.8 RECOMMENDATIONS FOR EXPANDING CAPACITY

Identifying gaps is an essential part of assessing our existing capacity. Gaps, weaknesses, shortages or missing links in our institutional capacity can severely hamper our redevelopment efforts. Ways to cover these gaps, and strategies to improve our capacity should to be identified much prior to a disaster. Strategies employed could include – creating responsible groups, providing training and education, developing supporting legal framework and establishing networks and collaborations through consortiums, contracts, or agreements. The following section highlights some of the overarching aspects that need to be considered to expand Pasco County’s capacity. Capacity gaps that would require coordination or new programs/policies or changes to existing policies are also discussed. Additional strategies would be added to this list and corresponding changes made to the action plan as more comments are received through future TAC meetings.

Following are some of the gaps identified through the PDRP TAC Meetings:

- Identify and modify relevant ordinances that can provide legal support to post-disaster redevelopment strategies such as:
 - Establishing redevelopment priorities.
 - Establishing a phased temporary building moratorium.
 - Post-disaster planning and permitting procedures.
 - Developing permitting procedures for historic resource assessment, and historic property review and permitting.
 - Permitting alternate temporary housing options such as Katrina Cottages, House-in-a-box, etc. in different zoning and land use zones and allowing the usage of vacation homes for temporary housing.
 - Encourage mitigation during rebuilding and repair.
 - Developing flexibility in using County’s revenue streams in the recovery and redevelopment phase.

- Develop policies or procedures that help smoothly transition from short-term recovery to long-term recovery and redevelopment.
- Need mutual aid agreements for:
 - Damage assessments
 - Building inspections
 - Permitting
 - GIS analysis and vulnerability mapping
 - Engineering and/architecture
 - Historic preservation
- Some of the post-disaster recovery activities such as debris management might get extended to long-term recovery and redevelopment phase. Develop a checklist of all such activities and get pre-approved contractors for these post-disaster redevelopment activities. Pasco County EOC currently has pre-approved contracts for managing storm generated debris. Community Development Department also maintains a list of approved contractors who are involved with the housing activities under the Neighborhood Stabilization Program.
- Make required changes to the Demolition Ordinance to enhance our capacity to deal with post-disaster blight. Some of the aspects that need to be addressed include:
 - Identifying properties that are severely damaged beyond repair.
 - Determining an appropriate method of notification.
 - Developing a timeframe for demolition.
 - Identifying funding strategies to support this.
- Develop a Centralized Grant Management that can help maximize the available grants.
- Establish a disaster volunteer support system that can help with grant writing, permitting procedures, site inspections and other administrative functions.
- Survey businesses to understand if they could support workforce housing during the recovery process.
- Develop incentives to attract and retain medical professionals within the area during the post-disaster recovery and redevelopment phase.
- There are multiple agencies within Pasco County that deal with social services. Involve all these private agencies, non profit organizations and religious faith-based organizations in the post-disaster planning process and develop a common consortium of social services providers and coordinating agencies.

- Develop a centralized system whereby the status, capacity and needs of the service provider agencies is catalogued and reviewed on a regular basis.
- Survey businesses to understand if they could support workforce housing during the recovery process.
- Municipal jurisdictions should be encouraged to adopt sections of the PDRP that are pertinent to their community and revise them as deemed appropriate to reflect local policies and procedures.
- The operational framework/systems defined within the CEMP such as the Disaster Recovery Center (DRC) and the Joint Information Center (JIC) that are applicable to the short-term recovery and response phases (CEMP) could be extended to long-term recovery and/redevelopment phases.
- Need an organization similar to a Children’s alliance that runs early living, child care, and hunger and nutrition campaigns.
- Identify and collaborate with LEED certified organizations that can help not just expedite the process but also bring in green, energy efficient concepts into the rebuilding process.
- Expand the composition of the Mitigation Assessment Team (MAT) defined within the CEMP to include experts in Historic Preservation. Consider the possibility of extending the MAT to long-term recovery and redevelopment phase.

Additional Overarching considerations:

- **Interaction between TACs:** Coordination between different PDRP TACs is essential to ensure a common understanding of post-disaster objectives and for achieving a well coordinated recovery and redevelopment. For example, in the context of long-term redevelopment, Land Use decisions will play a pivotal role. For a comprehensive long-term redevelopment, it is essential for the Land Use Committee to coordinate with the needs of other TACs. Occasional joint meetings between the Land Use TAC and other committees will be required. TACs such as Infrastructure, Housing, and Economic Redevelopment will have to be involved in the planning redevelopment options and phasing of redevelopment activities.
- **Transition and Change in Roles:** Some of the organizations identified and listed under each of the post-disaster topics will be involved in response and/recovery functions coordinated by Pasco County’s EOC. It is essential for each of the partnering organizations to understand their roles in all the post-disaster phases - short-term and long-term recovery, and redevelopment. It would be helpful to hold PDRP committees meetings in conjunction with the ESF meetings to develop a better understanding of roles and interdependencies.

- **Involving all Jurisdictions:** Impacts of major or catastrophic events go well beyond the boundaries of local jurisdictions. Some of the post-disaster issues will require coordinated efforts between various counties. Addressing post-disaster issues at the local level helps us plan according to the unique needs of each area and its demographics. However, understanding the regional impacts of these decisions or viewing some of these issues within the regional context is imperative. Some of the post-disaster concerns affecting one county will be intricately linked to that of others. Thus, wherever possible the Post-Disaster Redevelopment Plan should look at opportunities to foster collaboration and tie into the decisions at the regional level.
- **Capacity for Pre-Disaster PDRP Actions:** Implementing various strategies defined within the Post-Disaster Redevelopment Plan will require considerable amount of time and commitment from all stakeholders involved. While there will be pressure to develop the plan as soon as possible considering the upcoming hurricane season, it will be difficult to carry out its implementation alongside other ongoing regular County work. The implementation of the Plan could be severely limited due to time and financial constraints. However, it's important to understand that a large proportion of post-disaster planning occurs in the pre-disaster phase. How quickly we recover and redevelop would largely depend upon how well prepared we are in the pre-disaster phase.

Applying for grants that support pre-disaster plan implementation or incorporating PDRP goals into some of the regular County work/plans, policies and programs will be helpful in handling some of these time constraints and financial challenges. Organizing PDRP meetings in conjunction with the meetings for Local Mitigation Strategy (LMS) or CEMP would also prove helpful in efficiently utilizing staff time.

6 Coordination and Outreach Strategy

Coordination and Outreach are essential components of the Post-Disaster Redevelopment Plan. They ensure that information critical for post-disaster recovery and redevelopment is made accessible to users/decision makers in an efficient and timely manner. Clear communication of recovery and redevelopment information is imperative to the successful recovery of residents, businesses, government, and the community as a whole. It will answer three crucial questions - what different types of information would be needed, who can provide this information and how do we distribute this information. The intention is to create a successful framework for exchange of ideas and information both in the pre and post-disaster environment.

Developing the coordination and outreach plan involves understanding our outreach needs, identifying communication/information gaps and evaluating the applicability of our existing networks and methods of communication in the post-disaster scenario. This chapter focuses on two main aspects of post-disaster outreach - providing information/knowledge to users and/decision makers, and collecting information to feed into the post-disaster decision making process. This two-fold strategy addressed in this chapter is meant to increase the exchange of information throughout the long-term recovery and redevelopment phases.

The framework of this chapter is as follows:

- **Post-disaster issues/needs** related to outreach and coordination
- **Public Participation in PDRP Planning Process**
- **Public Outreach in the Post-Disaster Environment**
- **Outreach needs/opportunities** related to different post-disaster redevelopment topics
- **Existing capacity for outreach**
 - Organizations, networks, concepts
 - Methods of outreach
- **Current efforts to increase public awareness and involvement**
- **Public participation in redevelopment decisions**
- **Regional, state and federal coordination**
- **Major goal, issues and strategies**

6.1 ISSUES

Post-Disaster Redevelopment involves three main components: **Reconstruction, Recovery and Community Enhancement**. Outreach and coordination is essential for all these three components. The following section describes some of the outreach issues and needs related to each of these components.

- **Generating awareness** about Pasco County's Post-Disaster Redevelopment Plan.
- **Encouraging communities to be a part of the post-disaster decision making** process.
- **Gathering community's input** on post-disaster issues, concerns and priorities
- **Creating transparency** in the post-disaster planning process
- **Generating trust** among the local communities about County's capacity to successfully recover from a major disaster.
- **Building community's capacity to successfully recover** through public education and training. For instance, in the pre-disaster phase educate communities about:
 - Post-disaster procedures (rapid permitting, temporary regulations)
 - Where to find information and assistance (legal, technical, financial) in the post-disaster scenario?
 - Disaster preparation and reducing post-disaster impacts (reviewing insurance, business continuity planning)
 - How to incorporate mitigation into repair and reconstruction?
 - Information about long-term (health and environmental) impacts of a disaster
- **Providing well distributed and easily accessible information** centers.
- **Reaching out to certain population groups** such as the homeless, people displaced due to the disaster, people with limited English speaking ability, homebound or disabled population and farm workers/migrant workers.
- **Coordination between governments at different levels.**

Outreach needs mentioned above are extremely important for speedy recovery, efficient reconstruction and long-term improvement in our hazard risks. Educating and training our communities will ensure that everyone is well prepared and aware of the procedures and practices that will come into play following a major disaster. Involving the community early on in the planning process would ensure that issues are viewed from different perspectives and the solutions sought are more comprehensive. This will also make sure that complicated post-disaster issues that might result in public dissent are adequately addressed and resolved, prior to a disaster.

6.2 OUTREACH NEEDS AND OPPORTUNITIES

All post-disaster redevelopment actions would require some level of public education and involvement. The following table lists the different public outreach needs and opportunities within each of the post-disaster redevelopment topics. Some of these outreach needs will have to be tackled in the pre-disaster phase as a part of the capacity building and preparedness process, while others would come into play only in the long-term recovery and redevelopment phase.

Table 36: Opportunities for Outreach

Redevelopment Topics	Outreach Need	Possible Outreach Methods
Land Use	Pre and post-disaster education on temporary permitting procedures that will be in effect post-disaster Information about possible locations of OneStop permitting centers	<i>Information brochures, presentations, websites, Home Owner Association (HOA)/civic association meetings</i>
	Increasing transparency in post-disaster land use decisions	<i>Workshops, focus group meetings, presentations</i>
Housing	Pre and post-disaster education on hazard mitigation: - Purpose and benefits of mitigation - Mitigation Resources - Cost effective strategies for incorporating mitigation into repair and rebuild - mitigation of historic structures	<i>Workshops as a part of the Local Mitigation Strategy (LMS) work, Information on website, HOA/civic association meetings</i>
	Information about homeowner insurance	<i>Websites, information brochures, request speakers from FEMA & Small Business Administration (SBA)</i>
	Information on loans and payment options, disaster assistance (homeowner and rental)	<i>Workshops and presentations including banks and other lending agencies, information brochures, website and online resources</i>
	Training on how to prepare FEMA forms and apply for post-disaster assistance	<i>Workshops, training through libraries, information brochures</i>
	Temporary housing options, list of licensed contractors, information on how to avoid fraud	<i>Websites, County regulated message boards, information brochures, HOA meetings</i>
	Public education about energy efficient and green building practices	<i>Websites, information brochures, workshops including representatives from United States Green Building Council (USGBC) local chapters, Tampa Electric company)</i>

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Redevelopment Topics	Outreach Need	Possible Outreach Methods
Economic Redevelopment	Public education on business continuity planning, disaster assistance, post-disaster marketing	<i>Workshops, counseling, training, information brochures, Chamber meetings, Chamber newsletters, business email lists and websites – Pasco Hernando Work Force Board (PHWB) and Pasco Economic Development Council (PEDC), County regulated message boards, PHWB’s Mobile Outreach Centers, E-Government system, Tourism Development Council (TDC) Meetings.</i>
	Information about insurance, rebuilding techniques, temporary business spaces and contractor information	<i>Workshops, counseling, training, websites, County regulated message boards.</i>
	Employment assistance	<i>PHWB’s Mobile Outreach Centers, employment counseling, training, E-Government system, Post-disaster OneStop Centers, County regulated message boards.</i>
	Collecting information from businesses about their recovery status, infrastructure needs, employee needs, etc.	<i>Surveys/status reporting system through Career Central, PHWB and PEDC.</i>
Environment	Environmental and health impacts of disasters such as mold, asbestos, flood water, hazardous materials, gas leaks, etc.	<i>School websites, school notice boards, websites, workshops, information brochures, media alerts, radio and TV, flyers, pre-recorded public service messages, County regulated message boards.</i>
Infrastructure	Assess post-disaster infrastructure needs to support businesses and housing	<i>211, surveys, counseling, website, HOA/Rotary club meetings, through chambers, PHWB and PEDC.</i>
	Education on incorporating hazard mitigation into infrastructure repair	<i>Presentations, information brochures, website.</i>
Health and Social Services	Education to service providers on continuity planning	<i>Training workshops, information brochures, reach out through coordinating agencies.</i>
	Assess post-disaster needs of the community (mental health assistance, child care & transit needs)	<i>211, surveys, counseling, website, HOA meetings.</i>
	Assess post-disaster status of service providers (infrastructure, staff or funding needs)	<i>211, surveys, through ‘Right Service Right Time’ Pasco Libraries, through coordinating agencies such as Community Organizations Active in Disaster (COAD), United Way, Central Florida Behavioral Health Network (CFBHN) etc.</i>
	Provide information about low income assistance, availability of day care and after-school programs	<i>School websites, school boards, information brochures, HOA meetings, counseling, County regulated message boards.</i>

Additional opportunities for outreach, and methods for implementing outreach actions will be identified through surveys and PDRP TAC meetings.

6.3 PARTICIPATION IN THE PRE-DISASTER PLANNING PROCESS

A strong coordination and outreach strategy will determine how quickly and successfully we recover from a major disaster. The citizens' involvement in the PDRP development, maintenance and implementation is imperative. It is also recognized that success will require the active engagement between different levels of government, the private sector and the public throughout each phase of a disaster including the development of the PDRP. Thus, each of the PDRP TACs consisted of representatives from the County and municipal government, private sector and not-for-profit agencies with expertise useful for post-disaster recovery and redevelopment.

Pasco County has an extensive pre-disaster public outreach program which engages the general public, private-sector partners, non-governmental organizations (NGOs) and both county and municipal agencies. The County uses its website, electronic newsletters, public speaking engagements, and publications to keep the public informed of warnings, plans and policies as well as the public's responsibilities before a disaster strikes. Establishing these lines of communications prior to a disaster helps establish a sense of trust throughout the County. Additional education and briefing of members of media outlets is a critical component to this process. This enables media partners to effectively conduct risk education and helps ensure an uninterrupted flow of information both pre and post event.

As indicated, the PDRP planning process included the development of a website. Throughout the planning process of the PDRP, the website at www.pascoplanning.net was utilized to keep committee members, stakeholders and the public informed as to meetings (agendas and minutes) and references. As mentioned, public participation is a critical component of the Local Comprehensive Plan and adoption of Land Development Regulations. Pasco County and its municipalities have engaged in numerous public visioning processes to identify the policies, codes, and vision for each community. **The PDRP should not establish new vision but ensure that the adopted vision – if it leads to a safer, more resilient and sustainable community – is re-established.**

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

- Homeowner Associations, CERT, Neighborhood Crime Watch groups
- Chambers of Commerce, Economic Development
- Civic Associations and other business organizations including Association of Contingency Planners (ACP)
- Professional planning associations (i.e., APA, FPZA)
- Homebuilders, Contractor Associations
- Faith-based Groups
- Advocacy or special interest groups

6.4 OUTREACH IN THE POST-DISASTER ENVIRONMENT

More challenging is public outreach after a disaster. The PDRP focuses on the disaster phase when issues shift from emergency response to recovery and redevelopment. Dependent upon the extent and magnitude of the disaster, the community will be dealing with a multitude of issues, including home rebuilding, property development, business recovery and infrastructure restoration. Resources and staffs will be limited, tempers short, and frustrations high. Effective, consistent and coordinated communication utilizing both traditional and cutting edge technologies will be essential. Additional resources to maintain the public outreach after an event will necessitate the establishment of a Joint Information Center and, quite possibly, mutual aid requests to the State Division of Emergency Management and FEMA for qualified, experienced public information officers.

Internal Communication

Recovery and redevelopment-related communication to Pasco County and municipal staff following a major disaster will be coordinated through the PDRP Outreach Group. During the response phase, the Public Information Officer serves as the spokespersons for the event. Once long-term recovery is underway, the County Administrator or Planning Department Director will serve as spokespersons of the PDRP Outreach Group, depending on the issue.

Recovery operations begin the Emergency Operations Center (EOC) and then transition to long-term recovery and redevelopment operation over time. This transition will be overseen by the County Administrator and the structure of the long-term recovery operation will be established by the PDRP Outreach Group depending upon the impacts and long-range goals of the community. Communication between the members of the long-term recovery operation may have to take place via conference call, webinar or email.

External Communication

Working with FEMA Community Outreach Teams, municipal partners and nonprofit partners within the PHP COAD and CERT Teams will be able to reach out to survivors. This may be accomplished early in the recovery phase through a variety of mechanisms such as door-to-door flyers, bulletin board postings at feeding sites, recovery sites, points of distribution, faith-based centers, community centers, libraries and other public buildings which are operational.

As power is restored and the broadcast media and telecommunications are back online, more traditional methods of communication will be employed. Once schools begin to reopen and social services are re-established, they, too, can become avenues to notify impacted families of available assistance. Television and radio are a major source of news and information for many citizens following a disaster. In addition, County residents will be able to access long-term recovery and redevelopment information through the County and municipal websites. Information can be coordinated through the County Customer Services

Department to provide a consistent message to residents, as required. While the public will be able to continue to obtain general information through traditional media outlets as listed ahead in this chapter, the County's government access station Pasco TV could be used to obtain county-specific information. The County can also work with the Tampa Bay Times to coordinate special printing and delivery of post-disaster information.

The County also has an existing 'Residents Information Center' open only during emergencies whose purpose is to provide a central point of contact for citizens to request service, seek information/referrals and direct complaints, compliments and suggestions regarding government services. In addition, 2-1-1 can refer the public to needed services within the County. The 2-1-1 Referral Service is also a vital component for the coordination and communication between health and human service agencies identifying needs and coordinating assistance to those agencies to get them back online.

Information specific for the business community will be coordinated through the Pasco County Economic Development Department and the County Tourism Development Department. They will begin operations initially in the County EOC with the efforts of Emergency Support Function (ESF) 14 (Long Term Recovery).

Outreach needs mentioned above are extremely important for a speedy recovery, efficient reconstruction, and long-term improvement in our disaster resilience. Educating and training our communities will ensure that everyone is prepared and well aware of the procedures and practices that will come into play following a major disaster. Involving the community early on in the planning process would ensure that issues are viewed from different perspectives and solutions sought are more comprehensive. Also, it will make sure that complicated post-disaster issues that might result in public dissent are adequately addressed and resolved, prior to a disaster.

6.5 PARTICIPATION IN REDEVELOPMENT DECISIONS

Following a disaster, Pasco County or the appropriate jurisdiction(s) will initiate a series of meetings in areas impacted by the disaster. Figure 11.1 provides a representation of the timeline of these meetings, recognizing that these actions are dependent on the severity, impact and geographic location(s) of the event. As soon as possible following a disaster, staff will conduct Community Listening Meetings to collect information, concerns, data, etc. from the residents of those areas and to identify common recovery and redevelopment themes and issues.

Once Community Listening Meetings have taken place, the County will use the information gathered through these meetings to refine the Recovery and Redevelopment Strategies. Essential to this effort, the County will continue to keep the public updated on the status of the recovery with neighborhood Community Recovery Update Meetings and the Recovery Tracking Report.

The next phase of community redevelopment will be conducted in the impacted areas with the creation of Neighborhood Redevelopment and Revitalization Plans. The Pasco County Planning Department will also develop a neighborhood redevelopment planning strategy as part of the PDRP Toolkit (See Chapter 14: PDRP Toolkit) to provide guidance to neighborhoods and help facilitate this process.

The County will also develop an electronic newsletter that will be posted to the Web site and sent to citizens interested in the recovery/redevelopment in the County. Note: this publication will be unique for each disaster and branded, as appropriate.

6.6 EXISTING CAPACITY FOR OUTREACH

Organizations

A large number of government departments/divisions, and public and private agencies that closely work with the local community. There are also many coordination networks that exist between different organizations especially in relation to health and social services, economic development and housing. Identifying these organizations and their networks, and tapping into these resources is extremely useful for post-disaster outreach. These organizations Following is a list of organizations that might play a critical role in providing outreach support for different components of the Plan. and a brief description of their current capacity for outreach. Please note, this list is neither exhaustive nor is the participation of these organizations in the County’s post-disaster planning process mandatory.

Table 37: Agencies and organizations that would prove helpful for post-disaster outreach and coordination.

Organization	Role
<p>Pasco County Library Services</p>	<p>Pasco County Library Services serve as important community resources and function as a venue for distribution of information and assistance. Libraries provide meeting and gathering spaces, computer access for job hunting and also help in distribution of bus passes. Under the E Government Services, they provide free help for filing online government forms such as Access Florida (food stamps and Medicaid), and tax forms.</p> <p>Other resources include - Right Service Right Time System, Get Help Florida, and employment assistance in coordination with Career OneStop Centers and Mobile Outreach.</p>

Organization	Role
United Way (211)	United Way communicates with a number of organizations. They provide the 211 Information and Referral system and as defined by Pasco County’s Comprehensive Emergency Management Plan (CEMP), they also coordinate with the Pasco County Health Department PIO to create information guides regarding food and medication delivery, mental health services and other essential support systems. They also provide guidance and information to the general public about disaster planning, relief resources, debt management and financial stability resources.
American Red Cross	The American Red Cross connects to individuals and families using a number of means such as the Red Cross Blog, Chapter Blogs, Youth Blogs, Disaster Online Newsroom, Flickr, Twitter, Facebook, YouTube and Disaster News Portal.
Pasco County, Public Information Officer (PIO)	The role of the Public Information Officer includes handling media enquiries, press releases for many County departments and management of Pasco Television. In the post-disaster phase, PIO would coordinate press releases to inform disaster survivors about, the location of DRCs, type of assistance available through the DRC, and documentation and materials required to support applications for disaster assistance.
Pasco County Information Technology	Pasco County Information Technology leads the Emergency Support Function 2 – Communications. They also provide data network services to certain core government services such as Board Departments, Tax Collector, Supervisor of Elections, Property Appraiser, Sheriff’s Office, and the Court System. They also provide Computing Services Operations and Maintenance, Business Continuity and Recovery Planning, and Testing, and Solutions Consulting to business units/cost centers.
Pasco County Customer Services	Pasco County Customer Service Center provides a web interface which provides the community a variety of functions such as asking a question, submitting a request, taking an online survey, paying bills and signing up for project updates and emails.
Pasco County Tourism Department	Pasco County Tourism works with the Tourism Development Council, an advisory group of industry representatives. They also interact with the general public all the year round through a variety of sports tournaments, special events, outdoor recreation, ecotourism, and historic and cultural activities.

Organization	Role
<p>Pasco-Hernando Workforce Board</p>	<p>Pasco County Workforce Board provides access to a variety of resources for job seekers as well as businesses. It administers local workforce development and welfare reform programs as a part of the State of Florida and the Federal Government initiatives. Career Central an enterprise sponsored by the Pasco Hernando Workforce Board, Inc. serves as the One-Stop venue for meeting both employer and employee needs. They coordinate with Pasco libraries to provide employment assistance through their mobile outreach services. Pasco Hernando Workforce Board also partners with Pasco Hernando Community College (PHCC), Saint Leo University, and District School Board of Pasco County to provide career development courses that matches industry needs.</p>
<p>Pasco Economic Development Council (PEDC)</p>	<p>PEDC helps in marketing the County as a viable location for business expansion and relocation. PEDC acts as the official liaison to connect Pasco County businesses with federal, State, and local government agencies and programs.</p>
<p>Pasco Chambers of Commerce</p>	<p>Pasco County’s Chambers of Commerce coordinates with the County government, municipal agencies and the general public. They sponsor and organize a number of community programs and events and help in marketing the County and its assets. They also provide access to information, resources and assistance for businesses start-ups, recruitment and leadership through their website, brochures, newsletters and community events.</p>
<p>Pasco Cooperative Extension, University of Florida</p>	<p>The Pasco Cooperative Extension provides educational services through a three-way cooperative arrangement between the Board of County Commissioners, the University of Florida, and the United States Department of Agriculture. It distributes information to the general public about diverse topics through methods such as direct mailings, tours, seminars, workshops, exhibits, factsheets, bulletins, trained volunteers, website, newspaper, televisions, radio and newsletters.</p>
<p>Radio Amateur Civil Emergency Services (RACES)</p>	<p>RACES provide radio communications for the state and local governments in times of emergency. The primary purpose of RACES is to provide communication between public shelters and the EOC. However, as per Pasco County’s CEMP if the radio communications system becomes crippled, RACES will be used to establish communication channels with local, state, and federal responders in the region.</p>

Organization	Role
<p>Pasco County Fire and Emergency Services and Municipal Fire Departments</p>	<p>Pasco County Emergency Services and Fire Rescue provides 911 services, the primary Public Safety Answering Point (PSAP) for Pasco County. In the past, it has also implemented education programs for children and adults related to fire safety. The Fire Explorer Program is an example of an emergency services training provided by Pasco County Fire Rescue to adults between the ages of 14 to 20.</p>
<p>Pasco County Sheriff’s Office and Municipal Police Departments</p>	<p>Communication systems used by the Pasco County Sheriff’s Office includes E-Alert system, Law Enforcement 911 calls, Telecommunication Devices for the Deaf/Hearing Impaired, NCIC/FCIC (National Crime Information Center/ Florida Crime Information Center), Criminal Justice Information System terminals and the Motobridge (Statewide Interoperability Radio).</p>
<p>Florida Division of Forestry (FDOF) and Forest Area Centers</p>	<p>Provides wildfire prevention public outreach and education programs. Some of the outreach programs provided by the Forest Area Centers include instructive programs on outdoor burning laws, Firewise Community Programs and school programs for K-6th grade.</p>
<p>Pasco County Emergency Management, Hazard Mitigation Representative</p>	<p>Pasco County Emergency Management provides information, training and education programs related to disaster preparedness, evacuation, location of emergency shelters and hazard mitigation. Its outreach activities include – hurricane expo, speaking engagements, creation and distribution of written materials and other emergency public information activities.</p>
<p>Community Emergency Response Team (CERT)</p>	<p>CERTs are formed by Neighborhood/Homeowners’ Associations, Manufactured Home Park Businesses/Civic Groups, Crime Watch organizations, School Groups etc. They are trained by emergency responders and emergency management personnel to help provide basic emergency care to the community.</p>
<p>Pasco County Community Services (including Human Services, Elderly Nutrition Program, Veterans Services and Public Transportation.</p>	<p>Pasco County Human Services engage with the general public through a number of programs such as the Utilities Assistance For Seniors and the Out-Patient Services. They also network and coordinate with a number of governmental entities, non-profit service agencies and other related community human service providers that deal with the public.</p>

Organization	Role
<p>Pasco County Community Development</p>	<p>Pasco County Community Development interacts with the local community, especially the low to moderate income families through a variety of programs such as the neighborhood redevelopment initiatives, homeless prevention assistance, rental development programs, foreclosure prevention, and homebuyer programs. They also coordinate with several organizations that have a large public outreach component. These organizations include Workforce Housing Venture, Deaf Service Bureau of West Central Florida, Inc., and Habitat for Humanity.</p>
<p>Pasco County Health Department</p>	<p>The Pasco County Health Department provides public information, health care provider in-service training programs, community speakers, and education programs. Their work also involves media relations, public relations, and library resources.</p>
<p>Area Agency on Aging</p>	<p>The Area Agency on Aging administers a variety of community and in-home services for older persons. They organize public meetings to gather community input. They provide a Senior Helpline and distribute information about aging and disaster resources, senior employment, and transportation through their website.</p>
<p>Homeless Coalition</p>	<p>Homeless Coalition lends local communities with access to resources such as food, shelter, clothing, and showers. They also coordinate with other social service organizations such as Salvation Army, The Volunteer Way and Metropolitan Ministries.</p>
<p>Pasco Alliance of Community Associations (PACA) and Council of Neighborhood Associations (CONA)</p>	<p>Could act as the liaisons for their organizations and function as the main points for information dissemination.</p>
<p>Pinellas, Hillsborough, Pasco Community Organizations Active in Disaster (PHPCOAD)</p>	<p>The PHPCOAD is a humanitarian association that comprises of a number of organizations, agencies and businesses which will be actively engaged in one or more phases of a disaster.</p>
<p>Pasco-Hernando Community College, St. Leo University and Pasco County School District</p>	<p>Educational organizations can contribute towards the development of personal and community resilience. They can outreach support for disaster preparedness, hazard mitigation education and fire rescue/wildfire prevention programs. Some of these institutions work with Pasco Hernando Workforce Board to provide training and continuing education that supports County’s economic development initiatives.</p>
<p>Jim Walter Partnership Center, University of South Florida</p>	<p>Jim Walter Partnership Center provides multiple training initiatives for the community. Through their Disaster Recovery Training Program, they provide communities with knowledge and skills for recovering from natural disasters.</p>

Organization	Role
Pasco County Planning and Development	Pasco County Planning and Growth Management reaches out to the local community through project websites, workshops, flyers, utility bill inserts, email blasts, direct mailings and online surveys. Workshops for special area projects such as the West Market Redevelopment Plan and the Lacooshee Trilby Strategic Master Plan have been conducted to understand community vision and concerns.
Pasco County Stormwater Management	Provides public outreach regarding FEMA flood maps and flood insurance.
Pasco County Health Department	The Pasco County Health Department provides public information, health care provider in-service training programs, community speakers, and education programs. Their work also involves media relations, public relations, and library resources.
Area Agency on Aging	The Area Agency on Aging administers a variety of community and in-home services for older persons. They organize public meetings to gather community input. They provide a Senior Helpline and distribute information about aging and disaster resources, senior employment, and transportation through their website.
Homeless Coalition	Homeless Coalition lends local communities with access to resources such as food, shelter, clothing, and showers. They also coordinate with other social service organizations such as Salvation Army, The Volunteer Way and Metropolitan Ministries.
Pasco Alliance of Community Associations (PACA) and Council of Neighborhood Associations (CONA)	Could act as the liaisons for their organizations and function as the main points for information dissemination.
Pinellas, Hillsborough, Pasco Community Organizations Active in Disaster (PHPCOAD)	The PHPCOAD is a humanitarian association that comprises of a number of organizations, agencies and businesses which will be actively engaged in one or more phases of a disaster.
Pasco-Hernando Community College, St. Leo University and Pasco County School District	Educational organizations can contribute towards the development of personal and community resilience. They can outreach support for disaster preparedness, hazard mitigation education and fire rescue/wildfire prevention programs. Some of these institutions work with Pasco Hernando Workforce Board to provide training and continuing education that supports County's economic development initiatives.

Organization	Role
<p>Jim Walter Partnership Center, University of South Florida</p>	<p>Jim Walter Partnership Center provides multiple training initiatives for the community. Through their Disaster Recovery Training Program, they provide communities with knowledge and skills for recovering from natural disasters.</p>
<p>Pasco County Planning and Development</p>	<p>Pasco County Planning and Growth Management reaches out to the local community through project websites, workshops, flyers, utility bill inserts, email blasts, direct mailings and online surveys. Workshops for special area projects such as the West Market Redevelopment Plan and the Lacoochee Trilby Strategic Master Plan have been conducted to understand community vision and concerns.</p>
<p>Pasco County Stormwater Management</p>	<p>Provides public outreach regarding FEMA flood maps and flood insurance.</p>

These are some additional networks identified within Pasco County’s CEMP that could be tapped for post-disaster outreach.

- Farmworkers Self-Help, Inc.: Provide Spanish-language prevention and preparedness information
- Redlands Christian Migrant Association: Translation Hispanic Community Outreach
- Second Harvest: Food Resources
- CARES: Older adult outreach
- PHCC: Public Information Surveillance Volunteers
- Community Services: Deaf Community Outreach, blind community outreach, coordination of community organizations.

The organizations listed above directly/indirectly engage with the local community, as a part of their regular work. Some of these existing methods/modes of outreach could be used and enhanced to increase public awareness and involvement in the pre-disaster planning processes. Public meetings, Charrettes or workshops conducted by departments such as the Community Development, Planning and Growth Management, Metropolitan Planning Organization are crucial opportunities for sharing as well as gathering opinions about long-term redevelopment decisions.

Hurricane Expo and preparedness workshops can prove useful for not just increasing awareness about the Plan but also for helping people understand disaster impacts and the risks involved. Information about insurance, business continuity planning, small business assistance, post-disaster reconstruction and temporary housing options could be distributed at these workshops. Speakers provided by the Federal Emergency Management Agency (FEMA), Florida Department of Financial Services, Florida’s Citizens Property Insurance Corporation and Small Business Administration can also be invited to be a part of these workshops. These interactions can help build the community’s capacity to recover quickly, by helping people understand, visualize and prepare for the post-disaster environment.

In the post-disaster scenario, some crucial concepts such as hazard mitigation might take a backseat either due to the rush to rebuild or due to lack of sufficient information or clarity about costs involved. The pre-disaster phase is a good opportunity to introduce some of these concepts to the local community. Hurricane preparedness workshops could be used for increasing community awareness about the benefits of mitigation, and the ease with which mitigation can be incorporated into rebuilding processes. There are a number of organizations such as FEMA, Institute for Building Technology and Safety, and the Institute for Business and Home Safety that provide information and training about ways to incorporate hazard mitigation into disaster repair and reconstruction.

Overall, the outreach opportunities provided by these organizations/departments could be used towards post-disaster redevelopment in different ways. They could be used either to improve public education, information dissemination, capacity building or public participation in redevelopment decisions. The scope of the existing communication methods used by each of these departments and their usability for pre-disaster planning as well as post-disaster redevelopment work should be further assessed to identify gaps and areas needing improvements.

6.7 EXISTING COORDINATION CONCEPTS AND ROLES

Pasco County's Comprehensive Emergency Management Plan has a number of outreach and coordination concepts defined within it. The following section describes some of the coordination concepts and public outreach positions identified within the CEMP. Although these positions will be activated in, the response and short-term recovery phase, the possibility of extending them into long-term redevelopment needs to be considered. Some of these critical coordination roles and concepts are as follows:

Public Information Officer

A Public Information Officer (PIO) is a member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

Community Response Coordinator

The Community Services Department Director is the Community Response Coordinator (CRC). The role of the CRC will be to coordinate all communication resource requirements with ESF 2 (Communications). The CRC will coordinate with the federal and state Individual Assistance Officers (IAOs) to establish one or more Disaster Recovery Centers DRCs (explained in the following section) in the disaster area.

Mobile DRCs may be established in addition to, or instead of, fixed sites. A list of facilities which meet the necessary requirements for use as a DRC, has been submitted to the State and is maintained on file.

Community Relations

Although applications for individual assistance programs will be made through tele-registration, the disruption in normal communications and transportation systems will result in isolated pockets of disaster survivors who are unaware of the availability of disaster assistance programs. The CRC would act as a liaison between the County and the FEMA/ State community relations personnel, and help in disseminating required information to the disaster victims. The detailed roles and responsibilities of the CRC are explained in CEMP's ESF 6 Annex. The ESF 6 Annex also contains information regarding the agencies the CRC will contact to support social service delivery functions.

Disaster Recovery Center (DRC)

A DRC is described as a facility established in a centralized location within or near the disaster area at which disaster victims (individuals, families, or businesses) apply for disaster aid. As per Pasco County's CEMP, ESF 6 Human Services will serve as a County liaison for Disaster Recovery Centers (DRCs), assisting with placement selection, management, public notification, and resource referral. Once DRC sites and locations have been confirmed, county, state and federal Public Information Officers (PIOs) will prepare a coordinated press release to advise disaster survivors of the location of DRCs, assistance available through the DRCs, and any documentation and other materials necessary to support applications for disaster assistance.

Operating out of the Disaster Field Office (DFO), federal, state and local officials will conduct "outreach" activities in an effort to inform disaster survivors of the programs available, DRCs locations, and hours of operations. This outreach will be accomplished by utilizing all media resources and by assembling and deploying community relations teams (through ESF 6) to impacted areas to inform residents of assistance efforts. Team assignments will be prioritized based on impact reports received from the Rapid Impact Assessment Teams (RIAT) and American Red Cross's disaster assessments. The CRC and Human Services Manager will coordinate with the Growth Management Department, Permits, and Development Information Department Directors to identify special populations and geographic areas that may require additional outreach efforts post-disaster. Prior to closing DRCs, outreach efforts will verify that all affected residents are informed.

DRC Staffing

DRCs will be staffed with representatives from appropriate federal, state and local agencies, private relief organizations, and other organizations responsible for providing disaster-related assistance to individuals. DRC may include representative from various organizations such as - Department of Labor and Employment Security, U.S. Farmers Home Administration and Florida Department of Agriculture, U.S. Small Business Administration, American Red Cross, Salvation Army, Crisis counselors, Florida Department of Insurance, Florida Department of Children and Family Services, Temporary housing staff from the Community Development Department, PEDC, Internal Revenue Service, Pasco County Community Services Department, Florida Department of Elder Affairs and National Flood Insurance Program.

Joint Information Center (JIC)

The Joint Information Center is an interagency entity established to coordinate and disseminate information for the public and media concerning an incident. JICs may be 91 established locally, regionally, or nationally depending on the size and magnitude of the incident.

The DRC and JIC are operational concepts that currently support the short-term response and recovery phases. This framework of communication could potentially be extended, with alterations and improvements into the long term post-disaster redevelopment phase. For example, the location and staffing of a DRC serving the long-term redevelopment work will have to be expanded in accordance to the outreach priorities of long-term recovery and redevelopment. Outreach needs that can be served through the extension of a DRC include dissemination of information about homeowner/rental assistance, mental health assistance, technical assistance to rebuild, legal assistance and counseling, assistance with insurance issues, information about hazard mitigation techniques, assistance in filling out FEMA forms, business and employment assistance and information about the availability of temporary housing/business spaces. The DRC will consist of representatives from each of the PDRP TAC. Its composition will include personnel who can assist with different subject matter such as – temporary housing, technical assistance with repair and rebuilding, expedited permitting, loans and payment options, assistance with grant preparations, legal counseling, insurance, hazard mitigation, health, and social service.

The following ESFs are relevant to public outreach in the response and short-term recovery phases:

ESF 2: Communications

The purpose of this Emergency Support Function (ESF) is to assure provisions for communications to support County and local response efforts before, during, and immediately following any emergency affecting Pasco County and its residents. Such emergencies include, but are not limited to: acts of terrorism (international and/or domestic), natural and technological disasters, hazardous materials incidents, civil disturbances/unrest, radiological emergencies, and any other large scale emergencies affecting Pasco County and its residents. The primary agency responsible for ESF 2 is Pasco County Information Technology.

ESF 2 plans, coordinates and assists in communication support to County and local disaster response elements. This ESF will coordinate the communication assets (both equipment and services) available from voluntary cooperating/assisting agencies, County agencies, and the telecommunication industry. Such systems will be employed in support of the operations of the EOC, governmental agencies, and response communities operating within Pasco County and include, but are not limited to: radio communications, land line, cellular, secure and special telephonic communications (satellite communications, Government Emergency Telecommunications Service [GETS], etc.), computer internet and modem communications, and the Emergency Alert System (EAS) coordinating all broadcast and cable mediums.

Public Affairs-Support Annex

The purpose of this annex is to outline the policies and procedures used to activate identified resources to prepare and deliver information in a coordinated and standardized method providing the public and the media consistent, validated, actionable information. The primary agency responsible for this annex is Pasco County Tourism Development – Communications Manager. Other supporting agencies include Pasco County departments such as the Office of Emergency Management, Sheriff’s Office, Health Department, Stormwater Management, Libraries and Utilities Services, and Pasco County School Board.

6.8 CURRENT COORDINATION AND OUTREACH METHODS

These are some of the existing coordination and public outreach methods that can be used for post-disaster redevelopment with/without enhancements:

- Public open house/community workshops
- Presentations or information booths at public events
- Presentations to home owner/civic associations and rotary clubs
- Press release
- Live broadcast of public meetings on web
- Pasco TV
- Public service announcements on television and radio
- Media alert
- Web updates
- Links to government websites from other websites
- Online and email based system for requesting information, lodging complaints, filling in surveys, signing up to receive email updates, view or apply a bill, accessible submittal forms and other documents.
- Language translation - Pasco County is currently working on restructuring its current website. As a part of the new website, capability of translating text to languages other than English will be available for the entire website.
- Contact information (physical addresses, phone numbers, and e-mail addresses) of Pasco County neighborhood, homeowner or civic associations, chambers of commerce and rotary clubs
- Emails blasts using project emailing list of interested citizens/groups.
- Advertisements in utility bills
- Advertizing in local newspapers
- Bus-side advertizing
- Bus shelter advertizing
- Sign boards along roads
- Social media such as Facebook, blogs, YouTube and twitter
- Live chat system – ‘Ask A Librarian’ provided by Pasco County Libraries
- E-Government system provided by Pasco County Libraries
- Mobile Outreach Centers for employment assistance provided by PHWB
- Flier distribution

- Distribution of fliers through school - school websites, notice boards or through school events, fairs, parent teacher meetings
- Church Bulletins and HOA websites/newsletters/bulletin boards
- Government newsletters
- Articles in newspapers and Pasco Employees Network (PEN) Magazine
- Translation and interpretation services, Pasco County Schools
- Pasco County Info line (800) 368-2411
- Emergency Alert System (EAS) activated by the Emergency Operations Center (EOC)
- Ham Radio System Amateur Radio Emergency Service (ARES)
- Intergovernmental coordination (short-term response and recovery phase) using Interoperable Communication Devices and Information Sharing Networks
- Satellite Communication System (SATCOM) – 24 hours dedicated satellite communications link
- Government Emergency Telecommunications Service [GETS]
- Wireless Priority Service (WPS)
- Wireless Radio System - 800MHz trunked radio system
- FRS and GMRS devices (Walkie-Talkie)
- Pasco County Mobile Communications Trailer
- Web-based Community Notification System (Public Warning Systems) – Nixle, Communicator NXT
- Video Conferencing Systems and Services – Polycom Video Tele-Conference (VTC) and Skype
- Voice over Internet Protocol (VOIP)
- National Oceanic and Atmospheric Administration (NOAA) weather radios
- FEMA – Toll free tele-registration number for assistance
- American Red Cross – Welfare Enquiry System

Some of these methods are more geared towards the short-term response type of communication needs. However, there are others which have great potential for being used as an outreach or coordination tool during the long-term post-disaster redevelopment phase. In fact, some of these are currently being employed for increasing awareness and participation in the post-disaster planning process. It is essential to analyze the scope and applicability of each of these existing systems of communication within the context of long-term redevelopment. Efficiency of these methods and need for improvement/alteration could be assessed in detail using surveys. A follow-up analysis, a communication matrix could be created by matching the method of communication listed above against the PDRP intent (awareness, education, public involvement, and information dissemination) and the responsible agency/department.

Methods Currently Being Used

Throughout Pasco County's post-disaster planning process, following methods have been successfully employed for outreach. These communication strategies have been used to increase awareness about the Plan among both County staff as well as the general public.

- A project website with links to project materials, essential resources, meeting information and meeting notes was created.
- Presentations were conducted at local home owner associations and rotary club meetings.
- PDRP Information booths were set up at various public events throughout the County including the annual Hurricane Expo.
- The plan was introduced at the board workshop and meeting updates were given at the follow-up workshops.
- Articles on Pasco County’s PDRP were published in the local newspapers.
- PDRP information brochures were distributed to property managers, home owners associations, Pasco Alliance of Community Associations (PACA) and Council of Neighborhood Associations (CONA) through various events and email blasts.
- Email blasts were sent to people on the County’s email list.
- PDRP was introduced and discussed during the West Market Redevelopment workshops. The intent of the plan, its benefits, and the drawbacks of not having a post-disaster plan was explained. As a follow-up, individuals interested in the project were encouraged to sign up for email updates and meeting invitations.
- PDRP was introduced to the Tourism Development Council. Members of the council include - local business owners related to Pasco County’s tourism.
- An update on PDRP was given to different departments and related information was distributed at the Employee Appreciation and Staff Development Days. The intention was to increase awareness and understanding about PDRP among the County employees. An update on the work accomplished so far was also given.
- An article on PDRP was published in the Pasco Employees Network (PEN) Magazine.
- An online survey is currently being developed which will be posted online.

6.9 REGIONAL, STATE, AND FEDERAL COORDINATION

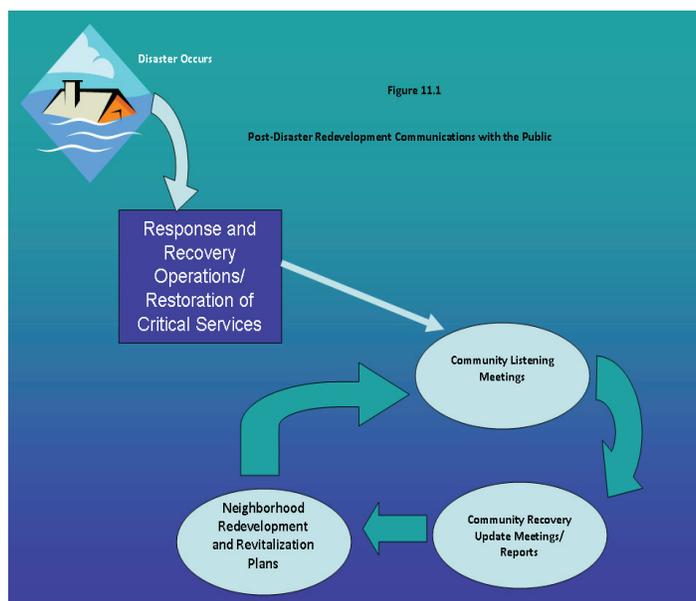


Figure 15: Community Outreach

The primary point of contact for regional, state and federal staff in a disaster is the County Emergency Management Director. During recovery, this will transition to the County Administrator or the Chairman of the PDRP Outreach Group. Before a disaster occurs; however, it is the responsibility of Pasco County Public information Officer with assistance from the Planning Department and the Emergency Management Department to identify those County departments and the appropriate points-of-contact that will interact with regional state and federal employees following a disaster.

It is expected that the regional, state and federal representatives will use these staff members as resources to provide them with information about the situation in the County.

6.10 MAJOR GOALS AND STRATEGIES

The following are the major goals identified under Outreach and Coordination:

GOAL: Provide clear, concise, consistent communication to the public, pre- and post-disaster and ensure effective inter-jurisdictional coordination regarding recovery and redevelopment operations.

The major public outreach issues include:

Maintaining effective communication pre- and post-disaster

- The ability to effectively communicate the recovery status to residents, including out-of-area seasonal and displaced families.
- The ability to distribute information on available assistance, i.e., federal programs and local assistance.
- Distribution of information regarding donations and volunteering.
- Distribution of information regarding business assistance (grants and loans) and employment opportunities.
- The ability to effectively communicate the detailed decisions regarding build-back policies; i.e., conforming and non-conforming uses, floodplain management regulations (substantial damage), permitting processes.
- Coordinating clear, consistent public information across jurisdictional boundaries
- Staff resources will be severely limited in all jurisdictions.

Empowering residents to take an active role in post-disaster decision-making

- Engaging the public in land use, mitigation, economic restoration and other redevelopment decisions.
- Ensuring transparency in recovery decisions and official actions.

ISSUE 1: MAINTAINING EFFECTIVE COMMUNICATION WITH THE PUBLIC IN THE POST-DISASTER ENVIRONMENT

Following a major event, public information is critical in order to provide important information to residents (permanent and seasonal) and their concerned families (who may be out of the area) and to restore confidence in the government and the recovery process itself. In the early phases of recovery, this can be extremely challenging due to the potential impact to telecommunications and the infrastructure. In the long-term recovery phase, communication remains a vital element to the community's well-being. Residents must receive necessary information in regard to regulations and rebuilding as well as where to find assistance.

Strategy 1.1: Provide effective communication of recovery status and available assistance, including outreach to seasonal and displaced residents.

Strategy 1.2: Provide effective outreach in regard to build back policy, coastal setbacks, code enforcement, permitting and temporary housing, etc.

ISSUE 2: ENSURE COMMUNICATIONS WITH AGENCIES PROVIDING CRITICAL SERVICES IS RESTORED AND STATUS/NEEDS ARE COMMUNICATED.

As part of the communications network within the County, it is important that the needs of critical services including the health industry and human service organizations are addressed and that the public knows where they can receive these services. In addition, another critical constituent of public outreach is the private sector community. In order for the community to recover, the business community, social services network and health care industry must be restored.

Strategy 2.1: Maintain communications with health and human service agencies through 211 Tampa Bay Cares and the EOC (through ESF 8 and 15) during response and short-term recovery.

Strategy 2.2: Communicate the availability of services to the public.

Strategy 2.3: Maintain communications with the business community regarding operational status, access and needs as well as available assistance and resources.

ISSUE 3: EMPOWER RESIDENTS TO PARTICIPATE IN THE POST-DISASTER REDEVELOPMENT PROCESS

Effective public participation is a challenge in “blue skies”. Following a disaster, public participation is critical to ensure that residents understand the opportunities (and limitations) in the post-disaster environment. In Florida, decisions must be made in the “sunshine” and public notice and participation is required. If neighborhoods have been devastated - as witnessed in other areas hit by disasters - town meetings or Charrettes may be used to determine a “new” vision of the community. Electronic media, such as E-Town meetings may also be employed to ensure transparency in decision-making and that all voices are heard. Regardless of the method, recovery must engage the citizenry in a powerful way.

Strategy 3.1: Ensure transparency in recovery decisions and official actions consistent with Chapter 163 of the Florida Statutes.

Strategy 3.2: Empower residents and encourage public participation in land use, economic restoration and other redevelopment decisions.

7 Financing Strategy

Financing is a key component that not just impacts the speed of recovery but also our long-term resilience. Knowing our financial needs, understanding the gaps, identifying potential funding sources and organizing them as per needs is extremely essential as time and money both are limited in the post-disaster phase. The following chapter addresses some of these critical aspects of post-disaster funding. It discusses the possible financial needs and constraints that Pasco County might face following a major disaster. It identifies potential gaps, disruptions, or revenue shortfalls that will have to be addressed during long-term redevelopment. It also highlights the responsibilities related to post-disaster financial administration and identifies agencies and departments that would play a critical role in financial decision-making. A variety of funding sources are available at the Federal, State, and local level that support short-term relief, mitigation, and long-term recovery efforts. This chapter identifies funding sources most relevant to post-disaster redevelopment and highlights financial considerations and strategies that would guide our redevelopment actions and priorities.

The primary components of this chapter are as follows:

- **Assessing Existing Revenue Sources**
- **Financial Administration**
 - Plan, Policies and Programs
 - Financial Responsibilities
 - Institutional Capacity – Identifying partnering agencies
 - Identifying our redevelopment priorities
- **Identifying funding Sources**
- **Financing Considerations and Strategies**
- **Funding Resources**

7.1 ASSESSING EXISTING REVENUE SOURCES

Identifying our existing revenue streams is critical to understanding the implementability of the Post-Disaster Redevelopment Plan. Not only is it important to locate these revenue sources, it is also essential to assess their adequacy and vulnerability in the post-disaster phase. It is critical to understand which of these revenue sources might be insufficient to meet increased needs in the post-disaster scenario and/ might temporarily diminish following a major disaster. Although outside funding will remain the primary resource for post-disaster funding, assessing our local resources is essential as they would be critical to sustain long-term redevelopment. Analyzing potential revenue impacts will help the County in planning efficiently for any possible budget shortfalls.

The following section provides a brief overview of Pasco County’s different revenue sources and the possible post-disaster impacts. This is a qualitative analysis that identifies different local fiscal resources and describes the likely level of impact. A more accurate quantitative description of revenue impacts such as expected property and sales tax impacts under different disaster scenarios will be developed using HAZUS post-disaster scenarios and loss estimates.

Table 38: Local Fiscal Revenues and Potential Disaster Impacts

Fiscal Revenue	Description	Disaster Impact
Property Taxes	Approximately half of Pasco County’s total revenue in its General Fund comes from property taxes.	<i>A catastrophic event could impact the property tax revenue in more than one way. A large proportion of the county’s housing stock is located along the coast. A major disaster such a hurricane could cause considerable damage to Pasco County’s housing stock thereby impacting the property tax revenues. Also, the post-disaster economic hardships and the need to encourage people to move back in could mean that the County might have to consider short-term leniency in property taxes during the recovery and rebuilding process.</i>
User Charges and Special Assessments for Services	User charges and Special Assessments contribute a good amount to the county’s total revenues. These revenue sources include – Stormwater Management Fund, Pasco Water and Sewer Fund, Water and Sewer Bonds Fund, Solid Waste System Fund, Street Lighting Assessments and Paving Assessment Fund.	<i>Disruption of services post-disaster would significantly lower the revenue collected in the form of special assessments or service charges.</i>
Impact Fees	County’s revenue sources include different types of impact fees such as U.S. 19 Concurrency Fund, Impact Fee - Schools Fund, Library Impact Fee Fund, Parks Impact Fee Fund	<i>This revenue stream is likely to suffer as Impact Fees will not be applicable to developments involving rebuilding or redevelopment to pre-disaster levels.</i>
Tourist Development Tax Fund	A two percent Tourist Development Tax is imposed pursuant to County ordinance and in accordance with Section 125.0104, Florida Statutes.	<i>The tourism industry would be heavily impacted by a major disaster and might take significant amount of time to recover, which would affect this revenue source. Further, restoration of tourist attractions would require a great deal of infrastructure investment, and faster and more streamlined environmental assessments and permitting procedures. This is not a large revenue source and also this revenue stream is dedicated to tourism-related uses. Potential post-disaster use of this source could be - cleaning up and reopening parks, post-disaster marketing of tourism, etc.</i>

Fiscal Revenue	Description	Disaster Impact
Penny for Pasco Fund	This revenue source accounts for the construction costs of renovations, additions, or new construction of various government facilities of diverse types and uses. Financing is provided through a local option sales surtax and the interest revenue earned. The continuation of the Penny for Pasco sales tax funds was approved by Pasco County's voters in 2013 and thus will be available till 2024.	<i>This has a high potential for being used for post-disaster redevelopment. In the post-disaster scenario, it could be diverted away from its current dedicated use (mostly transportation improvements) although this might require a referendum to do so. Also, the use of this fund is restricted to construction and cannot be used for operation or maintenance. As for post-disaster impact, this revenue stream is dependant on sales and thus would most likely experience a shortfall. Following a major disaster, spending on essential goods (construction materials, home furnishings, etc.) will increase in response to rebuilding, while nonessential spending will decrease, thereby affecting the overall sales.</i>
1/2 Cent Sales Tax CIP Fund	This revenue accounts for the construction costs of renovations, additions, or new construction of various government facilities of diverse types and uses. Financing is provided through the half cent sales tax and the interest revenue earned.	<i>This revenue source might not be impacted greatly. A fairly large percentage of this fund is already pledged to projects therefore, not much would be available for post-disaster redevelopment.</i>
Others	There are several revenue sources that support activities that would be extremely critical to post-disaster redevelopment. Following a major disaster, either we might see an increased need for services supported by these funds or an increased opportunity to augment them in the post-disaster scenario. Examples of these funds include - Department of Elder Affairs Fund, Public Transportation Fund, Department of Children and Families Fund, Elderly Nutrition Fund and Park Development Fund.	<i>It is important to identify such funds pre-disaster and check the possibility of enhancing them using some of the State and Federal assistance that would be accessible post-disaster. This would ensure that resources are channeled through the existing organizational networks enhancing the capacity of departments to meet the increased need.</i>

Source: Pasco County Budget 2011-2012

As seen above, although there are a good number of revenue sources, some of these funds might be heavily impacted or disrupted by a major disaster. Moreover, some of these funding sources are tied to specific uses which might limit our ability to use them to fund critical functions. Overall, it is vital to look for alternate sources of funding to make up for the possible revenue short falls. In addition, a regulatory framework is required that provides temporary flexibility in usage of funds (otherwise earmarked for specific uses) for addressing critical post-disaster needs.

7.2 FINANCIAL ADMINISTRATION

Plans, Programs, and Procedures

Following is a list of local programs, plans and procedures that could act as potential fiscal resources. During the post-disaster phase, these plans and programs could be enhanced using staff and additional financial capacity to act as tools for post-disaster implementation.

Table 39: Plans, Programs and Procedures

Plan/Program/Procedure	Purpose	Lead Entity
Community Development Block Grant (CDBG)	Provides financial support for neighborhood revitalization, economic development, affordable housing and energy conservation activities.	Community Development, Pasco County
Neighborhood Stabilization Program (NSP)	Involves purchase and redevelopment of foreclosed and abandoned properties in order to stabilize neighborhoods.	Community Development, Pasco County
HOME Investment Partnership Program (HOME)	Finance repairs and rehabilitation of properties and develop affordable housing for low and moderate income citizens.	Community Development, Pasco County
Other housing and shelter programs administered through Pasco County’s Community Development Division are – Emergency Shelter Grant, Housing Preservation Grant and State Housing Initiatives Partnership (SHIP)	Focus on home repair, preservation, and/ foreclosure prevention.	Community Development, Pasco County
Brownfield Coalition Assessment Grant (Received from EPA)	Provides funding to prevent, assess, safely clean up, and sustainably reuse Brownfields. Grant funds will also be used to conduct public health monitoring, and to support community outreach activities. Pasco County has received a Brownfields Assessment Coalition Grant.	Planning and Development, Pasco County

Plan/Program/Procedure	Purpose	Lead Entity
FEMA Hazard Mitigation Grant Program (HMGP)	Provides grants to public entities for long-term mitigation projects that help in reducing future disasters risks to life and property. The purpose of the program is to reduce the loss of life and property due to natural disasters and to enable mitigation measures to be implemented during the immediate recovery from a disaster.	Office of Emergency Management, Pasco County
FEMA Public Assistance Grant Program	Involves reimbursement and emergency assistance provided by the federal government to local and state governments, and private non-profit entities.	Office of Emergency Management, Pasco County
FEMA Individual Assistance Grant Program	Provides housing assistance (housing and supporting needs) to homeowners and renters impacted by a disaster.	Directly received by the general public.
FEMA National Flood Insurance Program (NFIP), Flood Mitigation Assistance Program (FMAP)	Provides flood insurance, reduces flood damages through flood mapping and maintains floodplain management regulations. FMAP funds projects that reduce or eliminate the long-term risks of flood damage to buildings, homes and other structures insured under the NFIP. The goals of FMAP are to reduce or eliminate claims made under the NFIP; and to reduce or eliminate the number of repetitive loss structures in the State of Florida.	Stormwater Management and the Office of Emergency Management, Pasco County
FEMA Repetitive Flood Claims (RFC) Program	Provides assistance to states and communities in reducing flood damages to insured properties that fall under repetitive loss areas.	Office of Emergency Management and Stormwater Management, Pasco County
Environmental Lands Acquisition and Management Program (ELAMP)	Acquires lands and conservation easements, many of which are in floodplains.	Environmental Lands, Engineering Services, Pasco County
Density Bonus/Transfer of Development Rights	Could be used to encourage development in areas with lesser hazard risks.	Planning and Development, Pasco County

Plan/Program/Procedure	Purpose	Lead Entity
Capital Improvements Program (CIP)	Includes all projects and/improvements that need to be accomplished during the next six years and could be a potential source of funding.	Office of Management and Budget, Pasco County and Finance Department other municipalities
Pasco County Transportation Improvement Program (TIP)	Allocates funding for transportation improvements.	Metropolitan Planning Organization (MPO), Pasco County
Micro Loan Program	Increase internal lending capability – support small businesses who otherwise might find it difficult to qualify for loans due to bad credit score or other financial limitations. The micro loan program will provide loans, free technical assistance and training for start-ups and assistance with loan packaging. This is being developed in partnership with the local banks.	Pasco Economic Development Council (PEDC)
Community Redevelopment Agency (CRA) Funding	Supports downtown revitalization, neighborhood improvements, community development and other redevelopment initiatives.	CRAs of City of New Port Richey, City of Port Richey, Zephyrhills and Dade City
National Emergency Grant	Provide temporary employment and training to individuals who are affected by economic dislocation due to mass layoffs, emergencies, natural disasters, etc. This is a useful funding source for re-employment administered through the Pasco Hernando Workforce Board. Some examples of fund applications are hiring temporary workers for assisting clean-up and restoration works, reconstruction of public facilities, renovation, repair, debris management, and work on projects that provide food and other kinds of social services or assistance to disaster victims.	Pasco Hernando Workforce Board

Plan/Program/Procedure	Purpose	Lead Entity
Florida Small Business Emergency Bridge Loan Program	Provide short-term, interest-free working capital loans to small businesses impacted by a disaster. The intention is to "bridge the gap" between the time a major catastrophe hits and when a business has secured longer term recovery resources (e.g. sufficient profits from a revived business, receipt of payments on insurance claims or federal disaster assistance).	State of Florida
Statewide Mutual Aid Agreement (SMAA)	Enables the County and other municipalities to request assistance from the State Division of Emergency Management	Office of Management and Budget, Pasco County
Know Your Role – Emergency Staffing Policy	Staffing policy that highlights the roles and responsibilities of Pasco County’s employees in a state of	Office of Emergency Management and Personnel Department, Pasco County
Multi-Year Training and Exercise Plan (MYTEP)	Training programs that focus on preparing for/managing emergency situations.	Office of Emergency Management, Pasco County

Financial Responsibilities

Understanding who would be responsible for coordinating the financial administration is almost as important as identifying the potential post-disaster funding sources. The Pasco County Office of Management and Budget under the Government Functions Committee will be the lead implementing body for PDRP’s financial administration.

The prime functions of the OMB will be to anticipate the financial needs of post-disaster redevelopment, identify potential funding sources and develop a system to coordinate the receipt and distribution of available funds. A brief summary of its responsibilities in the context of the Post-Disaster Redevelopment Plan (PDRP) are given below. For specific PDRP actions related to Financial Administration, please refer the Action Plan Chapter 9. Additional actions will be added to the action matrix as and when they are identified through TAC meetings and discussions.

Summary of the responsibilities of the lead agency for finance:

- Assessing possible revenue impacts and shortfalls based on disaster scenarios developed through HAZUS.
- Develop specific strategies to mitigate the post-disaster impacts on principal revenue sources.

- Researching public, private, federal, state and local funding sources relevant for mitigation and post-disaster recovery or redevelopment.
- Determining the eligibility requirements and scope of application of each of the available funds.
- Keeping the funding source database current and updated.
- Analyzing the financial feasibility of actions defined for each of the TACs.
- Assisting different PDRP TACs in identifying funding sources to support their respective redevelopment work.
- Allocating funds for post-disaster actions according to redevelopment priorities.
- Identifying which actions will require budget amendments and taking necessary actions for budget amendments/grant applications.
- Working with different TACs and estimating the costs of the proposed redevelopment actions. Helping educate committee members about available grant applications and different funding sources.
- Work with agencies and/groups such as Salvation Army, United Way, Pasco Hernando Workforce Board and PHPCOAD to develop a framework for coordinating different types of private donations (staff, easement donations, infrastructure, housing, etc.) received during the post-disaster phase.

Institutional Capacity – Financial Administration

In addition to the functions mentioned above, the OMB will be coordinating with relevant local and regional organizations/agencies to mobilize the required financial support. Some of these agencies that could play a critical role in implementation or post-disaster decision making related to finance are listed below. This list is neither exhaustive nor is the participation of these organizations/agencies mandatory for financial administration of the PDRP.

Table 40: Agencies and Organizations Relevant to Financial Administration

Organization	Role of Expertise
Office of Management and Budget, Pasco County	Manages funding for Pasco County. Also responsible for coordination of the Public Assistance (PA) Grants.
Office of Emergency Management, Pasco County	Coordinates emergency management and hazard mitigation
Community Development, Pasco County	Manages CDBG and NSP funds. Focuses on neighborhood revitalization and affordable housing.
Clerk of the Circuit Court/Comptroller, Pasco County	Manages payroll, compensation and benefits, recruitment and training programs.

Organization	Role of Expertise
Personnel Department, Pasco County	Manages employee training and development. Maintains the emergency staffing policy.
Purchasing Department, Pasco County	Procures and purchases needed resources in compliance with the Purchasing Ordinance. Also develops pre-recovery contracts.
Property Appraiser, Pasco County	Maintain and update real estate and personal property information for creation of the annual ad valorem tax roll. Also assists public in accessing this data.
County Attorney, Pasco County	Drafts and reviews ordinances, approves contracts and renders legal opinion.
Finance Department, municipal jurisdictions (<i>Dade City, City of New Port Richey, City of Port Richey, Zephyrhills, Town of St. Leo and San Antonio</i>)	Manages funding for the municipal jurisdictions.
Pasco County School District	Allocates school budgets.
Pasco Economic Development Council (PEDC)	Coordinates micro loan funds for small businesses
Pasco Hernando Workforce Board (PHWB)	Receives National Emergency Grant (NEG).
United Way	Coordinates volunteers and private donations.
Salvation Army	Coordinates private donations.
Planning and Development, Pasco County	Develops long-range plans and redevelopment strategies, and helps sustain and encourage economic growth.

Redevelopment Priorities

Knowledge of our post-disaster needs and priorities will help guide our funding decisions. It will also highlight critical services that will experience a surge in demand during the post-disaster phase. Understanding our priorities is also important to identify service levels that might be required to meet the increased demand. In addition, this will help determine how much external funding might be required to support post-disaster actions. The following table summarizes some of the high priorities under different redevelopment topics. This list is a preliminary draft developed using input received through the PDRP Technical Advisory Committee (TAC) meetings. The order of this list is not indicative of the relative importance of each of these topics. The list only indicates the priorities in each area of the redevelopment plan. One of the PDRP Actions would be to refine this list - match the service priorities against the departments and detail out the funding sources that could be tapped to support these services.

Table 41: Redevelopment Priorities

Redevelopment Topic	High Priorities
Health and Human Services	Health care and education Special needs populations Child and family care Mental health assistance Homeless programs Post-disaster pollution and health hazards
Planning, Community Development, Economic Development	Housing Community development Land development, zoning, post-disaster permitting, inspections Land use planning and redevelopment Economic Redevelopment Business Resumption Hazard mitigation Land acquisition Code compliance and managing blight
Water, Stormwater, Sewer	Capital improvement projects for water supply Cleanup of sites with contaminated groundwater and soils Water reuse systems Sewer and stormwater systems
Mobility	Re-configuring public transportation as per post-disaster needs Restoring transportation infrastructure Mitigation Para-transit or door to door facilities for special needs populations Long-range transportation planning Enhancing transportation systems
Public Safety	Emergency communications Emergency management Hazard mitigation Fire rescue operations including maintenance and operation of fire stations
Support Services	Financial planning and management Communications and public outreach - providing critical information, redevelopment updates, public education Staff augmentation Coordination of volunteer groups Geographic Information Systems Damage assessments and property data
Capital Management and Services	Restoration of government buildings (including fire, libraries police stations etc.)
Environmental Resource Management	Protection of natural lands and resources Flood protection Protection of flora, fauna and natural habitats

7.3 FUNDING SOURCES

As is evident from the earlier discussion, a catastrophic event is most likely to impose a major strain on the County's revenue streams. This makes it extremely critical to look for additional avenues for funding prior to a disaster. There are a number of State and Federal funding programs that could be used to support different aspects of the post-disaster redevelopment. Most of these available funds can be classified into two categories:

1. **Programs specifically meant for disaster situations**
2. **General Assistance Programs.**

Programs that are specifically meant for disaster situations mainly fall under the Federal Emergency Management Agency (FEMA) and the Small Business Administration (SBA). General Assistance Programs (GAP) are funds meant for regular services that can be tapped into, under certain circumstances such as a natural disaster. This includes funds provided by Federal agencies, such as the Department of Health and Human Services, and Housing and Urban Development. Federal disaster programs cover both short-term needs such as food and shelter, as well as long-term needs such as repair and reconstruction.

Federal aid is mostly accessible to individual victims, state, and local governments, and nongovernmental entities. Types of aid include - loans and loan guarantees, grants, temporary housing, counseling professionals, medical assistance, etc. Some of these Federal funding sources are listed below.

Table 42: Disaster Recovery Programs

Program	Agency	Activating Mechanism	Eligible Uses
Alcohol and Tobacco Tax Refund	Dept. of the Treasury, Bureau of Alcohol, Tobacco, and Firearms	PD	Specialized services provided to businesses that lost assets in a disaster.
Agricultural Marketing Transition Act (AMTA) Program	USDA, Farm Service Agency (FSA)	AWD	Involves direct payments to eligible producers of program crops that are in compliance with AMTA requirements.
Beach Erosion Control Projects	DOD, USACE	Decision of the Chief of Engineers.	Funds specialized services. Design and construction is facilitated by USACE.
Business and Industrial Loan Program (B&I)	U.S. Department of Agriculture (USDA), Rural Business Service	AWD	Guaranteed and direct loans provided by USDA. Possible disaster uses include - drilling wells, purchasing water, etc.

Program	Agency	Activating Mechanism	Eligible Uses
CDBG - State's Program	Dept. of Housing and Urban Development (HUD), Community Planning and Development (CPD)	Supplemental appropriation by Congress relating to PD.	These are formula grants to States for non-entitlement communities typically meant for financing long-term needs. Funds may also be used for emergency response activities.
Coastal Zone Management; Hazards, Environmental Recovery, and Mitigation	DOC, National Oceanic and Atmospheric Administration (NOAA)	PD for post-event; AWD from coastal State(s) for pre-event planning.	Provides assistance to State and local governments for recovery, restoration planning, mitigation and post-event permitting assistance.
Community Development Block Grant (CDBG) Program - Entitlement Grants	Dept. of Housing and Urban Development (HUD), Community Planning and Development (CPD)	Supplemental appropriation by Congress relating to PD.	Funds support a wide range of community-based activities such as neighborhood revitalization, affordable housing, economic development, community economic development and energy conservation activities.
Community Disaster Loan Program	FEMA	PD	Funds to any eligible jurisdiction in a designated disaster area that has suffered a substantial loss of tax and other revenue. Funds are made available once the jurisdiction demonstrates the need for financial help to sustain government functions.
Conservation Reserve Program (CRP)	USDA, FSA	AWD	This is a voluntary program that provides annual rental payments and cost-share assistance to establish approved cover on eligible cropland.
Cora Brown Fund.	FEMA	PD	Grants to cover unmet disaster-related needs.
Corporation for National Service (CNS) Programs	CNS	PD	Provides volunteers of all ages/backgrounds that help with short/long-term response and recovery. Volunteers are made available through the community or national deployment. Personnel provided through this program could be used as staff augmentation which would further help prevent overtime or extra hires.

Program	Agency	Activating Mechanism	Eligible Uses
Crisis Counseling Assistance and Training Program (CCP)	FEMA; Department of Health and Human Services (HHS)	Activated upon the Governor's request.	Grants provided to States to pay for short-term counseling services to disaster victims.
Disaster Legal Services <i>(Free legal assistance)</i>	FEMA		Provides help with insurance claims
			Provides assistance in preparing powers of attorney.
			Offers counseling for landlord-tenant and mortgage problems.
			Provides assistance with home repair contracts and consumer protection matters.
			Provides help with preparation of guardianships, conservatorships, and referrals.
			Provides help with preparation of lost legal documents.
Disaster Assistance for Older Americans	HHS, Administration on Aging	PD	Direct payments provided to State agencies focused on aging-related services.
Disaster Unemployment Assistance (DUA)	Department of Labor (DOL), FEMA	PD, designation for individual assistance	Unemployment Assistance
Disaster Relief Employment Assistance <i>(National Emergency Grant)</i>	DOL	PD	Employs dislocated workers in temporary jobs involving recovery and reconstruction. The Pasco Hernando Workforce Board receives this grant.
Dislocated Worker Activities <i>(Workforce Investment Act)</i>	DOL	PD	Job training and related assistance
Disposal of Federal Surplus Real Property	GSA	N/P	Involves sale, exchange, or donations of property and goods. Allows property to be transferred to public agencies and institutions at discounted rates for uses such as - public health/education, homeless assistance, wildlife conservation, and self-help housing.
Donation of Federal Surplus Personal Property	General Services Administration (GSA)	N/P	Involves donations of surplus personal property to eligible recipients.

Program	Agency	Activating Mechanism	Eligible Uses
<p>Economic Adjustment Program - Disaster Economic Recovery Assistance</p>	<p>Dept. of Commerce (DOC), Economic Development Administration (EDA)</p>	<p>PD; requires Supplemental Appropriation (SA).</p>	<p>Planning and technical assistance grants provided to the State and local governments for strategic recovery planning and implementation. The focus of the efforts should be job retention/creation to help offset the economic impacts of a major/catastrophic event.</p>
			<p>Revolving loans provided to the State and local governments to create a source of local financing in support of economic recovery following a major disaster. Funds to be used where other financing is insufficient or unavailable.</p>
			<p>Infrastructure construction grants to address local recovery needs or for creating new or improved publicly owned infrastructure after a major disaster. Other uses include - supporting job creation and retention, leveraging private investment, and helping accelerate the overall economic recovery of the disaster-impacted area.</p>
<p>Economic Injury Disaster Loans (EIDLs)</p>	<p>Small Business Administration (SBA)</p>	<p>PD; Accessible upon declaration of a disaster by the Secretary of Agriculture and/or SBA declared disaster.</p>	<p>Loans and loan guarantees provided to small businesses, agricultural cooperatives and non-profit organizations that are suffering economic injury following a disaster.</p>
<p>Emergency Federal Law Enforcement Assistance</p>	<p>DOJ</p>		<p>Offers necessary assistance to provide an adequate response to an uncommon situation which requires law enforcement, which is, or threatens to become, of serious or epidemic proportions. Assistance generally includes - funds, equipment, staff, training or information.</p>
<p>Emergency Loans</p>	<p>USDA, FSA</p>	<p>PD; designated by Secretary of Agriculture or Administrator of FSA</p>	<p>Provides low-interest loans to family farmers and ranchers for production losses and physical damage due to a disaster.</p>

Program	Agency	Activating Mechanism	Eligible Uses
Emergency Loans for Farms	Department of Agriculture (DOA)		Funds provided for annual farm operating expenses, and for other essential needs necessary to stabilize disaster victims' farming operations and returning them to a financially stable level.
Emergency Rehabilitation of Flood Control Works or Federally Authorized Coastal Protection Works	DOD, USACE	Approval by Head Quarters USACE.	Assists in the repair and restoration of public works damaged by flood, extraordinary wind, wave, or water action.
Emergency Watershed Protection (EWP)	USDA, NRCS	AWD	Direct payments and technical assistance such as site assessment, design work, inspections for reducing threat and purchase of floodplain easements.
Employment: Job Training Partnership Act (JTPA), National Reserve Emergency Dislocation Grants	DOL, Employment and Training Administration	PD	Individuals are provided temporary jobs and/or employment assistance through the State.
Farm Labor Housing and Grants	USDA, Rural Housing Service (RHS)		Loans and grants provided to domestic farmers for housing and related facilities.
Farm Operation Loans	USDA, FSA	N/P	Loans and loan guarantees provided to cover farm operating costs.
Federal Crop Insurance Program	USDA, Risk Management Agency (RMA)	No activating mechanism is needed, but availability is based on crop-specific sales, closing dates, and the availability of crops in particular counties.	Involves direct payments of insurance claims in the context of losses by adverse weather conditions or natural disasters beyond the producer's control.
Fire Management Assistance Grant Program	FEMA		Provides aid to states and their communities for migration, management, and control of fires burning on publicly or privately owned forests or grasslands.
Fire Suppression Assistance Program	FEMA	Decision by FEMA.	Grants are provided by FEMA to States on the condition that measures to mitigate natural hazards, including consideration of nonstructural alternatives are taken care of.

Program	Agency	Activating Mechanism	Eligible Uses
Flood and Post - Flood Response, Emergency Operations	DOD, USACE	Designation by USACE district commander.	Provides specialized services, such as flood fighting and rescue, post-flood response assistance and protection of federally constructed coastal or hurricane projects.
Food Distribution	USDA, Food and Nutrition Service (FNS)	PD; declaration by Secretary of Agriculture and compliance with eligibility criteria.	Involves donations of USDA - purchased food.
Forbearance on VA Home Loans	Dept. of Veterans Affairs (VA)	PD	Provides incentives to lenders in order to encourage them to extend forbearance to any borrowers who have VA home loans and who are in distress as a result of a disaster.
Hazard Mitigation Grants	FEMA	PD	Funds mitigation measures and/projects after a disaster but the projects need to be identified prior to a disaster.
Individuals and Household Program (IHP) - Disaster Housing Program	FEMA	PD	Direct-payment grants and services for - transient accommodation reimbursement, home repair, and rental and mortgage assistance.
International Donations	Dept. of State	Request for international coordination assistance from FEMA's Donations Coordinator.	Involves cash and in-kind donations.
Mental Health Disaster Assistance	HHS, Public Health Service	Supplemental appropriation by Congress relating to PD.	Funds emergency mental health and substance abuse counseling of individuals affected by a major disaster.
Mortgage Insurance for Disaster Victims Program	HUD	PD	These insured loans may be used to finance the purchase or reconstruction of a single-family home that will be the principal residence of the homeowner.
National Flood Insurance Program (NFIP)	FEMA	AWD	Provides insurance benefits to insurance holders against losses from floods, mudflow, or flood related erosion.

Program	Agency	Activating Mechanism	Eligible Uses
NFIP, Community Assistance Program	FEMA	AWD	Grants provided to the State for providing technical assistance in resolving floodplain management issues.
Non-insured Crop Disaster Assistance Program	USDA, FSA	AWD	Involves direct payments to cover production losses caused by a natural disaster.
Physical Disaster Loans-Businesses	SBA	PD or SBA Declaration.	Direct long-term, low-interest loans provided to businesses and non-profit organizations for repairing and/replacing uninsured property damages and losses.
Physical Disaster Loans-Residential	SBA	PD or SBA Declaration	Direct long-term, low-interest loans provided to homeowners and renters located in disaster impacted areas for uninsured physical damage and losses.
Pre-Disaster Mitigation Grants	FEMA		Involves cost-effective hazard mitigation activities that complement a comprehensive hazard mitigation program. Focuses on reducing risk, injuries, and loss of life and property.
Price-Anderson Act	American Nuclear Insurers and Nuclear Regulatory Commission (NRC) (for commercial nuclear power plants); Dept. of Energy (for DOE facilities)	AWD	Provides payment of liability claims resulting from a nuclear power reactor accident. Assistance may involve compensation to victims for increased living expenses after an evacuation, reduced property values, costs associated with physical injury, unemployment, business losses and environmental cleanup.
Price-Anderson Act	NRCS	AWD	Insurance reimburses the States and local municipalities for costs necessarily incurred in providing emergency food, shelter, transportation, or police services in evacuating the public after a nuclear power reactor accident.

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Program	Agency	Activating Mechanism	Eligible Uses
Public Assistance Grants	FEMA	PD, designation for public assistance.	Funds repair, replacement, or restoration of disaster-damaged facilities publicly owned or owned by private nonprofit organizations.
			Funds debris removal.
			Funds repair of public buildings and infrastructure such as roads and bridges.
			Funds repair of utilities.
Public Safety Officers' Benefits Program	Department of Justice (DOJ)		Provides benefits (lump-sum payment) to spouses and children of public safety officers who have been permanently disabled or have lost their lives while performing their duty.
Public Safety Officers' Educational Assistance Program	DOJ		Provides educational assistance.
Public Transportation Emergency Relief Program	Department of Transportation, Federal Transit Administration (FTA)	PD; The Governor of a State has declared an emergency.	Provides operating assistance and capital funding to aid recipients and subrecipients in restoring public transportation service, and in repairing and reconstructing public transportation assets following an emergency or major disaster.
Resources and Ecosystems, Sustainability, Tourism Opportunities and Revived Economies (RESTORE) ACT - payment under the Clean Water Act for 2010 Deepwater Horizon oil spill.	RESTORE Act - Gulf Coast Restoration Trust Fund		Funds for ecosystem restoration, protection of natural resources, economic development, and tourism promotion. Funds for implementing a federally approved marine or coastal conservation management plan, improving state parks, planning assistance, coastal flood protection, and for infrastructure projects that benefit the economy or ecological resources.
Resource Conservation and Development (RC&D)	USDA, Natural Resources Conservation Service (NRCS)	AWD	Provides technical assistance and loans to finance local projects that focus on land and water conservation, resource improvements, recreational development, and waste disposal projects.

Program	Agency	Activating Mechanism	Eligible Uses
Reclamation States Emergency Drought Relief Act of 1991	Dept. of the Interior (DOI), Bureau of Reclamation	Request for drought assistance and approval by Commissioner of Reclamation.	Assistance involves loans and grants, for drilling of wells, installation of equipments, and improved condition reporting.
Regulatory Relief for Federally Insured Financial Institutions	Federal Deposit Insurance Corporation (FDIC) and other Federal regulatory agencies	PD; other disaster that affects the ability of a federally insured financial institution to provide normal services	Provides specialized services such as granting regulatory relief to insured institutions. Types of regulatory relief available are - lending assistance, waivers from appraisal regulations extensions of reporting and publishing requirements and implementation of consumer protection laws.
River Basin Project	USDA, NRCS	AWD; triggered by NRCS State Conservationist.	Involves technical assistance for projects focused on community flooding, water quality improvement, wetlands preservation, and drought management.
Reimbursement for Firefighting on Federal Property	FEMA		Provides direct payments to fire departments for engaging in firefighting operations on federal property.
Re-establishing Local Survey Networks	DOC, NOAA	PD; AWD depending on funding availability.	Provides survey mark data to local and State agencies for re-establishing their geodetic control networks.
Rural Housing Site Loans	USDA, RHS	AWD	Loans provided for the purchase and development of housing and other supporting critical equipment that becomes a permanent part of the development (e.g., water and sewer lines).
Rural Rental Housing Loans	USDA, RHS	AWD	Loans provided for the purchase, building, or repair of rental housing. Loans provided could also be used for developing water and waste disposal systems.
Savings Bonds Replacement or Redemption	Treasury, Bureau of Public Debt	PD	Provides specialized services such as - expedited replacement of U.S. Savings Bonds lost or destroyed due to a disaster.

Program	Agency	Activating Mechanism	Eligible Uses
Social Security Assistance	Social Security Administration (SSA)	PD; AWD	Provides advisory and counseling services for processing SSA survivor claims. Also assists in obtaining necessary evidence for claim processing, resolves problems involving lost or destroyed SSA checks, and reprocesses lost or destroyed pending claims.
Soil Survey	USDA, NRCS	N/P	Provides technical assistance with maintenance and update of soil surveys of counties or other areas of comparable size for use by interested agencies, organizations, and individuals.
Taxes: Disaster Assistance Program	Treasury, Internal Revenue Service (IRS)	PD	This involves advisory and counseling services related to claim procedures, casualty loss deductions, and preparation of lost financial records.
Technical Support	DOC, NOAA, National Weather Service	AWD	Provides technical assistance for climate warning, weather systems, post-storm data collection and critical information dissemination systems.
Technical Support	DOC, National Institute of Standards and Technology	Federally declared disasters to buildings and lifelines, on cost-reimbursable basis.	Disaster damage surveys, assistance in procurement of consulting services, evaluation of structural and fire performance of buildings and lifelines.
Transportation: Emergency Relief Program	Dept. of Transportation (DOT), Federal Highway Administration (FHWA)	PD; AWD	Includes formula and project grants to repair road infrastructure.
Voluntary Organizations Recovery Assistance	American Red Cross, Mennonite Disaster Service, Salvation Army, and member organizations of the National Voluntary Organizations Active in Disaster	Disaster event.	Assistance involves - mass care, health and mental health services, child care, emergency communications, home repairs, debris removal, distribution of supplies, transportation, loan personnel, and other related specialized programs and services.

Program	Agency	Activating Mechanism	Eligible Uses
Watercourse Navigation: Protecting, Clearing, and Straightening Channels	Department of Defense (DOD), U.S. Army Corps of Engineers (USACE)	Decision of the Chief of Engineers	Assistance involves specialized services, such as clearing or removing unreasonable obstructions to navigation in rivers, harbors, and other waterways.
Water Resources	USDA, NRCS	N/P	Provides funds for the installation of preventive measures such as channels, dams, flood warning systems, purchasing easements, floodplain delineation, and land treatment. Also includes advisory and counseling services.
Water and Waste Disposal Loans and Grants	USDA, Rural Utilities Service (RUS)	AWD	Funds include project grants and direct and guaranteed loans to develop, replace, or repair water and waste disposal systems in rural areas and urban areas with a population of 10,000 or less.

Following is a list of abbreviations used in the table above: Presidential Declaration (PD), Available without Declaration (AWD) and Not provided (N/P),

7.4 FINANCIAL CONSIDERATIONS AND STRATEGIES

The following section gives an overview of the different financial strategies that could be employed in the post-disaster phase. For specific actions, implementation timeframes and responsible agencies please refer the Action Plan, Chapter 9.

Although there are various funding programs made available by the state and federal government, it is essential to identify the scope, applicability, and eligibility requirements of each of these funding sources. Searching through these programs and assessing their requirements in the post-disaster phase would be an extremely daunting task.

Moreover, some of these funds might require elaborate application processes and also might not be accessible within a certain time frame. Considering these factors, it is extremely essential that we prior to a disaster - closely analyze these funding programs, understand their match requirements, and also identify the pre/post-disaster actions that they might support. Bridge loans or alternate financing that might be required to sustain services till these funds are made available also need to be identified.

Revenue Impacts and the Emergency Reserve

Pasco County currently has an emergency reserve fund meant to address unanticipated expenditures that might arise in a fiscal year. A major or catastrophic event would create funding needs that are much higher than what's already allocated within the reserve.

Additional expenditures such as debris management, emergency repairs, emergency supplies, and relocation costs that might not be a part of the regular budget item might have to be taken care of. Some of the disaster related expense is reimbursable under the Stafford Act or insurance, although the costs must be covered within a certain timeframe. Moreover, some of the reimbursement might be tied to local match requirements.

Identifying potential costs and understanding the different parameters that might impact our ability to cover those costs need to be analyzed in detail prior to a disaster. What funding alternatives we might need would depend upon a clear understanding how much would be this probable unmet expense. Tools such as HAZUS can provide a better understanding of our disaster expenditures. HAZUS can be used to create disaster scenarios that can be used by budget analysts to develop cost estimates.

Insurance

Insurance is another critical financial support for post-disaster recovery. An adequate insurance coverage at all levels – government facilities, infrastructure, businesses and homes will be crucial for speeding up the communitywide recovery. Thus, strategies for increasing our insurance protection will have to be focused on all these different levels. Moreover, planning and outreach efforts related to insurance will be required both during the pre- and post-disaster phases.

Pasco County and its municipal jurisdictions will need to review their insurance policies on a yearly basis to ensure sufficient coverage. The Government Functions TAC can identify what public facilities are currently covered, identify the extent of damage that will be covered and what projects might be eligible for reimbursement according to the Public Assistance Grants. In addition, the Government Functions TAC can also determine if insurance and/ public assistance grants will be sufficient to cover the mitigation costs or additional funding might be required.

Residents and businesses will need to regularly review their insurance policies, ascertain if they have sufficient coverage and address any coverage gaps identified. The government will have to take the lead in educating the public and local businesses about the need to have insurance and the right kind of coverage. The PDRP Government Functions Committee can develop outreach strategies that are specifically focused on increasing public awareness about insurance. The benefits of insurance and the misconceptions about what's covered under the federal disaster assistance should be highlighted through websites, public workshops and presentations. Member agencies of the PDRP Economic Redevelopment TAC could distribute information to local businesses about business interruption insurance in coordination with their business continuity training and education.

Existing resources such as the Pasco County Libraries (E-Government System) could be used to increase public awareness about insurance and storm recovery resources. In addition to the annual Hurricane Expo, PDRP workshops and educational campaigns related to post-disaster permitting and redevelopment planning are also great opportunities

for insurance education. Speakers could be requested at these events from the Florida Department of Financial Services, Florida Citizens Property Insurance Corporation, FEMA and Small Business Administration. However, it's important to note that insurance outreach strategies will have to be specifically modified to reach out to the special needs populations such as the low income and the minority races.

Following are some of the resources related to insurance programs:

- Insurance Institute for Business and Home Safety: <http://www.DisasterSafety.org>
- Insurance Information Institute: <http://www.iii.org>
- Insuring Florida: <http://www.InsuringFlorida.org>
- Florida Marketing Assistance Program: <http://www.fmap.org>
- Citizens Property Insurance Corporation: <https://www.citizensfla.com>

Staff Augmentation

In the post-disaster period, different departments and agencies will be impacted differently. Although most agencies/departments would experience staff shortages and revenue shortfalls in the case of a major disaster, the demand for services provided by each would differ. After an event, as the County progresses from the short-term mode to long-term recovery and redevelopment, there would a considerable shift in the demand for certain services. For instance, functions such as housing, infrastructure and rebuilding would experience a substantial spike in demand. Increase in overtime along with limited contingency funds can severely increase the agency's payroll liability. Most counties have dealt with this problem by creating an 'Emergency Staffing Policy'. The Emergency Staffing Policy' is a regulatory framework which mandates that employees serving functions that might be relatively less essential during the recovery and redevelopment phase could assist other service areas that will be required to increase services.

Pasco County has an emergency staffing program – 'Know Your Role' that is currently under development. Under this program, in the pre-disaster planning stage, service areas could be analyzed in terms of their post-disaster demands. Skills and interests of agency employees could be assessed prior to a disaster using surveys and interviews. In addition, programs for cross-training could be developed to fill any potential staff deficiencies in the high priority service areas. Altering and enhancing the County's Emergency Staffing Policy to incorporate post-disaster long-term needs will not just ensure the availability of staff to critical service areas but will also help in reducing the unfunded and overall payroll liability.

Other strategies to address staff shortages could include – mutual aid agreements, hiring temporary staff/consultant personnel, temporary consolidation of services and cross training programs. In addition, a disaster volunteer group could be created to help with tasks that might require severe staff augmentation such as grant writing, permitting procedures, site inspections and other administrative functions. The Government Functions Committee could consider establishing a Grant Writers Group comprising of staff from the County, municipal jurisdictions, public, private and non-profit agencies and the general public.

This group could assist with the funding requests and grant applications in the post-disaster phase. Training for grant writing is currently provided through the Pasco County Library system. These training programs could be further enhanced to impart specific instructions and procedural knowledge about grant applications related to the prime post-disaster grant providers such as FEMA and HUD.

Training

Pasco County's Multi-Year Training and Exercise Plan (MYTEP) is another critical tool for training the County staff for emergency situations and building the overall capacity. This Plan is administered by the Florida Division of Emergency Management. The Pasco County Office of Emergency Management has received funds under the State Homeland Security Grant Program to fund training and exercise related to emergency preparedness and disaster management. Any need for training specifically associated with the long-term recovery and post-disaster redevelopment could be incorporated into this program.

Mutual Aid

There are three different types of mutual aid agreements – Standing Mutual Aid, Statewide Mutual Aid and the Emergency Management Assistance Compact (EMAC). Most local fire and law enforcement departments have mutual aid agreements which do not require authorization from the Board of County Commissioners. The statewide mutual aid agreement allows the County to access equipments, supplies and services for a temporary period. Assistance provided through the Statewide Mutual Aid is specifically meant for the response and short-term recovery phase. The EMAC is another level (interstate) of mutual aid that is congressionally ratified. Through EMAC, a disaster-impacted State can request and receive assistance from other member states. Once a state of emergency is declared by the Governor, the State can request EMAC assistance on behalf of the impacted jurisdictions. EMAC resources typically include – emergency operations center support, disaster recovery, security, fire fighting, law enforcement, medical personnel, public utilities management, and community outreach.

Most of these mutual aid agreements are focused on the immediate response and short-term recovery phases of a disaster. In the case of a major/catastrophic event, help might be required for a much longer period of time. Moreover, resources and personnel will be required to augment various levels of the government not just the first response departments. Pasco County's current mutual aid agreements might not be adequate to address these long-term resource needs. Therefore, alternate strategies for staff augmentation and additional mutual aid agreements for non-response type of work could be considered. Some of the redevelopment tasks that could be supported through mutual aid agreements are post-disaster permitting, GIS analysis, grant writing, damage assessments and building inspections.

Pre-established Recovery Contracts

Pre-established recovery contracts can drastically increase the speed of recovery following a major disaster. In addition, establishing contracts prior to a disaster will help ensure that arrangements for services/resources for the most critical high priority redevelopment activities are reviewed, approved and established well in advance. The County currently has pre-established contracts for debris management through the Office of Emergency Management. It also maintains housing contracts through the County's Community Development Division. The Pasco County Purchasing Department also maintains pre-established recovery contract for purchasing supplies that are specifically related to short-term emergency response phase. Pre-disaster contracting could be extended to address the long-term recovery and redevelopment needs such as mitigation assessment, environmental testing and civil engineering services.

Public Private Partnerships

It is clear that financing post-disaster redevelopment initiatives would necessarily require support from Federal, State and Private funding sources. Relying on just the County's Reserve or its revenue sources would be insufficient to meet the post-disaster needs. However, most of the Federal and State funding might not be immediately available during the long-term recovery process. Also, some of the Federal and State disaster funds might require some amount of local match. This re-emphasizes the need to build our local financial capacity, both to meet the match requirements and to withstand the long recovery process prior to the receipt of disaster funds. Creating partnerships with private and non-profit organizations, pooling resources and coordinating actions would ensure that potential gaps in recovery and redevelopment are effectively tackled and that too in a timely manner.

A coordinated effort would also ensure that multiple local agencies (government, private and non-profit) are not duplicating efforts and redundantly spending money and resources. In order to ensure a well managed flow of resources and funding in the post-disaster environment, a clear management procedure needs to be developed prior to a disaster. Local capacity for funding has to be assessed and partnerships need to be developed with organizations that can provide the much needed financial support. With the help of these organizations, redevelopment priorities corresponding to different stages of recovery and redevelopment need to be identified and responsibilities clearly outlined prior to a disaster.

Private Donations

As has been seen in various catastrophic events of the past, private donations could prove to be an invaluable source for finance in the post-disaster phase. Availability of these funds and the willingness to donate could largely depend on the perception of our capability to effectively manage and utilize these funds. Therefore, it is essential to have a strategy in place prior to a disaster that can effectively capture and maximize this funding source. A part of this strategy could be to understand the various types of donations that may become available in the post-disaster scenario.

Donations could be received in different forms (staff, easement donations, technical assistance, infrastructure, housing, etc.). The financing strategies developed for the post-disaster redevelopment phase should be flexible enough to take advantage all these available forms of post-disaster help. Some examples of technical help that can augment our redevelopment capacity are – involving the students and faculty from the School of Architecture and Community Design (University of South Florida), and the Disaster Recovery Training Program (Jim Walter Partnership Center, USF). Another example is taking advantage of the American Institute of Architects' (AIA) Rural/Urban Design Teams (R/UDATs). Under this program, AIA provides teams of interdisciplinary professionals that provide urban design assistance to local communities (villages, urban neighborhoods, metropolitan areas).

7.5 FUNDING RESOURCES

There are several useful resources for post-disaster funding and some of these are also available online. Some of these resources are discussed in detail below.

Financial and Technical Assistance for Florida Municipalities (2008-2009)

This is a resource book that is available through the Florida league of Cities. This is a very useful resource that identifies grants, loans, and technical assistance available to Florida's communities. The information provided here includes - funding and other support programs related to redevelopment, economic development, housing, historic preservation, community development, capital facilities, infrastructure restoration, emergency management, environment restoration and coastal management. The 2008-2009 edition is currently available in print and also accessible online. Following is the link to the Florida League of Cities website:

www.flcities.com/membership/grant/

The Florida Disaster Recovery Fund

This is a State program which serves as a resource for funding and management of unmet recovery needs. This is common program through which many organizations and private foundations donate funding in support of disaster recovery. Information about this resource is available online through the given website:

www.flahurricanefund.org/

Hazard Mitigation Assistance Unified Guidance

The Hazard Mitigation Assistance Unified Guidance is provided by FEMA. The purpose of this resource is to provide information about hazard mitigation grant programs. This resource identifies and highlights eligibility requirements for various programs such as Hazard Mitigation Grant Program, Pre-Disaster Mitigation Program, Flood Mitigation Assistance Program, Repetitive Flood Claims Program, and Severe Repetitive loss Program. The link to this online resource is given below:

<http://www.fema.gov/library/viewRecord.do?id=4225/>

The Patchwork Quilt - A Creative Strategy for Safe & Long Term Post-Disaster Rebuilding (Edward A. Thomas, Esq. and Sarah K. Bowen, CFM, 2008)

The Patchwork Quilt is an important resource that highlights innovative ways of pursuing funds from government as well as non-governmental, non-profit and voluntary organizations. This resource identifies different agencies that can provide financial support and also outlines various programs provided by these agencies that can support post-disaster redevelopment. See the following link for further details:

http://www.floods.org/PDF/Post_Disaster_Reconstruction_Patchwork_Quilt_ET.pdf/

Post-Disaster Redevelopment Planning Funding Companion Handbook

Lastly, the Redevelopment Funding Companion Handbook is an essential post-disaster funding resource that provides a comprehensive list of pre-disaster and post-disaster funding sources. Some of the redevelopment topics covered by this resource include - hazard mitigation, individual assistance, public facilities and infrastructure development, emergency management, environmental restoration, economic redevelopment, historic preservation, and agricultural restoration.

<http://www.floridadisaster.org/Recovery/IndividualAssistance/pdredevelopmentplan/documents/Toolbox/Post-Disaster%20Redevelopment%20Planning%20Funding%20Resources%20Handbook.pdf>

Public Assistance Guide, FEMA 322/June 2007

This resource provided by FEMA describes the Public Assistance Program, its basic provisions and application procedures. It is meant to educate and develop a common understanding of the program policies and procedures. Please note, this document is not exhaustive and the provisions are subject to modification and thus the information provided here should be verified with FEMA PA Program officials before utilizing it for any decision making. This guide is available online on the FEMA website at the link given below:

http://www.fema.gov/government/grant/pa/pag07_f.shtm

8 Goals and Issues

3. GOALS AND ISSUES

Pasco County's post-disaster redevelopment strategy consists of a set of goals that were identified with the help of the Technical Advisory Committees. These goals are related to the seven key components of the Post-Disaster Redevelopment Plan – Land Use, Environment, Economic Redevelopment, Housing, Health and Social Services, Infrastructure and Government Functions. Goals and the post-disaster issues and priorities related to each of these redevelopment topics are described below.

Goal 1: LAND USE AND DEVELOPMENT

The goal of the PDRP is to guide the land use planning and redevelopment of the County in a manner that not just enhances the community's economic, socio-cultural and environmental opportunities but also reduces the risk to future hazards. Land use planning strategies will focus on reducing hazard risks, minimizing post-disaster costs of loss and displacement by redirecting growth away from Coastal High Hazard Areas, Repetitive Loss Areas, Basins of Special Concern, Flood Hazard Areas and Wildland Urban Interface. Several opportunities to reshape development patterns will open up in the post-disaster phase. The PDRP will capture these opportunities and help create an enhanced and sustainable post-disaster atmosphere that preserves environmental, historic and cultural assets, improves public safety, and creates a variety of options for jobs, housing, health care, transportation, entertainment and recreation. In addition, the PDRP will ensure that long-term redevelopment strategies are planned and implemented in an expeditious manner that complies with all applicable reconstruction regulations and procedures pertaining to the County and other jurisdictions.

Post-disaster issues related to land use:

The PDRP Land Use Technical Advisory Committee (TAC) discussed major issues related to land use, mitigation and build-back policies in the post-disaster environment. Discussions focused on anticipated impacts – both short and long-term - to the community. It also involved understanding how to best meet the needs of the survivors yet ensure that the goals and policies of the local comprehensive plan were addressed. The issue areas focused on the following:

- **Temporary post-disaster land uses/permitting (disaster housing, debris management, emergency operations staging, etc.)**
- **Mitigation in post-disaster redevelopment**
 - Build back policies, non-conforming uses
 - Emergency permitting procedures and temporary permit suspensions

- Growth management tools; e.g. transfer of development rights, acquisition, etc.
- Mitigation Assessment Teams (MAT)
- **Geographic Areas of Opportunity**
- **Historic preservation and restoration**

Goal 2: ENVIRONMENTAL PROTECTION AND RESTORATION

The goal of the PDRP is to restore and preserve Pasco County’s environment and natural systems following a major/catastrophic event. It will identify the effects of a disaster event on the County’s natural habitats and ecology, as well as develop strategies to mitigate its impacts. Post-disaster phase also provides ample opportunities for conserving natural habitats, creating new open spaces and increasing public access to them. In order to accomplish this, the PDRP will ensure that strategies for environmental protection are incorporated into the County’s redevelopment plans well in advance of a disaster. It will also develop implementation strategies required to effectively and expeditiously capture these post-disaster opportunities to enhance the environment and the overall quality of life.

Post-disaster issues related to environmental restoration:

The Environment Technical Advisory Committee discussed the myriad of environmental issues the County could face in the aftermath of a disaster. These issues include:

- **Addressing public safety dangers in the post-disaster environment and mitigation of long-term environmental impacts,**
- **Ensuring the restoration of natural habitats and environmental resources, as well as reforestation in impacted areas,**
- **Exploring potential for acquisition of environmentally sensitive /flood-vulnerable lands, and**
- **Achieving other community goals as part of redevelopment.**

Goal 3: ECONOMIC REDEVELOPMENT

How quickly the County will recover and get back on its feet following a major disaster would largely depend on its economic recovery. The goal of Pasco County’s PDRP is to restore the economy in the shortest possible time, improve economic opportunities for the future and increase the County’s economic resilience in the long term. To accomplish this, the PDRP will identify industry risks and potential obstacles to recovery. It will develop redevelopment strategies that strengthen the capacity of local businesses to recover from a major disaster. The intention of the PDRP is not just to restore the jobs that would be lost following a disaster, but also to create new diverse job opportunities in the future and improve local knowledge and employment skills accordingly.

Post-disaster issues related to economic redevelopment:

The Pasco County Economic Redevelopment Committee discussed major issues related to economic restoration and redevelopment issues following a disaster.

▪ Business Resumption and Retention

- Business outreach/training; i.e. business continuity planning and emergency notification/warnings.
- Business Recovery Centers/ Business Assistance Centers.
- Temporary business space.
- Accessibility to financial support (insurance/grants/bridge loans, SBA loans etc.)
- Strategies to keep businesses local.
- Clarify and expedite permitting issues and processes; i.e. repairs and rebuilds, temporary sign permits, health inspections, temporary use, etc.
- Assist businesses transition from short to long-term recovery.

▪ Workforce Retention and Assistance

- Prove for child care and facilitate school opening.
- Support the County's Disaster Housing Plan.
- Central depository for employment announcements.
- Employment counseling services/workforce training.

• Tourism Resumption

- Prioritize the recovery of the hospitality industry.
- Roll out marketing campaign/strategy.

• Restoration of Agriculture

- Prioritize recovery of the agricultural industry.

• Restore Economic Vitality and Respond to Changes in the Market

- Reassess inventory of industries and businesses after the disaster.
- Identify opportunities to further implement strategies for diversifying the economy.
- Use private/public investment to further long range vision and achieve economic objectives.

Goal 4: HOUSING RECOVERY

Following a major disaster, any delay in housing reconstruction, lack of housing options or insufficient information can affect the decision of displaced residents to return/stay back within the County. A slow housing recovery would in turn further delay the recovery of businesses thereby severely impacting the overall process of post-disaster recovery. The goal of the PDRP is to facilitate a speedy recovery by developing expedited permitting procedures and robust outreach strategies that create awareness about post-disaster rebuilding mechanisms. The County will collaborate with a number of public, private and non-profit agencies to mobilize the knowledge and resources to accomplish this. The overall objectives under this goal will include - providing temporary housing, facilitating access to rebuilding assistance (technical, financial and legal) and providing supporting infrastructure. However, the PDRP's Housing Recovery Goal is not just to rebuild the damaged housing stock but also to improve Pasco County's housing opportunities and the quality of housing much above the pre-disaster levels. To achieve this, the PDRP will work towards expanding affordable housing options and incorporating hazard mitigation into reconstruction.

Post-disaster issues related to housing recovery:

The **PDRP Housing Technical Advisory Committee** identified several issues associated with potential challenges in the area of housing in the post-disaster environment. The destruction of neighborhoods and loss of housing is a major contributor to long-term impacts in the community. In order to pro-actively address these concerns; the following issue areas were identified:

- **Disaster Housing Strategy**
 - Site selection criteria (individual and community sites)
 - Temporary housing/business structures
 - Infrastructure and utilities
 - Wrap-around services
- **Restoring neighborhoods and permanent housing options**
 - Minimize blight and abandoned properties
 - Emergency repair programs
 - Expedited contractor licensing
- **Affordable housing/ workforce housing**
- **Public outreach and stakeholder coordination**

Goal 5: RESTORATION AND IMPROVEMENT OF HEALTH AND SOCIAL SERVICES

A major disaster undoubtedly leads to an increased demand for health and social services. In the post-disaster phase, the probability for pollution/contamination, related health risks and disease outbreaks increases drastically. The goal of the PDRP is to effectively plan for

this challenging phase and ensure that adequate level of health and social services are continued, maintained and enhanced (when needed) throughout the long-term recovery and redevelopment phase. The PDRP will also ensure that these services are easily accessible to all, especially the special needs populations, and information/education about post-disaster pollution and necessary precautions to be taken, are readily available. Apart from focusing on restoring services and dealing with the impacts of the disaster, the PDRP also focuses on long-term improvements. To accomplish this objective, the PDRP will identify resources and strategies necessary for enhancing our current services, and increasing access to it in the long-term. As a part of the goal to improve, the PDRP will evaluate the vulnerability of current services and their capacity to recover, and identify strategies to mitigate and improve in the long-term.

Post-disaster issues related to health and social services:

The PDRP Health and Social Services Committee identified and discussed several major issues relating to health care system and the network of social service providers in the County. Thousands of residents rely on these services on any single day in the County and following a major disaster, it can be assumed that many people will need to depend on assistance at least in the short term.

The major issues were outlined as follows:

- **Prioritization and restoration of health care facilities particularly hospitals and skilled nursing facilities.**
- **Preparation to handle an interruption in the supply of pharmaceuticals, medical equipment, and supplies.**
- **Health records of survivors and displaced populations.**
- **Meeting the functional and accessibility needs of vulnerable populations.**
- **Communication and coordination between the health and social service agencies in the County.**
 - Development of disaster recovery procedures for health and social services.
- **Restoration of social service provider facilities and operations.**
 - Prioritization and restoration of social service facilities (Homeless).
 - Disaster housing wrap around services.
 - Restoration of children and family services.
 - Restoration of senior services.
 - Identification of (trained) volunteers to augment social service staff during recovery.
- **Restoration of child care and the education system.**

- Prioritization and restoration of dependent care facilities and programs (including child care, after school programs and adult day care).
- Support to the School District and post-secondary educational facilities.

Goal 6: INFRASTRUCTURE RECOVERY

Infrastructure recovery plays a central role within post-disaster redevelopment. Repair and restoration of infrastructure is one of the most critical challenges of the post-disaster phase that severely impacts long-term recovery and redevelopment of various aspects such as housing, economic, environment, and health and social services. Not only does it affect the speed of recovery at various stages of post-disaster work, it also impacts our long-term redevelopment decisions. The goal of the PDRP is to understand these interrelationships and coordinate infrastructure restoration with business resumption, housing rebuilding, restoration of health and social services, restoration of the environment and long-term land use planning strategies. In addition, the PDRP will work towards reducing the County's vulnerability to future disasters and future damages by maximizing all post-disaster opportunities to mitigate, improve and upgrade infrastructure.

Post-Disaster Issues related to Infrastructure:

The PDRP Infrastructure Technical Advisory Committee met to discuss the host of issues associated with the responsibilities of restoring infrastructure in the post-disaster environment. Following are the key issue areas that were identified:

- **Position the County to assess and repair infrastructure quickly; but also take advantage of opportunities to rebuild damaged infrastructure to current standards, address deficiencies, and mitigate future damage.**
 - Vulnerability analyses of critical facilities
 - Priority plan for restoration for critical infrastructure as well as businesses and housing
 - Potential relocation of infrastructure / facilities in high-risk areas
 - Emergency Ordinances: Ex. Consider a "Frontage Ordinance" especially along US 19 which could be damaged along with other infrastructure after major coastal event.
- **Funding Issues (Repair, Mitigation, Relocation)**
 - LSE Catastrophic Fund, Pasco County Reserve, CDBG, Municipal Bonds; etc.
 - HMG, Florida infrastructure Bond, FEMA Public Assistance, etc.
 - Centralized Grant Management

- Identify CIP projects that should be included in the LMS list
- Insurance issues for County Facilities
- **Coordination with Debris Management Plan**
 - Coastal debris contamination and review of staging/reduction sites
 - Need for additional sites
 - Strategy to handle transition of debris management operations from short term recovery to long-term redevelopment and identify responsible agencies/ department
 - Pre-approved contractors
- **Coordination with Disaster Housing Plan**
 - Pre-identify potential community sites
 - Pre-identify infrastructure needs
- **Coordination with Public/Private Stakeholders**
 - Communication between different agencies, jurisdictions, private utilities and other stakeholders
 - Regional Collaboration

Goal 7: GOVERNMENT FUNCTIONS

Following a major disaster, the government's ability to resume and maintain services, and coordinate/lead various levels of the redevelopment work will be extremely crucial for maintaining a local control. On the other hand, the government's ability to do so might be severely impacted by post-disaster challenges such as long-term disruption of revenue sources, staff shortages, physical damages to the government's own facilities and increased demand for services. The goal of the PDRP is to identify these challenges and develop strategies (financing/staffing etc) that help sustain essential government services and prevent insolvency throughout the long-term recovery and redevelopment phases. Other goals include - maintaining and safeguarding public facilities, re-establishing and maintaining safety and security services, coordinating public outreach, conducting vulnerability assessments, intergovernmental coordination, and developing necessary legal and financial strategies in support of long-term redevelopment goals. In addition to these objectives, the PDRP also intends to identify strategies that will reduce the government's vulnerability (physical, financial and others) and increase its capacity to recover and redevelop post-disaster in the long run.

Post-Disaster Issues related to Government Operations:

The PDRP Government Functions Committee met to discuss the issues associated with the challenges and responsibilities of government in the post-disaster environment. Following are the key issue areas that were identified:

- **Update/ expand COOP Plans**
 - Establishing government service priorities and level of service
 - Reviewing staffing needs and levels of service
 - Mutual Aid
 - Contracted labor
 - Reassignment/ Cross training
- **Restoration/ reconstruction of damaged/destroyed public facilities**
 - Potential alternative sites for long-term recovery
 - Mitigation improvements and hardening of structures
 - Relocation of public facilities
- **Coordination and outreach within the community**
 - General Public
 - Faith-based /volunteer organizations /Civic Associations/ Neighborhood associations
 - Business community
- **Financial administration of disaster related activities**
 - Mitigation of the impacts of damaged homes/businesses to tax base
 - System to account for disaster related expenditures and public assistance grants, mitigation grants and economic development projects

Strategies or actions to deal with the identified issues are described within the PDRP Action Plan in Chapter 9.

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9 Action Plan

The Action Plan identifies all the actions that need to be taken to successfully implement Pasco County's Post-Disaster Redevelopment Plan. It includes strategies that were identified through the TAC meetings in response to recovery and redevelopment issues, goals and priorities. These actions also reflect some of the lessons learned from other planning and post-disaster redevelopment efforts. Actions identified within this Plan will require a coordinated effort. Responsible agencies for each of the tasks and collaboration required between different departments/agencies/TACs are highlighted within the action matrix. Time-frame for accomplishing each of these tasks are also given which helps distinguish between pre-disaster and post-disaster actions. Changes and additions will be made to this section as a part of the Plan's annual and/ 5-year update.

9.A - LAND USE ACTION PLAN:

ISSUE A1: TEMPORARY POST-DISASTER PERMITTING AND LAND USES – While the PDRP is meant to address long-term redevelopment issues, it cannot be denied that many actions taken in the response, and short-term recovery phases may have a significant impact on long-term recovery and economic stabilization. Three major response/short-term recovery actions (disaster housing, emergency permitting and debris management) have demonstrated the potential to undermine recovery if not addressed comprehensively prior to a disaster.

STRATEGY A1.1: To the extent possible using the County GIS capabilities, pre-identify sites most suitable for post-disaster operations such as disaster housing and debris management maximizing cost-benefit, opportunities for survivors and economic redevelopment and minimizing environmental and negative social impacts.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action A1.1.1: Develop criteria to identify and rank potential properties for disaster housing, debris management and emergency operations.</i>	Pre-Disaster	Pasco County (PC) Planning & Development (PDD) Disaster Housing Task Force (DHTF)	PC Community Development (CD) PC Zoning and Site Dvpt. (ZSD) PC Emergency Management (EM) PC Building Construction Services (BCS) Municipalities PC Environmental Lands (ELAMP)	Potential debris management sites Debris Management Plan (DMP) Disaster Housing Plan (DHP) GIS Support
<i>Action A1.1.2: Identify properties that meet the criteria for disaster housing community sites and debris management sites. Contact property owners and maintain updated list of properties and owners. (Coordinate to avoid conflict)</i>	Pre-Disaster (Annual)	DHTF PDD	CD ZSD PC Code Compliance ELAMP EM BCS Municipalities HOAs – Council of Neighborhood Associations (CONA) and Pasco Alliance of Community Associations (PACA) Board of Realtors Tampa Bay Builder’s Association (TBBA)	Map identifying properties meeting established criteria; update semi-annually Property owner contact list and standard MOU DMP DHP GIS Support

9.A - LAND USE ACTION PLAN:

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action A1.1.3: Establish procedures (including opportunities to expedite or pre-permit where possible) for the environmental assessment and review of potential temporary housing sites.	Pre-Disaster	PDD DHTF	CD ZSD BCS ELAMP	Land Development Code (LDC) Updated list of potential sites for temporary housing DMP DHP
Action A1.1.5: In coordination with County Emergency Management and Environmental Lands, pre-identify sites for debris staging/reduction/disposal.	Pre-Disaster	PDD	EM ELAMP PC Department of Health (DOH) PDRP Infrastructure TAC County's Debris Management Contractor ESF 3	DMP GIS Support
Action A1.1.6: In coordination with County Emergency Management and Environmental Lands, pre-identify sites for resource staging and other recovery operations.	Pre-Disaster	PDD	EM ELAMP DOH ESF 3 PDRP Infrastructure TAC Debris Management Contractor	DMP GIS Support

ISSUE A2: MITIGATION IN THE POST-DISASTER REDEVELOPMENT - The goal of the PDRP is to ensure that the community rebuilt after a disaster is safer, stronger, and better prepared for the next storm. The Tampa Bay Region has been identified as one of the most vulnerable metropolitan areas in the United States to damage from hurricanes. In order to reduce the exposure of human life and property to natural hazards, and support economic growth, Pasco County must continue to support the implementation of hazard mitigation measures. The additional cost of mitigation must be borne by both the public and private sectors, recognizing that the future of the community is at stake.

- **BUILD BACK POLICIES AND STANDARDS FOR NON-CONFORMING AND SUBSTANTIALLY DAMAGED STRUCTURES** – Following a disaster there is tremendous pressure to build back quickly and restore or replace what was damaged or destroyed. Through the PDRP process, key issues such as how the community will address build back policies and non-conforming uses and structures were discussed. In addition, it was recognized that if a disaster resulted in significant erosion or loss of property above mean sea level, serious environmental contamination or other circumstances resulting in greater risk to public safety will have to be considered judiciously during redevelopment.
- **EMERGENCY PERMITTING PROCEDURES** – If the disaster results in significant structural damage to residents’ homes and businesses, there will be tremendous pressure to repair and rebuild those homes and businesses as quickly as possible. However, in order to protect citizens and ensure compliance with current safety codes and practices, responsibility will fall on the teams of building inspectors and engineers, and permitting agencies to prioritize their actions in order to meet the dramatically escalated demand. From damage assessment to construction approvals, there must be a consistent approach to emergency permitting based on the magnitude of the disaster and resources (staffing, access, communications and connectivity, etc.) available. Pasco County will be developing its “Post-Disaster Emergency Permitting Procedures” and the County’s Building Construction Services Department with the help of other departments/agencies will coordinate the Damage Assessment Teams and permitting.
- **GROWTH MANAGEMENT TOOLS FOR MITIGATION** – The planning community have significant “tools” to accomplish community goals including hazard mitigation and public safety. The non-structural mitigation strategies can provide an effective arsenal to help the community/neighborhoods recover quickly and redevelop in a more sustainable way.
- **MITIGATION ASSESSMENT TEAMS** – The CEMP provides for Mitigation Assessment Teams (MATs) to identify opportunities in the post-disaster environment as part of the short-term recovery damage assessment and long-term recovery tracking. The composition of those teams – including subject matter experts – can assist the community to recover.

9.A - LAND USE ACTION PLAN:

STRATEGY A2.1: Through the PDRP, address build-back policies and standards for non-conforming uses and structures in a post-disaster situation, repairs to substantially damaged structures in the floodplain (50% rule) as well as any variances to these policies.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action A2.1.1: Develop an Emergency Permitting Procedure to expedite minor repairs, yet ensure compliance with floodplain management regulations, other LDR requirements, and the Building Code.</i>	Pre-Disaster	BCS (Central Permitting and Building Inspections)	ZSD PC Stormwater Management (SW) PDD Municipalities Public Information Offiver (PIO) County Attorney	Floodplain Management Ordinance LDC Building Code Emergency Permitting Procedures Temporary Permitting Suspensions
<i>Action A2.1.2: Maintain the inventory of non-conforming uses and determine how this information will be made available to permitting staff following a disaster.</i>	Pre-Disaster	ZSD	PDD BCS PC GIS PC Information Technology (IT) County Attorney	GIS Maps Identification of non-conforming parcels Post-Disaster Redevelopment Ordinance Legal review
<i>Action A2.1.3: Review policies and codes for determining how non-conforming uses will be addressed in a post-disaster scenario.</i>	Pre-Disaster	PDD	ZSD County Attorney PIO	LDC
<i>Action A2.1.4: Implement policies regulating the redevelopment of non-conforming uses in the unincorporated area following a disaster event.</i>	Post-Disaster: D+5 days – D+5 years	PDD	PIO County Attorney Board of County Commissioners (BOCC)	LDC

9.A - LAND USE ACTION PLAN:

STRATEGY A2.2: Facilitate the reconstruction of the affected area in a fair and consistent way furthering the resiliency goals of the community and expedite recovery.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action A2.2.1: Update and maintain the "Post-Disaster Emergency Permitting Procedures", a phased community permitting process designed to expedite minor repairs yet ensure compliance with floodplain management regulations, building code and other LDR requirements.</i>	Pre-Disaster (with annual updates)	BCS (Central Permitting and Building Inspections)	SW PDD ZSD County Attorney PIO Municipalities	Annual training/ designation of teams Staff resources
<i>Action A2.2.2: Develop a process to quickly identify and remedy non-conforming structures, especially those within the 100-year floodplain.</i>	Pre-Disaster: 2012 -2013	BCS (Central Permitting and Building Inspections)	SW PDD ZSD PC Property Appraiser PC GIS	Staff Resources
<i>Action A2.2.3: Review procedures to ensure a mechanism to monitor reconstruction to ensure compliance with Land Development Regulations.</i>	Pre-Disaster: 2012-2013	BCS (Central Permitting and Building Inspections)	PDD ZSD Code Compliance	Staff Resources

9.A - LAND USE ACTION PLAN:

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action A2.2.4: Streamline regulatory functions by creating opportunities for one-stop permitting and contractor registration in decentralized locations.	Post-Disaster: D+3 days – D+90 days	BCS (Central Permitting and Building Inspections)	ZSD PDD	
Action A2.2.5: Activate the emergency permitting ordinance which provides for a temporary moratorium of non-disaster related construction work, if necessary to expedite emergency repairs.	Post-Disaster: D+3 days – D+90 days	BCS	PC Property Appraiser County Attorney ZSD PDD	
Action A2.2.6: Identify possibilities for permit waivers of relatively minor repairs (trees, fences, etc.)	Pre-Disaster: 2012-2013 Post-Disaster: D+3 days – D+90 days	BCS	ZSD PC Code Compliance	LDC Building Code

9.A - LAND USE ACTION PLAN:

STRATEGY A2.3: Consider non-structural growth management tools and strategies, and any appropriate changes to Future Land Use policies and Land Development Regulations to reduce the vulnerability of development to natural disasters.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action A2.3.1: Consider Transfer of Development Rights out of locations that are highly vulnerable to disaster hazards.</i>	Pre-Disaster Post-Disaster: D+30 days – D + 5 years	PDD	BCS ZSD EM Municipalities PDRP Economic Redevelopment BOCC	Identification of extremely vulnerable areas and potential density reductions through TDRs.
<i>Action A2.3.2: Review the County’s Comprehensive Plan and land development code to ensure that development will result in more disaster-resilient areas/neighborhoods.</i>	Pre-Disaster: 2012-2013	PDD	ZSD EM CD	Legal review Comprehensive Plan LDC
<i>Action A2.3.3: Review the County’s land development code to promote the use of disaster (wind and flood) resilient landscaping while maintaining habitat ordinances.</i>	Pre-Disaster: 2012-2013	PDD	ZSD ELAMP PC Cooperative Extension Environment TAC	Legal review LDC
<i>Action A2.3.4: Encourage the use of increased mitigation options that exceed the minimum FEMA and Building Code requirements (e.g. use of freeboard to elevate structures, upgraded roofing materials/connection methods).</i>	Pre-Disaster: 2012-2013	BCS	ZSD BCS SW PC PIO/Customer Services (CS)	Floodplain Ordinance

9.A - LAND USE ACTION PLAN:

STRATEGY A2.3: Consider non-structural growth management tools and strategies, and any appropriate changes to Future Land Use policies and Land Development Regulations to reduce the vulnerability of development to natural disasters.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action A2.3.1: Consider Transfer of Development Rights out of locations that are highly vulnerable to disaster hazards.</i>	Pre-Disaster Post-Disaster: D+30 days – D + 5 years	PDD	BCS ZSD EM Municipalities PDRP Economic Redevelopment BOCC	Identification of extremely vulnerable areas and potential density reductions through TDRs.
<i>Action A2.3.2: Review the County’s Comprehensive Plan and land development code to ensure that development will result in more disaster-resilient areas/neighborhoods.</i>	Pre-Disaster: 2012-2013	PDD	ZSD EM CD	Legal review Comprehensive Plan LDC
<i>Action A2.3.3: Review the County’s land development code to promote the use of disaster (wind and flood) resilient landscaping while maintaining habitat ordinances.</i>	Pre-Disaster: 2012-2013	PDD	ZSD ELAMP PC Cooperative Extension Environment TAC	Legal review LDC
<i>Action A2.3.4: Encourage the use of increased mitigation options that exceed the minimum FEMA and Building Code requirements (e.g. use of freeboard to elevate structures, upgraded roofing materials/connection methods).</i>	Pre-Disaster: 2012-2013	BCS	ZSD BCS SW PC PIO/Customer Services (CS)	Floodplain Ordinance

POST - DISASTER REDEVELOPMENT PLAN, PASCO COUNTY, FL.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action A2.3.5: Review Land Development Code and the Comprehensive Plan to identify opportunities for mitigation. (E.g., Enforce buffer requirements with respect to wildfire risks).	Pre-Disaster	PDD	PC ZSD PC County Attorney EM SW ELAMP LMS Committee	Legal review LDC Comprehensive Plan Local Mitigation Strategy (LMS)
Action A2.3.6: Ensure minimum compliance in rebuilding of substantially damaged structures and new construction.	Post-Disaster: D+3 days – D+ 5years (Damage Assessment through long-term recovery)	BC	ZSD SW PC County Attorney CS PIO	Emergency Permitting Procedures
Action A2.3.7: Ensure property owners are aware of options to provide increased mitigation.	Pre-Disaster Post-Disaster: D+3 days – D+ 5 years	PDD	ZSD BCS PIO CS EM – Hazard Mitigation Coordinator (HMC) Government TAC (Outreach)	Post disaster ordinances Public information components Federal/State Partners Insurance industry partners; i.e. FLASH and IBHS

STRATEGY A2.4: Ensure Mitigation Assessment Teams (MATs), defined within the CEMP, are comprehensive in composition, well-trained and available in both short and long-term recovery.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action A2.4.1: Review and codify the composition of the Mitigation Assessment Teams (MAT) defined within the CEMP to include construction and infrastructure engineering, hazards and environmental subject matter experts, and historic preservation.	Pre-Disaster: 2012-2014	EM	PDD Environment TAC Historic Preservation Experts Hazard Mitigation Committee (HMC) BCS	CEMP
Action A2.4.2: Identify procedures/resources necessary to address anticipated shortfalls in resources and staffing for land use planning in the aftermath of a disaster event.	Pre-Disaster	PC Development Services	EM PC Office of Management and Budget (OMB) PC Personnel	Identification of anticipated needs Statewide Mutual Aid Resources Pre-approved contracts with temp. agencies Cross training with other departments 'Know Your Role' – emergency staffing policies.

ISSUE A3: GEOGRAPHIC AREAS OF OPPORTUNITY – Rather than prioritizing areas for redevelopment, the PDRP Committee recommended focusing on prioritizing strategies which could be investigated and incorporated in existing redevelopment plans. For example, the County has identified 5 Market Areas in the County which have been further delineated into redevelopment districts. Within the Redevelopment or Special Area Plans, vulnerability assessments as well as appropriate mitigation strategies could be incorporated to provide options in the post-disaster environment. (These plans include socio-economic, demographic and geographic information which would be helpful in recovery operations and can therefore be incorporated in the County CEMP Recovery/Response Zones.) It should also be noted that SAPs or redevelopment plans could also be used as blueprints for post-disaster redevelopment.

STRATEGY A3.1: Within existing Special Area Plans (SAPs) or Districts, such as the Pasco County Market Areas identify opportunities for hazard mitigation, including cost-effective infrastructure improvements, stormwater management, environmental protection and buffering, etc.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action A3.3.1: Incorporate the vulnerability assessment of the Local Mitigation Strategy and identify appropriate strategies (including acquisition/ land use/ zoning policies) to reduce the potential for loss in a disaster.</i>	Pre-Disaster: 2012-2014	PDD LMS Committee	ZSD ELAMP PC Real Estate PC Utilities Municipal Planning Depts. Private Sector/Developers	Federal and State Partners/Programs/Funding Local Mitigation Strategy Floodplain Management Plans Market Area/Special Area Plans (SAP)
<i>Action A3.3.2: When preparing /reviewing redevelopment plans, include an analysis of hazard vulnerability when considering appropriate locations for increased densities and intensities.</i>	Pre-Disaster Post-Disaster: D+5 months – D+5 years	PDD LMS Committee	ZSD PC Utilities Municipal Planning Depts. Private Sector/Developers	Federal and State Partners/Programs/Funding Market Area/SAPs Comprehensive Plans
<i>Action A3.1.3: Identify redevelopment strategies for the coastal high hazard area as well as areas of repetitive loss.</i>	Pre-Disaster: 2012-2014 Post-Disaster: D+5 – D+5 years	PDD LMS Committee	ELAMP PC Utilities Municipal Planning Depts. Private Sector/Local Community/Developers	Federal and State Partners/Programs/Funding Comprehensive Plans Floodplain Management Plans Market Area/SAPs
Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action A3.1.4: Create redevelopment options using a development suitability analysis of all vacant and undeveloped land (outside hazard zones, free of development restrictions, having high development potential and in compliance with the goals of the market areas/special area plans).</i>	Pre-Disaster: 2013	PDD	ZSD EM CD ELAMP PC GIS Private Sector/Local Community/Developers	SAP e.g. The Harbors Plan GIS Support – maps and analysis Demographic information Property Appraiser’s data

9.B - ENVIRONMENT ACTION PLAN:

ISSUE B1: ADDRESSING ENVIRONMENTAL CONTAMINATION ISSUES (MOLD, ASBESTOS, HAZARDOUS MATERIALS) - The sheer volume of older construction debris would lead to the assumptions that there will be significant amounts of asbestos and other hazardous materials and mold could become a significant health issue if precautions are not taken. Close coordination with solid waste/ debris management contractors, environmental agencies monitoring recovery activities, and communications with the public will be critical to avoid serious impacts.

STRATEGY B1.1: Ensure that building inspectors, code compliance, and permitting personnel as well as citizens are familiar with the potential and remedial/mitigation strategies for environmental issues related to repair and reconstruction.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action B1.1.1: Ensure there is training for building personnel and contractors on potential environmental/health impacts resulting from disasters; particularly floods and wind events.</i>	Pre-Disaster (Annual Update)	BCS	DOH PC Customer Services ELAMP PC Personnel EM	Training Staff Resources
<i>Action B1.1.2: Ensure there is public information available for citizens on potential environmental/health impacts resulting from disasters; particularly floods and wind events.</i>	Pre-Disaster: 2012 - 2013 Post-Disaster: D+3-D+1year	PC Cooperative Extension	DOH PC Customer Services IT ELAMP	Staff Resources

9.B - ENVIRONMENT ACTION PLAN:

ISSUE B2: RESTORATION OF NATURAL HABITATS, WILDLIFE CORRIDORS, AND URBAN LANDSCAPE – Disasters can have significant impacts on natural habitats, wildlife and the urban landscape. While public safety and housing issues may take priority in the immediate aftermath of the disaster; ultimately the restoration of natural habitats, wildlife corridors and the urban landscape will be important to restore the quality of life in the community. The impacts should be monitored and recovery tracked to assess status and progress made. Opportunities to enhance the natural systems as part of the redevelopment should be incorporated into the recovery process.

STRATEGY B2.1: Incorporate the restoration of the natural environment as part of the post-disaster redevelopment.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action B2.1.1: Assess the impact to the natural environment and track the recovery progress.</i>	Post-Disaster: Long-term Recovery	ELAMP	EM SW SWFWMD Tampa Bay Water (TBW) Local Division of Forestry (DOF) PC Parks & Recreation (P&REC) Cooperative Extension Office	State and Federal Partners Funding
<i>Action B2.1.2: Identify projects as part of the recovery process to restore/enhance the natural systems.</i>	Post-Disaster: Long-term Recovery	ELAMP	EM SW SWFWMD TBW DOF P&REC Cooperative Extension Office	State and Federal Partners Funding
<i>Action B2.1.3: Incorporate the restoration of natural systems in the mitigation strategy.</i>	Pre-Disaster: Ongoing Post-Disaster: Long-term Recovery	EM and LMS Committee	ELAMP SWFWMD TBW DOF P&REC	State and Federal Partners Funding

9.B - ENVIRONMENT ACTION PLAN:

ISSUE B3: ACQUISITION OF VULNERABLE AREAS – Through FEMA and other federal/state partners, there may be greater opportunity to acquire vulnerable properties in the post-disaster redevelopment environment. The committee concluded that land acquisition should be accomplished in a clearly defined process. A discussion of the criteria to be established for prioritizing land acquisition identified mitigation strategies. In some cases, the “redevelopment feasibility” could be conducted which would analyze parcels based on the cost-effectiveness of rebuilding structures and replacing outdated /non-conforming infrastructure. Other factors may include high vacancy rates, abandonment of structures, land value vs. improvement values, high foreclosure rates, etc.

STRATEGY B3.1: Identify criteria for the potential acquisition of vulnerable coastal or inland properties consistent with the State’s land acquisition program and the goals of the Comprehensive Plan, the Southwest Florida Water Management Plan, and other applicable special area/resource management plans.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<p>Action B3.1.1: Establish criteria for prioritizing post-disaster land acquisition that consider the following:</p> <ul style="list-style-type: none"> 1) Repetitive loss properties; 2) Environmental significance; 3) Beach access and management opportunities; 4) Urban park and open space needs; 5) Supports Local Mitigation Strategy implementation; and 6) Habitat Protection and wildlife corridors. 	Pre-Disaster: 2013-2014	LMS Committee	EM Municipalities SW ELAMP PC Real Estate PDD SWFWMD TBW DOF P&REC	GIS support West Market Redevelopment Plan and other special area plans (SAPs) Property Appraiser’s parcel data Long-Range Transportation Plan Identification of most vulnerable areas and repetitive loss areas State and Federal Partners
Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<p>Action B3.1.2: Identify potential funding sources for land acquisition following a natural disaster.</p>	Post-Disaster Short and Long-term Recovery	ELAMP	OMB EM PC Real Estate LMS Committee PDD Municipalities SWFWMD TBW DOF P&REC	State and Federal Partners Funding

9.B - ENVIRONMENT ACTION PLAN:

ISSUE B4: ACHIEVING COMMUNITY GOALS – Disasters provide an opportunity to propel a community toward fulfillment of its vision articulated in the local comprehensive plan and/ special area/redevelopment plans. Redevelopment following a natural disaster creates opportunities to implement long-range Comprehensive Plan goals as communities are rebuilt. To this end, the County wants to ensure that it can achieve its goals to reduce demands on energy and natural resources, incorporate livable community policies in the design of redeveloped neighborhoods, strengthen the local economy, and provide a better quality of life for its citizens and visitors. Following a disaster, there is pressure to move quickly, sometimes losing the opportunity to accomplish these goals.

STRATEGY B4.1: Incorporate and implement development policies and practices including incentives to make homes and commercial buildings more efficient in energy and water use.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action B4.1.1: Develop green building policies to ensure that development will result in energy and water efficient buildings.</i>	Pre-Disaster: 2013-2014	BCS	PC Cooperative Extension TBBA CD PDD ZSD	Building Code LDC Certified professionals from LEED TBW Certified professionals from America Institute of Architects (AIA)
<i>Action B4.1.2: Work with private sector and federal/state partners to identify incentives for property owners to use energy conservation and renewable energy technologies, and sustainable building materials for reconstruction.</i>	Pre-Disaster: 2013-2014	BCS	PC Cooperative Extension CD TBBA	
<i>Action B4.1.3: Following a disaster, work with partners including the private sector to offer incentives to property owners to use in accomplishing Strategy B4.1 during (re)construction and get the information to the public.</i>	Post-Disaster: D+3 days – D+5 years	BCS	PC Cooperative Extension CD PIO TBBA Private Utility Co.	Federal/State Partners Private Sector Partnerships

STRATEGY B4.2: Where feasible and opportunities exist; incorporate economic redevelopment/environmental goals identified in Special Area Plans into Redevelopment Projects.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action B4.2.1: Through SAPs, identify long range goals and projects especially in vulnerable coastal areas; e.g. creating access to the coast, continuous greenway along the coast and waterfront recreation, etc.</i>	Pre-Disaster: Ongoing	PDD	ELAMP P&REC	State and Federal Partners Funding

9.C - HOUSING ACTION PLAN:

ISSUE C1: DISASTER HOUSING – A Local Disaster Housing Strategy is critical if an event warrants federal housing assistance. The first priority is to identify and utilize all available local housing resources. This involves reaching out into the community to determine the availability and status of vacant units throughout the county. Once hotel/motel units and rental units have been used, it may be necessary to request the federal disaster housing mission. In this case, it is incumbent for the local government to work with State and Federal partners to be ready to accept/permit the temporary units in the jurisdiction. Whether placement on individual lots or community (group) housing, the Disaster Housing Strategy needs to facilitate the placement and management of the program.

STRATEGY C1.1: Disaster Housing: Develop and maintain a plan to address the housing issue following a disaster, including expediting the return of residents to permanent housing; identification of local resources and, if necessary, the use, placement, and removal of temporary disaster housing.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action C1.1.1: Establish a Disaster Housing Task Force and update/maintain the Disaster Housing Plan.</i>	Pre-Disaster (Annual)	CD	EM BCS Civic/Homeowners' Associations (HOA), PACA, CONA TBBA PC Code Compliance Board of Realtors	Local commitment to disaster housing mission Federal and State Partners Disaster Housing Plan
<i>Action C1.1.2: Develop criteria to identify and rank potential properties for disaster housing community sites. (Coordinate with Debris Management Sites to avoid conflict)</i>	Pre-Disaster	CD Disaster Housing Task Force (DHTF)	PDD ZSD EM BCS Municipalities Civic/Homeowners' Associations (HOA), PACA, CONA Board of Realtors TBBA ELAMP	Disaster Housing Plan GIS Support
<i>Action C1.1.3: Identify properties that meet the criteria for disaster housing community sites, contact property owners and maintain updated list of properties and owners.</i>	Pre-Disaster (Annual)	DHTF CD	PDD ZSD PC Code Compliance ELAMP EM BCS Municipalities HOAs, PACA, CONA Board of Realtors TBBA PC Utilities	Map identifying properties meeting established criteria; update semiannually Property Owner Contact List and standard MOU Disaster Housing Plan GIS Support

9.C - HOUSING ACTION PLAN:

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action C1.1.4: Review criteria for selection of temporary housing sites and temporary debris sites to ensure social equity, accessibility to employment, goods and services, “wrap-around services”, educational facilities, etc.	Pre-Disaster: 2012-2014 Post-Disaster: D+3 days-D+15 days	DHTF	CD PDD EM Municipalities DOH PC Community Services PC Utilities PC School District	GIS support Legal Review/Environmental justice data Guidance on Planning For Integration of Functional Needs Support Services in General Population Shelters Contact information of direct service providers and advocacy organizations
Action C1.1.5: Immediately following an event, assess the impact on potential community sites listed in Action C1.1.3 and determine those sites most appropriate for short-term disaster housing given potential demand and owner cooperation.	Post-Disaster: D+3 days – D+ 3 weeks (Post Damage Assessment)	DHTF CD	PDD ZSD Municipalities DOH PC Community Services PC Utilities	Damage Assessment of Properties FEMA IHP Housing Needs Assessment
Action C1.1.6: Establish MOUs and/lease agreements with property owners, as applicable.	Pre-Disaster	DHTF CD	EM BCS HOAs, PACA, CONA TBBA Board of Realtors	Standard MOU State and Federal Partners
Action C1.1.7: Coordinate with the private sector to assess the availability/status of vacant units throughout the County including hotel/motels, rentals, seasonal units and student housing which could serve as interim housing for survivors.	Post-Disaster: D+3 days – D+2 years	DHTF CD	EM BCS HOAs, PACA, CONA TBBA Board of Realtors	Standard Lease Agreement State and Federal Partners
Action C1.1.8: Prepare a Temporary Housing Ordinance for adoption by the Board of County Commissioners.	Pre-Disaster: 2012-2014	CD	PC County Attorney Municipalities PDD BCS ZSD	Draft Ordinance

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9.C - HOUSING ACTION PLAN:

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action C1.1.9: Notify Disaster Housing Task Force members of possible activation of the County's Disaster Housing Plan.	Post-Disaster: D+3 days – D+5 days	CD	DHTF	Current contact information
Action C1.1.10: Coordinate with federal, state and local partners to identify appropriate transient and interim housing options.	Post-Disaster: D+5 days – D+30 days	CD DHTF	PDD Municipalities PC Community Services	Federal and State Disaster Housing Partners COAD
Action C1.1.11: Recommend activation of temporary disaster housing ordinance to allow permitting of temporary placement of mobile home/RV/Travel Trailers on residential or non-residential parcels, as appropriate.	Post-Disaster: D+5 days – D+15 days	CD DHTF	BOCC EM PDD ZSD BCS Municipalities	Housing Damage Assessments Temporary Disaster Housing Ordinance Building Code
Action C1.1.12: Establish procedures (including opportunities to expedite or pre-permit where possible) for the environmental assessment and review of potential temporary housing sites.	Pre-Disaster	CD DHTF	PDD ZSD EM BCS Municipalities BOCC	LDC Building Code
Action C1.1.13: Ensure flexibility in codes and regulations to allow more innovative post-disaster solutions; e.g. expandable temporary housing prototypes such as "Katrina Cottages".	Pre-Disaster	CD DHTF	BOCC EM PDD ZSD BCS Municipalities	LDC Building Code
Action C1.1.14: Identify long term restoration strategies for temporary housing sites.	Pre-Disaster	CD DHTF	BOCC EM PDD Municipalities	

ISSUE C2: RESTORING NEIGHBORHOODS AND PERMANENT HOUSING OPTIONS – One of the main goals of the PDRP is to restore our neighborhoods and communities and return our citizens to permanent housing as soon as possible. Three main strategies were identified to help accomplish this goal:

- **MINIMIZE BLIGHT AND LONG TERM NEGATIVE IMPACTS OF ABANDONED STRUCTURES AND PROPERTY** – Many communities have seen resulting blight following a disaster due to abandoned structures and properties. In any economy – especially with a depressed real estate market - some residents may not be able to rebuild immediately or may choose to leave the area. It is incumbent upon the jurisdiction to decide how these abandoned structures/properties will be addressed to ensure that they do not have a long-term detrimental affect on recovery.
- **EFFECTIVELY COORDINATE THE EMERGENCY REPAIR PROGRAM AND LEVERAGE VOLUNTEERS/DONATIONS** to minimize further damage (from rain, etc.) and the amount of interim housing required and maximize the number of units brought back online and made habitable in the short term.
- **EXPEDITE CONTRACTOR LICENSING** – If necessary, procedures should be implemented to expedite/confirm contractor licensing in the County to ensure that repair/reconstruction is carried out by experienced licensed contractors. Public outreach is an important component of this issue.

STRATEGY C2.1: Streamline public acquisition and condemnation processes so that unsafe and/blighted structures do not remain in neighborhoods for an extended period of time.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action C2.1.1: Work with Legal Authorities to streamline the acquisition and reselling of blighted properties after a disaster.</i>	Pre-Disaster: 2012-2014	CD	BOCC County Attorney County/Municipalities DOH PIO PC Real Estate Mgt. PDD PC Building Inspections	Legal Review Federal and State Partners/Funding Programs for acquisitions Demolition Ordinance
<i>Action C2.1.2: Establish post-disaster condemnation policy.</i>	Pre-Disaster	CD	BOCC County Attorney Municipalities DOH PIO PC Building Inspections	Legal Review Demolition Ordinance (addressing condemnation, access to private property, debris removal on private property, etc.)
<i>Action C2.1.3: Implement a post-disaster condemnation policy if abandoned properties and structures become a health or public safety issue.</i>	Post-Disaster: D+3 days – D+ 5 years	CD	BOCC County Attorney Municipalities DOH PIO PC Building Inspections	GIS Support Legal Review Demolition Ordinance (addressing condemnation, access to private property, debris removal on private property, etc.)

9.C - HOUSING ACTION PLAN:

STRATEGY C2.2: Through the Disaster Housing Task Force and the Emergency Operations Center coordinate the Emergency Repair Program with the Federal and State Partners leveraging volunteers/donations to maximize the number of units brought back online and made habitable in the short term as quickly as possible.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action C2.2.1: If the emergency repair programs are authorized, coordinate disaster housing partners, volunteers and donations to prioritize and leverage materials and crews.</i>	Post-Disaster (Short-Term Recovery Period)	CD DHTF	BCS COAD EM DOH	State and Federal Partners (USACOE/FEMA) Tarps and materials
<i>Action C2.2.2: Using damage assessment and recovery teams prioritize the implementation of emergency repair programs and coordinate contractors with non-profit entities.</i>	Post-Disaster (Short-Term Recovery Period)	CD DHTF	BCS COAD/Volunteers and Donations Habitat for Humanity	State and Federal Partners (US Army Corps of Engineers - USACOE/FEMA) Tarps and materials

STRATEGY C2.3: If necessary, expedite contractor licensing to ensure an adequate supply of experienced, licensed workers to facilitate the repair/reconstruction of damaged homes and businesses.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action C2.3.1: Establish procedures to deal with the influx of construction workers and contractors from outside the county/state.</i>	Pre-Disaster	Building Construction Services	Code Compliance Section COAD Habitat for Humanity BOCC EM	Volunteer Reception Center/Contractor Reception Center List of state licensed contractors
<i>Action C2.3.2: Coordinate incoming contractors as well as volunteer construction workers to ensure repair/reconstruction is completed to code.</i>	Pre-Disaster	Building Construction Services	Code Compliance Section COAD Habitat for Humanity BOCC EM	Volunteer Reception Center/Contractor Reception Center Mutual Aid/Staffing

ISSUE C3: AFFORDABLE HOUSING – Lessons learned from other disasters highlight the need to ensure that there is an adequate quantity of affordable housing/workforce housing following a disaster. It is important to review existing requirements for affordable housing as well as to provide additional protections against unlawful rent hikes – especially for those property owners who use federal and state grants/loans for reconstruction. Additional safeguards should also be investigated. With the potential loss of mobile homes, (there are approximately 43,700 in the County), affordable housing is recognized as a probable major issue following a significant flood or wind event.

STRATEGY C3.1: Have affordable housing ordinances in place to ensure that reconstruction and new construction following a disaster provide affordable options for the workforce.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action C3.1.1: Review existing policies/regulations regarding affordable housing to ensure adequate safeguards are in place to protect renters in the community.</i>	Pre-Disaster: 2012-2014	CD	Municipalities BCS PDD PC Affordable Housing Committee PC Public Housing Authority Real Estate/Property Mgmt. Organizations DHTF	Legal Review Federal and State Partners/Funding Programs
<i>Action C3.1.2: Implement Code under (INSERT REFERENCE TO ORDINANCE) to preclude rental price gauging in the aftermath of a disaster.</i>	Post-Disaster: D+3 days- D+30 days	PC County Attorney CD	Municipalities PC Code Compliance PC Real Estate Mgt PIO/PC Customer Services	Legal Review Federal and State Partners/Funding Programs

STRATEGY C3.2: Work with government (federal, state, local), the private sector and the local non-governmental organizations, volunteer organizations and faith-based groups to help build affordable housing that is disaster-resilient.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action C3.2.1: Work with the private sector and federal and state housing partners to ensure that an adequate number of disaster-resilient affordable rental units are (re)constructed.</i>	Post-Disaster: D+15 days– D+ 2 years	CD DHTF	Municipalities BCS PDD PC Real Estate Mgt./Property Management Organizations COAD Board of Realtors Habitat for Humanity, Workforce Housing Venture, etc.	Legal Review Federal and State Partners/Funding Programs
<i>Action C3.2.2: Work with PHPCOAD to ensure that an adequate number of disaster-resilient affordable rental units are (re)constructed.</i>	Post-Disaster: D+15 days – D+ 2 years	CD DHTF	Municipalities BCS PDD PC Real Estate Mgt./Property Management Organizations COAD Board of Realtors	Legal Review Federal and State Partners/Funding Programs

9.C - HOUSING ACTION PLAN:

ISSUE C4: PUBLIC OUTREACH AND STAKEHOLDER PARTICIPATION – is as critical in the recovery phases of disaster as it is in pre-disaster and emergency response. In this particular area, one could argue that issues – such as permitting, reconstruction, and dealing with insurance and federal assistance – are more complicated and considerably more time-consuming and frustrating. It is important that the County position itself to provide up to the minute accurate communication with its citizenry and seek to minimize the confusion and anxiety that eventually accompanies long-term recovery. As with all public information, there should be clear, concise, and timely messaging. Stakeholder participation is equally important in recovery – especially in the area of housing. The private sector is by far the greatest provider of housing and should participate in the pre-planning and implementation of the housing mission. In addition, the “whole community” should be involved in planning meaning not just government – but the private and non-profits entities, as well as citizens with functional and accessibility issues, the old and the young, those with disabilities or language barriers, etc.

STRATEGY C4.1: Ensure that public outreach and stakeholder participation is addressed in the CEMP and PDRP.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action C4.1.1: Ensure that the Disaster Housing Task Force has representation from the public and private sector, volunteer entities, as well as representatives of different segments of the population including those with functional needs.</i>	Pre-Disaster: 2012-2014	PC Customer Services	Municipalities DHTF PC Cooperative Extension	PIO Legal Review Federal and State Partners/Funding Programs
<i>Action C4.1.2: Ensure that the departments/agencies responsible for public outreach are familiar with the issues addressed in the Housing Element of the PDRP as well as the other major issues and are able to assist the Housing TAC with outreach.</i>	Pre-Disaster: 2012-2014	PC Customer Services	Municipalities PIO PC IT Dept. DHTF Pasco Library Services PC Cooperative Extension	Legal Review Federal and State Partners/Funding Programs

9.D - ECONOMIC REDEVELOPMENT ACTION PLAN:

ISSUE D1: BUSINESS RESUMPTION AND RETENTION – Following a disaster, business resumption, and retention is a major issue. Business interruption is a major impediment to community economic recovery. In order to mitigate the impact on both small and large businesses, the County is developing a detailed plan to assist businesses with opening their doors. This includes an outreach program, business continuity planning assistance, as well as strategies to provide assistance immediately following the event.

STRATEGY D1.1: Pre-Disaster outreach to businesses to include assistance in development of Business Continuity Plans, communication networks (emergency notification system), and knowledge of county emergency response/recovery plans, etc.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action D1.1.1: Develop and expand the communications list of businesses in Pasco County.</i>	Pre-Disaster Ongoing	PDD	Pasco County Economic Development Council (PEDC) Pasco Hernando Workforce Board (PHWB) EM CS Partners: Chambers of Commerce, Tampa Bay Regional Planning Council (TBRPC), Tampa Bay Partnership (TBP), etc. Small Business Administration (SBA) Association of Contingency Planners (ACP) PC Tourism Development (TD)	Newsletters Email connections State ESF 18 - Florida Dept. of Economic Opportunity (FDEO) Federal Partners
<i>Action D1.1.2: Use the Emergency notification system (Ready Alert/Text System) or County email blast to alert businesses and keep them informed of available recovery assistance and opportunities.</i>	Pre-Disaster Post-Disaster Short-Term Recovery and Long-Term Recovery	PDD	PEDC PDD CS Partners: Chambers of Commerce, TBRPC, TBP, SBA, ACP, etc. TD	Newsletters Email connections State ESF 18 (FDEO) Federal Partners (Economic Development Administration - EDA)
<i>Action D1.1.3: Maintain and expand communications capability of the County to the private sector to provide information and training regarding alerts, business continuity planning, preparedness.</i>	Pre-Disaster 2012-2014	PEDC EM	PEDC PHWB PDD PC Communications Partners: Chambers of Commerce TBP SBA ACP PC Library Services	TBRPC Continuity of Operations (COOP) Training and Technical Assistance
<i>Action D1.1.4: Develop, maintain, and update a Business Recovery Plan to support local businesses in restoration efforts.</i>	Pre-Disaster 2012-2013	PEDC EM	PHWB PD CS Partners: Chambers of Commerce, TBRPC, TBP, etc. SBA ACP	Newsletters Email connections State ESF 18 (FDEO) Federal Partners (EDA)

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STRATEGY D1.2: Establish Business Recovery Centers to include physical and virtual business assistance centers.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action D1.2.1: Identify potential sites for setting up one or more Business Recovery Centers/ Business Assistance Centers to assist businesses short-term and long-term business recovery operations. * Sites cannot be finalized until after disaster.</i>	Pre-Disaster 2012-2014	PEDC EM	PDD CS PC Libraries Partners: Chambers of Commerce, TBRPC, TBP, etc. SBA/SBDC ACP ESF 14	State ESF 18 Partners (Business and Industry) Federal Guidance and Support
<i>Action D1.2.2: Work with the SBA and COAD to identify those willing to volunteer to assist in the SBA application process in the business recovery centers.</i>	Pre-Disaster 2012-2014	EM	CS Pasco County Volunteer Program PHP COAD Small Business Development Center (SBDC) at USF	ESF 18 Partners (Business and Industry) Federal Guidance and Support
<i>Action D1.2.3: Identify other roles for volunteers and government workers to assist at business recovery centers.</i>	Pre-Disaster 2012-2014	PHP COAD Pasco County Volunteer Program	EM PEDC PDD CS Partners: Chambers of Commerce, TBP, TBRPC, SBA, ACP	ESF 18 Partners Federal Guidance and Support

STRATEGY D1.3: Identify and help to facilitate acquisition of temporary space for businesses, if necessary.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action D1.3.2: Work with local businesses and emergency management to identify set-up (needs and supplies) for small company restoration at temporary or permanent facilities.</i>	Post-Disaster Short-Term Recovery	PEDC	EM PDD CS Partners: Chambers of Commerce, TBP, TBRPC, SBA, ACP BCS ZSD	Staff Resources ESF 14 State and Federal Partners
<i>Action D1.3.3: Encourage companies helping companies (network/rent).</i>	Post-Disaster Short-Term Recovery	PEDC	EM PDD CS Partners: Chambers of Commerce, TBP, TBRPC, SBA, ACP	Staff Resources ESF 14 State and Federal Partners
<i>Action D1.3.4: Prepare an emergency ordinance(s) to allow temporary business use in non-traditional locations (e.g. hotel meeting space, community calendars, performing arts centers, etc.)</i>	Post-Disaster Short-Term Recovery	PDD	PC County Attorney PEDC EM CS Partners: Chambers of Commerce, TB Partnership, TBRPC, SBA, ACP	Staff Resources ESF 14 State and Federal Partners

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action D1.3.5: Coordinate with the Pasco County's real estate community to identify available commercial/business space to provide ongoing assessment/operational status.	Post-Disaster Short and Long-term Recovery	PDD	PEDC EM CS Partners: Chambers of Commerce, TBP, TBRPC, SBA, ACP TD Board of Realtors	Staff Resources ESF 14 State and Federal Partners
Action D1.3.6: Partner with local chambers of commerce and libraries to assist small businesses with locating temporary space and connections to assistance.	Post-Disaster Short-Term Recovery	PDD	PEDC EM PC Libraries CS Partners: Chambers of Commerce, TBP, TBRPC, SBA, ACP TD Board of Realtors	Staff Resources ESF 14 State and Federal Partners

STRATEGY D1.4: Assist businesses in obtaining access to financial assistance programs.

Action D1.4.1: Inform small businesses during the 1st, 2nd, or 3rd week after the disaster about the Florida Small Business Emergency Bridge Loan Program (if authorized). Identify phone numbers, application centers and websites where information /applications will be available.	Post-Disaster Short-Term Recovery	PEDC	EM PIO CS Financial Institutions PDD SBA/SBDC	State and Federal Partners
Action D1.4.2: Provide information/outreach to assist the public in understanding the post-disaster financial assistance process and what financial assistance is available.	Post-Disaster Short-Term Recovery	PC Customer Services	PEDC EM PIO Financial Institutions PDD SBA/SBDC at USF OMB	State and Federal Partners
Action D1.4.3: If necessary, work with insurance companies to facilitate adjustors, their access to damaged areas, establishment of "insurance villages," etc.	Post-Disaster Short-Term Recovery	EM	PEDC CS PIO Financial Institutions PDD SBA/SBDC	State and Federal Partners Insurance Adjuster/Agencies/Companies
Action D1.4.4: Work with the SBA in the Disaster Recovery Centers (DRCs) and provide assistance to businesses applying for SBA loans.	Post-Disaster Short-Term Recovery	PEDC	EM CS Insurance Industry Financial Institutions SBA/SBDC	State and Federal Partners

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STRATEGY D1.5: Develop strategies to keep companies local after a disaster.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action D1.5.1: Develop and distribute an outreach/PR campaign to keep the local, regional and national communities up-to-date on recovery/ and opportunities for investment.</i>	Post-Disaster Short and Long-Term Recovery	CS and PIO	TD PEDC PDD Partners: Chambers of Commerce, TBP, TBRPC	State and Federal Partners
<i>Action D1.5.2: Promotional Campaign to implement “buy local” to support local vendors for all supplies. This will dovetail with Tourist Development’s “staycations” and discounts to encourage local use of lodging and restaurants until the recovery is complete and tourists return.</i>	Post-Disaster D+3 days – D+365 days	PEDC	TD CS PDD Partners: Chambers of Commerce, TBP, TBRPC	State and Federal Partners
<i>Action D1.5.3: Create/activate a Business Call Center, if appropriate, to provide local businesses with information on where to obtain recovery assistance, supplies, etc.</i>	Post-Disaster Short and Long Term Recovery	CS	TD PEDC PDD Partners: Chambers of Commerce, TBP, TBRPC	State and Federal Partners
<i>Action D1.5.4: Institute a policy to prioritize the use of local businesses’ products and services by public agencies in disaster recovery efforts.</i>	Post-Disaster Short and Long Term Recovery	OMB/Purchasing	TD PEDC PDD Partners: Chambers of Commerce, TBP, TBRPC	State and Federal Partners

STRATEGY D1.6: Clarify and expedite permitting Issues and processes; i.e. repairs and rebuilds, temporary sign permits, health inspections, temporary use, etc.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action D1.6.1: Provide recommendations regarding emergency permitting issues, temporary signage, and temporary uses with input from the business community.</i>	Pre-Disaster: 2012-2014	PEDC	PDD PC Code Enforcement ZSD BCS Municipalities	Temporary Permitting Procedures LDC Health Inspection Emergency Procedures

STRATEGY D1.7: Assist businesses transition from short to long-term recovery.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action D1.7.1: Provide ongoing communication with the business community to determine and track recovery progress.</i>	Post-Disaster Long-Term Recovery	CS	PEDC SBA/SBDC PDD Partners: Chambers of Commerce, TBP, TBRPC	State ESF 18 Partners (FDEO) Federal ESF 14 Partners (DOC, EDA)
<i>Action D1.7.2: Think about long-term economic redevelopment in terms of vulnerability, future resiliency, and vision.</i>	Post-Disaster Long-Term Recovery	PDD	PEDC PHWB SBA/SBDC CS Partners: Partners: Chambers of Commerce, TBP, TBRPC	State ESF 18 Partners (FDEO) Federal ESF 14 Partners (DOC, EDA)

9.D - ECONOMIC REDEVELOPMENT ACTION PLAN:

ISSUE D2: WORKFORCE RETENTION AND ASSISTANCE – During recovery, it will be necessary to support the workforce in order to ensure they are able to assist in the community reconstruction and restoration. It is assumed that for employees to remain in the area, there must be a job to return to, the assurance of care for family, food and clean water, safe housing, transportation, opportunity and the ability to envision the reconstitution of the community.

STRATEGY D2.1: Expanded provision of childcare and assistance to School Administration in re-opening of schools.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action D2.1.1: Coordinate, and assign appropriate staff to work with the Pasco County School District in the identification of strategies to expand provision of childcare and facilitate the reopening of schools.</i>	Post-Disaster Short-Term Recovery	CS	EM PHP COAD PEDC PC School District Community Colleges/Universities	Care givers, Facilities, Volunteers State and Federal Partners
<i>Action D2.1.2: Coordinate with the School District to identify how the County can help facilitate the re-opening of public schools.</i>	Post-Disaster Short-Term Recovery	CS	EM PHP COAD PEDC PC School District Community Colleges/Universities	Care givers, Facilities, Volunteers State and Federal Partners (Florida DCF, Florida Department of Education DOE)

STRATEGY D2.2: Support County’s Disaster Housing Plan and, if appropriate, encourage on-site temporary workforce housing.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action D2.2.1: Coordinate with the PDRP Land Use and Housing TACs to help determine the criteria for locating temporary disaster housing.</i>	Pre-Disaster 2012-2014	CD	PDRP Land Use TAC PDRP Housing TAC Disaster Housing Task Force PEDC	State and Federal Disaster Housing Partners Training GIS Support
<i>Action D2.2.2: Establish procedures (including opportunities to expedite or pre-permit where possible) for the placement of temporary housing units on commercial property for onsite employee housing.</i>	Pre-Disaster 2012-2014	CD	PDD ZSD DHTF PEDC	State and Federal Disaster Housing Partners Training GIS Support

STRATEGY D2.3: Establish a central depository for employment announcements distributed throughout the County through multi-media outlets as well as the Disaster Recovery Centers (DRCs), County offices, chambers of commerce and social media.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action D2.3.1: Set up a network to distribute employment announcements.</i>	Pre-Disaster Ongoing	Pasco-Hernando Workforce Board (PHWB)	PEDC CS Chambers of Commerce PC Libraries Municipal and Regional EDOs	Communications Connectivity Social Media
<i>Action D2.3.2: Set up partnerships with online recruitment websites to make Pasco job seekers aware of employment opportunities and to make employers aware of qualified staff.</i>	Pre-Disaster Ongoing	Pasco-Hernando Workforce Board	PEDC CS PC Libraries Chambers of Commerce Municipal and Regional EDOs	Communications Connectivity Social Media

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Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action D2.3.3: Use newspapers, including neighborhood papers, flyers, etc. for job seekers without access to electronic media.	Post-Disaster Short and Long-Term Recovery	PHWB	PEDC CS Chambers of Commerce EDOs Pasco Libraries	Print Media
Action D2.3.4: Deploy, if necessary, the Mobile 1-Stop Center at the Disaster Recovery Center(s) or Business Recovery Centers to co-locate employment counseling servicers with other forms of assistance.	Post-Disaster Short and Long-Term Recovery	PHWB	PEDC CS Chambers of Commerce Municipal and Regional EDOs	Federal and State Partners Agency for Workforce Innovation (AWI) Workforce Florida

STRATEGY D2.4: Continue and expand employment counseling services and make use of workforce training programs.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action D2.4.1 Work with federal, state and local agencies, volunteers and private sector partners to expand employment counseling services to those who are unemployed.	Post-Disaster Short and Long-Term Recovery	Pasco-Hernando Workforce Board	PEDC CS Chambers of Commerce Pasco Library Services Municipal and Regional EDOs SBA/SBDC	Federal and State Partners Agency for Workforce Innovation (AWI) Workforce Florida
Action D2.4.2: Inventory existing training programs and determine whether there might be opportunities to enhance these programs with federal or state funds following a natural disaster.	Pre-Disaster Post-Disaster Short-Term Recovery	Pasco-Hernando Workforce Board	PEDC CS Chambers of Commerce Municipal and Regional EDOs SBA/SBDC	Federal and State Partners Agency for Workforce Innovation (AWI) Workforce Florida

ISSUE D3: TOURISM RESUMPTION - As a key sector of the Pasco County’s economy, restoring Pasco’s tourism industry will be crucial to the community’s recovery. Coordinating the resumption of tourism activities should coincide with the departure of recovery personnel utilizing lodging on a temporary basis.

STRATEGY D2.4: Continue and expand employment counseling services and make use of workforce training programs.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action D3.1.1: Conduct a physical assessment of all hospitality properties immediately after a disaster event.	Post-Disaster Short-Term Recovery	ESF 14, Damage Assessment Teams	TD EM PEDC Hospitality Industry CS Partners: Chambers of Commerce, TBP, TBRPC SBA/SBDC	Trained Staff
Action D3.1.2: Maintain an ongoing post-disaster physical assessment and operational status of all hotel/motel properties	Post-Disaster Short-Term Recovery	ESF 14, Damage Assessment Teams	TD EM PEDC Hospitality Industry CS Partners: Chambers of Commerce, TB Partnership, TBRPC SBA/SBDC	Trained Staff

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action D3.1.3: Utilize the communications network between the CVB, local government and the hospitality industry to facilitate access to restored hotel/motel/rental units for temporary housing and emergency worker housing.	Post-Disaster Short-Term Recovery	PC Tourism Development	DHTF PDRP Housing TAC EMP PEDC Hospitality Industry CS Partners: Chambers of Commerce, TB Partnership, TBRPC SBA/SBDC	Trained Staff
Action D3.1.4: Ensure the Debris Management Plan sufficiently addresses the particular needs of hotels/motels and commercial structures.	Pre-Disaster 2012-2014	PC Emergency Management	PEDC PC Public Works Municipalities Hospitality Industry Florida Restaurant Lodging Assoc. Chambers of Commerce	Debris Management Plan Trained Staff State and Federal Partners

STRATEGY D3.2: Roll out marketing campaign(s) to promote tourism in stages as facilities/communities come back online.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action D3.2.1: Develop strategic staged marketing and public relations campaigns to meet the needs of the tourism industry as recovery occurs.	Post-Disaster Short-Term Recovery	PC Tourism Development	PEDC Hospitality Industry CS Partners: Chambers of Commerce, TBP, TBRPC SBA/SBDC	Trained Staff State and Federal Partners
Action D3.2.2: Promote and resume local annual events and festivals as a part of community recovery.	Post-Disaster Short and Long-Term Recovery	PC Tourism Development	PEDC Hospitality Industry CS Partners: Chambers of Commerce, TBP, TBRPC SBA/SBDC	Trained Staff State and Federal Partners
Action D3.2.3: Establish outreach to the national and international tourism markets as recovery is accomplished.	Post-Disaster Short Term and Long-Term Recovery	PC Tourism Development	PEDC Hospitality Industry CS Partners: Chambers of Commerce, TBP, TBRPC SBA/SBDC	Trained Staff State and Federal Partners

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ISSUE D4: RESTORATION OF AGRICULTURE - Agriculture is a key component of Pasco County’s economic base and exports citrus and other fruits and vegetables, as well as dairy and beef cattle and poultry/egg production. Although primarily inland operations, agriculture remains at risk from flooding, drought, wildfire, severe winds, and freezes. The county recognizes the importance of this economic sector and will work with agribusiness to protect its survival in the aftermath of a disaster.

STRATEGY D4.1: Prioritize the recovery of the agricultural industry and the restoration of business operations.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action D4.1.1: Conduct a physical assessment of agricultural operations/ properties immediately after a disaster event.</i>	Post-Disaster Short-term Recovery	PC Cooperative Extension Office	EF 14 Damage Assessment team EM PEDC Agriculture/Aquaculture Industries, Farm Bureau CS, DOH	Trained Staff State and Federal Partners
<i>Action D4.1.2: Maintain an ongoing post-disaster physical assessment and operational status of agricultural properties and provide access to funding assistance for agricultural businesses.</i>	Post-Disaster Short-term Recovery	PC Cooperative Extension Office	ESF 14 Damage Assessment Teams EM PEDC Agriculture/Aquaculture Industries, Farm Bureau CS DOH	Trained Staff State and Federal Partners Funding Programs
<i>Action D4.1.3: Ensure the Debris Management Plans sufficiently addresses the particular needs of agriculture, including removal of animal carcasses.</i>	Pre-Disaster 2012-2014	PC Cooperative Extension Office	ESF 14 Damage Assessment Teams EM PEDC Agriculture/Aquaculture Industries, Farm Bureau CS DOH	Debris Management Plan Trained Staff State and Federal Partners

ISSUE D5: RESTORE ECONOMIC VITALITY AND RESPOND TO CHANGES IN THE MARKET - Private investment follows public dollars (EDA and recovery funds), so it will be important to solicit input from citizens and the business community when prioritizing the reconstruction of public spaces in order to maximize private sector funding. As a disaster may provide an opportunity to rebuild a more resilient built environment, it may also provide an opportunity to restore a more resilient economy.

STRATEGY D5.1: Reassess the inventory of industries and businesses located in the County after a disaster.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action D5.1.1: Keep updated the list of what businesses remain in Pasco County after a certain length of time following a disaster event.</i>	Post-Disaster Long Term Recovery	PEDC	PDD PHWB CS Chambers of Commerce Municipal & Regional Economic Development Office (EDO) SBA/SBDC	<ul style="list-style-type: none"> Federal and State Partners Agency for Workforce Innovation (AWI) Workforce Florida
<i>Action D5.1.2: If critical gaps occur in the availability of certain businesses, determine what steps can be taken to address these gaps.</i>	Post-Disaster Long Term Recovery	PEDC	PDD PHWB CS Chambers of Commerce Municipal and Regional EDOs SBA/SBDC	<ul style="list-style-type: none"> Federal and State Partners Agency for Workforce Innovation (AWI) Workforce Florida
<i>Action D5.1.3: Identify incentives the public sector can provide to help re-establish critical businesses/industries following a disaster.</i>	Post-Disaster Long Term Recovery	PEDC	PDD PHWB CS Chambers of Commerce Municipal and Regional EDOs SBA/SBDC	<ul style="list-style-type: none"> Federal and State Partners Agency for Workforce Innovation (AWI) Workforce Florida

9.E - HEALTH AND SOCIAL SERVICES ACTION PLAN:

ISSUE E1: RESTORATION OF CRITICAL HEALTH CARE (PHYSICAL AND BEHAVIORAL HEALTH) FACILITIES including hospitals, skilled nursing facilities, clinics and treatment facilities, and resumption of excellence in our health care system is a priority for emergency response, as well as long-term recovery.

STRATEGY E1.1: Prioritize and facilitate the restoration of hospitals and other health care facilities in the County and provide for the continuity of care of patients throughout the emergency response and recovery phases.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action E1.1.1: Prepare a Storm Tide Atlas with hospitals and other health care providers and supplies mapped.	Pre-Disaster: 2013	PC GIS	EM DOH Metropolitan Medical Response System (MMRS) Central Florida Behavioral Health Network (CFBHN)	Staff Resources List of hospitals and other health care providers for geocoding. Business Tax Database
Action E1.1.2: Train/exercise health care providers/hospitals and responders to report operational status, facility status, bed availability, and patient tracking in concert with ESF 8.	Pre-Disaster: Ongoing	EM	DOH PC Libraries MMRS Agency for Health Care Administration (AHCA) Dept of Elder Affairs (DOEA) Department of Children and Families (DCF) Emergency Medical Services (EMS) CHBHN	Staff Resources EM systems (PC DOH) Emergency Status System (ESS) - AHCA DOH
Action E1.1.3: Coordinate with the County EOC on event response operations including evacuation and re-entry.	Pre-Disaster: Post-Disaster Response	DOH	EM DOH EMS Law Enforcement CFBHN	Staff Resources EOC (Evacuation Plans) DOH Command Center
Action E1.1.4: Implement the Communications Pathway to ensure the EOC/Disaster Recovery Center is aware of the situation (facility, staff, and patient status).	Post-Disaster: Short-term Recovery	All Health Care Providers	EM PC Libraries DOH MMRS AHCA CFBHN	Staff Resources Template for Situation Report DOH
Action E1.1.5: Where the facility is inoperable, identify alternate facility and/or staff resources and medical supplies available.	Post-Disaster: Short-term Recovery	All Health Care Providers ESF 8	EM DOH AHCA	DOH State and Federal Partners (e.g. Disaster Medical Assistance Team DMAT, temporary hospital)
Action E1.1.6: Coordinate the restoration of the hospital/health care system in a holistic manner with a focus on mitigation and resiliency.	Post-Disaster: D+90 days – D+5years	All Major Health Care Providers ESF 8	EM DOH AHCA MMRS Economic TAC	Staff Resources Restoration Plan Recovery Tracking Report

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ISSUE E2: AN INTERRUPTION IN THE SUPPLY OF PHARMACEUTICALS, MEDICAL EQUIPMENT AND SUPPLIES as well as the loss of pharmacies or treatment facilities could pose a significant health concern in both short and long-term recovery. This issue was identified as a major concern affecting both physical and behavioral health care.

STRATEGY E2.1: Ensure there is a sufficient plan in place to provide/coordinate the secure access to pharmaceuticals, medical equipment, supplies, and medical personnel knowledgeable of the emergency procedures.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs	
Action E2.1.1: Identify major and alternate supply chains for durable medical equipment, assisted devices and other supplies.	Pre-Disaster: 2012-2013	Health Care Providers	Private Industry EM Disability Community	MOUs State ESF 18 PC ESF 14 State and Federal Partners	
Action E2.1.2: Identify major and alternate supply chains for pharmaceuticals to ensure safe, secure supplies.	Pre-Disaster: 2012-2013	Health Care Providers	EM Private Industry (Pharmacies) Hospital Formularies Law Enforcement Disability Community	MOUs State ESF 18 PC ESF 14 State and Federal Partners	
Action E2.1.3: Coordinate with suppliers and, if necessary, PC EOC to ensure adequate food and clean water at facilities.	Pre-Disaster: 2012-2013	Health Care Providers	EM Private Industry hospital formularies Disability Community Suppliers	MOUs State ESF 18 14 State and Federal Partners	PC ESF
Action E2.1.4: Coordinate with suppliers and, if necessary, PC EOC (ESF 8) to ensure adequate services (e.g. laundry, cleaning).	Pre-Disaster: 2012-2013	Health Care Providers	EM Private Industry hospital formularies Disability Community	MOUs State ESF 18 PC ESF 14 State and Federal Partners	
Action E2.1.6: Coordinate with the PC EOC and Recovery Groups to get major suppliers (e.g. CVS, Walgreens, Publix, Wal-Mart) back online as quickly as possible.	Pre-Disaster: 2012- 2013 Post-Disaster: Short-term Recovery	Health Care Providers PC EOC (logistics and ESF 8 and 14 (public Private partnerships)	EM Private Industry Hospital Formularies Law Enforcement Disability Community PC Utilities	MOUs State ESF 18 PC ESF 14 State and Federal Partners	
Action E2.1.7: Each health care provider should have plans and MOUs in place to ensure sufficient supply of pharmaceuticals and supplies.	Pre-Disaster: 2012-2013	Health Care Providers PC EOC (logistics and ESF 8 and 14)	EM Private Industry hospital formularies Security Issues Disability Community	MOUs State ESF 18 PC ESF 14 State and Federal Partners	

STRATEGY E2.2: Maintain, expand, and support electronic health records of survivors and displaced populations.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action E2.2.1: Support the regional Health Information Management (HIM) for hospitals.	Pre-Disaster: 2012-2014	Regional Health Information Organization (RHIO)	Private health care providers	Staff Resources Information Management Infrastructure
Action E2.2.2: Ensure mechanisms to provide coordination between service providers and protection of patient privacy.	Pre-Disaster: 2012-2014	RHIO	Private health care providers	MOU to share resources

ISSUE E3: MEETING THE FUNCTIONAL AND ACCESSIBILITY NEEDS OF VULNERABLE POPULATIONS in the post-disaster environment may be a challenge. Sufficient planning is required to ensure that these needs are addressed.

STRATEGY E3.1: Develop a holistic collaborative to coordinate the provision of functional and special needs in post-disaster emergency/congregate shelters and within the context of wrap-around services within the Disaster Housing Plan.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action E3.1.1: Map vulnerable populations and their diverse needs by marrying lists of service providers, i.e. COIN, community development, senior services, etc.	Pre-Disaster: 2012-2013 Post-Disaster: Short-Term Recovery	PC GIS	PDD EM Private industry Hospital Formularies Disability Community Business and Industry TBRPC	MOUs ESF 14
Action E3.1.2: Develop a more robust plan to accommodate functional needs and accessibility in emergency shelters, congregate shelters, and disaster housing.	Pre-Disaster: 2012-2013	EM	PDD School Board Disability Community Private industry (Business and Industry) Security Issues/Law enforcement Hospital Formularies and pharmaceutical outlets DHTF	MOUs ESF 14 ESF 8 ESF 6 State and Federal Partners
Action E3.1.3: Assess impact to population with disabilities, special needs (existing clients and new).	Post-Disaster: Short-Term Recovery	PC Community Services (COMS)	Service Providers Civic/Neighborhood Assoc. Community Emergency Response Team (CERT) 2-1-1	Public Information (2-1-1 Referral) State DCF
Action E3.1.4: Identify needs of displaced population to match appropriate disaster housing.	Post-Disaster: Short and Long-Term Recovery	DHTF	Service providers CERT Civic/neighborhood assoc. 2-1-1	Public Information

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Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action E3.1.5: <i>Develop post-event displacement plan if there is not sufficient housing especially for those with special/ functional needs.</i>	Post-Disaster: Short-Term Recovery	EM	Hotels/motels and rental units PCPT Mutual Aid DHTF	Federal and state partners
Action E3.1.6: <i>Establish a post-event congregate shelter to provide temporary housing until sufficient interim disaster housing is delivered and installed.</i>	Post-Disaster: Short-Term Recovery	EM	University facilities/community centers/shelters DHTF CD	Federal and State Partners
Action E3.1.7: <i>Ensure there is sufficient mental health Trauma assessment/counseling for survivors and emergency responders.</i>	Post-Disaster: Short and Long-Term Recovery	DOH	CFBHN PHP COAD including Red Cross COMS Pasco Interfaith/Interagency Helping Network (PIIHN)	Federal and State Partners Volunteers

ISSUE E4: COMMUNICATIONS AND COORDINATION between the health and social service providers are essential to facilitate the restoration of services and continuity of care for clients in need of services.

STRATEGY E4.1: Develop disaster recovery procedures for health and social services providers in the aftermath of a disaster.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action E4.1.1: <i>Develop and maintain current Continuity of Operations (COOP) Plans.</i>	Pre-Disaster: Ongoing	EM	Health and Social Service Providers	Staff Resources
Action E4.1.2: <i>Train and provide information to employees regarding their own personal and family preparedness plans and employee responsibilities.</i>	Pre-Disaster (Annual)	EM	Health and Social Service Providers COMS	Staff Resources
Action E4.1.3: <i>Provide and coordinate training in Continuity of Operations Plan preparation.</i>	Pre-Disaster (Annual)	EM	All Pasco County Departments	Staff Resources
Action E4.1.4: <i>All health and social service agencies must call in to report status of facilities and staff to the 2-1-1 (Agency Status Reports).</i>	Post-Disaster: Within D+24 hours	All Agencies	2-1-1- Tampa Bay Cares Recovery Management Center (RMC) EM CS Other Networks	Staff Resources

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<p>Action E4.1.5: Using the data from Agency Status Reports, analyze the ability of the agencies to provide service and how the EOC/ Recovery Center can assist them. With the goal to optimize service capability, strategies may include suggestions to:</p> <ul style="list-style-type: none"> • Identify assistance needed by agencies and communicate these needs to the ESF 8 desk to speed assistance. • Maximize the use of facilities that are undamaged or otherwise mostly functional. • Combine staff from facilities that are closed or minimally functional with staff from locations that are operational. • Shift staff and other resources from low demand areas to high demand areas. • Open service sites in alternate locations where demand is high and accessibility is good. • Utilize staff in non-traditional roles to meet service demand. • Coordinating service provision activities with ESF 8 desk at EOC to maximize use of all community resources. 	Post-Disaster: Response/Short Term Recovery	COMS	2-1-1 COMS All Agencies EM	Staff Resources

ISSUE E5: RESTORATION OF SOCIAL SERVICE FACILITIES AND OPERATIONS is essential to address the needs of the community and to facilitate recovery. It is assumed in the post-disaster environment, there will be a significant increase in vulnerable populations and citizens with basic needs (food and shelter) in addition to the existing homeless population and the current families which rely on assistance. This may result in a surge of unmet needs in the community which will need to be addressed. Especially if the disaster housing mission is required, service providers must communicate and coordinate to ensure that survivors needs are addressed holistically.

STRATEGY E5.1: Prioritize and facilitate the restoration of social service facilities/programs including homeless shelters, soup kitchens, housing, and transit within the community.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action E5.1.1: Provide training for homeless support workers staffing the homeless-support shelters.	Pre-Disaster: 2012-2013	Coalition for the Homeless of Pasco County, Inc. (CFHPC)	EM COMS	Staff Resources
Action E5.1.2: Disaster assistance/preparation information materials will be prepared and distributed to agencies and programs that serve the homeless population and distributed to the homeless through a mass campaign prior to the start of hurricane season, and throughout the hurricane season, as appropriate.	Pre-Disaster: 2012	CFHPC	EM COMS	Staff Resources
Action E5.1.3: Conduct and distribute the vulnerability analysis of facilities serving the homeless population including food pantries, soup kitchens, shelters, centers and agencies.	Pre-Disaster: 2013	PC GIS	CFHPC EM COMS	Staff Resources GIS support

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Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action E5.1.4: The materials containing evacuation information, including pick-up points, homeless support and general population shelters will be distributed to homeless persons by the street outreach teams, food pantries, soup kitchens, shelters, drop-in centers, and agencies serving the homeless.	Post-Disaster: Response	CFHPC	EM COMS	Staff Resources
Action E5.1.5: Tampa Bay 2-1-1 will coordinate communication with homeless service providers/agencies through the Disaster Recovery Procedures.	Post-Disaster: Response to Short Term Recovery	Tampa Bay 2-1-1	EM COMS	Staff Resources
Action E5.1.6: Provide buses for transporting individuals needing transportation to the designated homeless-support shelters.	Post-Disaster: Response to Short Term Recovery	PC Public Transportation (PCPT)	CFHPC EM COMS	Staff Resources Buses Radios/Sat phones
Action E5.1.7: If facilities that normally provide services to the homeless population are damaged in a hurricane, ensure that alternate facilities are found that can provide basic services until normal services return.	Post-Disaster: Response to Short Term Recovery	CFHPC	EM COMS Municipalities Law Enforcement	Alternate Facilities
Action E5.1.8: Report facility/staff status to Tampa Bay 2-1-1 and identify needs and resources within 24 hours of an emergency event and keep apprised as appropriate.	Post-Disaster: Response to Short Term Recovery	CFHPC	EM COMS Municipalities Law Enforcement	Staff Communications
Action E5.1.9: Prioritize restoration of facilities based upon repairs needed, size and type of service population and other guidelines.	Post-Disaster: Response to Short Term Recovery	Coalition for the Homeless of Pasco County, Inc. (CFHPC)	EM COMS Municipalities Law Enforcement BCS	

STRATEGY E5.2: Through the Disaster Housing Task Force, work to restore housing within the community and ensure that basic needs and wrap-around services are provided to the displaced population.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action E5.2.1: Provide support staff at the Disaster Recovery Center (DRC), to provide problem-solving, mediation, and post-evacuation planning and placement to homeless survivors.	Post-Disaster: Short-term Recovery	COMS	PHP COAD CFHPC Service Providers/Networks DHTF	Staffing Training/Exercise Client Management System
Action E5.2.2: Provide Basic shelter supplies, such as blankets, towels, and items for personal hygiene (soap, toothpaste, deodorant, etc.) for homeless survivors in shelters and as they are moved to disaster housing.	Post-Disaster: Short-term Recovery	COMS	PHP COAD Service Providers/Networks DHTF CFHPC	Staffing Training/Exercise Client Management System Basic Kits

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action E5.2.3: Be prepared to expand basic services such as soup kitchens, transportation assistance, and homeless shelters for displaced survivors and emergency workers.	Post-Disaster: Short Term Recovery	COMS	PHP COAD Service Providers/Networks DHTF CFHPC	Staffing Training/Exercise Client Management System Basic Kits
Action E5.2.4: Public Transportation will experience increased demand and potential need to restructure post-disaster.	Post-Disaster: Short to Long-Term Recovery	PCPT	PDD PHP COAD Service Providers/Networks DHTF	Funding for additional /replacement fleet, drivers, routes
Action E5.2.5: View post disaster housing holistically and seek to place residents where they have access to transportation assistance, medical services, day care, employment, grocery, friends, and relatives, etc.).	Post-Disaster: Short to Long-Term Recovery	COMS	PDD PHP COAD Service Providers/Networks DHTF Transportation Providers	Federal and State Partners

STRATEGY E5.3: Ensure that a continuity of children/family services is provided to clients and those additional needs of survivors are addressed, as appropriate.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action E5.3.1: Ensure that existing clients are contacted to determine status and needs.	Post-Disaster: Short to Long-Term Recovery	Service Providers/Networks	COMS PHP COAD Area Agency on Aging (AAA) Health care providers including Home Health PIIHN	Federal and State Partners Additional Funding Assistance
Action E5.3.2: Maintain existing client support and enhance service provision to account for surge/additional needs in the community.	Post-Disaster: Short to Long-Term Recovery	Service Providers/Networks	COMS PHP COAD AAA Health Care Providers including Home Health PIIHN	Federal and State Partners Additional Funding Assistance
Action E5.3.3: Reach out to the community to inform those with needs of available assistance.	Post-Disaster: Short to Long-Term Recovery	PC Customer Services	COMS PHP COAD AAA Health Care Providers including Home Health PIIHN PC Libraries CERT	Federal and State Partners Additional Funding Assistance

9.E - HEALTH AND SOCIAL SERVICES ACTION PLAN:

ISSUE E6: RESTORATION OF SENIOR SERVICE AND CHILD WELFARE PROVIDERS FACILITIES AND OPERATIONS is essential to address the needs of the most vulnerable segments of the community and to facilitate recovery. Service providers funded under the Dept. of Children and Families (DCF) and the Dept. of Elder Affairs have responsibilities before and after an event to communicate with their clients to ensure safety and facilitate their recovery.

STRATEGY E6.1: Prioritize and facilitate the restoration of social service facilities/programs including senior services within the community.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action E6.1.1: Maintain list of Active (and wait-listed) clients of the senior services as affiliated with AAA.	Pre-Disaster: Ongoing	AAA	AAA Service Providers DOEA COMS CARES, Incorporated Gulf Coast Jewish Family and Community Services, Incorporated	Staff Resources
Action E6.1.2: Senior Service providers must contact clients to provide information and document response plans.	Pre-Disaster: 72 hours prior	AAA Service Providers	AAA 2-1-1 CARES, Incorporated Gulf Coast Jewish Family and Community Services, Incorporated	Staff Resources
Action E6.1.3: Senior Service providers must contact clients to determine status, confirm location, and coordinate with AAA, if affiliated with AAA.	Post-Disaster	AAA Service Providers	AAA 2-1-1 CARES, Incorporated Gulf Coast Jewish Family and Community Services, Incorporated	Staff Resources
Action E6.1.4: Maintain senior help line operations and coordinate with 2-1-1 Tampa Bay Care.	Pre- and Post-Disaster	AAA	Statewide senior helpline (mutual aid agreements/MOUs) 2-1-1	Staff Resources
Action E6.1.5: Based on damage/operational assessments, help facilitate the re-opening of senior centers, adult day care, transportation assistance and continuity of home-based services.	Post-Disaster: Short-term to Long-term Recovery	AAA		
Action E6.1.6: Retain and utilize COOP Plans for service provider agencies affiliated with AAA.	Pre-Disaster	AAA Service Providers	AAA	Staff Resources

9.E - HEALTH AND SOCIAL SERVICES ACTION PLAN:

STRATEGY E6.2: Identify volunteers and, to the extent possible, provide training to augment social service staffs during disaster recovery.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action E6.2.1: Provide on-going training re: COOP Plans, Response and Recovery Procedures for Senior Services.</i>	Pre-Disaster: Ongoing	AAA	AAA Service Providers DOEA EM	Staff Resources Training Materials Mutual Aid
<i>Action E6.2.2: Provide on-going training re: COOP Plans, Response and Recovery Procedures for Child Welfare and Developmental Disability Service Providers.</i>	Pre-Disaster: Ongoing	COMS	EM Eckerd Alternatives, Inc. DCF	Staff Resources Training Materials Mutual Aid
<i>Action E6.2.3: Provide on-going training re: COOP Plans, Response and Recovery Procedures for Volunteer agencies/non-profits and faith-based groups.</i>	Pre-Disaster: Ongoing	Volunteer Florida	United Way American Red Cross (ARC) EM PHP COAD PIIHN	Staff Resources Training Materials Mutual Aid

ISSUE E7: RESTORATION OF CHILD CARE AND THE EDUCATIONAL SYSTEM is critical to recovery in the community. It allows employees to return to work and provides stability as well as a return to normalcy for dependents.

STRATEGY E7.1: Prioritize and facilitate the restoration of dependent care facilities/programs including child care, after school programs, and adult day care programs.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action E7.1.1: Develop an inventory of all child care facilities and determine the vulnerability to natural hazards.</i>	Pre-Disaster: 2012- 2013	PC GIS	DCF (Licensing of all child care facilities in the County) EM TBRPC COMS	Staffing GIS Support
<i>Action E7.1.2: Prepare outreach materials for child care providers relating the plans for recovery and responsibilities of the providers.</i>	Pre-Disaster: 2012- 2013	EM	DCF EM COMS	Staffing
<i>Action E7.1.3: Identify strategies in the recovery/ assistance for the restoration of child care/adult care/senior care facilities including the prioritization of emergency repair assistance and volunteer support.</i>	Pre-Disaster: 2012- 2013	EM	DCF DOEA EM PHP COAD PIIHN AAA and Service Providers	Volunteers Staffing Federal and State Partners

9.E - HEALTH AND SOCIAL SERVICES ACTION PLAN:

STRATEGY E7.2: Provide support to the School District and post-secondary educational facilities to reopen schools and resume classes.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action E7.2.1: Work with the Pasco School District to identify the most vulnerable properties and strategies to address facility inoperability.	Pre-Disaster: 2012-2013 Post-Disaster: Short-Term Recovery	EM	PC School District FM	Federal and State Programs/Funding Assistance
Action E7.2.2: Work with Regional Higher Ed Committee to determine challenges and needs in the post-disaster environment.	Pre-Disaster Ongoing Post-Disaster: Short and Long-Term Recovery	EM	Colleges and Universities	Federal and State Programs/Funding Assistance Student Volunteers
Action E7.2.3: Determine if Higher Ed can provide resources to the community in the post-disaster environment; i.e. volunteers, facilities, etc.	Pre-Disaster: Ongoing Post-Disaster: Short and Long-Term Recovery	EM	Colleges and Universities	Federal and State Programs/Funding Assistance Student Volunteers

9.F - GOVERNMENT FUNCTIONS ACTION PLAN:

ISSUE F1: ENSURE THAT CONTINUITY OF OPERATIONS (COOP) PLANS ARE UP-TO-DATE AND ADDRESS ISSUES AND CHALLENGES WHICH EXTEND BEYOND THE 30- DAY TIMEFRAME INTO LONG-TERM RECOVERY.

STRATEGY F1.1: Based upon the magnitude of the disaster and local impacts, develop a mechanism to continually review/establish government service priorities and acceptable levels of service.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action F1.1.1: Review vulnerability assessments of public facilities and alternate facilities to determine the potential of using these alternative facilities for an extended period of time.	Pre-Disaster (Annual) Short and Long-Term Recovery	EM	All departments, courts and constitutional officers BOCC County Administration	GIS Support Staff Support
Action F1.1.2: Review mission essential functions to determine and monitor service priorities and appropriate levels of service in the long-term recovery phase.	Pre-Disaster (Annual) Short and Long-Term Recovery	EM	All departments, courts and constitutional officers BOCC County Administration	Staff Support

Strategy F1.2: Identify strategies to meet increase demand on staffing through mutual aid agreements, temporary labor and vendors, cross training and reassignment.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action F1.2.1: Evaluate mutual aid agreements to determine if they will meet the anticipated staff/resources shortfalls in all departments.	Pre-Disaster (Annual) Post-Disaster: Short and Long-Term Recovery	EM	BOCC County Administration Federal and State Partners OMB	Access to all Disaster-related contract files including Mutual Aid Agreements, agencies providing temporary staff, resources, etc
Action F1.2.2: Identify temporary labor agencies to quickly identify qualified resources within the community.	Pre-Disaster (Annual) Post-Disaster: Short and Long-Term Recovery	EM	BOCC County Administration Federal and State Partners OMB	Access to all Disaster-related contract files including Mutual Aid Agreements, agencies providing temporary staff, resources, etc.
Action F1.2.3: As part of each department COOP Plan, staffing including potential long-term reassignment and cross-training should be addressed.	Pre-Disaster (Annual) Post-Disaster: Short and Long-Term Recovery	EM	BOCC County Administration Federal and State Partners PC Personnel Dept.	COOP Plan Updates

9.F - GOVERNMENT FUNCTIONS ACTION PLAN:

ISSUE F2: ENSURE THAT THE RESTORATION/ RECONSTRUCTION OF PUBLIC FACILITIES IS CONDUCTED WITH SAFETY, MITIGATION AND SUSTAINABILITY INCORPORATED IN A COST-BENEFIT ANALYSIS.

STRATEGY F2.1: Following a disaster, consider the possibility of relocated severely damaged facilities.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action F2.1.1: <i>Develop criteria to identify appropriate sites/facilities for relocation; (i.e. population distribution, emergency response time-based, etc.) as well as the potential for group facilities with similar site/infrastructure requirements and functions/services.</i>	Pre-Disaster (Ongoing) Post-Disaster: Short and Long-Term Recovery	EM	PC County Administration County Departments, especially emergency services PDD	Staff Resources GIS Support
Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action F2.1.2: <i>Identify potential facilities which no longer meet current codes and where relocation to a safer location is a practical alternative pre-event.</i>	Pre-Disaster (Annual) Post-Disaster: Short and Long-Term Recovery	EM	PC County Administration County Departments, especially Fire and Emergency Services	Staff Resources GIS Support
Action F2.1.3: <i>Create GIS layers for public facilities and analyze using overlays of hazard risks, age of structure, etc.</i>	Pre-Disaster (Annual) Post-Disaster: Short and Long-Term Recovery	EM	TBRPC County Departments especially Facilities Management	Vulnerability Assessments GIS Support Staffing
Action F2.1.4: <i>If reconstruction of public facility is necessary, the determination should include analyses which identify options including relocation, as well as hardening and energy efficiency in design and construction.</i>	Pre-Disaster Annual Post-Disaster Short and Long-Term Recovery	County Administration	County Departments, especially Fire and Emergency Services OMB	Federal/State Partners Funding and Technical Assistance

ISSUE F3: MAINTAINING EFFECTIVE COMMUNICATION WITH THE PUBLIC IN THE POST-DISASTER ENVIRONMENT

Following a major event, public information is critical in order to provide important information to residents (permanent and seasonal) and their concerned families (who may be out of the area) and to restore confidence in the government and the recovery process itself. In the early phases of recovery, this can be extremely challenging due to the potential impact to telecommunications and the infrastructure. In the long-term recovery phase, communication remains a vital element to the community’s well-being. Residents must receive necessary information in regard to regulations and rebuilding as well as where to find assistance.

STRATEGY F3.1: Provide effective communication of recovery status and available assistance, including outreach to seasonal and displaced residents

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action F3.1.1: Establish format and data sources of Recovery Tracking Report, and provide data to the public in a timely manner.	Post-Disaster (all phases)	CS; PC IT Department	OMB PDD PEDC PC County Administration EM Federal and State Partners PIO	Format for Recovery Tracking Report (EM) Mechanism to Track Expenditures (OMB)
Action F3.1.2: Work with EOC and media partners to disseminate the location of Disaster Recovery Centers, FEMA Toll-free numbers, and websites such as www.disasterassistance.org	Post-Disaster: Short Term Recovery	CS	EM PC IT Department PIO	Pre-scripted Messages
Action F3.1.3: Work with media to distribute call center phone numbers and website providing updated recovery information.	Pre- and Post-Disaster: (all phases)	CS	EM PC IT Department PIO	Pre-scripted Messages

STRATEGY F3.2: Provide effective outreach in regard to build back policy, coastal setbacks, code enforcement, permitting and temporary housing, etc.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action F3.2.1: Work together to understand policies and emergency ordinance provisions and be able to explain requirements in a clear and concise manner.	Post-Disaster: Short and Long-Term Recovery	CS	BCS PDD ZSD CD	PDRP Toolkit Pre-scripted Messages
Action F3.2.2: Work with EOC, and federal and state partners to convey temporary housing program, blue roof program and emergency repairs.	Post-Disaster: Short and Long-Term Recovery	CS	EM BCS DHTF CD	Pre-scripted Messages Warnings regarding contractor fraud JIC/JFO Federal and State Partners

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Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action F3.2.3: <i>Develop a plan with pre-established post-disaster outreach methods and pre-scripted messages regarding policy and plans as well as opportunities for public participation.</i>	Post-Disaster: Short and Long-Term Recovery	CS	PDD DOH EM	Pre-scripted Messages

STRATEGY F3.3: Maintain communications with health and human service agencies through 211 and the EOC (through ESF 8 and 14) during response and short-term recovery.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action F3.3.1: <i>Coordinate with the Service Providers and 211 in annual training to ensure viability and knowledge of the Emergency Communications Plan.</i>	Pre-Disaster (Annual)	COMS PC DOH	211 EM PHP COAD	Staff Resources Emergency Communications Plan
Action F3.3.2: <i>Maintain communications with the service providers/networks and 211 in short-term recovery to ensure the public is familiar with agencies/facilities established to meet the health and social services needs of the community.</i>	Post-Disaster: D+3 – D+90 days	COMS PC DOH	211 EM PHP COAD	Staff Resources Emergency Communications Plan
Action F3.3.3: <i>In long-term recovery, ensure communications are maintained as additional services are brought online; i.e. trauma counseling, financial assistance, etc.</i>	Post-Disaster: Long-Term Recovery	COMS PC DOH	211 EM PHP COAD	Staff Resources Emergency Communications Plan

STRATEGY F3.4: Communicate the availability of services to the public.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action F3.4.1: <i>Inform the public of where to determine the status and services provided by health and social service providers/networks.</i>	Pre-Disaster: Ongoing	2-1-1 DOH	CS COMS Health and Social Service Providers/Networks EM	Staff Resources Emergency Communications Plan

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action F3.4.2: Maintain communications with 211 to convey to the public status and location of services.	Post-Disaster: Short and Long-Term Recovery	2-1-1 DOH	CS PIO COMS Health and Social Service Providers/Networks EM	Staff Resources Emergency Communications Plan

STRATEGY F3.5: Maintain communications with the business community regarding operational status, access and needs as well as available assistance and resources.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action F3.5.1: Through the EOC maintain communications with the business community to provide information on reentry, financial disaster assistance, temporary employment, contractors and insurance, etc.	Post-Disaster: Short and Long-Term Recovery	PEDC	CS EM Partners: Chambers of Commerce; Regional Economic Development Offices (EDO), EDD Municipalities Media ESF 14	Staff Resources Established networks and public private partnerships
Action F3.5.2: Maintain communications with the public and business community to implement strategies within the Economic Redevelopment Action Plan.	Post-Disaster: Short and Long-Term Recovery	PEDC	CS EM Partners: Chambers of Commerce; Regional EDOs, EDD Municipalities Media ESF 14	Staff Resources Established networks and public private partnerships

STRATEGY F3.6: Ensure transparency in recovery decisions and official actions consistent with Chapter 163 of the Florida Statutes.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action F3.6.1: Work together to ensure the continued transparency in all committee recommendations and official actions.	Post-Disaster: Short and Long-Term Recovery	CS	BOCC and County Administration All PDRP TACs	Outreach materials, i.e. flyers, newsletters, website, newspapers, broadcast media, E-Town Hall meetings, etc.

POST - DISASTER REDEVELOPMENT PLAN, PASCO COUNTY, FL.

STRATEGY F3.7: Empower residents and encourage public participation in land use, economic restoration and other redevelopment decisions.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action F3.7.1: <i>Work with communities to establish town meetings, workshops and/Charrettes.</i>	Post-Disaster: Short and Long-Term Recovery	CS	BOCC and Administration EM CS CD PDD All relevant PDRP TACs	List of Neighborhood Assoc./Condo Assoc. Property Management Groups, Property Managers, CERT Teams Existing Plans: Market Area, recovery area plans, other Special Area Plans (SAPs), CRAs, etc.

ISSUE F4: ENSURE CAPABILITY TO EFFECTIVELY MANAGE DISASTER- RELATED FINANCIAL ADMINISTRATION.

STRATEGY F4.1: Identify strategies to mitigate the potential impact to principal revenue sources.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action F4.1.1: <i>Evaluate budgets to determine where significant impacts could/will occur including the potential loss of populations, infrastructure and public facilities.</i>	Pre-Disaster: 2012-2013; Annual Post-Disaster Short and Long-Term Recovery (Part of Damage Assessment and Recovery Tracking)	OMB	BOCC Federal and State Partners PC Purchasing Dept EM PC GIS (Personnel trained in HAZUS)	Funding for evaluation study Emergency Procedures in place Additional Staffing Support Disaster contractors HAZUS Disaster Scenarios

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action F4.1.2: <i>Evaluate County reserves and insurance to determine if sufficient to cover costs of a major event with funds available for matching federal grants and necessary cash flow.</i>	Pre-Disaster: 2012-2013; Annual Post-Disaster Short and Long-Term Recovery (Part of Damage Assessment and Recovery Tracking)	OMB	BOCC Federal and State Partners PC Purchasing EM	Funding for evaluation study Disaster Contractors

9.F - GOVERNMENT FUNCTIONS ACTION PLAN:

STRATEGY F4.2: Effectively manage post-disaster financial assistance to ensure opportunities for mitigation, economic redevelopment, infrastructure repair and reconstruction and community restoration are recognized.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action F4.2.1: <i>Ensure staffs within the departments are aware of their responsibilities in recovery and the potential programs to assist in redevelopment/recovery activities.</i>	Pre-Disaster: Ongoing	EM	BOCC PC Purchasing PC County Administration	Post-disaster training covering recovery ops, financial assistance programs Federal and State Partners.
Action F4.2.2: <i>Provide annual training for those staff members not typically involved in emergency preparedness/response but critical for recovery operations.</i>	Pre-Disaster: Ongoing	EM	BOCC PC Purchasing PC County Administration	Post-disaster training covering recovery ops, financial assistance programs Federal and State Partners.
Action F4.2.3: <i>Identify strategies to increase the flexibility in usage of the existing revenue sources in the post-disaster recovery and redevelopment environment.</i>	Pre-Disaster: 2012-2014	OMB	EM PC County Attorney	Emergency Ordinance
Action F4.2.4: <i>Research and maintain an inventory of additional local, State and Federal funding sources, analyze their eligibility criteria and match requirements.</i>	Pre-Disaster: Ongoing	OMB	All TACs	

9.F - GOVERNMENT FUNCTIONS ACTION PLAN:

STRATEGY F4.3: Effectively manage post-disaster financial assistance to ensure eligible reimbursements are received in a timely manner.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action F4.3.1: <i>Develop a team of fiscal liaisons from each county department and entity involved in the post-disaster recovery operations to coordinate the administration of disaster-related costs, grants, loans and long-term recovery investments.</i>	Pre-Disaster: 2012-2013	OMB EM	All Departments PC County Administration PHP COAD/NGOs	Staff Resources Funding of evaluation study Post Disaster Training covering recovery ops, financial assistance programs Federal and State Partners
Action F4.3.2: <i>Ensure financial/administrative staffs of departments receive training regarding the federal and state disaster programs and the financial requirements of relevant programs.</i>	Pre-Disaster: Ongoing	EM	All Departments PC County Administration PHP COAD/Other NGOs Federal and State Partners	Post-disaster training covering recovery ops, financial assistance programs.
Action F4.3.3: <i>Develop a regulatory framework that supports expedited emergency contracting, purchasing agreements and permitting processes.</i>	Pre-Disaster: 2012-2013	BCS OMB CD	BOCC PC County Administration EM	Internal Procedures and Emergency Ordinances.
Action F4.3.4: <i>Develop a system to ensure a streamlined process to minimize citizen hardship (lack of housing, business interruption, etc.), capitalize on mitigation and reinvestment/community redevelopment opportunities, and receive appropriate reimbursement of federal support.</i>	Pre-Disaster: 2012-2013	OMB	BOCC PC County Administration/Departments EM	Funding Guidance from Federal/State Partners

9.F - GOVERNMENT FUNCTIONS ACTION PLAN:

Strategy F4.4: Coordinate with the Pasco Hillsborough Pasco Community Organizations Active in Disasters (PHP COAD) and Volunteers/Donations to capture donations and volunteer contributions toward addressing unmet needs in the community.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action F4.4.1: Support COAD and coordinate with partner agencies in the development of plans and procedures.	Pre-Disaster: Ongoing	EM	BOCC PC County Administration EM COMS PHP COAD	Staff Time
Action F4.4.2: Coordinate with the COAD and include in the internal county procedures and recovery operations.	Pre-Disaster: 2012-2013	OMB	BOCC PC County Administration EM COMS PHP COAD	Guidance from Federal/State Partners

9.G - INFRASTRUCTURE ACTION PLAN:

ISSUE G1: Position the County to assess and repair infrastructure quickly; but also take advantage of opportunities to rebuild damaged infrastructure to current standards, address deficiencies and mitigate future damages.

STRATEGY G1.1: Ensure that an emphasis is placed on mitigation and planning for resiliency as a part of the infrastructure redevelopment process.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action G1.1.1: Consolidate and/or complete a comprehensive inventory and vulnerability assessment of County infrastructure (transportation, surface water management, utilities and public buildings) to use as a basis for prioritizing mitigation, relocation or replacement projects in both the pre- and post-disaster environment. Include life cycle analysis as a part of the assessment.</i>	Pre-Disaster: 2012-2013	PC GIS Dept.	PC Facilities Management (FM) PC Utilities PC Stormwater Mgmt. (SWM) PC Road and Bridge PC Traffic Operations PC Real Estate EM ELAMP P&REC	Staff Resources Technology Assessment Hazard/Vulnerability data Facility-specific analyses
<i>Action G1.1.2: Develop and maintain preliminary cost estimates, funding scenarios and design plans, where appropriate, to expedite the recovery decision-making process, incorporating mitigation and adaptive strategies for the most vulnerable infrastructure.</i>	Pre-Disaster: 2012-2013, with periodic updates	PC OMB	FM PC Utilities SWM PC Road and Bridge PC Traffic Operations EM ELAMP PC GIS Dept. P&REC	Staff Resources Preliminary engineering analysis, as appropriate Project lists/rankings Adaptive strategies LMS
Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action G1.1.3: To facilitate funding eligibility, incorporate and prioritize projects in the Local Comprehensive Plan, Local Mitigation Strategy (LMS) and other plans.</i>	Pre-Disaster: 2012-2013, with periodic updates	EM	Local Mitigation Strategy (LMS) Committee	Staff Resources CIP LMS

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action G1.1.4: <i>Include disaster resiliency and LMS priority as a key criteria/factor in the annual capital improvement project ranking process.</i>	Pre-Disaster 2012-2013	EM	PC Engineering Services Municipalities FM PC Utilities SWM PC Road and Bridge PC Traffic Works ELAMP	CIP LMS
Action G1.1.5: <i>Identify potential infrastructure improvements within SAPs, Market Area/District Plans, CRAs, MPOs, CIPs, Stormwater Management Plans, etc. which should be considered if the infrastructure is significantly impacted in a disaster.</i>	Pre-Disaster: 2012-2013, with periodic updates	PDRP Infrastructure TAC (including private utility providers)	Municipalities EM FM ELAMP PC GIS Dept.	Staff Resources Comprehensive Plan/CIP/SAPs LMS MPO State and Federal Partners
Action G1.1.6: <i>Review/consider emergency ordinances such as a "Frontage Ordinance" to address key capacity deficiencies on major evacuation routes.</i>	Pre-Disaster: 2012-2013, with periodic updates	PDD	Municipalities MPO/FDOT PC Real Estate ZSD EM County Attorney	Staff Resources LGCP/CIP SAPs LMS State and Federal Partners
Action G1.1.7: <i>Using vulnerability information, capital improvement plans, local mitigation strategy information, cost-benefit and life-cycle analysis, etc., determine which impacted facilities should undergo short term temporary/immediate repairs versus long term adaptive reconstruction.</i>	Post-Disaster: D+30 –D+5years	PDRP Infrastructure TAC (including private utility providers)	Municipalities SWFWMD LMS Committee FDOT CSX	Federal and State Partners Data inventories, GIS data, etc. COOP Funding

POST - DISASTER REDEVELOPMENT PLAN, PASCO COUNTY, FL.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action G1.1.8: Utilize the recovery, restoration and rebuilding process as a means to implement and achieve watershed management plan goals.	Post-Disaster D+3- D+ 5 years	SWM	ELAMP SWFWMD FDEP	Approved watershed plans
Action G1.1.9: Establish and maintain emergency operation and coordination documents and procedures for infrastructure restoration (County and municipal, as well as private provider data).	Review annually	PC Utilities	PC Road and Bridge Municipalities Private Utilities FM P&REC	Staff Resources

ISSUE G2: BUDGET LIMITATIONS: Local governments have limited budgets, with limited flexibility to respond to unanticipated disasters (which could impact the ability to acquire land, relocate vulnerable facilities, mitigate structures and facilities, etc.)

STRATEGY G2.1: Coordinate with other governmental agencies (local, federal and state) and the private sector to identify pre- and post-disaster funding programs and strategies for infrastructure mitigation, relocation, hardening, and rebuilding.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action G2.1.1: Identify and maintain information on federal and state programs and funds available to leverage local funds for pre-disaster mitigation and to implement both short-term and long-term infrastructure recovery plans; pre-assess eligibility requirements where possible to better position the County to take advantage in the immediate post disaster environment.	Pre-Disaster: 2012-2013 Post-Disaster: D+7- D+ 365	OMB	ELAMP PDD EM PC Utilities PC Facilities Municipalities TBRPC Private Utilities LMS FDOT MPO	Emergency procedures Federal and State Partners
Action G2.1.2: Evaluate budgets to determine where significant impacts could/will occur.	Pre-Disaster (Annual) Post-Disaster: D+15 – D+1 year (Part of Damage Assessment and Recovery Tracking)	OMB	BCC Federal and State Partners PC Purchasing Dept EM	Funding for evaluation study Emergency procedures Additional staffing support Disaster contractors

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action G2.1.3: Evaluate County reserves and insurance to determine if sufficient to cover costs of a major event with funds available for matching federal grants and necessary cash flow.	Pre-Disaster Annual Post-Disaster D+15 – D+1 year (Part of Damage Assessment and Recovery Tracking)	PC OMB	BCC County Administration Federal and State Partners PC Purchasing EM	
Action G2.1.4: Develop strategy to maximize local funding options (Florida Infrastructure Bond, Municipal Bonds, CDBG and other grants/ donations) as match for federal assistance, as necessary.	Pre-Disaster 2012-2014 Post-Disaster D+15 days – D+2 years (Part of Damage Assessment and Recovery Tracking)	PC OMB	BCC County Administration Federal and State Partners PC Purchasing Dept. EM	Staff Resources Internal Controls Manual Disaster Contractors
Action G2.1.5: Evaluate a concept of a Centralized Grant Management approach and provide training to staff and/or contract with disaster financial specialists to manage grants and assistance.	Pre-Disaster Annual Post-Disaster D+15 – D+1 year (Part of Damage Assessment and Recovery Tracking)	PC OMB	BCC County Administration Federal and State Partners CD PDD PC Purchasing EM	Staff Resources Internal Controls Manual Disaster Contractors Training

ISSUE G3: MINIMIZE ENVIRONMENTAL AND PUBLIC HEALTH IMPACTS ASSOCIATED WITH DISRUPTION OF UTILITY INFRASTRUCTURE SERVICES AND DEBRIS

MANAGEMENT IN A POST DISASTER ENVIRONMENTAL: Following a disaster there is a likelihood that basic infrastructure (water, sewer, power, etc.) will be damaged, inoperable or destroyed and resulting disruptions have the potential to contribute to a public health hazard.

STRATEGY 3.1: Ensure that plans are in place to address potential public health issues arising from the disaster through efficient and effective debris management and utility system restoration.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action G3.1.1: Identify and maintain information on vulnerability of sewer, septic and drainage system to overflows, etc., from storm surge, flooding, etc., and prioritize for mitigation or relocation, as feasible.	Pre-Disaster: 2012-2013	PC Utilities	SWM Municipalities DOH DEP Private Utilities EM SWFMWD	Funding LMS/CIP State and Federal Partners GIS support

POST - DISASTER REDEVELOPMENT PLAN, PASCO COUNTY, FL.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action G3.1.2.: Review, assess and document emergency plans for potable water interconnection; and schedule capital projects, if necessary to fill in potential gaps.	Pre-Disaster: 2012-2013	PC Utilities	Municipalities Private Utilities EM Private haulers TBW PC Purchasing	Prequalified contracts
Action G3.1.3.: Ensure debris management and resource recovery operations are operational quickly, address the myriad of debris issues, and monitored carefully to insure issues such as air quality (e.g., asbestos) and potential debris contamination (chemicals, mold, etc.) are addressed.	Post-Disaster: Short and Long-term recovery	EM	P&REC PC Road and Bridge PDRP Environment TAC Municipalities Private providers DOH DEP FDOT	County and municipal debris management plans. ESF-3
Action G3.1.4: Ensure debris management plans address additional contamination in coastal areas.	Post-Disaster: D+1day – D+90 days	EM	PC Road and Bridge PDRP Environment TAC Municipalities Private utility providers DOH DEP FDOT	County and municipal debris management plans. ESF-3
Action G3.1.5: Coordinate plans to identify criteria for debris reduction/storage sites and identify additional sites, as necessary.	Pre-Disaster: 2012-2013	EM	PDD ELAMP Municipalities Contractors DOH/DEP/FDOT	County and municipal debris management plans. GIS Support
Action G3.1.6: Develop a strategy to handle the transition of debris management operations from short-term recovery to long-term redevelopment.	Pre-Disaster: 2012-2013	EM PC Utilities	County Administration ESF-3	County and municipal debris management plans.

ISSUE G4: INFRASTRUCTURE NEEDS OF A DISPLACED POPULATION. There will be a need to coordinate infrastructure with the needs of a displaced population, including those in temporary disaster housing.

STRATEGY 3.1: Ensure that plans are in place to address potential public health issues arising from the disaster through efficient and effective debris management and utility system restoration.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
Action G4.1.1: Set up an Infrastructure Team to review the temporary housing plan and assess the pre-identified community sites to determine, and schedule if possible, those site preparation and infrastructure installations that can be pre-planned to facilitate rapid deployment of disaster housing in the post-disaster environment.	Pre-Disaster: 2012-2013	CD	PC Utilities EM PC Economic Development PDD Pinellas County School Board Municipalities Private Utilities Health and Human Services Agencies FEMA PSTA, FDOT, USACOE	Staff Resources
Action G4.1.2: Ensure that the Utilities, Infrastructure Providers, and Environmental Lands are represented on the Disaster Housing Task Force.	Pre-Disaster: 2012 - 2013	DHTF	ELAMP PC Utilities Public and Private Infrastructure Providers	Staff Resources
Action G4.1.3: Annually review the disaster housing strategy to re-assess infrastructure needs.	Ongoing	DHTF	EM PDD PDRP Environment TAC Municipalities	Staff Resources
Action G4.1.4: Ensure transit routes facilitate transportation needs in the post disaster environment, including meeting the needs of displaced residents needing to get to jobs, school, services, etc.	Post-Disaster: D+3- D+ 2 years	PC Public Transportation Disaster Housing Task Force	PDD MPO, FDOT EM Social Service Providers CD Municipalities PC School Board	Staff Resources State and Federal Partners

9.G - INFRASTRUCTURE ACTION PLAN:

ISSUE G5: COMMUNICATION AND COORDINATION are essential for efficient and effective restoration of the infrastructure in the post-disaster environment. Infrastructure is the foundation of the communities including public facilities, roads and bridges, water and waste water systems, solid waste, power and communications. Restoration will require advanced planning and ongoing communication between and among different levels of government (municipal, county, regional, state and federal partners); as well as with the private sector utility providers including water/waste water; power; communications, etc.

STRATEGY G5.1: Ensure that all entities which have a role in the restoration of utilities, critical facilities and key infrastructure (power, communications, etc.) have sufficient training and plans/ procedures which are consistent with federal and state guidance, are communicated across jurisdictional boundaries, and are coordinated with the private sector.

Action	Timeframe	Responsible Agency	Required Collaboration	Resource Needs
<i>Action G5.1.1: Identify training needs and strategies for staff performing infrastructure rapid impact assessments, damage assessment, public assistance, hazard mitigation, etc. Promote existing training opportunities related to infrastructure repair and mitigation, including Federal, State, and local training, Emergency Management Institute courses, and appropriate association training (e.g. APWA).</i>	Pre-Disaster: 2012-2013 and ongoing	EM	PC Utilities Dept. PC Road and Bridge PC Facilities Mgmt Municipalities Private Utilities Disaster Contractors (Debris Management; Monitoring; Fiscal management. etc.)	Federal and State Partners Coordination with public works/utilities and emergency management for local training FEMA online courses Emergency Management Institute Training
<i>Action G5.1.2: Annually review existing response/recovery plans including Damage Assessment and Debris Management and train with partners (public and private).</i>	Pre-Disaster: 2012-2013 and ongoing	EM	PC Utilities Dept. BCS PC Road and Bridge PC Facilities Mgmt. Municipalities Private Utilities Disaster Contractors (Debris management; monitoring; fiscal management, etc.)	Federal and State Partners Coordination with public works/utilities and emergency management for local training FEMA online courses Emergency Management Institute Training (e.g. IEM community course)

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A Definitions, Acronyms, and References

A.1 DEFINITION OF TERMS

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

Blight: An area in which there are a substantial number of deteriorated or deteriorating structures and conditions which endanger life or property by fire or other causes or, two (2) or more of the factors in Section 163.340, Florida Statutes, are present which substantially impairs or arrests the sound growth of a county and are a menace to the public health, safety, morals, or welfare in its present condition and use.

Board of County Commissioners: The elected officials who comprise the legislative body of unincorporated Pasco County.

Buffer Zone: An area which shields a natural community or protected species habitat by limiting development activities, removal of native vegetation, and impervious surfaces.

Building Codes: Regulations adopted by local government that establish standards for construction, modification, and repair of buildings and other structure.

Building Permit: An official document or certificate issued by the authority having jurisdiction authorizing the construction of any building. The term shall also include Tie-Down Permits for those structures or buildings that do not require a Building Permit, such as a mobile home, in order to be occupied.

Capital Improvement: Any long-term investment of public funds for the acquisition, construction, or improvement of public lands or facilities which, by reason of its size and cost, is nonrecurring in the local budget.

Catastrophic Disaster: A disaster that will require massive state and federal assistance, including immediate military involvement.

Catastrophic Incident: Any natural or manmade incident, including terrorism that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions.

Coastal High Hazard Area (CHHA): Evacuation zone for a Category 1 hurricane as determined by the Sea, Lake, and Overland Surge from Hurricanes (SLOSH) model and established in the Tampa Bay Regional Planning Council's Hurricane Evacuation Study.

Community Development Block Grants (CDBG): The objective of the CDBG program is the development of viable urban communities by providing decent housing and a suitable living environment, and expanding economic opportunities, principally for persons of low and moderate income. Funds must be used so as to give maximum feasible priority to activities which will carry out one of the three broad national objectives of benefit to low and moderate income families; or aid in the prevention or elimination of slums or blight; or activities designed to meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community where other financial resources are not available to meet such needs.

Community Rating System (CRS): An initiative of the Federal Insurance Administration to encourage increased efforts in the reduction of flood losses, facilitate accurate insurance ratings and promote the awareness of flood insurance.

Comprehensive Emergency Management Plan (CEMP): The CEMP describes the concept of operations for integrating and synchronizing personnel, organizational structures, leadership or management processes, facilities, and equipment to conduct emergency operations.

Critical Facility: A facility for which even a slight chance of flooding might be too great. Critical facilities include, but are not limited to, schools, nursing homes, hospitals, police, fire and emergency response installations, and installations that produce, use, or store hazardous materials or hazardous waste.

Critical Infrastructure/Key Resources (CI/KR): Systems, assets, and networks, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, economic security, public health or safety, or any combination of those matters.

Comprehensive Plan: The Pasco County Comprehensive Plan, inclusive of all its Elements, Goals, Objectives, Policies, maps, and official amendments, which have been adopted by the Board of County Commissioners pursuant to Chapter 163.3184, Florida Statutes. The Pasco County Comprehensive Plan includes the following statutorily required and optional elements: Administration, Future Land Use, Conservation, Coastal Management, Recreation and Open Space Housing
Transportation Public Schools Facilities, Capital Improvements, Public Facilities, Economic and Intergovernmental Coordination.

Damage Assessment: A systematic procedure for evaluating damage to public and private property based on current replacement cost. This is used to determine if the area can qualify for federal or state disaster assistance.

Development: The carrying out of any building activity or mining operation, the making of any material change in the use or appearance of any structure or land, or the dividing of land into three or more parcels.

Development Permit: Any Building Permit, Zoning Permit, subdivision approval, rezoning, certification, special exception, variance, or any other official action of local government having the effect of permitting the development of land.

Disaster: Any natural, technological, or man-made 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: Minor, Major and Catastrophic disaster.

Disaster Recovery Center (DRC): A facility established in a centralized location within or near the disaster area at which disaster victims (individuals, families, or businesses) apply for disaster aid.

Economic Development: The process of improving the economic health of a city, county, region, or the state by bringing together its assets, resources, and political action into a strategy to bring wealth and prosperity to the area.

Emergency: Any incident, whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Management: The coordination and integration of all activities necessary to build, sustain, and improve the capability to prepare for, protect against, respond to, recover from, or mitigate against threatened or actual natural disasters, acts of terrorism, or other manmade disasters.

Emergency Manager: The person who has the day-to-day responsibility for emergency management programs and activities. The role is one of coordinating all aspects of a jurisdiction's mitigation, preparedness, response, and recovery capabilities.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., federal, state, regional, tribal, city, county), or some combination thereof.

Emergency Support Function (ESF) Coordinator: The entity with management oversight for that particular ESF. The coordinator has ongoing responsibilities throughout the preparedness, response, and recovery phases of incident management.

Emergency Support Function (ESF) Primary or Lead Agency: An agency with significant authorities, roles, resources, or capabilities for a particular function within an ESF. An agency designated as an ESF primary agency serves as an executive agent under the Emergency Operations Coordinating Officer to accomplish the ESF mission.

Emergency Support Functions (ESFs): Used by governments as the primary mechanism at the operational level to organize and provide assistance. ESFs align categories of

resources and provide strategic objectives for their use. ESFs utilize standardized resource management concepts such as typing, inventorying, and tracking to facilitate the dispatch, deployment, and recovery of resources before, during, and after an incident.

Environmentally Sensitive: Lands which, because some qualifying environmental characteristic, are regulated by the Florida Department of Environmental Protection, the Southwest Florida Water Management District, or any other governmental agency empowered by law for such regulation.

Floodplains: Areas which are inundated during a 100-year flood event or identified by the National Flood Insurance Program as an “A” Zone or “V” Zone on Flood Insurance Rate Maps or Flood Hazard Boundary Maps.

Floodplain; 25-Year; 100-Year: Land elevations which would become inundated by a storm which occurs with a frequency of once every twenty-five (25) and 100 years, respectively.

Flood Insurance Rate Map (FIRM): The official map of a community on which FEMA has delineated both the special hazard areas and the risk premium zones applicable to the community.

Floodplain Management Plan: The operation of a program of corrective and preventive measures for reducing flood damage, including, but not limited to, flood control projects, floodplain land use regulations, flood-proofing of buildings, and emergency preparedness plans.

Floodplain-Management Regulations: This section and other zoning ordinances, subdivision regulations, building codes, health regulations, special purpose ordinances, and other applications of police power which control development in flood-prone areas. This term describes Federal, State, or local regulations in any combination thereof, which provide standards for preventing and reducing flood loss and damage.

Floodprone Areas: Areas inundated during heavy rainfall, as a result of inadequate drainage or areas identified by the National Flood Insurance Program on Flood Insurance Rate Maps or Flood Hazard Boundary Maps.

Frontage Road: A collector road (public or private) which has, as its specific function, the diversion of traffic from a parallel facility serving the same area.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Hazard Mitigation: Is the process of potential improvements that would reduce or remove the hazard vulnerability.

Hazard Mitigation Grant Program (HMGP): This post-disaster grant program, authorized under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, is designed to implement immediate and long-term hazard mitigation measures.

Hazardous Material: Any substance or material in a quantity or form which may be harmful to humans, animals, crops, water systems, or other elements of the environment if accidentally

released. Hazardous materials include: explosives, gases (compressed, liquefied, or dissolved), flammable and combustible liquids, flammable solids or substances, oxidizing substances, poisonous and infectious substances, radioactive materials, and corrosives.

HAZUS-MH: GIS based nationally standardized loss estimation tool developed by FEMA

Historic Resources or Historic Properties: Any prehistoric or historic district, site, building, object, or other real or personal property of historical, architectural, or archaeological value. These properties or resources may include, but are not limited to, monuments, memorials, Indian habitations, ceremonial sites, abandoned settlements, sunken or abandoned watercraft, engineering works, treasure troves, artifacts, or other objects or features with intrinsic historical or archaeological value, or any part thereof, relating to the history, government, and culture of the State and the County.

Historic structure (as pertains to Flood Damage Prevention): Any structure that is:

1. Listed individually in the National Register of Historic Places (a listing maintained by the United States Department of Interior) or preliminarily determined by the Secretary of the Interior as meeting the requirements for individual listing on the National Register;
2. Certified or preliminarily determined by the Secretary of the Interior as contributing to the historical significance of a registered historic district or a
3. district preliminarily determined by the Secretary to qualify as a registered historic district;
4. Individually listed on a state inventory of historic places in states with historic preservation programs which have been approved by the Secretary of the Interior; or Individually listed on a local inventory of historic places in communities with historic preservation programs that have been certified either:
 - a. By an approved state program as determined by the Secretary of the Interior, or
 - b. Directly by the Secretary of the Interior in states without approved programs.

Hurricane: A tropical weather system characterized by pronounced rotary circulation with a constant minimum wind speed of 74 miles per hour (64 knots) that is usually accompanied by rain, thunder and lightning, and storm surge. Hurricanes often spawn tornadoes.

Hurricane Season: The six-month period from June 1st through November 30th is considered to be the hurricane season.

Impact Fees: These fees are charged concurrently with new development and are designated for infrastructure to serve the new development.

Impervious Surface: Surface which has been compacted or covered with a layer of material so that it is highly resistant to infiltration by water, including surfaces, such as compacted sand, limerock, shell, or clay, as well as most conventionally surfaced streets, roofs, sidewalks, parking lots, and other similar structures.

Incident: In occurrence, natural, technological or manmade, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Individual Assistance: Is provided to individuals and private businesses in the form of grants and low interest loans by the federal government.

Joint Information Center (JIC): An interagency entity established to coordinate and disseminate information for the public and media concerning an incident. JICs may be 91 established locally, regionally, or nationally depending on the size and magnitude of the incident.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., federal, state, tribal, and local boundary lines) or functional (e.g., law enforcement, public health).

Intensity: The degree to which a parcel of land is developed based upon use, size, or trip (traffic) generation (see Floor Area Ratio).

Land Development Regulations: For purposes of the Comprehensive Plan, “land development regulations” or “regulations for the development of land” include any County zoning, subdivision, building and construction, or other regulations controlling the development of land.

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under state 92 law), regional or interstate government entity, or agency or instrumentality of a local government.

Local Mitigation Strategy (LMS): Plan developed to minimize negative impacts (potential loss of life or property damage) from a natural, man-made or technological disaster.

Local State of Emergency: A governmental declaration that may suspend certain normal functions of government, alert citizens to alter their normal behaviors, or order government agencies to implement emergency preparedness plans. It can also be used as a rationale for suspending civil liberties. Such declarations usually come during a time of natural disaster, during periods of civil disorder, or following a declaration of war (in democratic countries, many call this martial law, most with non-critical intent).

Long-term Redevelopment: Process of going beyond restoring all aspects of the community to normal functions by creating conditions improved over those that existed before the disaster. Long-term redevelopment is characterized by activities such as implementing hazard mitigation projects during rebuilding, strengthening building codes, changing land use and zoning designations, improving transportation corridors, building more affordable housing, and developing new economic opportunities.

Long-Term Temporary Housing: Tents, mobile homes, suitable rental housing, or other readily fabricated dwellings set up for residents to live in before they are able to return to their own homes or find a new home. Utilization of this type of housing can last up to two weeks or longer.

Low Income: Households whose annual income is between fifty (50) and eighty (80) percent of the median household income for Pasco County as measured by the latest available decennial census. As of 2005, households with annual incomes between Twenty-Six Thousand One Hundred and 00/100 Dollars (\$26,100.00) and Forty-One Thousand Seven Hundred Sixty and 00/100 Dollars (\$41,760.00) are considered low income households, based on the adjusted moderate income of Fifty-Two Thousand Two Hundred and 00/100 Dollars (\$52,200.00) for a family of four (4).

Major Disaster: Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or regardless of cause, any fire, flood, or explosion in any part of the United States that, in the determination of the President, causes damage of sufficient severity and magnitude to warrant major disaster assistance under the Stafford Act to supplement the efforts and available resources of states, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Manmade Emergency: An emergency caused by an action against persons or society, including, but not limited to, enemy attack, sabotage, terrorism, civil unrest, or other action impairing the orderly administration of government.

Metropolitan Planning Organization: A transportation-planning board consisting of elected representatives from County and municipal governments that establishes transportation policies for the entire County.

Minor Disaster: 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.

Mitigation: Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

Moderate Income: Households whose annual income is between 80 and 100 percent of the median household income for Pasco County as measured by the latest available decennial census. As of 2005, households with annual incomes between Forty-One Thousand Seven Hundred Sixty and 00/100 Dollars (\$41,760.00) and Fifty-Two Thousand Two Hundred and 00/100 Dollars (\$52,200.00) are considered moderate income households, based on the adjusted moderate income of Fifty-Two Thousand Two Hundred and 00/100 Dollars (\$52,200.00) for a family of four (4).

Mobile Home: Residential structure that is transportable in one or more sections, which structure is 8 body feet (2.4 meters) or more in width, over 35 feet in length with the hitch,

built on an integral chassis, and designed to be used as a dwelling when connected to the required utilities, and it includes the plumbing, heating, air-conditioning, and electrical systems contained in the structure.

Multimodal Transportation: Pertaining to several modes of transportation including, but not limited to, travel by single-occupant car; car- or van-pools; demand-response paratransit; and fixed-route, fixed-schedule, mass transit.

Mutual Aid Agreement: Written or oral agreement between and among agencies/ organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

National Flood Insurance Program (NFIP): A federal program which authorizes the sale of federally subsidized flood insurance in communities those agree to adopt and implement flood mitigation strategies and regulations.

National Response Framework (NRF): Guides how the nation conducts all-hazards response. The Framework documents the key response principles, roles, and structures that organize national response. It describes how communities, states, the federal government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response. It also describes special circumstances where the federal government exercises a larger role, including incidents where federal interests are involved along with catastrophic incidents where a state would require significant support. It allows first responders, decision-makers, and supporting entities to provide a unified national response.

National Voluntary Organizations Active in Disaster (National VOAD): A consortium of more than 30 recognized national organizations active in disaster relief. Their organizations provide capabilities to incident management and response efforts at all levels. During major incidents, National VOAD typically sends representatives to the National Response Coordination Center to represent the voluntary organizations and assist in response coordination.

Natural Emergency: An emergency caused by a natural event, including, but not limited to, a hurricane, a storm, a flood, severe wave action, a drought, or an earthquake.

Natural Resources: Biological, geological, or physical features which provide a range of benefits for all citizens of Pasco County. These resources shall include, but not be limited to, bays, rivers, streams, lakes, swamps, springs, marshes, minerals, open-water impoundments, groundwater aquifers, forests, and all naturally occurring fauna thereof.

NFIP Flood Zones: Areas designated by the National Flood Insurance Program (NFIP) as being vulnerable to velocity and/or freshwater flooding based on the 100 and 500 year storms.

Nonconforming Uses: A nonconforming use is defined as any existing use of a lot or parcel, at the time of adoption of the plan, which does not conform to the requirements of the Future Land Use Classification depicted on the Future Land Use Map, and as fully set

forth in the provisions of the plan relating to that particular Future Land Use Classification. An existing commercial establishment located on a lot or parcel, which has been assigned a residential land use classification, is an example of a nonconforming land use. The existing zoning classification on these properties may or may not be consistent with the existing use of the lot or parcel.

Non-Governmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency.

Points of Distribution (POD): Locations where food, water, and other supplies will be given directly to residents. Distribution Points may be located in parking lots or open fields in the disaster area, as close to victims as possible.

Policy: A guide to decision making derived from goals and objectives which represents the official position of the Board of County Commissioners.

Pollution: The presence of contaminants in the air, water, or soil, which are known to be harmful or potentially harmful to the health of living beings.

Post-Disaster Recovery: Long-term activity designed to return life to normal or improved levels following a disaster.

Post-Disaster Redevelopment Plan (PDRP): A post-disaster redevelopment plan identifies policies, operational strategies, and roles and responsibilities for implementation that will guide decisions that affect long-term recovery and redevelopment of the community after a 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. Recovery topics addressed in the plan should include business resumption and economic redevelopment, housing repair and reconstruction, infrastructure restoration and mitigation, short-term recovery actions that affect long-term redevelopment, sustainable land use, environmental restoration, and financial considerations as well as other long-term recovery issues identified by the community. *(Florida PDRP Focus Group, 2007)*

Pre-Disaster Mitigation Program (PDM): The Pre-Disaster Mitigation (PDM) program provides funds to states, territories, Indian tribal governments, and communities for hazard mitigation planning and the implementation of mitigation projects prior to a disaster event. Funding these plans and projects reduces overall risks to the population and structures, while also reducing reliance on funding from actual disaster declarations. PDM grants are to be awarded on a competitive basis and without reference to state allocations, quotas, or other formula-based allocation of funds.

Preliminary Damage Assessment (PDA): Begins immediately after disaster impact, determines whether more detailed damage assessments are necessary, and identifies those areas where further efforts should be concentrated.

Preparedness: Actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents, and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.

Property Taxes (Ad Valorem): Property taxes are based on a millage rate (one [1] mill is the equivalent of One and 00/100 Dollar [\$1.00] per One Thousand and 00/100 Dollars [\$1,000.00] of assessed value or 0.1 percent) which is applied to the total taxable value of all real property and other tangible, personal property.

Public Access: The ability of the public to physically reach, enter, or use recreation sites, including beaches and shores.

Public Assistance: Is the reimbursement and emergency assistance provided to state and local governments and private non-profit entities from the federal government.

Public Facilities: Transportation systems or facilities, sewer systems or facilities, solid waste systems or facilities, drainage systems or facilities, potable water systems or facilities, educational systems or facilities, parks and recreation systems or facilities, and public health systems or facilities.

Public Information: Processes, procedures, and systems for communicating timely, accurate, accessible information on an incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Public Services: Services provided by Pasco County which may or may not be associated with capital infrastructure, such as, but not limited to, police, fire, health, education, library, and social services.

Priority Redevelopment Area (PRA): Locations that need to be prioritized for certain post-disaster redevelopment actions. These are areas such that focused efforts on their recovery/reconstruction would help speed up the overall recovery of the County following a catastrophic event. The criteria for identifying these areas could include – low disaster vulnerability, high population density, existing settlement areas, historical value/significance, existing infrastructure, economic/job centers, high future growth potential. Criteria for identifying these will be identified using community workshops and stakeholder discussions.

Public Information Officer (PIO): A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

Radio Amateur Civil Emergency Services (RACES): A volunteer group of amateur radio operators who may be activated by the Office of Emergency Management to provide communications support in times of emergency.

Reconstruction/Long-term Recovery: 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.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Repetitive loss: Flood-related damages sustained by a structure on two (2) separate occasions during a ten (10) year period ending on the date of the event for which the second claim is made, in which the cost of repairing the flood damage, on the average, equaled or exceeded twenty-five (25) percent of the market value of the building at the time of each such flood event.

Response: Immediate actions to save lives, protect property and the environment, and meet basic human needs. Also includes the execution of emergency plans and actions to support short term recovery.

Short-Term Recovery: Encompasses activities such as damage assessments, public information, temporary housing, utility restoration and debris clearance. Short-term recovery does not include the redevelopment of the built environment, economic sector, or normal social networks. Emergency repairs and minor reconstruction however, will occur during this phase as well as decisions that may affect long-term redevelopment.

SLOSH (sea, lake, and overland surges from hurricanes): The storm surge heights resulting from tropical storms and hurricanes.

Special Needs Assistance Population Program (SNAPP): The program through which persons who need special assistance in times of emergency are registered, evacuated, and sheltered.

Special Needs Population – the proportion of the population who during periods of evacuation, either mandatory or voluntary, will require assistance that exceeds the basic level of care provided at the general population shelter but will not require the level of skilled medical care provided at institutional facilities. Special needs include people with disabilities, minority groups, people who do not speak English, children, and the elderly. In practice, the term also includes people who live in poverty or on public assistance; people without private transportation or who rely on public transportation; and people who rely on caregivers for assistance in daily living and would need similar assistance in an emergency and who live independently or with the caregiver(s) in homes, assisted living housing, nursing homes, supervised group homes, hospitals, and other health care facilities. These groups represent a large and complex variety of concerns and challenges.

Stafford Act: The Robert T. Stafford Disaster Relief and Emergency Assistance Act, P.L.

93-288, as amended. This Act describes the programs and processes by which the federal government provides disaster and emergency assistance to state and local governments, tribal nations, eligible private non-profit organizations, and individuals affected by a declared major disaster or emergency. The Stafford Act covers all hazards, including natural disasters and terrorist events.

Staging Area: Any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Procedure (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

Statewide Mutual Aid Agreement (SMAA) for Disaster Response and Recovery: Is the chief agreement between counties and the state for providing mutual aid assistance, which details request and reimbursement procedures.

Storm Surge: An offshore rise of water associated with a low pressure weather system, typically a tropical cyclone. Storm surge is caused primarily by high winds pushing on the ocean's surface. The wind causes the water to pile up higher than the ordinary sea level. Low pressure at the center of a weather system also has a small secondary effect, as can the bathymetry of the body of water. It is this combined effect of low pressure and persistent wind over a shallow water body which is the most common cause of storm surge flooding problems.

Stormwater: Flow of water resulting from a rainfall event.

Stormwater Management System: All natural- and artificial-drainage facilities which convey, store, or control the flow of stormwater runoff from one (1) or more drainage basins.

Substantial Damage:

1. As pertains to Flood Damage Prevention: Damage of any origin sustained by a structure whereby the cost of restoring the structure to its before damaged condition would equal or exceed fifty (50) percent of the market value of the structure before the damage occurred.
2. As pertains to Dock Construction: Damage of any origin sustained by a dock whereby the cost of restoring the dock to its pre-damaged condition would equal or exceed fifty (50) percent of the market value of the dock before the damage occurred.

Substantial Improvement:

1. As pertains to Flood Damage Prevention: Any reconstruction, rehabilitation, addition, or other improvement of a structure, the cost of which equals or exceeds, over a one (1) year period, a cumulative total of fifty (50) percent of the market value of the structure before the "start of construction" of the improvement.

This term includes structures, which have incurred "substantial damage," regardless of the actual repair work performed. For the purposes of this definition, "substantial improvement" is considered to occur when the first alteration of any wall, ceiling, floor, or other structural part of the building commences, whether or not that alteration affects the external dimensions of the building.

The term does not, however, include either:

- a. Any project for improvement of a building required to comply with existing health, sanitary, or safety code violations which have been identified prior to permit issuance by the County Administrator or designee, and which are solely necessary to ensure safe living conditions; or are required by changes in any health or safety code since the time of original construction; or
 - b. Any alteration of a “historic structure” provided that the alteration would not preclude the structure’s continued designation as a “historic structure.”
2. As pertains to Dock Construction: The replacement of more than fifty (50) percent of the structure, or the lateral or lineal extension of any dock.

Substantially Improved Existing Manufactured Home Parks or Subdivisions: Is when the repair, reconstruction, rehabilitation or improvement of the streets, utilities, and pads equals or exceeds fifty (50) percent of the value of the streets, utilities, and pads before the repair, reconstruction, or improvement commenced.

Technical Advisory Committee (TAC): The Technical Advisory Committee is the main working group that identifies post-disaster issues, needs, strategies and actions during the pre-disaster and post-disaster phases. As a part of Pasco County post-disaster redevelopment planning process seven TACs were developed – Land Use, Housing, Environment, Economic Redevelopment, Health and Social Services, Infrastructure and Government Functions.

Temporary Debris Storage and Reduction Site: A park, open area, or landfill space where debris will be stored and reduced if allowed until it can be moved to a landfill, incinerator, or other appropriate disposal location.

Temporary Housing Areas: Where tents or mobile home units may be set up for residents to live in before they are able to return to their own homes or find a new home.

Threat: An indication of possible violence, harm, or danger.

Tornado: A wind funnel which may be formed by severe thunderstorms, most frequently in the spring and summer. A tornado can travel for miles along the ground, lift, and suddenly change direction and strike again.

Transportation Disadvantaged: Those individuals who, because of physical or mental disability, income status, or age, are unable to transport themselves or to purchase transportation and are, therefore, dependent upon others to obtain access to health care, employment, education, shopping, social activities, and other life-sustaining activities.

Transportation Improvement Program: A document which lists city, County, and State roadway improvements expected to be undertaken over a five (5) year period. The Transportation Improvement Program is updated and adopted annually by the Pasco County Metropolitan Planning Organization and the Florida Department of Transportation.

Volunteer: Any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.101.

Wetlands: Areas that are inundated or saturated by surface water or ground water at a frequency and duration sufficient to support, and under normal circumstances do support, a prevalence of vegetation typically adapted for life in saturated s s.

Workforce: The workforce is the employed labor pool, used to describe those working for a single company or industry and generally excluding the employers or managers.

Zoning: In general, the demarcation of an area by ordinance (text and map) into zones and the establishment of regulations to govern the uses within those zones and the location, bulk, height, and coverage of structures within each zone.

A.2 ACRONYMS

AAA	Area Agency on Aging
AAR	After Action Report
ACA	Assistant County Administrator
ACCESS	Automated Community Connection to Economic Self Sufficiency
ACP	Association of Contingency Planners
ADL	Activities of daily living
AHCA	Agency for Health Care Administration
AIA	American Institute of Architects
ALF	Assisted Living Facility
AMTA	Agricultural Marketing Transition Act
APA	American Planning Association
ARC	American Red Cross
ARES	Ham Radio System Amateur Radio Emergency Service
AWD	Available Without Declaration
AWI	Agency for Workforce Innovation
BEARS	Bay Area Amateur Radio Service
BEBR	Bureau of Economics & Business Research
B & I	Business and Industrial Loan Program
BOCC	Board of County Commissioners
CARES	Community Aging and Retirement Services
CDBG	Community Development Block Grants
CEMP	Comprehensive Emergency Management Plan
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CCP	Crisis Counseling Program
CERT	Community Emergency Response Team
CFBHN	Central Florida Behavioral Health Network
CFR	Code of Federal Regulations
CHD	County Health Department
CHHA	Coastal High Hazard Area
CI/KR	Critical Infrastructure & Key Resources
CIP	Capital Improvements Program
CNS	Corporation for National Service
COOP	Continuity of Operations Plan
CONA	Council of Neighborhood Associations
CPD	Community Planning and Development

CRP	Conservation Reserve Program
CRA	Community Redevelopment Agency
CRC	Community Response Coordinator
CRS	Community Rating System
CWPP	Community Wildfire Protection Plan
DAO	Damage Assessment Officer
DAT	Damage Assessment Team
DOA	Department of Agriculture
DOD	Department of Defense
DOE	Department of Education
DOEA	Department of Elder Affairs
DOH	Department of Health
DOI	Department of Interior
DOJ	Department of Justice
DCF	Department of Children & Families
DEP	Department of Environmental Protection
DHS	Department of Homeland Security
DOC	Department of Commerce
DOF	Division of Forestry
DOH	Department of Health
DOL	Department of Labor
DRC	Disaster Recovery Center
DUA	Disaster Unemployment Assistance
EAS	Emergency Alert System
ECC	Emergency Communications Center
EDA	Economic Development Administration
EDD	Economic Development District
EDO	Economic Development Office
EF	Enterprise Florida
EIDL	Economic Injury Disaster Loans
EIS	Emergency Information System
ELAMP	Environmental Lands Acquisition and Management Program
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Service
EOC	Emergency Operations Center
EPA	Environmental protection Agency
ESF	Emergency Support Function
ESS	Emergency Status System
EWP	Emergency Watershed Protection
FAC	Florida Administrative Code
FCIC	Florida Crime Information Center
FDEM	Florida Division of Emergency Management
FDEO	Florida Department of Economic Opportunities
FDOF	Florida Department of Forestry
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Agency
FFFP	Food for Florida Program
FHWA	Federal Highway Administration
FIRM	Flood Insurance Rate Map

FMAP	Flood Mitigation Assistance Program
FNS	Food and Nutrition Service
FSA	Farm Service Agency
FWC	Fish & Wildlife Conservation Commission
GAP	General Assistance Programs
GETS	Government Emergency Telecommunications Service
GIS	Geographic Information System
GSA	General Services Administration
HAM	Home Amateur (Radio)
HAZUS	Hazards United States – Multi-Hazard
HMC	Hazardous Mitigation Committee
HMGP	Hazard Mitigation Grant Program
HHS	Department of Health and Human Services
HOA	Home Owners' Association
HOME	HOME Investment Partnership Program (HOME)
HSGP	Homeland Security Grant Program
HUD	Housing and Urban Development
IA	Individual Assistance
IHP	Individuals and Household Program
IRS	Internal Revenue Service
IT	Information Technology
JIC	Joint Information Center
JTPA	Job Training Partnership Act
LDC	Land Development Code
LIHEAP	Low Income Home Energy Assistance Program
LMS	Local Mitigation Strategy
L RTP	Long Range Transportation Plan
MAT	Mitigation Assessment Team
MMRS	Metropolitan Medical Response System
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
MRC	Medical Reserve Corps
MYTEP	Multi-Year Training and Exercise Plan
NCIC	National Crime Information Center
NEG	National Emergency Grant
NFIP	National Flood Insurance Program
NGO	Non-Governmental Organization
NOAA	National Oceanic Atmospheric Administration
NPR	New Port Richey
NRC	Nuclear Regulatory Commission
NRCS	Natural Resources Conservation Service
NRF	National Response Framework
NSP	Neighborhood Stabilization Program
OEM	Office of Emergency Management
OMB	Office of Management and Budget
PA	Public Assistance
PACA	Pasco Alliance of Community Associations
PCPT	Pasco County Public Transportation

PCSO	Pasco County Sheriff's Office
PD	Presidential Declaration
PDA	Preliminary Damage Assessment
PDRP	Post-Disaster Redevelopment Plan
PEDC	Pasco Economic Development Council
PEN	Pasco Employee Network
PHCC	Pasco Hernando Community College
PHPCOAD	Pinellas Hillsborough Pasco Community Organizations Active in Disaster
PHWB	Pasco Hernando Workforce Board
PIIHN	Pasco Interfaith/Interagency Helping Network
PIO	Public Information Officer
PLACE	Pasco Learning and Activity Center
POD	Point of Distribution
PSA	Public Service Announcement
RACES	Radio Amateur Civil Emergency Services
RC&D	Resource Conservation and Development
RFC	Repetitive Flood Claims
RHIO	Regional Health Information Organization
RHS	Rural Housing Service
RMA	Risk Management Assessment
RMC	Recovery Management Center
RRLP	Rental Recovery Loan Program
RUS	Rural Utilities Service
SA	Supplemental Appropriation
SAP	Special Area Plan
SATCOM	Satellite Communication System
SBA	Small Business Administration
SBDC	Small Business Development Center
SHIP	State Housing Initiatives Partnership
SLOSH	Sea, Land and Overhead Surge from Hurricanes
SMAA	Statewide Mutual Aid Agreement
SNAPP	Special Needs Assistance Population Program
SOP	Standard Operating Procedure
SRPP	Strategic Regional Policy Plan
SSA	Social Security Administration
SWFWMD	Southwest Florida Water Management District
SWMAA	State Wide Mutual Aid Agreement
TAC	Technical Advisory Committee
TBARTA	Tampa Bay Area Regional Transportation Authority
TBBA	Tampa Bay Builders Association
TBEP	Tampa Bay Estuary Program
TBRPC	Tampa Bay Regional Planning Council
TD	Transportation Disadvantaged
TDC	Tourism Development Council
TDP	Transit Development Plan
TDR	Transfer of Development Rights
TECO	Tampa Electric Company
TIP	Transportation Improvement Program
USACOE	U.S. Army Corps of Engineers
USCG	United States Coast Guard

USDA	United States Department of Agriculture
USF	University of South Florida
USFWS	United States Fish and Wildlife Service
USGS	United States Geological Survey
VA	Veterans Affairs
VOAD	Voluntary Organizations Active in Disaster
VOIP	Voice over Internet Protocol
VTC	Video Tele-Conference
WPS	Wireless Priority Service
WIC	Women, Infants, and Children and Nutrition Program
WREC	Withlacoochee River Electric Cooperative, Inc.
WUI	Wildland Urban Interface

A.3 REFERENCES

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B Meetings and Workshops

Pasco County's PDRP was prepared through a collaborative process involving a wide range of stakeholders. Participants involved various public and private agencies, County and municipal employees, non-profit organizations, elected officials, representatives from the media and the general public. The project focused on establishing a two-way communication which involved public education and generation of awareness about the Plan, gaining help, and support for the redevelopment process and understanding local needs, concerns and issues. Several meetings, workshops, and public events were conducted throughout the PDRP planning process. The following section describes some of these outreach efforts.

B.1 BOARD WORKSHOPS

Strong leadership is essential for successful implementation of the Plan. Gaining the support of the local leaders is extremely helpful in reaching out to a wider range of stakeholders and the members of the community. To engage Pasco County's elected officials in the post-disaster planning process, the County's Planning and Growth Management department introduced the PDRP to the Board of County Commissioners. Although the project was formally introduced to the Board on May 10, 2011, this workshop conducted on July 19 was seen as an opportunity to provide a deeper understanding of the project's purpose, benefits, and goals. Following this, a project update was given to the Board of County Commissioners on December 13, 2011. Both workshops were open to the media and the general public.

B.2 TECHNICAL ADVISORY MEETINGS

Key stakeholders were identified and Technical Advisory Committees (TAC) were established by the PDRP team in July 2011. Following this, the first round of PDRP TAC meetings was conducted to introduce the Plan to the committee members.

Each TAC met several times during the planning process from August 2011 to May 2012. The purpose of the initial meetings was to help the committee members understand the framework of the plan, and also to solicit their feedback about post-disaster issues. The individual role of the PDRP TACs and the related tasks to be accomplished by June 2012 were also highlighted. PDRP topics that were discussed include – post-disaster issues and priorities, hazard vulnerability, local plans, policies and programs, institutional capacity, capacity gaps and redevelopment strategies. Issues and tasks related to each committee that might have an impact on the role of other committees were discussed to highlight the synergy between different TACs. Issues raised in each TAC meeting were summarized

and shared with other TACs in subsequent meetings. Post-disaster concerns and priorities identified in the earlier meetings were revisited and refined, and actions/strategies required to deal with them were identified by the TACs. Meeting handouts were distributed at the committee meetings throughout the planning process. These handouts contained information about tentative meeting months, tasks to be accomplished by each meeting, list of issues, vulnerability analysis related to each TAC, tentative actions/strategies, and general project updates.

Following is a list of meetings conducted for Pasco County’s Post-Disaster Redevelopment Plan. Meeting minutes and handouts from each meeting will be catalogued and published on Pasco County Office of Emergency Management’s website.

Table 43: PDRP Meeting List

Meeting Date	Group
June 27, 2011	PDRP Introduction: Pasco County Department Heads Meeting
Sept. 2, 2011	Vulnerability Analysis (Office of Emergency Management and Planning and Growth Management)
Sept. 22, 2011	Land Use and Environment Committee Meeting
Sept. 26, 2011	Housing and Economic Redevelopment Committee Meeting
Sept. 28, 2011	Infrastructure Committee Meeting
Oct. 3, 2011	Health and Social Services Committee Meeting
Oct. 12, 2011	Government Functions Committee Meeting
Oct. 20, 2011	Vulnerability Analysis (Pasco County GIS, Office of Emergency Management and Planning and Growth Management)
Oct. 27, 2011	Vulnerability Analysis (Pasco County GIS and Planning and Growth Management)
Nov. 3, 2011	Flood Vulnerability and Mapping (Pasco County GIS, Stormwater Management and Planning and Growth Management)
Nov. 10, 2011	Vulnerability Analysis and Identification of Hazard Layers
Nov. 22, 2011	Critical Infrastructure and Key Resources ((Pasco County GIS, Office of Emergency Management, Stormwater Management, Utilities and Planning and Growth Management)
Dec.16, 2011	Land Use and Environment Committee Meeting
Dec. 19, 2011	PDRP Outreach Strategy and Post Disaster Tourism Renewal (Office of Emergency Management, Planning and Growth Management, PIO and Tourism Development)

Meeting Date	Group
Jan.11, 2012	Housing and Economic Redevelopment Committee Meeting
Jan. 13, 2012	Health and Social Services Committee Meeting
Jan. 25, 2012	Government Functions Committee Meeting
Feb. 22, 2012	PDRP Outreach Strategy
March 1, 2012	PDRP Financing Strategy (Pasco County OMB, Office of Emergency Management and Planning and Growth Management)
March 7, 2012	Land Use and Environment Committee Meeting
March 9, 2012	Housing and Economic Redevelopment Committee Meeting
March 12, 2012	Infrastructure Committee Meeting
March 19, 2012	Health and Social Services Committee Meeting
March 21, 2012	Government Functions Committee Meeting
March 23, 2012	PDRP HAZUS (GIS, Office of Emergency Management and Planning and Growth Management)
April 9, 2012	Disaster Housing Strategy (Office of Emergency Management, Community Development and Planning and Growth Management)
May 14, 2012	Implementation Strategy: Planning and Growth Management and Office of Emergency Management
June 4, 2012	Combined meeting with all Technical Advisory Committee Meetings

A detailed list of all PDRP TAC members is provided at the end of this appendix. This list is not exhaustive, and will be revised as additional stakeholders are identified. With the help of the PDRP committee members, we continue to identify and invite additional organizations/ stakeholders to join the County’s post-disaster planning efforts.



Figure 16: PDRP Public Outreach Methods

B.3 PUBLIC OUTREACH

A number of strategies were used to increase public outreach for the Plan. Pasco County’s PDRP was introduced to the general public through email blasts, West Market Redevelopment Plan workshops, and other public events such as local health fairs, Pasco County Ecofest, Hurricane Expo, and the Zephyrhills Main Street festival. Information booths were set up and project brochures and handouts distributed at a number of public events. Public outreach for the project also involved speaking engagements at local Homeowner Association and Rotary Club Meetings. In addition, the Plan was introduced to the Tourism Development Council which includes various representatives from the local business community. Outreach events such as the 2011 Hurricane Expo included a mix of outreach methods such as informal one-on-one project presentation, questions, and answers, and distribution of hand-outs, informational brochures, and posters (See Figure 18).



Figure 17: West Market Workshop



Figure 18: PDRP Poster

Another significant opportunity for public outreach was the West Market Redevelopment Workshops. Post-disaster redevelopment is considered as one of the key objectives of the West Market Redevelopment Plan. This special area plan addresses the County’s West Market Area and covers the coastal and inland areas along U.S.19 to Little Road from Hernando to Pinellas County. It focuses on long-term community redevelopment in terms of environment and open space, urban design, economic development, housing and transportation.



Figure 19: PDRP Outreach Hurricane Expo 2011 and 2012

Since both plans are closely related, the Post-Disaster Redevelopment Plan was discussed at each of these West Market community workshops. As a follow-up, individuals interested in the project were encouraged to sign up for email updates and meeting invitations. Some of the comments received from these workshops and online survey included concerns about limited hurricane evacuation routes, proximity to hurricane shelter, post-disaster insurance issues and repeated flooding events.

Following is a list of PDRP outreach events:

May 14, 2011	Hurricane Expo, New Port Richey Recreation Center
Sept. 6, 2011	Water's Edge Clubhouse, NPR, FL
Oct. 4, 2011	'National Night Out' Main Street festival, Zephyrhills
Oct. 10, 2011	Employee Appreciation Day
Oct. 15, 2011	Health Fair, St. Thomas Aquinas Catholic Church, NPR, FL.
March – May 2011	West Market Redevelopment Workshops
Oct. - Nov. 2011	West Market Redevelopment Workshops
Oct. 25, 2011	PDRP Booth, 'Good Neighbor Night', Chrystal Springs, FL
Nov. 18 - 20, 2011	Pasco County Ecofest. - Annual Pasco Tourism Summit
January 18, 2012	Tourism Development Council, Pasco County
February 2012	Staff Development Day Workshop
March 1, 2012	Hudson Rotary Club, Beacon Woods, FL
June 4, 2012	Hurricane Expo, J. Ben Harrill Recreation Complex, NPR
June 9, 2012	Hurricane Expo, Zephyrhills Lions Club, Zephyrhills

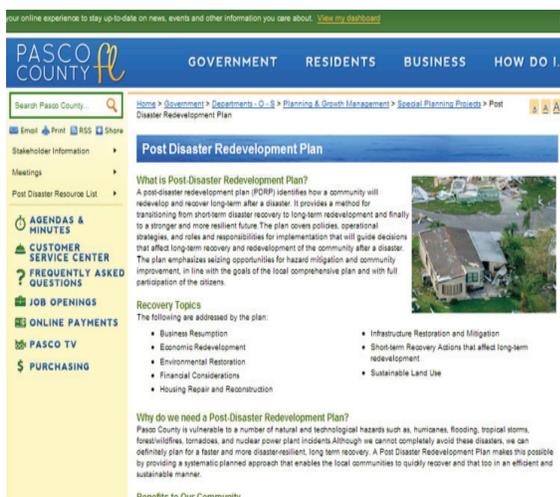
Articles

As a part of the post-disaster planning process, several articles were published to reach out to the general public as well as the County employees. Three articles on Pasco County's PDRP were published in the local newspapers - Tampa Tribune, The Suncoast News (November 23, 2011) and The Pasco Tribune (November 27, 2011). In addition, the Plan was introduced to all County employees through an article published in the October issue of the Pasco Employee News (PEN). The article outlined the overall purpose of the Post-Disaster Redevelopment Plan, its benefits, and scope. The article emphasized the need to plan prior to a disaster, and encouraged employees to actively participate in the redevelopment planning efforts. In addition, to these outreach efforts, the County's Employee Appreciation and Staff Development days were utilized to generate interest and awareness about the Plan. Information kiosks, educational displays, and presentation were some of the outreach methods employed. Additional opportunities for outreach and strategies to increase public participation will be identified as a part of the pre-disaster plan implementation.

Email Blasts and Website

With the help of the Pasco County Cooperative Extension, PDRP information brochures were distributed to property managers, home owners associations, Pasco Alliance of Community Associations (PACA) and Council of Neighborhood Associations (CONA). In addition, email blasts were sent to the over 600 citizens' on the email list announcing the commencement of the post-disaster planning process.

Figure 20: PDRP Website



To increase community access to project information, and meetings and resources the PDRP website was launched in July 2011. This website (<http://pascoplanning.net/>) includes information about the Plan, its purpose, benefits, timeline, recovery challenges it covers, stakeholder committees, and important post-disaster resources. The website also enables the public to sign up for the project and receive meeting announcements and plan status updates. To keep the local community informed about the Plan's progress, upcoming PDRP Technical Advisory Committee Meetings were advertised on the website and meeting notes posted online.

PDRP Technical Advisory Committee Roster:

American Red Cross
Gail Hirst

Area Agency on Aging of Pasco-Pinellas, Inc.
Jason Martino
Program Administrator, Emergency
Coordinating Officer

Bay Care
Bill Preslock
Safety Director

Community Emergency Response Team (CERT)
Steve Coe
President, RACES, CERT West Pasco

City of New Port Richey
Lisa Fierce
Development Director

City of New Port Richey
Alex Onishenko
Fire Chief

City of New Port Richey
Sherman Applegate
Public Works Director

City of Port Richey Development Services
James McGuinness
Building, Planning and Zoning Official

City of Port Richey Fire Department
Timothy Fussell
Fire Chief

City of San Antonio
Barbara Sessa
City Clerk

City of Zephyrhills
Todd Vandenberg
Director of Development

City of Zephyrhills
Rick Moore
Public Works Director

City of Zephyrhills Fire Department
Keith Williams
Fire Chief

Coalition for the Homeless of Pasco County
Eugene Williams
Executive Director

Dade City
Michael Sherman
Community Development Director

District School Board of Pasco County
John Boucher
Director of Safety

ELAMP
Keith Wiley
Program Manager

Florida Department of Children and Families Central Florida Behavioral Health Network (CFBHN)
Rebekah Bickling

Florida Department of Children and Families Jeff Watts Regional Substance Abuse and Mental Health Program Director - Suncoast Region	Florida Department of Children and Families Substance Abuse & Mental Health Program Office Robin Ragan
Florida Division of Forestry Dave Fogler Pasco Area Supervisor	Homewood Suites Karen King Director of Sales
Hernando-Pasco Hospice Jim Johnson Director of Development	Insurance Information Institute Lynne McChristian Florida Representative
Main Street Zephyrhills, Inc. Gina Granger Executive Director	Metropolitan Planning Organization James Edwards Manager
Pasco Alliance of Community Associations Fred Krauer Director Government Affairs	Pasco County Building Construction Services Tim J. Moore Acting Development Director
Pasco County Clerk of the Circuit Court Paula S. O'Neil Clerk and Comptroller	Pasco County Code Compliance Patrick J. Philips Director
Pasco County Community Development George Romagnoli Community Development Manager	Pasco County Community Development Michelle L. Miller Community Development Specialist
Pasco County Community Services Adelaide Reyes Community Services Director	Pasco County Community Services Gabriel D. Papadopoulos Elderly Nutrition Program Manager
Pasco County Cooperative Extension Chris Dewey Florida Friendly Landscaping Program Coordinator Builder/Developer/HOA	Pasco County Customer Services Heather Grimes Customer Service/Performance Development Administrator

Pasco County Emergency Services and Fire Rescue

Anthony Lopinto
Fire Chief

Pasco County Emergency Services and Fire Rescue

Scott Cassin
Personnel/Special Projects Chief

Pasco County Engineering Services

Deborah Bolduc
Program Administrator

Pasco County Engineering Services

James C. Widman
Director/County Engineer

Pasco County Facilities Management

Frank James
Facilities Management Director

Pasco County Facilities Management

Terry Falke
Facilities Maintenance Manager

Pasco County Geographic Information Services (GIS) Department

Jeremy Edwards
GIS Supervisor

Pasco County Health Department

Andrea Mason
Emergency Planner

Pasco County Health Department

George Merceron
CRI Coordinator, Public Health Preparedness

Pasco County Historical Preservation Society, Inc.

Jeff Cannon
Principal, Author/Local Historian

Pasco County Housing Authority (PCHA)

Dianne W. Morris

Pasco County Human Services

Hilary Bruno
Social Worker

Pasco County Information Technology

Todd J. Bayley
Technical Architect - Network

Pasco County Libraries

Nancy Fredericks
Chair

Pasco County Office of Emergency Management

Annette M. Doying
Director of Emergency Management

Pasco County Office of Emergency Management

Gregory Lindgren
Emergency Management Coordinator I

Pasco County Office of Emergency Management

Matthew Loebis
Emergency Management Coordinator I

Pasco County Office of Emergency Management

Michael S. Bishop
LMS Coordinator, Emergency Management Coordinator I

Pasco County Office of Emergency Management
JJ Johnston
Emergency Operations Coordinator

Pasco County Office of Management and Budget
Michael Nurrenbrock
OMB Director

Pasco County Planning and Growth Management
Richard E. Gehring
Growth Management Administrator

Pasco County Planning and Growth Management
Carol B. Clarke
Executive Planner

Pasco County Planning and Growth Management
Melanie Kendrick
Senior Planner, Economic Development/Redevelopment

Pasco County Planning and Growth Management
Quanlin Hu
Planner II

Pasco County Planning and Growth Management, PDRP Coordinator
Smita Ambadi
Planner II

Pasco County Public Transportation
Thelma Williams
Transportation Administrative Manager

Pasco County Real Estate
David J. Edwards
Manager

Pasco County Road and Bridge, Stormwater Management
Michael Garrett
Public Works Director

Pasco County Schools
Chris Williams
Planning Director

Pasco County Schools
Richard Tonello
Supervisor of Planning

Pasco County Schools
John Petrashek
Construction Services & Code Compliance Director

Pasco County Sheriff's Office
Lieutenant Troy Ferguson

Pasco County Stormwater Management
Cindy Jolly
Project Manager

Pasco County Tourism Development
Eric Keaton
Public Communications Manager, PIO

Pasco County Traffic Operations
Robert W. Reck
Traffic Operations Manager

Pasco County Utilities
Bruce E. Kennedy
Assistant County Administrator

Pasco County Utilities

Jim Hircock
Environmental Compliance Specialist

Pasco County Zoning and Site Development

Denise Hernandez
Planner I

Pasco Economic Development Council (PEDC)

John Hagen
President

Pasco Economic Development Council (PEDC)

John Walsh
Vice President

Pasco Economic Development Council

Krista Hakes
Economic Development Manager

Pasco Hernando Community College (PHCC)

Dr. Randy Stovall
Provost, Risk Management and Loss Prevention Committee Chair

Pasco Hernando Workforce Board (PHWB)

Dave Hamilton
Operations Manager

Pasco Interfaith/Interagency Helping Network (PIHN)

Jan Martine
Chair

Pinellas Hillsborough Pasco Community Organizations Active in Disaster

Bonnie McNatt Bush
Crisis Center of Tampa Bay
Call Center Manager

Regional Medical Center

Glen Baker
Director of Environmental Services , EOC
Coordinator

Resident, Pasco County

Richard Bonnett

Roe Insurance, Inc.

Gregory G. Roe
Owner

Southwest Florida Water Management District

Jason Mickel
Water Resource Planner for Pasco County

St. Leo University

Frank Mezzanini
Vice President

State Attorney's Office

Don Nelson

State Attorney's Office

Vance Arnett

Tampa Bay Regional Planning Commission
Avera Wynne
Planning Director

Tampa Bay Regional Planning Commission
Betti Johnson
Principal Planner Emergency Management
(Hurricane Preparedness)

Tampa Bay Water
Christine Owen
Water Quality Assurance Officer

TECO
Susan Mueller
Director of Emergency Management

United Way of Pasco County
Judith D. Tilton
Director of Community Services

West Pasco Board of Realtors
Frederic Samson
Owner, Namaste Realty, Inc.

West Pasco Chamber of Commerce
Joe Alpine
President

Withlacoochee River Electric Cooperative, Inc.
Joe Marina
District Manager

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Study Region : Pasco County

Scenario : Probabilistic

Regional Statistics

Area (Square Miles)	766
Number of Census Tracts	65
Number of People in the Region	344,765
General Building Stock	

<i>Occupancy</i>	<i>Building Count</i>	<i>Dollar Exposure (\$ K)</i>
Residential	170,815	17,931,653
Commercial	8,249	3,546,642
Other	4,323	1,528,006
Total	183,387	23,006,301

Scenario Results

Number of Residential Buildings Damaged

<i>Return Period</i>	<i>Minor</i>	<i>Moderate</i>	<i>Severe</i>	<i>Destruction</i>	<i>Total</i>
10	180	6	0	0	187
20	1,916	125	2	0	2,043
50	14,392	1,735	42	32	16,201
100	31,919	7,269	531	320	40,039
200	45,704	15,633	2,116	1,397	64,850
500	57,364	34,402	8,721	6,577	107,065
1000	55,113	47,536	17,165	11,857	131,671

Number of Buildings Damaged

<i>Return Period</i>	<i>Minor</i>	<i>Moderate</i>	<i>Severe</i>	<i>Destruction</i>	<i>Total</i>
10	244	7	0	0	252
20	2,150	148	3	0	2,301
50	15,602	2,072	74	33	17,782
100	34,239	8,492	761	329	43,822
200	48,695	17,914	2,872	1,426	70,907
500	60,440	38,052	10,943	6,669	116,103
1000	57,682	51,739	20,870	12,031	142,321

Shelter Requirements

<i>Return Period</i>	<i>Displaced Households (#Households)</i>	<i>Short Term Shelter (#People)</i>
10	0	0
20	0	0
50	23	3
100	205	44
200	926	189
500	6,513	1,513
1000	17,104	4,262

Economic Loss (x 1000)

<i>ReturnPeriod</i>	<i>Property Damage (Capital Stock) Losses</i>		<i>Business Interruption (Income) Losses</i>
	<i>Residential</i>	<i>Total</i>	
10	14,729	15,321	122
20	64,874	67,608	5,897
50	225,919	250,552	31,247
100	518,287	620,518	102,719
200	1,106,242	1,392,925	254,984
500	2,827,217	3,599,229	732,109
1000	4,807,900	6,161,099	1,271,481
Annualized	30,199	36,651	6,144

Disclaimer:

Totals only reflect data for those census tracts/blocks included in the user's study region.

The estimates of social and economic impacts contained in this report were produced using HAZUS loss estimation methodology software which is based on current scientific and engineering knowledge. There are uncertainties inherent in any loss estimation technique. Therefore, there may be significant differences between the modeled results contained in this report and the actual social and economic losses following a specific Hurricane. These results can be improved by using enhanced inventory data.

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D Regulations

1. Pasco County Comprehensive Emergency Management Plan (CEMP)
2. Local Mitigation Strategy (LMS)
3. Pasco County Comprehensive Plan
4. Land Development Code
5. Flood Damage Prevention Ordinance
6. Demolition Ordinance
7. Community Wildfire Protection Plan
8. Future of the Region: A Strategic Regional Policy Plan (SRPP)

D.1 COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

EMERGENCY SUPPORT FUNCTION # 6 – MASS CARE, HUMAN SERVICES, AND ANIMAL ISSUES

Housing

Community Development will:

- Call all apartment complexes and hotels of ten units or more to check for vacancies, rates, and inquire about whether they accept animals and if they will do short-term rentals.
- Compile a list of landlords with available single family homes from Housing Authority.
- Identify County owned land that could be used for short term temporary housing in coordination with Growth Management and Environmental Lands Acquisition and Management Program (ELAMP).
- Utilize all available funding and available resources to develop strategies to address potential emergency housing needs.

EMERGENCY SUPPORT FUNCTION # 14 – LONG TERM COMMUNITY RECOVERY

PURPOSE

The ESF 14 Annex provides guidance in the implementation of critical actions necessary for Pasco County and its six municipalities to recover from a disaster. Recovery activities must be coordinated in order to restore essential public, social and economic services following a disaster.

Scope

ESF 14 is organized to initiate human needs assessments, economic impact assessments,

and assessment of the built and natural environment. ESF 14 also activates initial long term recovery activities. The ESF 14 Annex describes roles and responsibilities of agencies involved in the activation of the initial activities.

Community Assessment

Damage assessment data related to private homes, businesses, and public buildings is used as a basis for applying for state and federal disaster assistance. This compels local governments to conduct damage assessments of private and public structures. The county is the smallest governmental entity authorized to request disaster assistance. Municipal governments and the American Red Cross (ARC) report damages to county officials for inclusion in official Damage Assessment Reports.

- The Development Director will coordinate with local, state, and federal partners to accomplish damage assessments.
- The Pasco County Facilities Management Department will conduct damage assessments of all County facilities.
- Municipal counterparts (New Port Richey, Port Richey, San Antonio, St. Leo, Dade City, and Zephyrhills) are responsible for damage assessment within their jurisdiction. The Policy Group may authorize mutual aid assistance if municipal counterparts do not have the ability to conduct damage assessments.
- ARC will conduct human needs assessments in order for ARC state and national headquarters to determine the appropriate allocation of ARC resources to meet human service needs. This information is also shared with other ESF 14 agencies and ESF 5.

Disaster Housing

The Community Development Department will coordinate emergency temporary housing. The Housing Coordinator will coordinate with the other agencies with normal housing responsibilities including the Pasco County Housing Authority. Our first effort will be to encourage as many displaced individuals as possible to seek shelter with friends and relatives. That effort will be followed by establishing temporary housing on owner occupied land, using hotels/rental units, establishing temporary housing on government owned land, commercial land or private land, with the least desirable option establishing out-of-county temporary housing. Any temporary housing established should be as close as possible to the impacted community and kept small in size. Community Development will coordinate with Volunteers and Donations to assist individuals with housing repairs that will allow people to move back into their homes. The County will work with the American Red Cross and the School District to identify temporary shelters to accommodate newly homeless residents. The timeline may range from a few weeks up to 30 days post disaster in order to allow residents to identify their own solutions for housing needs. The American Red Cross maintains a list of facilities/churches and the subsequent relationship with those facilities that have been identified for host sheltering.

The County has identified geographical areas for potential emergency housing sites and mobile home sites. Three potential areas are in the western part of the County, three in the center, and three in the eastern part of the County. If it is deemed necessary, the Community Development Department working in conjunction with the Planning & Growth Management Department, GIS, FEMA, and partner agencies will implement searches for additional sites and resources.

Business Continuity

PEDC and Chambers of Commerce will assist businesses with damage assessment in order to assess the economic impact of the disaster and support businesses with re-entry into impacted areas and recovery efforts. PEDC will assist businesses in identifying sources of and applying for disaster assistance (Small Business Administration [SBA], etc.). PEDC will provide liaison between governmental recovery efforts and private business recovery efforts.

D.2 LOCAL MITIGATION STRATEGY

Goal 01 Protect the Health, Safety and Welfare of the Public

Objective 01.2 Ensure new development and redevelopment complies with all applicable federal, state and local regulations

Hurricane Mitigation Ordinance (Goal # 1)

Since 2003, the demand for coastal residential development has increased significantly, causing a potential shortage of shelter space for the population at risk. In 2004 the Pasco County Board of County Commissioner approved a hurricane mitigation ordinance assessing all residential development in the Category 1-3 evacuation zones and all mobile/manufactured home developments throughout the County for the cost of providing increased shelter space. The ordinance also requires a payment of improved traffic signalization on evacuation routes. To date, the County has collected \$ 375,789 for shelter mitigation and has allocated the monies collected as well as any additional funds collected in FY 09 for the regional hurricane shelter construction. The traffic management enhancement fees collected to date amount to \$4,495, and are being held in reserves.

Goal 03 Encourage Economic Diversification and Development

Objective 03.1 Assist and encourage new economic development and post-disaster redevelopment

Goal 05 Reduce the Cost of Disaster Response and Recovery

Objective 05.2 Advocate property acquisition or retro-fitting for repetitive loss properties

Goal 06 Encourage the Protection of Natural Resources

Objective 06.1 Partner with the State and other agencies in the acquisition of lands and/or development rights for environmental protection.

Environmental Lands Acquisition and Management Program

The purpose of the program is to acquire lands and conservation easements in order to: protect natural communities, including uplands and wetlands, connect natural linkages, conserve viable populations of native plants and animals, protect habitat for listed species, protect water resources and wetland systems, protect unique natural resources, enhance resource-based recreational opportunities, and expand environmental education opportunities with Pasco County.

Goal 07 Minimize the Effects of Disasters on Historical and Cultural Resources

Historical Preservation

The list of Hazard Mitigation Projects/Programs (Appendix E) identifies projects/programs that can be funded through the Hazard Mitigation Grant Program (to be replaced by Pre-Disaster Mitigation), as well as those that can utilize alternative funding sources. The list developed includes the overall score of the projects/programs based upon the Project/Program Prioritization Worksheet, project location, project/program category, applicable jurisdiction, overview of funding sources, project/program description, estimated costs, estimated benefits (if calculated), and an implementation date for those projects included in FY Capital Improvement Programs. Many of the projects/programs on the list include Elevation and Acquisition Projects and Stormwater Improvement Projects. Since the highest level of vulnerability for the County is associated with flooding events, the list accurately reflects the concerns of the community. In addition to the Elevation and Acquisition Projects and Stormwater Improvement Projects, Feasibility Studies, Weather Information Projects, Retrofitting of Critical Facilities, Management Plan Development and Modification projects/programs are included in the Hazard Mitigation Projects/Programs List.

Goal 09 Reduce Property Damage Caused By Flooding

Objective 09.1 Identify and correct local flooding conditions.

D.3 COMPREHENSIVE PLAN

- **Future Land Use Element**
- **Conservation Element**
- **Coastal Element**
- **Public School Facilities Element**
- **Housing Element**
- **Capital Improvements Element**

Future Land Use Element

Objective FLU 1.2: Natural, Historic, Archaeological, and Cultural Resources

Policy FLU 1.2.1: Comprehensive Strategy for Conservation

Pasco County shall implement a regional strategy for the protection of environmentally sensitive lands that includes the following techniques:

- a. Regulations that protect listed species, critical linkages, and wetlands
- b. Acquisition through the County's Environmental Lands Acquisition and Management Program and resource-based recreational opportunities and education programs in association therewith
- c. Coordination of mitigation opportunities with the appropriate State and Federal agencies
- d. Development incentives for clustering and for preserving critical linkages and wetlands based on size, type/category, and quality and
- e. Conservation land use designations.

Policy FLU 1.2.5: Floodplain Protection

Pasco County shall continue to require the identification of the 100-year floodplain on any proposed development site prior to the issuance of a development order. Development shall be limited within the 100-year floodplain in order to minimize property damage from a 100-year storm event.

Policy FLU 1.2.6: Review of Rezoning Requests within Areas of Frequent Flooding

The County shall continue to recognize the 2003 Flood Prone Areas Map and any future updates to that map as a mechanism to evaluate the future development potential of a site during the rezoning process. Potential solutions to reduce flooding in flood-prone areas as identified on the Flood Prone Areas Map may include limitations to density and intensity within these sensitive areas.

Policy FLU 1.2.7: Protection of Post-development Wetland/Floodplain Areas

Pasco County shall require post-development 100-year-flood prone areas and wetland areas to be platted as conservation tract(s) as a limitation to any future encroachment or development of these areas. Post-development, wetland-protection areas shall be exclusive of any individual lots. Concurrent with platting, all wetlands shall be deeded to the mandatory homeowners' association/community development district/merchant's association as required within the County's Land Development Code. The homeowners' association/merchant's association documents shall provide that the homeowners' association be responsible for the payment of taxes, if any, on the Wetland Conservation Areas.

Objective FLU 1.3: Protection of Coastal High Hazard Area

To control land use densities and intensities in Coastal High Hazard Area where property damage and potential loss of life due to natural disasters may occur; e.g. hurricanes and floods.

Policy Flu 1.3.1: Coastal High Hazard Area: Development Limitations

Policy Flu 1.3.2: Coastal High Hazard Area: Infrastructure Limitations

Conservation Element

Objective CON 1.1: Natural Resources Protection

Protect natural communities, including uplands and wetlands; connect natural linkages, conserve viable populations of native plants and animals; protect habitat for listed species; protect water resources and wetland systems; protect unique natural resources; enhance resource-based recreational opportunities, and expand environmental education opportunities.

Policy CON 1.1.1: Comprehensive Strategy for Conservation

Pasco County shall implement a regional strategy for the protection of environmentally sensitive lands that includes the following techniques:

- a. Regulations that protect listed species, critical linkages, and wetlands.
- b. Acquisition through the County's Environmental Lands Acquisition and Management Program and resource-based recreational opportunities and education programs in association therewith.
- c. Coordination of mitigation opportunities with the appropriate State and Federal agencies.
- d. Development Incentives for clustering and for preserving critical linkages and wetlands based on size, type/category, and quality.
- e. Conservation land use designations.

Policy CON 1.4.1: Purchase of Environmentally Sensitive Lands

Pasco County shall continue to purchase environmentally sensitive lands through the Environmental Lands Acquisition and Management Program, which is designed to:

- a. Protect natural communities including uplands and wetlands, connect natural linkages, conserve viable populations of native plants and animals, protect habitat for listed species, protect water resources and wetland systems, protect unique natural resources, enhance resource-based recreational opportunities, and expand environmental education opportunities.
- b. Provide opportunities for both existing residents and future generations to enjoy these lands for resource-based recreation and educational uses.
- c. Maximize the effectiveness of local tax dollars by using them to match funds available from Federal, State, municipal, private, nonprofit, and water management district land acquisition funding sources.
- d. Recognize that sensitive conservation goals can be achieved by alternatives to traditional fee simple acquisition. The acquisition of conservation easements is encouraged by the Environmental Lands Acquisition and Management Program and can result in maximizing environmentally sensitive lands acquisition and rewarding good private stewardship of the lands, while keeping property on the tax rolls.

Objective Con 1.5: Ecological Planning Units

To identify, protect, and conserve the natural resources with particular ecological significance within areas identified as Ecological Planning Units in the 2002 Habitat Study, Assessment of Measures to Protect Wildlife Habitat in Pasco County, and depicted in Map 3-3: Ecological Planning Units.

Policy CON 1.5.1: Coordination with Acquisition/Land Management

Pasco County shall evaluate opportunities to purchase lands or conservation easements within ecological planning units under the County's Environmental Lands Acquisition and Management Program.

Policy CON 1.5.2: Development Incentives

Pasco County shall provide development incentives for clustering and shall provide density/intensity credits for preserving wetlands based on size, type, and quality within ecological planning units.

Policy Con 1.5.3: Protection of Wetlands

Pasco County shall protect wetlands within ecological planning units in accordance with Conservation Objective CON 1.3.

Policy CON 1.5.4: Mitigation Opportunities

Pasco County shall coordinate with other resource agencies to prioritize mitigation for impacts to Category II and III wetlands within ecological planning units in areas that are adjacent to conservation lands.

Coastal Element**Policy COA 2.1.6: Building Code Requirements**

Pasco County shall require adherence to the location and building construction standards specified in the Florida Building Code for proposed development within the Coastal High-Hazard Area.

Objective COA 2.2: Development Limitations in the Coastal High-Hazard Area

Limit density within the Coastal High-Hazard Area through limitations on density for property in the Future Land Use Element, restrictions on extensions of public infrastructure, and implementation of flood damage prevention regulations.

Policy COA 2.2.1: Coastal High-Hazard Area

Pasco County shall continue to rely upon the Coastal High-Hazard Area as designated in the Future Land Use Map Series (Map 2-2, Coastal High-Hazard Areas and Evacuation Routes) as the mechanism to limit residential densities through currently adopted Future Land Use classifications and limiting future rezoning actions to the lowest allowable urban residential densities within the adopted Future Land Use classification for single-family detached residential uses or to an MPUD Master Planned Unit Development for multifamily residential uses as permitted within the adopted Future Land Use classification based upon the standards and guidelines of Policy FLU 1.3.3.

Policy COA 2.2.2: Coastal High-Hazard Area: Infrastructure Limitations

Pasco County shall not provide nor allow, either directly or indirectly, infrastructure to be provided to serve the private development of offshore islands, coastal swamps, marshlands, and beaches. Pasco County shall prohibit County investments for public infrastructure within the Coastal High-Hazard Area, except for public recreation, natural and historic resource restoration or enhancement, other facilities deemed necessary to serve existing development, or due to overriding public interest as determined by the Board of County Commissioners.

Policy COA 2.2.3: Coastal High-Hazard Area: Development Limitations

Pasco County shall:

- a. Require those land development applications for development within the Coastal High-Hazard Area, except for a single dwelling unit, be planned in a specific manner that is compatible with site characteristics through use of the MPUD Master Planned Unit Development requirements of the Pasco County Land Development Code, with specific site and building design provisions that shall mitigate the affects and impacts

of evacuation issues for the project site. In addition, the development shall also be required to comply with the County's Hurricane Shelter Mitigation Ordinance.

- b. Prohibit the siting of new, or the expansion of, existing mobile home parks and mobile home subdivisions and recreational vehicle parks and recreational vehicle subdivisions within the Coastal High-Hazard Area.
- c. Prohibit the siting and expansions of acute care medical facilities or any other facilities which house non-ambulatory persons within the Coastal High-Hazard Area, except for expansions and renovations of existing hospitals.
- d. Within the Coastal Lands Land Use Classification, development shall be required to preserve open space according to the following schedule:
 1. Tracts of fifty-one (51) acres or more must retain eighty (80) percent open space.
 2. Tracts greater than twenty (20) acres, but less than fifty-one (51) Acres must retain fifty (50) percent open space.
 3. Tracts of twenty (20) acres or less are not required to retain open space.

Objective COA 3.2: Hazard Mitigation

Reduce the risks to human life and public and private property from natural disasters through implementation of hazard mitigation measures and post-disaster redevelopment planning within the Hurricane Vulnerability Zone as described in the Pasco County Comprehensive Emergency Management Plan.

Policy COA 3.2.2: Natural Disasters: Damaged Infrastructure and Structures

Pasco County shall require removal, relocation, or structural modification of damaged structures and infrastructure which have incurred damage from a natural disaster event as determined by Pasco County, but consistent with Federal funding provisions.

Policy COA 3.2.4: Post-Disaster Management Plan

Pasco County shall continue to implement a post-disaster management plan, which includes temporary measures to reduce impacts upon hazard-prone areas.

Policy COA 3.2.7: Minimize Disturbance of Natural Resources

Pasco County shall continue to minimize the disturbance of natural resources, which provide shoreline stabilization and protect landward areas from natural hazards through the Flood Damage Prevention Ordinance and the development review process.

Policy COA 3.2.8: Infrastructure within Coastal High-Hazard Area

Pasco County shall consider relocation, mitigation, or replacement as deemed appropriate by local government of infrastructures presently within the Coastal High-Hazard Area when State funding is anticipated to be needed.

Housing Element

Policy HSG 3.1.1: Minimum Housing Code

Pasco County shall evaluate and update the County's minimum housing code every five (5) years to ensure that housing-construction standards minimize damage caused by high wind, flooding, or sinkholes.

Policy HSG 3.1.2: Relocation Housing

Pasco County shall provide temporary or permanent relocation housing for households displaced by natural disasters and acts of local government depending upon the nature of the displacement in accordance with Federal and State law.

Policy HSG 5.1.5: Coastal High Hazard Area

Pasco County shall encourage the establishment of facilities for very-low, low-, and moderate-income households; the elderly; and handicapped outside the Coastal High Hazard Area.

Capital Improvements Element

Policy CIE 1.4.3: Efficient Provision of Capital Improvements

Pasco County shall encourage efficient provision of capital improvements by limiting public investments that subsidize development in Coastal High Hazard Areas to those necessary or those designed to minimize loss of public investment (also see the Coastal Management Element).

Public School Facilities Element

Policy PSF 4.3.3: Emergency Preparedness

The County shall coordinate with local governments and the District School Board of Pasco County on emergency preparedness issues, which may include consideration of:

- a. Design and/or retrofit of public schools as emergency shelters;
- a. Enhancing public awareness of evacuation zones, shelter locations, and evacuation routes; or
- b. Designation of sites other than public schools as long-term shelters, to allow schools to resume normal operations following emergency events.

D.4 LAND DEVELOPMENT CODE

Chapter 1100. Special Development Standards

Section 1104. Flood Damage Prevention

1104.1. Intent and Purpose

The special flood hazard areas of the County are subject to periodic inundation, which may result in loss of life and property, health and safety hazards, disruption of commerce and governmental services, extraordinary public expenditures for flood protection and relief, and impairment of the tax base, all of which adversely affect the public health, safety, and general welfare.

Flood losses are caused by the cumulative effect of obstructions in floodplains, occupancy in flood hazard areas by uses vulnerable to floods or hazardous to other lands which are inadequately elevated, flood proofed, or otherwise unprotected from flood damages. These contribute to an increase in flood heights and velocities.

The County joined the National Flood Insurance Program (NFIP) on November 18, 1981. Continued implementation and enforcement of the requirements of the NFIP through this section will enable the County and its property owners to continue to participate in the NFIP. It is the intent and purpose of this section to promote the public health, safety, and general welfare and to minimize public and private losses due to flood conditions by:

- A. Restriction of uses which are dangerous to health, safety, and property and minimize public and private losses due to flood conditions;
- B. Requiring uses vulnerable to floods, including facilities which serve such uses, be protected against flood damage at the time of initial construction;
- C. Controlling the alteration of natural floodplains, stream channels, and natural protective barriers which are involved in the accommodation of flood waters;
- D. Controlling land filling, grade changes, dredging, and other development where such activities will cause or increase erosion or flood damage or inhibit floodwaters;
- E. Regulating the construction of flood barriers which will unnaturally divert floodwaters or which may increase flood hazards to other lands, and

The objectives of this section are to:

- A. Protect human life and health;
- B. Minimize expenditure of public money for costly flood-control projects;
- C. Minimize the need for rescue and relief efforts associated with flooding; generally undertaken at the expense of the general public;
- D. Minimize prolonged business interruptions;
- E. Minimize damage to public facilities and utilities, such as water and gas mains; electric, telephone, and sewer lines; and street and bridges located in floodplains;
- F. Help maintain a stable tax base by providing for the sound use and development of flood-prone areas in such a manner as to minimize flood blight areas;
- G. Ensure that potential homebuyers are notified that property is in a flood area.

D.5 FLOOD DAMAGE PREVENTION ORDINANCE

701. Flood Damage Prevention

701.3 Statement of Purpose

It is the purpose of this section to promote the public health, safety, and general welfare and to minimize public and private losses due to flood conditions in specific areas by provisions designed to:

- A. Restrict or prohibit uses which are dangerous to health, safety, and property due to water or erosion hazards, which result in damaging increases in erosion or in flood heights or velocities;
- B. Require that uses vulnerable to floods, including facilities which serve such uses, be protected against flood damage at the time of initial construction;
- C. Control the alteration of natural floodplains, stream channels, and natural protective barriers which are involved in the accommodation of flood waters;

D. Control filling, grading, dredging and other development which may increase erosion or flood damage; and,

E. Prevent or regulate the construction of flood barriers which will unnaturally divert floodwaters or which may increase flood hazards to other lands.

701.4 Objectives

The objectives of this section are:

- a. To protect human life and health;
- b. To minimize expenditure of public money for costly flood-control projects;
- c. To minimize the need for rescue and relief efforts associated with flooding and generally undertaken at the expense of the general public;
- d. To minimize prolonged business interruptions;
- e. To minimize damage to public facilities and utilities, such as water and gas mains, electric, telephone and sewer lines, street and bridges located in floodplains;
- f. To help maintain a stable tax base by providing for the sound use and development of flood-prone areas in such a manner as to minimize flood blight areas; and,
- g. To ensure that potential homebuyers are notified that property is in a flood area.

701.5 Methods of Reducing Flood Losses

In order to accomplish its purposes, this section includes methods and provisions for:

- A. Restricting or prohibiting uses which are dangerous to health, safety, and property due to water or erosion hazards, or which result in damaging increases in erosion or in flood heights or velocities;
- B. Requiring that uses vulnerable to floods, including facilities which serve such uses, be protected against flood damage at the time of initial construction;
- C. Controlling the alteration of natural floodplains, stream channels, and natural protective barriers, which help accommodate or channel flood waters;
- D. Controlling filling, grading, dredging, and other development which may increase flood damage; and,
- E. Preventing or regulating the construction of flood barriers that will unnaturally divert floodwaters or may increase flood hazards in other areas.

D.6 DEMOLITION ORDINANCE

Sec. 79-2. - Criteria for demolition.

In determining whether a slum or blighted structure should be demolished, the building official or a licensed building inspector working under the supervision of the building official must find the existence of one or more of the following criteria:

1. The structure or a portion thereof has been extensively damaged by fire, flood, wind, or other natural phenomena such that the building or structure is substantially destroyed or poses an immediate and manifest danger to the life, health, or safety of the general public or occupant.
2. The structure is so unsanitary or so utterly fails to provide the amenities essential to decent living that it is manifestly unfit for human habitation, or is likely to cause sickness or disease, so as to work injury to the life, health or safety of the general public or occupant. "Amenities essential to decent living" include, but are not limited to, the availability of potable water, at least one working toilet, and protection from exposure to the elements.
3. The structure, or a portion thereof, as a result of decay, deterioration, or dilapidation is likely to fully or partially collapse.
4. The condition of the structure or a portion thereof, poses an immediate threat to life or property by fire or other causes.
5. The site to be cleared by demolition consists of the remains, debris, wall, chimney, or floors of or left from a building or structure that has partially or completely collapsed, fallen, or been torn down.
6. There is a serious and substantial falling away, hanging loose, or loosening of the siding, block, brick, or other building material creating a hazard for occupants or the public.
7. The structural parts have become so dilapidated, decayed, or deteriorated, or there is an unusual sagging or leaning out of plumb of the building or any part thereof caused by deterioration or over-stressing of the structure or structural parts, that the structure is manifestly unsafe.
(Ord. No. 04-41, § 3, 9-8-04)

Sec. 79-10. - Vacant slum or blighted structures.

- (a). Slum or blighted structures that do not meet the criteria for demolition but which are unoccupied, vacant, unguarded, and open at the doors or windows, or which otherwise provide access to the interior may be temporarily secured at the direction of the County Administrator or his designee after notice to the owner and interested parties of the condition and a reasonable time of not less than ten days is given for the owner or interested parties to secure the structure.
- (b). Materials or methods for securing the building or structure shall be as follows:
 - (1). Windows and doors shall be repaired or replaced, closed, and locked to prevent unauthorized entry. Other openings shall be sealed with solid sheathing, consisting of one-inch boards or minimum one-half-inch exterior grade plywood or equivalent, securely nailed in place with 8d nails and painted a similar color as the main structure; or
 - (2). Windows, doors, and other openings shall be secured with solid sheathing, consisting of one-inch boards or minimum one-half-inch exterior grade

plywood or equivalent, securely nailed in place with 8d nails and painted a similar color as the main structure. Where there is no frame or where the frame is loose or defective, a sub-frame or two by four-inch lumber shall be provided to secure the sheathing.

- (3). The County Administrator or his designee may approve alternatives or additions to the above methods, providing the alternatives or additions are at least equivalent to the above in strength.
- (c). If it is necessary for the County to secure a vacant slum or blighted structure in accordance with this chapter, the County may perform the work itself or may contract with an individual, firm, or other legal entity for such services. An invoice shall be submitted to the owner(s) for payment of the costs incurred by the County or its contractor. The owner(s) shall be required to pay all costs incurred, including any administrative costs, within 30 days of the date of the invoice. If payment is not made by the owner(s) within 30 days of the date of the invoice, the County shall impose a lien upon the property for the costs of securing the structure, administrative costs, and recording fees. The lien shall be of the same priority as liens for ad valorem taxes, and as it represents costs expended for the benefit of the property itself, the lien shall be superior to all other encumbrances, whether secured and regardless of priority. Such lien shall be duly recorded in the official records of the County and shall accrue interest at the rate of eight percent from the date of recording. Upon foreclosure of the lien, the County shall be entitled to all costs and attorney's fees incurred as a result. (*Ord. No. 04-41, § 3, 9-8-04*)

D.7 COMMUNITY WILDFIRE PROTECTION PLAN

Goal 3: Advance community resiliency to wildfire for new development through community development tools.

Objective 3.1: Evaluate potential for amendments to the County and municipalities' comprehensive plans and development codes to support wildfire mitigation through Firewise methods of development.

Objective 3.2: Encourage development standards consistent with National Fire Protection Agency standards for water supply and access in suburban and rural communities at risk from wildfire.

D.8 FUTURE OF THE REGION: A STRATEGIC REGIONAL POLICY PLAN

GOALS:

Affordable Housing

1.A: Coordinate the location and provision of affordable housing with respect to the delivery and availability of community services.

1.D: Increase the availability and improve the condition of affordable, adequate, and sanitary housing for farmworkers, special needs groups, and homeless persons.

Emergency Preparedness

4.H: Incorporate the protection of regionally-significant natural resources in planning for future growth within the region.

4.D: Protect, restore, and maintain regionally-significant natural resources including private lands managed for conservation.

4.O: Minimize the conflicts between increased development and the wildland/urban interface.

3.C: Emergency management planning shall address statewide, regional, and intra-regional pre-disaster evacuation, shelter concerns and post-disaster response and recovery.

3.D: Recognize the hazards associated with, and strive to mitigate the impacts of, development within the identified coastal high hazard area (CHHA).

POLICIES:

Mitigation Coordination

3.1: Reduce the risk of natural and technological hazards by state, regional, and local governments working together to:

- Participate in the annual update of the Local Mitigation Strategies (LMS) and incorporate appropriate mitigation strategies and post-disaster procedures in local government comprehensive plans and land development regulations.
- Address mitigation of repetitive loss properties through the implementation of strategies identified in the floodplain management plan or local mitigation strategy.
- Support the participation of local governments within the National Flood Insurance Program (NFIP) and the Community Rating System (CRS) program.

Emergency Planning Coordination

3.2: Develop and maintain, comprehensive emergency management plans and studies which address preparedness, response, recovery, and mitigation issues at the state, regional, and local levels.

3.3: Support emergency preparedness efforts by:

- Promoting business continuity planning and the development of economic recovery strategies.
- Addressing the coordination and provision of human services in disaster recovery efforts.

3.4: Support emergency response and recovery efforts by:

- Developing and adopting local government post-disaster procedures to guide decision making in the recovery period, including emergency permitting, rebuilding or acquisitions, citizen outreach, mitigation opportunities, etc.

Coastal High Hazard Area

3.10: Discourage the following activities in the CHHA or the hurricane vulnerability zone:

-
- Constructing new infrastructure or expenditure of public funds that subsidize increased development, or encourages redevelopment, future growth or higher densities/intensities, except in cases of general maintenance, replacement, address inadequate levels of service, or is contained in an adopted capital improvements plan
 - Siting new “ critical facilities” such as hospitals, nursing homes, or other institutions; or
 - Locating solid waste and commercial hazardous waste management facilities and/or regional hazardous waste storage, transfer, or treatment facilities unless designed or retrofitted to withstand a major hurricane strike and enforce building license and fire/hazardous materials building codes.

3.11: Ensure that the impacts associated with the maintenance or improvements to public infrastructure, which would result in an increase of population in the CHHA are adequately mitigated.

3.12: Recognizing the importance of protecting private property rights, use growth management strategies as a means to allow the rebuilding of devastated areas within the CHHA while avoiding a return to their pre-event characteristics.

3.13: Enforce all appropriate federal and state coastal construction codes, coastal setback requirements, and floodplain management regulations recognizing the vulnerability of this region to hurricanes, fresh water flooding, and tropical storms.

3.14: Recognize that the impacts on sheltering and evacuation resulting from development/ redevelopment activities within the CHHA must be mitigated through cooperation and coordination with the appropriate County emergency management agency.

3.15: Ensure that the reconstruction of public facilities proceeds only if the reconstruction incorporates appropriate mitigation techniques/alternatives.