



2012 Leon County Post-Disaster Redevelopment Plan

Final Plan July 2012



Leon County Post-Disaster Redevelopment Plan

July 2012



Leon County Sheriff's Office, Division of Emergency Management
Tallahassee-Leon County Planning Department

In collaboration with:



Prepared by:

The Apalachee Regional Planning Council



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Special thanks to the members of the Focus Group whose participation made this process a success.

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We are grateful to the following organizations whose representatives contributed their time and expertise to the development of this plan. Many agencies from the stakeholders group participated in smaller workgroups to develop parts of the plan including the Capacity Assessment and Implementation Plan.

Capital Area Chapter of the American Red Cross
Capital City Builders
Capital City Chamber of Commerce
Capital Regional Medical Center
Capital Regional Transportation Planning Agency
City of Tallahassee Attorney's Office
City of Tallahassee Code Enforcement
City of Tallahassee Department of Communications
City of Tallahassee Department of Management and Administration
City of Tallahassee Division of Emergency Management
City of Tallahassee Electric Operations
City of Tallahassee Finance
City of Tallahassee Parks and Recreation
City of Tallahassee Police Department
City of Tallahassee Public Works
City of Tallahassee Tallahassee/Leon County GIS
City of Tallahassee-Leon County Planning Department
City Tallahassee Fire Department
Council of Neighborhood Associations
Economic Development Council of Tallahassee/Leon County
Florida A&M University
Florida Division of Emergency Management
Florida Housing Finance Corporation
Florida State University
Greater Tallahassee Chamber of Commerce
Leon County Administration
Leon County Affordable Housing Advisory Committee
Leon County Community and Media Relations
Leon County Development Support and Environmental Management
Leon County Growth and Environmental Management
Leon County Health Department
Leon County Office of Financial Stewardship
Leon County Office of Public Service
Leon County Public Works
Leon County School District
Leon County Sherriff's Office

Rowe Drilling
Tallahassee Builders Association
Tallahassee Community College
Tallahassee Community Redevelopment Agency
Tallahassee Memorial Healthcare
Tallahassee Regional Airport
Talquin Electric Cooperative
Volunteer Leon

Plan Adoption

The Leon County PDRP was adopted by the Leon County Board of County Commissioners on July 10, 2012, and accepted by the Tallahassee City Commissioners on July 11, 2012.

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SECTION I - INTRODUCTION

Leon County and the City of Tallahassee collaboratively developed this Post-Disaster Redevelopment Plan (PDRP) in order to better prepare the community for long-term recovery and redevelopment after a disaster. Experiences from previous disasters, particularly major hurricanes, as well as expert input from local stakeholders provided the basis for the plan content. This plan complements other planning efforts ongoing in the city and the county, including the Comprehensive Plan, Local Mitigation Strategy (LMS) and Comprehensive Emergency Management Plan (CEMP).

A. Overview

The PDRP 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 PDRP emphasizes seizing opportunities for hazard mitigation and community improvement consistent with the goals of the Comprehensive Plan and the initiatives of the LMS. This PDRP includes sections which provide a hazards identification and vulnerability assessment; assessment of existing capacity for plan implementation; action and implementation strategy; and financial management. Topics addressed include business resumption and economic redevelopment; infrastructure restoration and mitigation; housing repair and reconstruction; sustainment of social services; sustainable land use; and financial management. Definitions and acronyms for terms used in this plan are included in Appendices A and B.

Implementation and Timeframe

The intent of all PDRP activities is to improve the community's ability for long-term recovery and redevelopment. As stated above, the PDRP is a complementary plan to the LMS, the CEMP and the Comprehensive Plan. The activities included in these plans will take place pre-disaster, during the initial response, during the short-term recovery phase and during the long-term redevelopment phase. **Figure 1** below, illustrates some of the overlap between phases.

Figure I.1: Phases of Implementation for a Disaster



The PDRP can be implemented in any disaster, regardless of the hazard, as long as the damage requires long-term redevelopment efforts. The flexibility of the PDRP's implementation framework and range of topics addressed enables it to be used for multiple hazards. The Hazard Identification and Vulnerability Assessment Section identifies in detail the hazards considered to be high risk for Leon County. The PDRP's scope is maximized when used for a major disaster affecting the whole community; however, components can also be used in minor or localized disaster incidents. The PDRP can also be implemented when the city and the county are faced with a disaster hosting situation. In the event that local coastal communities bordering Leon County or even communities from other states are impacted from a catastrophic incident, implementation of the PDRP may be necessary to assist the survivors during their long-term recovery process.

B. Purpose, Goals and Objectives

1. Purpose

The Leon County PDRP integrates long-term redevelopment and reconstruction opportunities into the community planning process. Through implementation of the PDRP, limited resources will be managed to provide the most efficient long-term recovery and redevelopment process. More seamless transitions between short-term emergency recovery operations and long-term redevelopment processes will be achievable through PDRP planning and training.

2. Goal

The long-term redevelopment goal is to complete redevelopment efforts within a 3 to 5 year period after the disaster and to restore or enhance a sustainable quality of life of for residents through the recovery and redevelopment process.

3. Objectives

- a. Long-term restoration of public infrastructure, social services and environmental assets damaged by the disaster.
- b. Re-establishment of an adequate supply of housing and provision of safe transitional housing opportunities.
- c. Restoration of the economic base in the disaster area(s) and replacement of jobs lost as a consequence of the disaster.
- d. Sustainable and healthy redevelopment occurring in disaster resilient land use patterns.
- e. Public involvement and efficient use of public funds.

C. Plan Integration

The aim of the PDRP is to guide the long-term recovery and redevelopment decision-making process following a disaster in a manner consistent with the Comprehensive Plan, the LMS, the CEMP as well as other relevant plans such as the Disaster Housing Strategy, long-range transportation plans, land development regulations and economic development plans. Each of these plans has pre-existing policies and procedures that affect post-disaster redevelopment. The PDRP is a guide to using these policies and procedures when making post-disaster long-term recovery and redevelopment decisions. To avoid duplication or conflicts between similar policies in different plans, the PDRP identifies the overlap by providing an analysis of existing plans as relevant to the PDRP (see Capacity Assessment and Local Plan Integration).

D. Planning Process

The Leon County PDRP was developed through a collaborative process beginning in July of 2011 through June of 2012. Over the course of ten months, local stakeholders representing both the City of Tallahassee and Leon County, met to prioritize long-term recovery and redevelopment issues, share information about existing local capacity and develop action and implementation plans. The planning process involved the formation of a Focus Group which was comprised of key local personnel with expertise in their topic area. A Housing Strategy Work Group was formed to address transitional and long-term housing needs both as a host community and as an impacted community. A public outreach component consisting of one public workshops, two outreach efforts and an informational webpage ensured local participation in the process. The PDRP was promoted at WeatherFest 2012 and the City of Tallahassee's Hurricane Preparedness Event. The PDRP planning effort was funded through the Federal Emergency Management Agency (FEMA) and the Department of Homeland Security (DHS). The

Florida Division of Emergency Management and the Florida Department of Economic Opportunity provided guidance and the *Post-Disaster Redevelopment Planning “A Guide for Florida Communities”* as well as other local PDRPs were used as reference documents.

E. Local, State and Federal Coordination

The Recovery Function of the Leon County CEMP, the Recovery Plan of the State Comprehensive Emergency Management Plan and the National Disaster Recovery Framework outline roles, responsibilities and coordination efforts of local, state and federal governments. The federal government will play a significant role in any community’s recovery from a catastrophic event.

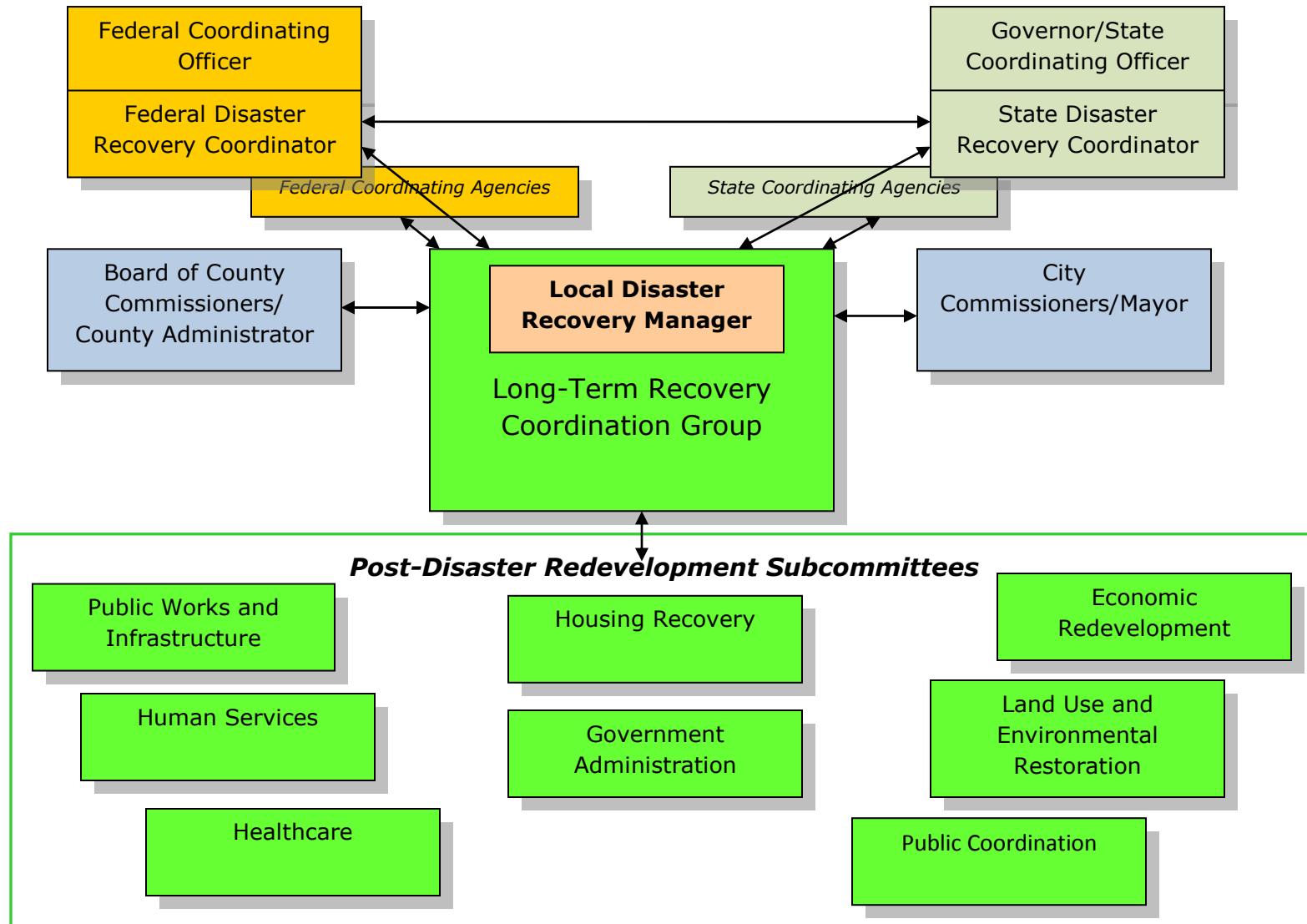
As part of the *National Disaster Recovery Framework (NDRF)*, Recovery Support Functions (RSF) comprise coordinating structure for key functional areas of assistance. Their purpose is to support local governments by facilitating problem solving, improving access to resources and by fostering coordination among State and Federal agencies, nongovernmental partners and stakeholders.

The objective of the RSFs is to facilitate the identification, coordination and delivery of federal assistance needed to supplement recovery resources and efforts by local, State, Tribal and Territorial governments, as well as private and nonprofit sectors. An additional objective is to encourage and complement investments and contributions by the business community, individuals and voluntary, faith-based and community organizations. These RSF activities assist communities with accelerating the process of recovery, redevelopment and revitalization. The six RSFs and the lead agency for each are:

- Community Planning and Capacity Building RSF, FEMA
- Economic RSF, U.S. Department of Commerce, Economic Development Administration
- Health and Social Services RSF, U.S. Department of Health and Human Services
- Housing RSF, U.S. Department of Housing and Urban Development
- Infrastructure Systems RSF, U.S. Army Corps of Engineers
- Natural and Cultural Resources RSF, U.S. Department of Interior

During long-term recovery, the agencies of the City of Tallahassee and Leon County will organize into Post-Disaster Redevelopment Subcommittees described in the next section. The graphic below depicts the linkage between federal, state and local Leon County and City of Tallahassee entities in accordance with the national disaster recovery framework.

Figure I.2: Linkage with Local, State and Federal Agencies



SECTION II – IMPLEMENTATION PLAN

This section lays out the overall implementation framework of the Leon County Post-Disaster Redevelopment Plan (PDRP). The structure and organization presented here will guide the activation of the PDRP.

A. Authority and Jurisdictions

The primary source of authority is founded in the emergency powers of the county under Chapter §252.38 of the Florida Statutes. Post-disaster long-term recovery and redevelopment is partially a continuation of the emergency management functions of short-term recovery and hazard mitigation found in the Comprehensive Emergency Management Plan (CEMP). Much of the long-term recovery work will begin during the disaster declaration period when emergency powers are invoked. The focus of the PDRP, however, goes beyond the scope of traditional emergency management activities and federal disaster programs, especially in the case of a major or catastrophic disaster. So while founded in an emergency and pertaining to some of the same authorities that establish the Emergency Operations Center (EOC) procedures, the PDRP also transitions its use to community redevelopment issues where the authority is derived from the Tallahassee-Leon County Comprehensive Plan. The Leon County CEMP Recovery Function addresses this by placing responsibility for the PDRP as well as the Local Mitigation Strategy with the Department of Planning, Land Management and Community Enhancement (PLACE).

The Leon County PDRP is intended to be a countywide, multi-jurisdictional plan providing for coordinated long-term recovery and redevelopment implementation across jurisdictional boundaries. The PDRP is implemented through the Long-Term Recovery Coordination Group (LTRCG) discussed below.

B. Emergency Phases

There are many activities associated with the PDRP that must be prepared for or considered in the weeks and months after a disaster occurs or opportunities could be lost for long-term redevelopment. Even within the long-term redevelopment phase there will be transitions that are identified because they demonstrate progress toward a return to normalcy. The following defines the different phases and gives examples of milestones within each phase.

1. Emergency Response

The Emergency Response period includes activities that address the immediate and short-term effects of an emergency or disaster. Response activities are described in the Leon County CEMP and include immediate actions to save lives, protect property, meet basic human needs and begin to restore water, sewer and other essential services. Milestones that typically mark the end of the emergency response period include:

- Major streets are cleared of debris;

- Reentry is allowed or at least temporary reentry of the public to assess damage to their personal property; and
- Curfews are reduced or lifted (if a minor disaster).

During the response period, the PDRP will play no role other than a determination if it should be activated.

2. Short-Term Recovery

The Short-Term Recovery period encompasses such activities as damage assessments, public information, transitioning from shelters to temporary housing, utility restoration and debris removal and is addressed in the Recovery Function of the Leon County CEMP. Short-term recovery does not include the redevelopment of the built environment, economic sector or normal social networks. Emergency repairs and minor reconstruction will occur during this phase and decisions that may affect long-term redevelopment may be made. Long-term implications are where the PDRP 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 activity that is important for the LTRCG is the availability of the results of damage assessments. The LTRCG will need to review these to assist in making decisions about how to proceed with their actions. Milestones that may mark the end of the short-term recovery period include:

- In cases where the utility infrastructure has not been significantly damaged, power and water is restored to all but the destroyed structures;
- Shelters are closed and temporary housing has been established;
- Schools are reopened or temporarily relocated; and
- Most of the road network and traffic signalization is operational.

3. Long-Term Redevelopment

There are three major components to the Long-Term Redevelopment period:

- a. Reconstruction – The long-term process of rebuilding a community's destroyed or damaged housing stock, commercial and industrial buildings, public facilities, and infrastructure to similar levels and standards as existed before the disaster.
- b. Holistic Long-term Recovery – The recovery of the economy and quality of life factors within the community, including such things as employment opportunities, social networks, cultural events, environmental quality, and educational and recreational opportunities.
- c. 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 PDRP plays an integral role in all of these components and is the lead document for guiding these efforts. Milestones that may show a successful completion of the long-term redevelopment period include:

- Replacement of housing stock adequate for the post-disaster population resulting in ability to remove temporary housing;
- 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, remained in business for at least 3 months or have been replaced; and
- Percent of population dependant on disaster assistance and social assistance programs decreased to near pre-disaster levels.
- Power and water infrastructure is fully restored.

C. Roles and Responsibilities

1. Long-Term Recovery Coordination Group (LTRCG)

The LTRCG is the official representative advisory body for the PDRP. Members of the LTRCG are listed in the table below.

Table II.1: Members of the LTRCG
County Administrator (or designee)
City Manager (or designee)
Council of Neighborhood Associations Executive Director
Communications Director (County/City)
PLACE Director
Leon County Development Support and Environmental Management Director
City of Tallahassee Growth Management Director
Building Official (City and County)
Management and Budget Director (City and County)
Public Works Director (City and County)
Assistant City Manager - Utilities
Talquin

Members of the LTRCG
Emergency Management (City and County)
Disaster Housing Coordinators
Greater Tallahassee Chamber of Commerce
Economic Development Council of Tallahassee/Leon County
Sheriff
Police Chief
County Health Administrator
American Red Cross

The County Administrator and/or the City Manager will activate the LTRCG based on the recommendation of the Leon County Emergency Management Director in coordination with the Director of the Department of PLACE and the Coordinator of the City of Tallahassee Division of Emergency Management. The County and/or the City will take the lead in long-term recovery based on the impact of the disaster. The LTRCG shall be responsible for advising the Board of County Commissioners and City Commissioners on a wide range of post-disaster recovery, redevelopment and mitigation issues. Once the PDRP is activated, the LTRCG will meet to determine a work plan for the post-disaster period based on the best assessments at the time. The initial meeting will take place at either the Renaissance Center or the Leon County Emergency Operations Center. Regular meetings of the LTRCG throughout the post-disaster period will be needed to guide implementation, adjust work plan schedules and evaluate progress. Due to the unknown nature of post-disaster conditions, the number and timing of meetings will be left to the discretion of the LTRCG. The City and County Attorneys will provide legal advice to the LTRCG as needed. The LTRCG will have the following responsibilities:

- To review damage assessments and other analyses of post-disaster conditions and with the assistance of PLACE staff, to compare these conditions with mitigation opportunities identified in the LMS to discern appropriate areas for post-disaster change and innovation.
- To assist PDRP Staff (discussed below) in making budget requests and securing approval of grant agreements.
- To initiate recommendations for the enactment, repealing or extension of emergency ordinances and resolutions.
- To review the nature of damages, identify and evaluate alternate program objectives for repairs and reconstruction and formulate recommendations to guide recovery. This includes taking advantage of opportunities for green initiatives, land acquisition and economic innovations.

- Priorities for long-term recovery and redevelopment will be established based on the goals and policies set forth in the Comp Plan and in coordination with the LMS, CEMP and Disaster Housing Strategy.
- To formulate special committees and sub-committees as situations warrant.
- To set a calendar of milestones for redevelopment tasks.
- To recommend the repealing or extension of moratoria.
- To evaluate redevelopment progress using the milestones established here as well as objectives determined in the Action Plan and indicators where appropriate and to ensure that progress is communicated clearly and factually to the public.
- To ensure that the redevelopment process is as transparent and equitable as possible.
- To review emergency actions and, based on lessons learned, recommend amendments to this PDRP, CEMP, LMS, Disaster Housing Strategy or other emergency preparedness, response and recovery plans.
- Develop a long-term recovery revenue plan using pre-identified or newly identified sources of revenue.

2. Post-Disaster Redevelopment Subcommittees (PDRSs)

Listed below are the PDRSs and a description of responsibilities for each subcommittee. These subcommittees will be activated by the LTRCG based on the impact of the disaster. Committee members need to bring expertise to address long-term recovery issues.

Table II-2: Post-Disaster Redevelopment Subcommittees		
Subcommittee	Lead Agency(ies)	Responsibilities
Land Use/Building	PLACE Leon County Building Official City of Tallahassee Building Official	<ul style="list-style-type: none"> • Enforce compliance with regulations for construction and reconstruction. • Identify non-conforming land use and structures and consider how to address restoration. • Provide opportunities for citizens to provide feedback on redevelopment. • Create an expedited permitting process for structural repairs

Subcommittee	Lead Agency(ies)	Responsibilities
Infrastructure/Utilities	Leon County Public Works City of Tallahassee Public Works City of Tallahassee Utilities Talquin	<ul style="list-style-type: none"> • Coordinate debris management operations with utility agencies. • Prioritize utility restoration (infrastructure replacement) with building officials • Repair, replace or mitigate infrastructure or facilities. • Identify areas where mitigation efforts might reduce future vulnerability.
Government Administration	Leon County Administration City of Tallahassee Administration	<ul style="list-style-type: none"> • Ensure Continuity of Operations for local agencies • Work with state and federal agencies to identify and secure disaster recovery funds • Develop long-term revenue strategy
Healthcare	Leon County Disaster Healthcare Coalition	<p>Based on damage assessments:</p> <ul style="list-style-type: none"> • Develop and ensure that procedures are in place for post-disaster daily operations. • Determine long-term needs for appropriate functioning of medical/health care facilities.
Human Services	Big Bend COAD	<p>Based on damage assessments:</p> <ul style="list-style-type: none"> • Support the long-term housing mission as discussed in the Disaster Housing Strategy • Provide coordination for long-term volunteer needs • Support social services based on the unmet needs of the community

Subcommittee	Lead Agency(ies)	Responsibilities
Housing	Leon County Offices of Human Services and Community Partnerships City of Tallahassee Economic and Community Development	Based on damage assessments and long-term housing needs, activate the Disaster Housing Team and the Disaster Housing Strategy as appropriate.
Economic Redevelopment	Leon County Office of Economic Development and Business Partnership City of Tallahassee Department of Economic and Community Development Greater Tallahassee Chamber of Commerce/EDC Capital City Chamber of Commerce	Based on damage assessments: <ul style="list-style-type: none"> • Identify business needs and provide technical assistance. • Coordinate with businesses on available SBA funding opportunities • Work with state and federal agencies to identify disaster recovery funding for local businesses. • Identify economic opportunities for local businesses during recovery and redevelopment.
Public Coordination	Leon County Community and Media Relations City of Tallahassee Department of Communications PLACE	Make recovery information available to the public and ensure public participation in the redevelopment process. Guidelines for use of social media and unified message are established in the CEMP.

3. PDRP Coordinator – this position also serves as the LMS Coordinator and performs plan maintenance and updates and is the public point of contact for the PDRP.
4. Disaster Recovery Redevelopment Coordinator - Facilitate the coordination of disaster assistance from the state agencies and federal government available to the city and the county following a declared disaster. Duties shall consist of, but not be limited to, the following:
 - a. Determine the types of assistance available and the types of assistance most needed.
 - b. Assist in the local coordination of state and federal disaster recovery efforts including state and federal disaster assistance.
 - c. Provide local assistance to facilitate federal and state disaster assistance.

- f. Perform other duties as directed by the Long-Term Recovery Coordination Group or the Board of County Commissioners.
5. Economic Recovery Coordinator - Facilitate the coordination of economic recovery with the business community following a declared disaster. Duties shall consist of, but not be limited to, the following:
 - a. Determine the potential or actual impacts to the local economy and determine short and long-term strategies for consideration.
 - b. Assist in the local coordination of federal and state economic recovery efforts. Inform the business community of the types of disaster assistance available.
 - c. Act as a facilitator in disseminating accurate information to and from the business community and the public as employees.
 - e. Perform other duties as directed by the Long-Term Recovery Coordination Group or the Board of County Commissioners.
6. Hazard Mitigation Coordinator - Facilitate the coordination of hazard mitigation assistance from the federal government and state agencies available to the county following a declared disaster. Duties shall consist of, but not be limited to, the following:
 - a. Determine the types of hazard mitigation assistance or funding available to the city and county and the types of assistance most needed.
 - b. Assist in the local coordination of federal and state hazard mitigation efforts. Act as a facilitator in securing federal or state hazard mitigation funding for local hazard mitigation projects.
 - c. Provide local assistance to facilitate federal and state hazard mitigation assistance programs.
 - d. e. Perform other duties as directed by the Long-Term Recovery Coordination Group or the Board of County Commissioners.

D. Plan Maintenance

1. Annual Monitoring and Reporting

The PDRP is a continually evolving plan and many components of it will need ongoing maintenance for the community to be best prepared when a disaster occurs. The PDRP staff will be essential to maintaining the plan and documenting implementation. The following components should be addressed on an annual basis:

- Document actions that have been completed and remove them from PDRP Action Plan.
- Include new actions as recommended by the Subcommittees and present to the PDRP Focus Group.

- Determine if priorities need readjusting and review the actions previously scheduled to be implemented over the next year. Adjust implementation timeframe of actions accordingly.

Ideally, annual review and updating of the Leon County PDRP will be done jointly with the LMS annual report. LMS annual updates occur December through January to comply with a State deadline so including PDRP with the LMS progress report schedule will ensure that annual updates are in place prior to the hurricane season.

2. Five-Year Update

A major update of the PDRP should be performed on a five year schedule. The update should be planned to coincide with the LMS update for efficiency of staff and stakeholder time by holding joint meetings and to create synergy between the plans. A public participation program that encompasses both plan updates must be used throughout the PDRP major update process. In the five year update the following would be performed for the PDRP:

- a. Research to determine if there is new guidance on PDRP planning or new lessons learned from recent disasters in other communities that could be used to enhance the PDRP,
- b. Vulnerability analysis updated if any new data is available*,
- c. Institutional capacity and plans assessments updated*,
- d. Potential funding sources researched and updated*,
- e. Issues reviewed and revised if necessary,
- f. Issues reprioritized based on current assessments,
- g. Actions updated and additional actions added if applicable, and
- h. Documentation of the planning process, including public participation*.

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

The five year update should also take into consideration updates that have or will be made to the CEMP as well as the LMS. The vulnerability analysis between the PDRP, CEMP and LMS should all be consistent. The recovery section of the CEMP should also be consistent with the PDRP. The PDRP update should also be used in the Comprehensive Plan's Evaluation and Reporting (EAR) Update Process so that these plans are consistent and that policy recommendations from the PDRP process that have not been made during annual amendments can be considered for inclusion during the EAR.

3. Post-Disaster Update

Updating the PDRP to address lessons learned from a disaster is an additional update process that may go above and beyond a typical annual update and may not coincide with a regularly scheduled -year update. During post-disaster implementation of the PDRP, it will be the responsibility of the PDRP Coordinator to try to take notice of anything that should become a lesson learned. Lessons learned would include something that becomes a necessary part of recovery implementation

but was not included in the PDRP originally. Any other gaps in information that the PDRP could include to make it a better tool for recovery implementation may also be identified during the actual implementation of the PDRP. Approximately one year after a disaster, a meeting of the Focus Group should include agenda items to discuss the success and shortcomings of the PDRP up to this point. Three years after the disaster or when established milestones have been met and the PDRP is being deactivated, a PDRP “after-action” report should be compiled by the PDRP Coordinator with input from the LTRCG and Post-Disaster Redevelopment Subcommittees. The after-action report should fully examine the lessons learned and how these can be applied to a PDRP update. This will most likely include forming new actions and reexamining issues and priorities. Plan updates should be made based on this report shortly after it has been presented to the county and city commissions.

E. Exercising the Plan

An important component of pre-disaster implementation involves exercising the PDRP and training staff for their post-disaster roles. The disaster recovery literature is clear in that communities who are better prepared recover faster. The roles and responsibilities that many will have to assume after a disaster may be vastly different from their usual jobs and will most likely require special knowledge. An annual exercise coupled with specific job training will help to keep the plan familiar to those that will need to implement it during the stressful post-disaster environment. The goal of the LTRCG, PDRSs and PDRP Staff should be to know their particular role in the PDRP so well that they only need to use this planning document as a checklist. The annual exercise can be held in conjunction with the EOC’s hurricane exercise to further explore the transitions between the different recovery phases and how PDRP activities can successfully overlap with CEMP efforts for continuity among plans.

SECTION III - HAZARD IDENTIFICATION AND VULNERABILITY ASSESSMENT

The economic and social characteristics of a community have a great impact on the success of post-disaster redevelopment and community recovery. This section provides identification of the hazards that could significantly impact Leon County and the City of Tallahassee. It also includes an assessment of vulnerabilities which may require post-disaster redevelopment activities. Housing and public infrastructure are often the common focus of vulnerability discussions and analyses. Characteristics such as the date of construction for structures, building codes in place at the time of construction and location of the structures in hazardous areas have an impact on the community's vulnerability to disasters. Recognizing and identifying these vulnerabilities guide the appropriate actions to be taken before and after a disaster. They also influence the creation of future policies and procedures regarding redevelopment. The information provided here focuses on the hazards identified in the Leon County Comprehensive Emergency Management Plan (CEMP) and vulnerability assessments provided in the Leon County Local Mitigation Strategy (LMS).

A. Hazard Risk Overview

The 2007 Leon County CEMP and the 2009 Leon County LMS highlight that Leon County and the City of Tallahassee are vulnerable to multiple hazards that could warrant post-disaster redevelopment measures. Hurricanes and wildfires are both considered to be high risk hazards as listed in the Leon County CEMP while flooding, tornadoes and thunderstorms are listed as medium risk hazards. The Leon County LMS provides a thorough examination of the historic impact, documented damages, vulnerable populations and potential economic impact associated with each hazard. The data and analysis provided in the LMS is summarized in this chapter for the purposes of the PDRP.

1. Disaster History

Leon County has faced numerous disasters associated with various natural hazards events in the last two decades. The majority of these disasters have resulted from severe storm events, six of which qualified for federal disaster assistance. The table below lists the federal disaster declarations since 1985. All declared disasters have been related to severe weather, however Leon County is considered to be at risk for wildfires as well.

Table III.1 - Recent Disasters in Leon County, 1985 – 2010			
Declaration	Date	Event	Primary Damage
#756	Nov-85	Hurricane Kate	Debris; Power Outages
#862	Apr-90	Unnamed Storm	Flooding; Power Outages; Debris
#966	Mar-93	Winter Storm	Flooding; Power Outages; Debris
#1035	Jul-94	T.S. Alberto	Flooding; Debris; Power Outages
Undeclared	Aug-94	T.S. Beryl	Flooding; Debris; Power Outages
#1069	Oct-95	Hurricane Opal	Flooding; Debris; Power Outages
#1223	Jun-98	Wildfires	Fire Damage
#2201	Jul-98	Drought	Crop Damage, Severe Heat
#1249	Sep-98	Hurricane Georges	Erosion, and Debris
#1339	Apr-99	Fire; Drought	Fire Damage, Crop Damage, Severe Heat
#1344	Oct-00	T.S. Helene	Riverine and Local Flooding
#1381	Jun-01	T.S. Allison	Riverine and Local Flooding
#1545	Sep-04	Hurricane Frances	Flooding; Debris
#1551	Sep-04	Hurricane Ivan	Flooding; Debris
#1561	Sep-04	Hurricane Jeanne	Debris
#1595	Jul-05	Hurricane Dennis	Debris
#1785	Aug-08	T.S. Fay	Flooding; Debris; Power Outages
#1831	Apr-09	Severe Storms	Flooding; Wind Damage

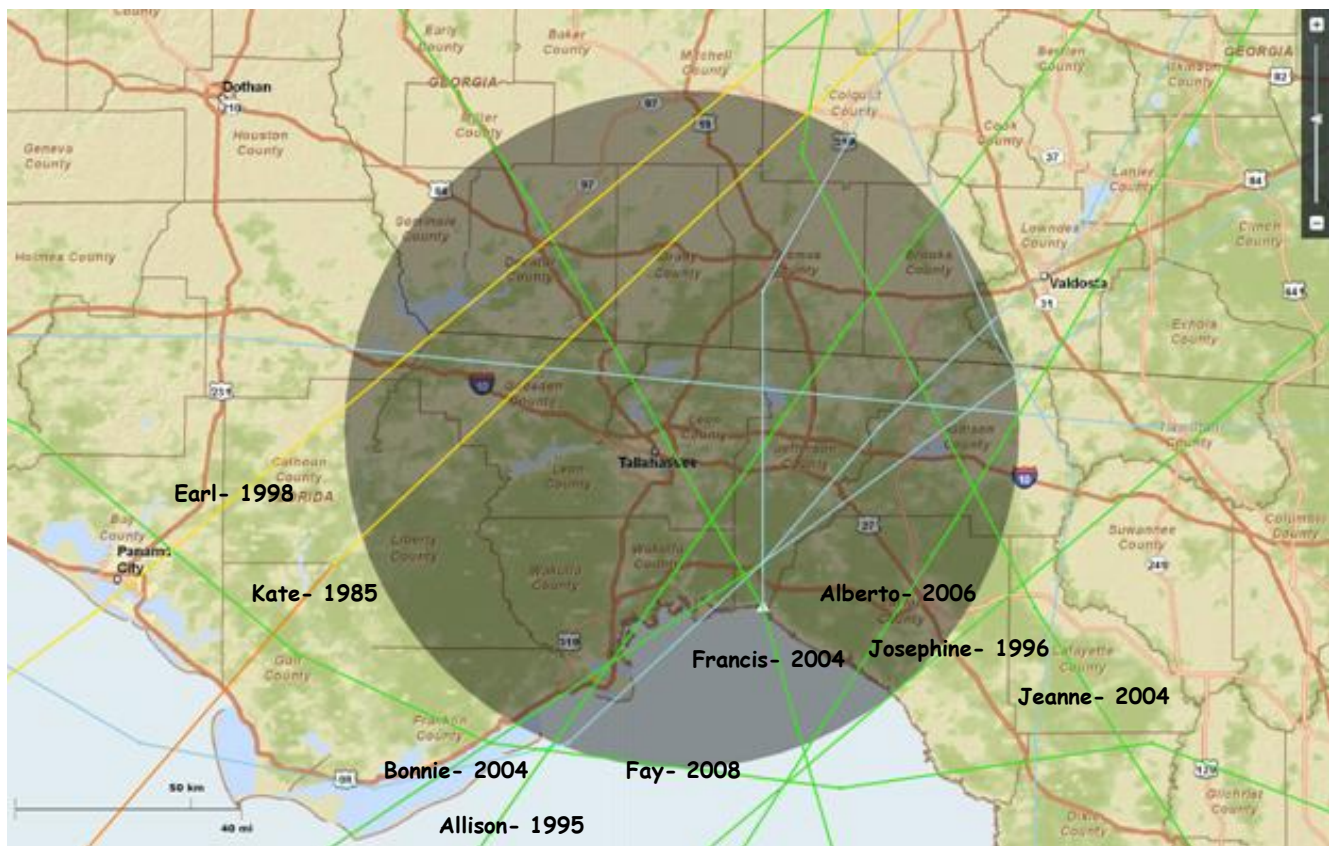
Source: Florida Division of Emergency Management, Bureau of Recovery and Mitigation. http://www.floridadisaster.org/BRM/Disasters/Disaster_history.htm

2. Hurricanes and Tornadoes

Situated less than 30 miles from the Gulf of Mexico, Leon County is vulnerable to storm surge and wind damage from hurricanes. Map 1.2 indicates the extent of the storm surge possible from category 3, 4 and 5 hurricanes. Based on information from the National Oceanic and Atmospheric Administration (NOAA) 13 tropical cyclones have passed within 60 miles of Leon County between 1985 and 2010. Of these, two were hurricanes when they impacted the Leon County area. The extent of the damaging inland winds, tornadic activity and associated

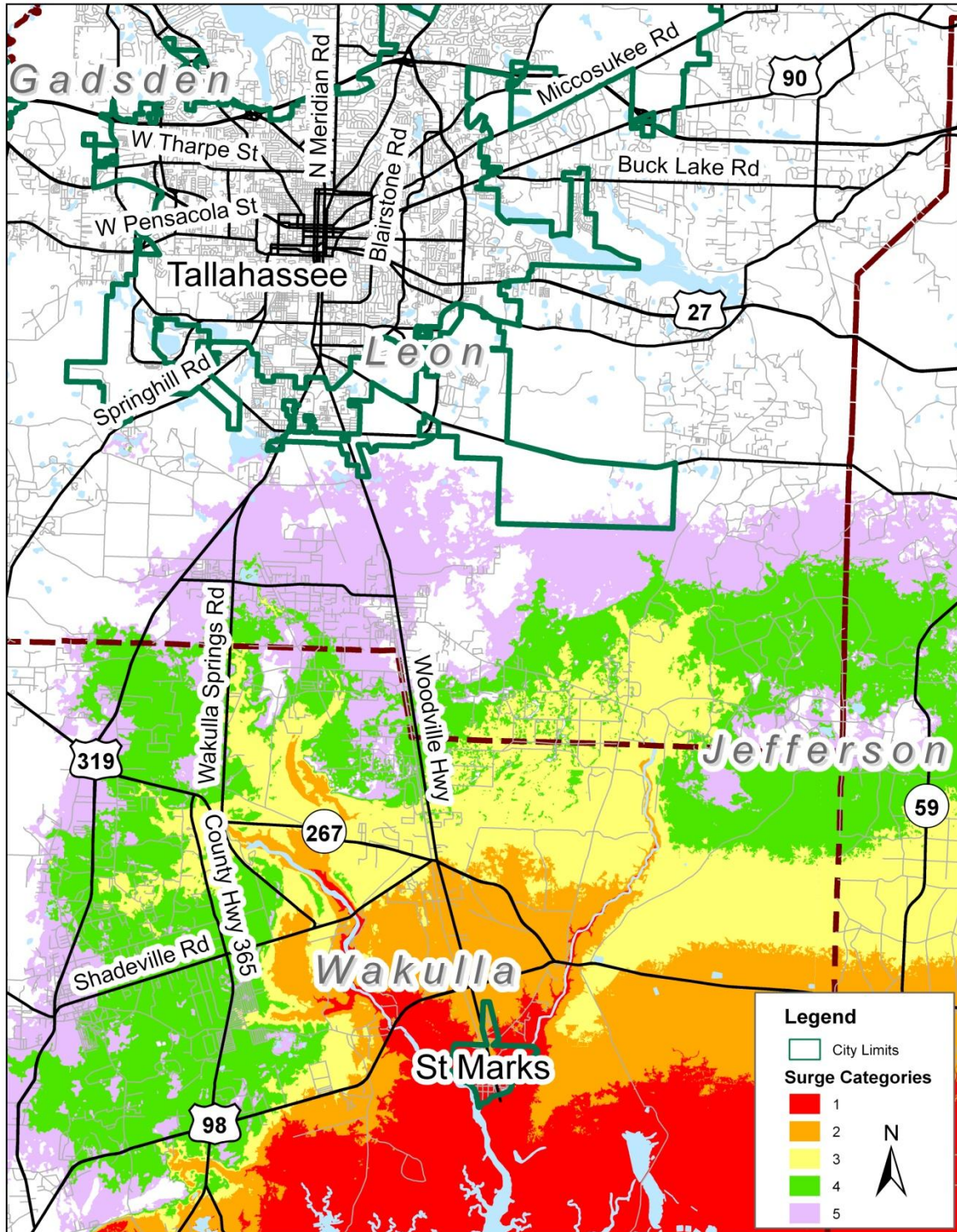
flooding depends on the strength, forward speed and rainfall of each specific storm. Although the entire Leon County population is susceptible to impacts from hurricanes, those living in structurally unsound housing, manufactured housing and low-lying areas face the greatest threat. Extensive damage to infrastructure, public and private property can be expected from high winds, tornadoes and fresh water flooding from heavy rainfall. There have been sixteen reported tornadoes in Leon County from 1945-2006 including an F1 tornado that damaged the Tallahassee-Leon County Civic Center and the South Ride Road area on November 11, 1995.

Map III.1: Historical Track of Hurricanes Passing Within 60 Miles of Leon County, 1985 – 2010



Source: National Oceanic and Atmospheric Administration, 2011

Map III.2: Storm Surge from Hurricanes Impacting Leon County



Source: Apalachee Regional Planning Council, 2009

3. Wildfires

Florida's typical "fire season" is from January through May. The most vulnerable areas are those generally located at the wild land urban interface, located throughout the County. Large amounts of dry underbrush require only an ignition source which can come from various sources such as cigarettes, lightning or even the wheels of a passing train. Due to the concentration of residents in rural wooded areas of the county, additional threats to life and property exist therefore requiring increased mitigation efforts. Since 1998 more than 15,000 wildfires have devastated over one million acres and destroyed more than 750 structures in Florida. Leon County and the City of Tallahassee have a county-wide vulnerability to fires, specifically wildfires. However, the majority of large wildfires occurs on public land and is subject to specific management efforts by state and national foresters. The Division of Forestry recorded a total number of 180 wildfires during the period from 1999-2009, or an average of 18 wildfires per year in Leon County. The majority of these are small-acreage (less than 1.0 acres) burnings of debris in southern Leon County.

4. Flooding

Leon County and the City of Tallahassee have experienced significant growth in the last 30 years. Changing the natural topography has accompanied this growth and land development increasing the amount of impervious surfaces. The dynamics of land use within this growth context can serve to exacerbate flooding problems. As upland areas are developed, the natural detention capacity of the land diminishes, resulting in increased runoff rates and flow volumes. Flood problems can arise as conveyance capacities are exceeded and/or the sheer quantity of runoff overwhelms the system's ability to absorb additional stormwater before properties and roadways become impacted. The land development code addresses stormwater runoff rates (not volume) in an open basin and runoff rates and volume in a closed basin, by prohibiting post-development discharge rates from exceeding predevelopment conditions for storms with recurrence frequencies up to a 25-year event. The City of Tallahassee LMS and Leon County Stormwater Management Plan, as detailed in the MPEDS Permit, identifies past development as the largest problem undermining the proper management of stormwater. There remains a significant need to address flood problems that have arisen from past development practices that failed to deal adequately with stormwater. A solution to this problem is difficult given limited available land within the urbanized landscape and the high costs to adequately retrofit problem areas. The City and County are addressing these issues as funding is available through a prioritized Capital Improvements Schedule for stormwater projects.

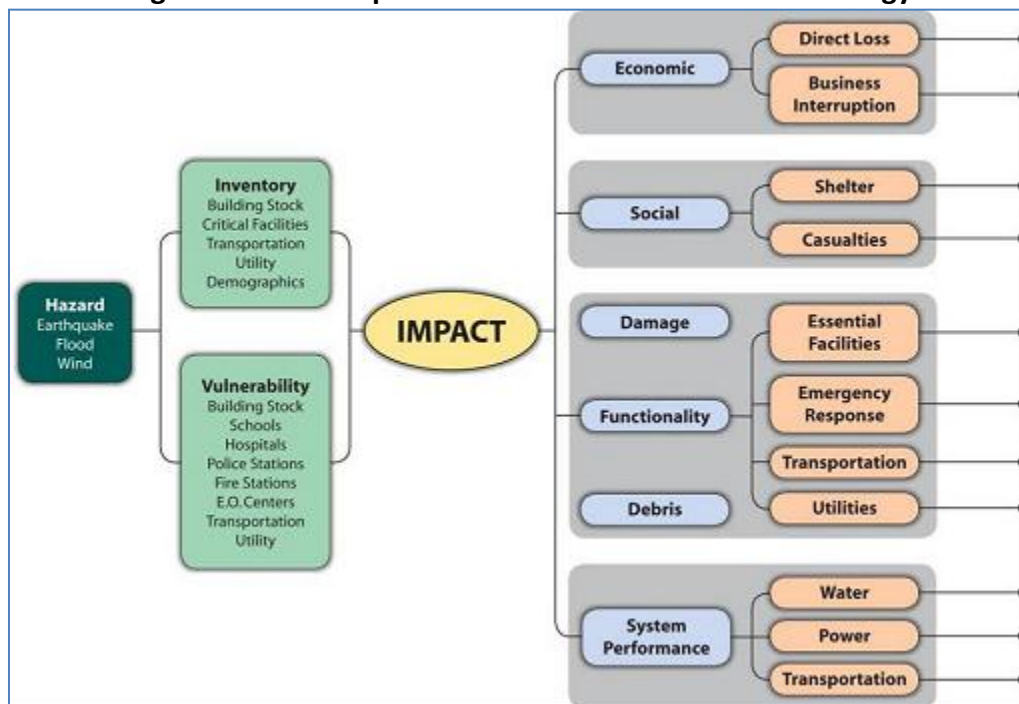
B. GIS Methodology

The vulnerability analysis was conducted using a geographic information systems (GIS) analysis. GIS tools allow users to conduct interactive queries, analyze spatial information, edit data, create maps and present the results of all these operations in a consolidated report.

1. HAZUS-MH 2.0

FEMA’s HAZUS-MH 2.0 software is a nationally applicable standardized methodology that contains models for estimating potential losses from floods and hurricanes. It was used to model and generate estimated potential losses for hurricane winds and flooding. The model uses Census 2000 data to determine vulnerable population concentrations. HAZUS-MH 2.0 is FEMA’s standardized loss estimation methodology built upon an integrated GIS platform to conduct analysis at a regional level (i.e., not on a structure by-structure basis). The HAZUS-MH 2.0 risk assessment methodology is parametric, in that distinct hazard and inventory parameters (e.g., wind speed and building types) can be modeled using the software to determine the impact (i.e., damages and losses) on the built environment. The figure below displays the data input and output of the HAZUS-MH 2.0 model.

Figure III.1: Conceptual Model of HAZUS-MH Methodology



Source: Alachua County PDRP

a. HAZUS-MH 2.0 Hurricane Wind Model

The HAZUS-MH 2.0 Hurricane Wind Model is an improvement over existing loss estimation models because it uses a wind hazard-load-damage-loss framework. New features in the HAZUS-MH 2.0 Wind Model include:

- Commercial data has been updated to Dun & Bradstreet building valuations have been updated to R.S. Means and building counts are now based on census housing unit counts;
- An updated historic storms database that includes several existing historic storms;
- New coastal storm surge modeling capability that includes SLOSH and SWAN;
- Integration of the CDMS tool;
- NOAA hurricane advisory data is used to model storms with an adjustment feature for calculating building damage and loss;
- An updated probabilistic storm set that reflects updates to the Holland pressure profile model and filling model;
- An updated wind field model for user-defined storms; and
- A new vulnerability functions to permit calculation of additional losses to manufactured housing due to trees blow down.

Replacement costs were derived from Means Square Foot Costs for residential, commercial, industrial and institutional building occupancy classes. The Means publication is a nationally accepted reference on building construction costs, which is published annually. This publication provides cost information for a number of low-rise residential buildings, and for 70 other residential, commercial, institutional and industrial buildings. These are presented in a format that shows typical costs for each model building, showing variations by size of building, type of building structure and building enclosure. More detailed information on HAZUS-MH 2.0 is available through FEMA at www.fema.gov/plan/prevent/hazus/.

HAZUS-MH 2.0 is a loss estimation tool for planning purposes only.

~~Uncertainties are inherent in any loss estimation methodology~~ and arise in part from incomplete scientific knowledge concerning natural hazards and their effects on the built environment. Uncertainties also result from approximations and simplifications necessary to conduct such a study; incomplete or outdated data on inventory, demographic, or economic parameters; the unique nature and severity of each hazard when it occurs; and the amount of advance notice that residents have to prepare for the incident. As a result, potential exposure and loss estimates are approximations. Results should not be interpreted or used as precise results from and should be used only to understand relative risk.

b. HAZUS-MH 2.0 Flood Model

The HAZUS Flood Model produces loss estimates for vulnerability assessments and plans for flood risk mitigation, emergency preparedness and response and recovery. Losses can be calculated for a single flood event, or for a range of flood events allowing for annualized estimates of damages. Incomplete or inaccurate inventories of the built environment, demographics and economic parameters can result in uncertainty in the estimates produced by the HAZUS Flood Model. The following limitations of the model should be considered:

- While the HAZUS Flood Model can be used to estimate losses for an individual building, the results must be considered as average for a group of similar buildings.
- When using the general inventories included with HAZUS, accuracy of losses may be less than for losses calculated from available local inventory stock imported by the user.
- The Flood Model performs its analysis at the census block level with small numbers of buildings. Damage analysis of these small numbers makes the Flood Model more sensitive to rounding errors.

The Flood Model methodology consists of two basic analytical processes: flood hazard analysis and damage analysis. In the hazard analysis phase, characteristics such as frequency, discharge and ground elevation are used to model the spatial variation in flood depth and velocity. During the loss estimation phase, structural and economic damage is calculated based on the results of the hazard analysis through the use of vulnerability function curves. Model results are then conveyed to the user via a series of reports and maps. Detailed information on the HAZUS Flood Model can be found in the HAZUS Flood Model User Guide and the HAZUS Flood Model Technical Manual.

i. Flood Hazards

The HAZUS Flood Model analyzes both riverine and coastal flood hazards. Flood hazard is defined by a relationship between depth of flooding and the annual chance of inundation to that depth. Depth, duration and velocity of water in the floodplain are the primary factors contributing to flood losses. Other hazards associated with flooding that contribute to flood losses include channel erosion and migration, sediment deposition, bridge scour and the impact of flood-born debris. Since Leon County is not a coastal county, the flood risk assessment is based on a riverine flood hazard scenario.

ii. Levels of Analysis

The Flood Model is designed for three levels of analysis, as shown below. Each subsequent level builds on the data and analysis procedures available in previous levels.

Level 1: The simplest type of analysis, it is based primarily on data provided with the software (e.g., census information, general building stock, general runoff models, no detailed water control data for hydraulics, etc.). The estimates are crude but are appropriate as initial loss estimates to determine where detailed analyses are warranted.

Level 2: Improves Level 1 results by taking into consideration additional data that are readily available. It requires more extensive inventory data and effort by the user than the Default Data Analysis. The purpose of this type of analysis is to provide the best estimates of flood damage/loss that can be obtained using the standardized methods of analysis. The user may need to employ consultants to assist in the implementation of certain methods. For example, knowledgeable users of hydrology and hydraulics models are required to define flood elevations.

Level 3: This analysis requires extensive efforts by the user in developing information on the flood hazard and the measure of exposure. This type of analysis incorporates results from engineering and economic studies carried out using methods and software not included within the methodology. At this level, one or more technical experts are required to acquire data, perform detailed analyses, assess damage/loss, and assist the user in gathering extensive inventory data. This level of analysis typically requires extensive participation by local utilities and operators of special facilities. Level 3 analyses usually take six months to two years to complete. The description of model requirements and typical applications for each level is presented in the table below:

	Level 1	Level 2	Level 3
Hazard	User supplied Digital Terrain or Elevation Model (DEM), typically the USGS 30-meter DEM. The Flood Model will use default hazard data including Hydrologic Unit Codes, and accumulation methodology to develop approximate stream centerlines. USGS regression equations and gage records will be used to determine discharge frequency curves.	User supplied flood stream cross-sections attributed with elevations, or lines of Base Flood Elevation (BFE). Coastal users will supply polygons attributed with the BFE. A flood boundary of some form is required. User supplied hazard data pre-processed via the FIT. DEM consistent with their FIT data.	Similar to Level 2 although the user will likely work with Hydraulic models outside of the Flood Model and the FIT. User will be required to pre-process the data through the FIT.
Inventory	Hazus default data. Allocation of census block data via statistical analysis, and broad assumptions for first floor height based on foundation distributions. Agriculture products, vehicles, essential facilities, some transportation and utility facilities.	User supplied inventory data, such as Tax Assessor data, and inventory data developed via site surveys processed through the Comprehensive Data Management System (CDMS) tool. Users enhance the first floor height and other parameters.	High quality data re: building values, flood vulnerabilities, contents, occupancies, etc, extended to industrial and other high-value facilities.
Damage Curves	Broad regional default curves based on available FIA or USACE depth damage curves. Library of curves available for user selection. User may create their own function using library curves as guides.	User specifically modifies the existing curve library for local practices.	User-input curves based on detailed building surveys, specific crop conditions etc.
Damage Estimation	Area weighted damage estimates based on the depth of flooding within a given census block. Losses developed for general building stock, essential facilities, vehicles, agricultural products, select transportation and utility features.	Consistent with Level 1, estimation enhanced by improved hazard data and detail in inventory data and modification to damage curves.	Consistent with Level 1, estimation enhanced by improved hazard data and detail in inventory data and modification to damage curves.
Direct Loss/ Impacts	Cost of repair / replacement, shelter needs, temporary housing, vehicles, crop & livestock losses.	Consistent with Level 1, estimation enhanced by improved hazard data and detail in inventory data and modification to damage curves.	Consistent with Level 1, estimation enhanced by improved hazard data and detail in inventory data and modification to damage curves.
Induced Losses	Debris developed from direct damage to buildings based on floor areas from the general building stock.	Consistent with Level 1, estimation enhanced by improved hazard data and detail in inventory data and modification to damage curves. Site specific debris generation currently not available in the Flood Model, must be based on census block attribution of floor area.	Consistent with Level 1, estimation enhanced by improved hazard data and detail in inventory data and modification to damage curves. Site specific debris generation currently not available in the Flood Model, must be based on census block attribution of floor area.
Indirect Loss/ Impacts	Sectoral economic impacts.	Sectoral economic impacts.	Sectoral economic impacts.
Typical Applications	<ul style="list-style-type: none"> Flood mitigation / regulatory policy-making, regional, state, federal levels Pre-feasibility studies Real-time emergency response with no warning Preliminary planning, zoning development 	<ul style="list-style-type: none"> Planning, zoning, development Selecting mitigation alternatives Pre-feasibility engineering studies Emergency planning and real-time response Environmental impact analysis Education 	<ul style="list-style-type: none"> Analysis for essential, cultural, high-loss potential facilities Emergency planning and real-time response Mitigation and engineering research Scientific research

The flood risk assessment for Leon County was conducted using a hybrid Level 1-Level 2 approach. The scenario was developed using local flood and elevation data, while the loss estimates were determined using the General Building Stock with some user-added local facilities information.

iii. Riverine Hazard Analysis: Depth to Flood Methodology

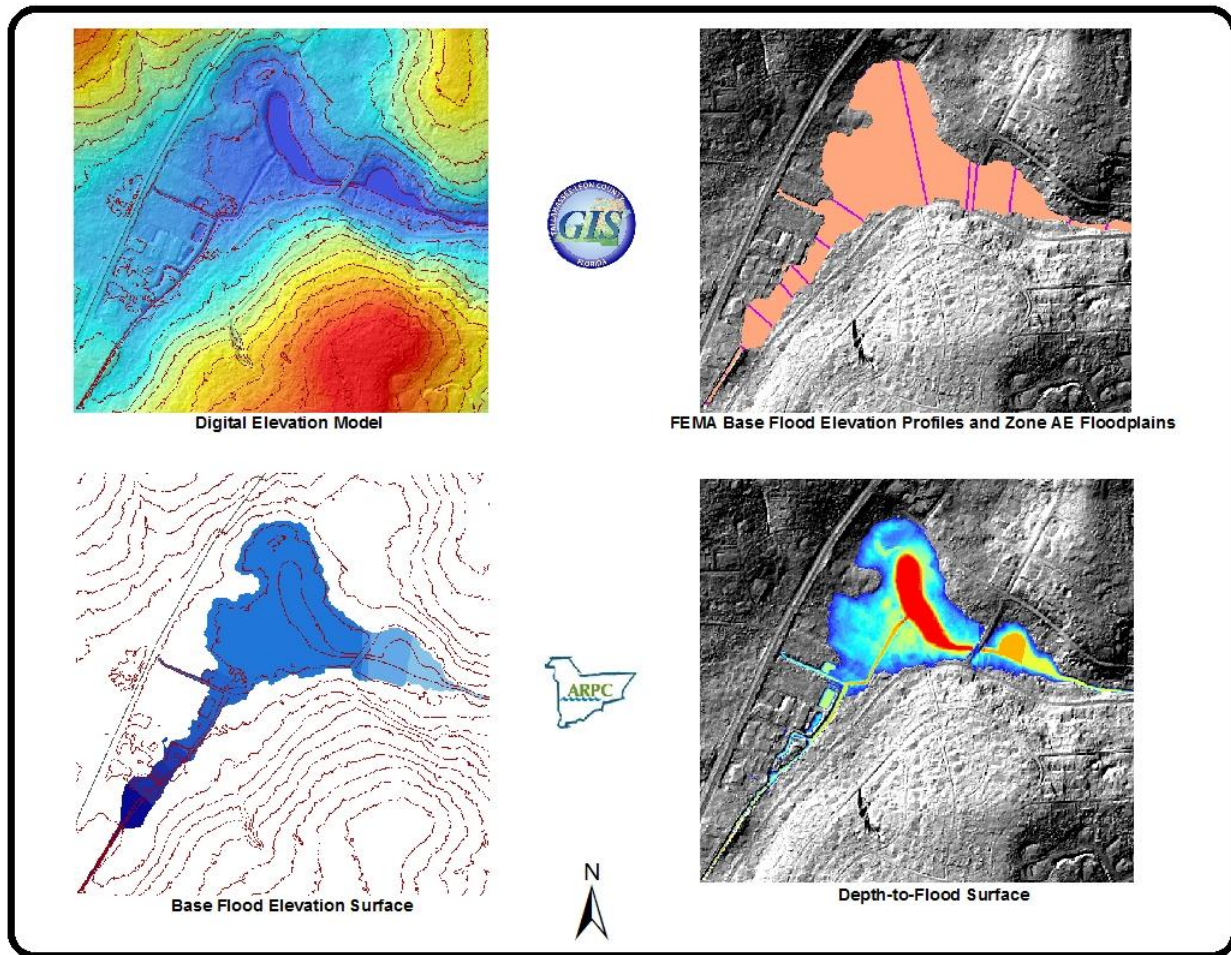
The flood risk assessment was performed using a depth-to-flood approach to compute loss estimates and was generated by comparing Base Flood Elevation (BFE) data with a Digital Elevation Model representing ground elevation. The assessment is computed for a 100-Year return period. The source for 100-year base flood elevations and associated floodplains is the FEMA Digital Flood Insurance Rate (DFIRM) data. The effective DFIRM data for Leon County was published in 2008

pursuant to the FEMA Map Modernization initiative. The floodplain delineations and BFE data was updated in 2009 to include a Letter of Map Revision submitted by the City of Tallahassee. The ground elevation surface used in the analysis was produced from a LIDAR survey conducted for Leon County and the City of Tallahassee in 2009. This data was produced as part of the 3-year Landbase Update for Tallahassee-Leon County GIS.

The study was constrained to the Zone-AE floodplains from the DFIRM data because HAZUS requires base flood elevation data. The Zone AE floodzones have base flood elevations determined by engineering studies. Base flood elevations are not determined for the Zone-A floodplains, thus, they were excluded from the analysis

The figure below shows the workflow used to produce the depth-to-flood raster surface.

Figure III.2: Depth-to-Flood Workflow Diagram



Source: Tallahassee-Leon County GIS

The elevation information in the BFE profiles was used to create a Base Flood Elevation surface for the extent of the Zone AE floodplains. The Zone AE floodplains were used to extract the DEM data for the extent of the floodplains. The DEM data was subtracted from the Base Flood Elevation surface to produce the Depth-to-Flood surface. The Depth-to-Flood surface was imported into HAZUS as the flood hazard source for the risk assessment. The General Building Stock was used along with the portion of the user-provided inventory data to produce the loss estimates. The loss estimate data was extracted from HAZUS and provided for this chapter in the loss reports that are part of the HAZUS software. The data is available beginning on page 15.

2. Southern Wildfire Risk Assessment

The wildfire risk assessment was provided by the Florida Forest Service (FFS), a division of the Florida Department of Agriculture and Consumer Services. FFS was a participant in the Southern Wildfire Risk Assessment (SWRA) Project, a collaboration of multiple entities with contribution from a variety of disciplines related to wildfire modeling and analysis. The SWRA project reflects the latest achievements in regional risk assessment and provides a consistent, comparable set of results as a foundation for mitigation planning. The SWRA can also be used to locate areas where interagency planning may be of value to effectively manage wildland fire risk. Detailed information on this project is presented in the SWRA Final Report.

The results of the risk assessment can be used to:

1. Identify areas where mitigation measures may be of value
2. Facilitate communication, better define priorities and improve emergency response
3. Develop a refined analysis of a complex landscape and fire situations using GIS
4. Facilitate communication with local residents to address community priorities and needs

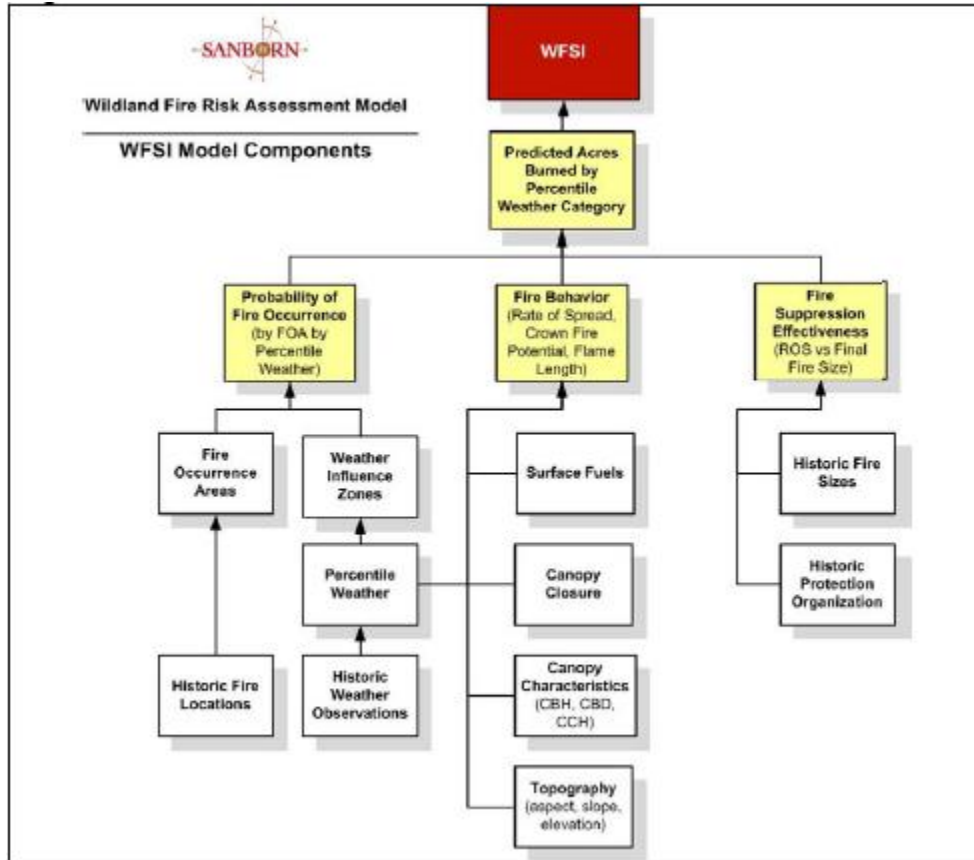
The four principal GIS deliverables are:

1. Development of the Wildland Fire Susceptibility Index (WFSI)
2. Development of the Fire Effects Index (FEI)
3. Development of the Level of Concern (LOC)
4. Development of the Fire Response Accessibility Index (FREI)

The WFSI was selected for use in this report because it represents the key index from the SWRA that can support current fire planning needs of southern fire management agencies. The WFSI is a value between 0 and 1 that represents the

likelihood that a given acre will burn. The following figure presents the WFSI model.

Figure III.3: WFSI Model Components



Source: Florida Forest Service

WFSI integrates the probability of an acre igniting and the expected final fire size based on the rate of spread in four weather percentile categories into a single measure of wildland fire susceptibility. WFSI is comprised of three main data elements:

1. Fire Occurrence
2. Fire Behavior
3. Fire Suppression Effectiveness

Using the same categories of general building stock provided in the HAZUS-MH 2.0 model, the 2010 Leon County Property Appraiser parcel level data was used to produce the value estimates of those properties at risk for wildfire.

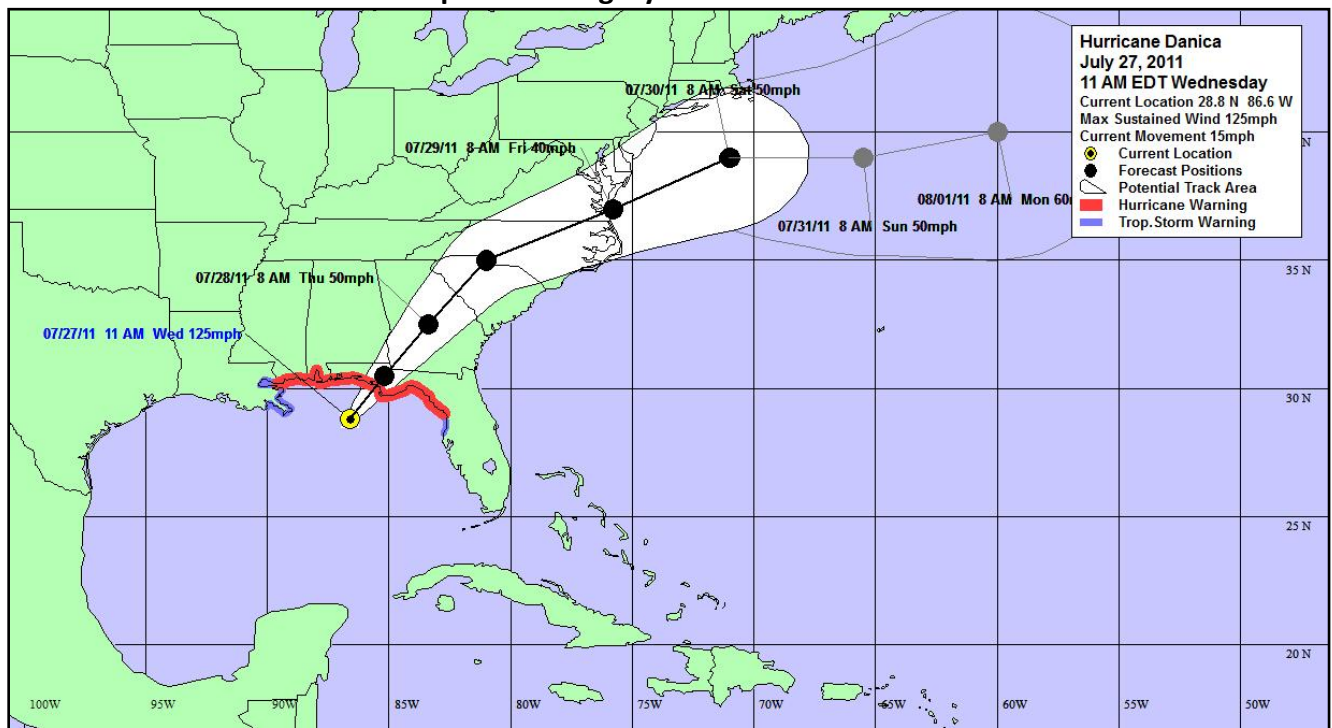
C. GIS Vulnerability and Risk Assessment Results

The data sources discussed in the previous section were used to conduct the vulnerability and risk assessment. The vulnerability assessments results were generated using the Tallahassee/Leon County GIS Department’s geospatial databases for improved property (structures), critical facilities, other essential facilities and properties of cultural significance. Building vulnerability was assessed using HAZUS-MH 2.0 for hurricane wind and flooding and by performing a parcel level analysis for wildfire.

1. Hurricane Wind Analysis

For comparison purposes, the Focus Group agreed to use two deterministic scenarios to examine potential impact from a tropical weather event. The Tallahassee Office of the National Weather Service provided three tropical weather scenarios for input into the HAZUS-MH 2.0 Wind Model. These scenarios included a slow moving, category 1 hurricane with heavy rain, a category 1 storm with a similar path to hurricane Kate and the devastating storm of 1877 and the same hurricane as a category 3 storm. The figure below shows the path of the category 3 hurricane.

Map III.3: Category 3 Hurricane Path



Based on the default data included in HAZUS-MH, which uses U.S. Census 2000 tract data and 2006 R.S. Means building valuations, there is an estimated 96,877 buildings with a total dollar exposure of over \$16 billion dollars in Leon County. The building count and dollar exposure, by property type, are listed in table below.

Table III.2: General Building Stock in Leon County		
Property Type	Number of Properties	Value
Residential	71,205	\$12,174,373,000
Commercial	17,244	\$2,940,634,000
Government	2,131	\$372,588,000
Industrial	2,034	\$342,449,000
Education	1,647	\$278,244,000
Religious	2,423	\$407,518,000
Agriculture	291	\$46,716,000

Source: HAZUS-MH 2.0

The table below lists the facilities included in HAZUS-MH 2.0 the model; whenever possible local data was used to augment the model data. The facilities with an * are considered to be “essential” facilities by FEMA and are included in calculating damages.

Table III.3: Essential Facilities	
Facility	Data Source
Fire Stations*	HAZUS and local GUS Data
Police Stations*	HAZUS
EOCs*	HAZUS and local GIS Data
Communications	HAZUS
Medical Care Facilities*	HAZUS
Schools*	HAZUS and Local GIS Data
General Building Stock *	HAZUS
Dams and Levees	HAZUS
Highways	HAZUS
Railways	HAZUS
Bus	HAZUS
Airport	HAZUS
Wastewater Facilities	HAZUS
Electric Generating Facilities	HAZUS
Hazardous Materials	HAZUS
Demographics	HAZUS

- a. Category 3 Hurricane Deterministic Scenario
 HAZUS-MH 2.0 calculates losses that are due to building and contents damage and monetary losses resulting from loss of function. Losses are not calculated for individual buildings, but instead are based on the performances of entire occupancy classes of buildings (i.e., residential, commercial and other). Based on the category 3 hurricane deterministic scenario input into HAZUS-MH 2.0, the model estimates that approximately 14,000 buildings will be moderately damaged and 325 buildings will be totally destroyed. The tables below display the estimated economic losses by property type and the estimated damage count also by property type.

Table III.4: Economic Loss - Category 3 Hurricane	
Property Type	Value
Residential	\$815,451,000
Commercial	\$155,732,000
Industrial	\$19,667,000
Other	\$51,642,000
Business Interruption	\$209,048,000
Total Direct Economic Loss	\$1,251,540,000

Source: HAZUS-MH 2.0

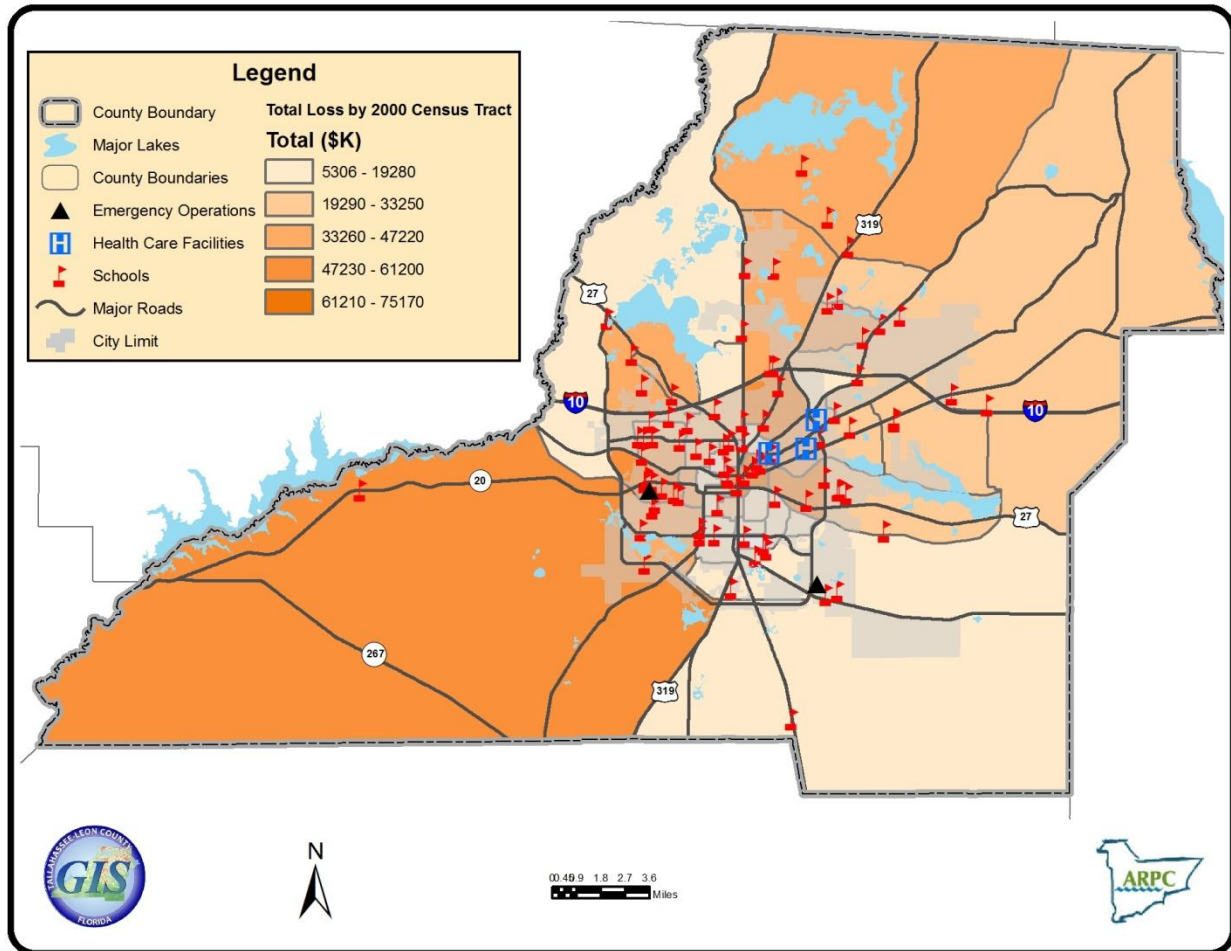
Table III.5: Damage by Property Type – Category 3 Hurricane			
Property Type	Moderate	Severe	Destruction
Residential	10,560	1,046	311
Commercial	1,203	307	6
Government	85	29	0
Industrial	258	86	3
Education	46	15	0
Religious	102	26	0
Agriculture	51	27	5

Source: HAZUS-MH 2.0

- i. The total property damage losses were \$1.25 billion, the largest loss was sustained by residential occupancies which account for over 75% of the total loss. Approximately 1,375 residences will be damaged enough to displace those families for a lengthy duration of time. This will require both long-term housing and social services to be provided if these families are to remain in the community. The maps below display the

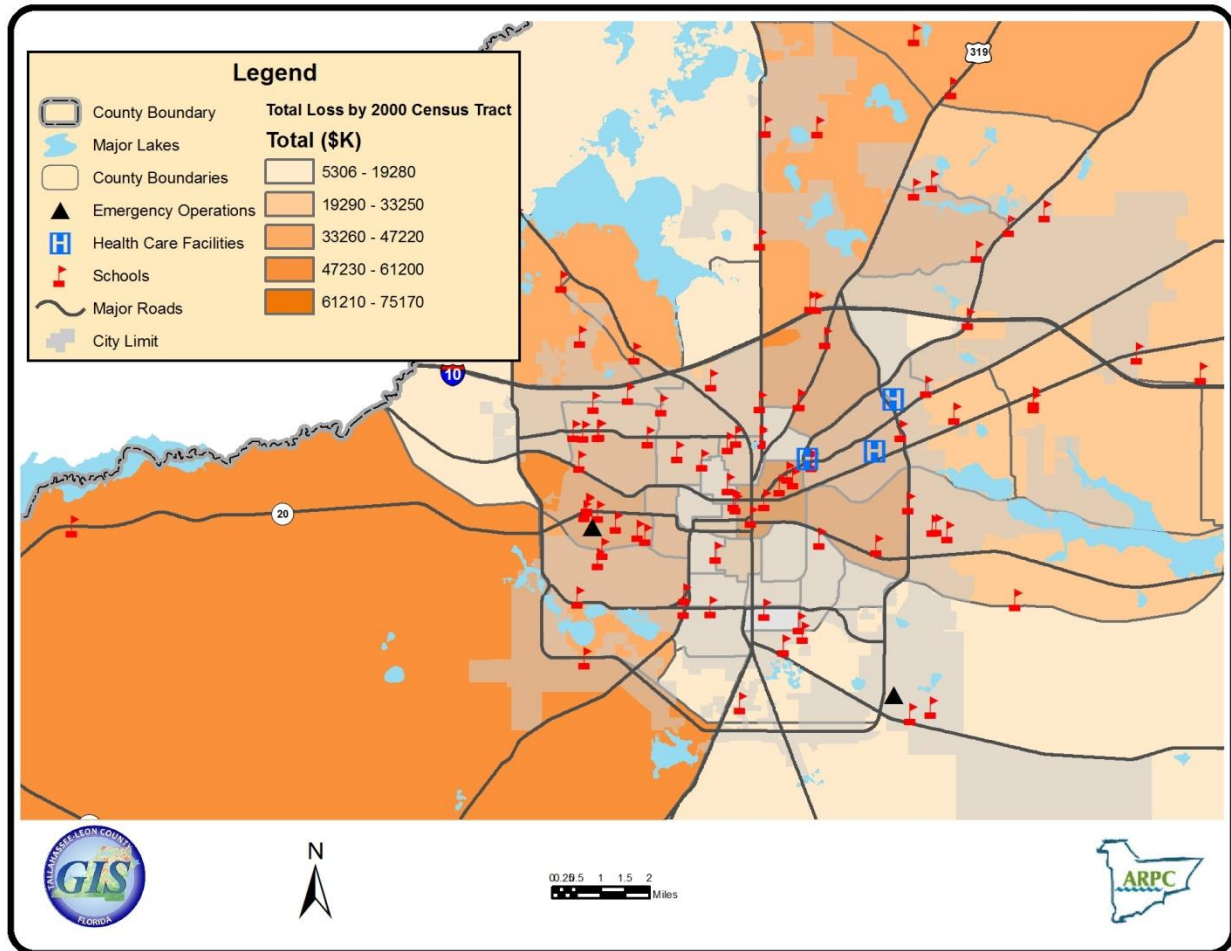
extent of loss by census tract in both the county and the city for the hypothetical category 3 hurricane used for the HAZUS MH3 model.

Map III.4: Category 3 Hurricane* Loss by Census Tract – Leon County



Source: HAZUS-MH 2.0; *Losses are calculated for a hypothetical category 3 hurricane.

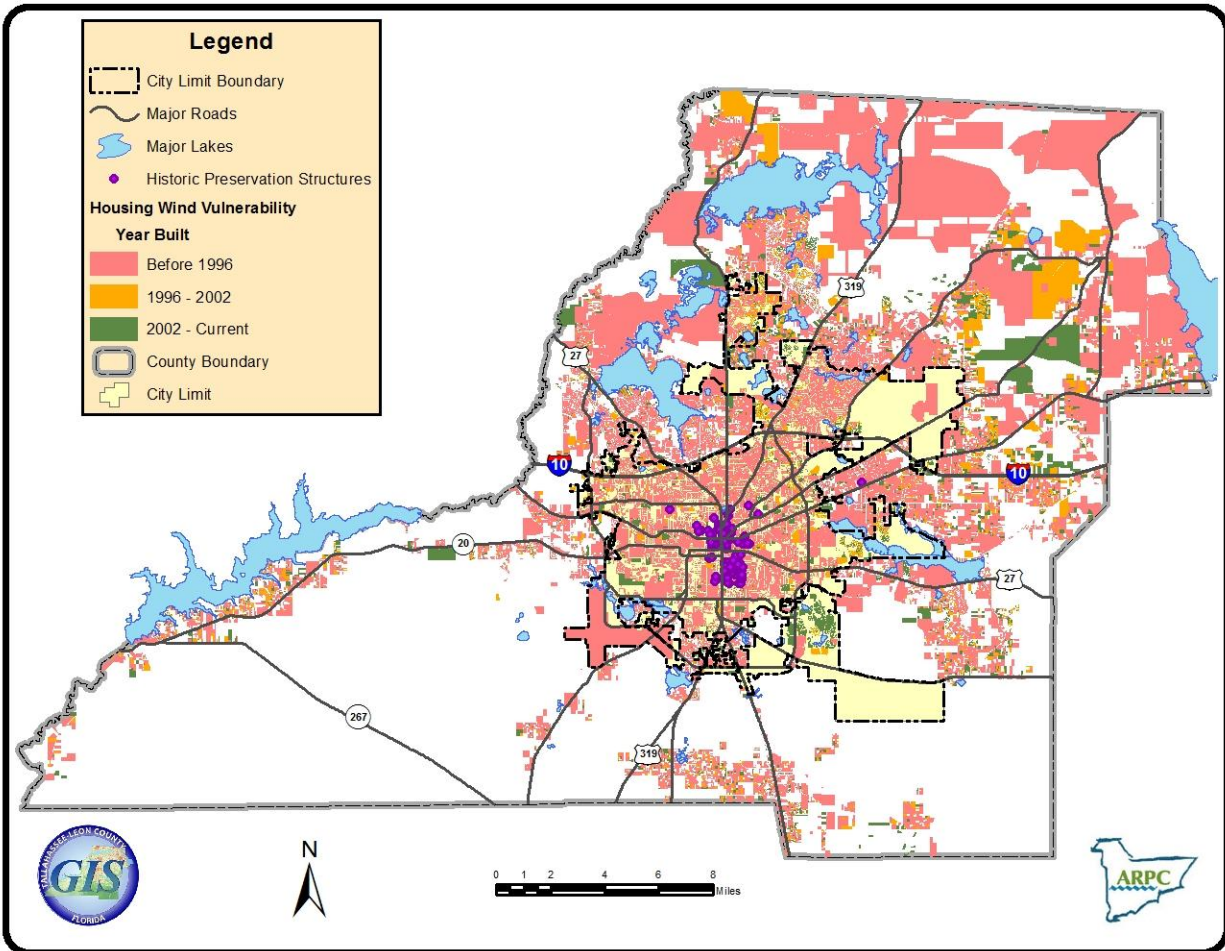
Map III.5: Category 3 Hurricane Loss* by Census Tract – City of Tallahassee



Source: HAZUS-MH 2.0; *Losses are calculated for a hypothetical category 3 hurricane

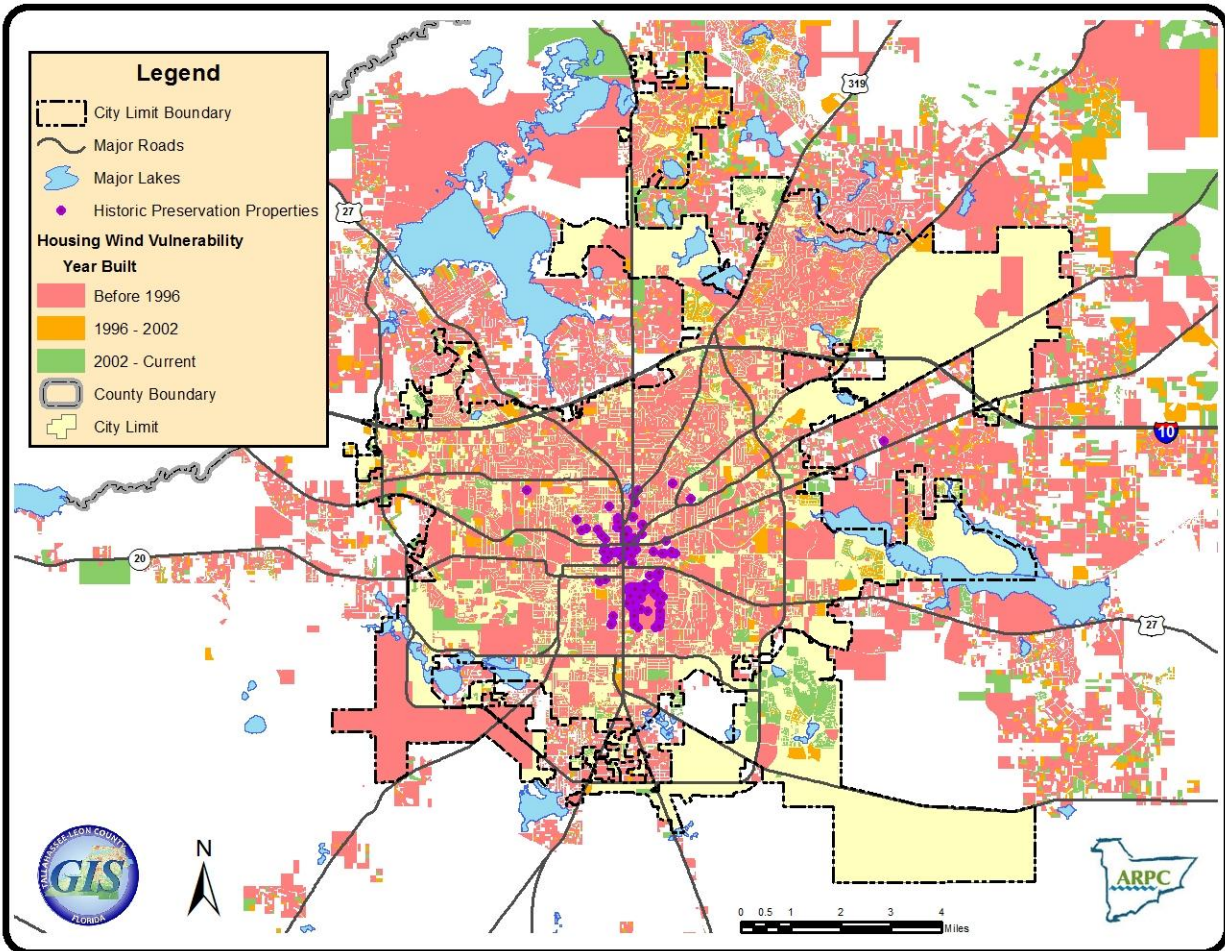
- ii. In 1951 the City of Tallahassee officially adopted the Southern Standard Building Code by ordinance as the first building code in the city. The Leon County Building Inspection Department was established in 1973 and the 1976 Standard Building Code was adopted. The 2001 Florida Building Code (FBC) was the first statewide code issued and was adopted by both the city and the county. Both the city and the county adopted and enforce the FBC which became effective March 1, 2009. Working with the Leon County Property Appraiser database and building officials from both the City of Tallahassee and Leon County, structural vulnerability was determined based on building codes in place in over the last six decades. The following maps indicate structural vulnerability based on the date of construction in the city and the county. They also include properties on the National Register of Historic Places.

Map III.6: Housing Vulnerability – Leon County



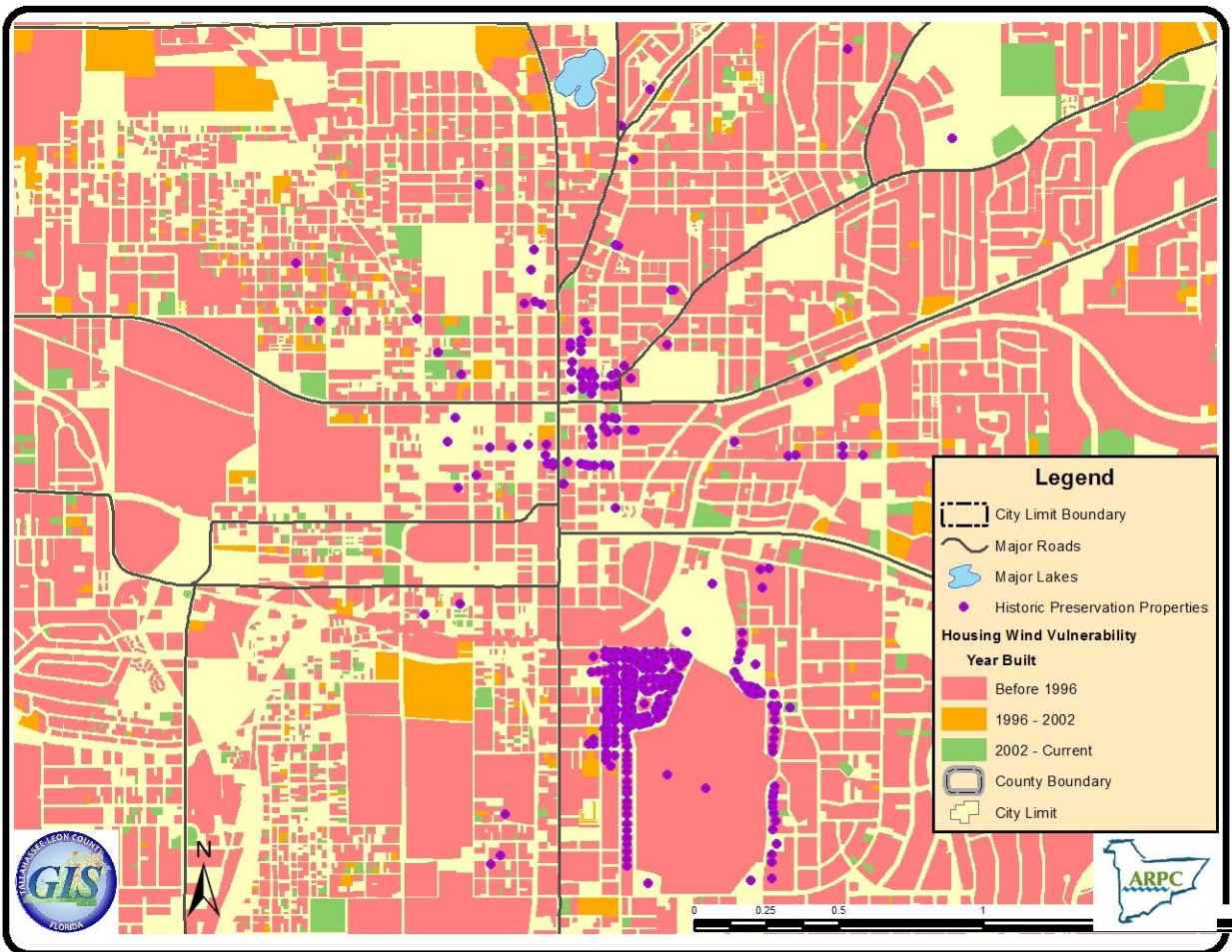
Source: Tallahassee-Leon County GIS

Map III.7: Housing Vulnerability – City of Tallahassee



Source: Tallahassee-Leon County GIS

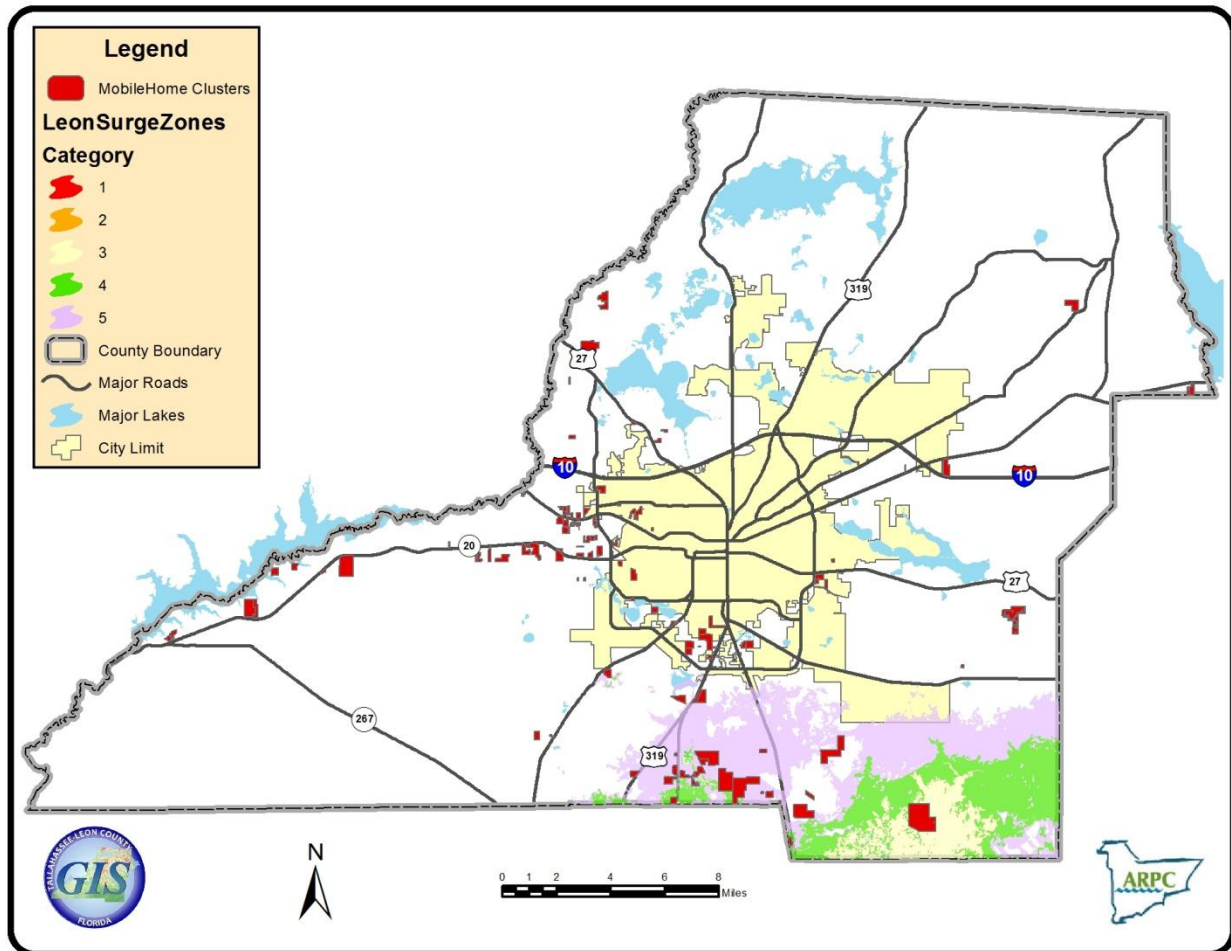
Map III.8: Historic Properties in the City of Tallahassee



Source: Tallahassee-Leon County GIS

- iv. Mobile homes are particularly susceptible to hurricanes. Several mobile home clusters are located within storm surge zones as indicated in the map below.

Map III.9: Mobile Home Cluster and Hurricane Storm Surge



Source: Tallahassee-Leon County GIS

b. Category 1 Hurricane Deterministic Scenario

In comparison, the economic loss from a category 1 hurricane is significantly less than that of the same hurricane categorized as a category 3 storm. The estimated total property damages are \$178 million, but again the largest loss was to residences which accounted for 90% of the total loss. The number of households that may need long-term housing is also significantly less. Less than 15 residences will be significantly damaged in comparison with more than 1,350 from the same hurricane making landfall as a category 3 storm. The tables below display the economic loss and damage by property type from HAZUS-MH 2.0 for an impact from a category 1 hurricane.

Table III.6: Economic Loss - Category 1 Hurricane	
Property Type	Value
Residential	\$147,949,000
Commercial	\$8,443,000
Industrial	\$555,000
Other	\$1,458,000
Business Interruption	\$19,217,000
Total Direct Economic Loss	\$177,622,000

Table III.7: Damage by Property Type – Category 1 Hurricane			
Property Type	Moderate	Severe	Destruction
Residential	646	11	0
Commercial	86	3	0
Government	3	0	0
Industrial	8	1	0
Education	1	0	0
Religious	3	0	0
Agriculture	4	4	0

c. Slow Moving Category 1-2 Hurricane

This scenario had a completely different storm track than that of the deterministic scenario used above. In this scenario, the storm made landfall with the eye going directly over the City of Tallahassee. This scenario accounted for heavy driving rain and the damage associated with a slower moving tropical weather event. Total property damage losses totaled \$887 million with residential structures accounting for 77% of the total loss.

Table III.8: Economic Loss from Slow Moving Hurricane	
Property Type	Value
Residential	\$603,599,000
Commercial	\$101,407,000
Industrial	\$11,486,000
Other	\$33,249,000
Business Interruption	\$137,183,000
Total Direct Economic Loss	\$886,924,000

Source: HAZUS-MH 2.0

Table III.9: Damage by Property Type – Slow Moving Hurricane

Property Type	Moderate	Severe	Destruction
Residential	7,270	503	127
Commercial	898	169	3
Government	66	17	0
Industrial	177	45	2
Education	34	8	0
Religious	73	14	0
Agriculture	38	19	3

Source: HAZUS-MH 2.0

d. Behavioral Analysis

According to the Apalachee Regional Evacuation Study published in 2010, 70% of the population residing in mobile or manufactured homes intends to evacuate for a category 3 hurricane while only 20% of the residents state they will leave if they live in a site built home. The majority of the evacuating population, 70% from site built homes and 50% from mobile or manufactured homes, state they will leave county while less than 10% intend to use public shelter. The table below display evacuation rates for Leon County.

Table III.10: Leon County Evacuation Rates

Housing Type	Storm Threat Scenario				
	Cat 1	Cat 2	Cat 3	Cat 4	Cat 5
Site Built	5%	10%	20%	25%	30%
Mobile or Manufactured Home	50%	55%	70%	80%	85%

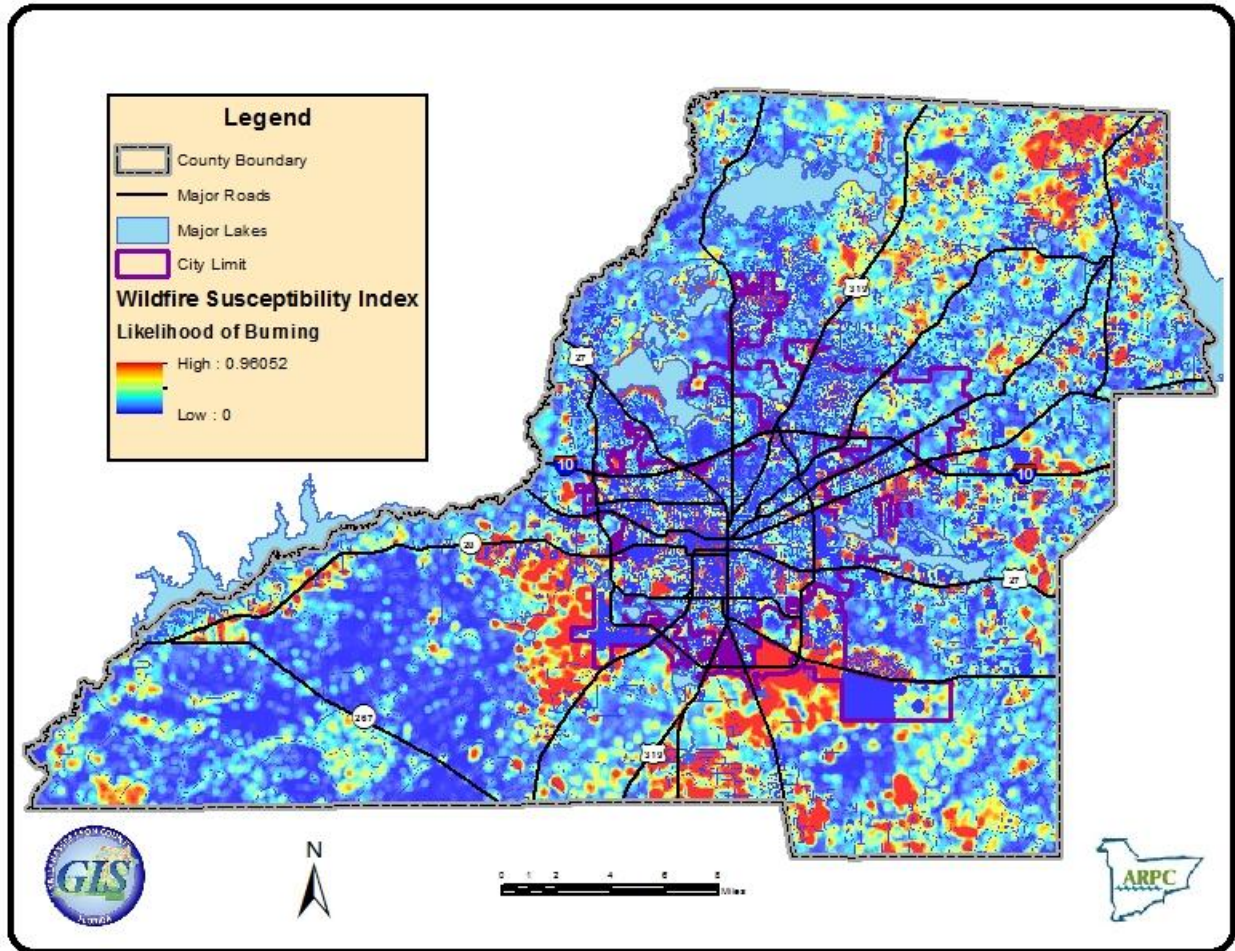
Source: Apalachee Regional Evacuation Study, 2010

1. Wildfire Analysis

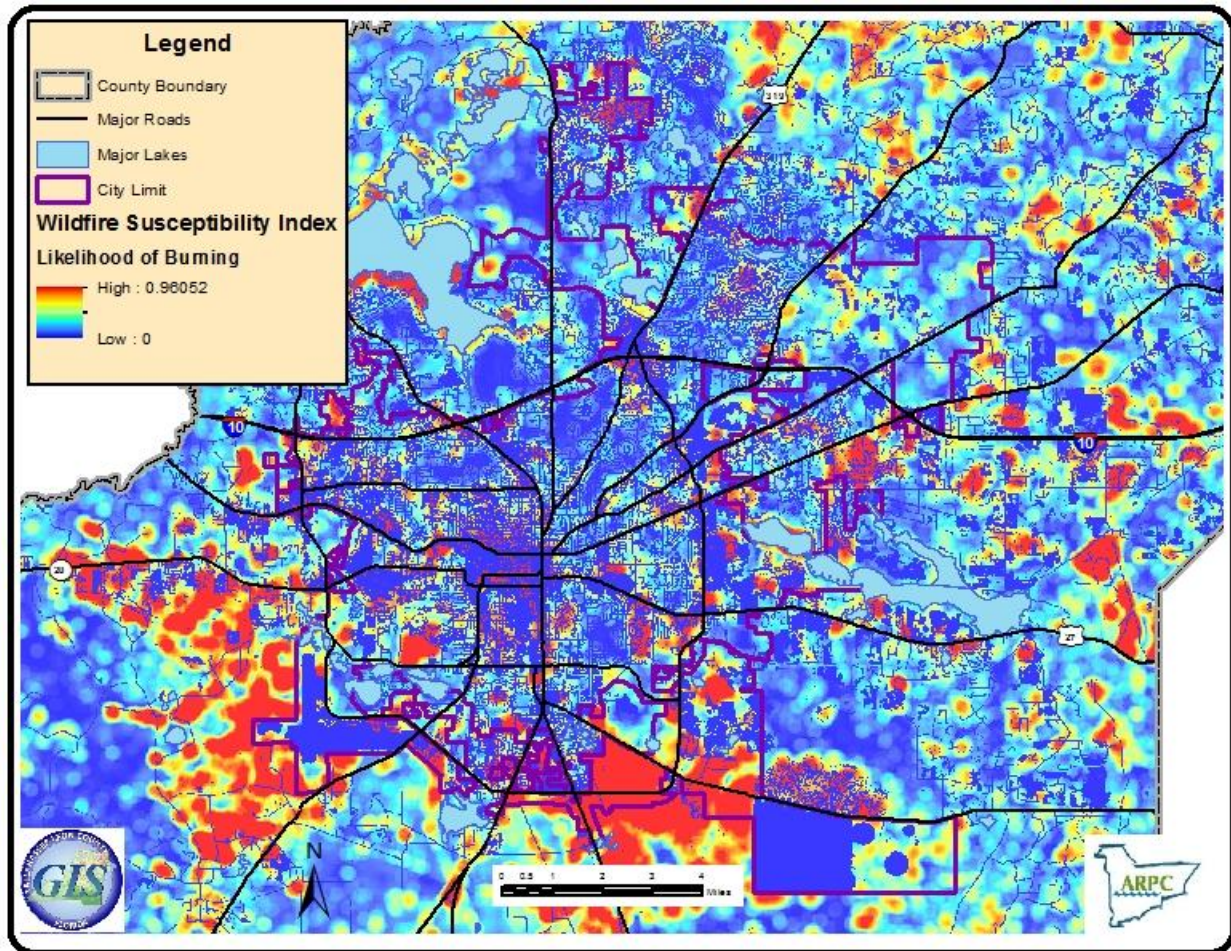
The Florida Division of Forestry (DOF) responds to fire events on land outside the city limits. As of November 1998, the DOF's jurisdiction included 214,877 out of the nearly 450,000 acres in Leon County. Of the five counties in Fire District Four (Leon, Gadsden, Jefferson, Wakulla and Franklin Counties) Leon has produced the least number of fires requiring a DOF response. This may be largely due to a lower concentration of combustible fuel types and the significant amount of controlled burning that takes place on a regular basis. For example, large areas in the north and northeast are held as plantations and frequently use controlled burns as a land management tool. Additionally, a significant portion of the southwestern area of the county lies within the Apalachicola National Forest. There is no significant habitation within its borders and the area immediately

surrounding the forest contains limited development. The two maps below show the wildfire risk for both the City and the County using the methodology previously discussed.

Map III.10: Wildfire Risk – Leon County



Map III.11: Wildfire Risk – City of Tallahassee



Source: Florida Division of Forestry

While residents may experience a periodic blanketing of smoke, the regular use of prescribed burns by Forest Service personnel reduces the risk of wildfire. The table below displays the historical occurrences of wildfires in Leon County between 1999 and 2000.

Table III.11: Historical Occurrence of Wildfires in Leon County, 1999 – 2009		
Primary Causes	Total Number of Wildfires	Total Acres
Escaped Debris Burns Children Incendiary Equipment Use Lightning	180	1,858

Source: Florida Division of Forestry, 2009

Using the same categories of general building stock provided in the HAZUS-MH 2.0 model, the 2010 Leon County Property Appraiser parcel level data was used to produce the value estimates of those properties at risk for wildfire. The two tables below display a breakdown of total value by property type for the City and the County. It is important to note that these are total property values, not damage values based on the impact of a wildfire.

Property Type	Number of Properties	Value (in dollars)
Residential	4,015	\$890,279,779
Commercial	678	\$781,059,979
Government	195	\$1,565,484,628
Industrial	55	\$37,168,980
Education	42	\$1,900,844,161
Religion	43	\$62,035,540
Agriculture	9	\$12,422,559
Vacant	754	\$86,696,502

Source: Leon County Property Appraiser, 2010

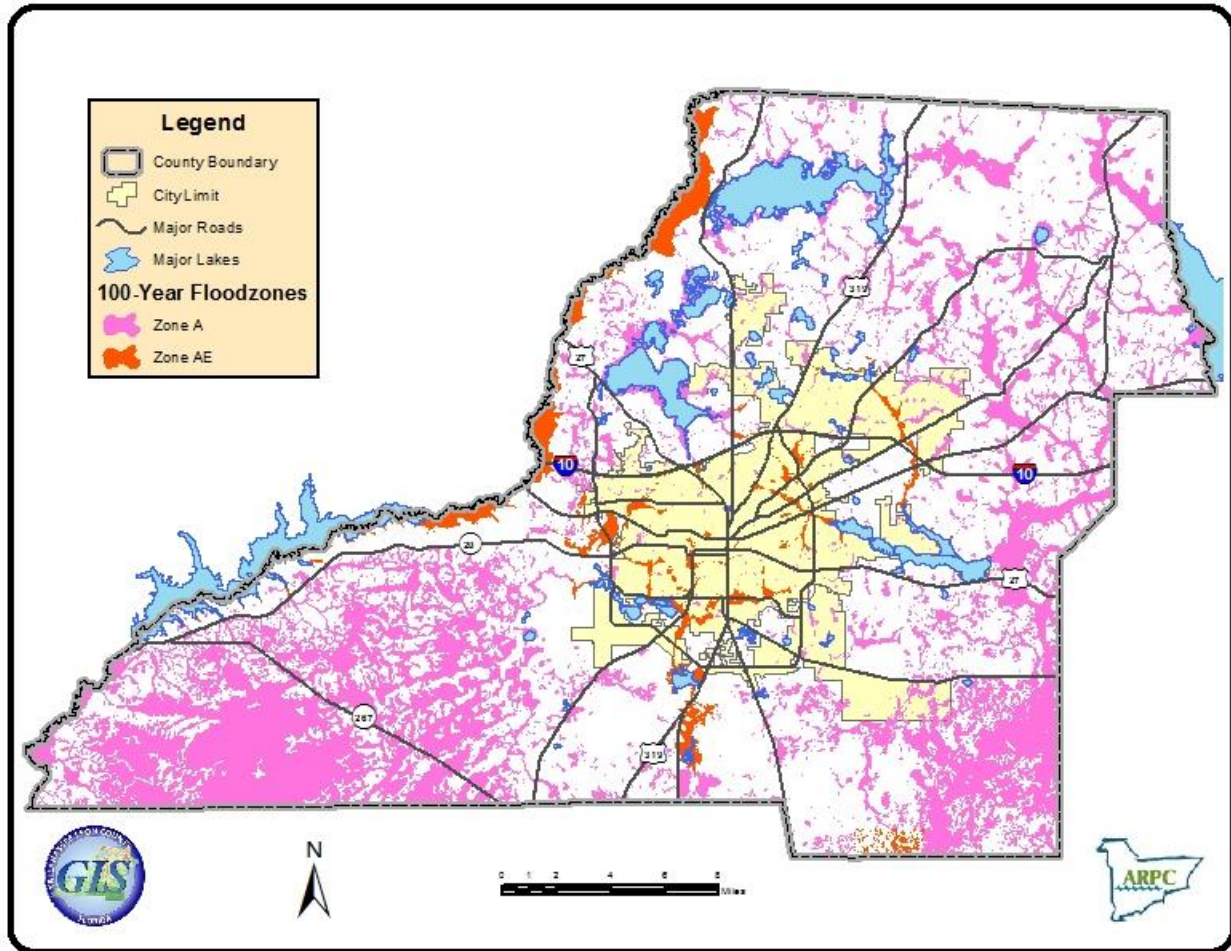
Property Type	Number of Properties	Value (in dollars)
Residential	3,467	\$478,138,684
Commercial	87	\$95,815,349
Government	92	\$141,385,882
Industrial	45	\$16,333,050
Education	4	\$47,292,350
Religion	23	\$17,307,814
Agriculture	215	\$242,855,609
Vacant	1,043	\$86,538,194

Leon County Property Appraiser, 2010

2. Flooding Analysis

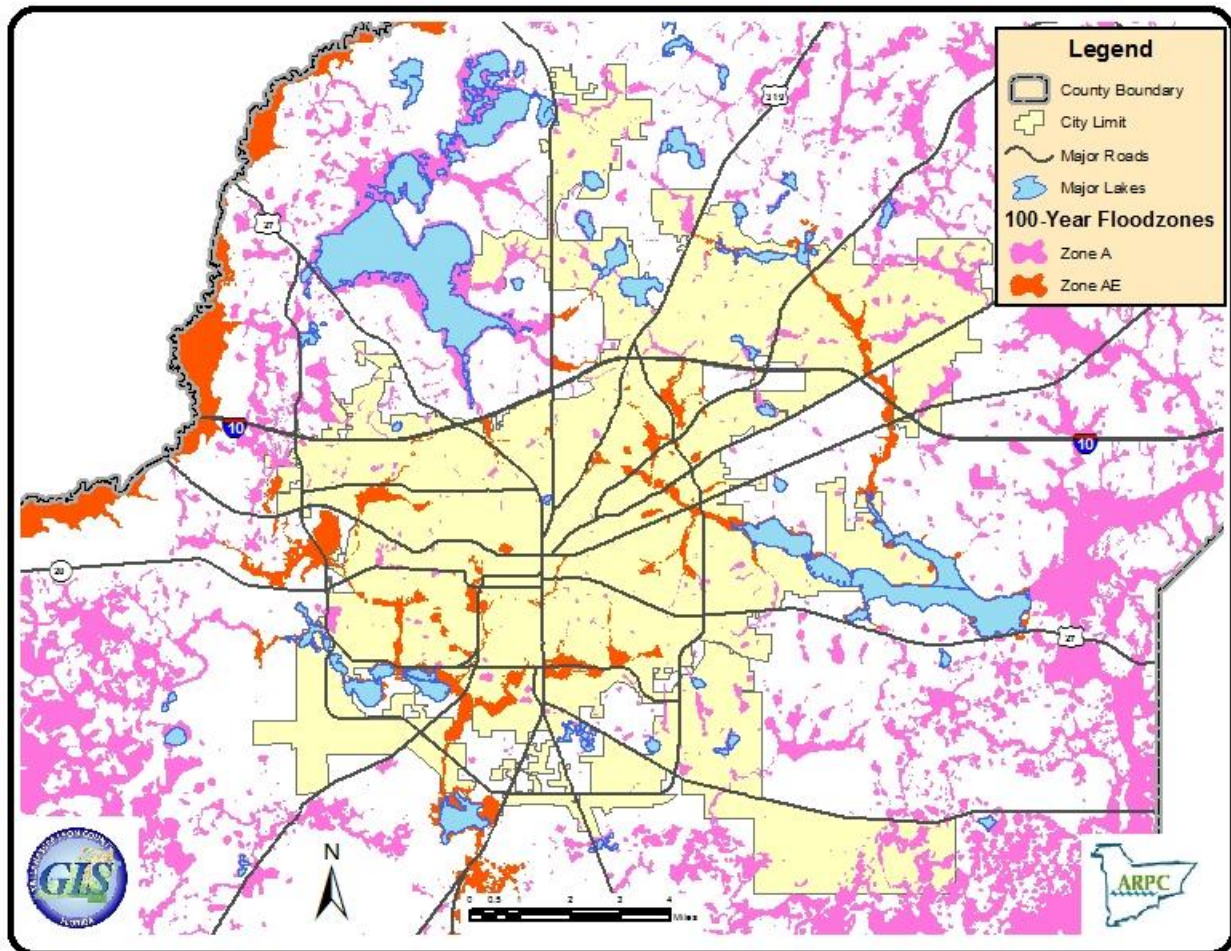
The 100-year flood event, which has a one percent chance of occurring in any given year, is used as the base flood for the purpose of flood mitigation planning. The boundaries of the 100-year floodplain as designated by the FEMA Flood Insurance Rate Maps (FIRM), in Leon County and the City of Tallahassee are indicated in the maps below.

Map III.12: 100-Year Flood Plain – Leon County



Source: Tallahassee-Leon County GIS

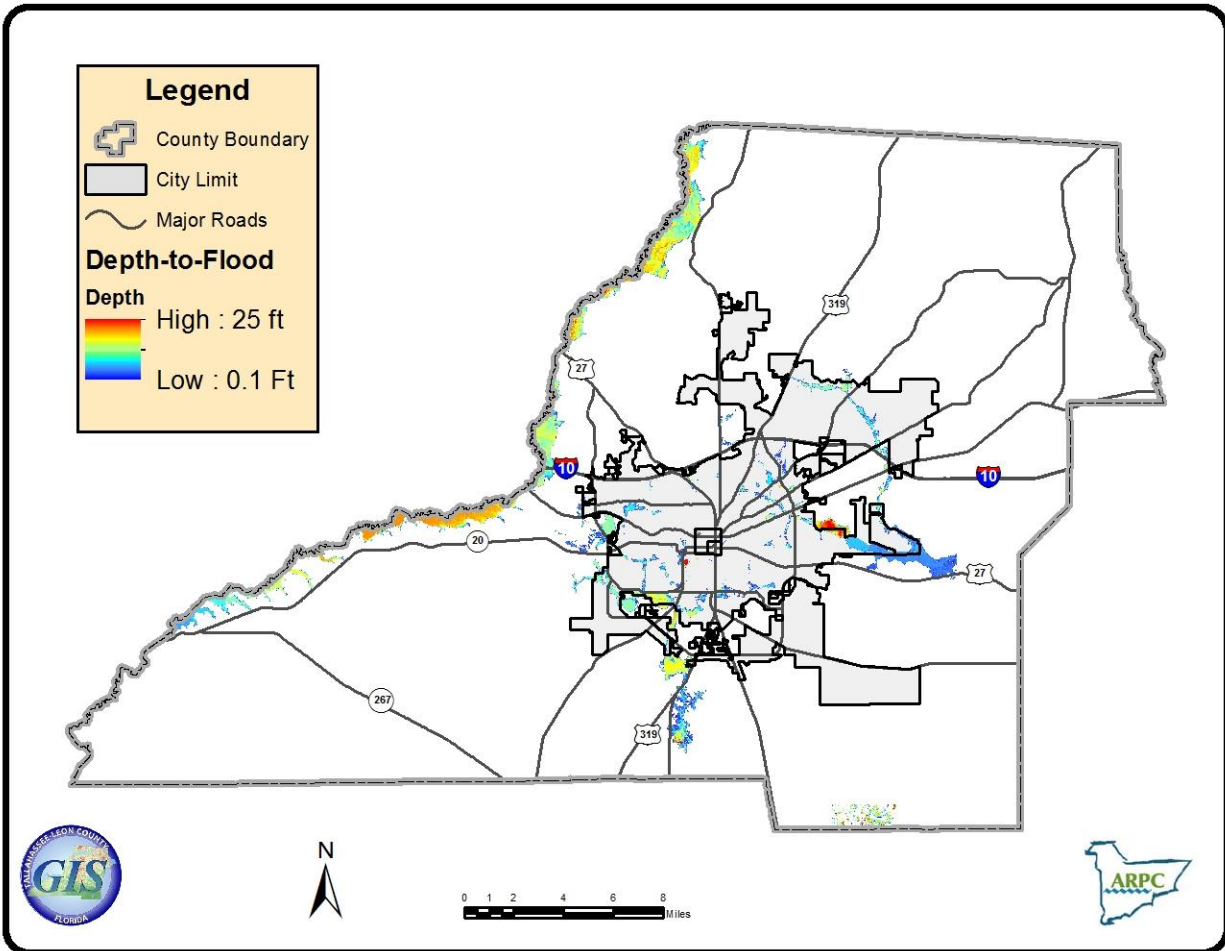
Map III.13: 100-Year Floodplain – City of Tallahassee



Source: Tallahassee-Leon County GIS

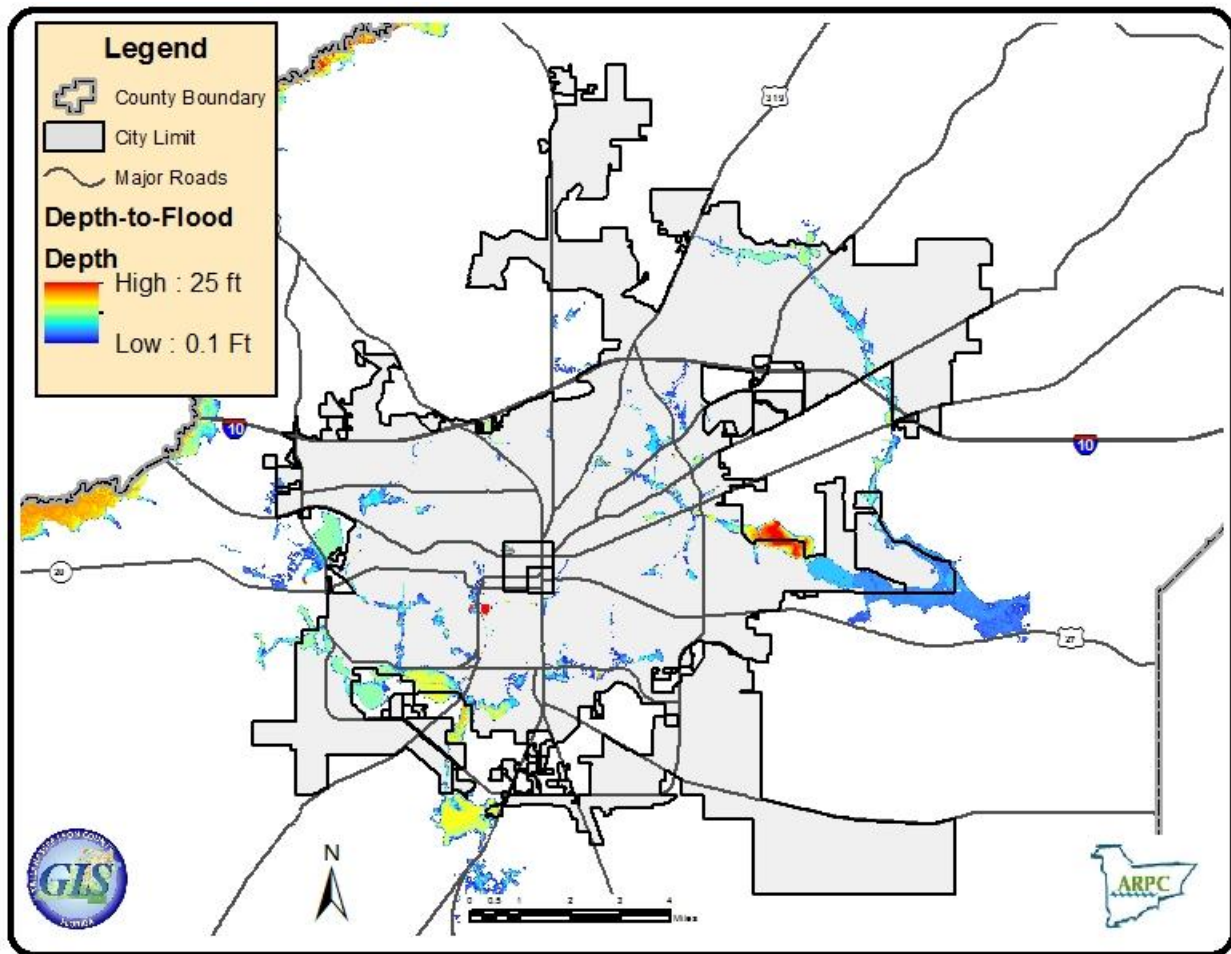
These maps note a distinction between Zones A and AE in the 100-year floodplain. For those areas categorized as Zone AE, engineering data exists that was used to calculate the Base Flood Elevation. This data is necessary for the HAZUS-MH 2.0 model to calculate potential economic loss and this process was described in section IIA2c above. The maps below show the depth of flooding for Zone AE.

Map III.14: Zone AE Depth-to-Flood – Leon County



Source: Tallahassee-Leon County GIS

Map III.15: Zone AE Depth-to-Flood – City of Tallahassee



Source: Tallahassee-Leon County GIS

HAZUS-MH 2.0 estimated that the total economic loss for a 100-year flood event is \$269 million. It has been a long standing land use policy not to develop areas of the floodplain, so the overall percentage of buildings at risk from flooding of this type is lower. However, it must be remembered that a good portion of the 100-year floodplain is not accounted for in these calculations because it is categorized in Zone A. The table below displays the economic loss by property type. Similar to the hurricane scenarios the greatest impact is to residential properties which make up 55.73% of the total loss.

Table III.14: Economic Loss from 100-Year Flood Event	
Property Type	Loss
Residential	\$149,990,000
Commercial	\$83,520,000
Industrial	\$13,740,000
Other	\$20,600,000
Total Direct Economic Loss	\$267,840,000

Source: HAZUS-MH 2.0

Table III.15: Critical Facilities Located in Known Hazard Zones				
Facility	Hazard			
	FEMA Zone A	FEMA Zone AE	Wildfire	Storm Surge
Pineview Elementary School		X		
Belle Vue Middle School	X			
Florida High School			X	
John Paul II Catholic High School			X	
Station 13				X

Source: Tallahassee-Leon County GIS

1. National Flood Insurance Program (NFIP)

The NFIP is administered by FEMA and assists homeowners and renters with flood insurance if their community participates in the program. To be eligible, a community must enforce sound floodplain management standards. Participation in the NFIP affords some protection for properties located within the 100-year floodplain. There are 10,597 parcels in the 100-year floodplain which account for over \$6 billion worth of property and structures with the potential for damage in the event of a 100-year flood event. As of May 31, 2011, 3,987 NFIP policies had been issued in Leon County and the City of Tallahassee.

Table III.16: Leon County/City of Tallahassee NFIP Policies as of May 31, 2011

Jurisdiction	Policies In-force	Insurance In-force	Written Premium In-force
Leon County (Unincorporated Areas)	1,649	\$409,367,600	\$811,426
City of Tallahassee	2,338	\$525,609,900	\$1,381,408
Total	3,987	\$934,977,500	\$2,192,834

Source: FEMA Policy Claim and Statistics for Flood Insurance, 2011

Table III.17: Leon County/City of Tallahassee Parcels in the 100-Year Flood Plain, 2010

Improvement Type	City of Tallahassee			Unincorporated Leon County		
	Number	Percent	Value (\$)	Number	Percent	Value (\$)
Residential	3,987	66	898,830,073	5,066	47	1,122,274,373
Mobile Home	81	1	6,708,908	1,387	13	119,916,427
Commercial	542	9	585,061,256	112	1	83,547,102
Other*	1,439	24	1,977,811,632	4,259	39	1,235,359,054
Total	6,049	100	3,468,411,869	4,548	100	2,561,096,956

Sources: Tallahassee-Leon County Planning Department, Existing Land Use Database, 2008; Leon County Property Appraiser 2010 Tax Roll Data; 100 Year Floodplain, Tallahassee-Leon County GIS

The two largest parcels in the "other" category in terms of market value include the Florida State University (FSU) parcel containing Doak Campbell Stadium and most of the main campus of the Tallahassee Community College (150 acre parcel). FSU staff also identified six structures on campus that are within the 100-year flood plain. Valuations for these structures are included in the figures above. Combined, these values equal two-thirds of the market value of the "other" category for the City of Tallahassee. Three-fourths of the market value of "other" for Unincorporated Leon County was for the Chiles High School parcel.

From 1978 to March 2011, there were 782 countywide losses for flood related claims that were paid in the amount of \$9.1 million throughout Leon County. The table below provides a list of losses in Leon County.

Table III.18: NFIP Flood Losses and Payments by Jurisdiction, 1978 – March 2011

Jurisdiction	Total NFIP Losses	Total Payments (in dollars)
City of Tallahassee	254	\$3,162,050
Leon County	528	\$5,920,934
Countywide Total	782	\$9,082,984

Source: FEMA NFIP

a. Repetitive Flood Loss Properties

It is important to note that not all property within the floodplain is equally vulnerable to flooding. Typically, a small proportion of parcels experience more frequent flooding and are considered a higher priority for flood mitigation actions. A Repetitive Loss (RL) property is any insurable building for which the NFIP paid two or more claims of more than \$1,000 within any rolling ten-year period, since 1978. At least two of the claims must be more than 10-days apart but, within ten-years of each other. A RL property may or may not be currently insured by the NFIP. In the City of Tallahassee, there are currently 54 properties identified as repetitive loss properties. Approximately 56 percent of RL properties have reported only two losses. The tables below display the number of repetitive loss properties in the City of Tallahassee and Leon County by type and by hazard. Also included is a table that provides a list of repetitive loss properties acquired by Leon County and the City of Tallahassee.

Table III.19: Leon County Repetitive Loss Properties by Type			
Occupancy	Number of Repetitive Loss Properties		Total
	Leon County	City of Tallahassee	
Single-Family	62	42	104
Multi-Family	1	12	13
Non-Resident	1	23	24

Source: TLC GIS; Tallahassee-Leon County Planning Department, 2011

Table III.20: Leon County Repetitive Loss Properties by Hazard Area			
Hazard Area	Number of Repetitive Loss Properties		Total
	Leon County	City of Tallahassee	
FEMA 100-Year Flood Plain	13	58	71
Category 3 Storm Surge	1	0	1
Category 4 Storm Surge	4	0	4
Category 5 Storm Surge	2	0	2

Source: TLC GIS; Tallahassee-Leon County Planning Department, 2011

Table III.21: City of Tallahassee Acquired Repetitive Loss Properties			
Property Address	Funding Source	Purchase Date	Purchase Price
300 Lindgren Avenue	HMGP	1996	\$62,000.00
Lindgren Avenue	HMGP	1996	\$10,000.00
Lindgren Avenue	HMGP	1996	\$16,000.00
309 Lindgren Avenue	HMGP	1996	\$83,000.00
321 Lindgren Avenue	HMGP	1996	\$54,000.00
Lindgren Avenue	HMGP	1996	\$10,000.00
324 Gaile Avenue	HMGP	1996	\$92,000.00
322 Gaile Avenue	HMGP	1996	\$75,000.00
318 Gaile Avenue	HMGP	1996	\$61,000.00
312 Gaile Avenue	HMGP	1996	\$115,000.00
308 Gaile Avenue	HMGP	1996	\$130,000.00
306 Gaile Avenue	HMGP	1996	\$79,000.00
302 Gaile Avenue	HMGP	1996	\$94,000.00
2691 Pablo Avenue	HMGP	1996	\$69,000.00
Pablo Avenue	HMGP	1996	\$8,000.00
4024 Chinook Street	HMGP	1996	\$62,022.57
4022 Chinook Street	HMGP	1996	\$76,975.00
4018 Chinook Street	HMGP	1996	\$67,500.00
4016 Chinook Street	HMGP	1997	\$67,500.00
4012 Chinook Street	HMGP	1996	\$81,000.00
4010 Chinook Street	HMGP	1996	\$66,652.24
2618 Peachtree Drive	HMGP	1996	\$57,000.00
2614 Peachtree Drive	HMGP	1996	\$52,000.00
2605 Peachtree Drive	HMGP	1996	\$60,000.00
2601 Peachtree Drive	HMGP	1996	\$57,000.00
2606 Peachtree Drive	HMGP	1996	\$55,000.00
2602 Peachtree Drive	HMGP	1996	\$60,000.00
2520 Peachtree Drive	HMGP	1996	\$41,000.00
2521 Peachtree Drive	HMGP	1996	\$43,000.00
2516 Peachtree Drive	HMGP	1996	\$40,000.00
2515 Peachtree Drive	HMGP	1996	\$43,000.00
2512 Peachtree Drive	HMGP	1997	\$12,000.00

Property Address	Funding Source	Purchase Date	Purchase Price
2509 Peachtree Drive	HMGP	1997	\$32,854.00
2508 Peachtree Drive	HMGP	1996	\$18,000.00
2505 Peachtree Drive	HMGP	1997	\$45,000.00
2504 Peachtree Drive	HMGP	1996	\$43,750.00
1422 Appleyard Drive	HMGP	1996	\$71,000.00
1421 Appleyard Drive	HMGP	1996	\$42,000.00
1417 Appleyard Drive	HMGP	1996	\$48,000.00
1409 Appleyard Drive	HMGP	1996	\$56,000.00
2636 Mission Road	HMGP	1996	\$2,102,000.00
2436 Peachtree Drive	HMGP	1996	\$62,000.00
2923 Rexwood Drive	HMGP	1996	\$71,000.00
2921 Rexwood Drive	HMGP	1996	\$67,000.00
2919 Rexwood Drive	HMGP	1996	\$73,000.00
2917 Rexwood Drive	HMGP	1996	\$73,000.00
2915 Rexwood Drive	HMGP	1996	\$66,000.00
2913 Rexwood Drive	HMGP	1996	\$59,000.00
2911 Rexwood Drive	HMGP	1996	\$65,000.00
2909 Rexwood Drive	HMGP	1996	\$61,000.00
2907 Rexwood Drive	HMGP	1996	\$73,000.00
2905 Rexwood Drive	HMGP	1996	\$67,000.00
2903 Rexwood Drive	HMGP	1996	\$52,000.00
2901 Rexwood Drive	HMGP	1996	\$62,000.00
1502 Viscount Avenue	HMGP	1996	\$69,000.00
2914 Rexwood Drive	HMGP	1996	\$62,000.00
2912 Rexwood Drive	HMGP	1996	\$58,000.00
2910 Rexwood Drive	HMGP	1996	\$62,000.00
2908 Rexwood Drive	HMGP	1996	\$84,000.00
2906 Rexwood Drive	HMGP	1996	\$63,000.00
2904 Rexwood Drive	HMGP	1996	\$70,000.00
2902 Rexwood Drive	HMGP	1996	\$67,000.00
2898 Rexwood Drive	HMGP	1996	\$140,000.00
1501 Viscount Avenue	HMGP	1996	\$84,000.00
1503 Viscount Avenue	HMGP	1996	\$88,000.00

Property Address	Funding Source	Purchase Date	Purchase Price
1504 Viscount Avenue	HMGP	1996	\$74,000.00
1505 Viscount Avenue	HMGP	1996	\$69,000.00
1506 Viscount Avenue	HMGP	1996	\$67,000.00
1507 Viscount Avenue	HMGP	1996	\$70,000.00
1502 Majestic Avenue	HMGP	1996	\$80,000.00
1504 Majestic Avenue	HMGP	1996	\$69,000.00
1506 Majestic Avenue	HMGP	1996	\$67,000.00
1508 Majestic Avenue	HMGP	1996	\$72,000.00
2903 Oakwood Drive	HMGP	1996	\$77,000.00
2901 Oakwood Drive	HMGP	1996	\$80,000.00
2915 Majestic Avenue	HMGP	1996	\$83,000.00
2913 Regent Drive	HMGP	1996	\$65,000.00
2911 Regent Drive	HMGP	1996	\$70,000.00
2909 Regent Drive	HMGP	1996	\$77,000.00
2907 Regent Drive	HMGP	1996	\$71,000.00
2905 Regent Drive	HMGP	1996	\$82,000.00
2903 Regent Drive	HMGP	1996	\$61,000.00
2904 Regent Drive	HMGP	1996	\$67,000.00
2902 Regent Drive	HMGP	1996	\$76,000.00
1506 Inwood Street	HMGP	1996	\$68,000.00
1508 Inwood Street	HMGP	1996	\$65,000.00
1510 Inwood Street	HMGP	1996	\$71,000.00
2411 Vega Drive	HMGP	1996	\$103,000.00
2391 Beechnut Lane	HMGP	1996	\$96,000.00
1810 Burns Drive	HMGP	1996	\$103,000.00
1808 Burns Drive	HMGP	1996	\$99,000.00
1803 Trimble Road	HMGP	1996	\$92,000.00
1809 Trimble Road	HMGP	1996	\$121,000.00
1813 Trimble Road	HMGP	1996	\$149,000.00
2533B W. Tharpe Street	HMGP	1996	\$29,000.00
2314 San Pedro Avenue	HMGP	1997	\$142,000.00
2007 Travis Court	HMGP	1996	\$96,000.00
2377 Peachtree Drive	HMGP	1996	\$90,000.00

Property Address	Funding Source	Purchase Date	Purchase Price
2381 Peachtree Drive	HMGP	1996	\$86,000.00
2385 Peachtree Drive	HMGP	1996	\$73,166.65
1421 Deer Haven Lane	HMGP	1996	\$91,000.00
2404 Beechnut Lane	HMGP	1996	\$88,000.00
2408 Beechnut Lane	HMGP	1996	\$76,000.00
2403 Beechnut Lane	HMGP	1996	\$97,000.00
2399 Beechnut Lane	HMGP	1996	\$80,000.00
2395 Beechnut Lane	HMGP	1996	\$89,000.00
2411 Beechnut Lane	HMGP	1996	\$89,000.00
2407 Vega Drive	HMGP	1996	\$84,000.00
1500 Inwood Street	HMGP	1997	\$71,000.00
2901 Regent Drive	HMGP	1997	\$54,800.00
1502 Inwood Street	HMGP	1996	\$72,000.00
1504 Inwood Street	HMGP	1996	\$72,000.00
1514 Inwood Street	HMGP	1996	\$84,000.00
2899 Regent Drive	HMGP	1997	\$51,630.56
1706 Salmon Drive	HMGP	2004	\$115,500.00
1209 Waverly Road	HMGP	2004	\$205,000.00
740 Gwen Street	HMGP	2004	\$73,986.00
1325 Linda Ann Drive	HMGP	2004	\$65,000.00
821 Abbiegail Drive	FMAP – RLP	2002	\$132,000.00
822 Abbiegail Drive	FMAP – RLP	2001	\$90,400.00
823 Abbiegail Drive	FMAP – RLP	2002	\$118,000.00
828 Abbiegail Drive	FMAP – RLP	2002	\$98,800.00

Source: City of Tallahassee, 2011

Table III.22: Leon County Acquired Repetitive Loss Properties	
Property Address	Funding Source
2204 Monaco Drive	HMGP
2203 Monaco Drive	FPP
2205 Monaco Drive	HMGP
4905 Buck Lake Road	HMGP

Property Address	Funding Source
4907 Buck Lake Road	HMGP
2114 Foshalee Drive	FPP
6702 Chevy Way	FPP
1879 Log Ridge Trail	FPP
10095 Buck Point Road	HMGP
2002 Longview Drive	FPP
2004 Longview Drive	FPP
2006 Longview Drive	FPP
2014 Longview Drive	FPP
2013 Longview Drive	HMGP
2001 Longview Drive	FPP
1917 Longview Drive	FPP
2014 Harriet Drive	FPP
2033 Harriet Drive	HMGP
2023 Harriet Drive	HMGP
2021 Harriet Drive	HMGP
2019 Harriet Drive	HMGP
2936 Nepal Drive	FPP
4470 Sherborne Road	HMGP
2014 Casa Linda Court	FPP
2009 Coffee Lane	FPP
1870 Hopkins Drive	FPP
1867 Hopkins Drive	FPP
5804 Tower Road	HMGP
2260 Hickory Court	HMGP
9551 Woodville Highway	HMGP
1829 Robinson Road	HMGP
1853 Robinson Road	HMGP
9044 Celia Court	FPP
3695 Sprinil Road	HMGP
4665 Sprinil Road	HMGP
3647 Sprinil Road	HMGP
3541 Sprinil Road	HMGP

Property Address	Funding Source
3519 Sprinil Road	HMGP
1652 Eagle Road	HMGP
1313 Munson Boulevard	FPP
5284 Wild Olive Way	HMGP
5278 Wild Olive Way	HMGP
8617 Moore Woods Road	HMGP
8611 Moore Woods Road	HMGP
8012 Wakulla Springs Road	FPP
8622 Moore Woods Road	HMGP
8350 Avalon Drive	FPP
8342 Avalon Drive	HMGP
9156 Warbler Street	HMGP
922 Jessica Street	FPP
9167 Warbler Street	HMGP
9157 Warbler Street	HMGP
9133 Warbler Street	FPP
9121 Warbler Street	FPP
9113 Warbler Street	FPP
971 Towhee Road	HMGP
Flicker Road	FPP
1940 Tomberlin Road	FPP
1920 Tomberlin Road	FPP
1910 Tomberlin Road	FPP
Tomberlin Road	FPP
Tomberlin Road	FPP
Tomberlin Road	FPP
Tomberlin Road	FPP
Tomberlin Road	FPP
1901 Tomberlin Road	FPP
8481 Rancho Road	FPP
694 Spiral Garden Way	HMGP
8866 Freedom Road	HMGP
867 Jessica Street	HMGP

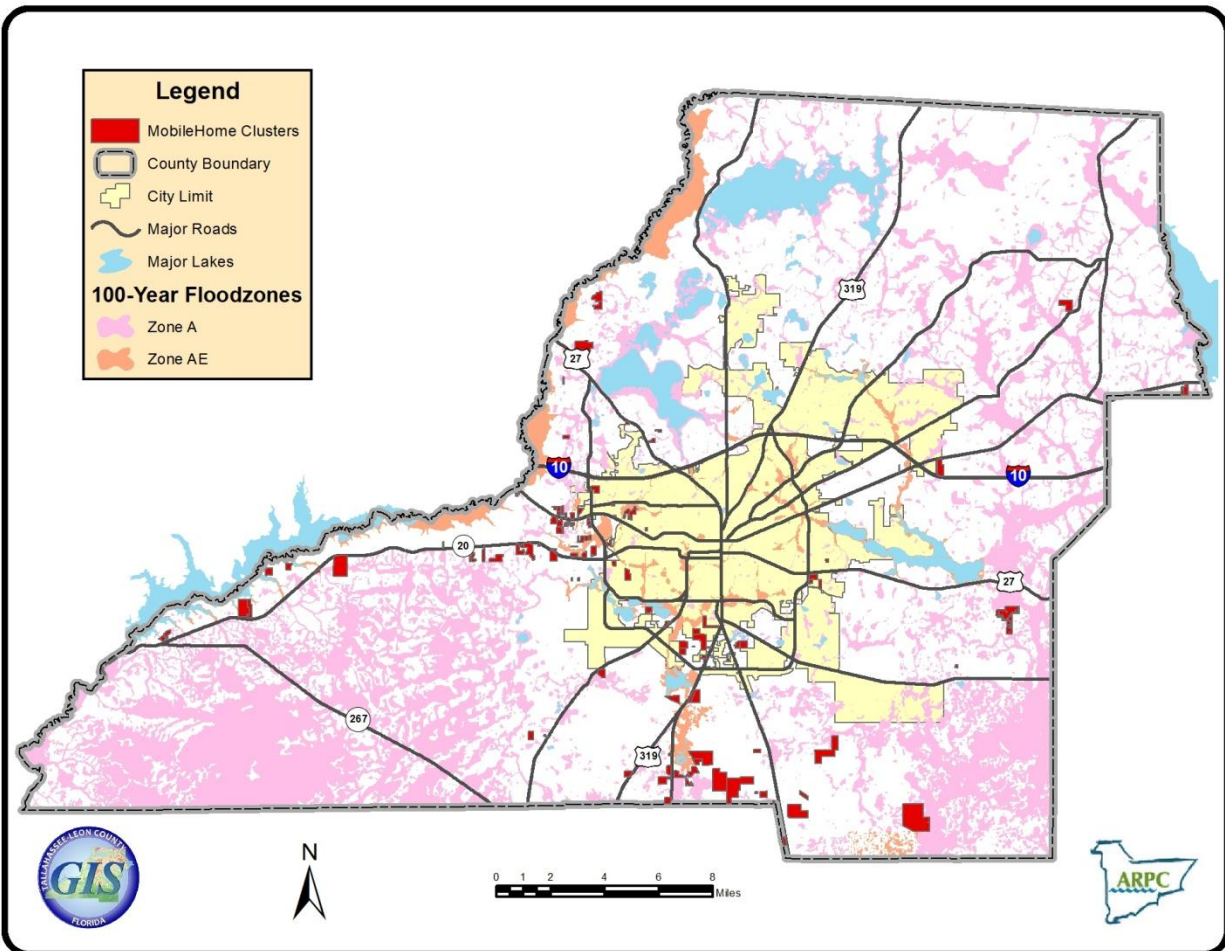
Property Address	Funding Source
904 Jessica Street	HMGP
880 Jessica Street	FPP
868 Jessica Street	HMGP
8714 Freedom Road	HMGP
8610 Freedom Road	HMGP
663 Nocatee Road	HMGP
9550 Wakulla Springs Road	FPP
9118 Wakulla Springs Road	HMGP
Wakulla Springs Road	HMGP
9098 Wakulla Springs Road	HMGP

Leon County, 2012

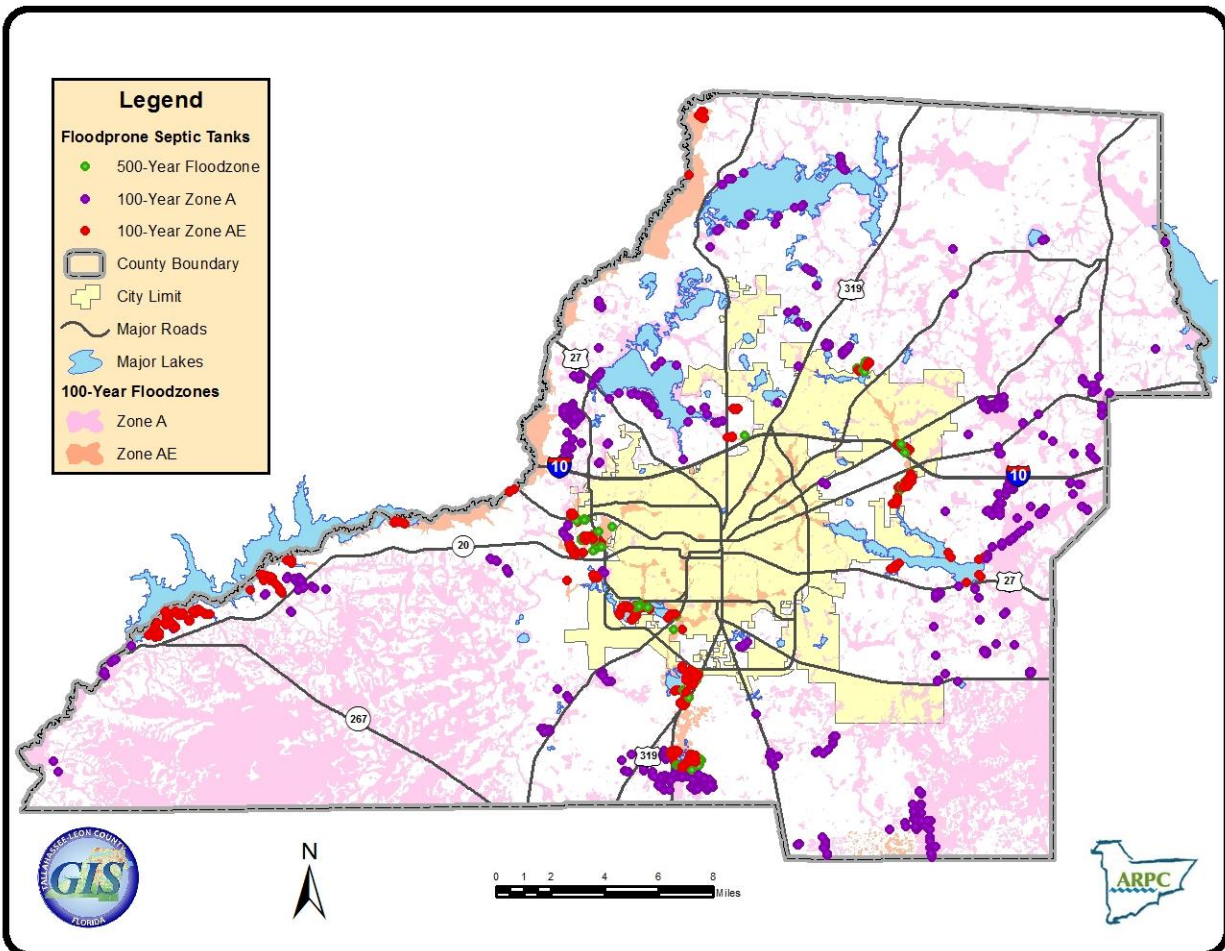
b. Flooding Vulnerability

Mobile homes and septic tanks are particularly susceptible to damage from hurricanes and flooding. The maps below depict mobile homes and septic tanks in the 100-year flood plain.

Map III.16: Mobile Home Clusters in the 100-Year Flood Plain



Map III.17: Septic Tanks in the 100-Year Floodplain



Source: Tallahassee-Leon County GIS

D. Population and Social Vulnerability

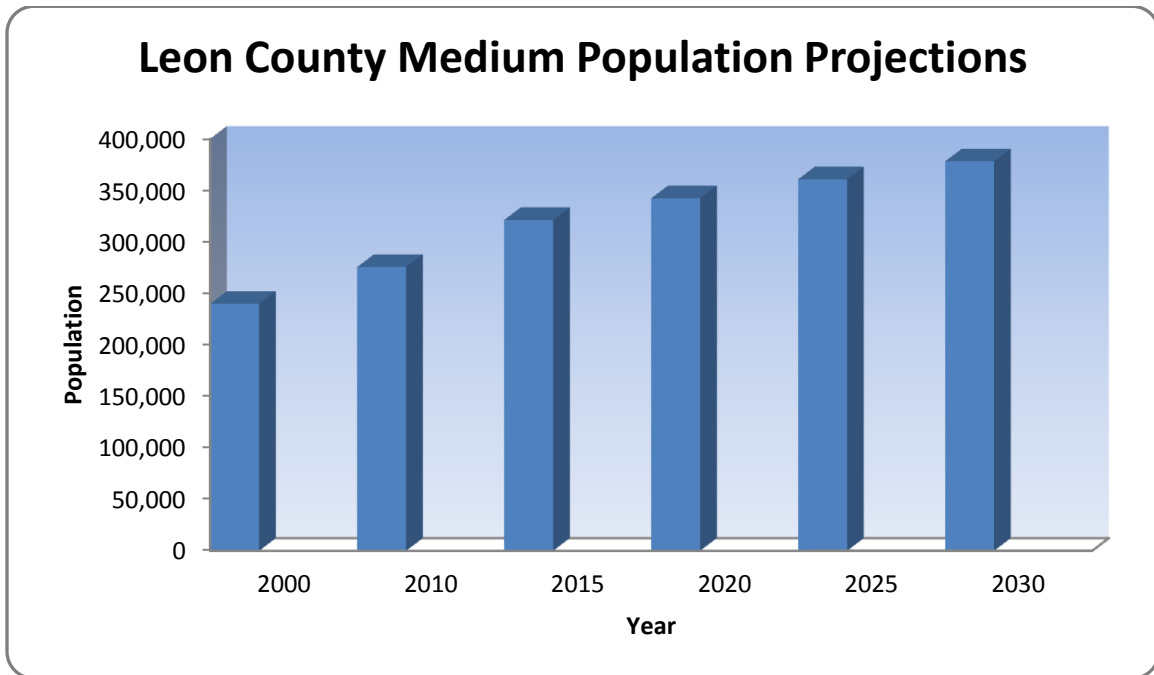
1. Population

The City of Tallahassee is the only incorporated municipality in Leon County, and is the state capital of Florida. Tallahassee is also home to two state universities, FSU and Florida Agricultural and Mechanical University (FAMU). In 2010, the U.S. Census Bureau reported the total population within Leon County was 275,487 persons. The table below displays the increase in population from 2000 to 2010. According to the University of Florida, Bureau of Economic and Business Research (BEBR), Leon County’s population is expected to experience steady population growth rates for the next 25 years.

Table III.23: Leon County Population Estimates				
Jurisdiction	Population Census 2000	Population Census 2010	% Change 2000-2010	% of Total Population (2010)
Tallahassee	150,624	181,376	20.4%	65.8%
Unincorporated	88,828	94,111	5.9%	34.2%
Countywide	239,452	275,487	15%	100%

Source: Census 2010

Based on the medium population projection provided by BEBR, Leon County is expected to add almost 100,000 new residents to its population by the year 2030 (378,100), see the figure below.



Source: BEBR, 2011

2. Social Vulnerability

The U.S. Census for 2010 reported that the population for Leon County is 275,487. This is consistent with the 2007 BEBR estimate of 272,497. On average there are 2.34 persons per household in Leon County. According to the 2006-2010 American Community Survey data Leon County has 109,314 occupied households, with 55.4% being owner occupied and 44.6% being occupied by renters.

- a. **Special Needs, Disabled and Single Parent Households**
Of particular concern within Leon County's population are those persons with special needs and/or limited resources such as the elderly, low-income or linguistically isolated. In 2010, 430 residents registered with the Leon County Sheriff's Office, Division of Emergency Management as having special needs. They are located throughout the area in nursing homes, assisted living facilities and private residences. This is not to be confused with those individuals having disability status. According to the 2008 – 2010 American Community Survey more than 25,000 individuals in Leon County have disability status. Social services, and the local and non-profit agencies which provide them, will be particularly essential for the members of the community in this demographic to return and rebuild after a major or catastrophic disaster. Additionally, households headed by a single individual may have fewer resources for childcare or post-disaster work opportunities.

Category	Number of Persons	Percent of Population
Over 65	24,123	8.8%
Under 18	53,014	19%
Under 5	18,290	6.6%
Linguistically Isolated	1,070 Households	1.1%
Households with No Access to Vehicle	7,117 Households	6.5%
Households Living in Poverty	24,198 Households	22.1% of Households
Households Headed by Single Individual with Children under 18 Years of Age	10,833 Households	9.9% of Households

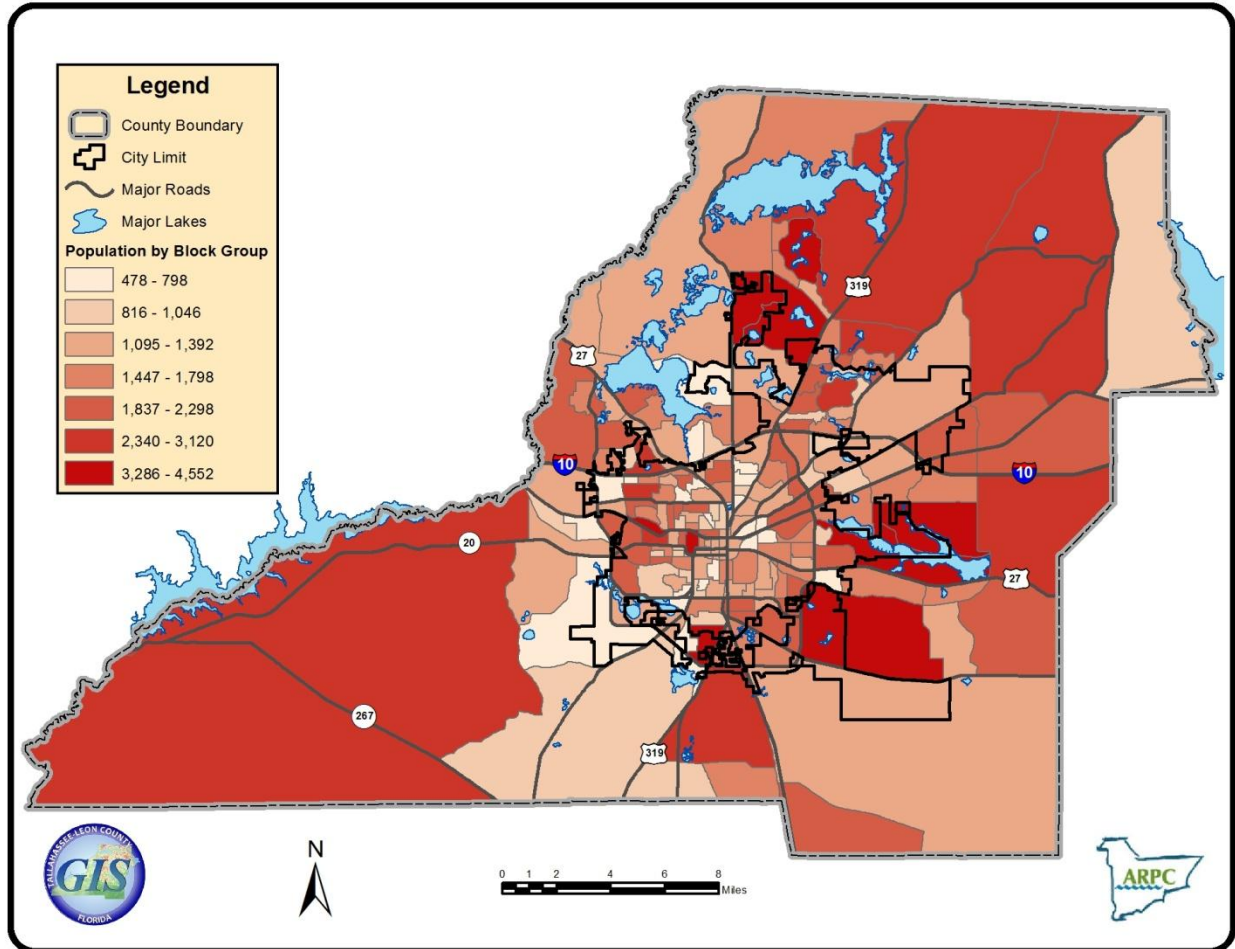
Source: American Community Survey, 2006-2010

- b. **Student Population**
The City of Tallahassee is home to two universities, one community college and one technical center. Florida State University has a student population of almost 41,000 and FAMU houses an additional 12,000 students. If a major or catastrophic disaster were to impact Leon County while the universities and colleges were in session, temporarily housing students could be a significant issue. Additionally, the rebuilding and reopening of either university would be a key to successful post-disaster community redevelopment.

The maps below show the U.S. Census 2010 population per census block group for the City of Tallahassee and Leon County as well as the vulnerable populations of those under 5 years of age and those over 65 years of age.

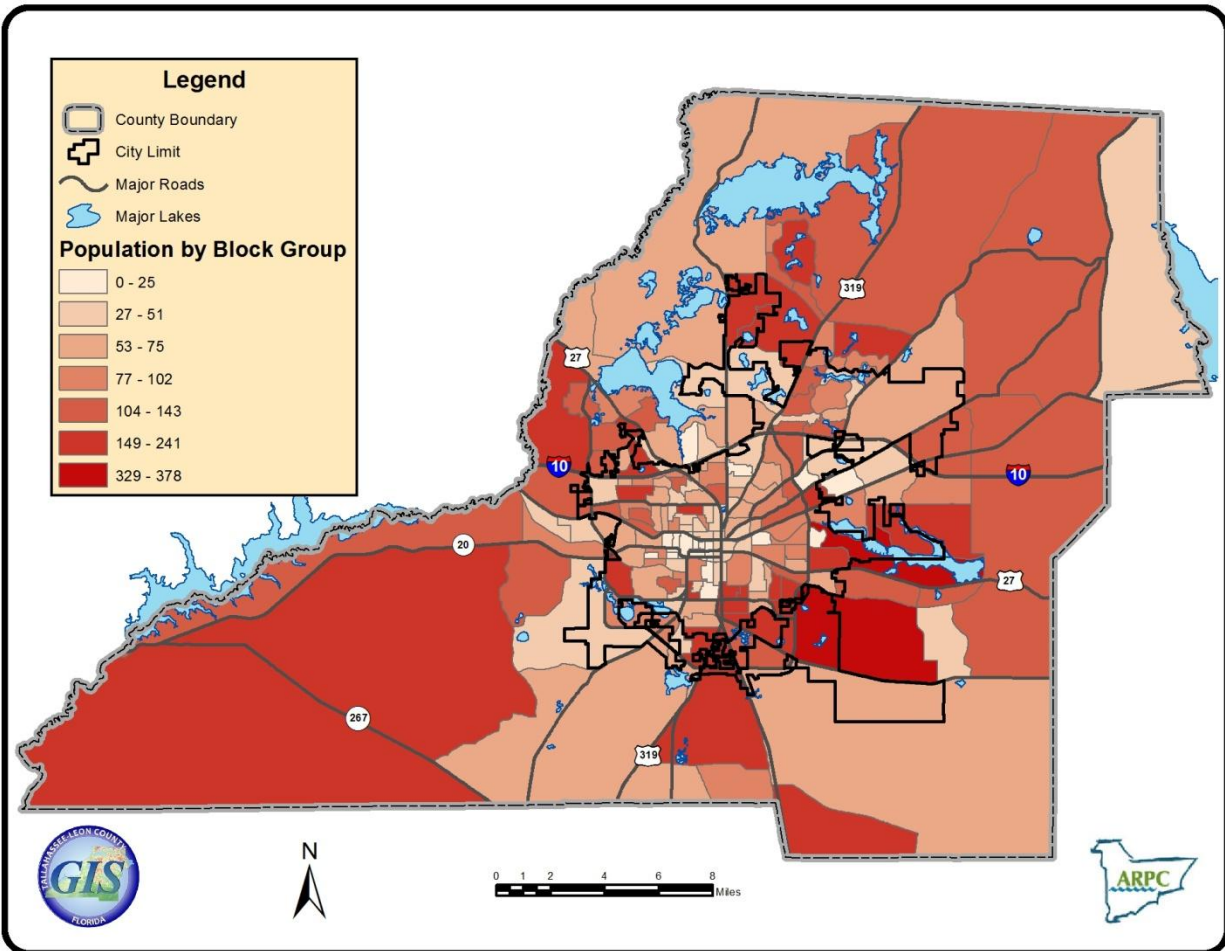
These maps can be useful if disaster impact maps are also available after an emergency.

Map III.18: Total Leon County Population



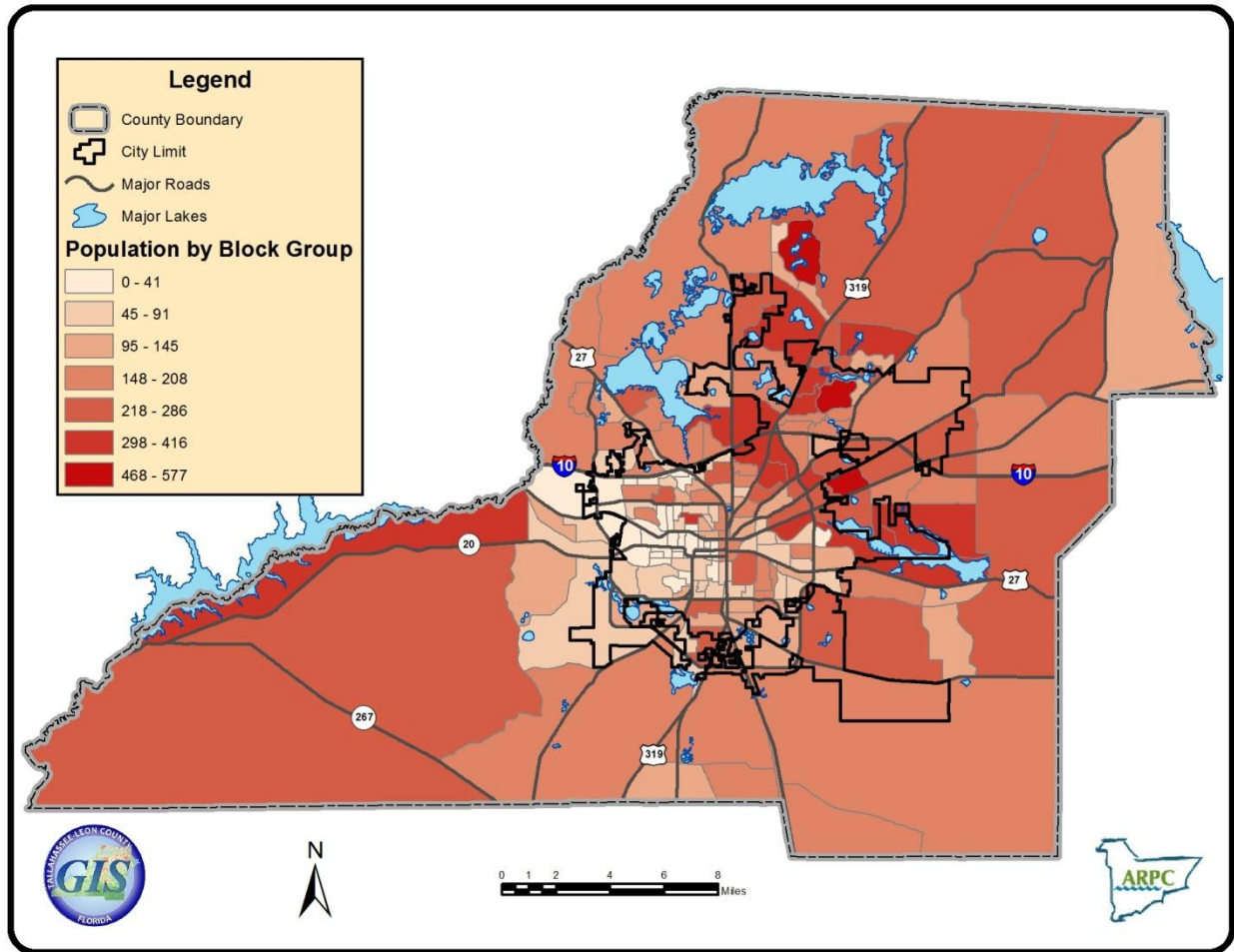
Source: U.S. Census, 2010

Map III.19: Leon County Population Under 5 Years of Age



Source: U.S. Census, 2010

Map III.20: Leon County Population Over Age 65



Source: U.S. Census, 2010

SECTION IV – LOCAL PLAN INTEGRATION

A comprehensive understanding of existing plans, programs and policies is necessary to determine a community's capacity to implement a post-disaster redevelopment strategy. This section provides an assessment of the local plans, programs and policies in Leon County as they relate to post-disaster redevelopment.

Many local and regional plans were reviewed as part of this process and include:

- Leon County Mitigation Strategy, 2010
- Leon County Comprehensive Emergency Management Plan, 2007
- Leon County Disaster Housing Strategy, 2012
- Leon County Debris Management Plan, 2008
- Tallahassee - Leon County Comprehensive Plan
- Regional Mobility Plan, 2010
- Northwest Florida Water Management District Strategic Plan
- Apalachee Regional Planning Council - Strategic Regional Policy Plan
- Comprehensive Economic Development Strategy for the Apalachee Region, 2009
- Apalachee Regional Evacuation Study, 2009

A. Primary Disaster Plans

While many plans exist which will play role in post-disaster redevelopment, three plans required to be maintained by local government will have the most impact on the way a community redevelops after a catastrophic incident. These three plans govern the way a community guides its land use, prepares for, responds to and recovers from a disaster and mitigates the impacts a disaster can have. In addition, the Disaster Housing Strategy was drafted as a part of the PDRP development process. It along with the Debris Management Plan is discussed because providing disaster housing and debris removal are essential to the recovery of the community. For those reasons the following plans are summarized as part of this section:

- Leon County Mitigation Strategy, 2010
- Leon County Comprehensive Emergency Management Plan, 2007
- Debris Management Plan, 2008
- Leon County Disaster Housing Strategy, 2012
- Tallahassee - Leon County Comprehensive Plan

1. Leon County Local Mitigation Strategy, 2010

The Leon County Local Mitigation Strategy (LMS) is the accepted plan for how to reduce the risk natural, man-made and technological hazards pose to the

community. This is done by including hazard mitigation as part of everyday planning rather than limiting it to measures taken immediately before or after disaster strikes. The LMS provides guidance in developing pre- and post-disaster mitigation plans, identifies priority projects and programs for funding and increases the likelihood of receiving state and federal funding for hazard mitigation projects. The essential elements of the LMS include risk assessment, hazard identification and vulnerability analysis, vulnerable properties and estimated losses, hazard mitigation goals and objectives and potential funding sources. The Leon County LMS project list is reviewed and updated annually by the LMS Steering Committee.

The Leon County LMS established six goals and objectives which focus on mitigating the effects of a disaster on the community. These goals and objectives are supported in the Comprehensive Plan, the Land Development Code and the Building Code. The six goals are:

- a. Protect Human Health, Safety and Welfare
- b. Protect Economic Activities
- c. Enhance Regional Mitigation Efforts
- d. Promote Adequate and Safe Housing
- e. Protect Community Resources
- f. Promote the Community's Ability to Respond to a Disaster

Specific objectives identified in the LMS relative to the PDRP include:

- Limit public expenditures in areas identified as subject to repetitive damage from disasters.
- Reduce or eliminate development in hazard prone areas such as floodplains.
- Regulate non-conforming land uses particularly in areas subject to damage from disasters.
- Implement additional development restrictions on hazard areas.
- Encourage programs to address repetitively damaged and vulnerable residential and commercial structures.
- Develop policies and procedures for pre- and post-storm development.

While the LMS mainly focuses on infrastructure related projects, it also includes a list of Prioritized Mitigation Initiatives. This list, Table 3.3 in Chapter 3 of the LMS, is an excellent source of more than 20 pre-identified and prioritized projects which should be referred to and used in the post-disaster environment.

The development of the LMS was guided by the LMS Steering Committee and Working Group. The Leon County LMS is implemented through an inter-local agreement within the constraints of the City of Tallahassee and Leon County. The LMS Steering Committee meets annually to review the city and county Capital Improvement Program and related LMS projects. Several LMS Steering Committee members are also members of the PDRP Recovery Coordination Group. Because of the knowledge and influence of the LMS Steering Committee members, it is important partner in post-disaster redevelopment. As the governing mitigation plan for Leon County, it is essential that the PDRP and the LMS are consistent in their goals, objectives and policies.

2. Leon County Comprehensive Emergency Management Plan

The Leon County CEMP establishes uniform policies and procedures to effectively coordinate resources in response to natural, man-made and technological emergencies. It outlines direction and control of emergency situations from the Board of County Commissioners to the Leon County Sheriff's Office Division of Emergency Management (LCSO/DEM). The CEMP establishes four specific goals related to preparedness, response, recovery and mitigation and identifies the LCSO/DEM as the lead agency responsible for preparedness, response and short-term recovery activities. This includes requesting resources from the Florida Division of Emergency Management and coordinating recovery activities with state and federal officials after a disaster. The Leon County CEMP has three main components; the Basic Plan, the Recovery Function and the Mitigation Function. These were reviewed to determine the essential functions and actions related to post-disaster redevelopment.

The Basic Plan provides a comprehensive description of Leon County including hazard identification, risk assessment and concept of operations during response to an emergency incident. Severe weather, including hurricanes and floods are listed as high risk hazards in the CEMP, while wildfires are considered to be a medium risk hazard.

The Recovery Function outlines how the transition from response to recovery is managed and the activities conducted during the recovery phase. The time-frame covered in the Recovery Function is limited to the first 30 - 90 days after a disaster has occurred. This PDRP builds from of the activities which begin during the recovery phase using the management structure established in the CEMP. The activities included in the Recovery Function are:

- Damage assessments (both residential and infrastructure);
- Human needs assessments;
- Debris management; and
- Emergency sheltering

Several local agencies have key roles in both short and long-term recovery. The Capital Area Chapter of the American Red Cross (ARC) and the Big Bend Community Organizations Active in Disaster (COAD) provide essential human services directly after a disaster event. The ARC is involved in emergency sheltering, damage assessment, human needs assessment and monetary assistance to impacted families. The agencies involved in the Big Bend COAD, such as the United Way, Volunteer Leon and Catholic Charities provide necessary support to families well after the disaster has impacted the community. The roles and responsibilities of these organizations are discussed further in the Capacity Assessment under the Human Services Section.

The Mitigation Function is a summation of the Leon County LMS and includes a brief discussion of concept of operations, pre-disaster mitigation planning and funding opportunities. As the governing preparedness, response and immediate recovery plan for Leon County, it is essential that the PDRP and the CEMP are consistent in their goals, objectives and policies.

3. Leon County Debris Management Plan, 2008

The Leon County Public Works Department maintains a Debris Management Plan that was last updated in 2008. The Plan establishes responsibilities for debris removal as well as debris monitoring. Currently the plan lists one primary and two support vendors for debris removal and one vendor for monitoring. These vendors were selected through a joint Leon County/City of Tallahassee bidding and selection process. While each jurisdiction retains its own contracts with the vendors, all contracts are timed to expire in 2017.

4. Leon County Disaster Housing Strategy

Housing displaced families after a disaster is vital to the successful recovery of any impacted community. Based on the vulnerability analysis, the greatest impact from a Category 3 hurricane may be to the residential structures within the City of Tallahassee and Leon County. The Disaster Housing Strategy identifies roles and responsibilities of local government for interim housing after a disaster as well as describes the roles of state and federal government for long-

term housing assistance. Emergency sheltering is discussed in the Leon County CEMP and is the responsibility of the Capital Area Chapter of the ARC and the Leon County School Board. The ARC is also responsible for identifying those families in need of interim housing which will trigger the activation of the Disaster Housing Team. The Disaster Housing team is led by the Disaster Housing Coordinators which have been identified as the City Housing and Grants Administrator and the County Division Director of Housing Services. The Disaster Housing Strategy includes a Concept of Operations which outlines the activities performed by the Coordinators and the Disaster Housing Team. This includes the use of a client management system which can provide information on those families most severely impacted by a disaster event. The need for replacement housing will be one of the driving forces behind the post-disaster redevelopment decisions made by the Long-Term Recovery Coordination Group. The current Disaster Housing Strategy can be expanded upon to include roles and responsibilities that arise when the City of Tallahassee and Leon County are requested to serve as a host community after a major or catastrophic disaster.

5. Tallahassee - Leon County Comprehensive Plan

The purpose of the Tallahassee - Leon County Comprehensive Plan is to preserve, protect and enhance the quality of life for all citizens. It serves as the planning document that guides development in both the City of Tallahassee and Leon County. The Comprehensive Plan also serves as the foundation for land development regulations, zoning, major capital expenditures and other initiatives to accomplish the community's overall vision. All land development regulations and development permits must be consistent with the Comprehensive Plan. The Tallahassee – Leon County Comprehensive Plan and the 2007 Evaluation Appraisal Report (EAR) include a demographic analysis and elements that address future land use, transportation, utilities, conservation, parks and recreation, housing, historic preservation, intergovernmental coordination, capital improvements, economic development and public school facilities. The Tallahassee – Leon County Comp Plan was adopted in 1990, underwent a major update in 2010 and its planning horizon is 2030.

a. Future Land Use Element

This Element includes policies for:

- Establishment of an Urban Service Area that promotes responsible growth while protecting environmentally sensitive areas.

- Land development regulations to be adopted by 2014 which mitigate or prevent future development in areas of known hazards and provide for the mitigation of existing development in areas of known hazards to prevent repetitive losses.
- Prohibits residential development where hazards, such as flood and storm, exist.
- Land use categories and certain special development areas including the Southeast Sector Plan, Welaunee and Bradfordville, that identify preferred development form(s).

b. Conservation Element

Policies related to the PDRP include:

- Land development regulations which require defensible space buffers around new developments in areas of wildfire hazard
- Land management practices that enhance fire protection
- Development in floodplains and floodways only if it does not impede water flow
- Requires the elements of the stormwater management program be unified through a plan and regulations
- Provides for the reduction of impervious parking surfaces
- Regulates developments in closed basins
- Mandates land development code that requires landscaped buffer screens on newly constructed arterial roads
- Requires a minimum percentage of existing, healthy trees present on the site to be preserved so that maximum tree coverage is maintained

It is recommended that measures to assist the recovery of disaster related tree damage in urban and rural settings be developed. An urban forest management plan should address the re-establishment of vegetation significant to community character.

c. Transportation Element

This element includes policies for:

- Maintaining consistency with the Future Land Use Element
- Prevention of flood from roadways
- Road beautification and pedestrian/bike friendly development and redevelopment

- Reduction of vehicle trip demand accomplished by providing amenities near populations centers
- Regionalized approach to for a coordinated transportation/land use vision

d. Utilities Element

This element provides goals, objectives and policies on:

- Solid Waste
- Waste Collection
- Hazardous Waste
- Aquifer Recharge
- Potable Water
- Sanitary Sewer
- Stormwater Management

e. Housing Element

Policies related to the PDRP include:

- Encouragement of energy efficient building materials for locally funded residential construction
- Equitable distribution of affordable housing in new developments
- Waiver of growth management fees for affordable housing
- Permit mobile home parks in medium and low density areas and single family developments
- Provides for a housing rehabilitation program

The Capital Improvements Element provides policies for the prioritization of projects for public facilities and infrastructure while the Economic Development Element establishes goals regarding employment opportunities, quality of life, business attraction, retention and expansion and implementation of the Downtown Plan. The Historic Preservation Element provides policies which govern the identification, documentation and preservation of historic resources. The Parks and Recreation Element includes policies for adequately managing and funding recreational and cultural facilities as well as a land acquisition program one purpose of which is to protect food plains.

B. Conclusions

The City of Tallahassee and Leon County have a wide variety of programs and policies laid out in the Comprehensive Plan, LMS, CEMP and the Disaster Housing Strategy which support the PDRP. The policies laid out in these plans apply and must be adhered to during the post-disaster redevelopment process. The Comprehensive Plan includes policies to reduce density and intensity in vulnerable areas, protect natural resources and implement natural hazard mitigation measures for public facilities and residential developments. The LMS includes goals and initiatives to protect lives, harden public infrastructure and reduce vulnerability to private property. The CEMP outlines the coordination efforts at the county, state and federal levels for preparedness, response, recovery and mitigation activities. This coordination provides the structure for the maintenance and implementation of the PDRP. While other plans and policies can be leveraged during post-disaster redevelopment, the LMS, the Comprehensive Plan and the CEMP are the significant documents that must be integrated for the successful implementation of any post-disaster redevelopment strategy. Integration of these plans is identified and discussed in the Capacity Assessment and the Action Plan.

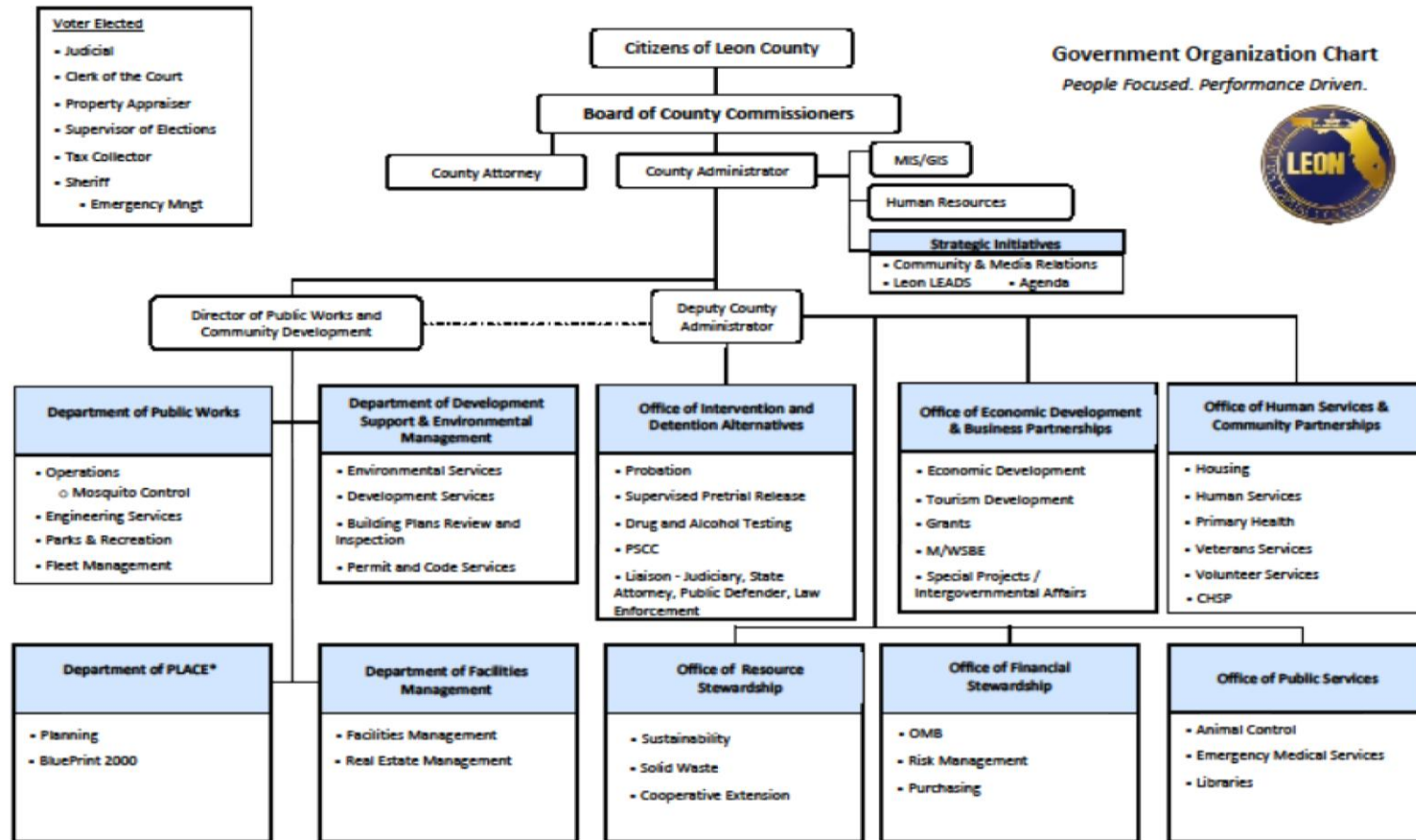
SECTION V - CAPACITY ASSESSMENT

The purpose of the Capacity Assessment is to examine the existing capacity to facilitate redevelopment in the context of the goals and objectives established in the Leon County Post-Disaster Plan (PDRP). “Capacity” in the context of the PDRP is not focused on physical assets (i.e. number of fire trucks, ambulances, etc.). Instead, capacity is assessed to determine if the framework exists to implement the goals and actions in the PDRP, such as programs, agencies, organizations and their associated staff. The assessment is intended to determine the robust programs that strongly support post-disaster redevelopment, programs that exist but could be improved to better support post-disaster redevelopment goals, and weakness or gaps where programs or plans could be implemented to improve the County’s capacity to recover in the long term. The format and methodology of the assessment is designed to be consistent with the structure of the Focus Group and the agencies and activities represented by the members of the Focus Group. From this structure, goals and issues were developed and action items for implementation were detailed. In addition to determining the ability of the City of Tallahassee and Leon County to implement the strategies in this plan, another benefit of the capacity assessment is to identify potential opportunities for establishing or enhancing recovery and redevelopment policies and programs.

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

The capability assessment completed for Leon County and the City of Tallahassee is an integral part of designing an effective post-disaster redevelopment strategy. It helps in establishing the goals and objectives to pursue in this plan and ensures that those goals and objectives are realistically achievable. Both Leon County and the City of Tallahassee have established multiple plans and programs that support post-disaster redevelopment. It is essential to recognize how each government is organized and how they work together to meet the needs of the community. Below are the organizational charts for both Leon County and the City of Tallahassee governments.

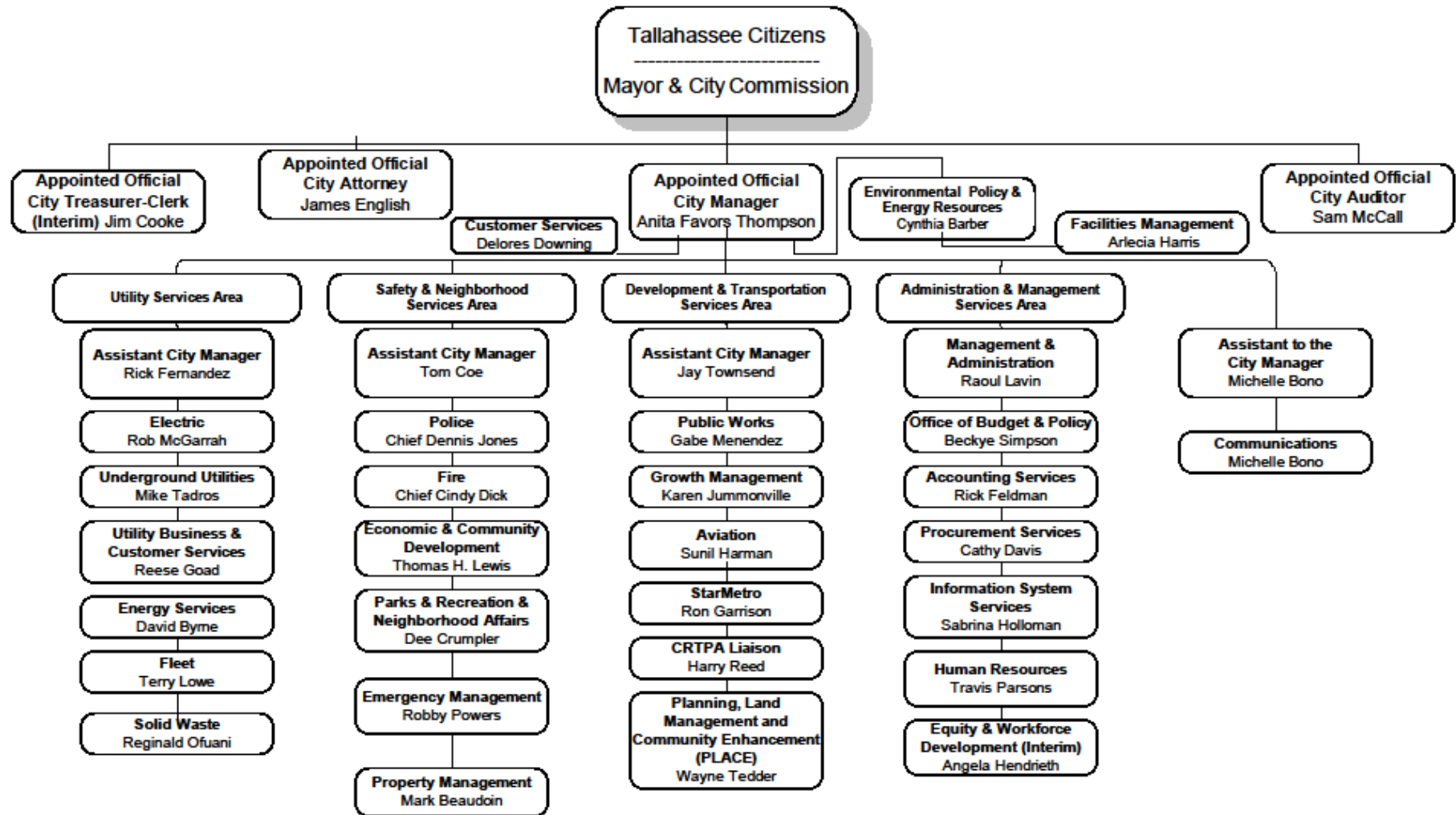
Figure V.1: Leon County Organizational Chart



* PLACE = Planning, Land Management & Community Enhancement

Figure V.2: City of Tallahassee Organizational Chart

Organizational Chart Effective August 6, 2011



Revised 08-29-2011 JSH

A. Emergency Management

The Leon County Sheriff's Office Division of Emergency Management is responsible for maintaining and updating plans and procedures necessary to be prepared for, respond to and recover from disaster situations. These plans include the Leon County Comprehensive Emergency Management Plan, the Leon County Local Mitigation Strategy and various county Continuity of Operations Plans. The Leon County Division of Emergency Management maintains an Emergency Operations Center and has a staff of seven to carry out its mission. The City of Tallahassee formed a Division of Emergency Management in 2008. The Division of Emergency Management has a full-time Emergency Coordinator who works with city agencies on emergency preparedness, response and recovery activities.

1. Local Mitigation Strategy:

The Leon County Local Mitigation Strategy (LMS) is the accepted plan for how to reduce the risk natural, man-made and technological hazards pose to the community. The essential elements of the LMS include risk assessment, hazard identification and vulnerability analysis, vulnerable properties and estimated losses, hazard mitigation goals and objectives and potential funding sources. These elements of the LMS support the PDRP and the efforts of the community to redevelop after a disaster. As the governing mitigation plan for the City of Tallahassee and Leon County, it is essential that the PDRP and the LMS are consistent in their priorities, policies and procedures. The LMS is reviewed in more detail in the Plan Integration section of this plan.

2. Comprehensive Emergency Management Plan:

The Leon County Comprehensive Emergency Management Plan (CEMP) establishes uniform policies and procedures to effectively coordinate resources in response to natural, man-made and technological emergencies. It outlines direction and control of emergency situations from the Board of County Commissioners to the Division of Emergency Management. The Recovery Function of the CEMP outlines how the transition from response to recovery is managed and the activities conducted during the recovery phase. The Mitigation Function is a summation of the Leon County Local Mitigation Strategy and includes a brief discussion of concept of operations, pre-disaster mitigation planning and funding opportunities. The CEMP is reviewed in more detail in the Plan Integration section of this plan.

3. Continuity of Operation Plan:

A Continuity of Operation Plan (COOP) identifies essential functions and core responsibilities of the agency. It establishes backup plans and identifies alternate locations for agencies to function from if their facility is impacted during an emergency. The City of Tallahassee maintains COOPs for the following agencies:

- Fire Rescue
- City Manager
- Police Department
- Planning/Growth Management
- Economic and Community Development
- Facilities Management
- Parks and Recreation
- City Commission

Leon County maintains COOPs for the following agencies:

- Emergency Management
- Sheriff's Office
- Emergency Medical Services
- County Administration
- County Attorney
- Facilities Management
- Growth and Environmental Management
- Health Department
- Management Information Services (IT)
- Property Appraiser
- Public Works
- Tax Collector
- Red Cross

In addition, both Tallahassee Memorial Hospital and Capital Regional Medical Center have established COOPs for emergency situations. If properly implemented COOPs assure that the essential functions continue without interruption. This is essential in assisting a community to return to normalcy after a catastrophic disaster. If government agencies are able to maintain a minimum level of service in an organized manner, a community can begin long-term recovery activities sooner.

4. Gaps and Recommendations:

- a. As the governing mitigation plan for Leon County, it is essential that the PDRP and the LMS are consistent in their goals, objectives and policies. It is recommended that the LMS is updated to maintain consistency with the PDRP.
- b. As the governing preparedness, response and immediate recovery plan for Leon County, it is essential that the PDRP and the CEMP are consistent in their goals, objectives and policies. It is recommended that the CEMP be updated to maintain consistency with the PDRP.
- c. Consider the possibility of resuscitating the Disaster Resistant Neighborhoods program. This educational program was managed by the Capital Area Chapter of the American Red Cross and focused on educating residents in disaster preparedness specific to their neighborhood. The program was funded by FEMA using Community Emergency Response Team (CERT) funds and federal funding has been eliminated, but the program was viewed to have successfully strengthened community resiliency.

B. Land Use

This section of the capacity assessment discusses aspects of long-term redevelopment specific to land use, including comprehensive planning and land development regulation. Land use is one of the most controversial and central topics to address in a PDRP. Damage from a disaster can bring opportunities for a community to change previous decisions that may no longer be desired, leap forward in implementing its vision for the future and become more resilient to disasters. Waiting until after a disaster to make land use decisions, including identifying priority areas for redevelopment, may not allow a community to take advantage of these opportunities. On the other hand, making detailed decisions on where and how to rebuild before a disaster occurs is most likely not feasible or practical since the impact of a disaster can be estimated pre-disaster but cannot be predicted with one hundred percent certainty.

1. Department of Planning, Land Management and Community Enhancement

Leon County is one of the few local governments which maintain a joint city and county land use and planning department. The Department of Planning, Land Management and Community Enhancement (PLACE) was established by inter-local agreement between the City of Tallahassee and Leon County in 2011. PLACE was developed to serve as an umbrella for two Departments - Blueprint 2000 and the Tallahassee-Leon County Planning Department. Included in PLACE are two divisions; Long-Range Comprehensive Planning and Short-Term Land Use Planning. PLACE is also supported by a team devoted to research and graphic needs. As part of the efforts to establish PLACE, documents codified the role of and the desire to continue efforts of Blueprint 2000. Of particular attention during the PLACE structuring was the Blueprint 2000 program. Additional details regarding this program can be found in Section IV.D of this Chapter.

- a. The Long-Range Comprehensive Planning Division oversees issues including the local comprehensive planning amendment cycles, Mobility Planning, Greenways Planning, “Placemaking” and Master Planning. In 2011, the long-range planning Division established a new section, the Urban Design Studio called “Design Works”, intended to be able to provide technical assistance to community planning and external parties. The emphasis for the Urban Design Studio is on design in urban settings and aesthetics to promote good community planning. The role of all division staff is integral to developing and maintaining strategies to address land use and land use form, and development over a 5 to 20 year period. Efforts are supported by the local comprehensive plan, the master plans developed for mobility and greenways and the local land development regulations which provide additional detail on how to carry out the anticipated plans. Currently, there are three long-range planners, three design studio planners including a Team Leader managing the section and one Division Manager. Staff is able to carry out the directives from commissioners and the community as well as statutorily required duties; however, a surge in projects may affect their timing of completion.
- b. The Short-Range Land Use Planning Division addresses immediate project driven requests from both the City and County. These requests including site plan review, planned unit development review and rezonings. This Division is responsible for conducting consistency reviews of requests with the local comprehensive plan and with existing land development regulations. The

staff is responsible for identifying issues that may arise creating inconsistencies with regulations on land, natural resources, infrastructure and facilities or other development orders. In identifying these issues, this division has a significant coordination role with both, City Growth Management and County Development Support and Environmental Services Departments as well as a number of other local agencies that may be involved with certain aspects of a project. The Division currently has four review planners, one public outreach/notice planner and a Division Manager. A surge in projects creates significant workload stress; however, due to regulatory deadlines, projects cannot be deferred or staggered unless by mutual agreement with the applicant.

- c. The available resources of the PLACE Department include:
- staff expertise in a number of planning, architecture and design and research areas;
 - supporting documents including the local comprehensive plan, master plans and local land development regulations; and,
 - current commitment to maintaining the Blueprint 2000 and Planning Divisions for future community needs. Potential gaps if there are accelerations or surges in projects lay mainly with availability and timing of staff to complete projects.

2. Comprehensive Plan – Future Land Use Element:

The Comprehensive Plan directs long range growth and development in Tallahassee and Leon County. The Comprehensive Plan includes three volumes and a future land use map series. Volume I contains the Goals, Objectives, and Policies (GOPs) that guide land use decisions and serves as the foundation for land development regulations, zoning, major capital expenditures and other special initiatives. Volumes II and III contain the data and analysis that support the GOPs, but are not officially adopted parts of the plan. The Comprehensive Plan is a dynamic document that is amended as necessary to facilitate a continuous planning process.

The Future Land Use Element and Map establish the blueprint for land use in Tallahassee and Leon County. This blueprint is based on the population projections of the community, as well as natural resource considerations and the distribution of infrastructure. Land uses are allocated on the Tallahassee-Leon County Future Land Use Map based on these assumptions and the community's

commitment to concentrate urban development in a compact form within the Urban Service Area (USA). This pattern of development is intended to minimize urban sprawl and focus growth where infrastructure currently exists. In addition to emphasis within the USA, the element includes incentives to direct growth to underutilized areas such as the Southern Strategy and Central Core areas, which are delineated in figures of the element. These strategies are linked to how well the USA boundary is maintained. The city and the county have historically placed a high priority on limiting expansions to the USA. By holding the line, developers are guided into focusing higher densities and intensities on lands within the USA.

The Comprehensive Plan has capacity to accommodate provisions for pre-disaster planning and mitigation although it is not statutorily required. The provisions should be related to needed public facilities and infrastructure to mitigate flooding potential and to development within hazard vulnerable areas. Planning staff is available to assist in making recommendations regarding the potential to include new or supplemental existing provisions.

3. Zoning Ordinances:

Zoning represents the primary means by which land use is controlled by local governments and is used to protect the public health, safety and welfare of those in a given jurisdiction that maintains zoning authority. A zoning ordinance is the mechanism through which zoning is typically implemented. Since zoning regulations enable local governments to limit the type and density of development, it can serve as a powerful tool when applied in identified hazard areas.

The City of Tallahassee adopted the Tallahassee Land Development Code (TLDC), effective October 2010, and it serves as the zoning ordinance for the incorporated area of Leon County. The TLDC includes ten chapters which address building regulations, concurrency management, environmental management, flood damage protection, streets and sidewalks, subdivisions and site plans and zoning. The zoning chapter is known as the “City of Tallahassee Zoning Regulations” and clearly states that it is the policy of the city to permit development that is consistent with the goals, objectives and policies of the 2030 Comprehensive Plan. The purpose of the Zoning Regulations is listed as:

- To guide future growth and development of the city in accordance with the Tallahassee-Leon County Comprehensive Plan;

- To protect and provide for the public health, safety and general welfare of the city;
- To provide for adequate light, air and privacy; to secure safety from fire, flood and other danger; and to establish land use densities and intensities;
- To protect the character and to encourage orderly and beneficial development of the city;
- To protect the value and conserve the value of land, buildings and improvements and to minimize conflicts among uses of land and buildings
- To divide the city into zoning districts and to regulate the construction, reconstruction, alteration and use of buildings, structures and land for uses as identified in the Tallahassee-Leon County Comprehensive Plan
- To establish quantitative and performance standards to regulate the location, bulk, height and placement of buildings and structures;
- To provide for open spaces and to encourage conservation and the preservation of significant lands through regulations and creative site planning; and,
- To provide a fair and practical process for development review and consistent application of development standards.

Leon County has also adopted its Land Development Code and Article VI of the Code addresses zoning and is known as the “Zoning Code of Leon County”. The purpose of the Zoning Code is:

- To guide the future growth and development of the county in accordance with the Comprehensive Plan;
- To bring about an orderly transition from the prior Comprehensive Plan and zoning code to the Comprehensive Plan;
- To protect and provide for the public health, safety and general welfare of the county;
- To provide for adequate light, air and privacy; to secure safety from fire, flood and other danger; and to prevent overcrowding of the land;
- To protect the character and to encourage the orderly and beneficial development of the county;

- To protect the value and conserve the value of land, buildings and improvements and to minimize conflicts among uses of land and buildings;
- To divide the county into districts and to regulate the construction, reconstruction, alteration and use of buildings, structures and land for uses as identified in the Comprehensive Plan;
- To establish quantitative and performance standards to regulate the location, bulk, height and placement of buildings and structures; and,
- To provide for open spaces and to encourage conservation and the preservation of lands containing sensitive natural features such as wetlands, floodplain, listed fauna and flora and associated habitat through regulations and creative site planning.

4. Capital Improvement Plan:

Each fiscal year the Tallahassee Leon County Planning Department facilitates the preparation of a five-year capital improvement program in accordance with s. 163.3177 F.S. Officials, administrators and staff assist in this process. Projects and financing sources in the capital improvements program for years other than the current budget year are not authorized until the budget for those years is legally adopted. These years serve only as a guide for future planning and are subject to further review and notification. Items within the Schedule are selected based upon anticipated needs and the city's or county's financial ability to fund the project. The Tallahassee-Leon Capital Improvements Schedule incorporates projects from the following programs and plans:

- City of Tallahassee Adopted Five Year Capital Improvements Program,
- Leon County Adopted Five Year Capital Improvements Program,
- Capital Regional Transportation Planning Agency (CRTPA)/Florida Department of Transportation (FDOT) Five Year Transportation Improvement Program/ Project Priority List,
- Blueprint 2000 Master Plan,
- Multimodal Transportation District Capital Project List,
- City of Tallahassee Potential Capital Projects to Enhance LOS,
- Beyond the Five Year Planning Horizon,
- Leon County Potential Capital Projects to Enhance LOS,
- Beyond the Five Year Planning Horizon, and;
- Leon School District's Capital Outlay Plan

5. Community Redevelopment Area:

The City of Tallahassee established the Community Redevelopment Agency (CRA) in 1998 to create a framework for the redevelopment and enhancement of selected areas of the central urban district. The City of Tallahassee has two distinct redevelopment areas, the Frenchtown/Southside Redevelopment Area, established in June 2000, and the Downtown Redevelopment Area, established in June 2004. Each of the redevelopment areas have advisory boards that provide guidance on project plans to the CRA. CRA projects must serve a public purpose and must address concerns raised in the adopted redevelopment plans for each area. Typical CRA projects include parking lots and garages, new buildings, building façade improvements, new parks or parks improvements, streetscape improvements and sidewalks. CRA projects are funded by "tax increment financing" which works as follows: the value of real property in a redevelopment area is determined on a fixed date; as the value of the real property appreciates, the tax revenue on the appreciated portion of the value (the increment) is set aside for CRA projects; the city and the county continue to collect the tax revenue on the original real property value. CRA funds could be leveraged to assist businesses and residences within the CRA redevelop after a major disaster.

6. Floodplain Management:

The Federal Emergency Management Agency's (FEMA) National Flood Insurance Program (NFIP) and flood hazard maps are essential tools for flood mitigation in the United States. The NFIP's creation was based on the consideration by the federal government of several factors, including the high cost of floods to property owners and to federal, state and local governments. Both Leon County and the City of Tallahassee participate in the NFIP and statistical data is available in the Hazards Identification and Vulnerability Assessment Chapter.

The Northwest Florida Water Management District (NFWFMD) has responsibility for the FEMA map modernization program for all counties within the panhandle of Florida including Leon County. The NFWFMD updated the Leon County Flood Insurance Rate Maps (FIRM) through its map modernization program in 2009 and these updated maps are currently in effect. As the Cooperating Technical Partner (CTP) for FEMA, the NFWFMD is responsible for ongoing flood mapping issues. This includes special studies and adjustments when a property owner submits a survey in support of an amendment to the

property designation. See comments in this section under Northwest Florida Water Management District.

Chapter 6 – Flood Damage Protection of the City of Tallahassee’s Land Development Code addresses development regulations in the 100-year floodplain as identified on FEMA FIRM. This ordinance is the basis for establishing requirements to mitigate flood damage to residential and commercial structures within the 100-year floodplain. *Article VIII - Floodplain Management* of the Zoning Code of Leon County addresses similar regulations and restrictions to development in the 100-year floodplain. Specifically, Division 3 – Standards for Flood Hazard Reduction, states that all new construction and substantial improvements to commercial or residential structures located within or in close proximity of the 100-year floodplain must have, at a minimum, the lowest floor elevated to the flood protection level. This standard also applies to new and replacement water systems.

7. Urban Canopy and Rural Landscape:

The benefits of an urban tree canopy and rural landscape are widely known. Tallahassee and Leon County derive a number of economic, as well as environmental and aesthetic benefits from its extensive tree canopy and rural character. The City Tallahassee and Leon County maintain a large number of heavily forested parks and open spaces and 71 miles of designated canopy roads and other heavily forested parks and open spaces areas. Natural disasters can cause extensive tree damage that could significantly alter the urban canopy and rural landscape. Measures to assist the recovery of disaster related tree damaged in urban and rural settings through development of an urban forest management plan which addresses the re-establishment of vegetation significant to community character is recommended. This plan will be developed and maintained by the Department of PLACE.

8. Regional Plans:

a. Apalachee Strategic Regional Policy Plan (SRPP)

The SRPP is a required long-range guide for the physical, economic and social development of a planning region which identifies regional goals and policies. The required strategic regional subject areas are affordable housing, economic development, emergency preparedness, natural resources of regional significance and regional transportation. The plan must also identify and address significant regional resources and facilities that

could be adversely affected by development activities. The SRPP is a guidance document rather than a regulatory one. The SRPP was last adopted in 1998 and much of the information is in need of update. Once the SRPP is updated, relative information can be included in the PDRP.

b. Northwest Florida Water Management District (NFWFMD) Strategic Water Management Plan (SWMP)

The NFWFMD is one of five water management districts established by the Florida Water Resources Act of 1972 (Chapter 373, Florida Statutes). The statute sets forth four interrelated areas of responsibility for the districts: water supply, water quality, natural systems, and flood protection and floodplain management. The NFWFMD prepares a five year SWMP that describes the responsibilities of the NFWFMD and the agency's objectives, strategies, and success criteria. This plan focuses on current strategies and activities the District plans to undertake in the near term to accomplish its vision: to protect and manage the water resources of northwest Florida in a sustainable manner for the continued welfare of its residents and natural systems. A goal of the plan is to "*Maintain natural floodplain functions and minimize harm from flooding*". Emphasizing a non-structural approach, including land acquisition, mapping of flood-prone areas, and dam safety regulation, the District will work to protect and, where necessary, restore natural floodplain functions, and to help protect the health, safety, and welfare of the region's residents and integrity of the region's natural systems.

Recently, the NFWFMD accepted *\$1.7 Million for Flood Mapping* from the FEMA to continue its technical partnership, which recently resulted in a web portal open to the public. The new funding will help update and improve flood hazard maps and add inland non-coastal counties to the District's recently opened Map Information Portal (MAP). Some of the new risk MAP products to be developed are depth of flooding maps, risk of flooding over a 30 year mortgage and risk of flooding as one moves away from the 100-year floodplain. The new funding capacity will enable more information to be shared regarding vulnerable areas to assist in pre-disaster mitigation efforts.

It should also be acknowledged that the water management district now has regulatory responsibility to permit wetland impacts and to review stormwater permits. For instance the NFWFMD is implementing

Environmental Resource Permitting (ERP) for wetlands and rules for stormwater management. These are new programs to the water management district and may influence redevelopment efforts post-disaster as newer regulations are applied to redeveloping homes and businesses. Coordinating on these permitting programs with the local government implement a post-disaster strategy may be prudent.

9. Gaps and Recommendations:

- a. Measures to assist the recovery of disaster related tree damage in urban and rural settings through development of an urban forest management plan. The plan should address the re-establishment of vegetation significant to community character is recommended.
- b. Update the SRPP to adequately reflect the role of the ARPC post-disaster.

C. Building

1. Leon County Department of Development Support and Environmental Management (DSEM)

The Department consists of four separate divisions which include:

- Building Plans Review and Inspection
- Development Services
- Environmental Services
- Permit and Code Services.

The Department provides one-stop permitting and processing services related to development activities. The primary mission of DSEM is to ensure the continued vitality of the county, including both the built and natural environments, by promoting awareness and compliance with adopted growth management regulations.

- a. The goal of the Division of Building Inspection is to ensure a safely built environment for the public within the unincorporated areas of Leon County. Building Inspection effectively and efficiently obtains compliance with appropriate construction codes and Leon County Code of Laws through permit issuance, plans review, inspections, use of automation technologies, training, support for the County's Contractor Licensing and Code Enforcement Boards and the Board of Adjustment and Appeals. Stated objectives include:

- Review of building construction plans prior to issuance of permits to ensure structures are designed in accordance with applicable codes;
 - Ensure structures are constructed in accordance with approved plans and applicable codes through onsite inspections;
 - Provide staff support to the Contractors Licensing Board to ensure contractors' performance complies with State and local requirements;
 - Review new construction products, methods, and materials prior to use in Leon County;
 - Provide staff support to the Board of Adjustment and Appeals and the Code Enforcement Board; and,
 - Provide assistance to the Florida Association of Counties, Florida League of Cities, and the Building Officials Association of Florida during the Legislative Session and related Committee meetings regarding local impacts of proposed construction legislation.
- b. The mission of the Division of Development Services is to protect the health, safety and welfare of the community by ensuring that all development activities comply with adopted land development regulations, including zoning, design, site plan, and subdivision standards and regulations. This is done through the site plan and subdivision review process. Recently, the processes were revised to allow two-track review and permitting for site plan review. The purpose is to continue to streamline application and review processes. Headed up by the Division Director, the division also includes a Development Services Administrator with two full-time planners and three planning intern positions; a concurrency manager; and a program supervisor overseeing one customer services technician. Staff within this division include: a Director and a Building Inspection Supervisor, five inspectors and two senior plans examiner.
- c. The Environmental Services section is responsible for reviewing and approving a number of required permits, and monitoring projects to ensure compliance. Environmental permits include those for stormwater management, floodplain, landscaping or tree protection and removal and right-of-way placement. The Division has also adopted streamlining measures including a short form application for residential uses. The Division includes two sections, Environmental Inspection and Environmental Review. Within the Environmental Inspection section there are approximately 10 staff

consisting of environmental compliance specialists. The Environmental Review Section includes an engineer, stormwater specialist and two biologists.

- d. The Department of Development Support and Environmental Management is the central intake point of building and environmental permit applications and code compliance complaints. The Permit and Code Services Division functions in several areas in a Department support role. Some of those responsibilities include building operation and maintenance, Department IT coordination, budget coordination, and coordinating and responding to public records requests. The Permit and Code Services Division also monitors Development Support and Environmental Management's general email address which was established to allow the public to send a request or question and get a response from the appropriate group within DSEM. Development support through customer service is critical to the department's success. The Division assisted approximately 9,700 walk-in customers, processed approximately 2,700 applications and provided assistance with over 32,000 telephone calls over the past year; and also supported 1,108 contractor licensing walk-in and telephone customers and responded to 2,356 code compliance calls that resulted in 637 site inspections. The Division is headed by a director, two section supervisors and eight staff members.

2. Building Codes, Permitting and Inspections:

Building Codes regulate construction standards, permits are issued for new construction and inspections of work take place during the course of construction. Decisions regarding the adoption of building codes, the type of permitting process required, both before and after a disaster, and the enforcement of inspection protocols affect the redevelopment of a community post-disaster. Leon County and the City of Tallahassee have independent permitting offices co-located for citizens to use. In 1951 the City of Tallahassee officially adopted the Southern Standard Building Code by ordinance. The Leon County Building Inspection Department was established in 1973. The 2001 Florida Building Code (FBC) was the first statewide code issued and was adopted by both the city and the county. While, the changes to wind speed were made in the 2004 FBC, these changes did not significantly impact structural vulnerability for Leon County. Both the city and the county enforce the most recent version of the FBC which is adopted automatically by ordinance.

The City of Tallahassee and the Leon County building inspection offices are members of the Building Officials Association of Florida (BOAF). The Florida Division of Emergency Management in coordination with the BOAF maintains and implements a mutual aid agreement to assist impacted communities with plans examiners and building inspectors during recovery from a disaster. If impacted by a disaster, the City of Tallahassee Building Inspection Office will establish permitting services on first floor of city hall. For a major disaster building permits will be issued, but based on the significance of the damage permitting fees may be lowered or waived. In the event of a major disaster requiring redevelopment, non-conforming damaged structures in both the city and the county will be required to come into compliance with current building codes.

3. Historic Preservation:

The Tallahassee-Leon County Comprehensive Plan includes a Historic Preservation Element that sets a goal for identifying and preserving historic resources in Tallahassee and Leon County. It establishes a partnership with the Tallahassee Trust for Historic Preservation and provides technical support and funding when available. The Element also has a policy to allow exceptions to zoning, land development and building regulations to promote the preservation of historic resources. The Land Development Code addresses historic structures and sites as well as preservation management areas in Chapter 10. The Tallahassee-Leon County Architectural Review Board was established to preserve the distinctive character of the historical areas and other specific structures. The Board fulfills these duties by:

- Reviewing and making recommendations on listing of properties in the historical property register;
- Reviewing changes to the exterior of properties zoned with historic preservation overlay zoning and issuing or denying certificates of appropriateness;
- Reviewing items, both interior and exterior, proposed for funding under the City of Tallahassee Historic Property Grant and Revolving Loan Program and issuing or denying certificates of appropriateness; and,
- Assisting the Planning Commission in determining areas suitable for historic overlay zoning.

Incentives have been established for owners of historical properties which include ad valorem tax relief as well as waivers of license fees, permit fees and development review fees. The Tallahassee Historic Property Grant and Revolving Loan Program can be used for historic structures listed on either the National or Local Register of Historic Places and eligible projects include stabilization or construction resulting in restoration of the historic property. This funding mechanism supports the restoration of historical properties in the post-disaster environment. Both the city and the county have passed ordinances supporting historic preservation and the powers and duties of the Board are outlined in the Leon County Land Development Code.

4. Leon County Office of Sustainability

The Office of Sustainability provides leadership, education, policy analysis, project development, measurement and accountability for the county's sustainability efforts. The division is a resource for county operations and community residents for topics related to energy conservation, waste reduction and recycling, green building practices and products, greenhouse gas emissions and more. The Office of Sustainability will serve as an advisory member of the Long-Term Recovery Coordination Group to analyze the opportunity for post-disaster environmentally sustainable projects.

D. Infrastructure

Functioning infrastructure is essential for any community to recover from a disaster. The majority of disaster response and recovery plans focus on getting electricity back on, roads cleared and debris removed. However, when a community has suffered significant impact from a disaster, restoring infrastructure to exactly the way it was in an attempt to expedite recovery is not always beneficial. Careful thought and consideration as well as the community's immediate needs should be applied when rebuilding infrastructure post-disaster.

1. Public Works

a. Leon County Public Works Department

Leon County's Public Works Department consists of the following sections:

- Administration
- Engineering Services
- Operations
 - Drainage Facilities Maintenance/ Mosquito Control
 - Right-of-Way

- Transportation Maintenance
- Parks & Recreation
- Fleet Management

b. Administration Division

The Administration Division is responsible for the oversight, monitoring, policy development and coordination of the largest department within Leon County. The Administration Division assists the county in meeting its objectives by developing and maintaining transportation, parks and stormwater drainage capital improvement projects; responding to the Board, Administration and citizen inquiries; enhancing public participation programs; and, providing community services such as mosquito control. The Administration Division is also responsible for the financial, clerical and administrative support of the Department.

i. Other County Divisions

As a result of recent reorganization efforts, the Animal Control and Solid Waste divisions are no longer organized under the Public Works Department. However, these divisions will continue to coordinate with Public Works to fulfill their mission essential functions.

The Department has a Debris Management Plan that was last updated in 2008. The Plan establishes responsibilities for debris removal as well as debris monitoring. Currently the plan lists one primary and two support vendors for debris removal and one vendor for monitoring. These vendors were selected through a joint Leon County/City of Tallahassee bidding and selection process. While each jurisdiction retains its own contracts with the vendors, all contracts are timed to expire in 2017.

All Division Directors have an annually updated Emergency Desk Manual that lays out the emergency response framework and establishes the procedures for the Department. The Public Works Department is at a functional staffing level of approximately 208 full-time employees and has contracts with multiple engineering firms for additional assistance. The Department, particularly the Engineering Services Division, is in an advantageous position to assist with post-disaster redevelopment.

ii. Leon County Disaster-Generated Debris Removal Ordinance

Leon County passed the Disaster-Generated Debris Removal Management Plan in 2010. This ordinance authorizes the removal of debris after a catastrophic disaster when a state of emergency has been declared. Specifically the ordinance authorizes the removal of debris from private roadways. This allows county residents to have debris removed from neighborhoods with privately maintained roads rather than having to move the debris to the county maintained roadway.

c. City of Tallahassee Public Works Department

The City of Tallahassee Public Works Department is comprised of three divisions: Administration, Capital Programs and Operations:

i. Administration Division

The Administration Division manages the overall department and provides support services to the individual divisions. All administrative activities for the entire department are channeled through and coordinated by this unit. The Division most important issues are:

- Evaluate department programs for cost and production efficiencies, including evaluation of program privatization.
- On-time and within-budget implementation of department capital projects, with emphasis on sales tax transportation projects.
- Increasing the public's knowledge of City efforts in the areas of traffic control, condition of City streets, drainage and cleanliness of City streets (the four lowest-rated City services), and improving City efforts in these areas.

ii. Capital Programs Division

The Capital Programs Division supports the design and construction of the City's infrastructure and consists of four units:

- Engineering
- Survey
- Construction Inspection
- Traffic Mobility Management

The Engineering programs include Civil Design, Landscape Design and Structures. However, the Survey Unit and Construction Inspection are stand alone units. The Traffic Mobility Management programs include

Capital Construction, Infrastructure Compliance, Signal Design, Signal Construction and Studies.

iii. Operations Division

The Operations Division provides for the maintenance of City's infrastructure and is comprised of five functional units:

- Technical Support
- Streets
- Urban Forestry
- Drainage
- Traffic Signals

The Technical Support programs include Work and Asset Management, Facility Maintenance, and Parking Meter Operations and Maintenance. The Streets programs include Resurfacing, Concrete Maintenance, Asphalt Maintenance, Pavement Marking Program and Roadway Signage. The Urban Forestry programs include Right-of-Way Maintenance, Landscape and Tree Maintenance and Street Sweeping. The Drainage programs include Stormwater Management Facility Maintenance, Small Projects Initiatives and Conveyance Maintenance. The Traffic Signals programs include Signal Systems and Signal Maintenance.

Although no longer a section under Public Works, the Division of Property Management is the real estate arm of the City of Tallahassee. Property Management is responsible for all city real estate acquisitions and sales, easements, cemetery operations, property management, parking garages and real estate inventory.

d. Florida Department of Transportation

Certain identified roadway segments qualify for federal aid through the Federal Highway Administration. Per an annual agreement with the FDOT, these roadways/segments will be managed by FDOT after disasters.

2. Transportation

The CRTPA is the region's metropolitan planning organization (MPO). It is responsible for coordinating transportation planning within Florida's Capital Region and includes all of Gadsden, Jefferson, Leon and Wakulla counties.

The CRTPA consists of six full-time positions, including an administrative assistant. Four advisory committees serve the CRTPA Board: Citizens, Multimodal, Technical and the Transportation Disadvantaged Coordinating Board. The CRTPA Board is comprised of fifteen members with representatives from Gadsden, Jefferson, Leon and Wakulla counties. The majority of the members represent Leon County and the City of Tallahassee.

The CRTPA adopted the Long Range Transportation Plan, also known as the Regional Mobility Plan (RMP) in November 15, 2010. The RMP combines the short range 2011-16 public works projects with the long range prioritized transportation projects for federal, state, and local funding within the CRTPA area. The RMP includes an emphasis on multi-modal projects such as transit, bike, pedestrian, roadway, freight, rail and trails. The eleven goals of the RMP strive for transportation projects with the following characteristics:

- Adequate Access
- Local & Regional Connectivity
- Effective Coordination
- Economic Development
- Financial Feasibility
- Land Use
- Multimodalism
- Natural Resource Protection/Conservation
- Public Participation
- Safety & Public Health
- Security

3. Utilities

a. The City of Tallahassee

The City of Tallahassee operates its own electric, water, wastewater, stormwater, natural gas solid waste utility systems. The City Commission is ultimately responsible for Tallahassee's utility system, aided by various appointed officials. Staffing for the utility system is robust and several engineering firms are under contract to provide technical and engineering assistance.

The City of Tallahassee Utilities has developed emergency response plans that are designed to secure and restore utilities after a utility disruption.

These plans are tested regularly due to periodic utility outages caused by weather systems and other natural occurrences throughout the year. The plans establish procedures and set multiple priorities for restoration of utility systems. Power plants, substations and critical facilities (e.g., hospitals, fire departments, schools) are given higher priorities for restoration. Various mutual aid agreements are in place for the different utility systems that are operated by the City. In addition, the City's Electric Utility has companies under contract for tree removal and cleanup.

The City's Electric Utility is annually required to submit a Ten Year Site Plan (TYSP) to the Florida Public Service Commission (FPSC). The TYSP includes estimates of the Electric Utility's need for electricity and information regarding the resources proposed to fulfill those needs. The FPSC reviews each utility's TYSP in consideration of the following:

- The need for electrical power in the area to be served.
- The effect on fuel diversity within the state.
- The anticipated environmental impact of each proposed electrical power plant site.
- Possible alternatives to the proposed plan.
- The views of appropriate local, state and federal agencies.
- The extent to which the plan is consistent with the state comprehensive plan.
- Information of the state on energy availability and consumption.

b. Talquin Electric Cooperative

Talquin Electric Cooperative is an electric distribution cooperative located in northwest Florida and serves Leon, Liberty, Gadsden and Wakulla Counties. The service area is 2,600 square miles and includes territory from the Georgia state line to the coast. Talquin receives electric power delivery from several Progress Energy delivery points via a wholesale power contract with Seminole Electric Cooperative located in Tampa, Florida. Talquin delivers power to its members via its distribution network composed of several substations, 69kV transmission lines, 24.9kV distribution lines and 12.47kV distribution lines. The Board of Directors, aided by various staff, is ultimately responsible for Talquin's utility system.

Talquin has developed an emergency response plan (ERP) that is designed to secure and restore utilities during and after a utility disruption. This plan is

tested annually by periodic utility outages caused by weather systems and other natural occurrences throughout the year and/or by using tabletop exercises that simulate possible natural and man-made catastrophic events. The plan establishes procedures and sets multiple priorities for restoration of all or parts of the utility system. Power plants, substations, other critical facilities, and over 400 medical essential accounts are prioritized for restoration. Various mutual aid agreements and contracts are in place for the utility systems and utility contractors that are available to provide emergency assistance to Talquin. In addition, Talquin has companies under contract for tree removal and debris cleanup. During emergencies, these sources of outside assistance are coordinated through the Florida Electric Cooperatives Association.

Talquin is required to develop a work plan that outlines its system improvements anticipated for a two to four year period. This work plan is submitted to and approved by the Rural Utilities Service (RUS). This work plan estimates the cooperative's need for electricity and provides information regarding the resources proposed to fulfill those needs. Talquin is also required by RUS to develop and maintain an active ERP, which is tested and updated at least annually. Talquin also submits an annual report to the Florida Public Service Commission regarding any steps it has taken to harden/strengthen the utility system.

During a major event, Talquin has a communication plan that outlines key personnel, their responsibilities during the event, and backup personnel to the key personnel. As part of its response, Talquin will have personnel at the EOCs within our service territory for any type of natural or man-made disaster. During restoration and recovery efforts, Talquin will work with emergency response personnel in a joint effort to restore electricity to its service territory as quickly as possible.

4. **Blueprint 2000**

The mission of Blueprint 2000 is to preserve, protect and enhance the community's quality of life through the implementation of holistic and coordinated planning, transportation, water quality, environmental and green space projects consistent with the Blueprint 2000 philosophy. In addition to the seven member staff, three committees assist with the implementation of the Blueprint 2000 Master Plan.

- An intergovernmental coordinating committee has been established to provide professional advice and technical expertise to the staff director on a project basis.
- A Citizens Advisory Committee was established to serve in an advisory capacity to the Blueprint 2000 Intergovernmental Agency. In February 2001, the committee was expanded from nine members to twelve and in November 2007, a member from the Education Community was added to the CAC.
- Pursuant to Section 163.01(7), Florida Statutes the County and the City created a Blueprint 2000 Intergovernmental Agency to govern the project management structure for the project planning and construction of the Blueprint 2000 projects. The Board of County Commissioners and the City Commission constitute the Blueprint 2000 Intergovernmental Agency.

The Blueprint 2000 Master Plan is a series of critically needed community initiatives desired by the City of Tallahassee and Leon County. The initiatives focus on stormwater and flood control projects, green space acquisition and parks/recreation improvements and additional transportation projects. The projects are funded through a local option one cent sales tax approved through the year 2019. Eighty percent of the projected sales tax revenues are committed to projects proposed by the Economic and Environmental Consensus Committee (EECC), a diverse group of citizens who represent business and environmental interests in the community and who were the authors of the Blueprint 2000 and Beyond report; the balance of the revenues have been committed to fund projects identified as City and County priorities. There may be an opportunity to examine using Blueprint funds for post-disaster projects.

5. **Gaps and Recommendations:**

- a. Consider allowing flexibility for re-allocation of Blueprint funds for post-disaster projects if Blueprint is funded beyond 2019.

- b. The Debris Management Plan needs to be updated to reflect recent changes to the organizational structure of Leon County. Appendix D the "List of Pre-Qualified Contractors" for debris removal and debris monitoring needs to be updated to reflect new contracts beginning in February 2012. Other Appendices need to have the most current information inserted.
- c. Debris is the biggest challenge for both the City of Tallahassee Electric and Talquin. Removal of debris for power restoration activities needs to be coordinated with Public Works the City of Tallahassee Electric and Talquin. This is essential for prioritizing power restoration for the outlying neighborhoods. Coordination of debris removal efforts between the City of Tallahassee, Leon County and Talquin needs to be a goal during post-disaster planning.
- d. There needs to be enhanced coordinate efforts with building inspectors to determine habitability before power restoration begins. This will assist to minimize efforts to restore power to structures no longer deemed habitable. These coordinated efforts need to include the Talquin service area.
- e. Need a pre-established coordinated mechanism to house and feed several hundred mutual aid workers coming into the area to assist in power restoration. Logistical concerns should account for waste and water issues.
- f. Recommend that the City of Tallahassee adopt a similar disaster debris generated removal ordinance as county.

E. Healthcare

In 2008 healthcare providers in Leon County came together to form the Leon County Healthcare Providers Disaster Coalition. The mission of the Coalition is to develop and promote emergency preparedness and response capabilities of the healthcare providers in Leon County through collaboration of all healthcare provider facilities and associated agencies. Its goal is to maintain a network of hospitals, healthcare providers and associates who work together before, during and after an emergency event to assure delivery of the best possible healthcare services. The Coalition meets every two months to discuss emergency preparedness, response and recovery activities.

Table V.1: Leon County Healthcare Providers Disaster Coalition Members	
Organization	Role or Expertise
American Red Cross, Capital Area Chapter	Provides emergency services & immediate recovery assistance for disaster survivors
2-1-1 Big Bend	Serves as the 24/7 gateway to community services
Big Bend Hospice	Provides care for people living with end of life illnesses
Bond Medical Center	Provides healthcare to underserved, un-insured and special populations
Capital Health Plan	Local healthcare provider and health maintenance organization
Capital Regional Medical Center	Hospital with accredited ER
Capital Medical Society	Association of private medical practitioners and organizer of the We Care Program
District 2 Medical Examiner	Provides forensic and pathology services to the counties in District 2; responsible for fatalities in MCI events
FAMU School of Nursing	Nursing faculty and students which may be available for emergencies
Florida State University, College of Medicine	Medical faculty and students which may be available for emergencies
Florida State University, School of Nursing	Nursing faculty and students which may be available for emergencies
HealthSouth Rehabilitation Hospital of Tallahassee	Hospital specializing in rehabilitative services
Leon County Sheriff's Office – Division of Emergency Management	County agency responsible for coordinating disaster preparedness, response and recovery activities

Organization	Role or Expertise
Leon County Emergency Medical Services	Emergency medical services and advanced medical life support
Leon County Health Department	Local healthcare provider, responsible for multiple programs including healthcare for low income populations and environmental health
North Florida Medical Reserve Corps	Credentialed medical volunteers deployable in emergency situations
Select Specialty Hospital of Tallahassee	Hospital specializing in long-term acute care
Southeastern Community Blood Center	Not-for-profit blood center serving North Florida and South Georgia
Tallahassee Memorial Hospital	Hospital with accredited ER

Each agency has emergency operating procedures and has catalogued an inventory of resources available during and after an emergency event. The Coalition will serve as the healthcare recovery organization for long-term recovery coordination after a major or catastrophic disaster has impacted Leon County. In addition to the missions of each member agency, some policies and procedures that support the ability for the healthcare community to continue to meet the needs of the community after a disaster include:

- TMH has identified 54 clinics that they evacuate supplies to before the impact of a predictable disaster such as a hurricane. Their procedures are to recall the supplies and necessary personnel after the disaster based on damage assessments. TMH also has generators available to power small facilities after a disaster.
- Community Health Centers increase their house call capacity after a disaster event.
- The Family Assistance Support Team (FAST) is a team of behavioral health volunteers identified to support disaster events at the Tallahassee Regional Airport.
- The Capital Medical Society (CMS) manages the We Care Program which provides services to low-income and un-insured citizens through donated hours of its medical professional members. CMS has also organized a Disaster Preparedness Subcommittee which meets quarterly to discuss emergency preparedness and response issues facing the private medical community.

1. Healthcare Programs

In addition to the Leon County Disaster Healthcare Coalition there are two healthcare programs in Leon County that impact preparedness, response and recovery capabilities, Project Public Health Ready and the Neighborhood Emergency Preparedness Program.

a. Project Public Health Ready

This program began in 2003 and is a voluntary national preparedness accreditation program sponsored by the National Association of City and County Healthcare Organizations (NACCHO), the Center for Disease Control (CDC) and the Florida Department of Health (DOH). Local health departments can seek accreditation through a process that typically takes approximately 12 months to complete. The program has the following three goals:

- i. Ensure that the health department's emergency plans are up to date, realistic and based on capabilities at the local level. The program requires plans for each hazard and vulnerability identified in the county CEMP.
- ii. Maintain workforce competencies through training provided to staff and to local healthcare partners.
- iii. Exercise preparedness plans and personnel.

Accreditation occurs every five years and the Leon County Health Department (LCHD) was accredited in 2012. The LCHD maintains the following plans which were reviewed for the accreditation process:

- Emergency Operations Plan
- COOP Plan, 2011
- Epidemiology Response Plan, 2011
- SNS-Mass Prophylaxis and Immunization Plan, 2011
- Special Needs Shelter Plan, 2010
- Environmental Surety Plan, 2011
- Disaster Behavioral Health Response Plan, 2011
- ESF 8 Response Plan, 2011
- Isolation Quarantine and Social Distancing Plan, 2010
- Mass Fatality Management Plan, 2010
- Mass Patient Care and AMTS Plan, 2011
- Pan Flu Appendix, 2011

- Public Information and Communications Plan, 2011
- b. Neighborhood Emergency Preparedness Program (NEPP)

This program is funded by the federal Department of Health and Human Services and is designed to organize and educate neighborhoods and get the community involved in emergency preparedness activities. The goal of the program is for a neighborhood to be self sustaining for the first 72 hours after a disaster. The program is similar to the Disaster Resistant Neighborhood Program but with a focus on public health. There are two phases of funding available for communities. The first phase of funding is for start-up of the program and includes purchases of equipment. The second phase is for sustainment of the program and has requirements which include an annual update of the emergency preparedness plan and conducting an exercise of the plan. There is currently only one NEPP community in Leon County and it is believed that this is due to the requirements of the sustainment funds

2. Gaps and Recommendations:

- a. Consider the possibility of resuscitating the NEPP and combining efforts with the Disaster Resistant Neighborhood program administered by the American Red Cross (refer to the Emergency Management section of this chapter for more information on this program).
- b. Need to develop Standard Operating Guideline (SOG) to formalize the process of activating the Coalition for preparedness planning and response and recovery activation during emergency events.
- c. Explore the possibility of expanding the role of the FAST team in coordination with North Florida MRC volunteers to form a behavioral health strike team to serve Leon County and the surrounding counties after a disaster.
- d. Share recovery plans with other local, state and federal agencies are aware of local plans to ensure that coordination of recovery efforts occurs at the local level.

F. Human Services

After a disaster communities can be impacted by a loss of home, job or even loved ones. Agencies which provide human services such as food and clothing are essential in the short-term recovery. The Big Bend Community Organizations Active in Disaster (COAD) was formed to meet the needs of the community after a disaster has occurred but before federal assistance becomes available. The Florida Division of Emergency Management (FDEM) has developed Essential Service Centers (ESC) which are temporary, mass care emergency locations where impacted survivors can go for limited essential services and information within 24 to 96 hours following a disaster. ESCs are considered a joint operation between county, non-governmental organizations and the state. The primary responsibility for an ESC lies with the state, but each level of government has a role. FEMA may establish a Disaster Recovery Center (DRC) which replaces the ESC if a state receives a presidential declaration for a disaster.

1. Big Bend COAD

The Big Bend COAD is a coalition of human services agencies including local governmental, non-profit and faith-based organizations in the big bend region. The COAD exists to collaborate, communicate and coordinate response and recovery efforts in the Big Bend Area. The responsibilities of the COAD include:

- Support the exchange of response and recovery information;
- Support response and recovery coordination of volunteer and material support resources;
- Provide knowledge of local social and community services to enhance client support and recovery; and,
- Assist with long-term recovery by identifying and meeting emerging and unmet needs of clients.

The Big Bend COAD serves during the short-term recovery phase and can stand up in coordination with an ESC if one is established. The United Way of the Big Bend is the agency that leads the long-term recovery effort in Leon County and the Big Bend region. However, there are several agencies which will play significant roles during long-term recovery. The primary members of the Big Bend COAD and their role or expertise are listed in the table below.

Table V.2: Primary Members of the Big Bend COAD		
Organization	Role or Expertise	Local/Regional
2-1-1 Big Bend	Serves as the 24/7 gateway to community services	Regional
Ability 1 st	a community-based non-profit organization providing services to persons with disabilities	Regional
America’s Second Harvest of the Big Bend	Food bank that works with the ARC and the Salvation Army to provide food during disaster relief	Regional
Big Bend Disaster Animal Rescue Team (DART)	Provides animal services during and after disasters	Regional
Capital Area Chapter of the American Red Cross (ARC)	Provides emergency services & immediate recovery assistance for disaster survivors.	Regional
Capital Area Community Action Agency	Provides services and resources to low-income families. Examples of assistance include: <ul style="list-style-type: none"> • Prescription Expense • Utility Service Payment • Utility Deposit • Rent Payment 	Regional
Catholic Charities of Northwest Florida	Maintains a disaster relief program to aid survivors of emergency events.	Regional
City of Tallahassee – Division of Emergency Management	City agency responsible for coordinating disaster preparedness, response and recovery activities	Local
Elder Care Services, Inc	Has an Emergency Assistance program which provides: <ul style="list-style-type: none"> • Energy Assistance • Food Closet • Adaptive Equipment • Emergency Alert Response 	
Goodwill Industries Big Bend	Disaster Relief Services program accepts clothing vouchers for disaster survivors	Regional

Organization	Role or Expertise	Local/Regional
Leon County Sheriff’s Office – Division of Emergency Management	County agency responsible for coordinating disaster preparedness, response and recovery activities	Local
Leon County Veteran’s Services		Local
Salvation Army	Provides emergency services & immediate recovery assistance for disaster survivors	Regional
United Partners for Human Services	Coalition of non-profit human service agency and supportive service agency leaders who work together to improve the local human service delivery system	Local
United Way of the Big Bend	Provides human service programs after a disaster	Regional
Volunteer Leon	Serves as the key resource on volunteerism connecting individuals with local volunteer programs	Local

The Big Bend COAD is made up of an Executive Committee and Leadership Council, which meets every other month and General Membership which meets quarterly. The Big Bend COAD and the Long-Term Recovery Coordination Group is considering using the Coordinated Assistance Network (CAN) to coordinate identified disaster-related human services recovery needs and coordinate the available resources in the community.

Table V.3: Complete Membership of the Big Bend COAD
2-1-1 Big Bend
Ability1st
Advocacy Center for Persons with Disabilities
Alzheimer’s Project , Inc.
America’s Second Harvest of the Big Bend
American Red Cross Capital Area Chapter
Area Agency on Aging, North Florida
ARRL Northern Florida Section
Bible Believers Fellowship

Membership of the Big Bend COAD
Big Bend Cares
Big Bend DART, Inc
Big Bend Homeless Coalition
Big Bend Transit, Inc
Brehon Institute for Family Services
Calvary Chapel
Capital Area Community Action Agency
Capital City Christian Church
Capital Heights Baptist Church
Catholic Charities Northwest Florida
Christian Heritage Church
City of Tallahassee - Division of Emergency Management
ECHO
Elder Care Services
Epiphany Lutheran Church & School
Evangel Assembly
Federal Emergency Management Agency
First Church of the Nazarene
Florida Assets Building Coalition- Florida Family Network
Florida Baptist Disaster Relief
Florida Conference of the United Methodist Church
Florida Division of Emergency Management
Freedom Church First Assembly of God
Good Shepherd Catholic Church
Goodwill Industries- Big Bend, Inc
Grace Lutheran Church
Grace Mission Episcopal Church
Heritage Assembly of God
Holy Jerusalem Church of God
Hold Comforter Episcopal Church
Jackson Hewitt Tax Service

Membership of the Big Bend COAD
Leon County Animal Control
Leon County Sheriff's Office, Division of Emergency Management
Lutheran Social Services of North Florida
Man Up Enterprises
Men's Fraternity of Wakulla
Meridian Woods Church of Christ
New Hope International Outreach Ministries
New Mt. Zion AME Church
Piedmont Park Alliance Church
Presbytery of Florida, Response & Readiness Committee
Restoration and Refuge Outreach Center
Salvation Army of Tallahassee
Southern Baptist Disaster Relief
St. Louis Catholic Church
St. Thomas Moore Co-Cathedral
Tallahassee Amateur Radio Society
United Methodists-Northwest District
United Way of Florida
United Way of the Big Bend
Volunteer Florida
Volunteer Florida Foundation
VolunteerLEON
Volunteer Wakulla Disaster Relief & Recovery
Wakulla County Sheriff's Office, Division of Emergency Management
Watson Temple Institutional Logic

2. Community Human Services Partnership (CHSP)

A collaborative effort between the City of Tallahassee Economic and Community Development, Leon County Health and Human Services and the United Way of the Big Bend, this program funds agencies providing human services in the City of Tallahassee and Leon County.

3. Direct Emergency Assistance Program (DEAP)

The DEAP designed to meet the emergency needs of residents of Leon County by providing financial assistance with rent/mortgage, utilities/fuel, food and medication. Situations arise where, due to a family crisis, loss of employment, or some other emergency, an individual or family can find that they are temporarily unable to provide themselves with shelter, food, heat, electricity, or medicine. By providing a food voucher, a rent payment, a medicine voucher or a utility/fuel payment, this program keeps individuals and families from going without a necessity which is vital to their existence. The DEAP program provides temporary emergency assistance and is not on-going public assistance.

The following agencies take applications for the DEAP:

- Capital Area Community Action Agency
- Catholic Charities
- Salvation Army

4. Gaps and Recommendations:

- a. Update the Standard Operating Guide of the Big Bend COAD to formalize the process of activation and communication of the Big Bend COAD. The SOG should include roles and responsibilities of the primary agencies and organizations of the Big Bend COAD in both short and long-term recovery and include coordination with FDEM in the ESC process.
- b. Provide training for non-responding human service agencies on disaster reimbursement programs available from federal and state programs agencies.
- c. There is a regional need for volunteer services at the county level. VolunteerLEON is available to lend assistance to neighboring counties, but if Leon County is impacted by a disaster the capacity does not exist to provide volunteer services to neighboring communities while maintaining services in Leon County. Recommend assisting neighboring counties to develop a volunteer support structure.

G. Housing

1. Leon County Disaster Housing Strategy:

Housing displaced families after a disaster is vital to the successful recovery of any impacted community. Based on the vulnerability analysis, the greatest impact from a Category 3 hurricane may be to the residential structures within the City of Tallahassee and Leon County. The Leon County Disaster Housing Strategy identifies roles and responsibilities of local government for interim housing after a disaster as well as describes the roles of state and federal government for long-term housing assistance. Emergency sheltering is discussed in the Leon County CEMP and is the responsibility of the Capital Area Chapter of the ARC and the Leon County School Board. The ARC is also responsible for identifying those families in need of interim housing which will trigger the activation of the Disaster Housing Team. The Disaster Housing team is led by the Disaster Housing Coordinators which have been identified as the City Housing and Grants Administrator and the County Division Director of Housing Services. The Disaster Housing Strategy includes a Concept of Operations which outlines the activities performed by the Coordinators and the Disaster Housing Team. This includes the use of a client management system which can provide information on those families most severely impacted by a disaster event. The need for replacement housing will be one of the driving forces behind the post-disaster redevelopment decisions made by the Long-Term Recovery Coordination Group. The current Disaster Housing Strategy can be expanded upon to include roles and responsibilities that arise when the City of Tallahassee and Leon County are requested to serve as a host community after a major or catastrophic disaster.

There are many programs available to assist with housing needs for the citizens of Tallahassee and Leon County. While most of these programs focus on low income households in “Blue Sky” conditions, these programs can be used to assist a community redevelop more quickly after a catastrophic disaster.

2. City of Tallahassee Economic and Community Development (ECD):

The ECD is able to assist individuals with housing repair and housing rehabilitation through an emergency repair program and a variety of rehabilitation programs. They also manage programs which provide down payment assistance, transitional housing and homebuyer counseling programs. The ECD uses a combination of federal, state and local funds to finance these programs and works with multiple agencies and non-governmental organizations

(NGOs) to meet their goals. These funds have income restriction and eligibilities which will need to be waived for use in the post-disaster environment.

3. Leon County Office of Human Services and Community Partnerships:

The Office of Human Services and Community Partnerships, Division of Housing Services helps to provide and maintain safe, sanitary and affordable homes for low to moderate-income citizens of Leon County through the provision of funds for rehabilitation, home buyer counseling, down-payment assistance and home owner foreclosure prevention. Like the ECD, the Division of Housing uses a combination of federal, state and local funds to finance these programs and works with multiple agencies and NGOs to meet their goals. These funds have income restriction and eligibilities which will need to be waived for use in the post-disaster environment.

4. Tallahassee Housing Authority (THA):

Funded by the U.S. Department of Housing and Urban Development, the THA owns and operates over 570 homes and apartments available for lease for extremely low and low income residents. These units may be used for disaster housing purposes; however, most public housing is at capacity and has a waiting list for qualified potential residents.

5. Leon County Foreclosure Assistance Program:

This program will provide up to \$7,500 in foreclosure prevention assistance to qualified Leon County residents to bring current the existing first mortgage for their primary residence. Assistance will be approved for the amount required to bring the mortgage current after other relief measures have been exhausted, credit counseling, and refinancing costs, where applicable. Applicants are considered on a first come, first qualified basis.

To be eligible, the applicant must be delinquent at least 60 days, and have received notification in writing from their lender that the foreclosure proceedings have been initiated. The applicants must be the property owner(s) and the property for which assistance is being requested must be their primary residence. Property types include: single family homes, condos and town homes; mobile homes are not eligible for this program.

The market value of the home for which foreclosure prevention assistance is being requested cannot exceed \$204,000. Applicant(s) being qualified as extremely low, very low, low, or moderate income at the time foreclosure

assistance is requested. Applicant must provide proof of residency in the unincorporated area of Leon County.

6. Disaster Housing Ordinance:

The City of Tallahassee and Leon County passed the **EMERGENCY WAIVER OF NON-CONFORMING LAND USES FOR POST-DISASTER TEMPORARY ACCOMMODATIONS** Ordinance in 2006. This ordinance temporarily permits the use of a mobile or manufactured home or recreational vehicle when a single family residence is rendered uninhabitable from a disaster incident. It also provides for the reconstruction of non-residential structures by permitting the use of temporary structures during the reconstruction phase. The ordinance also clarifies the conditions for use and limitation as well as procedures for implementation. This ordinance supports the strategy of the PDRP in allowing home owners and businesses to rebuild while remaining in the community after a disaster has occurred.

7. Gaps and Recommendations:

The current Disaster Housing Strategy only addresses interim and long-term housing if Leon County is impacted by a disaster. Recommend the strategy be expanded upon to include roles and responsibilities that arise when the City of Tallahassee and Leon County are requested to serve as a host community after a major or catastrophic disaster.

H. Economic Redevelopment

1. Comprehensive Plan – Economic Development Element:

Planning for economic development and redevelopment in a long-term post-disaster environment should be based on the goals, objectives and policies in the Economic Development Element of the Comprehensive Plan. These planning activities should (1) reference the inventory of existing local, state and federal resources to support new business development and foster entrepreneurialism; (2) be coordinated between private sector businesses, higher educational institutions and local, state and federal government through continued participation in public/private organizations such as the Economic Development Council of Tallahassee/Leon County, Inc., the Leon County Research and Development Authority, and other local, regional, and state-level economic development organizations, agencies, and departments, consistent with local sustainability and environmental protection efforts.

Post-disaster economic development and redevelopment activities should also support existing employers where appropriate by helping provide economic development marketing, research and technical and business assistance consistent with identified targeted industrial, tourism, and other related initiatives and strategic economic development priorities; and attract targeted new employers by marketing the Tallahassee – Leon County region’s competitive assets and resources, and by include providing site selection; regulatory assistance; tax and workforce training incentives; and financing resources and other tools.

2. Public Agencies

a. Leon County Office of Economic Development and Business Partnership (OEDBP)s

The OEDBP is a reorganizing wing of county government that is formed from several existing departments. It includes the Grants Department, the Equal Opportunity Office and the Economic Development office. The OEDPB is still in the process of being operationalized and will be included in all future discussions of post-disaster planning. Catastrophe Reserve fund is available to unincorporated county residences for reimbursement of county fees related to recovery following a natural disaster.

b. City of Tallahassee Department of Community and Economic Development

The Tallahassee Department of Community and Economic Development is made up of four major function areas which include neighborhood code enforcement, human services, the Community Redevelopment Area or CRA and the housing section. The human services function provides grants to community human services agencies to partner with the city, the CRA is a development agency with bonding authority and the housing section manages the Community Development Block Grant (CDBG) program. This agency does not have any post-disaster recovery plans in place plans, although the need for a local single point of contact for the Small Business Administration and local agreements in place for who and when their assistance would be sought after a disaster was identified.

c. Tallahassee Community Redevelopment Agency

The Tallahassee CRA oversees two designated project areas; the Frenchtown/Southside CRA and the Downtown District CRA. The agency develops projects and funding sources for development projects, façade

improvements and other efforts that promote economic development in the two project areas. The goal of the Agency is to formulate and implement strategies using public and private resources to eliminate the conditions that cause the development and spread of blight within both redevelopment areas. Individual projects and policies are supported based on the specific conditions and needs identified within the Greater Frenchtown/Southside Community Redevelopment Plan and the Downtown District Redevelopment Plan, respectively. Areas where the Agency concentrates redevelopment efforts include commercial development, affordable housing, infrastructure, transportation, neighborhood improvements and the promotion of mixed-use developments. Though the Agency does not have a specific post-disaster role, its mission to eliminate conditions that cause blight could be tied into pre-disaster and mitigation efforts to guide development in vulnerable areas. Additionally, it could be a funding source after a declared disaster event for replacement or redevelopment of facilities damaged within the areas designated by the respective adopting ordinances. Coordination between the staff managing the PDRP and the redevelopment plans to acknowledge in the redevelopment plans opportunities to serve both mitigation and redevelopment functions for a common public purpose could be recommended.

d. U. S. Economic Development Administration

Leon County is one of nine counties in the Apalachee Regional Planning Council region which serves as an Economic Development District for the US Department of Commerce's Economic Development Administration (EDA). The ARPC regularly updates its economic planning document, the Comprehensive Economic Development Strategy, CEDS. Through the updating process this document is responsive to current trends and conditions and provides a basis for economic development projects that the EDA is likely to fund based on its investment program guidelines. The EDA regularly invests in public infrastructure projects that will facilitate the location of new businesses or the expansion or retention of existing businesses. The CEDS document recommends regionally important projects that will provide mid-level employment with long term benefits from the community. Currently, there are no vital projects listed for Leon County in the CEDS; however, there are two projects of interest including maintaining the airport hub and expanding the magnetic lab facility.

The EDA also regularly responds to natural and man-made disasters with special funding streams. Special appropriations funding post-disaster capacity building grants have been issued in Florida for several recent events including the hurricane seasons of 2004 and 2005, response to the closing of the NASA Space Shuttle program for the space coast, and assistance to counties whose economies were impacted by the Deepwater Horizon gulf oil disaster of 2009.

e. Small Business Administration (SBA)

The Federal Small Business Administration has an active program for training business managers on pre-disaster preparedness and also has a low interest loan program for post-disaster recovery.

3. Non-Governmental Agencies

Leon County is served by the Economic Development Council of the Tallahassee-Leon County (EDC) and the Greater Tallahassee Chamber of Commerce. These publicly funded agencies with private sector members, play a part in economic development in the four county Tallahassee Metropolitan Statistical Area (MSA) of which Leon County is the central county and the primary economic engine for the region.

a. EDC of Tallahassee/Leon County

The EDC is a public/private partnership between the City of Tallahassee, Leon County and private investors who are committed to establishing a competitive business climate resulting in job creation. By connecting the private sector, education and local government, the EDC helps join forces to:

- foster entrepreneurialism;
- advance local businesses;
- grow targeted industry sectors; and
- attract innovative companies to our area.

The EDC supports new business development, as well as provides technical assistance and advocacy to regional employers. The EDC also manages a suite of business retention, expansion and attraction resources for company representatives, site location consultants and real estate brokers researching Florida's capital region as a business location. It does not currently have an adopted program or plan for post-disaster redevelopment.

b. Greater Tallahassee Chamber of Commerce

The Greater Tallahassee Chamber of Commerce serves as the area's one-stop shop for business resources, tools and opportunities. By connecting local businesses, the Chamber provides professional development and networking opportunities for established and emerging business owners and employees to:

- share best practices;
- promote member businesses and services;
- access exclusive training workshops; and
- provide advocacy for the business community.

The Chamber promotes economic growth and connects local businesses with world-class insight, training and tools to add visibility and increase revenue and customer loyalty. The Chamber also provides a collection of highly acclaimed networking groups designed to encourage professionals to build relationships within the business community. The Chamber has not adopted an official post-disaster redevelopment plan.

c. Capital City Chamber of Commerce

The Capital City Chamber Of Commerce mirrors the Greater Tallahassee Chamber of Commerce with a focus primarily on viable growth-oriented minority and women-owned businesses. There is no specific program or planning for post disaster economic-redevelopment, however there is a potential for community out-reach and education. Historically, members of the Capital City Chamber of Commerce have relied on special grants and programs designed specifically to meet their needs and provided by Federal, State and Local Governments in the post-disaster environment.

I. Gaps and Recommendations:

1. At both government and NGO levels there is adequate talent and organization to develop and implement an action plan that can better ensure survivability of the County's business structure. However, none of the local players noted above have a post-disaster plan or program in place. It is recommended that the County seek to develop a business registry modeled after the Palm Beach County model which can be reviewed at www.bizrecovery.org. There is also little training done on pre-disaster training other than mention of the hurricane season, when in fact, a tornado threat is more common in the spring and heavy flooding is as likely with a stalled winter front as it is from a tropical storm. The two chambers of commerce

are excellent organizations for annual training events that can utilize existing SBA training materials.

2. Knowledge of the SBA disaster recovery assistance program was identified as a gap for both local government agencies and business owners. Training for local government officials as well as local businesses on the SBA disaster recovery program needs to take place.
3. There is not currently an established process for interfacing with the SBA after a disaster. It is recommended that the coordination process be formalized in a Standard Operating Guideline.
4. A need for a plan specific to long-term economic recovery was identified. It is recommended that a Long-Term Economic Recovery Plan or Strategy be developed.

J. Summary

The gaps and recommendations identified above have been further expanded upon and prioritized in the Action Plan. The Action Plan also includes responsible agencies, timeframes for completion and potential costs when possible. There are many plans and programs in place which support or facilitate post-disaster efforts in Leon County and the City of Tallahassee. The table below provides an easy reference to those plans and programs which will most likely support post-disaster redevelopment efforts.

Table V.4: Plans and Programs in Place – Leon County/City of Tallahassee					
Plan/Program	In Place	Under Development	Responsible Party	Effect on Recovery/Redevelopment	
				Supports	Facilitates
Comp Plan	✓		PLACE		✓
LMS	✓		LCISO/DEM/PLACE	✓	
CEMP	✓		LCISO/DEM	✓	
PDRP		✓	LCOEM/PLACE		✓
Big Bend COAD		✓		✓	
Disaster Housing Strategy	✓		LC Housing COT Housing		✓
Debris Management Plan	✓		LCPW	✓	

Plan/Program	In Place	Under Development	Responsible Party	Supports	Facilitates
Disaster Debris Removal Ordinance	✓				✓
Temporary Housing Ordinance	✓				✓
Regional Mobility Plan	✓		CRTPA	✓	
Leon County Healthcare Disaster Coalition	✓		Leon County Health Department	✓	
Capital Improvements Plan	✓		LCOB COTOBP	✓	
Blueprint 2000 Master Plan	✓		PLACE	✓	
City and County Agency COOPs	✓		LCO/DEM COTDEM	✓	
Historic Preservation Program	✓		PLACE/Tallahassee Trust for Historic Preservation	✓	
Regional Evacuation Study	✓		ARPC	✓	
Comprehensive Economic Development Strategy	✓		ARPC		✓
Five Year Strategic Water Management Plan	✓		NWFWMD		✓

SECTION VI - ACTION PLAN

Topic	Plan/Activity	Action Item/Recommendation	Responsible Agency	Timeframe	Cost
Emergency Management	Local Mitigation Strategy	2. Update the hazards analysis and demographic sections of the LMS to be consistent with the Post-Disaster Redevelopment Plan and any other applicable plans.	LMS Steering Committee and Tallahassee/Leon County Growth Management	Six Months	Staff Time
	Comprehensive Emergency Management Plan	3. Update the hazards analysis, demographic section and Recovery Function in the CEMP to be consistent with the Post Disaster Redevelopment Plan.	Leon County Emergency Management	Six Months	Staff Time
	Disaster Resistant Neighborhood Program	1. Consider the possibility of resuscitating the Disaster Resistant Neighborhoods program. This educational program was managed by the Capital Area Chapter of the American Red Cross and focused on educating residents in disaster preparedness specific to their neighborhood. The program was funded by FEMA using Community Emergency Response Team (CERT) funds and federal funding has been eliminated, but the program was viewed to have successfully strengthened community resiliency.	Leon County Emergency Management and the Capital Area Chapter of the American Red Cross	One Year	Use FEMA CERT funds and Department of Health Neighborhood Emergency Preparedness Program (NEPP) funds to accomplish this objective

SECTION VI - ACTION PLAN

Topic	Plan/Activity	Action Item/Recommendation	Responsible Agency	Timeframe	Cost
<p style="text-align: center;">Land Use</p>	<p>Comprehensive Plan - Future Land Use</p>	<p>1. Recommended that measures to assist the recovery of disaster related tree damage in urban and rural settings through development of an urban forest management plan. The plan should address the re-establishment of vegetation significant to community character be developed.</p>	<p style="text-align: center;">PLACE</p>	<p style="text-align: center;">Two Years</p>	<p style="text-align: center;">Staff Time</p>
	<p>Regional Planning</p>	<p>2. Update the SRPP to adequately reflect the role of the ARPC post-disaster.</p>	<p style="text-align: center;">Apalachee Regional Planning Council</p>	<p>6 months dependent on funding</p>	<p style="text-align: center;">\$20,000</p>
<p style="text-align: center;">Infrastructure</p>	<p>Public Works</p>	<p>2. Update the Debris Management Plan. The County Organizational Chart and any language that relates to Solid Waste falling under Public Works needs to be updated. Appendix D, the "List of Pre-Qualified Contractors" for debris removal and debris monitoring needs to be updated to reflect the new contracts begun in February 2012. Other appendices need to have the newest information inserted.</p>	<p style="text-align: center;">Leon County Public Works</p>	<p style="text-align: center;">Two Weeks</p>	<p style="text-align: center;">Staff Time</p>

SECTION VI - ACTION PLAN

Topic	Plan/Activity	Action Item/Recommendation	Responsible Agency	Timeframe	Cost
<p style="text-align: center;">Infrastructure</p>	<p style="text-align: center;">Utilities</p>	<p>3. There needs to be enhanced coordinated efforts with building inspectors to determine habitability before power restoration begins. This will assist to minimize efforts to restore power to structures no longer deemed habitable. These coordinated efforts need to include the Talquin service area.</p>	<p>City of Tallahassee Utility Electric, Talquin and City and County Building Inspectors</p>	<p>Including responsibility in Implementation Section of the PDRP</p>	<p style="text-align: center;">None</p>
		<p>1. Debris is the biggest challenge for both the City of Tallahassee Electric and Talquin. Removal of debris for power restoration activities needs to be coordinated with County and City Public Works, City of Tallahassee Electric and Talquin. This is essential for prioritizing power restoration for the outlying neighborhoods. Coordination of debris removal efforts between the City of Tallahassee, Leon County and Talquin needs to be a goal during post-disaster planning.</p>	<p>City and County Public Works, City Utilities Electric and Talquin</p>	<p>Including responsibilities in Implementation Section of the PDRP</p>	<p style="text-align: center;">None</p>

SECTION VI - ACTION PLAN

Topic	Plan/Activity	Action Item/Recommendation	Responsible Agency	Timeframe	Cost
Infrastructure	Utilities and Public Works	5. Need a pre-established coordinated mechanism to house and feed several hundred mutual aid workers coming into the area to assist in power restoration. Logistical concerns should account for waste and water issues.	City and County Public Works, Leon County Emergency Management	1 year	Staff Time
	Blueprint 2000	6. Establish a coordination mechanism with staff of Blueprint to identify eligible projects post-disaster.	PLACE	Six Months	Staff Time
Housing	Disaster Housing Strategy	1. Expand upon the existing Disaster Housing Strategy to include all topics covered by the FDEM Housing Strategy Template. Expand the Disaster Housing Strategy to include the roles and responsibilities of serving as a host county after major disasters.	City of Tallahassee Housing and Grants Division and Leon County Division of Housing Services	Six months once funding is received.	\$15,000 - \$20,000
	Disaster Housing Funding	2. Consider pre-scripting language to issue bonds for construction of affordable housing quickly after a disaster.	City of Tallahassee Housing and Grants Division and Leon County Division of Housing Services	Leon County will complete by June 1, 2012	Staff Time

SECTION VI - ACTION PLAN

Topic	Plan/Activity	Action Item/Recommendation	Responsible Agency	Timeframe	Cost
Healthcare	Standard Operating Guidelines	1. Need to develop Standard Operating Guideline (SOG) to formalize the process of activating the Disaster Healthcare Coalition for preparedness planning and response and recovery activation during emergency events.	Leon County Disaster Healthcare Coalition	Six Months - The North Florida Medical Reserve Corps (MRC) Coordinator has committed to this project.	Staff Time
	Behavioral Health Strike Team	3. Explore the possibility of expanding the role of the FAST team in coordination with North Florida MRC volunteers to form a behavioral health strike team to serve Leon County and the surrounding counties after a disaster.	North Florida Medical Reserve Corps	Six Months - The North Florida MRC Coordinator has committed to this project.	Staff Time
	Coordination of Recovery Plans	2. Share recovery plans with other local, state and federal agencies to ensure that coordination of recovery efforts occurs at the local level.	Leon County Health Department	Six Months	Staff Time

SECTION VI - ACTION PLAN

Topic	Plan/Activity	Action Item/Recommendation	Responsible Agency	Timeframe	Cost
Human Services	Training	1. Provide training for non-responding human service agencies on disaster reimbursement programs available from federal and state agencies.	Capital Area Chapter of the American Red Cross, Leon County Emergency Management and Big Bend Community Organization Active in Disaster (COAD)		Staff Time
	Volunteer System	3. There is a regional need for volunteer services at the county level. VolunteerLEON is available to lend assistance to neighboring counties, but if Leon County is impacted by a disaster the capacity does not exist to provide volunteer services to neighboring communities while maintaining services in Leon County. Recommend assisting neighboring counties to develop a volunteer support structure.	Big Bend COAD and the Apalachee Regional Planning Council	Two Years	Staff Time

SECTION VI - ACTION PLAN

Topic	Plan/Activity	Action Item/Recommendation	Responsible Agency	Timeframe	Cost
<p>Human Services</p>	<p>Standard Operating Guidelines</p>	<p>2. Update the SOG of the Big Bend COAD to formalize the process of activation and communication of the agencies that make up the COAD. The SOG should include roles and responsibilities of the primary agencies and organizations of the Big Bend COAD in both short and long-term recovery and include coordination with the Florida Division of Emergency Management in the Essential Services Center process.</p>	<p>Big Bend COAD and the Apalachee Regional Planning Council</p>	<p>One Year</p>	<p>Staff Time</p>
<p>Economic Redevelopment</p>	<p>Standard Operating Guidelines</p>	<p>2. There is not currently an established process for interfacing with the SBA after a disaster. It is recommended that the coordination process be formalized in a Standard Operating Guideline.</p>	<p>Leon County Office of Economic Development and Business Partnership (OEDBP)s, City of Tallahassee Department of Community and Economic Development, Economic Development Agency, Small Business Administration and the Apalachee Regional Planning Council</p>	<p>One Year</p>	<p>Staff Time</p>

SECTION VI - ACTION PLAN

Topic	Plan/Activity	Action Item/Recommendation	Responsible Agency	Timeframe	Cost
Economic Redevelopment	Long-Term Economic Recovery Plan	3. A need for a plan specific to long-term economic recovery was identified. It is recommended that a Long-Term Economic Recovery Plan or Strategy be developed.	Leon County Office of Economic Development and Business Partnership (OEDBP)s, City of Tallahassee Department of Community and Economic Development and the Economic Development Agency	One Year	Staff Time
	Small Business Administration	1. Knowledge of the SBA disaster recovery assistance program was identified as a gap for both local government agencies and business owners. Training for local government officials as well as local businesses on the SBA disaster recovery program needs to take place.	Apalachee Regional Planning Council	Six Months	Staff Time

SECTION VI - ACTION PLAN

Topic	Plan/Activity	Action Item/Recommendation	Responsible Agency	Timeframe	Cost
<p>Economic Redevelopment</p>	<p>Business Post-Disaster Redevelopment Plans and Disaster Recovery Training</p>	<p>4. At both government and NGO levels there is adequate talent and organization to develop and implement an action plan that can better ensure survivability of the County’s business structure. However, none of the local players noted above have a post-disaster plan or program in place. It is recommended that the County seek to develop a business registry modeled after the Palm Beach County model which can be reviewed at www.bizrecovery.org. There is also little training done on pre-disaster training other than mention of the hurricane season, when in fact, a tornado threat is more common in the spring and heavy flooding is as likely with a stalled winter front as it is from a tropical storm. The two chambers of commerce are excellent organizations for annual training events that can utilize existing SBA training materials.</p>	<p>Tallahassee Economic Development Council and the Greater Tallahassee Chamber of Commerce</p>	<p>5 years</p>	<p>\$10,000 (As Funding Becomes Available)</p>

SECTION VI - ACTION PLAN

Topic	Plan/Activity	Action Item/Recommendation	Responsible Agency	Timeframe	Cost
Public Outreach	Public Outreach and Coordination	Develop Public Service Announcements regarding recovery assistance including the registration process with FEMA for housing assistance as well as assistance with filing insurance claims.	County Public Information Officer	One Year	Staff Time
Financial Strategy	Disaster Impacts on Revenues	In a catastrophic disaster, local revenue resources will be significantly impacted and reserve funds may last only during the short term recovery phase. Additionally, loss of revenue from commercial and residential property tax will not be reflected until one year after the event. Once reconstruction takes place, revenues will not be collected until one year later. Recommend that long-term recovery revenue be a topic considered by the Long-Term Recovery Coordination Group upon activation of the Leon PDRP.	Long-Term Recovery Coordination Group in concert with City and County Budget Offices	Takes place after the disaster	

*Numbering in Column 3 for each Topic area indicate the identified priority for initiation and completion.

SECTION VII – FINANCE STRATEGY

This section provides an overview of the financial structure in place for Leon County and the City of Tallahassee. It includes general information on revenues and policies in place which support the recovery of the community following a major disaster. It also includes a section about the various types of funding opportunities available both before and after a disaster which may assist in the reconstruction and recovery of the local community. Major disasters can reduce the revenue of communities that they impact and increase the need for funds for government, businesses and citizens. Communities that are well prepared to obtain funding and gain support from various organizations, in addition to the Federal Emergency Management Agency (FEMA), may experience a smoother recovery and post-disaster redevelopment period. Post-disaster impacts that strain local governments include physical damage to property and infrastructure including critical and historic properties, economic losses, environmental degradation and erosion of quality of life and the social fabric of the community.

A. County and City Revenue Resources

Leon County relies on revenues from a variety of sources, 47% of the budget comes from property taxes while less than 8% of the total revenue is funded by state and federal sources. Property taxes provide the largest source of net available resources for Leon County. Damage to property from disasters may impact the amount of property taxes that are collected. It is also important to consider that most of the federal, state and volunteer funding provided for recovery purposes following a disaster will mainly be used to rebuild critical infrastructure and facilities.

Table VII.1: Leon County Revenue Sources		
Source	FY 2010 Adopted	FY 2011 Budgeted
General Property Taxes	\$116,467,741	\$114,666,437
Other Taxes	\$24,056,746	\$24,482,876
Licenses and Fees	\$9,260,287	\$9,427,197
Federal Shared	\$221,375	\$239,900
State Shared	18,013,645	\$19,193,310
Local Government Payments	\$1,431,436	\$1,519,445
Charges for Services	\$24,396,720	\$23,439,636
Fines and Forfeitures	\$686,285	\$572,375
Interest and Investments	\$4,127,467	\$2,963,889
Miscellaneous	\$2,201,660	\$2,382,889
Excess Fees	\$455,000	\$500,000
Interdepartmental Billing	\$7,583,813	\$7,805,894
Appropriated Fund Balance	\$38,263,750	\$36,936,232
Totals	\$247,165,925	\$244,130,080

Leon County Office of Management and Budget, 2011

The City of Tallahassee relies on revenues from a variety of sources. The majority of the revenue, 92% of the budget, comes from taxes and fees for services (Enterprise Funds). Of the fees that make up the Enterprise Funds, electrical and natural gas utilities are the largest contributor to the fund.

Table VII.2: City of Tallahassee Revenue Sources		
Source	FY 2011 Approved	FY 2012 Proposed
Charges for Services	\$8,674,311	\$8,730,386
Taxes	\$56,925,966	\$56,082,624
Licenses and Permits	\$2,788,993	\$2,801,836
Intergovernmental	\$14,630,176	\$15,314,290
Fines and Forfeitures	\$2,756,800	\$3,184,000
Miscellaneous	\$11,636,432	\$12,958,479
Enterprise Funds	\$561,557,831	\$522,785,281
Growth Management	\$1,228,560	\$1,228,560
Aviation	\$669,030	\$571,339
Transfers	\$2,672,254	\$1,846,131
Totals	\$663,540,353	\$625,502,926

City of Tallahassee, 2011

B. County and City Financial Policies

Having access to funds will be critical in bridging the gap before funding becomes available through the FEMA reimbursement process for public assistance. The strength of the government's credit rating and a community's access to a line of credit available following a disaster can be important. Both Leon County and the City of Tallahassee currently have AA bond ratings from Fitch. The City and the County have the ability to access funds from current budgets in order to sustain recovery activities until other funding sources, such as Public Assistance (PA) from FEMA, becomes available. FEMA PA funding includes an administrative fee for local governments to use for staff costs. However, these funds are based on a sliding scale and do not always cover all associated costs. The PA program also provides funding for debris operations, emergency protective measures and repairs to critical, public facilities and infrastructure. Large project costs are reimbursed after expenses are accrued (and evidence of payment is submitted with required forms) by the local government, up to the federal cost share, which ranges from 75 to 100 percent.

The federal allocation is typically 75 percent, but has historically been greater depending on the severity of the event and Presidential Declaration stipulations. The 2011 large project threshold is \$63,900 and annually adjusts based on the Consumer Price Index. For disasters with less than a 100 percent cost share, final PA payments are paid after all work has been completed and a final inspection is performed.

In addition to FEMA PA funds, both the city and the county have been able to take advantage of disaster funds through the Hazard Mitigation Grant Program and the Community Development Block Grant Disaster funds to acquire properties. For a full listing of these properties please see the Hazards Identification and Vulnerability Assessment Chapter. The city and the county continue to remain eligible for these funding sources.

1. Leon County Financial Policy and Grants Administration

Leon County adopted Policy 07-2 in 2008 which establishes a Catastrophe Reserve. This reserve fund is maintained at 2% of the general fund and fine and forfeiture fund. This equates to approximately two million dollars annually that is available immediately following a disaster event. These funds provide cash flow for staff overtime, equipment, contractual support and materials and supplies. In a declared local state of emergency, the County Administrator is authorized to use the Catastrophe Reserve to pay local fees for eligible residents for debris removal and home restoration/reconstruction. In addition, the Board of County Commissioners has the ability to reallocate funds after a disaster event through an emergency meeting. All county buildings are currently fully insured through a private insurance company.

Leon County has a Grants Coordinator, who manages all federal grants. The standard process in a catastrophic event is to develop a team to address the grant funded aspects of long-term recovery. The team will include representatives from Public Works, Housing and the City of Tallahassee as a core group and include other entities deemed to be necessary. A Standard Operating Guideline is being developed by the Grants Coordinator that addresses this process.

2. City of Tallahassee Financial Policy

Two City Commission policies address funding for catastrophic events. Policy 214, "Risk Management/Self Insurance", establishes a Special Insurance Reserve Fund to meet unanticipated losses from catastrophic events or claims in excess of the Risk Management Fund. The reserve is set at 150% of the average claims for the last three years or three million dollars, whichever is greater. To cover any situation that exceeds the capacity of the Special Insurance Reserve, Policy 224, "Financing the Government", establishes the Deficiencies Fund to provide for unforeseen expenditures. Maximum funding for this reserve is set at two months of regular general government operating expenditures including transfers to other funds. Annually, the City of Tallahassee appropriates funds from this fund for declared disasters in order to have an established appropriation in place. Any expenditures

beyond these appropriations require City Commission approval. This approval, as well as decisions related to reallocation of prior uncommitted capital budget appropriations, can be made after a disaster event through a regularly scheduled or emergency meeting of the City Commission. In addition, all of the City's Enterprise operations have established policies for operating reserves that could be appropriated for emergency or disaster expenditures with Commission approval. The Electric Operating Reserve specifically identifies emergencies as one component (Policy 224). All city buildings and other major equipment are fully insured.

C. Insurance Providers

The private insurance industry also plays a major role in post-disaster redevelopment. Leon County and the City of Tallahassee government, businesses and citizens all rely on the funds made available from private insurance companies for the community to recover from any disaster event. In previous disasters the Florida Department of Financial Services has established "insurance villages" to assist insurance providers and policyholders to interface quickly after a disaster event. These villages are normally set up in common community locations such as large parking lots of a major retail stores like Target or Wal-Mart. These areas are not just for residential policyholders but include assistance with all types of claims including automotive and businesses.

As defined in Florida Statutes, if a policyholder has a problem with an insurance company regarding a claim, they can contact the Division of Consumer Services at 1-877-693-5236, the insurance company is required to respond to the Division within 20 days.

D. Federal and State Funding Opportunities

Agencies and departments from both the federal and state government offer various grant and funding opportunities for mitigation, preparedness and recovery from disasters. There are numerous grant programs which can be leveraged for recovery and redevelopment activities. Below are listed some of the most pertinent programs for local communities.

1. Federal Funding Opportunities

- FEMA offers a wide range of programs related to disaster assistance, both pre and post-disaster.
 - Hazard Mitigation Grant Program
 - Flood Mitigation Assistance
 - Pre-Disaster Mitigation Grant Program
 - Community Assistance Program State Support Services

- Repetitive Flood Claims Program
- Severe Repetitive Loss Program
- National Flood Insurance Program
- Public Assistance Program
- Individual Assistance Program
- Disaster Unemployment Assistance

The most recent grant guidance for mitigation grants from FEMA is included as Annex 1 to this section.

- The Small Business Administration (SBA) offers Economic Injury Disaster Loans to assist businesses after declared disaster events. The SBA also provides loans to businesses for uninsured losses through Physical Disaster Loans.

- Housing and Urban Development (HUD)

Through the Community Development Block Grant (CDBG) program HUD funds a variety of projects related to long-term recovery including the Emergency Shelter Grants Program which assists with transitioning the homeless into permanent housing.

- U.S. Department of Agriculture (USDA)

The USDA offers the Community Facilities Loan Program. These funds may be used to construct, enlarge, or improve community facilities for health care, public safety, and public services. This can include costs to acquire land needed for a facility, pay necessary professional fees, and purchase equipment required for its operation.

- U.S. Department of Transportation (DOT)

The majority of infrastructure projects are funded through the Public Assistance program from FEMA, but the U.S. DOT manages the Emergency Relief Program which can be used to pay for extraordinary expenses for federal highway repair. More information on the National Transportation Recovery Strategy can be found at: www.dot.gov/disaster_recovery/funding.html

- U.S. Department of Commerce – Economic Development Administration (EDA)
EDA is the lead agency for the Economic Recovery Support Function (RSF). The EDA offers competitive disaster relief grants intended for economic recovery for counties that have been presidentially declared. More information on the Disaster Relief Grants can be found at: www.eda.gov/

- The U.S. Army Corps of Engineers offers several programs mostly related to pre- and post-disaster flooding events.
 - Emergency Advance Measures for Flood Prevention
 - Flood Control Projects
 - Floodplain Management Services
 - Protection of Essential Highways, Highway Bridges and Public Works

2. State Funding Opportunities

- The Florida Division of Emergency Management manages the Residential Construction Mitigation Program. This is a state funded program which provides homeowners with the opportunity to retrofit their homes and mobile homes before a disaster event. Complete information is available at www.floridadisaster.org/mitigation/rcmp/index.htm
- The Florida Department of Environmental Protection has two programs that while not directly related to post-disaster emergency events, can be accessed and leveraged by local communities with a related policy in place. These programs are the Conservation and Recreation Lands and the Expanded Local Management Hazardous Waste Program.

E. Gaps and Recommendations

In a catastrophic disaster, local revenue resources will be significantly impacted and reserve funds may last only during the short term recovery phase. Additionally, loss of revenue from commercial and residential property tax will not be reflected until one year after the event. Once reconstruction takes place, revenues will not be collected until one year later. Recommend that long-term recovery revenue be a topic considered by the Long-Term Recovery Coordination Group upon activation of the Leon PDRP.

Annex 1

Mitigation Grant Guidance, FEMA



FEMA

Program Information

Mitigation



Hazard Mitigation Assistance

The Department of Homeland Security (DHS) Federal Emergency Management Agency (FEMA) Hazard Mitigation Assistance (HMA) programs present a critical opportunity to reduce the risk to individuals and property from natural hazards while simultaneously reducing reliance on Federal disaster funds.

A Common Goal

While the statutory origins of the programs differ, all share the common goal of reducing the risk of loss of life and property due to natural hazards.

Funding Disaster Recovery Efforts

The Hazard Mitigation Grant Program (HMGP) may provide funds to States, Territories, Indian Tribal governments, local governments, and eligible private non-profits following a Presidential major disaster declaration.

The Unified Hazard Mitigation Assistance Grant Programs

The Hazard Mitigation Grant Program (HMGP) is authorized by Section 404 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (the Stafford Act), Title 42, United States Code (U.S.C.) 5170c. The key



purpose of HMGP is to ensure that the opportunity to take critical mitigation measures to reduce the risk of loss of life and property from future disasters is not lost during the reconstruction process following a disaster. HMGP is available, when authorized under a Presidential major disaster declaration, in the areas of the State requested by the Governor. The amount of HMGP funding available to the Applicant is based upon the total Federal assistance to be provided by FEMA for disaster recovery under the Presidential major disaster declaration.

The Pre-Disaster Mitigation (PDM) program is authorized by Section 203 of the Stafford Act, 42 U.S.C. 5133. The PDM program is designed to assist States, Territories, Indian Tribal governments, and local communities in



implementing a sustained pre-disaster natural hazard mitigation program to reduce overall risk to the population and structures from future hazard events, while also reducing reliance on Federal funding from future disasters.

The Flood Mitigation Assistance (FMA) program is authorized by Section 1366 of the National Flood Insurance Act of 1968, as amended (NFIA), 42 U.S.C. 4104c, with the goal of reducing or eliminating claims under the National Flood Insurance Program (NFIP).



The Repetitive Flood Claims (RFC) program is authorized by Section 1323 of the NFIA, 42 U.S.C. 4030, with the goal of reducing flood damages to individual properties for which one or more claim payments for losses have been made under flood insurance coverage and that will result in the greatest savings to the National Flood Insurance Fund (NFIF) in the shortest period of time.



The Severe Repetitive Loss (SRL) program is authorized by Section 1361A of the NFIA, 42 U.S.C. 4102a, with the goal of reducing flood damages to residential properties that have experienced severe repetitive losses under flood insurance coverage and that will result in the greatest amount of savings to the NFIF in the shortest period of time.



Program Comparisons

Cost Sharing

In general, HMA funds may be used to pay up to 75 percent of the eligible activity costs. The remaining 25 percent of eligible costs are derived from non-Federal sources.

The table below outlines the Federal and State cost share requirements.

COST SHARE REQUIREMENTS

Programs	Mitigation Activity Grant (Percent of Federal/ Non-Federal Share)
HMGP	75/25
PDM	75/25
PDM (subgrantee is small impoverished community)	90/10
PDM (Tribal grantee is small impoverished community)	90/10
FMA	75/25
FMA (severe repetitive loss property with Repetitive Loss Strategy)	90/10
RFC	100/0
SRL	75/25
SRL (with Repetitive Loss Strategy)	90/10

Eligible Applicants and Subapplicants

States, Territories, and Indian Tribal governments are eligible HMA Applicants. Each State, Territory, and Indian Tribal government shall designate one agency to serve as the Applicant for each HMA program. All interested subapplicants must apply to the Applicant.

The table below identifies, in general, eligible subapplicants.

ELIGIBLE SUBAPPLICANTS

Subapplicants	HMGP	PDM	FMA	RFC	SRL
State agencies	✓	✓	✓	✓	✓
Indian Tribal governments	✓	✓	✓	✓	✓
Local governments/communities	✓	✓	✓	✓	✓
Private non-profit organizations (PNPs)	✓				

✓ = Subapplicant is eligible for program funding

Individuals and businesses are not eligible to apply for HMA funds, however, an eligible subapplicant may apply for funding to mitigate private structures. RFC funds are only available to subapplicants who cannot meet the cost share requirements of the FMA program.

Available Funding

PDM, FMA, RFC, and SRL are subject to the availability of appropriations funding, as well as any directive or restriction made with respect to such funds.

HMGP funding depends on Federal assistance provided for disaster recovery.

General Requirements

All mitigation projects must be cost-effective, be both engineering and technically feasible, and meet Environmental Planning and Historic Preservation requirements in accordance with HMA Unified Guidance. In addition, all mitigation activities must adhere to all relevant statutes, regulations, and requirements including other applicable Federal, State, Indian Tribal, and local laws, implementing regulations, and Executive Orders.

All Applicants and subapplicants must have hazard mitigation plans that meet the requirements of 44 CFR Part 201.

Eligible Activities

The table below summarizes eligible activities that may be funded by HMA programs. Detailed descriptions of these activities can be found in the HMA Unified Guidance.

ELIGIBLE ACTIVITIES

Mitigation Activities	HMGP	PDM	FMA	RFC	SRL
1. Mitigation Projects	✓	✓	✓	✓	✓
Property Acquisition and Structure Demolition or Relocation	✓	✓	✓	✓	✓
Structure Elevation	✓	✓	✓	✓	✓
Mitigation Reconstruction					✓
Dry Floodproofing of Historic Residential Structures	✓	✓	✓	✓	✓
Dry Floodproofing of Non-Residential Structures	✓	✓	✓	✓	
Minor Localized Flood Reduction Projects	✓	✓	✓	✓	✓
Structural Retrofitting of Existing Buildings	✓	✓			
Non-Structural Retrofitting of Existing Buildings and Facilities	✓	✓			
Safe Room Construction	✓	✓			
Infrastructure Retrofit	✓	✓			
Soil Stabilization	✓	✓			
Wildfire Mitigation	✓	✓			
Post-Disaster Code Enforcement	✓				
5% Initiative Projects	✓				
2. Hazard Mitigation Planning	✓	✓	✓		
3. Management Costs	✓	✓	✓	✓	✓

✓ = Mitigation activity is eligible for program funding

Management Costs

For HMGP only: The Grantee may request up to 4.89 percent of the HMGP allocation for management costs. The Grantee is responsible for determining the amount, if any, of funds that will be passed through to the subgrantee(s) for their management costs.

Applicants for PDM, FMA, RFC, or SRL may apply for a maximum of 10 percent of the total funds requested in their grant application budget (Federal and non-Federal shares) for management costs to support the project and planning subapplications included as part of their grant application.

Subapplicants for PDM, FMA, RFC, or SRL may apply for a maximum of 5 percent of the total funds requested in a subapplication for management costs.

National Flood Insurance Program (NFIP) Participation

There are a number of ways that HMA eligibility is related to the NFIP:



SUBAPPLICANT ELIGIBILITY: All subapplicants for FMA, RFC, or SRL must currently be participating in the NFIP, and not withdrawn or suspended, to be eligible to apply for grant funds. Certain non-participating political subdivisions (i.e., regional flood control districts or county governments) may apply and act as subgrantee on behalf of the NFIP-participating community in areas where the political subdivision provides zoning and building code enforcement or planning and community development professional services for that community.

PROJECT ELIGIBILITY: HMGP and PDM mitigation project subapplications for projects sited within a Special Flood Hazard Area (SFHA) are eligible only if the jurisdiction in which the project is located is participating in the NFIP. There is no NFIP participation requirement for HMGP and PDM project subapplications located outside of the SFHA.

PROPERTY ELIGIBILITY: Properties included in a project subapplication for FMA, RFC, and SRL funding must be NFIP-insured at the time of the application submittal. Flood insurance must be maintained at least through completion of the mitigation activity.

Application Process

Applications for HMGP are processed through the National Emergency Management Information System (NEMIS). Applicants use the Application Development Module of NEMIS, which enables each Applicant to create project applications and submit them to the appropriate FEMA Region in digital format for the relevant disaster.

Applications for PDM, FMA, RFC, and SRL are processed through a web-based, electronic grants management system (eGrants), which encompasses the entire grant application process. The eGrants system allows Applicants and subapplicants to apply for and manage their mitigation grant application processes electronically. Applicants and subapplicants can access eGrants at <https://portal.fema.gov>.

Application Deadline

The PDM, FMA, RFC, and SRL application period is from early June through early December. Applicants must submit a grant application to FEMA through the eGrants system. The HMGP application deadline is 12 months after the disaster declaration date and is not part of the annual application period. Details can be found in the HMA Unified Guidance.

FEMA Review and Selection

All subapplications will be reviewed for eligibility and completeness, cost-effectiveness, engineering feasibility and effectiveness, and for Environmental Planning and Historical Preservation compliance. Subapplications that do not pass these reviews will not be considered for funding. FEMA will notify Applicants of the status of their subapplications and will work with Applicants on subapplications identified for further review.



Details about the HMA Grant Application process can be found in the Hazard Mitigation Assistance Unified Guidance, which is available at www.fema.gov/government/grant/hma/index.shtm

Hazard Mitigation Assistance Unified Guidance

Hazard Mitigation Grant Program, Pre-Disaster Mitigation Program, Flood Mitigation Assistance Program, Repetitive Flood Claims Program, Severe Repetitive Loss Program



Federal Emergency Management Agency
Department of Homeland Security
500 C Street, N.W.
Washington, DC 20472

GovDelivery Notifications

Stay up-to-date on the HMA Grant Programs by subscribing to GovDelivery notifications. Have updates delivered to an e-mail address or mobile device. To learn more, visit www.fema.gov

Contact Information

HMA Helpline: Tel 866-222-3580, or e-mail hmagrantshelpline@dhs.gov

Contact information for FEMA Regional Offices is provided at www.fema.gov/about/contact/regions.shtm

Contact information for each State Hazard Mitigation Officer (SHMO) is provided at www.fema.gov/about/contact/shmo.shtm



FEMA

SECTION VIII - PUBLIC OUTREACH

This section of the plan discusses aspects of long-term redevelopment specific to public outreach. Successful disaster recovery hinges on effective communication with all stakeholders, citizen engagement and public participation. Establishing lines of communication before a disaster strikes helps create a sense of assurance throughout a community. Keeping the public informed of the county and city's plans and efforts to implement the PDRP before a disaster can foster a sense of security and confidence in the plan. The community knows that the county is taking steps to protect their community and they have the ability to provide feedback. After a disaster, effective communication is one of the most significant roles of government, especially during long-term redevelopment when the media focus has decreased. The Public Coordination Post-Disaster Redevelopment Subcommittee will be responsible for maintaining open lines of communication among local, state and federal governments, partnering agencies and the public so that the entire community has ample access to information regarding the long-term redevelopment process.

A. Emergency Preparedness, Response and Recovery

The Leon County Comprehensive Emergency Management Plan (CEMP) discusses emergency preparedness, response and immediate recovery public communications activities and responsibilities. These tasks are the responsibility of Emergency Support Function 14 lead by the Leon County Public Information Officer.

B. Pre-Disaster Redevelopment Public Outreach

Leon County created a PDRP website to stimulate stakeholder communication and public information sharing. During the PDRP development, the website, available at www.leoncountyfl.gov/pdrp, was kept up to date with draft chapters of the plan, meeting schedules and contact information. Following a disaster, this website will provide information about long-term recovery and redevelopment. During the development of the Leon County PDRP, the general public was invited to provide input on the plan. A public workshop was held midway through the plan development to allow citizen input into the planning process. This website will continue to house the Leon County PDRP, Leon County Disaster Housing Strategy and other pertinent documents and will be available for public information in the event the PDRP is activated.

There are other opportunities and mechanisms for pre-disaster public outreach. The Leon County Sheriff's Office Division of Emergency Management launched the Emergency Information Portal which can be found at leoncountyfl.gov/ei/ in 2011. This website provides information on preparedness, response and immediate recovery

activities as well as day to day activities related to emergency management. The business community can access information regarding disaster recovery assistance at the website hosted by the Economic Development Council of Tallahassee/Leon County.

C. Post-Disaster Public Outreach

Timeliness of public communication is key to ensuring successful community recovery and redevelopment. For example, communications about the potential health risks from environmental contamination following Hurricane Katrina were released about 3, 6 and 11 months after the hurricane, limiting their usefulness to residents who would have benefited from more timely information about the environmental health risks they could face when returning home (GAO, 2007). After residents are allowed to return to their homes, they should also be aware of potential safety issues to ensure caution is taken with personal health and safety. Pre-recorded public service announcements, information posted on county websites or flyers can be prepared in advance to provide information on topics such as hazardous materials, mold, gas leaks, asbestos and flood water. Returning residents should also be educated to look for signs of contamination which may have not existed before (e.g., mold, residual levels of chemicals in floodwater sediment and soil).

1. Community Relations Officer

The Leon County Public Information Officer will serve as the County's Community Relations Officer during the recovery phase of a disaster. Support Agencies for Community Relations include Leon County Sheriff's Office, Division of Emergency Management, Capital Area Chapter of the American Red Cross, City of Tallahassee Neighborhood Services, City of Tallahassee Public Information Officer and the Sheriff's Office Public Information Officer. The County Community Relations Officer is responsible for preparing and disseminating press releases and conducting media events to inform the public of local government actions. If special information is required, such as pamphlets in a different language or hosting town hall meetings, these activities will be coordinated with community leaders, public officials and the Leon County Sheriff's Office Division of Emergency Management through the Community Relations Officer.

2. Post-Disaster Redevelopment Public Outreach Subcommittee

This subcommittee is responsible for making long-term recovery information available to the public and ensuring public participation in the redevelopment process. Upon activation of the PDRP, the Long-Term Recovery Coordination Group

(LTRCG) can task the Post-Disaster Redevelopment Public Outreach Subcommittee. There exist several venues available to reach the public after a disaster.

- **PDRP Website** – as discussed above, this website was developed specifically for the PDRP and is maintained by Leon County through the Department of Planning Land Use and Community Enhancement.
- **Emergency Information Portal** - The Emergency Information Portal is a website that offers a wide array of information about weather disasters and other events and how to prepare for them. There are also links that provide information on the status of available shelters, sandbag locations, road closures, local office and schools closings, health advisories, and volunteer information. The interface for the Leon County Public Information Officer allows for quick posting of information in real time.
- **Greater Tallahassee Chamber of Commerce** – The Greater Tallahassee Chamber of Commerce maintains a website available for all businesses in the community and can provide a mechanism to reach those businesses impacted by a disaster.

In addition to providing information to the public it is also the responsibility of the Subcommittee to provide the public the opportunity to be a part of the redevelopment decision making process. Leon County and the City of Tallahassee have a well established procedure in place to solicit public involvement in the land use and development decision making process. Mechanisms to undertake projects include public workshops, “charettes” and visioning sessions and public surveys. However, it is the responsibility of the Public Outreach Subcommittee to work with the other Post-Disaster Redevelopment Subcommittees to promote public awareness of government actions during the redevelopment process. This includes ensuring information flow between the community and local government agencies.

D. Gaps and Recommendations:

Develop pre-scripted Public Service Announcements regarding recovery assistance including the registration process with FEMA for housing assistance as well as assistance with filing insurance claims.

Appendix A – List of Acronyms

ARC	American Red Cross
ARPC	Apalachee Regional Planning Council
BEBR	Bureau of Economic and Business Research
BFE	Base Flood Elevation
BOAF	Building Officials Association of Florida
CAN	Coordinated Assistance Network
CDBG	Community Development Block Grant
CDC	Center for Disease Control
CEDS	Comprehensive Economic Development Strategy
CEMP	Comprehensive Emergency Management Plan
CERT	Citizens Emergency Response Team
CHSP	Community Human Services Partnership
CMS	Capital Medical Society
COAD	Community Organizations Active in Disaster
CONA	Council of Neighborhood Associations
COOP	Continuity of Operations Plan
COT	City of Tallahassee
CRA	Community Redevelopment Agency
CRTPA	Capital Region Transportation Planning Agency
CTP	Cooperating Technical Partner
DART	Disaster Animal Rescue Team
DEAP	Direct Emergency Assistance Program
DEM	Digital Elevation Map
DFIRM	Digital Flood Insurance Rate Map
DHS	Department of Homeland Security
DOH	Department of Health
DOF	Division of Forestry
DOT	U.S. Department of Transportation
DRC	Disaster Recovery Center
DSEM	Development Support and Environmental Management
EAR	Evaluation Appraisal Report (Comprehensive Plan Update Process)
ECD	Economic Community Development
EDA	Economic Development Administration
EDC	Economic Development Council
EECC	Economic and Environmental Consensus Committee
EOC	Emergency Operations Center
ERP	Environmental Resource Permitting
ESC	Essential Services Center
FAMU	Florida Agriculture and Mechanical University
FAST	Family Assistance Support Team

FBC	Florida Building Code
FDEM	Florida Division of Emergency Management
FDOT	Florida Department of Transportation
FEI	Fire Effects Index
FEMA	Federal Emergency Management Agency
FFS	Florida Forest Service
FIRM	Flood Insurance Rate Maps
FPSC	Florida Public Service Commission
FREI	Fire Response Accessibility Index
FSU	Florida State University
GIS	Geographical Information Systems
GOPs	Goals, Objectives and Policies
HUD	Housing and Urban Development
IA	Individual Assistance
LC	Leon County
LCHD	Leon County Health Department
LCSO	Leon County Sheriff's Office
LIDAR	Light Detection and Ranging
LMS	Local Mitigation Strategy
LOC	Level of Concern
LOS	Level of Service
LSE	Local State of Emergency
LTRCG	Long-Term Recovery Coordination Group
MAP	Map Information Portal
MPO	Metropolitan Planning Organization
MSA	Metropolitan Statistical Area
NACCHO	National Association of City and County Healthcare Organizations
NDRF	National Disaster Recovery Framework
NEPP	Neighborhood Emergency Preparedness Program
NFIP	National Flood Insurance Program
NGO	Non-Governmental Organizations
NOAA	National Oceanic and Atmospheric Administration
NWFWMD	Northwest Florida Water Management District
OEDBP	Office of Economic Development and Business Partnership
PA	Public Assistance
PDRP	Post-Disaster Redevelopment Plan
PDRS	Post-Disaster Recovery Subcommittees
PLACE	Planning, Land Management and Community Enhancement
RMP	Regional Mobility Plan
RL	Repetitive Loss
RSF	Recovery Support Function
RUS	Rural Utility Service

SBA	Small Business Administration
SERT	State Emergency Response Team
SLOSH	Sea, Lake, Overland Surge from Hurricanes
SOG	Standard Operating Guideline
SRPP	Strategic Regional Policy Plan
SWMP	State Water Management Plan
SWRA	Southern Wildfire Risk Assessment
THA	Tallahassee Housing Authority
TLDC	Tallahassee Land Development Code
TYSP	Ten Year Site Plan
USA	Urban Service Area
USDA	U.S. Department of Agriculture
WFSI	Wildland Fire Susceptibility Index

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