

Florida Division of Emergency Management's Bureau of Mitigation and SHMPAT



SITE Analysis
August 2011



SITE Analysis

The Mitigation Bureau of the Florida Division of Emergency Management (DEM) has identified an internal Strategy Implementation Tracking and Evaluation (SITE) analysis as one of its measurable objectives. The below and attached fulfill this objective by providing synopses of SITE inventory item statuses, informal SITE staff feedback, achievements and opportunities for implementation improvement, as well as suggestions for moving forward. The analysis has been structured to coincide with the six components of SITE. Descriptions of these components are provided in Section 6 of the 2010 Enhanced State Hazard Mitigation Plan (SHMP) update (Appendix I).

SITE Component #1: Relationship Building and SHMPAT Capacity Cultivation

Achievements

In addition to any benefits that may arise from their daily work activities, SITE staff members cultivate relationships and SHMPAT capacity through SITE interactions and through SHMPAT meetings and correspondence.

For the 2010 SHMP update, 23 different Florida agencies and non-profits provided lists and descriptions of mitigation initiatives they were engaged in. Since plan approval in August 2010, SITE staff members have succeeded in beginning relationships with liaisons¹ in all 23 entities. Jody Hill, the liaison for Florida Interfaith Networking in Disasters (FIND) further provides information regarding several subsidiary non-profits.

Since the implementation of changes made to meeting structures and content, SHMPAT continues to see historically high attendance. These changes consist of efforts to increase participation and include agency presentations, hazard-specific information, funding and legislative updates, SITE reports, and the extension of invitations to local mitigation strategy partners. A total of 118 entities, represented by 223 individuals, are on the current SHMPAT contact list. This list is kept continuously up to date. The 118 entities are comprised of:

- 24 State Agencies;
- 4 Federal Agencies;
- 47 Local Agencies;
- 17 Nonprofit and Professional Organizations;

¹ Liaison is the term used to describe contacts which form relationships with SITE staff to facilitate strategy implementation tracking and evaluation



- 7 Universities;
- 6 Private Businesses;
- 9 Regional Planning Councils; and
- 4 Water Management Districts.

The Risk Assessment subgroup has already begun meeting to identify the desired structure and content of the 2013 Risk Assessment. At each SHMPAT meeting, attendees are invited to participate in the subgroup and synopses of past meetings have been provided. Laura Herbert is managing the sub-group and is keeping it engaged through distributed meeting summaries and calendar invitations.

Guest speakers from a variety of agencies continue to present at SHMPAT meetings. In 2011 to date, representatives from the Department of Community Affairs (DCA), the Agency for Workforce Innovation (AWI), DEM, the Florida Forest Service², and the Department of Education (DOE) have presented to audiences of 56 in January, 43 in April, and 45 in July.

SHMPAT is kept abreast of SITE activities and informed at each meeting that they may be contacted. Informal one page (front and back) SITE reports are provided to meeting participants each quarter (see Appendix B). The format of these reports was reviewed and approved by SHMPAT participants at the January 2011 meeting (Appendix A). As of the July 2011 SHMPAT meeting, DEM is also distributing a quarterly newsletter, "SHMPoints" (Appendix C). SHMPAT liaisons are invited to submit short 250-300 word articles to the newsletter, which is posted to the website and distributed via a list serve. SHMPAT liaisons also receive a bi-weekly release of a mitigation related comic and activity (Appendix D). These brief versions of SHMPoints were piloted with Mitigation Bureau staff for several months prior to their release to SHMPAT. These methods of correspondence have met healthy reception. Their impact will be assessed in the October 2011 survey discussed below.

Improvement Opportunities

It is important to capture a more comprehensive picture of the success of SITE in accomplishing relationship building. As a result, informal feedback is occasionally solicited in the form of open discussions at SHMPAT meetings. More formal feedback is gathered from SITE staff and their liaisons through surveys.

In the past, two surveys were issued. The first pursued feedback from SHMPAT agency liaisons regarding their satisfaction with the planning process and meetings (Appendix E). The second was administered to local mitigation strategy working group chairs to gauge and prepare for their participation in SHMPAT (Appendix F). Each quarter, SITE staff members are asked to identify some issues they have had in receiving SITE updates as well as any successful methods they have found for dealing with them (Appendix G).

² Formerly, the Division of Forestry (DOF)



In order to capture a more comprehensive picture of the success in improving the SITE process, as well as SHMPAT capacity and relationships, local partners and agency liaisons will both be provided the opportunity to respond to a satisfaction survey after the October 2011 SHMPAT meeting.

During quarterly feedback, SITE staff members requested suggested approaches to communicating with respective agency liaisons and expressed a need for further clarification regarding SITE and its purpose. To this end, suggestions, further instructions, and a SITE overview handout were added to the SITE staff page (user name and password required) as of 4/16/2011 (Appendix H). Staff will be solicited for feedback regarding the utility of these items.

SITE Component #2: Mitigation Projects, Initiatives, Projects, and Activities

Achievements

SITE staff members are tracking 171 mitigation initiatives being accomplished by the 23 entities currently identified for SITE. Since plan approval in August 2011, staff has successfully obtained status updates for 138 of these initiatives. A further 12 updates are in process, to bring total updates to 150, or 88 percent of the total.

Of the initiatives for which updates have been received, 22 are completed, 36 are current, 10 are proposed, 25 are ongoing (see **Improvement Opportunities**), 24 have been recently re-assigned to alternate SITE staff (see **Improvement Opportunities**), and 9 have been deleted. Five projects were deleted due to funding expiration, three projects were deleted because the respective agencies do not have any information concerning the projects, and one project was deleted because funding ran out prior to implementation.

Improvement Opportunities

SITE inventory workloads have been adjusted as needed. The 24 initiatives assigned to floodplain management staff have been redistributed to mitigation planners. As such, it is expected that re-assigned personnel will use the coming months to orient themselves with the initiatives and their respective liaisons.

New projects are being added as staff members discover them during correspondence with liaisons. These new projects have not been included in the descriptions above as they are still being organized. One recent example is the economic impact analysis completed by the Mitigation Bureau in July 2011.

Ongoing projects are those which have no clear / planned end date. Nevertheless, it is possible to track achievements of these initiatives. Staff will continue to identify ongoing projects and look to them for examples of best practices, fresh approaches, and innovative uses of funding.



Redefined projects are those whose descriptions have been modified in some way to better reflect reality. An evidence of SITE's success, as well as an improvement opportunity, is plan clarification. SITE has provided staff a mechanism to identify and reduce ambiguities throughout the plan and its project lists. This is to ensure that the SHMP more precisely reflects the state of mitigation in Florida. Many of these ambiguous items are goals or over-arching behaviors that the agency has stated it employs. As a result, twelve tracked initiatives have been broken up or consolidated to provide a more accurate picture of an agency's activities. While one or two staff members are modifying their inventory like this according to input they receive from agencies, informal feedback suggests staff at large need to be informed that they may do this.

An example of redefined initiatives is the American Red Cross' door hanger distribution project. This project has been rolled into the chapter's Community Disaster Education initiatives. As a further example, several Department of Community Affairs (DCA) activities have been redefined to more clearly communicate mitigation related functions.

SITE inventories are being modified to include an option which indicates whether a tracked initiative has been "redefined." A section has been added to the inventories to log and track redefined initiatives. Over the course of the planning period, such a practice will allow staff to track and define the evolution of an initiative between plan iterations.

SITE Component #3: Local Government and Agency Capabilities

This portion of SITE has yet to be fully implemented. Staff appears to have not yet developed full working relationships with agency representatives to the degree that obstacles and successes would be openly discussed. It is recommended that staff pursue feedback from agency representatives, as well as LMSWG participants, regarding their capabilities. The October 2011 survey is expected to facilitate the tracking of this component as it will seek to further engage liaisons in the process.

SITE Component #4: Mitigation Goals and Objectives

Achievements

Staff members identify possible goal gaps that could be addressed in the 2013 plan. Among these include the absence of any goals or objectives specific to reducing risk to vulnerable populations. Vulnerable populations are those which require special planning in order to mitigate disaster impact. The Department of Health (DOH) provides a basic snapshot of vulnerable populations in the state. It includes those:

- Over 65 or under 3 years of age;
- With one or more disabilities;
- Below poverty;
- Uninsured;



- On Medicaid;
- Children with special health needs;
- WIC, dialysis, or oxygen dependent;
- Developmentally disabled; or
- With brain / spinal cord injury.

Other vulnerable populations such as mobile home residents, children in older relocatable classrooms, and inmates have also been identified by various entities, specifically in terms of mitigation. More research will be needed during this planning period to determine if and what alteration to SHMP objectives is needed to suit vulnerable populations.

Improvement Opportunities

SITE staff members continue to gather information regarding possible changes to 2013 goals through SITE record-keeping and correspondence. All changes will be proposed and reviewed through SHMPAT.

SITE Component #5: Hazards

Achievements

Since the implementation of SITE, information concerning several hazards has been explored and presented to SHMPAT participants, to include wildfires, new wildfire data and mitigation tools, LiDAR, SLOSH, floods, severe weather, a sea level rise grant project, and policy and mitigation concerns related to the various types of relocatable classrooms.

Improvement Opportunities

In order to ensure that hazard presentations provide essential mitigation-related information, a possible approach would be to ensure speakers plan to speak for 40-45 minutes with a 15-20 minute Q&A session which seeks to discuss the following, for example:

1. Risks and facts about the hazard, which might include
 - a. Areas most at risk
 - b. Seasonal differences
 - c. Statistics related to incidence, damage, losses, and more.
2. Mitigating measures and best practices
3. Funding sources and programs that individual residents, local governments, agencies, and non-profit organizations could pursue to address the issue
4. Recent developments or new information
5. Resources for additional information (web links, etc.)

Staff members can provide this list, or one like it, to guest speakers for use in developing their presentations.



SITE Component #6: Funding Opportunities

Achievements

Since the implementation of SITE, SHMPAT participants have been provided legislative and funding updates regarding AWI NEG grants, CDBG funds, PDM grant funding and new legislation, SB S646: NATURAL HAZARD RISK REDUCTION ACT OF 2011, several new pieces of legislation currently in review in the U.S. Congress, and open FEMA grant cycles.

Improvement Opportunities

SITE Staff do not appear to be tracking funding source usage or availability. Staff will be encouraged to bear this in mind moving forward. The bureau may wish to consider assigning a particular staff member to track such items and gather information from his / her fellow SITE staff. Jared Jaworski was recently assigned to track legislative impacts and provided the April update regarding S646.

Attachments

- Appendix A – SITE Report Components
- Appendix B – SITE Reports (January, April, July)
- Appendix C – SHMPoints Newsletter
- Appendix D – SHMPoints / Tidbits Comics and Activities
- Appendix E – SHMPAT liaison survey and results
- Appendix F – LMSWG chair survey and results
- Appendix G – Quarterly SITE staff questionnaire
- Appendix H – SITE requested guidance

SITE inventories are available upon request.