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Introduction

The State of Florida Division of Emergency Management (DEM) is the lead agency tasked with managing all aspects of the State of Florida Enhanced Hazard Mitigation Plan (referred to as the Plan.) The State Hazard Mitigation Officer (SHMO), in coordination with the State Hazard Mitigation Plan Advisory Team (SHMPAT) is responsible for monitoring, evaluating, and updating the Plan. Mitigation Planning Unit staff facilitates this task by monitoring and reporting on progress as understood through information offered by the SHMPAT members, local government, and other pertinent sources or partners.

As part of the 2010 update, the plan maintenance process outlined in the 2007 Plan was evaluated by both DEM staff and SHMPAT members, specifically through a sub-group established for this purpose. The sub-group presented their findings and recommendations during subsequent SHMPAT quarterly meetings.

Subgroup Evaluation Findings

There is no easy way to state the findings of the plan maintenance evaluation sub-group. Issues surrounding past Plan maintenance were many:

- Mitigation actions were confused with mitigation objectives, resulting in lack of oversight for some activities.
- Most discouragingly, the 2010 review revealed that the responsibility for monitoring and evaluating the Plan was not clearly outlined with regard to which sections should be updated, when, and by whom. Although the 2007 plan provided a fairly comprehensive description of when the sections should be updated, there was no detailed method as to how this should be accomplished. This resulted in no action taken for some portions of the process.
- The 2007 method was cumbersome, requiring too much time for the SHMPAT members.
- The 2007 process called for maintenance on a bi-annual, annual, three-year, and post-disaster basis. Unfortunately, SHMPAT meeting agendas did not always include a discussion or update on mitigation efforts, nor were special meetings called for this purpose. As time went by, critical information about progress was not gathered appropriately.
- Outreach efforts conducted by SHMPAT members were not recorded, and were later not supportable as actions completed due to lack of documentation.
- Finally, several of the SHMPAT sub-groups formed to monitor and evaluate specific portions of the plan (such as the educational committee) fell apart early on when staff changes eliminated appointed members. New members were not appointed and these groups failed to continue meeting.

The SHMPAT overwhelmingly concluded that the 2007 method did not provide a clear and implementable process. In short, it was found that the previous methods to monitor and update the plan were inadequate and resulted in missed mitigation opportunities.

Changes for 2010 and the Future

Section 6.0 describes the State's new process and schedule for monitoring, evaluating, and updating the Plan. The process, referred to as Strategy Implementation Tracking and Evaluation (SITE), is the result of SHMPAT's deliberation over past monitoring failures and a desire to implement a pro-active, day-to-day process that will not be abandoned over time. The new process, which has begun to be implemented, calls for far more hands-on activity by DEM staff, which currently has a fully functioning mitigation planning unit. Each mitigation planner and intern performs specific roles in tracking mitigation progress in the state, and more than one person fills each role. This eliminates the potential for staff turn-over to result in inactivity in any area.

DEM mitigation staff will work closely with the SHMPAT through quarterly meetings, sub-groups, and online collaboration to assure that the Plan is a living, moving effort for excellence in mitigation in Florida.

Although the Plan is currently being monitored through the use of collaborative meetings, technology, and other formats, DEM is seeking funds to develop a new database and associated capabilities for maximum SITE implementation. One major benefit of the ability to develop the SITE as described below is for DEM staff to access the database remotely during emergency activations, as well as for SHMPAT members to be able to enter and see their own mitigation efforts as a part of the combined statewide effort.

Section 6.0 describes the State's new process and schedule for monitoring, evaluating, and updating the Plan. SHMPAT chose to take a fresh approach to the monitoring element of the plan as the previous process was inefficient in relation to the resources available to accomplish the tasks. The streamlined changes reflect the needs of the State and lessons learned during the previous 3-year planning period described above.

As described below, the SITE requires new technology as well as additional effort to create and implement this tool. DEM is seeking funds to develop the SITE plan. Without these funds, SITE will be implemented but will lack the sophistication and remote access capabilities.

State Hazard Mitigation Plan Strategy Implementation Tracking and Evaluation (SITE)

Monitoring, Evaluating, and Updating the Plan

Requirement §201.4(c)(5)(i): *[The Standard State Plan Maintenance Process must include an] established method and schedule for monitoring, evaluating, and updating the plan.*

Requirement §201.4(c)(5)(ii): *[The Standard State Plan Maintenance Process must include a] system for monitoring implementation of mitigation measures and project closeouts.*

Requirement §201.4(c)(5)(iii): *[The Standard State Plan Maintenance Process must include a] system for reviewing progress on achieving goals as well as activities and projects in the Mitigation Strategy.*

The SITE is a six component monitoring plan designed to track and evaluate implementation of the SHMP. SHMPAT approved use of the SITE at the April 20, 2010 meeting as a method of maintaining the Plan as a workable, living document moving forward.

The SITE will serve as evidence that the 2010 Plan was implemented as planned and also to document any areas for improvement, success stories, and to evaluate the process on a rolling basis. It will additionally be used to update the plan as progress, roadblocks, or changing circumstances are recognized. The SITE will also be used to ensure all State actions or projects initiated during the three year interim period are in conformance with the SHMP under 44 C.F.R. § 201.4(c)(3)(iii).

The six components of the SITE include:

1. SHMPAT relationships, response, and capacity cultivation
2. Mitigation related projects, initiatives, process, and activities
3. Local government and agency capabilities
4. Goals and Objectives
5. Hazards and Incidents
6. Funding Opportunities

Tracking

The tracking methods outlined in the SITE will facilitate inter-agency cooperation by consolidating Florida's statewide and regional mitigation efforts into one database for viewing and reconciling. Tracking of the six components above will be implemented by dedicated DEM staff. This process will be dynamic and more than one staff member may be assigned to each function as necessary. Functions will at least include and may not be limited to the following:

1. Local level liaison
2. Agency level liaison
3. Fund source monitor
4. Goals and objectives monitor
5. Hazard event data collector

As discussed in Section **4.2 State Capabilities**, DEM uses outside resources when needed to augment and support mitigation programs. It is anticipated that the Division will use this surge capacity if there is too little staff to adequately monitor strategy implementation, facilitate SHMPAT meetings, and present SITE reports for SHMPAT's evaluation.

Division staff will keep records of SHMPAT opinion surveys, meetings, and feedback. Staff will additionally maintain records of hazard event data as it emerges.

The SHMP has been combed to inventory all agency goals and objectives, projects and initiatives, as well as any claims or future plans that will need to be monitored or substantiated between now and the 2013 Update. DEM is currently reviewing the best method for housing the SITE database.

Tracking Activities include:

- Quarterly SHMPAT meetings SHMPAT surveys and information requests
- Regular database updates
- Regular communication with SHMPAT members between quarterly meetings

SHMPAT Meeting Restructure

Part of our evaluation of the past three year planning process revealed LMSWG members did not participate as desired. SHMPAT has restructured its meetings in a new effort to engage them. Each quarterly SHMPAT meeting will offer a mitigation presentation that is valuable at the local level to encourage attendance at quarterly meetings. Local Mitigations Strategy Working Group members from each county will be invited to attend these hazard information exchanges in person or through webinar. This effort will not only increase state and regional participation, it will engage local people in the state process and in turn foster interagency relationships for hazard mitigation across the state.

SITE Six Component Overview

I. SHMPAT Relationships, Response, and Capacity Cultivation

Throughout the three year planning period, SHMPAT input will be maximized through a continuous effort to improve engagement in the process. Members will be solicited for information to determine best communication methods, meeting times and structures, as well as

extra actions to be taken to both facilitate and encourage participation. Our goal is to facilitate mitigation across the state through relationship building and information exchange.

SHMPAT will hold quarterly meetings to present members with the most recent SITE report, evaluate the process, and exchange new information regarding mitigating major hazards in the state. The SITE report includes updates on all six components of the SITE.

On a regular basis, SHMPAT members will be asked to provide an update of mitigation activities in their agencies as well as SHMP elements being tracked in the SITE.

Periodically, opinion surveys will be sent to SHMPAT members regarding structure and manner of participation. Members will be surveyed to gauge satisfaction with the process as well as any needed improvements. These opinion surveys will be used to improve the process and facilitate participation into the future. This process is expected to mature over time as evaluations and feedback are received.

II. Mitigation Related Projects, Initiatives, Process, and Activities

Mitigation activities identified in the SHMP will be monitored in coordination with SHMPAT members, project managers, and local government representatives. All activities mentioned in the 2010 SHMP Update have been paired with current goals and objectives and inventoried for tracking. Projects which emerge during the interim period will be reviewed to determine which SHMP goals, hazards, and objectives (where applicable) they address and will be added to the SITE inventory.

During interim periods, DEM staff will follow up to determine whether projects are continuing as planned or whether they are completed, deleted, or deferred. They will also seek information concerning any emerging projects. All items are tracked in a database which indicates when the next appropriate follow-up will be for the item. This will ensure proper monitoring of all items. This will expedite the 2013 Update process.

- Non-profit organizations: Projects and initiatives identified by non-profits in the state will be monitored through their respective SHMPAT members or DEM grant staff. All project progress will be monitored for SITE reporting reasons and to comprehensively assess these mitigation efforts.
- State agencies (to include water management districts and regional planning councils): Projects, initiatives, and processes identified by state agencies will be monitored through their respective SHMPAT members. All project progress will be monitored for SITE reporting reasons and to comprehensively assess mitigation facilitation in the state.
- Hazard Mitigation Assistance (HMA) programs administered by DEM: These projects will be monitored through their respective quarterly reports as well as through database tracking in FloridaMitigation.org. FloridaMitigation.org is reviewed regularly to ensure that all necessary information is entered appropriately. More on HMA program monitoring can be found in Sections 4.4.2 and 4.4.3 of the SHMP. More on FloridaMitigation.org and changes that have occurred since 2007 can be found in Section 4.4, beginning page 4.94.

III. Local Government and Agency Capabilities

As approved at the April 2010 SHMPAT meeting, designated DEM staff will maintain contact with agency SHMPAT members and local government LMSWG members throughout the interim period. DEM staff will track activities through their contacts and stay abreast of concerns and success stories as they arise.

In addition to facilitating the capability assessment for the 2013 Update, such activity is expected to foster intergovernmental relationships, monitor progress, encourage participation, identify mitigation best practices, provide technical support, facilitate flow of information, and promote funding opportunities. By monitoring capability in the state, Florida will, in essence, enhance it.

IV. Goals and Objectives Tracking

As stated above, goal and objective achievement updates will be provided to the SHMPAT through quarterly SITE reports. SHMPAT will compare the report to the Mitigation Strategy to determine whether goals and objectives are still satisfied by the gamut of activities conducted. This will additionally facilitate the assessment of goals and objectives by enabling SHMPAT to determine whether the goals and objectives are still comprehensive and relevant to state needs.

V. Hazards

Throughout the three year interim period, risks and their histories will be updated as incidents occur. Emerging risks and vulnerabilities will be addressed on a case by case basis as they are revealed through SHMPAT meetings or some other means.

VI. Funding Opportunities

In an effort to increase SHMPAT participation and make it more rewarding and effective, the following activities are being carried out by the Division:

- Monitor planning grants and funding capabilities
- Catch emerging opportunities and distribute this information to all SHMPAT members
- Report results at SHMPAT meetings

Such activity will promote intergovernmental coordination, maximize funding use, and leverage resources among entities pursuing like objectives.