

**APPENDIX K:  
Local Mitigation  
Strategy Update Cycle  
After Action Report**

---

# **LOCAL MITIGATION STRATEGY UPDATE CYCLE AFTER ACTION REVIEW**

---

**2018**

Lauren Pentrack  
Sadie Budreau  
Danielle Guiteras

**January 2018**  
Mitigation Bureau  
Florida Division of Emergency Management

## Introduction

The Local Mitigation Strategy Update Cycle After Action Review is a report that compiles the various perceptions each county had throughout the process of updating their Local Mitigation Strategy plan (LMS). This report is intended to indicate to the Florida Division of Emergency Management (FDEM) what areas need improvement in order to continue providing service and assistance to each Florida County. The respondents to FDEM survey have described their thoughts and experiences throughout the LMS process in order to aid FDEM in determining strength and weaknesses for future guidance.

Every five years, the LMS for each county must be updated to meet the changing demands of the jurisdiction and to include new information regarding potential hazards and jurisdiction vulnerabilities. Mitigation planning seeks to reduce the potential losses that come with each hazard to ease the following recovery and rebuilding period. The LMS is a plan that is formulated by each individual county to describe their precise plans for potential hazards in order to reduce the risk to human life, property, and the environment. Federal mitigation grant monies may be provided for launching mitigation projects for counties who create an LMS that is consistent with the Disaster Mitigation Act of 2000. The Mitigation Planning Unit at FDEM is at the service of each county as they go through the process of planning their LMS and prepare the plan for approval by the Federal Emergency Management Agency (FEMA). The overall process is meant to be precise so that the counties can be well prepared to carry out all mitigation activities appropriate to protect its citizens and property from hazards. The LMS planning process is not quick, but rather a carefully conducted procedure to ensure the greatest amount of safety and protection in the mitigation process.

This After Action Report is made up of four individual sections. The first section details the methods and practices that were utilized to conduct this After Action Survey and then to gather the information from the results of that survey. The second section includes the results of this survey in its entirety while also explaining why these particular questions were chosen to be on this survey. The third section includes the survey itself and leads into the fourth section, which includes the fill-in-the-blank answers where the responses were categorized into common themes.

This report was composed by interns who came from Florida State University to work for the Mitigation Bureau at FDEM. These interns were able to analyze the survey results and compile these responses into the following data report including summaries of each question and its response. Some questions required a free response answer, where the answers were provided verbatim, but the names, titles, and counties represented were left out of the answers so that the respondents could remain anonymous. This report was created for the FDEM Mitigation Planning Unit to evaluate the results of the survey as well as be distributed to any additional parties who may benefit from reading and analyzing the data.

## LMS Update and Review Process Overview

The LMS update is a tedious process that involves the county and local government, FDEM, and FEMA. It is recommended that counties begin the update process at least 18 months before their current plan expires. In an attempt to keep the counties on track, FDEM emails reminder letters 18 months, 12 months, and 6 months before their plan is due to expire. Plans are to be submitted to FDEM 6 months before the county's current LMS plan is to expire. This allows FDEM time to review the plan and gives the counties

time to make the proper revisions as necessary. FDEM aims to review the entire plan in 30 days. If revisions need to be made, the plan is then returned to the county, who will make the changes and then resubmit the plan. This process will continue until the FDEM Mitigation Planning Unit is confident that the plan meets all FEMA requirements. After the LMS plan has been determined to meet all the FEMA requirements, FDEM issues the Approval Pending Adoption (APA) letter to the county. FDEM then formally submits the LMS draft to FEMA for review. Because Florida uses the Program Administration by States (PAS) program for Mitigation Planning, the Mitigation Bureau reviews and approves LMS plans on behalf of FEMA. FEMA conducts an audit review of one in every ten LMS plans submitted by Florida. FEMA aims to review each plan within 45 days. If the FEMA declares that the plan does not meet all necessary requirements, it is sent back to FDEM for revisions. FDEM will then send the plan back to the county and assist with making the necessary changes. This process will continue until FEMA approves the plan. When the plan meets all of the FEMA's requirements, it will be formally adopted by the county and all jurisdictions.

The Mitigation Planning Unit aims to have LMS plans reviewed in less than 30 days, however, that is not always possible. Sometimes there are several LMS plans being reviewed at the same time, which can slow down the review period. Additionally, the length of the plan should be considered. The longer the plan, the more time it will take to be reviewed. FDEM keeps the county involved throughout the review process. Some counties will rely heavily on assistance from consultants when writing their plans. If this is the case, consultants will also be included in the review process. FEMA may also get backlogged if they have several submissions at one time. The number of revisions a county has to make will also slow down the review, revision, and approval process.

### **Conclusions and Recommendations**

The responses from the survey provide both general and specific recommendations for FDEM in order to help adjust its actions or behavior to be of better service to the counties as they update their mitigation plans. The provided recommendations exemplify an overall demand for FDEM to be as effective and efficient as possible to meet the expectations of the counties who need assistance during the process. There were many responses that made similar or identical recommendations, these will be quoted below as they demonstrate the distinctive conclusions that were taken from the respondents. It should be noted that at the time of writing this report, the necessary actions are already underway to address these recommendations and implement improvements for the LMS process.

The recurring theme of recommendations that came from respondents indicated a need for consistency, additional training, and clear instructions. Regarding specific help from FDEM during the process, the respondents expressed a need for more guidance in the FEMA Crosswalk on Assessing Vulnerabilities (Element 7), Mitigation Strategies (Elements 14, 16, & 17) and Profiling Hazards (Element 6). Conducting the necessary risk assessments and hazard estimations in the LMS appeared to be a trouble area for 30% of respondents. The instructions for carrying out such estimations and assessments must be in clear terms for the counties to understand and put into action. FDEM must also express the importance of this section of the LMS to meet FEMA's requirements. Efficiency, simplicity, and consistency is key when it comes to conducting a successful plan update and review process.

Below are two comments from the survey.

*“Some of the information required by FEMA that is written for the entire nation may or may not apply directly to our jurisdiction; figuring out the exact meaning behind some of the terminology or requirements for what is meant in more “plain” language required some interpretation on our parts and clarification from the State. Much of the hazard information from a historical perspective has not been cataloged well from a singular source as information from NCDC, NWS, SHELD-US, and HAZUS is contradictory or is not relevant to our county.”*

*“To my knowledge the majority of the back in forth between our consultant and FDEM Mitigation was regarding FDEM interpretation of the crosswalk. Consistency in staff and interpretation of each element of the crosswalk from FDEM would be very helpful.”*

The FDEM Mitigation Planning Unit being aligned with FEMA is beneficial not only for the local counties but also for both the state and federal agencies. Consistency between all levels should remain the same throughout the entire LMS process to ensure for a smooth approval process. There were also a few respondents who addressed their concern with turnover at FDEM, which slowed their attempts to get the guidance and approval they need for planning their LMS. It is not always possible to prevent the occurrence of employee turnover, but it is important to address this issue nonetheless.

*“I did not have a background in CRS, so I needed to meet with the County CRS team and develop a better understanding of what they do and what CRS does for the County.”*

*“Members of the ‘working group’ did not provide subject matter expertise when it came to proposing mitigation strategies.”*

Many respondents felt that they would have an easier time conducting their LMS planning and update if they had more resources or training. The FDEM Mitigation Planning Unit conducts on-site training sessions whenever it is requested of them, and this should be made known to the counties. Additionally, FDEM has recently begun to train mitigation teams in various counties via webinar to efficiently convey the FEMA requirements and other LMS tips. It was also expressed that some counties did not have enough expertise in certain fields when it came to planning their LMS. Addressing this issue could simply be a matter of making the planners in the FDEM Mitigation Planning Unit more accessible and available to provide assistance and expertise in areas that certain counties may be lacking.

*“The reviewers did not like our risk assessment so we had to recreate it in the format that they wanted to see it in. We were sent samples from other counties that were much smaller than ours and it was difficult at times to account for everything they wanted with the size of our community.”*

*“Overall I found the crosswalk to be relative to the reviewer’s interpretation. It need to be specific in identifying what is needed.”*

---

*“The State should list all the areas the plan needs changes instead of giving back to the county after they find the first weak area. Our plan had to be turned in numerous times.”*

Finally, the respondents expressed the need for clearer instructions on how to complete the LMS plans and clearer expectations for getting their plans approved. Outright, it must be addressed that the FEMA will be approving the final LMS plan and it is the FDEM’s role to help mold the LMS in a way that the FEMA will find it acceptable. The respondents were unsettled by the way that their plan was constantly being sent back to them for revisions instead of getting it exactly correct on the first attempt. This concern could be addressed by also explaining outright that the approval process is not meant to be quick, it is meant to be precise. It must be precise enough to accomplish the objectives of each county to mitigate properly against any hazards, and that cannot be done in a quick manner. Despite this, all of the counties should have a clear idea of what is required of them to have an approved LMS plan so that they may lessen the impact of hazards and reduce the loss of lives and property.

## **Methodology**

### Survey Creation

The survey questions were created by a group of interns. This group of interns was also responsible for the After Action Review report. Together they came up with 30 possible survey questions. They then met with the Mitigation Planning Unit staff and together decided what would be included in the survey. Some questions were combined and some were discarded before the final survey was created. The purpose of this survey was to gather information about the county experience working with FDEM. The feedback will allow FDEM to understand what they have done well and what they should change so the counties and their LMS working groups have a better experience. The survey was sent out to each county in Florida. Only one response from each county was needed but the survey was sent to each County Emergency Management Director and their top three LMS contacts. This ensured FDEM would receive the most input possible.

### Population Selection

The FDEM aimed to survey those whom they had served during the LMS update process. As stated above, the survey was sent to each County Emergency Management Director and their top three LMS contacts. The most common respondents to the survey coordinated with a working group, completed plan revisions, or defined LMS goals. All counties were sent the survey but only 53 of 67 counties sent back a response.

### Distribution of Surveys

The survey was discussed at a quarterly Mitigate FL meeting so the counties were aware the survey would be sent to their email. The recipients were able to fill out the survey in a few different ways:

1. Print out the PDF, fill out the survey, scan it and send it back as an attachment.
2. Print out the PDF, fill out the survey and then fax it.

3. Fill out the survey online using [www.surveymonkey.com](http://www.surveymonkey.com).
4. Answer the survey questions over the phone by speaking with an intern.

If the recipients did not fill out the survey, email reminders were sent on a regular basis until the deadline. Out of the 67 counties, 53 (79%) responses were obtained. Follow up emails were sent or calls were made if clarification was needed. All the data gathered was analyzed by interns. The survey can be found below.

#### Analysis

The answers to each question were combined and analyzed. Interns created graphs of the data collected and organized open response question answers. The results were then analyzed, allowing FDEM to understand what the respondents wanted to express about the LMS update process. The categorized open-ended responses are available in below.

#### Analysis and Findings

This section will explain the findings of each survey question. The data will be summarized and analyzed in order to understand what aspects of the LMS update process need to be improved. Recommendations on how the LMS update process can improve will be done in the next section.

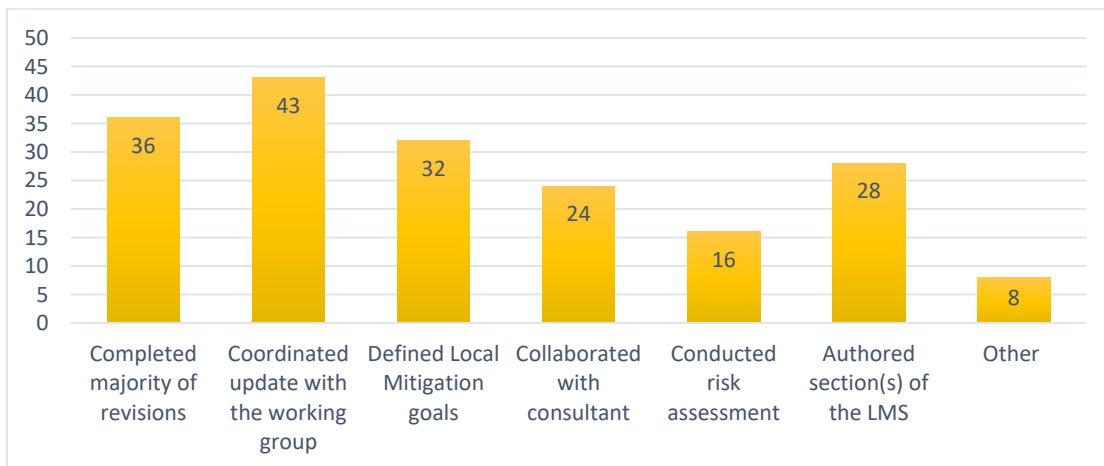
**Question 1:** What county are you representing?

Escambia	Gilchrist	Highlands
Broward	Bradford	Washington
DeSoto	Columbia	Jefferson
Flagler	Hernando	Hardee
Seminole	St. Lucie	Okeechobee
Holmes	Polk	Madison
Liberty	Nassau	Gadsden
Putnam	Glades	Lee
Sumter	Franklin	Lake
St. John’s	Osceola	Suwannee
Brevard	Orange	Clay
Pasco	Monroe	Calhoun
Charlotte	Lafayette	Martin
Collier	Indian River	Hendry
Dixie	Wakulla	Manatee
Okaloosa	Levy	Taylor
Volusia	Miami-Dade	Pinellas
Alachua	Citrus	

Total Answered: 53

Question one was used to see what counties responded to the survey. Out of the 67 counties in Florida, 53 of them responded.

**Question 2:** How were you involved with the Local Mitigation Strategy (LMS)? Check all that apply.





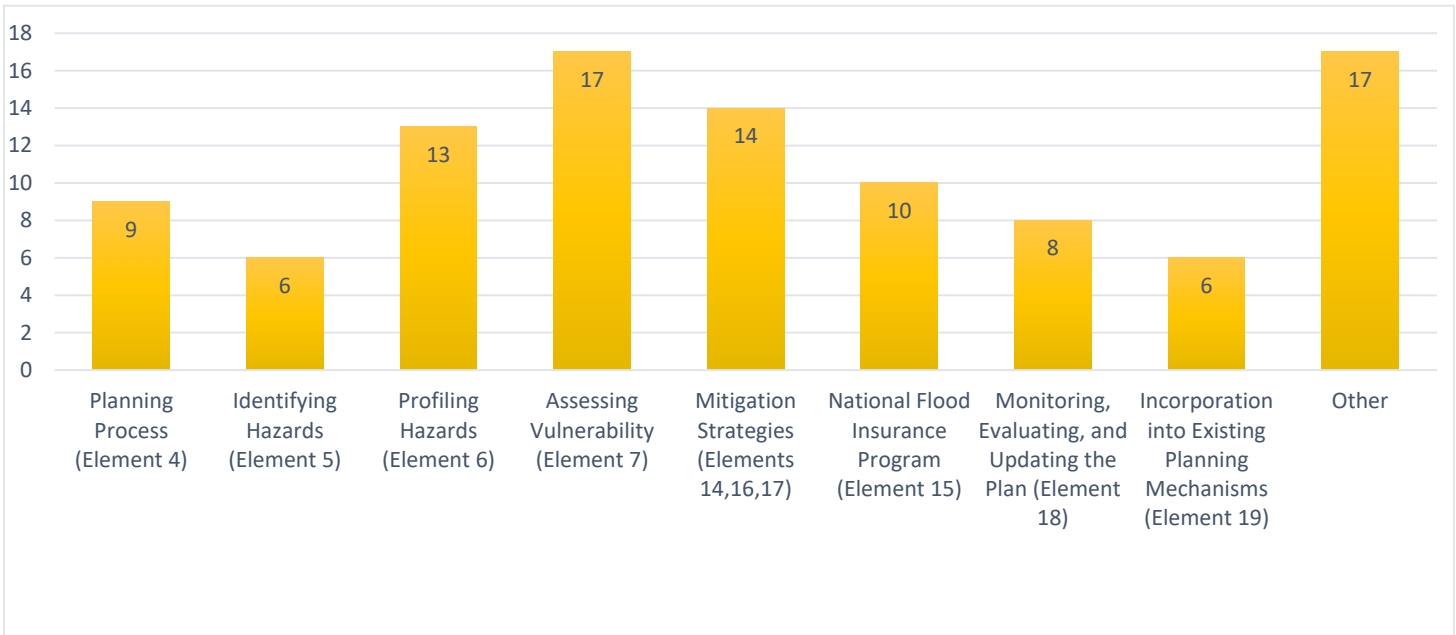
Question #2 was intended to understand exactly who was responding to the survey. The survey was sent to the directors of each county in addition to their top three contacts. This question made it possible to uncover what LMS roles were more frequently involved in the update of each county's Local Mitigation Strategy. In the future, the FDEM can appeal to more specific LMS roles.

According to the data, 43% percent of respondents coordinated updates with the working group during the LMS process. Next were those who completed the majority of revisions at 36% and those who defined local mitigation goals at 32%. Another 8% of respondents assume a role that was not an option on the survey. These are listed below.

Other:

- LMS Chair
  - Worked with all jurisdictions and their elected leadership on adopted LMS resolution
  - New LMS Coordinator
  - I assumed the role of LMS chair in June 2016 after the most recent major revision
  - Supervised
  - Supervised Staff
  - Chairman
  - Updated projects and prioritized projects
-

**Question 3:** Which sections of the LMS did your county need more guidance on during the update process as they relate to the crosswalk? Please check all that apply. (Element number refers to FEMA's crosswalk)



Question #3 shows the problem areas each county encountered during their LMS update. This question was intended for those associated with Crosswalk to be able to identify the weaker areas in the program. This information will allow the Mitigation Planning Unit to potentially provide extra guidance in certain areas.

Seventeen of the counties surveyed claimed that they need more guidance on topics concerning Element 7 (Assessing Vulnerability). Fourteen of the counties had trouble with Elements 14, 16, or 17, (Mitigation Strategy). Thirteen of the counties needed more help with profiling hazards as indicated by Element 6. Five of the counties claimed they needed no extra guidance.

The following is a list of “other” options written in by respondents:

- Consultant handled.
- This was not the major update, only the annual update.
- We can use guidance in all elements due to FEMA/State changes.
- Clarifying some definitions.
- None that I was aware of.
- It was more a matter of meeting the reviewer’s approval than seeking guidance.
- Frank Koutnik was our DSI contractor. We did not need additional assistance.
- None really unless FEMA changes things again.
- Our consultant worked directly with the LMS coordinator for any issues with the crosswalk - our office would furnish information upon request.
- Not aware of any needed.
- Process for filing for HMGP grant.

---

**Question 4:** Based off your answer to Question 3, please explain why you needed more guidance and what kind of guidance would have been helpful.

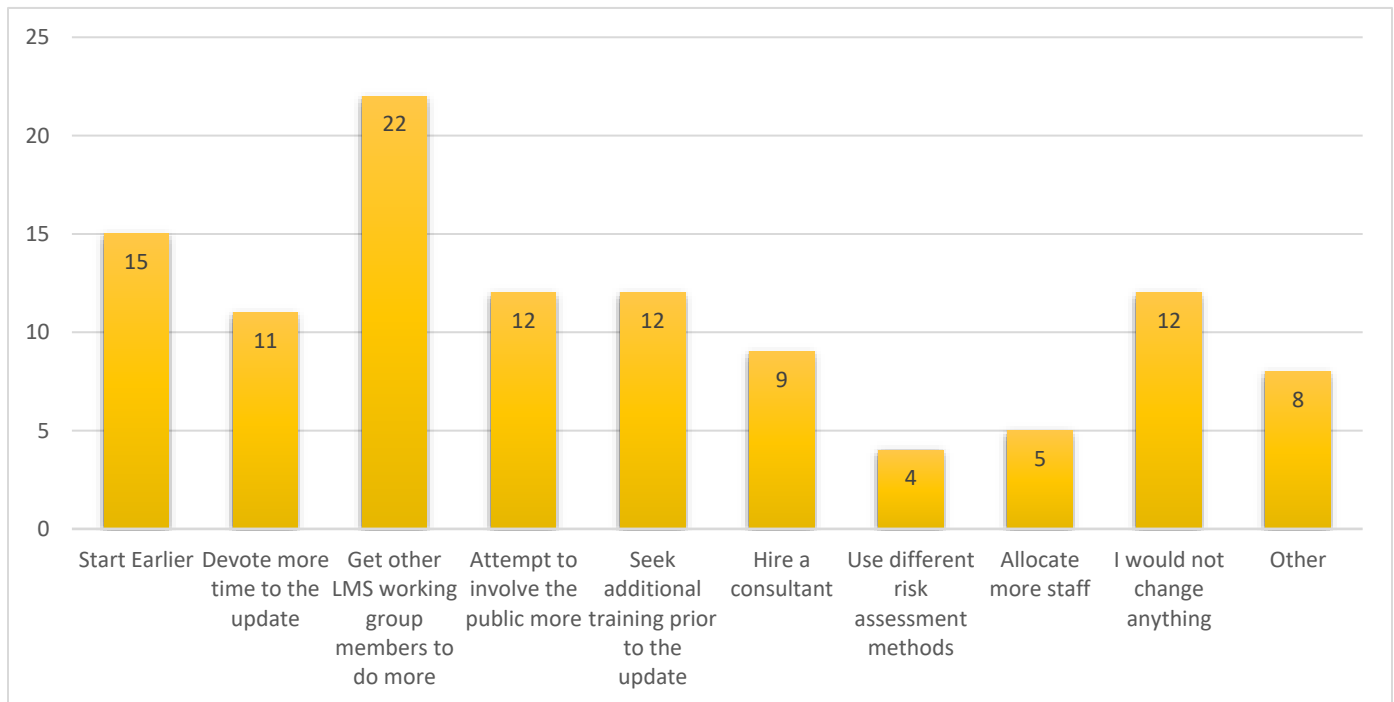
Question #4 was asked to gain better clarity of the given problem areas. Respondents were able to express their specific concerns when using the Crosswalk. There were some common themes among the received answers, particularly aligning with a lack of training and resources among employees, making it harder for them to understand the process. There were also many comments that the process was confusing and extensive, instructions were unclear, there were inconsistencies with the standards between state and county, and there was a lack of communication with stakeholders. Because the counties had voiced their concerns, FDEM can resolve specific issues.

- Defining what can be accounted for as a mitigation strategy.
- Vulnerability on the general sense of hazard mitigation can become extensive.
- Our Chapter 4 is the HIRA which included running a HAZUS and updated with most current data so input from consultant (for HAZUS) and NWS stakeholders was essential.
- More training classes.
- N/A--- 8.
- State Mitigation Planners showed inconsistency in evaluation of crosswalk criteria, requiring multiple revisions, and delaying the approval process.
- The state lacks a unified hazard assessment and vulnerability tool to provide a thorough analysis of natural and human caused hazards.
- Further training should be conducted that thoroughly reviews the crosswalk, and how it is to be applied.
- Being able to coordinate with stakeholders was a challenge.
- Just trying to capture any new and updated techniques and ideas to mitigate as well as having a better understanding of the NFIP.
- Assessing Vulnerability (Element 7).
- I am not sure that I needed guidance as much as I received comments in the above areas.
- Guidance in the Recovery Section is actually what we needed as it seemed like each person had their own "interpretation" of the rules.
- A consistent reviewer and guidance was lacking initially. High turnover in mitigation staff at the time of our review delayed efforts. The learning curve was challenging at times. Mitigation staff were always responsive and helpful. Ultimately we worked together and created a better plan.
- We weren't sure what they were looking for when asking for vulnerability. They were able to give us examples of what they needed and that really helped.
- Apparently I was reading/interpreting something different than the crosswalk meant to the state/FEMA evaluator.
- Due the changes the FEMA and the State do to the LMS.
- Just minute details.

- FDEM participated in a pilot program to review for FEMA and as such, required the counties to identify their hazards to an unrealistic degree and only value was to add bulk to the document.
- Had to tailor hazard profile to needs of LMS process - not all hazards can be effectively mitigated.
- For the mitigation strategies we need to confirm the mitigation strategies proposed by working group members were in line with FEMA and the State of Florida's expectations. For monitoring, evaluating and updating the plan, we of course wanted to be sure we were following proper protocol. The resources provided in the crosswalk were helpful.
- First time revised entire plan.
- Learning how mitigation works.
- The State should list all the areas the plan needs changes instead of giving back to the county after they find the first weak area. Our plan had to be turned in numerous times.
- We needed more guidance getting my LMS team on the same page with the reviewers at FDEM.
- New LMS coordinator and members, guidance to ensure program guidance is always welcome.
- It is a comprehensive process, and requires many experts in advice and direction.
- Our LMS is also the county Floodplain Management Plan.
- Members of the "working group" did not provide subject matter expertise when it came to proposing mitigation strategies.
- Unclear of what was being asked.
- More county input from the stakeholders located in the county.
- I did not have a background in CRS, so I needed to meet with the County CRS team and develop a better understanding of what they do and what CRS does for the County.
- Guidance was provided by FDEM staff.
- Some of the information required by FEMA that is written for the entire nation may or may not apply directly to our jurisdiction; figuring out the exact meaning behind some of the terminology or requirements for what is meant in more "plain" language required some interpretation on our parts and clarification from the State. Much of the hazard information from a historical perspective has not been cataloged well from a singular source as information from NCDC, NWS, SHELD-US, and HAZUS is contradictory or is not relevant to our county.
- I don't know if they needed more help. I reached out to other members who were involved but got no feedback.
- The reviewer wanted more thorough information but was very helpful assisting with what he was looking for.
- Didn't.
- We do not talk about the NFIP much here in EM the flood plain manager handles most of that.
- The reviewers did not like our risk assessment so we had to recreate it in the format that they wanted to see it in. We were sent samples from other counties that were much smaller than ours and it was difficult at times to account for everything they wanted with the size of our community.

- We were new to the process.
- Just an overall understanding of the planning mechanisms.
- Inexperienced staff.
- Better participation with the working group.
- Nothing major, just clarifying what some statements meant.
- Can use more training and education on the sections.
- The challenge was making sure our hazards are consistent with our CEMP, per EMAP Criteria. We had a hard time narrowing down our list of hazards.
- To my knowledge the majority of the back in forth between our consultant and FDEM Mitigation was regarding FDEM interpretation of the crosswalk. Consistency in staff and interpretation of each element of the crosswalk from FDEM would be very helpful.
- Overall I found the crosswalk to be relative to the reviewer’s interpretation. It need to be specific in identifying what is needed.

**Question 5:** After completing the LMS, what would you have done differently during the update process?

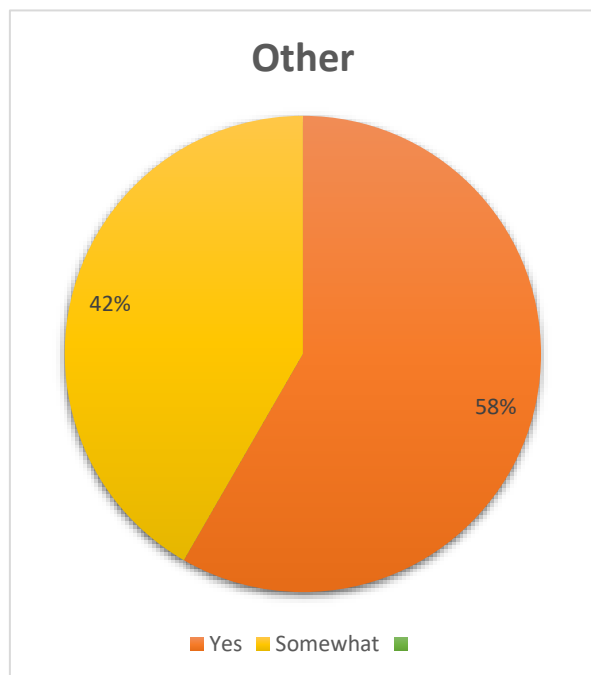
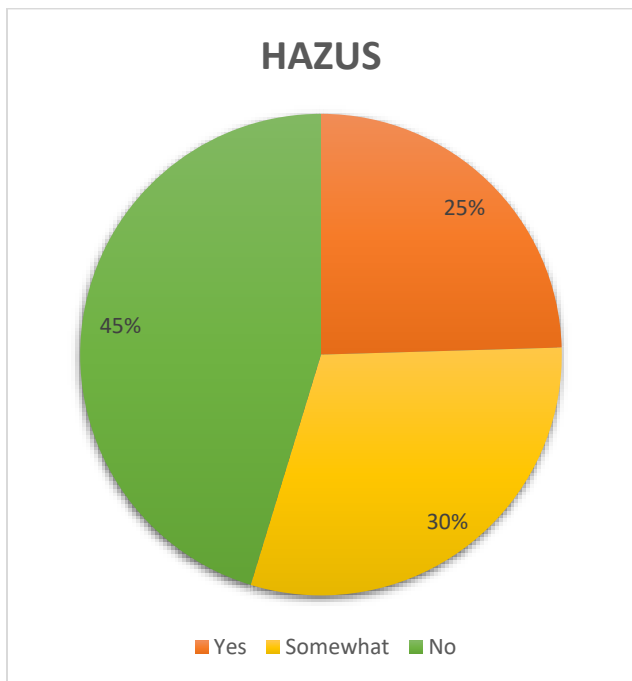


Question #5 allowed FDEM to observe what the counties would have done differently themselves. Twenty-two of the counties chose that they would get other LMS working group members to do more work. Many of the other responses related to needing more time and more help from within the counties own jurisdictions.

Some of the counties wrote in their own responses. These are listed below:

- Look at more project evaluation/ scoring procedures.
- Obtain more GIS assistance.
- Just followed the bureaucratic process and not try to make the LMS a useful document for our needs. I felt stim.
- We had hoped to use a hazard assessment done by a contractor but as was stated earlier for the LMS we were asked to provide things in a different manner. This was the main reason for delay for us. I started in 2013 and chipped away at items over the 2-year process.
- I now have a planner so it won't all fall on me.
- We appreciated the PDM dollars but the grant process was incredibly slow and time consuming.
- As stated in our LMS plan for the next update, the revision process should begin at least 2 years prior to FEMA/FDEM review and approval.
- Crosswalk was not helpful.

**Question 6:** Did your county use HAZUS or another tool to develop the LMS plan?



**HAZUS:**

Yes - 13

Somewhat - 16

No - 24

**Other:**

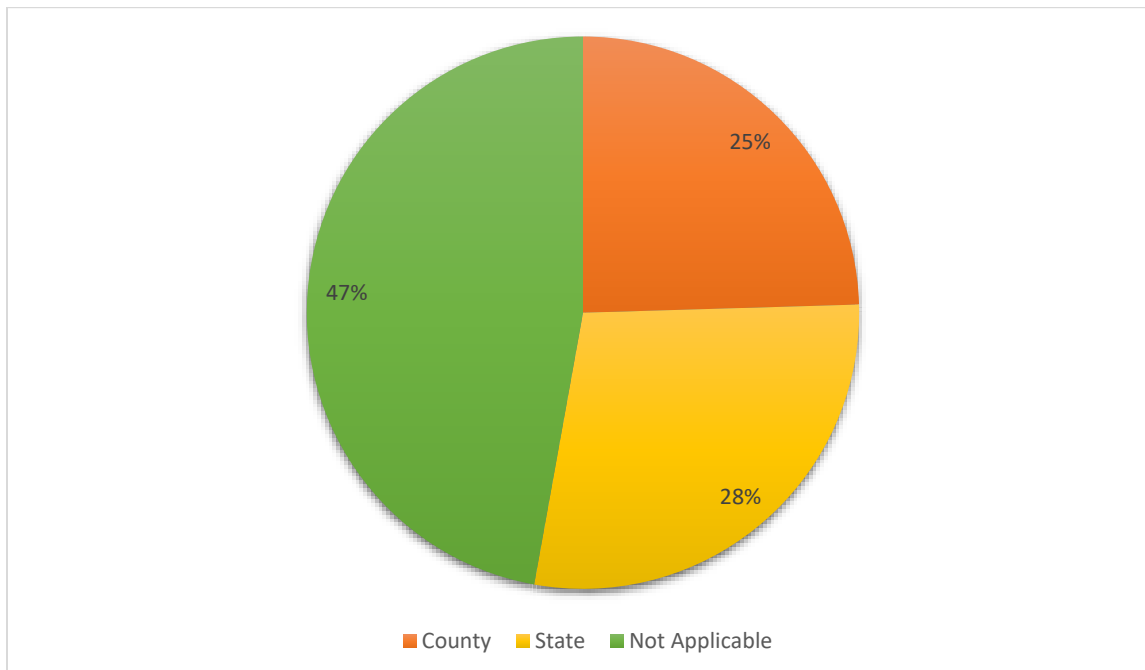
Yes - 7

Somewhat - 5

Question #6 was for FDEM to become aware of what tools the counties were using to help them create their LMS plan. 55% of respondents used HAZUS at least somewhat during their update process. All of the counties used tools alongside or rather than HAZUS. 45% of the counties did not use HAZUS at all. Below is a list of what some counties used other than HAZUS:

- ArcGIS analysis.
- Created their own.
- CRS data, FEMA Guidance, NOAA data/tools, GIS, subject matter experts.
- Recognition of historical hazard occurrence.
- NOAA, evacuation studies.
- GIS.
- SHELD-US, Kaiser-Permanente Vulnerability Assessment Tool.
- HAZUS does not have enough good data on our county, we would have to do a major conversion of datasets to better feed the system for processing. We relied on a lot of GIS analysis and working with our local SMEs.
- Hazard Analysis Plan.
- Unsure of what contractor used.
- USACE damage indicator due to the HDD.
- Profiled hazards in the region.

**Question 7:** Did your county run HAZUS or did the State run it on your behalf?



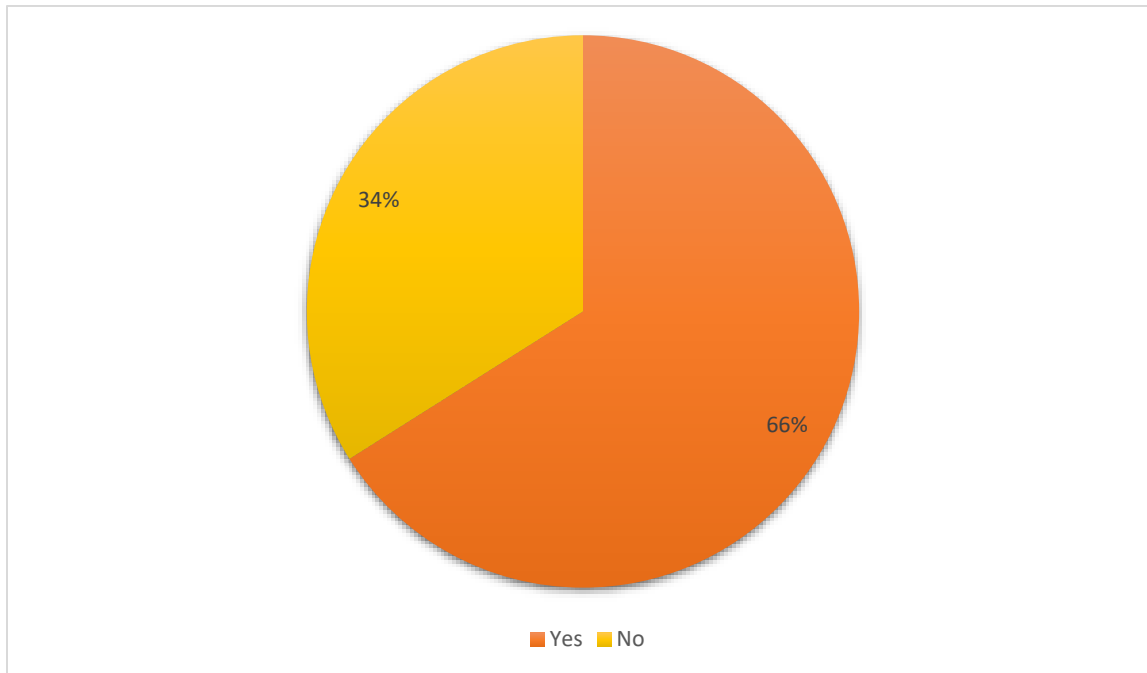
County - 13

State - 15

N/A - 25

Question #7 asked the counties if they ran HAZUS themselves or if the State did the work for them. Some of them responded “not applicable” because they did not use HAZUS at all. Out of all the responding counties, 25% of them ran HAZUS themselves while 28% of them had HAZUS run by the State.

**Question 8:** Have you completed a FEMA IS-318 or G-393 course?



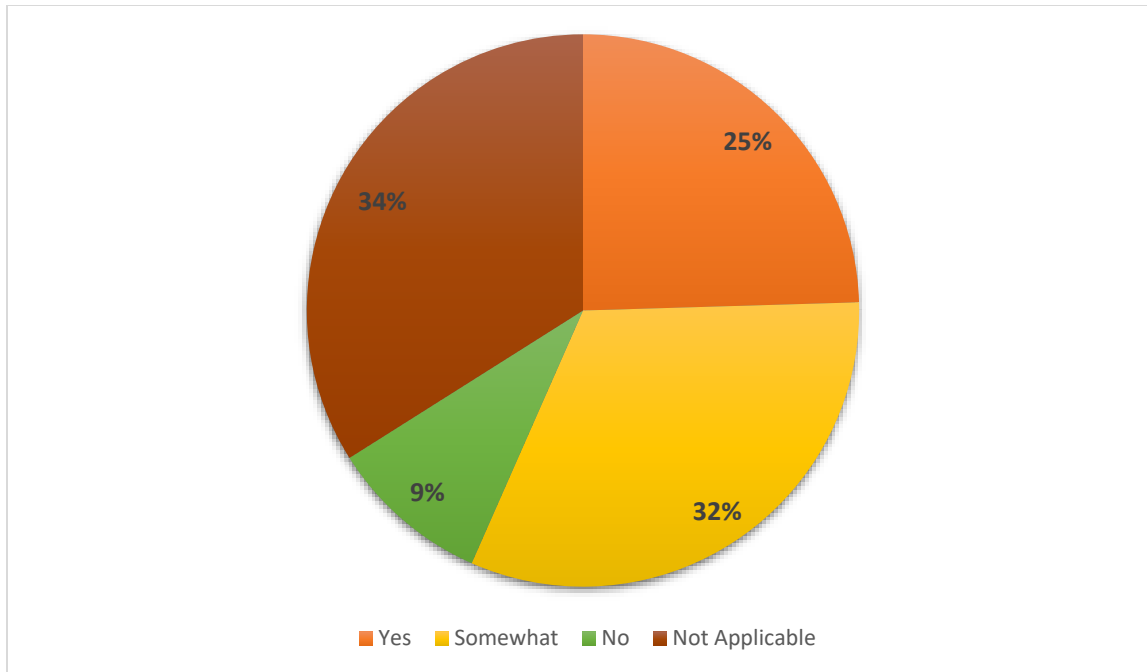
Yes - 35

No - 18

Question #8 was asked to gather information about what kind of training the survey respondents had previously received. Gauging how many counties had previous training in LMS planning can help with predicting how much assistance may be needed for some counties in the future. Most of them (66 percent) completed either the IS-318 and/or G-393. The other 34% had not completed those courses.

**Question 9:** If you answered yes to Question 8, was the training provided helpful during the update process?





Yes - 13

Somewhat - 17

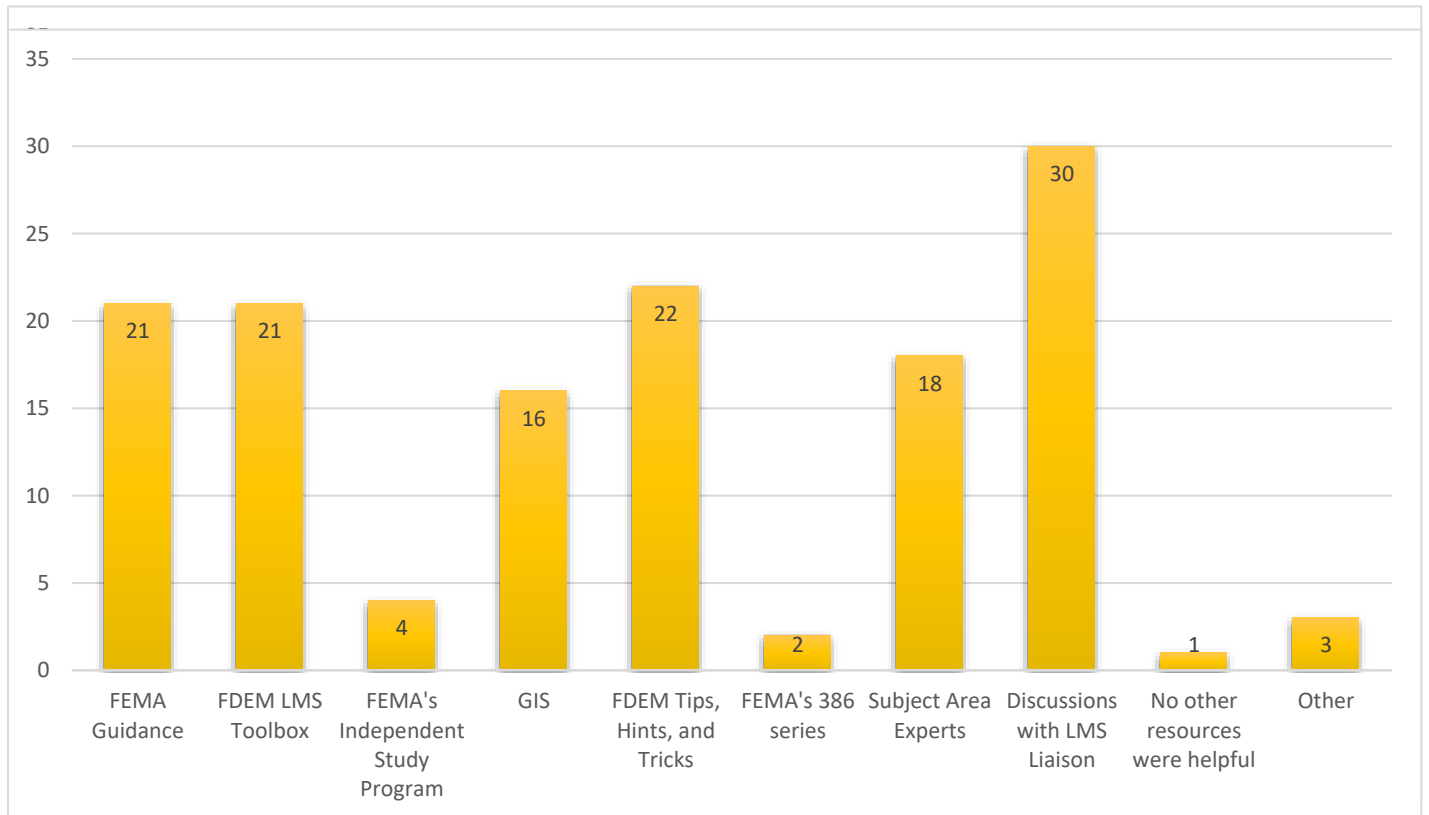
No - 5

N/A - 18

Question #9 aimed to gauge how helpful the IS-318 and G-393 courses were. Everybody that took the survey answered the question. The “not applicable” section has the largest percentage because many of them did not take either of the courses. The majority of people who took the courses found them at least somewhat helpful.

---

**Question 10:** Were there any other tools, methods, or handouts that were helpful in the LMS update process? Check all that apply.

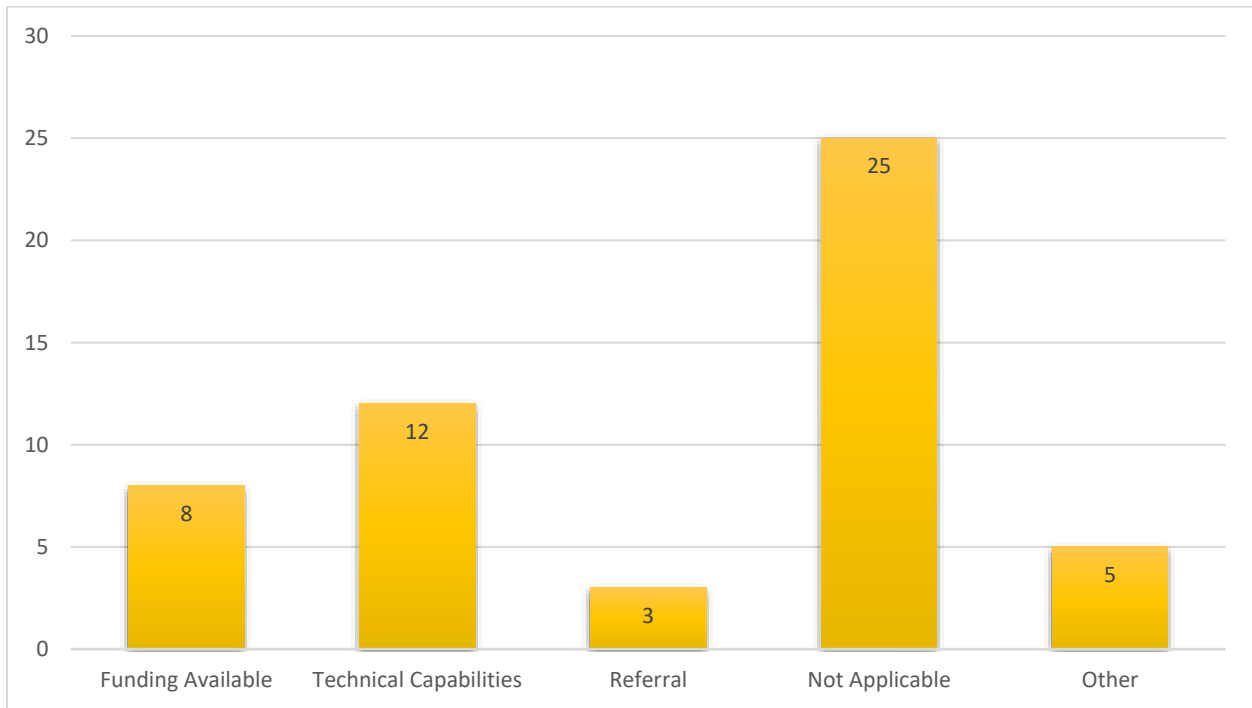


Question #10 asked if the respondents found any additional resources to be particularly helpful with the LMS update process. The options that were provided in the survey come from various sources, not necessarily within FDEM. This question was asked to give FDEM a better understanding of what resources are the most helpful and where those resources come from. Ensuring the smoothest update process is a major goal for FDEM and this question aims to seek out more methods to assist this process.

The most frequent response was “Discussions with LMS Liaison” and the next most popular responses pertained to guidance and tips coming from FDEM and FEMA. Some of the counties wrote in their own responses. These are listed below:

- I guess Subject Area Experts if you consider where we needed to get data from (state floodies) and local experts (NWS staff, Water management district staff, etc.) and locals who have been around and can.
- Remember previous impact events.
- Consultant Handled.
- We incorporated a lot of CRS elements so we used the CRS Coordinators Manual.

**Question 11:** If a consultant was used, how did your county go about selecting the consultant?



Consultants have been used by some county LMS teams, and provide additional help for drafting the new LMS. Question #11 was asked to uncover how consultants were chosen by those who elected to hire one. According to the results of this question, most counties did not use a consultant by selecting “Not Applicable”.

Some of the counties wrote in their own responses. These are listed below:

- RFP Bid Process.
- Experience in updating annual and the 5-year update.
- Unknown.
- RFP for on-call EM consultant.
- Used college students to complete scope.

**Question 12:** Please describe the relationship with your state LMS liaison. Was your state LMS liaison:

	Yes	Somewhat	No
Helpful	41	11	1
Informative/Knowledgeable	40	10	3
Provided Feedback in a Timely Manner	44	7	2
Difficult to Work With	9	6	37
Easy to Reach	40	13	
Personable	44	8	
Professional	48	5	

Question #12 asked the respondents if their LMS liaison was helpful, not helpful, or somewhat helpful. They were then asked to comment on their experience with their liaison. Many found their liaison to be helpful. Those who did not find them helpful mostly answered that it was because of a high turnover rate. The additional comments from respondents are listed below:

- One did not answer for difficult to work with/ personable.
- Possibly have more!
- Additional comments or categories not identified.
- Multiple liaisons throughout the process.
- High turnover of liaisons caused issues.
- Our LMS Liaison no longer works at the Division.
- I really did not request much from the State other than the proper submission for the annual update.
- Jamie came to my office and worked with me for over 3 hours explaining the process. I was brand new to my position when I had to do the revision.
- Experienced! The mitigation liaisons change continually. There's no experience base.
- I think during this process there were close to 4 or 5 different liaisons (my only reason for giving a "somewhat" response to the "easy to reach" category. When the individual was in place, they were relatively easy to reach, but there were many of them.
- There is too much turnover in staff at the State. I think this is my eighth or ninth person in 4 years. The head reviewer at the time was very picky.
- I've always had good support from this unit.
- Appeared to assist at local LMS Meeting.

---

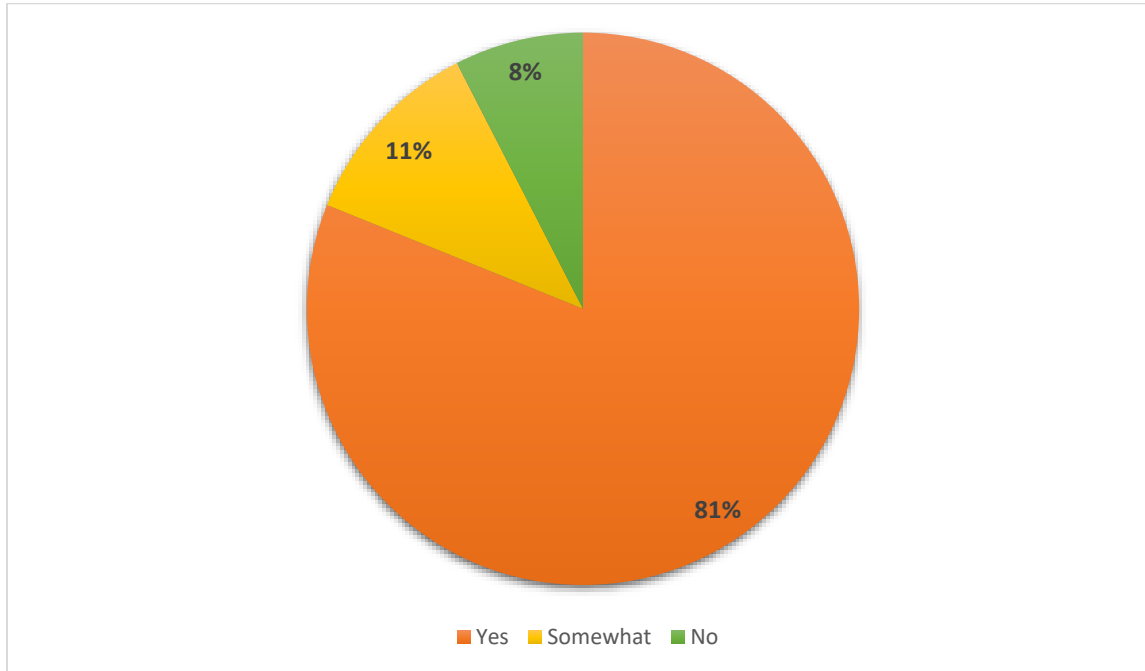
**Question 13:** What were your expectations of FDEM regarding the LMS update process?

Question #13 was asked to give FDEM an idea of what the counties expect from them. This was an open-response question. The answers were able to be categorized into common themes. Overall, the counties

expected FDEM to be knowledgeable and provide guidance throughout the update process. They also expected the process to be simple and consistent. There were some that explained they expected nothing from FDEM or wrote nothing. Below are the responses that the survey respondents wrote:

- General guidance.
- To be available for assistance if/when needed.
- Informative.
- Provide assistance as needed (advice, examples, etc.).
- Consistency of crosswalk application among liaisons.
- This was our first involvement with the LMS update. Everything seemed to go smoothly and FDEM was available to assist with any questions or needs.
- Just to move forward easily and in a timely manner.
- Provide assistance more than simply only review.
- I expect a modern and less complicated approach to the review process.
- To be helpful in answering questions and explaining what they are actually looking for and making the process smooth.
- No expectations/ N/A.
- To answer questions as needed for the annual update.
- Jamie came to my office and worked with me for over 3 hours explaining the process. I was brand new to my position when I had to do the revision. They also worked with me very well during the update. Anytime I had a question they answered quickly.
- Just to tell me what I needed to make everyone happy.
- General guidance.
- To return a Crosswalk with areas checked that needed more input. To assist with information on exactly what they felt needed amending and work with us to ensure that information was added; only those items that were identified on the Crosswalk should have been addressed but several times we'd meet the Unmet section criteria only to have the Crosswalk come back with additional Unmet areas checked. It felt like a target we couldn't hit!
- Consistent application of requirements.
- To provide guidance/clarification as needed.
- Guidance, advice - first time doing full update.
- FDEM employees were great to work with.
- Should be able to do in-house.
- For them to review the plan as we drafted it and then for them to give feedback.
- Provide a standard template to help with streamlining process and simplify guidance.
- I was fortunate to have two very knowledgeable FDEM professionals, who I hate to say have moved on. I am very pleased with our current Liaison and hopefully Laura will stay. I cannot say enough about all of the liaisons that I have worked with, professional, knowledgeable, and helpful, what I expected.

- Responsive to questions. Technical expert on FEMA requirements.
- To provide guidance.
- To be helpful during the process and they were very helpful.
- None to be honest. I was new to the position and felt once I completed the LMS...I would submit it to FEDM and they would let me know what I needed to fix or update.
- Assist with monitoring the progress and providing clarification of the requirements necessary. Explain perceived deficiencies and assist with filling in any gaps that may exist.
- Help and Support.
- To provide guidance when needed.
- If there was an area of the LMS that was not complete I expected FDEM to provide ways to improve in order to meet compliance.
- Approve the plan; FDEM has not updated the rule. An approved plan should receive automatic approval if no major changes are made. If you wish to add to the criteria, change the rule.
- None it went smooth.
- Was really surprised by how picky they were over the plan. We had made major changes and it was much more thorough than the previous 5-year plan so it was a bit surprising that it was critiqued as much as it was.
- Very helpful.
- Excellent response to questions.
- Met.
- We didn't have any expectations.
- Simple, direct answers with examples.
- Guidance and direction.
- To provide explanations and clarifications on items that we were requesting.
- Timely feedback.
- Provide guidance and answer questions.
- To provide professional and timely assistance. To be available to answer questions.
- The most important thing FDEM can do is be responsive to questions and get back with us as quickly as possible.
- Provide technical assistance and guidance.
- Provide Guidance.
- Traditionally it is expected that the process is long and arduous. We were not disappointed.
- All of the items listed in # 12.
- Technical guidance.

**Question 14:** Were your expectations met?

Yes - 43

Somewhat - 6

No - 4

Question #14 was asked to let the FDEM know if they met the counties expectations. The majority answered yes at 81%. The few respondents remaining were split almost evenly between “no” and “somewhat”.

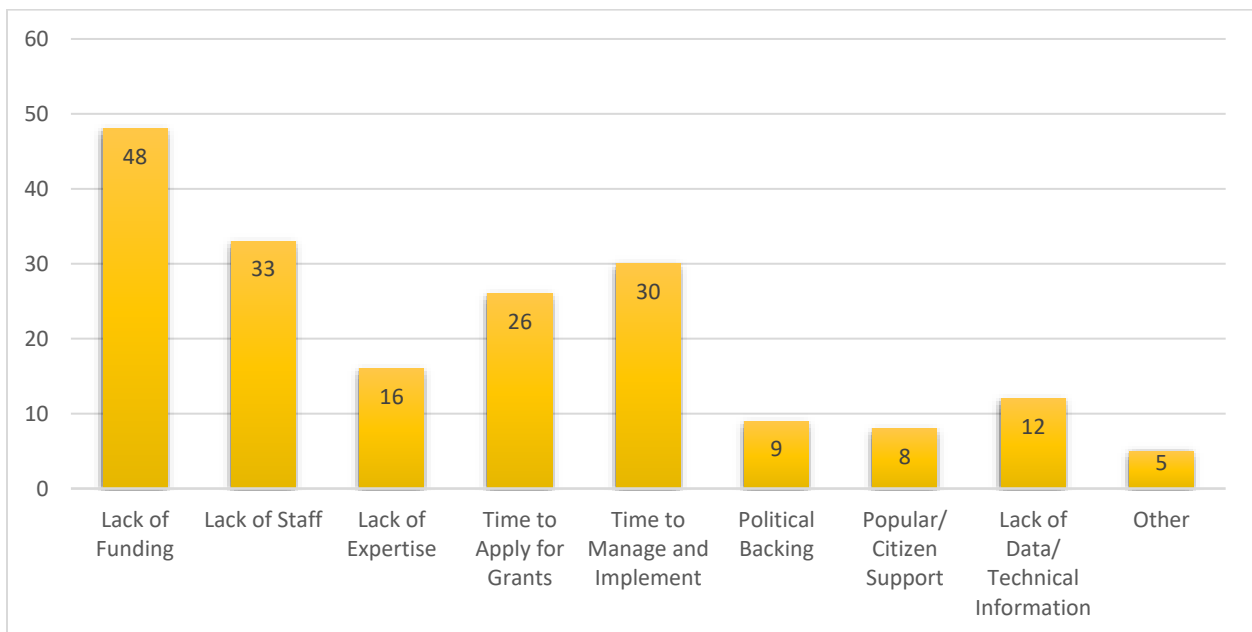
**Question 15:** If you answered no or somewhat to question 14, please explain. If not applicable, please write N/A.

N/A – 43

Most of the survey respondents had their expectations met, therefore, 43 of the counties did not answer Question #15. Those who were displeased explained that they felt that way due to a lack of consistency. They expected help from people with more experience. The lack of experienced assistance pertained to the high turnover rates. Some of the respondents also expected more feedback than they were given. The expectations that were not met are listed below:

- I expected a more experienced person to relate to. A fresh-out-of-college graduate with no EM experience vs. a 20+ EM veteran is very challenging to both. FEMA's guidance is not realistic either.
- The Liaison was new and unfortunately had very little depth on the bench in regards to Local LMS. The plan was reviewed twice and after each review we received different recommendations for revisions. It was frustrating and time consuming.
- To return a Crosswalk with areas checked that needed more input. To assist with information on exactly what they felt needed amending and work with us to ensure that information was added; only those items that were identified on the Crosswalk should have been addressed but several times we'd meet the Unmet section criteria only to have the Crosswalk come back with additional Unmet areas checked. It felt like a target we couldn't hit!
- Different liaisons should reach the same conclusions in the same circumstances.
- Ended up hiring a consultant.
- With the high turnover rate, it is hard to have any consistency or build any relationship to the state.
- The requirements for the document are not realistic. The review on DEMs side takes forever. Once one item.

**Question 16:** What types of obstacles stand in the way of implementing mitigation projects in your county? (Please check all that apply)



Question #16 addresses how a county may be unable to implement any proposed mitigation projects. This is crucial knowledge to FDEM because mitigation projects are the necessary backbone to the emergency management process. Understanding the obstacles to these projects can allow counties and FDEM to



cooperate in any possible method to accomplish these projects. "Lack of Funding" received the most answers to this question (48) and the next most popular answers pertained to a lack of time and staff.

Some of the counties wrote in their own responses. These are listed below:

- 25% match for federal programs is difficult for us (Putnam).
- Lack of desire to work with state and federal grants.
- FEMA obstacles, bureaucracy and inconsistencies in policy applications.
- Mitigation Programs are being cut from the budget in the upcoming years. These Mitigation programs are beneficial to all areas of the country.
- It would be nice if the county had a grant writer who could take on some of the responsibility.

---

**Question 17:** What can FDEM's mitigation planning unit do to help your county with implementation and to better serve you in future updates?

Question #17 was asked so the FDEM could potentially help the counties more in the future. This was an open-response question but the answers given were able to be categorized. The counties wanted more assistance and guidance during the LMS update process. They also asked for more consistency and less turnover, which was a common issue in many areas. The respondents would like to be given more training and funding for their counties as well. There were some that were very pleased with FDEM and said there was nothing more they needed to do. The answers given by respondents are listed below:

- Educate politicians and public.
- Provide more technical assistance and/or training on the project selection and application process.
- Provide information to what concerns we have.
- Try to limit turnover (I know that's an impossible request).
- Training before update cycle, develop a consistent hazard model.
- Provide more training and education for new employees that have little to no experience with mitigation.
- Aide the counties in finding funding sources.
- Implement state managed mitigation projects that help local county's.
- First, align EMAP, LMS, FEMA, and CEMP criteria. The CEMP requires information that may not apply to the jurisdiction i.e. Mass Migration.
- Assist us in the Hurricane Matthew HMGP process.
- Keep being there when I need help and guidance.
- Please provide more funding and time to complete applications for the funding. If there is any way to quicken the process for more time consuming grant programs as it is difficult to get people

on board for something that takes 1.5 years to 2 years before seeing any progress in mitigation relief.

- Grant writing help. Especially the cost benefit analysis part.
- Just tell us what's needed and get away from theory.
- Nothing. (2)
- More general information out to the public to help with public participation.
- Be more available to attend our quarterly meetings. Provide opportunities for workshops and trainings on a Regional basis where relevant, updated information can be provided - not just FEMA developed courses.
- Will let you know.
- I think FDEM's mitigation planning unit provided exceptional service.
- Be a little more accessible.
- Be more specific on what you want in the plan.
- Just give a clear understanding of what you are looking for. Even using the crosswalk there were still differences from our perspective to the State perspective.
- Unknown.
- Stay committed to assisting where and when needed. Add additional staff for assisting all stakeholders.
- Provide constructive criticism, provide examples or possible strategies that could be adopted by the jurisdiction, assist with editing the LMS.
- Offer a G393 course.
- Possible assist us submit one project through the entire process. We have had so much turnover that we have no one with experience in the process...to include me.
- Develop a more consistent state-wide hazard, vulnerability, risk assessment tool. Each County is so different in many regards when it comes to emergency management, organizational culture, and even hazards, but the process to evaluate those hazards should be more consistent. This should not be a "thou shalt" process, but make it available to counties who want to take part in building a consistent methodology for HIRAs / HIVAs / THIRAs and one that is consistent with EMAP and FEMA rules/regs.
- Help and Support.
- Continue to provide needed guidance.
- We need more education on residential mitigation.
- Provide a grant process that can be navigated by small counties with no staff.
- Assist small towns with the process from start to finish.
- Better system than Hazus, provide best practices for moving forward, integrating CRS, being innovative...
- Happy with their service.
- Keep us updated, but you do.
- This document has not been used in my county in many years and with current funding/manning, has been a chore rather than a useful tool.

- 
- Nothing at this time.
  - Attendance to LMS meetings or a special called meeting.
  - Provide knowledgeable specialists.
  - I'm not sure.
  - It took a year to get the BOCC to let me hire some help. This will take some of the load off next cycle.
  - Continue to be available for questions and needs that arise during the updates.
  - FDEM is doing a great job!
  - N/A.
  - Provide technical assistance and guidance as previously stated above.
  - Give more money ... fiscally constrained counties count on funding from the state/feds.
  - Be timely, be clear in what is required and understand that mitigation and this document represents a small fraction of what we do. Providing funding sources to complete this task wouldn't hurt, particularly with smaller counties like mine with small staff.
  - Continue to be knowledgeable, reachable and helpful.
  - No gaps identified.
- 

**Question 18:** If you have any additional comments or concerns, please list them below.

Question #18 was optional. It served as a place for the counties to let FDEM know of any thoughts, issues, or concerns that were not directly covered in the survey questions. Listed below are the responses:

- FDEM staff are very helpful.
- Bring Hazus-MH training to Florida.
- N/A.
- "HAZUS was no help."
- These cookie-cutter approaches to programs produce documents that satisfy the criteria, not the program. Call me if you would like a better, detailed explanation of my comments. Too little room to address here.
- The whole LMS process/program is a bureaucratic and complicated nightmare. Something that should only be a 20-page plan evolving into a plan of hundreds of pages based on a 2-page Federal Law has problems and is overly complicated. No one on my committee wants a FEMA HMGP grant unless they have the staff to write the grant and to manage it.
- Would like FDEM to work harder to retain their Mitigation Coordinators. The position and its expertise is important to obtaining grant dollars and making communities safer through mitigation projects.
- I appreciate the willingness of FDEM to work with our County. In many regards, our process took us way too long due mainly to a variety of competing demands that unfortunately took

precedence over the LMS. However, FDEM Staff kept reminding us of the importance of this required document and helped take us through to the end.

- Pay your people better so they stay longer. There is no consistency and it seems like we are constantly working with new people fresh out of college with little long-term experience. help us navigate the continued funding cuts.
- It would be helpful if staff at FDEM would coordinate efforts more - Between the LMS, CEMP and EMAP. All of these efforts are tied together, but have varying criteria. While everyone is focused on their own criteria (LMS, CEMP, EMAP), we should be working together to ensure we're killing those three birds with one stone. Another example - We only have one HIRA, but it has to check the box for both the LMS and EMAP....and the criteria elements are not coordinated. Need to coordinate more between staff to see the big picture.
- Consistency in staffing and interpretation of crosswalk and LMS review is key in order for FDEM to provide a superior level of service for the jurisdictions in the State of Florida.
- The review on DEMs side takes forever. Once an item would be reviewed and comment were made, we would fix it turn it back in and the same item would have different issues identified. The review process was relative and inconsistent and took way, way too much time on the states side.

## Survey Questionnaire

1. What county are you representing?

2. How were you involved with the Local Mitigation Strategy (LMS)? Check all that apply.

- Completed majority of revisions
- Coordinated update with the working group
- Defined Local Mitigation goals
- Collaborated with consultant
- Conducted risk assessment
- Authored section(s) of the LMS
- Other (please specify)

3. Which sections of the LMS did your county need more guidance on during the update process as they relate to the crosswalk? Please check all that apply. (Element number refers to FEMA's crosswalk)

- Planning Process (Element 4)
- Identifying Hazards (Element 5)
- Profiling Hazards (Element 6)
- Assessing Vulnerability (Element 7)
- Mitigation Strategies (Elements 14,16,17)
- National Flood Insurance Program (Element 15)
- Monitoring, Evaluating, and Updating the Plan (Element 18)
- Incorporation into Existing Planning Mechanisms (Element 19)
- Other (please specify)

4. Based off your answer to Question 3, please explain why you needed more guidance and what kind of guidance would have been helpful.

5. After completing the LMS, what would you have done differently during the update process?

- Start Earlier
- Devote more time to the update
- Get other LMS working group members to do more
- Attempt to involve the public more
- Seek additional training prior to the update
- Hire a consultant
- Use different risk assessment methods
- Allocate more staff
- I would not change anything
- Other (please specify)

6. Did your county use HAZUS or another tool to develop the LMS plan?

	<b>Yes</b>	<b>Somewhat</b>	<b>No</b>
<b>HAZUS</b>	<input type="radio"/> HAZUS Yes	<input type="radio"/> HAZUS Somewhat	<input type="radio"/> HAZUS No
<b>Other</b>	<input type="radio"/> Other Yes	<input type="radio"/> Other Somewhat	<input type="radio"/> Other No

If you chose other above, please describe what tool you used.

7. Did your county run HAZUS or did the State run it on your behalf?

- County
- State
- Not Applicable

8. Have you completed a FEMA IS-318 or G-393 course?

- Yes
- No

9. If you answered yes to Question 8, was the training provided helpful during the update process?

- Yes
- Somewhat
- No
- Not Applicable

10. Were there any other tools, methods, or handouts that were helpful in the LMS update process? Check all that apply.

- FEMA Guidance
- FDEM LMS Toolbox
- FEMA's Independent Study Program
- GIS
- FDEM Tips, Hints, and Tricks

- FEMA's 386 series
- Subject Area Experts
- Discussions with LMS Liasion
- No other resources were helpful
- Other (please specify)

11. If a consultant was used, how did your county go about selecting the consultant?

- Funding Available
- Technical Capabilities
- Referral
- Not Applicable
- Other (please specify)
- County

12. Please describe the relationship with your state LMS liaison. Was your state LMS liaison:

	<b>Yes</b>	<b>Somewhat</b>	<b>No</b>
<b>Helpful</b>	<input type="radio"/> Helpful Yes	<input type="radio"/> Helpful Somewhat	<input type="radio"/> Helpful No
<b>Informative/ Knowledgeable</b>	<input type="radio"/> Informative/ Knowledgeable Yes	<input type="radio"/> Informative/ Knowledgeable Somewhat	<input type="radio"/> Informative/ Knowledgeable No
<b>Provided Feedback in a Timely Manner</b>	<input type="radio"/> Provided Feedback in a Timely Manner Yes	<input type="radio"/> Provided Feedback in a Timely Manner Somewhat	<input type="radio"/> Provided Feedback in a Timely Manner No
<b>Difficult to Work With</b>	<input type="radio"/> Difficult to Work With Yes	<input type="radio"/> Difficult to Work With Somewhat	<input type="radio"/> Difficult to Work With No



	Yes	Somewhat	No
<b>Easy to Reach</b>	<input type="radio"/> Easy to Reach Yes	<input type="radio"/> Easy to Reach Somewhat	<input type="radio"/> Easy to Reach No
<b>Personable</b>	<input type="radio"/> Personable Yes	<input type="radio"/> Personable Somewhat	<input type="radio"/> Personable No
<b>Professional</b>	<input type="radio"/> Professional Yes	<input type="radio"/> Professional Somewhat	<input type="radio"/> Professional No

Additional comments or categories not identified:

13. What were your expectations of FDEM regarding the LMS update process?

14. Were your expectations met?

- Yes
- Somewhat
- No

15. If you answered no or somewhat to question 14, please explain. If not applicable, please write N/A.

16. What types of obstacles stand in the way of implementing mitigation projects in your county? (Please check all that apply)

- Lack of Funding
- Lack of Staff
- Lack of Expertise
- Time to Apply for Grants

- Time to Manage and Implement
- Political Backing
- Popular/ Citizen Support
- Lack of Data/ Technical Information
- Other (please specify)

17. What can FDEM's mitigation planning unit do to help your county with implementation and to better serve you in future updates?

18. If you have any additional comments or concerns, please list them below.

### Individual Response Categorization for Free Response Questions

Question 1: What county are you representing?

Escambia	Gilchrist	Highlands
Broward	Bradford	Washington
DeSoto	Columbia	Jefferson
Flagler	Hernando	Hardee
Seminole	St. Lucie	Okeechobee
Holmes	Polk	Madison
Liberty	Nassau	Gadsden
Putnam	Glades	Lee
Sumter	Franklin	Lake
St. John's	Osceola	Suwannee
Brevard	Orange	Clay
Pasco	Monroe	Calhoun
Charlotte	Lafayette	Martin
Collier	Indian River	
Dixie	Wakulla	
Okaloosa	Levy	
Volusia	Miami-Dade	
Alachua	Citrus	
Pinellas	Taylor	
Manatee	Hendry	

Question 2: How were you involved with the Local Mitigation Strategy (LMS)? Check all that apply. Other:

<b>Chairman</b>
LMS chair
Chairman
I assumed the role of LMS chair in June 2016 after the most recent major revision

<b>Supervisor</b>
Supervised
Supervised staff

<b>Other</b>
New LMS coordinator
Worked with all jurisdictions and their elected leadership on adopted LMS resolutions
Updated projects and prioritized projects

Question 3: Which sections of the LMS did your county need more guidance on during the update process as they relate to the crosswalk? Please check all that apply. (Element number refers to FEMA's crosswalk) Other:

<b>None/Unknown</b>
Unknown
None that I was aware of
Frank Koutnik was our DSI contractor. We did not need additional assistance.
Not aware of any needed.
None really unless FEMA changes things again.
Consultant handled

<b>All Elements</b>
We can use guidance in all Elements due to FEMA/State changes

<b>Specific Guidance Needed</b>
Clarifying some definitions
Process for filing for HMGP grant

<b>Additional Comments</b>
This was not the major update, only the annual update.
It was more a matter of meeting the reviewer's approval than seeking guidance.
Our consultant worked directly with the LMS coordinator for any issues with the crosswalk - our office would furnish information upon request.

Question 4: Based off your answer to Question 3, please explain why you needed more guidance and what kind of guidance would have been helpful.

<b>Confusing/Extensive Process</b>
Vulnerability on the general sense of hazard mitigation can become extensive.
Assessing Vulnerability (Element 7)
FDEM participated in a pilot program to review for FEMA and as such, required the counties to identify their hazards to an unrealistic degree and only value was to add bulk to the document.
It is a comprehensive process, and requires many experts in advice and direction.
<b>Unclear Instructions</b>
Defining what can be accounted for as a mitigation strategy.
Just trying to capture any new and updated techniques and ideas to mitigate as well as having a better understanding of the NFIP.
We weren't sure what they were looking for when asking for vulnerability. They were able to give us examples of what they needed and that really helped.
Apparently I was reading/interpreting something different than the crosswalk meant to the state/FEMA evaluator.
The State should list all the areas the plan needs changes instead of giving back to the county after they find the first weak area. Our plan had to be turned in numerous times.
Unclear of what was being asked
The reviewer wanted more thorough information but was very helpful assisting with what he was looking for.
The reviewers did not like our risk assessment so we had to recreate it in the format that they wanted to see it in. We were sent samples from other counties that were much smaller than ours and it was difficult at times to account for everything they wanted with the size of our community.
Just an overall understanding of the planning mechanisms.
Nothing major, just clarifying what some statements meant.
Overall I found the crosswalk to be relative to the reviewer's interpretation. It need to be specific in identifying what is needed.

<b>More Training/Resources Needed</b>
More training classes.
Members of the "working group" did not provide subject matter expertise when it came to proposing mitigation strategies.
First time revised entire plan –
Learning how mitigation works
Our LMS is also the county Floodplain Management Plan.
Members of the "working group" did not provide subject matter expertise when it came to proposing mitigation strategies.
I did not have a background in CRS, so I needed to meet with the County CRS team and develop a better understanding of what they do and what CRS does for the County.
We were new to the process.
Inexperienced staff
Better participation with the working group
Can use more training and education on the sections.

<b>Inconsistency</b>
State Mitigation Planners showed inconsistency in evaluation of crosswalk criteria, requiring multiple revisions, and delaying the approval process.
The state lacks a unified hazard assessment and vulnerability tool to provide a thorough analysis of natural and human caused hazards.
Guidance in the Recovery Section is actually what we needed as it seemed like each person had their own "interpretation" of the rules.
A consistent reviewer and guidance was lacking initially. High turnover in mitigation staff at the time of our review delayed efforts. The learning curve was challenging at times. Mitigation staff were always responsive and helpful. Ultimately we worked together and created a better plan.
Due the changes the FEMA and the State do to the LMS.
Had to tailor hazard profile to needs of LMS process - not all hazards can be effectively mitigated.
For the mitigation strategies we need to confirm the mitigation strategies proposed by working group members were in line with FEMA and the State of Florida's expectations. For monitoring, evaluating and updating the plan, we of course wanted to be sure we were following proper protocol. The resources provided in the crosswalk were helpful.
We needed more guidance getting my LMS team on the same page with the reviewers at FDEM.
New LMS coordinator and members, guidance to ensure program guidance is always welcome.
Some of the information required by FEMA that is written for the entire nation may or may not apply directly to our jurisdiction; figuring out the exact meaning behind some of the terminology or requirements for what is meant in more "plain" language required some interpretation on our parts and clarification from the State. Much of the hazard information from a historical perspective has not been cataloged well from a singular source as information from NCDC, NWS, SHELD-US, and HAZUS is contradictory or is not relevant to our county.
We do not talk about the NFIP much here in EM the flood plain manager handles most of that.
The challenge was making sure our hazards are consistent with our CEMP, per EMAP Criteria. We had a hard time narrowing down our list of hazards.
To my knowledge the majority of the back in forth between our consultant and FDEM Mitigation was regarding FDEM interpretation of the crosswalk. Consistency in staff and interpretation of each element of the crosswalk from FDEM would be very helpful.

<b>Lack of Communication with Stakeholders</b>
Our Chapter 4 is the HIRA which included running a HAZUS and updated with most current data so input from consultant (for HAZUS) and NWS stakeholders was essential.
Being able to coordinate with stakeholders was a challenge.
More county input from the stakeholders located in the county

<b>None/Unknown</b>
N/A-8
I am not sure that I needed guidance as much as I received comments in the above areas.
Just minute details
I don't know if they needed more help. I reached out to other members who were involved but got no feedback.
Didn't
Guidance was provided by FDEM staff.

Question 5: After completing the LMS, what would you have done differently during the update process?  
Other:

<b>Outside Help Needed</b>
Obtain more GIS assistance
I now have a planner so it won't all fall on me.
Look at more project evaluation/ scoring procedures

<b>More Time Needed</b>
We appreciated the PDM dollars but the grant process was incredibly slow and time consuming.
As stated in our LMS plan for the next update, the revision process should begin at least 2 years prior to FEMA/FDEM review and approval.

<b>Change the Process</b>
We had hoped to use a hazard assessment done by a contractor but as was stated earlier for the LMS we were asked to provide things in a different manner. This was the main reason for delay for us. I started in 2013 and chipped away at items over the 2 year process.
Just followed the bureaucratic process and not try to make the LMS a useful document for our needs. I felt stim.

<b>Other</b>
Crosswalk was not helpful.

Question 6: Did your county use HAZUS or another tool to develop the LMS plan? Another tool:

ArcGIS analysis
Created their own
CRS data, FEMA Guidance, NOAA data/tools, GIS, subject matter experts
recognition of historical hazard occurrence
NOAA, evacuation studies
GIS
SHELD-US, Kaiser-Permanente Vulnerability Assessment Tool
HAZUS does not have enough good data on our county, we would have to do a major conversion of datasets to better feed the system for processing. We relied on a lot of GIS analysis and working with our local SMEs.
Hazard Analysis Plan
Unsure of what contractor used
USACE damage indicator due to the HHD
Profiled hazards in the region

Question 10: Were there any other tools, methods, or handouts that were helpful in the LMS update process? Check all that apply. Other:

I guess Subject Area Experts if you consider where we needed to get data from (state floodies) and local experts (NWS staff, Water management district staff, etc.) and locals who have been around and can remember previous impact events.
Consultant Handled
We incorporated a lot of CRS elements so we used the CRS Coordinators Manual.

Question 11: If a consultant was used, how did your county go about selecting the consultant?

<b>RFP</b>
RFP for on-call EM consultant
RFP Bid Process
<b>Other</b>
Experience in updating annual and the 5-year update
Unknown
Used college students to complete scope

Question 12: Please describe the relationship with your state LMS liaison.

Additional Comments:

<b>Turnover</b>
Our LMS Liaison no longer works at the Division.
Multiple liaisons throughout the process.
High turnover of liaisons caused issues.
I think during this process there were close to 4 or 5 different liaisons (my only reason for giving a "somewhat" response to the "easy to reach" category. When the individual was in place, they were relatively easy to reach, but there were many of them.
There is too much turnover in staff at the State. I think this is my eighth or ninth person in 4 years. The head reviewer at the time was very picky.

<b>Helpful</b>
I really did not request much from the State other than the proper submission for the annual update.
Jamie came to my office and worked with me for over 3 hours explaining the process. I was brand new to my position when I had to do the revision.
Experienced! The mitigation liaisons change continually. There's no experience base.
I've always had good support from this unit.
Appeared to assist at local LMS Meeting.

Question 13: What were your expectations of FDEM regarding the LMS update process?

<b>Guidance/Assistance</b>
----------------------------

General guidance
To be available for assistance if/when needed
Provide assistance as needed
This was our first involvement with the LMS update. Everything seemed to go smoothly and FDEM was available to assist with any questions or needs.
Provide assistance more than simply only review.
General guidance
To return a Crosswalk with areas checked that needed more input. To assist with information on exactly what they felt needed amending and work with us to ensure that information was added; only those items that were identified on the Crosswalk should have been addressed but several times we'd meet the Unmet section criteria only to have the Crosswalk come back with additional Unmet areas checked. It felt like a target we couldn't hit!
To provide guidance/clarification as needed.
Guidance, advice - first time doing full update
For them to review the plan as we drafted it and then for them to give feedback.
To provide guidance
To be helpful during the process and they were very helpful
Assist with monitoring the progress and providing clarification of the requirements necessary. Explain perceived deficiencies and assist with filling in any gaps that may exist.
Help and Support
To provide guidance when needed.
If there was an area of the LMS that was not complete I expected FDEM to provide ways to improve in order to meet compliance.
Guidance and direction
Timely feedback
Provide guidance and answer questions
The most important thing FDEM can do is be responsive to questions and get back with us as quickly as possible.
Provide technical assistance and guidance
Provide Guidance
Technical guidance
<b>Simple Process</b>
Just to move forward easily and in a timely manner.
I expect a modern and less complicated approach to the review process.
Just to tell me what I needed to make everyone happy.
Should be able to do in-house
Provide a standard template to help with streamlining process and simplify guidance.
Approve the plan; FDEM has not updated the rule. An approved plan should receive automatic approval if no major changes are made. If you wish to add to the criteria, change the rule.



Was really surprised by how picky they were over the plan. We had made major changes and it was much more thorough than the previous 5 year plan so it was a bit surprising that it was critiqued as much as it was.
Simple, direct answers with examples

<b>Knowledgeable</b>
Informative
To be helpful in answering questions and explaining what they are actually looking for and making the process smooth.
To answer questions as needed for the annual update.
Jamie came to my office and worked with me for over 3 hours explaining the process. I was brand new to my position when I had to do the revision. They also worked with me very well during the update. Anytime I had a question they answered quickly.
I was fortunate to have two very knowledgeable FDEM professionals, who I hate to say have moved on. I am very pleased with our current Liaison and hopefully Laura will stay. I cannot say enough about all of the liaisons that I have worked with, professional, knowledgeable, and helpful, what I expected.
Responsive to questions. Technical expert on FEMA requirements
Very helpful
Excellent response to questions
To provide explanations and clarifications on items that we were requesting.
To provide professional and timely assistance. To be available to answer questions.

<b>Consistency</b>
Consistency of crosswalk application among liaisons
Consistent application of requirements

<b>No Expectations/Other</b>
No expectations/ N/A
None to be honest. I was new to the position and felt once I completed the LMS...I would submit it to FEDM and they would let me know what I needed to fix or update.
None it went smooth
Met
We didn't have any expectations
All of the items listed in # 12
Traditionally it is expected that the process is long and arduous. We were not disappointed.

Question 15: If you answered no or somewhat to question 14, please explain. If not applicable, please write N/A. Explanations:

<b>More Experience/Less Turnover</b>
I expected a more experienced person to relate to. A fresh-out-of-college graduate with no EM experience vs. a 20+ EM veteran is very challenging to both. FEMA's guidance is not realistic either.
<i>With the high turnover rate it is hard to have any consistency or build any relationship to the state.</i>

The Liaison was new and unfortunately had very little depth on the bench in regards to Local LMS. The plan was reviewed twice and after each review we received different recommendations for revisions. It was frustrating and time consuming.

**Consistency**

Different liaisons should reach the same conclusions in the same circumstances

**More Feedback**

To return a Crosswalk with areas checked that needed more input. To assist with information on exactly what they felt needed amending and work with us to ensure that information was added; only those items that were identified on the Crosswalk should have been addressed but several times we'd meet the Unmet section criteria only to have the Crosswalk come back with additional Unmet areas checked. It felt like a target we couldn't hit!

Ended up hiring a consultant.

The requirements for the document are not realistic. The review on DEMs side takes forever.

Question 16: What types of obstacles stand in the way of implementing mitigation projects in your county? (Please check all that apply).

Other:

**Funding**

Lack of desire to work with state and federal grants

Mitigation Programs are being cut from the budget in the upcoming years. These Mitigation programs are beneficial to all areas of the country.

It would be nice if the county had a grant writer who could take on some of the responsibility.

25% match for federal programs is difficult for us (Putnam)

**Bureaucracy**

FEMA obstacles, bureaucracy and inconsistencies in policy applications.

Question 17: What can FDEM's mitigation planning unit do to help your county with implementation and to better serve you in future updates?

**Assistance/Guidance**

Provide more technical assistance and/or training on the project selection and application process.

Implement state managed mitigation projects that help local counties

Assist us in the Hurricane Matthew HMGP process.

Keep being there when I need help and guidance.

Grant writing help. Especially the cost benefit analysis part.

Be a little more accessible.

Stay committed to assisting where and when needed. Add additional staff for assisting all stakeholders.

Provide constructive criticism, provide examples or possible strategies that could be adopted by the jurisdiction, assist with editing the LMS.

Help and Support

Continue to provide needed guidance
Assist small towns with the process from start to finish.
Better system than HAZUS, provide best practices for moving forward, integrating CRS, being innovative...
Attendance to LMS meetings or a special called meeting.
Provide knowledgeable specialists
It took a year to get the BOCC to let me hire some help. This will take some of the load off next cycle
Continue to be available for questions and needs that arise during the updates
Provide technical assistance and guidance as previously stated above.

<b>Educate</b>
Educate politicians and public
Provide information to what concerns we have.
Training before update cycle, develop a consistent hazard model.
Provide more training and education for new employees that have little to no experience with mitigation.
More general information out to the public to help with public participation.
Be more available to attend our quarterly meetings. Provide opportunities for workshops and trainings on a Regional basis where relevant, updated information can be provided - not just FEMA developed courses.
Offer a G393 course
We need more education on residential mitigation.
<b>Less Turnover</b>
Try to limit turnover (I know that's an impossible request)
Possible assist us submit one project through the entire process. We have had so much turnover that we have no one with experience in the process...to include me.

<b>Be Consistent</b>
First, align EMAP, LMS, FEMA, and CEMP criteria. The CEMP requires information that may not apply to the jurisdiction i.e. Mass Migration.
Just tell us what's needed and get away from theory.
Be more specific on what you want in the plan.
Just give a clear understanding of what you are looking for. Even using the crosswalk there were still differences from our perspective to the State perspective.
Develop a more consistent state-wide hazard, vulnerability, risk assessment tool. Each County is so different in many regards when it comes to emergency management, organizational culture, and even hazards, but the process to evaluate those hazards should be more consistent. This should not be a "thou shalt" process, but make it available to counties who want to take part in building a consistent methodology for HIRAs / HIVAs / THIRAs and one that is consistent with EMAP and FEMA rules/regs.

<b>Funding</b>
Aide the counties in finding funding sources
Please provide more funding and time to complete applications for the funding. If there is any way to quicken the process for more time consuming grant programs as it is difficult to get people on board for something that takes 1.5 years to 2 years before seeing any progress in mitigation relief.
Provide a grant process that can be navigated by small counties with no staff.

This document has not been used in my county in many years and with current funding/manning, has been a chore rather than a useful tool.
Give more money ... fiscally constrained counties count on funding from the state/feds
Be timely, be clear in what is required and understand that mitigation and this document represents a small fraction of what we do. Providing funding sources to complete this task wouldn't hurt, particularly with smaller counties like mine with small staff.

<b>Nothing More</b>
Nothing- 2
Will let you know
I think FDEM's mitigation planning unit provided exceptional service.
Unknown
Happy with their service
Keep us updated, but you do
Nothing at this time.
I'm not sure.
N/A
FDEM is doing a great job!
No gaps identified
Continue to be knowledgeable, reachable and helpful.

Question 18: If you have any additional comments or concerns, please list them below.

FDEM staff are very helpful.
Bring HAZUS-MH training to Florida.
"HAZUS was no help"
N/A
These cookie-cutter approaches to programs produce documents that satisfy the criteria, not the program. Call me if you would like a better, detailed explanation of my comments. Too little room to address here.
The whole LMS process/program is a bureaucratic and complicated nightmare. Something that should only be a 20-page plan evolving into a plan of hundreds of pages based on a 2-page Federal Law has problems and is overly complicated. No one on my committee wants a FEMA HMGP grant unless they have the staff to write the grant and to manage it. This statement was made by an applicant who qualified for a million-dollar grant. Too much work for what they get.
Would like FDEM to work harder to retain their Mitigation Coordinators. The position and its expertise is important to obtaining grant dollars and making communities safer through mitigation projects.
I appreciate the willingness of FDEM to work with our County. In many regards, our process took us way too long due mainly to a variety of competing demands that unfortunately took precedence over the LMS. However, FDEM Staff kept reminding us of the importance of this required document and helped take us through to the end.

Pay your people better so they stay longer. There is no consistency and it seems like we are constantly working with new people fresh out of college with little long term experience. Help us navigate the continued funding cuts.

It would be helpful if staff at FDEM would coordinate efforts more - Between the LMS, CEMP and EMAP. All of these efforts are tied together, but have varying criteria. While everyone is focused on their own criteria (LMS, CEMP, EMAP), we should be working together to ensure we're killing those three birds with one stone. Another example - We only have one HIRA, but it has to check the box for both the LMS and EMAP....and the criteria elements are not coordinated. Need to coordinate more between staff to see the big picture.

Consistency in staffing and interpretation of crosswalk and LMS review is key in order for FDEM to provide a superior level of service for the jurisdictions in the State of Florida.

The review on DEMs side takes forever. Once an item would be reviewed and comment were made, we would fix it turn it back in and the same item would have different issues identified. The review process was relative and inconsistent and took way, way too much time on the states side.