

# Local Mitigation Strategy



## Whole Community Hazard Mitigation Part 2: The Projects



July 2020

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## INTRODUCTION

Part 2 of the Miami-Dade Local Mitigation Strategy (LMS) – The Projects – is a compilation of projects identified by Working Group members for mitigation measures or actions they have completed, are pursuing or one day hope to implement and how they are submitted, tracked, maintained and prioritized.<sup>1</sup>

## METHODOLOGY

Over the years the listing of LMS projects have shifted from primarily being a tool to identify unfunded projects with hopes of securing mitigation grants to a tool to identify any project a stakeholder is implementing or hopes to implement that will make our community more resilient. We are utilizing the LMS to showcase the work being performed and the projects envisioned to lessen the impacts of disasters on our communities.

### Project Submittal and Tracking

In 2013, a web-based LMS Project board was developed in our incident tracking software known as WebEOC. This system allows LMSWG members to input new projects and update existing projects at any time throughout the year. The Whole Community Mitigation Planner is responsible for the review of the projects and for providing an update to the State of Florida every January. The Whole Community Mitigation Planner will post an update of the current list of projects every January and July on the LMS website: <https://www8.miamidade.gov/global/emergency/projects-that-protect.page>

It is the responsibility of the LMSWG members that post projects, to ensure the projects are compliant with the local and Federal Emergency Management Agency (FEMA) requirements identified below. The Whole Community Mitigation Planner may also require additional information. Agencies with projects will be notified of any additional requirements and when possible, provided six months to come into compliance.

### Project Requirements

Below is a list of the project fields and identification of requirement:

Project List Field	Level of Requirement	Comments
Agency Type	Local Requirement	Must be utilized to tie project to agency
Agency	Local and FEMA Requirement	Must be utilized to tie project to agency
Project Title	FEMA Requirement	Satisfies Name and Description
Entry type	FEMA Requirement	Identifies new projects and project to be removed from Active List

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<sup>1</sup> EMAP 2016 Standard 4.2.3

Project List Field	Level of Requirement	Comments
Original Date of Entry	Default	Identifies when the project was first put in the LMS Project list.
Last Updated	Default	Identifies last date of update. If an agency fails to review and update projects on an annual basis they can be made inactive.
Status	FEMA Requirement	Current status of project. Satisfies New, Deferred, Completed or Deleted
Hazard	Local Requirement	Allows us to sort hazard type for potential funding and identify flood projects in support of Part 7
Project Type	Local Requirement	Allows us to sort for funding options by type of project
Mapper Label	Not Required at this time	For future use for mapping
Address	Local Requirement	Will allow us to geo-code and map projects
Longitude and Latitude	Local Suggestions	Will aid in future mapping of projects
Flood Basin	Local Requirement for Flood projects, Local Suggestion for ALL projects	Allows us to identify where mitigation projects for flooding have been identified and facilitate additional coordination and mapping. May assist with showing effectiveness of mitigation projects after significant rain events.
Completion Time Frame	FEMA Requirement	If a project is unfunded provide your best estimation as to when this project could be completed.
Mitigation Goals	Local Requirement	Shows alignment with LMS
Funding Source	FEMA Requirement	FEMA lists this a potential funding source, we split this to also identify internal funding sources or potential grant sources
Grant Source (Potential or secured)		
Is a Match Required	Local Requirement	May assist us with identifying projects for global match opportunities
Match Identified	Local Requirement	
Estimated Costs	Local Requirement	We are required to include this in the County Annual report.
Global Match	Local Requirement	Identifies if the project may be able to be used a global match for another project in need of a match
Project Description	FEMA Requirement	
Comments	Reserved for additional notations	Whole Community Mitigation Planner notates and changes or requests for letters of support in this area.
Attachments	Local Suggestion	Allows the agency to place supporting documents in the database with the record.
Name, Email and Phone	Local Requirement	Allows Whole Community Mitigation Planner to contact POC directly regarding projects
BCA Completed and BCA score	Required only when funding source requires this information.	Must be completed if a letter of support is requested and the funding source requires it.

Project List Field	Level of Requirement	Comments
Self-Prioritization	Local Requirement	Identifies agency priorities.
Benefit Cost Review	FEMA Requirement	Provides a score based on Suitability, Risk Reduction and Cost and Time.

The Whole Community Mitigation Planner has the responsibility for requesting that the LMS working group members update their projects and determine if these projects are missing information. This planner will also utilize the information provided to develop documents and other supporting documents such as maps to track mitigation projects.

The projects listed in this document are in a table format, which is an abridged version of the full project descriptions maintained in the WebEOC LMS Board. Additional information on listed projects, is available to all stakeholders with project accounts. Anyone wishing to have an account to add or review projects should make a request to the Whole Community Mitigation Planner at [mdlms@miamidade.gov](mailto:mdlms@miamidade.gov) or 305-468-5427.

## Updates and Reports

As stated in *Part 1*, the LMS is updated on an annual basis and as part of a regular update and monitoring process. An annual update of the LMS is provided to the State by January 31<sup>st</sup> every year and the documents are subsequently posted on the Local website. To keep the project list updated, agencies with listed projects are requested to review and update them within WebEOC on an annual basis by October 31. *Part 2* of the LMS will be updated on the website in January, following a review of the updates by the Whole Community Mitigation Planner.

In January of every year the Whole Community Mitigation Planner is required to provide a report to Miami-Dade Fire Rescue as part of the Department's Annual Preparedness Report that is submitted to the County Mayor. The Whole Community Mitigation Planner compiles information on projects that have been completed, are under construction, or are funded but not yet started since the previous year's report. This information is derived from the LMS Project list and is another way to showcase on an annual basis the progressive mitigation work being accomplished.

At all times, the latest published version of the LMS will be posted on the Miami-Dade County Internet website: <https://www.miamidade.gov/global/emergency/projects-that-protect.page> – for public review and commentary. Any comments received through this medium will be incorporated through the revision process identified in *Part 1*. An email address, [mdlms@miamidade.gov](mailto:mdlms@miamidade.gov), has been established for such commentary, which is strongly encouraged.

The projects are listed in this document in Appendix 3 in a table format which is an abridged version of the full project description maintained in the WebEOC LMS Board. Appendix 1 shows a sample project as it is found in the WebEOC LMS Board. Addi-



tional information on listed projects is available to all stakeholders with project accounts. Anyone wishing to have an account to add or review projects should make a request to the Whole Community Mitigation Planner at [mdlms@miamidade.gov](mailto:mdlms@miamidade.gov) or 305-468-5427.

## **Project Administration and Implementation**

The projects listed in Appendix 3 reflect the mitigation initiatives identified by members of the LMS Working Group. The initiator of the projects will be responsible for implementation and administration. Due to the variable nature of procurement and contracting procedures; availability of resources; and weather conditions, accurate implementation timelines are difficult to predict. Therefore, implementation timelines may not be developed for some projects until a funding source is identified and the factors above can be determined relative to the prevailing operating environment. Grant requirements may also dictate project implementation timelines for the appropriate recipient. If the project is funded through a grant, the grantee is responsible for implementing these projects as outlined in the grant's regulations.

## **Letters of Support**

The Whole Community Mitigation Planner will write a letter of support for grant opportunities when a listed project has all of the required information provided and the minimum requirements met. The Whole Community Mitigation Planner will notify the requestor, if additional information is needed to be added to the project in order for a letter of support to be provided. Requests for letters must, at a minimum, be requested 10 working days in advance of the required deadline. Late requests may not be able to be facilitated. The Whole Community Mitigation Planner will make notations in the Comments section as to date and action taken.

The agency requesting a letter of support must be an active participant of the LMS, meaning they comply with the requirements set forth in *Part 1* of the LMS. Currently the requirements include their organization/agency must attend at least two (2) of the four (4) quarterly meetings held each year or an equivalent committee or sub-committee meeting as a substitution. The other requirements is that their project in the LMS WebEOC must be updated every calendar year.

## **Project Archiving**

The Whole Community Mitigation Planner will archive a project once it has been marked as completed by the stakeholder. The planner will also review the project file to ensure that all information has been included before it is officially archived. Archiving it will move it from the Active projects view to the Archive view. The Whole Community Mitigation Planner will make notations in the Comments section as to date and action taken.



## **Project Deletion**

From time-to-time stakeholders may wish to delete a project from the Project List. The Whole Community Mitigation Planner will review any project that has been identified for deletion and call to discuss the project with the point of contact to verify that this is the desired action. Sometimes it may be better to make a project inactive rather than completely deleting it, in case it may be a project that may be revisited at a later date. If the project is truly desired to be deleted the Whole Community Mitigation Planner will send a confirmation email to the point of contact that this action has occurred. The project will be marked for deletion, a printout of the confirmation email and the project to be deleted will be filed and a notation will be made in *Part 2 Appendix 2* that the project has been deleted and why.

## **Inactive Projects**

If a project has not been updated by October 31, does not have the required fields completed, and the agency is non-compliant with meeting attendance, those projects associated with that agency or specific projects lacking required information or not updated on an annual basis will be made Inactive by the Whole Community Mitigation Planner. The planner will also the point of contact listed in the project, or if none is listed, a representative from the agency will be notified of the pending action. The agency will have until December 31 to update the project. Projects that are not updated by that time will be moved to “inactive status”. At the first quarterly meeting of the year, the Whole Community Mitigation Planner will make a motion to permanently delete any projects that have been made inactive and the agency has not responded or updated the projects by that time.

## **PRIORITIZING MITIGATION INITIATIVES<sup>2</sup>**

Once the vulnerability assessment and risk analyses are complete and the hazard mitigation opportunities have been identified, proper priorities must be established concerning each proposed project’s impact on life safety, on quality of life, cost effectiveness and value to the overall community including but, by no means limited to, value as compared to other similar projects especially during times of limited funding availability. The Miami-Dade County Office of Emergency Management (OEM) is responsible for soliciting, securing, evaluating, and generally acting as the technical & administrative staff for the management of the prioritization process and for the coordination of the implementation of initiatives selected for priority treatment.

The prioritization process has been divided into three parameters: suitability, risk reduction potential and cost. Within each parameter are recommended measures to be considered during prioritization of the project. This process is known as the Benefit Cost Review (BCR) and was updated in October 2013. Table 1 is the BCR that is utilized within the WebEOC LMS Board to meet the prioritization process requirement.

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<sup>2</sup> EMAP 2016 Standard 4.2.2

Each agency when they add a project to the LMS Project List is required, as of June 31, 2014, to complete a self-prioritization process.

It is important to note that this will be one level of consideration when limited funding sources are available to fund projects in Miami-Dade County. Other considerations include but are not limited to:

- Criteria of the available funding source.
- Overall cost of a project in relation to the total monies available.
- Readiness of projects for submittal.
- Ability to meet any match obligations.
- Ability of project to be completed within any designated grant period.
- Evaluation of other current and future mitigation funding opportunities.
- Review of other current or impending mitigation measures that when combined may provide a more comprehensive, community or countywide resiliency.

There may be situations when the window for a funding opportunity is very limited and in situations like this, projects that are “shelf-ready” may be put ahead of projects that may have a higher priority. The LMS Steering Committee will work to maximize opportunities for funding and will be called upon by the Whole Community Mitigation Planner when circumstances arise that require additional considerations to be made.

The Whole Community Mitigation Planner or designated representative will act as the committee facilitator. The committee’s primary function will be to review and act on recommendations with respect to its evaluation of mitigation initiatives and its ranking of the priorities for their implementation. Projects that may not have a BCR completed will not be considered for funding.

Table 1: Miami-Dade LMS Project Benefit Cost Review

<b>Initiative Being Scored:</b>					
<b>Name of Applicant:</b>					
<b>Project Cost:</b>					
Parameter		Weighting Factor	Scoring Criteria	Score	Points
<b>Suitability</b>		<b>30%</b>			
1	Appropriateness of the Measure	35%	<b>5 - High:</b> Reduces vulnerability and is consistent with Local Mitigation Strategy (LMS) goals and plans for future growth. <b>3 - Medium:</b> Needed, but does not tie to identified vulnerability. <b>0 - Low:</b> Inconsistent with LMS goals or plans.		
2	Vulnerability to Hazards	15%	<b>5 - High:</b> Project addresses 2 or more hazards, includes consideration for sea level rise impacts. <b>3 - Medium:</b> Project addresses at least 2 hazards. <b>1 - Low:</b> Project addresses one hazard.		
3	Lifespan of mitigation measure and consideration of future risk	15%	<b>5 - High:</b> Expected to last/address hazards for 40 or more years. <b>3 - Medium:</b> Expected to last/address hazards for 20-39 years. <b>1 - Low:</b> Expected to last/address hazards less than 20 years		
4	Environmental Impact	10%	<b>5 - Positive effect</b> on the environment. <b>3 - No effect</b> - environmentally neutral. <b>0 - Adverse effect</b> on the environment.		
5	Consistent with Existing Legislation and/or Policies	10%	<b>5 - High:</b> Consistent with existing laws and policies. <b>3 - Medium:</b> New legislation or policy changes needed, but no conflicts identified. <b>1 - Low:</b> Conflicts with existing laws, regulations and/or policies, requires waivers.		
6	Consistent with Existing Plans and Priorities	15%	<b>5 - High</b> - Consistent with existing plans and priorities. <b>3 - Medium</b> - Somewhat consistent with current plans and priorities. <b>1 - Low</b> - Conflicts with existing plans and priorities. Does not fit in with identified initiatives.		
	Parameter Sub-total	100%	<b>sum of parameter scores; max =</b>		
<b>Suitability sub-total</b>			(sum of parameter scores) / (maximum possible score)		100%

Parameter		Weighting Factor	Scoring Criteria	Score	Points
<b>Risk Reduction</b>		<b>55%</b>			
1	Scope of Benefits	15%	<b>5 - High:</b> Benefits multiple jurisdictions. <b>3 - Medium:</b> Benefits more than half but not all of the municipalities and/or the unincorporated area. <b>1 - Low:</b> Benefits less than half of the municipalities and/or the unincorporated area.		
2	Potential to Protect or Save Human Lives	30%	<b>5 - High:</b> More than 1,000 lives. <b>3 - Medium:</b> Up to 1,000 lives. <b>1 - Low:</b> No lifesaving potential.		
3	Supports Protection of Critical Infrastructure or Continuity of Essential Services	20%	<b>5 - High:</b> Project will ensure continuity of operations for critical infrastructure or essential services for disaster response. <b>3 - Medium:</b> Project will support critical infrastructure or essential services with loss/damage history. <b>1 - Low:</b> Project will support infrastructure or services without loss/damage history. <b>0- Neutral -</b> Project has no impact on community infrastructure or services.		
4	Repetitive Damages Corrected	10%	<b>5 - High:</b> Alleviates repetitive loss. Property must have been damaged in the past by a disaster event. <b>3 - Medium:</b> Repetitive loss may have occurred but was not documented. <b>1 - Low:</b> No effect on repetitive loss.		
5	Economic Effect or Loss During Lifespan of the Project	10%	<b>5 - Minimal</b> economic loss (project improves resiliency of the community, does not increase risk of other adjacent areas/buildings.) <b>3 - Moderate</b> economic loss (project may help minimize disruption and economic losses). <b>1 - Significant</b> economic loss (project not likely to minimize economic impact of the community).		
6	Number of People to Benefit	15%	<b>5 - High:</b> More than 100,000 people. <b>3 - Medium:</b> 10,000 to 100,000 people. <b>1 - Low:</b> Fewer than 10,000 people.		
	Parameter Subtotal	100%	<b>sum of parameter scores; max =</b>		
<b>Risk Reduction Subtotal</b>			(sum of parameter scores) / (maximum possible score)		<b>100%</b>

Parameter		Weighting Factor	Scoring Criteria	Score	Points
<b>Cost and Time</b>		<b>15%</b>			
1	Estimated Costs*	30%	*(This score combines a weighted factor of Initial and Maintenance/Operating Costs)		
	<i>i. Initial Cost (including design, project management, research...)</i>	75%	<b>5 - Low:</b> \$0 to \$100,000. <b>3 - Moderate:</b> \$100,001 to \$1 million. <b>1 - High:</b> More than \$1 million.		
	<i>ii. Maintenance/ Operating (Annual/ Deployment) Costs</i>	25%	<b>5 - Lower costs:</b> Less than 5% per annum of the initial cost. <b>3 - Moderate costs:</b> 5-10% per annum of the initial cost. <b>1 - Higher costs:</b> More than 10% annum of the initial cost.		
2	Affordability	30%	<b>5 - Good:</b> Project is easily affordable. Has been budgeted or a grant for this project is available and the likelihood of success is high. (If a match is needed, it is available.) <b>3 - Moderate:</b> Project is somewhat affordable. Grants for this project are available and the likelihood of success is moderate. (If a match is needed, high confidence that it could be obtained.) <b>1 - Poor:</b> Project is very costly for the agency. Grants for this project are limited. (If a match is needed, there may be difficulty in obtaining a match.)		
3	Complexity of Implementation	20%	<b>5 - Low:</b> This project is feasible, acceptable to most in the community, and does not require a public vote or hearing that may delay implementation. (Or has already been approved and accepted.) <b>3 - Moderate:</b> This project is feasible, may have some opposition from the community and may require specialized permitting or a public hearing or vote that may delay implementation. <b>1 - High:</b> This project is feasible, may have some opposition from the community, and will require either specialized permitting, or a public hearing or vote that will delay implementation.		
4	Completion Timeframe	20%	<b>5 - High:</b> 6 months or less from time of funding. <b>3 - Medium:</b> 6 months to 1 year from time of funding. <b>1 - Low:</b> more than 1 year from time of funding.		
	Parameter Subtotal	100%	<b>sum of parameter scores: max =</b>		
<b>Cost Subtotal</b>			(sum of parameter scores) / (maximum possible score)		100%
* Estimated costs are comprised of two secondary parameters: initial and maintenance/operating costs					

<b>SUITABILITY</b>	<b>30%</b>		100%	
<b>RISK REDUC-TION</b>	<b>55%</b>		100%	
<b>COST</b>	<b>15%</b>		100%	
<b>TOTAL</b>	<b>100%</b>			

For a working Microsoft Excel worksheet of the LMS Prioritization Matrix send an e-mail request to: [mdlms@miamidade.gov](mailto:mdlms@miamidade.gov).

**For further information please contact:**

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Website: <https://www8.miamidade.gov/global/emergency/projects-that-protect.page>

## **Appendix 1– Sample Project**

Projects are maintained in the Miami-Dade County WebEOC system. All LMS partners are granted access to this board and have the ability to update it regularly.

### Record Section

- Agency Type: This is either a County Department, Municipality, Hospital, University, Non-Profit, Regional entity or other type of organization.
- Agency: Depending on the choice of agency type you can designate which department/agency or municipality is responsible for this project. This choice should reflect the individual department or agency that is responsible for implementing and administering this project.
- Project Title
- Entry Type: This allows the partner to designate this as a new project, an update to an existing project or to let the LMS coordinator that a project can be removed from the active list.
- Last Updated: This is auto-generated by WebEOC of when this project was last accessed.
- Status: This allows the partner to designate the current status of the project (completed, partially completed, funded, planned, etc.).

### Hazard Section

Allows the partner to designate what hazard this project is designed to address.

### Project Completion Section

- Completion Time Frame: This is the estimated time to complete the project.
- Mitigation Goals: This allows the partner to match this project with the existing goals of the LMS.
- Funding Status: This allows the partner to designate where they are in requesting funding whether through existing general funds, grants or loans.
- Is a Match Required: Yes or No
- Match Identified: Yes, No, N/A or Unknown

### Funding Source Section

This allows the partner to provide additional details on the type of funding they have secured or are pursuing. Examples include Community Development Block Grants, Hazard Mitigation Grant Program or Flood Mitigation Assistance grant program.

### Cost Details

- Estimated Costs
- Global Match: Yes, No, N/A or Unknown

### Project Description Section

This allows the partners to include a description of the project.



### Details Section

In this section the partner can include additional documentation and pictures of this project. This also includes the information on the Benefit Cost Analysis, Self-Prioritization Score and Benefit Cost Review.

This section also documents the following information of the individual who is responsible for this project:

- Name
- Email Address
- Phone Number

Record Details	
* Agency Type:	(Select) ▼
* Agency:	▼
Department/Division (Optional):	
* Project Title:	
* Entry Type:	(Select) ▼
Original Date of Entry:	08/25/2020
Last Updated:	
* Status:	(Select) ▼
Hazard	
<div>→</div> <div>←</div>	
Funding Source (Potential or Secured)	
Cost Details	
Estimated Costs:	0.00
Global Match:	▼
Project Description	
Comments	

Project Details	
* Project Type	(Select) ▼
Address:	<input type="text"/> <input type="button" value="Map"/>
City:	Aventura ▼
State:	FL
Zipcode	<input type="text"/>
Flood Basin	
<div>→</div> <div>←</div>	
Project Completion	
* Completion Time frame:	<input type="text"/>
* Mitigation Goals:	(Select) ▼
* Funding Status:	(Select) ▼
Is a Match Required?	▼
Match Identified:	▼
Details	
Attachment #1:	<input type="button" value="Choose File"/> No file chosen
Attachment #2:	<input type="button" value="Choose File"/> No file chosen
Attachment #3:	<input type="button" value="Choose File"/> No file chosen
Pictures:	<input type="button" value="Choose File"/> No file chosen
* Name:	<input type="text"/>
* Email:	<input type="text"/>
* Phone:	<input type="text"/>
BCA Completed:	▼
BCA Score:	<input type="text"/>
Self Prioritization Score:	<input type="text"/>
Archived:	
Inactive:	No ▼
Benefit Cost Review:	<input type="text"/>

## Appendix 2– Deleted/Deferred Projects

In 2019 the following projects were requested to be deleted or deferred by the stakeholder agencies identified.

Action	Agency	Description	Reason
Deferred	Miami-Dade Fire Rescue	Air Rescue South Security Hardening Project	Requested by the agency
Deferred	Miami-Dade Public Library	Edison Center Library Roof	Requested by the agency
Deferred	Miami-Dade Public Library	South Miami Library Roof	Requested by the agency
Deferred	Miami-Dade Public Library	North Central Library Roof	Requested by the agency
Deferred	Miami-Dade Public Library	West Kendall Regional Library Roof	Requested by the agency

## **Appendix 3– Project List**

This list is maintained in WebEOC and updated by the individual agencies/organizations, upon request by the Whole Community Mitigation Planner, two times a year by June 30 and December 31, respectively. The updated lists are published in July and January every year.

The WebEOC LMS Board will be used to pull current information as needed. The County, municipalities and all other members of the LMS Working Group reserve the right to, at any time, add to, delete from and in other ways change the order of priorities presented here. All entities participating in this program have agreed to undertake these initiatives, as necessary.