



MISSISSIPPI EMERGENCY MANAGEMENT AGENCY
STRATEGIC PLAN 2021-2025





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1. COMPREHENSIVE MISSION STATEMENT

Our mission is to Safeguard Mississippi and her citizens by fostering a culture of preparedness, executing timely response during disaster, and quickly restoring quality of life post event.



2. PHILOSOPHY

The philosophy of MEMA consist of four phases:

MITIGATION:

Mitigation is any action “determined to be cost-effective which substantially reduces the risk of future damage, hardship, loss, or suffering in any area affected by a major disaster” (Stafford Act, P.L. 93-288, as amended Sec 404). Mitigation saves lives, reduces property damage, and helps to preserve the economy in the disaster area, thus reducing disaster assistance costs.

PREPAREDNESS:

Planning how to respond should an emergency or disaster occur and working to increase resources and the ability to effectively respond. Preparedness involves actions which will improve the speed and coordination of the response to an emergency. Planning, training, and exercising are all preparedness activities. Disaster preparedness exercises, ranging from tabletop activities to full scale simulations of disaster situations involving all agencies, are conducted to assure that proposed plans and coordination activities will work.

RESPONSE:

The period shortly before, during and after a disaster, during which activities are conducted to save lives and minimize damage. Activation of the State Emergency Operations Center (SEOC), search and rescue, and reception and care of disaster victims are some of the response actions. The Sixteen emergency support functions (ESF) are generally carried out during disaster situations in the local and SEOC’s. The SEOC houses representatives of each department and organization involved in response activities to ensure an organized response to the situation and to ensure the public is given accurate and timely information regarding the disaster.

RECOVERY:

The period when the immediate threat to life and property has passed, and cleanup, repair, and restoration activities become a priority. This stage will continue until the community is returned to normal or near-normal operations. Debris cleanup, damage assessment, and reconstruction are some recovery measures. Joint local, state, and federal damage assessment teams quickly survey damaged areas. The state emergency management office is expected to work closely with recovery teams to ensure swift completion of the assessment process.



3. RELEVANT STATEWIDE GOALS AND BENCHMARKS

(Source: Building a Better Mississippi: The Statewide Strategic Plan for Performance and Budgetary Success, July 2014)

STATEWIDE GOAL #1 – GOVERNMENT AND CITIZENS:

To employ an efficient and informed government during disasters that reduces the cost and percentage of total operational expenditures while maximizing our readiness before, during and after natural, man-made, or technological crises.

STATEWIDE GOAL #2 – INFRASTRUCTURE:

To provide mitigation projects toward construction and maintenance of infrastructure to protect key roadways, waterways and power systems required of citizens and the business community to foster economic growth.

STATEWIDE GOAL #3 – HEALTH:

To protect Mississippians from risks to public health and to provide them with the health-related information and access to quality healthcare necessary to recover from potential disasters.

STATEWIDE GOAL #4 – ECONOMIC DEVELOPMENT:

To coordinate and employ a comprehensive recovery coalition, designed to help state and local jurisdictions prepare for recovery. Ultimately, creating an organizational framework for comprehensive economic revitalization.

STATEWIDE GOAL #5 – PUBLIC SAFETY AND ORDER:

To protect the public's safety, including providing timely and appropriate responses to emergencies and disasters and to operate a fair and effective system towards recovery.

STATEWIDE GOAL #6 – HUMAN SERVICES:

Foster an efficient government and an informed citizenry that helps to address social problems.

4. OVERVIEW OF THE AGENCY FIVE-YEAR STRATEGIC PLAN



I am extremely proud to present to you the 2021-2025 Mississippi Emergency Management Agency Strategic Plan. This is not just an internal guide. The most important lesson from the challenging disasters we face is best delivered through a system that is federally supported, state managed, and locally executed. We must all work as one through this strategy to help people before, during, and after disasters to achieve our vision of a more prepared and resilient State.

This plan reflects the ideas, suggestions, and perspectives that staff and stakeholders have shared with me since my arrival at MEMA. We compiled data with employees, and many day-to-day conversations with disaster survivors and communities to gain a better understanding of how we can turn great ideas into reality. We also reached out to our state, local, tribal, and territorial partners, along with nonprofit organizations and the private sector, because they are critical partners to this plan's success.

This plan is just the beginning. It describes a vision that we can all pursue *together* to build a better MEMA and galvanize the emergency management profession. Our strategic plan will establish a "Red Team" Mississippi concept. Unlike the past, MEMA will revitalize the State Mutual Aid Compact where local jurisdictions render assistance prior to requesting state assets.



MEMA continues to focus on the following guiding principles:

BUILD A CULTURE OF PREPAREDNESS

Resilience is the backbone of emergency management. The most successful way to achieve disaster resiliency is through preparedness, which includes mitigation. Building a Culture of Preparedness within our communities and our local governments will support a State effort to be ready for the worst disasters at the individual, family, community, local, tribal, and territorial levels.

READY THE STATE FOR CATASTROPHIC DISASTERS

Catastrophic disasters, including little and no-notice incidents, can overwhelm the local government at all levels and threaten National security. They are life-altering incidents for those impacted, causing a high number of fatalities and widespread destruction. Catastrophic disasters disrupt lives and hurt our communities economically and socially. Readiness is critical for MEMA and our partners to ensure that the response and recovery missions are appropriately executed and successful.

IMPROVE THE INTEROPERABILITY BETWEEN STAKEHOLDERS

The State faces an evolving threat and hazard environment. MEMA must be flexible and adaptable to meet the needs of individuals and communities, and it must deliver assistance and support in as simple a manner as possible. We must innovate and leverage new technology to reduce complexity, increase efficiency, and improve outcomes.

WHOLE COMMUNITY AND SHARED RESPONSIBILITY

Whole community and shared responsibility, across all layers of government and down to the individual, are also hallmarks of this Strategic Plan. It is an essential premise of these strategic goals and objectives that each will require the collaborative commitment of individuals and organizations outside of MEMA. We invite all of our partners and stakeholders, both within and outside the State Government, to join us in adopting and embracing these priorities. We must synergize the “Red Team” Mississippi initiative by enabling state and local leaders to bring to bear all available resources and capabilities through a coordinated structure and with defined roles.





5. AGENCY'S INTERNAL/ EXTERNAL ASSESSMENTS

MEMA has identified several internal and external factors that will influence the agency's ability to achieve its targeted performance goals. The agency has been strategically planning and engaging control measures to conduct SWOT (Strength, Weakness, Opportunities and Threat) Analysis into actionable processes to address stabilization by quickly identifying and responding to changes in both internal and external factors described below. Change is inevitable, and having the flexibility to deal with unexpected factors can mean the difference between success and failure as the State's premiere coordination center for all man-made, natural and technological disasters.

As a precursor to discussing specific internal and external factors, it is paramount to know MEMA conducts SWOT Analysis for not only those listed below, but also the cascading effect of each annually. Although MEMA continues to meet the demands and has met the required performance goals in the past, our ability to continue to meet the goals is becoming increasingly difficult. Funding shortfalls coupled with unprecedented turnover rates, due to the high attrition of key management personnel, have resulted in the agency operating with a very novice staff. As it relates to the factors below, any additional fiscal or workforce setbacks could greatly affect our ability to meet the targeted performance goals, and more importantly, jeopardize our ability to meet the agency's core mission.



A. INTERNAL FACTORS

1. NEW EXECUTIVE DIRECTOR

On June 18, 2018, Governor Phil Bryant appointed Mr. Gregory S. Michel as the new Executive Director for MEMA. This appointment led to a refocused synergy and top-down philosophy that not only included policy changes, but also a total revitalization of current administrative and operating doctrine. This effort placed a greater charge to current leaders to collaborate and align the agency to address gaps in current plans, policies, and procedures. Mr. Michel's challenge was successful in aligning MEMA's strategic vision along with our state and federal partners. The Executive Director's purpose, as well as his Administrative Policies and Procedures, codified the proper management and operating guidelines

for all agency personnel. This document provided guidelines and directives to the regularly recurring work processes that are to be conducted or followed within the agency. Also, the regulation outlines or directs the way activities are to be performed to facilitate consistent conformance to established standards and to support data quality. The new policies and procedures facilitate a better culture and work environment directed to all departments within the organization or offices whose activities have a direct or indirect affect on the citizens of Mississippi. Ultimately, it creates a quality control and quality assurance process to ensure compliance with governmental regulations and agency directives.





2. RETENTION OF PROFESSIONAL STAFF

The single most significant internal or external factor that could jeopardize MEMA's success in achieving its targeted performance goals is the agency's ability to employ and hold on to qualified Emergency Management Professionals. In FY 2018, 63 of the 132 MEMA employees on staff have less than five years of service (48% of agency employees). Additionally, only 30% of our current staff have 10 to 15 years of service. More than ever before, MEMA staff must be on the cutting edge of evolving and ever-changing Emergency Management Institute doctrinal changes, which support the core efforts of the agency. The staff must be able to completely understand and act upon new and changing federal regulations and new technologies to mitigate, respond and ultimately recover from disasters. It is imperative that MEMA has technically and tactfully proficient staff in place to appropriately address the 32 Core Capabilities addressed in FEMA (Federal Emergency Management Agency) Comprehensive Preparedness Goal (CPG 101) Guidelines.

Over the past few years, significant public and private sector job growth and salary increases have strained the agency's ability to retain technical staff. MEMA's inability to offer modest compensation has severely affected our ability to successfully compete with private industry and other governmental organizations (including other Mississippi agencies) who are offering higher salaries and better benefits. With neither across-the-board job class realignments nor cost of living adjustments, MEMA's salaries have remained essentially unchanged since 2006. In fact, state

employee "take home" pay has been reduced due to state health insurance premium and employee PERS contribution increases. Further, employee benefits have been reduced and retirement eligibility requirements have increased. MEMA aggressively recruits statewide, but it is growing more difficult to hire people who are willing to make the commitment to state service, especially in high demand fields such as emergency management.

MEMA is not only the state's premiere planning, training and exercise agency not only in the State of Mississippi, but its also the premier agency in the United States. Inevitably, within the first two years of employment, emergency managers obtain certificates and master the art and science sought after and thus become very marketable to private sector and federal agencies. This "revolving door" has cost the agency monetarily and jeopardized the continuity of valuable expertise. Additionally, management has become increasingly challenged by a developing pattern through which significant agency resources are expended to train new staff only to have them leave just as a high degree of productivity is achieved.

MEMA is currently authorized by the Mississippi Legislature to employ up to 155 positions. Since fiscal year 2014 to FY 2019, MEMA has lost 108 employees to resignations and 20 employees to retirement (128 total employees). This equates to almost 80% of MEMA's 155 employee workforce. In addition, 1% of our current workforce is retirement eligible. These trends are not sustainable for training and retaining highly technical staff.

3. LOSS OF INSTITUTIONAL KNOWLEDGE

Between FY2016 and FY2019, MEMA experienced heavy losses in upper and mid-level management to retirements and resignations. The immense loss of institutional knowledge held by these individuals in their respective areas, combined with the trickledown effect of replacing them and our difficulty in hiring and retaining qualified staff, is taking a toll on our ability to meet the performance goals as well as our obligations to our stakeholders and citizens of Mississippi. We are losing programmatic knowledge faster than we can replace it, compromising our ability to meet our performance goals.

4. STATUTORY ORGANIZATIONAL STRUCTURE

When MEMA was established in 1972, the Legislature created a specific organizational structure for the agency in the state statute. Over the years, the Agency's scope of work and responsibilities has had to adjust to changes in federal laws and regulations, to the various manmade and natural disasters, and to the public's changing expectations and needs. In 2005, MEMA was realigned to meet Federal mandate from 70 employees to approximately 200 employees to meet National Incident Management System (NIMS) compliance. This changed State Emergency Management Agencies across the

National to maintain effective span of control. In the last few years, MEMA has reorganized several divisions in response to budget constraints, loss of technical expertise, and struggle with hiring and retaining qualified staff. In the future, MEMA may need a reorganization of its statutory structure to streamline and consolidate various processes, which could require legislative action.

5. AGING RESOURCES AND SYSTEMS STRUCTURE

From 2005 to present, MEMA experienced over 100 activations, and to date, is still working 12 Federally Declared Disasters. Our aging vehicle fleet far exceeds the life expectancy and maintenance costs continue to deplete an already strained budget limitation. The incredible facility known as the State Emergency Operations Center is now surpassing 13 years since constructed and feeling the burden of heavy maintenance cost associated with normal wear and tear. MEMA has spent over \$443,000 from fiscal year 2018 and 2019 replacing outdated infrastructure. Large necessary items such as chillers, boilers and the generator have been repaired or replaced in the last two fiscal years. Repairs to the parking lot and failing concrete have been made to minimize the number of injuries on the grounds. Upgrades to lighting have been made to allow for more efficient use of energy.





B. EXTERNAL FACTORS

1. PARTNERSHIPS

The first factor or challenge that could affect achievement of MEMA's long-term goals is the effectiveness of emergency management partnerships. Although MEMA provides leadership and coordination, State and local governments are ultimately responsible for protecting their citizens from harm. Only when its capability and resources are not adequate to respond to a disaster do the local municipalities turn to the State and Federal Government for assistance, and only then does MEMA step in to coordinate the state response and provide recovery services. For example, the Federal Government can provide leadership to increase awareness of the need to adopt and enforce sound measures, provide incentives and limited funding, and lead by example with regard to mitigating federal facilities. Individuals, businesses, and community officials, however, are ultimately responsible for the zoning and building practices that will reduce or increase the potential for a community to be damaged by a disaster.

2. RESOURCES ACROSS THE STATE AND NATION

The second challenge is the availability of resources. Like the Federal Government, State and local government resources are being stretched and are in growing demand.

The ability for Mississippi and local governments to effectively carry out preparedness, mitigation, response, and recovery responsibilities may be diminished and require them to increasingly turn to the State and federal government for assistance. The continued support of our fellow state agencies and local governments will be necessary to ensure that significant downsizing in the federal government does not impact its ability to carry out its emergency management responsibilities.

Resource levels to plan and execute MEMA's mission may shrink, or at best, may remain constant. This opens the possibility of severe effects on MEMA operations and ultimately on the citizens of Mississippi. If MEMA's full-time personnel resources were reduced further, the agency's ability to respond quickly and effectively to major unforeseen events would become impaired. Similarly, MEMA is one of many State Response Plan partners—all of which have mandates and strategic plans to fulfill. While MEMA coordinates efforts in both emergency and consequence management, it cannot control the timeliness of response or the response priorities set by its partners. These external factors may have an impact on the timeliness of some of MEMA's objectives although their final achievement is a goal of the partnership.

3. MANMADE AND NATURAL DISASTERS

The third challenge in achieving the goals and objectives of this strategic plan is the frequency and magnitude of disasters. MEMA's response and recovery objectives are based on "typical" disasters—not on extraordinary or historically unprecedented ones. At every level of government, many of the individuals preparing for disasters or trying to mitigate their effects are the same individuals that must stop their normal work and respond to an emergency. Many who are working to re-engineer plans and processes must give priority to the operational requirements of the crisis of the day. By its very nature, emergency management requires shifting resources to ensure that the current disaster operation is well served. It is very difficult to predict the level of effort available to build and improve the performance and efficiency of the state emergency management partnership when resources remain constant or decrease when the disaster operations workload seems ever increasing and compounding.

4. SYSTEM DEVELOPMENT

The fourth challenge relates to new systems development. A major MEMA success in reducing administrative costs results from applying new technology to reduce labor costs and speed up business processes. This often requires an increased short-term investment in hardware and software to realize longer-term efficiencies. Major investments in new electronic systems often require many years to amortize and return savings. Anticipated improvements in efficiency projected in this plan are based on many assumptions regarding the time required and costs associated with development and installation of new systems. Although these assumptions and objectives are reasonable, a great deal of uncertainty and risk are associated with them. Efforts to overcome these uncertainties include expanding management controls in the development process, expanding the use of outside experts, involving users extensively in identifying system requirements, making maximum use of off-the-shelf software, using state-of-the-art development tools and processes, and using third-party evaluation and cost estimates.



C. MANAGEMENT SYSTEMS



MEMA utilizes staff and technology to ensure that the operation of our programs and its internal operations are effective and efficient.

MEMA uses information and project management systems whereby assigned work can be readily and continuously tracked. These systems provide accountability through management tools designed to assist managing workloads. Managers can evaluate a group's or an individual's area of accountability, productivity, commitments,

schedules, and other pertinent information. Numerous Standard Operating Procedures (SOPs) and checklists have been developed to ensure state and federal requirements are met and best practices are used in an efficient and effective manner. Files are maintained to ensure accountability and transparency. For federally-delegated programs, MEMA participates with FEMA, Department of Homeland Security and other various federal oversight evaluation programs, including the State Review Framework, which evaluates program effectiveness and consistency.



MEMA programs undergo periodic reviews of financial records and program compliance. These reviews/ audits can be conducted by federal entities, the Office of the State Auditor, or independent audit firms.

MEMA's Office of Support Services oversees the agency's finances, financial reporting, risk management, and internal auditing, which are subject to strict accounting principles as well as specific contracting and procurement rules and procedures.



6. AGENCY GOALS, OBJECTIVES, STRATEGIES AND MEASURES

A. EMERGENCY MANAGEMENT PREPAREDNESS

1. PLANNING, TRAINING AND EXERCISE

Ensure that Mississippi is a resilient state; which focus on capabilities to prepare for, respond to and mitigate threats and hazards that pose risk across the state.

The Mississippi Emergency Management Agency (MEMA) conducts a systematic approach to coordinate exercises. It also trains and plans alongside whole community partners to include federal, state, tribal, local, non-governmental organizations and private sector stakeholders. This is accomplished through execution of agency guidelines and procedures in addition to providing functional oversight, training, and exercising of the Mississippi Radiological Emergency Preparedness Plan (MREPP) and the Transuranic (TRU) and Hazardous Material program for the state of Mississippi.

Objective (A.1): Provide reasonable assurance for the protection of the people from personal injury or loss of life and mitigation of damage or loss of property resulting from disasters or emergencies regardless of their type, through planning, training and exercise.

- Outcome: Number of stakeholders that received planning assistance, training and exercise.

Strategy (A.1.1): Provide a comprehensive training program incorporating Incident Command System (ICS) and National Incident Management System (NIMS).

Continue to advance the registration process and house certificates to a centralized, secure national hub (OneResponder) through the National Qualifications System (NQS).



MEMA is responsible for coordinating and facilitating training in the State of Mississippi to support gaps identified in plans, exercises, after action reviews and improvement plans.

- **Output:** Number of training classes coordinated and conducted throughout the state.
- **Efficiency:** Percentage increase of whole community preparedness.
- **Task (A.1.1.1):** Establish a cadre of qualified instructors.
- **Task (A.1.1.2):** Facilitate and participate in course offerings and preparedness workshops/drills.
- **Task (A.1.1.3):** Develop position-specific task books in accordance with NQS.
- **Task (A.1.1.4):** Review and implement updates in course material as they become available.
- **Task (A.1.1.5):** Produce a yearly training schedule in support of the Office of Preparedness and radiological biennial work plan.
- **Task (A.1.1.6):** Leverage technology to provide virtual training.
- **Task (A.1.1.7):** Coordinate the development of a secure training registration process.
- **Task (A.1.1.8):** Establish a secure repository for training certifications and documentation.
- **Task (A.1.1.9):** Identify training needs assessments for the whole community.
- **Task (A.1.1.10):** Provide training based on gaps and corrective actions identified in after action review/improvement plan.

Strategy (A.1.2): Coordinate a progressive exercise program to assess planning and training efforts and identify corrective actions/improvement plans.

MEMA works with federal, state, local, tribal, private sector, and other partners to provide planning, training,

and exercise expertise to stakeholders across the whole community.

- **Output:** Number of staff and stakeholders providing input and participation in the implementation and maintenance of preparedness plans and procedures.
- **Task (A.1.2.1):** Conduct exercises that are based on capabilities identified in existing plans, procedures, and training.
- **Task (A.1.2.2):** Coordinate with exercise participants and stakeholders on the development of post-exercise After Action Review/Improvement Plans (AAR/IP).
- **Task (A.1.2.3):** Conduct exercises that increase in complexity and build upon training needs and/or plan revisions identified in AAR/IPs.
- **Task (A.1.2.4):** Provide technical assistance workshops or trainings on designing, conducting, and evaluating different types of exercises and AAR/IPs in accordance with the Homeland Security Exercise Evaluation Program (HSEEP) and the Federal Emergency Management Agency (FEMA).
- **Task (A.1.2.5):** Provide technical assistance for the coordination and facilitation of regional exercises.
- **Task (A.1.2.6):** Conduct Training and Exercise Planning Workshops (TEPW) to engage stakeholders in revision and proliferation of the Office of Preparedness Biennial Work Plan.
- **Task (A.1.2.7):** Incorporate information from the State's Threat and Hazard Identification Risk Assessment/Stakeholder Preparedness Review (THIRA/SPR) into preparedness plans and procedures.

Strategy (A.1.3): Maintain whole community all hazards planning capabilities.

MEMA is responsible for maintaining a comprehensive statewide program of emergency management planning for all hazards. The agency is responsible for coordination with efforts of whole community partners and stakeholders that have a role in emergency management. Through coordination with whole community partners, state level plans are reviewed, revised, and developed to ensure reasonable assurance of the protection of the State's citizenry and property.

MEMA works with FEMA as well as other whole community partners to provide planning expertise to state stakeholders. Local Emergency Managers are required to participate in the validation of their plans through exercise, AAR/IP process. State partners and stakeholders also participate in required exercises to evaluate, validate and improve their plans and training.

MEMA establishes minimum annual requirements and standards for the review, revision, and development of local emergency management plans. Local EMAs must meet these requirements and standards to receive State Management Grant funds.

- **Output:** Number of whole community personnel with expertise in established planning guidelines.
- **Output:** Number of plans reviewed, revised, and developed.
- **Output:** Number of planning gaps identified and addressed.
- **Task (A.1.3.1):** Participate in planning meetings in preparation for the conduct of exercises.
- **Task (A.1.3.2):** Provide stakeholders planning training, guidance, and technical assistance for plan improvement and development.
- **Task (A.1.3.3):** Maintain an adequate comprehensive emergency management planning standard.

- **Task (A.1.3.4):** Coordinate with whole community partners to develop and provide planning templates to local jurisdictions.
- **Task (A.1.3.5):** Conduct standards compliance reviews of required plans.
- **Task (A.1.3.6):** Coordinate with stakeholders and partners to improve state level plans through meetings and working groups.
- **Task (A.1.3.7):** Identify steps or activities that must be taken to improve and sustain known strategies.
- **Task (A.1.3.8):** Participate in local, state, and national level exercises to identify capability gaps and required plan improvements.
- **Task (A.1.3.9):** Manage the National Earthquake Hazard Reduction Program.
- **Task (A.1.3.10):** Coordinate and conduct outreach on preparedness and planning.
- **Task (A.1.3.11):** Manage the Waste Isolation Pilot Plant (WIPP), Grand Gulf Nuclear Station (GGNS) Radiological Emergency Preparedness, and the Preventative Radiological/Nuclear Detection (PRND) programs.

Strategy (A.1.4): Maintain an all-hazard response capability through whole community coordination.

MEMA will continue to manage the common operating picture (COP), inclusive of WebEOC for situational awareness.

- **Output:** Number of stakeholders with enhanced situational awareness.
- **Output:** Number of states providing assistance.
- **Efficiency:** Average cost per Emergency Management Assistance Compact (EMAC).
- **Task (A.1.4.1):** Provide a comprehensive situational awareness capability.
- **Task (A.1.4.2):** Coordinate resource management and deployment.

2. INFORMATION TECHNOLOGY

Provide, protect, and support enterprise technology infrastructure components to enable the effective and efficient use of information services and technology.

MEMA has information services and technology support staff that manages enterprise computer operations, network operations, communication operations, and geographic mapping operations which provides support to both internal and external stakeholders. All programs depend on, collaborate with and/or interact with the systems that are developed, maintained or supported internally. Additionally, the IT/GIS/Communications support staff plays a significant role administering the oversight of all communications for MEMA and supports interaction with supporting agencies.

Objective (A.2): Establish a management team to administer the MEMA Information Technology and Services.

- **Outcome:** Administration as a Percentage of Total Budget.
- **Efficiency:** Percentage of network availability (24/7).
- **Efficiency:** Percentage of core application(s) available (24/7) (WebEOC, MB3, Microsoft Office, Barracuda Filter, Sentinel, Crisis track, ESRI, AtHoc, IPAWS, HSIN).

Strategy (A.2.1): Streamline business software/hardware processes that strengthen alignment with agency goals and objectives.

- o **Task (A.2.1.1):** Implement and maintain WEBEOC for data submissions by State agencies, county and city municipalities for support during events or states of emergency.
- o **Task (A.2.1.2):** Implement and maintain MB3 for data submissions by State agencies, county and city municipalities for support during events or states of emergency.

- o **Task (A.2.1.3):** Maintain and support External Affairs outreach and make available the information to the public that is available on MSEMA.org.
- o **Task (A.2.1.4):** Enhance the customer experience by monitoring overall web presence and providing access to needed information.
- o **Task (A.2.1.5):** Identify and address internal and external information technology opportunities or challenges.
- o **Task (A.2.1.6):** Implement and maintain security measures to protect data, computers, servers, network hardware, and software from intrusions and attacks.

Strategy (A.2.2): Streamline telephonic business processes that strengthen alignment with agency goals and objectives.

- **Efficiency:** Percentage framework for receiving, distributing, managing, and analyzing communications data (24/7).
- o **Task (A.2.2.1):** Implement and maintain SEOC Telephone Communication System.

Objective (A.2.3): Support enterprise mapping components to enable the effective and efficient use of information in support of daily operations.

- **Outcome:** Number of supporting agencies with access to MEMA GIS Systems.
- **Efficiency:** Percentage framework for gathering, managing, and analyzing data during operations.

Strategy (A.2.3.1): Streamline business processes that strengthen alignment with agency goals and objectives.

- o **Task (A.2.3.1.1):** Maintain MEMA Common Operating Picture (COP).
- o **Task (A.2.3.1.2):** Implement and maintain GIS data submissions by State agencies, county and city municipalities for support during events or states of emergency.

- o **Task (A.2.3.1.3):** Maintain and support External Affairs outreach and to provide information to the public that is available on MSEMA.org and other media communication tools.
- o **Task (A.2.3.1.4):** Maintain relationship and coordination with Mississippi Automated Resource Information System (MARIS) to obtain updated statewide geospatial data, which includes critical infrastructure and imagery that is made available to the whole community.
- o **Task (A.2.3.1.5):** Identify and address internal and external GIS technology opportunities or challenges.
- o **Task (A.2.3.1.6):** Add updated data to USNG Map books for all 82 counties as requested to support the whole community concept. Map books to be used in disasters and SAR.
- o **Task (A.2.3.1.7):** Identify and address internal and external GIS technology opportunities or challenges.
- o **Task (A.2.3.1.8):** Implement and maintain security measures to protect data, computers, servers, network hardware, and software from intrusions and attacks.

Objective (A.2.4): Support MEMA Communications components to enable the effective and efficient use in support of generating state information, warnings and alerts.

- **Outcome:** Increase the percentage of delivery of critical information to supporting agencies (24/7).

Strategy (A.2.4.1): Streamline business processes that strengthen alignment with agency goals and objectives.

Responsibility of alerting state and local officials to all natural or man-made incidents throughout the state. These alerts include boil water notices, burn bans, severe thunderstorms warnings, tornado warnings, hurricanes, earthquakes, tsunamis, missing persons, hazardous materials, amber and silver alerts, flash flooding, and missing aircraft incidents. Communications capabilities include satellite, low band and UHF radios.

- **Output:** Number of calls from the public answered.
 - **Output:** Number of subscribers to the network.
 - **Efficiency:** Percentage framework for receiving, distributing, managing, and analyzing communications data (24/7).
- o **Task (A.2.4.1.1):** Implement and maintain Agency Communications (24/7).
 - o **Task (A.2.4.1.2):** Provide alerts for all state events.
 - o **Task (A.2.4.1.3):** MEMA shall maintain and support emergency communications for Grand Gulf Nuclear Station (GGNS).
 - o **Task (A.2.4.1.4):** Identify necessary equipment to facilitate interoperable communications among Federal, State, and local agencies during all hazards event both statewide and regionally to support the whole community.
 - o **Task (A.2.4.1.5):** MEMA shall attend and participate in monthly MS Wireless Communications Commission meetings to enhance state interoperability.
 - o **Task (A.2.4.1.6):** Implement and maintain FCC Records for 911 submissions by State agencies, county and city municipalities for support during events or states of emergency.
 - o **Task (A.2.4.1.7):** Identify training requirements necessary for first responders anticipated to use the interoperable system.
 - o **Task (A.2.4.1.8):** Maintain standard operating guidelines (SOGs) for deploying interoperable equipment to facilitate federal, state, and local communications during all hazard events.
 - o **Task (A.2.4.1.9):** Update Chempack stakeholder call down list and participate in exercises.
 - o **Task (A.2.4.1.10):** Provide Maintenance for redundant communications to support the whole community.
 - o **Task (A.2.4.1.11):** Participate in GGNS Quarterly notification drills and GGNS FSE.
 - o **Task (A.2.4.1.12):** Maintain and update AtHoc contacts and Distribution List.
 - o **Task (A.2.4.1.13):** Assist local, tribal, and state agencies with radio programming.

3. STATEWIDE NEXT GENERATION 911 (ESINET).

Provide Statewide NG EsiNET and migration from traditional 911 and E911.

The MEMA Communications Bureau is the designated state warning point. Operating 24 hours a day, seven days a week, the Communications Bureau has the responsibility of alerting state and local officials to all natural or man-made incidents throughout the state. These alerts include boil water notices, burn bans, severe thunderstorms warnings, tornado warnings, hurricanes, earthquakes, tsunami, missing persons, hazardous materials, amber and silver alerts, flash flooding, and missing aircraft incidents. Communications capabilities include satellite, low band and UHF radios. The AtHoc Notification System allows for rapid notification of all federal, state, and local personnel. AtHoc is a multi-device notification system that has enhanced the ability to rapidly communicate essential information to the field.

MEMA is designated by the Governor of Mississippi and Executive Order No. 1446 as the state's single governmental body to serve as the 911 coordinator of 911 services implementation. MEMA has applied for this grant funding to allow the state of Mississippi (MS) to develop Next Generation 911 (NG911) architecture. The State of Mississippi is actively pursuing and developing a plan for the replacement of current 911 telephony architecture. The plans will include the consolidation of current 911 architecture and the buildout of NG 911 services

Objective (A.3): Provide, protect, and support enterprise, radio frequency, digital communication, and telephony technology infrastructure components to enable the effective and efficient use of communications services and technology.

- **Outcome:** Migration from traditional 911 and E911 to NG 911.
- **Efficiency:** Percentage of network availability (24/7).
- **Efficiency:** Percentage framework for receiving, distributing, managing, and analyzing communications data (24/7)

Strategy (A.3.1): Develop MEMA PSAP processes that strengthen state NG911 goals and objectives.

- o **Task (A.3.1.1):** Bridge the gap between older current 911 telephony architecture and NG911 architecture.
- o **Task (A.3.1.2):** Deliver the ability to bridge PSAPs from the four 911 tandems across the state, and deliver all three capabilities of 911, E911, and NG911.
- o **Task (A.3.1.3):** In the event of a catastrophic disaster where multiple local agencies are affected, MEMA would reroute all incoming and outbound 911 traffic.
- o **Task (A.3.1.4):** MEMA will deliver IP-enabled NG911 services from the SEOC over digital medium and MSWIN wireless backhaul. This gives the agency all three 911 capabilities: 911, E911 and NG911 with redundancy.
- o **Task (A.3.1.5):** Acquire two mobile PSAP/Command units to use as an alternate location. These units will serve multiple roles. One, as a MOBILE PSAP. Two, as a Redundant/Continuity of Operations Plan (COOP) for the SEOC communications PSAP. These units will be able to provide the same delivery of services as the SEOC.
- o **Task (A.3.1.6):** Obtain a memorandum of understanding (MOU) with all MS 911 PSAP's and with the help of a vendor deliver NG911 capabilities to the all MS 911 center. This will expand on current 911 and E911 capabilities at the organization's location.
- o **Task (A.3.1.7):** Develop, upgrade and maintain current and additional 911 answering points at SEOC.
- o **Task (A.3.1.8):** Develop, upgrade and maintain current and additional radio consoles points at SEOC.
- o **Task (A.3.1.9):** Develop and reconfigure SEOC communications center for additional support roles.
- o **Task (A.3.1.10):** Develop and reconfigure SEOC communications array. Also develop and reconfigure infrastructure and support systems to support PSAP for 911, E911, NG911.

Strategy (A.3.2): Streamline Telephonic business processes that strengthen alignment with agency goals and objectives.

- o **Task (A.3.2.1):** Develop, implement and maintain SEOC Telephone Communication System.
- o **Task (A.3.2.2):** Develop, Implement and maintain SEOC 911 Telephone Communication System.

B. RECOVERY

1. RECOVERY GOAL

Provide targeted assistance to local governments, certain nonprofit associations, tribal organizations, and state agencies as a result of federally declared disasters

The Mississippi Emergency Management Agency is the primary state agency responsible for disaster preparedness, response, recovery and mitigation. With Mississippi at a continual risk from hurricanes, flooding, tornadoes, straight-line winds, and other natural disasters, Recovery plays a pivotal role in promoting revitalization of communities damaged by these storms. The Office of Recovery is divided into two Public Assistance Bureaus: State Emergency Operations Center and Gulf Coast.

Objective (B.1): Administer the Public Assistance Grant Program throughout Mississippi.

- **Outcome:** Increase State and Local Community resiliency following federally declared disasters.

The Public Assistance Bureau administers FEMA's Public Assistance Grant Program. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, authorizes the President to provide Federal assistance when the magnitude of an incident or threatened incident exceeds the affected State, Territorial, Indian Tribal, and local government capabilities to respond or recover. The purpose of the Public Assistance Grant Program is to support communities' recovery from major disasters by providing grant assistance for debris removal, life-saving emergency protective measures, and restoring public infrastructure. Designated local governments, states, tribes, territories and certain private nonprofit organizations are eligible to apply. Public Assistance is the Federal Emergency Management Agency's largest grant program. Since 2017, FEMA gave over five billion dollars through Public Assistance grants to help communities clear debris and rebuild roads, schools, libraries, and other public facilities throughout the United States. The MEMA Recovery Office is responsible for administering and managing the Public Assistance Grant Program within Mississippi.

Strategy (B.1.1): Provide education and reimbursement funds to program eligible local governments, certain private nonprofit agencies, federally recognized tribal organizations and state agencies.

- **Output:** Quantity of reimbursement funds to eligible applicants for approved costs associated with debris removal, life-saving activities and repair of storm damaged facilities.
- **Efficiency:** Number of projects approved and reimbursed.
 - **Task (B.1.1.1):** Conduct Public Assistance Applicants' Briefings after each Major Presidential Declaration throughout the declared counties to discuss grant conditions.
 - **Task (B.1.1.2):** Conduct one-on-one customer service to eligible Public Assistance Grant program applicants.
 - **Task (B.1.1.3):** Monitor and assist FEMA with development of eligible Public Assistance projects.
 - **Task (B.1.1.4):** Assist eligible applicants gather, sort, and submit appropriate documentation supporting eligible reimbursement costs.
 - **Task (B.1.1.5):** Educate applicants on potential mitigation opportunities associated with damaged facilities.
 - **Task (B.1.1.6):** Audit applicants' submitted documentation to ensure that federal, state, and local laws and regulations have been satisfied.
 - **Task (B.1.1.7):** Ensure that all eligible projects comply with Special Conditions established in the project's Record of Environmental Compliance report.
 - **Task (B.1.1.8):** Submit applicants' final costs with supporting documentation to Federal Emergency Management Agency for final audit and closure.
 - **Task (B.1.1.9):** Fully reimburse the applicant the final amount after FEMA closure.
 - **Task (B.1.1.10):** Certify that all reimbursements are compliant with the Improper Payments Elimination and Recovery Improvement Act of 2012.
 - **Task (B.1.1.11):** Accumulate and track all state management costs for reimbursement to the state.
 - **Task (B.1.1.12):** Ensure applicants are closed out of a disaster once all work has been completed and fully reimbursed.
 - **Task (B.1.1.13):** Ensure all applicants are closed and disaster is closed prior to the established disaster liquidation date.

2. HOUSING PROGRAM GOAL

Provide emergency housing assistance immediately following a severe/catastrophic incident.

The Mississippi Emergency Management Agency is the principal state agency responsible for disaster preparedness, response, recovery and mitigation. As a result of a comprehensive hazard and risk analysis conducted as part of the State's Hazard Mitigation planning process, Mississippi was determined to be at significant to moderate risk from the following hazards: hurricanes, flooding, tornadoes, earthquakes and winter storms.

Each of these hazards can temporarily or even permanently displace families from their homes. Finding temporary or permanent housing can prove to be difficult for individuals who are victims of natural disasters. A combination of disaster response, disaster recovery and affordable housing expertise is needed to successfully administer an effective housing program.

Objective (B.2): Establish a management team to administer the MEMA Housing Assistance Program.

- Outcome: MEMA's Office of Housing and Assistance.

Strategy (B.2.1): Develop Incident Command System-based management team and identify key staff.

- Output: Hire personnel.
- Efficiency: Number of trained personnel.

After Hurricane Katrina, the state of Mississippi designated the Mississippi Emergency Management Agency to implement the Mississippi Alternative Housing Pilot Program (MAHPP). Years later, the MAHPP dissolved; however, the need to provide emergency housing after a disaster remains. Developing and maintaining a viable housing program is a critical part of MEMA's Strategic Plan. Hiring and training the right individuals is also important.

MEMA is trained using the Incident Command System-based model. Therefore, organizing priorities, tasks and responsibilities are more effective. In turn, local and state involvement and leadership are essential. Without it, FEMA cannot operate successfully either during the initial response or during recovery. Implementing ICS during "blue sky" days is equally as important.

- o **Task (B.2.1.1):** Develop duties as to the following positions: Program Manager, Deputy Program Manager and Section Chiefs (Housing Advisors) for Operations, Information and Planning, Logistics and Finance.
- o **Task (B.2.1.2):** Fill field staff positions and provide ICS training, customer service training, program requirements and quality control.
- o **Task (B.2.1.3):** Detail the disaster housing support roles and responsibilities of each operational component and provide a basic concept of operations.
- o **Task (B.2.1.4):** Demonstrate the sequence of disaster housing program delivery to implement a full array of flexible and creative disaster housing strategies while addressing the unique needs of the impacted community and disaster survivors.
- o **Task (B.2.1.5):** Ensure that policies are in place to integrate the interim housing strategy with related planning and operational documents such as the CEMP.

Objective (B.2.2): Establish a State-Led Disaster Housing Task Force (SLDHTF).

State-Led Disaster Housing Task Forces (SLDHTFs) lead and coordinate state, local, private sector and community based actions to assess housing impacts, identify appropriate post-disaster housing options and establish processes for expediting post-disaster housing delivery.

- **Outcome:** Integrate SLDHTF's role in the ICS structure.

Strategy (B.2.3): Identify the roles, responsibilities, composition and mobilization procedures for the SLDHTF.

- **Output:** Complete the State Housing Strategy Template provided by FEMA.
- **Efficiency:** Establish a comprehensive and effective housing mission.

The State Housing Strategy Plan will identify priorities and document critical, jurisdiction-specific processes and procedures. This plan will also detail concepts and outline an organizational framework for providing safe, secure and functional short-term and long-term housing options for displaced survivors in order to expedite recovery after a major or catastrophic level disaster.

- o **Task (B.2.3.1):** Provide temporary housing solutions for displaced community residents, as well as relocation assistance and emergency home repair assistance in the aftermath of a large-scale disaster.
- o **Task (B.2.3.2):** Identify interim housing strategies that provide secure, safe and functional housing that provides reasonable quality of life standards (e.g. essential utilities, bath facilities and areas for food preparation) and meet the physical accessibility needs of the household.
- o **Task (B.2.3.3):** Enhance the coordination, design and delivery of state and federal disaster housing assistance through an ongoing partnership with internal and external stakeholders, including private and nonprofit partners.
- o **Task (B.2.3.4):** Provide an overview of the regulatory environment for the federal, state, local and tribal governments, which may impact disaster temporary housing solutions in the post-disaster environment.

Objective (B.2.4): Design and implement a fair and equitable applicant process.

MEMA's Office of Housing and Assistance will be available to both homeowners and renters who are residents in counties affected by a disaster or a severe incident. Units will be made available to accommodate various family demographics including family members with physical disabilities. The goal is to provide units that allow occupants to easily resume pre-disaster/incident activities. Occupancy standards will also be a consideration.

- **Outcome:** Criteria and methodology that meets FEMA and HUD selection requirements.

Strategy (B.2.4.1): Occupants will be based on criteria such as age, citizenry, functional needs, family size, address, insurance availability, etc.

- **Output:** Determine the number of eligible applicants in impacted area via application process.
- **Efficiency:** Number of participants based on criteria.

The factors determining an applicant's eligibility to receive assistance from MEMA Office of Housing and Assistance will be captured in the Applicant Categorization Worksheet. This worksheet will also help determine the amount of assistance applicants will need.

- o **Task (B.2.4.1):** Develop a process for addressing the comprehensive client case management process, which engages human services provider organizations in order to address the physical needs of individual survivors.
- o **Task (B.2.4.2):** Address larger unit needs and other special resident needs as they relate to the Americans with Disabilities Act.
- o **Task (B.2.4.3):** Develop relationships and MOUs with potential partners such as commercial park owners, public housing authorities, nonprofit organization and long-term recovery organizations.
- o **Task (B.2.4.4):** Gain HUD approval of variances in application criteria, if necessary.
- o **Task (B.2.4.5):** Match applicants, organizations, funding sources and units.
- o **Task (B.2.4.6):** Work toward permanent ownership, where applicable.

Objective (B.2.5): Increase communication and cooperation between MEMA and local governments through effective outreach efforts.

Pre-disaster planning for short-term and long-term housing is essential. Delaying the discussion only prolongs the long-term recovery process. Pre-disaster planning should involve the whole community concept and be open to the public.

- **Outcome:** Better sense of control and mitigate future community resistance.

Strategy (B.2.5.1): Develop a comprehensive communication strategy for local officials and the public during pre-disaster planning efforts.

- **Output:** Schedule district meetings and workshops to discuss disaster housing.
- **Efficiency:** Number of MOUs with local jurisdictions.

The immediate, post-disaster period is a difficult time to engage in discussions about housing strategies, which can have lasting effects on the landscape of a community. Debris removal, infrastructure restoration and economic recovery are just a few of the issues that local governments are dealing with immediately after an incident. Pre-disaster planning is critical and should include strategies for addressing short-term and long-term temporary housing and the use of modular units that could transition to permanent housing.

- **Task (B.2.5.1.1):** Develop MOUs with local communities.
- **Task (B.2.5.1.2):** Address jurisdictional questions and concerns as they arise.

Objective (B.2.6): Design and construct safer, more livable, and cost-effective post-disaster emergency housing.

Housing Units need to be easily manufactured and quickly installed for short-term housing but can also be suitable for long-term occupancy. Units should also be able to withstand up to 150 mph winds, adhere to all applicable codes such as the HUD code for manufacturing, the Uniform Federal Accessibility Standards (UFAS) and the International Residential Code. Quality of life factors should also be taken into consideration.

- **Outcome:** Sustainable and durable housing units.

Strategy (B.2.6.1): Units that will meet 150 mph and International Residential Code (IRC) standards and satisfy local zoning, permitting and code requirements.

- **Output:** More efficient placement of housing units.
- **Efficiency:** Housing wait list significantly decreased.

Housing Units need to be pre-classified as a mobile home or modular home. Dual classifications causing confusion with local zoning laws can also result in a significant cost increase. Mississippi law allows the owner the option to classify a mobile home as real or personal property at the time registration:

However, if the owner who does not own the land on which his manufactured home or mobile home is located, they must declare it to be personal property at the time of registration (§ 27-53-17).

The owner who does own the land on which the manufactured home or mobile home is located shall have the option at the time of registration of declaring whether the home shall be classified as personal or real property. If the home is to be classified as real property, then the wheels and axles must be removed, and it must be anchored and blocked in accordance with the rules and procedures promulgated by the Commissioner of Insurance of the State of Mississippi. (§ 27-53-15)

- o **Task (B.2.6.1.1):** Determine jurisdiction's zoning laws.

Objective (B.2.7): Develop management tracking system.

Housing programs have a lot of moving parts. It is vital that a management tracking system is in place to capture the different components that must come together in order to have a viable housing program. Information and data in this system should capture every aspect of housing; from unit placement to unit demobilization. Documentation regarding applicants and occupant will also be captured in this system.

- **Outcome:** Office of Housing and Assistance Management System.

Strategy (B.2.7.1): Develop an internet-based multi-user verification management system that documents and tracks both housing and units from the beginning to the end of the housing process.

- **Output:** Programmatic and financial quarterly reports.
- **Efficiency:** One-stop-shop for each incident that requires housing assistance.

An Office of Housing and Assistance Management System will provide policies, processes and procedures to ensure that tasks are being fulfilled and objectives are being met.

- o **Task (B.2.7.1.1):** Enter notes/comments on applicants to ensure data integrity and provide weekly occupant workflow reports for internal and external use.
- o **Task (B.2.7.1.2):** Develop SOPs and forms needed for transition area management, site inspection and preparation and unit installation by TBD date.
- o **Task (B.2.7.1.3):** Ensure that subcontractors perform as prescribed by their associated contact.
- o **Task (B.2.7.1.4):** Ensure occupant maintenance concerns will be addressed in a timely, cost-justified and quality manner.

- o **Task (B.2.7.1.5):** Prescribe actions to preserve the integrity of all state property.
- o **Task (B.2.7.1.6):** Evaluate all maintenance activities and effectively report concerns to MEMA Housing Program Directors.
- o **Task (B.2.7.1.7):** Real-time Site Inspection Module to expedite site verification.
- o **Task (B.2.7.1.8):** Start entering commercial site information into management tracking system.
- o **Task (B.2.7.1.9):** Deploy Demobilization Module in the management tracking system to monitor the removal of housing units from installed sites.
- o **Task (B.2.7.1.10):** Deploy Permanent Housing Module to the management tracking system to handle at the permanent installation of housing units as well as track the progress of an applicant interested in purchasing a unit.
- o **Task (B.2.7.1.11):** Provide complete and accurate financial accountability.



C. MITIGATION

MITIGATION GOAL

Lessen the impact of future natural and man-made incidents, thus reducing the loss of life and property. This is accomplished through deliberate planning to identify risks and vulnerabilities, administration of programs to provide funding for mitigation projects, floodplain management, flood hazard mitigation and the National Flood Insurance Program. (See Miss. Code Ann. § 33-15-307)

Mitigation is the effort to reduce loss of life and property by lessening the impacts of disasters. The Office of Mitigation is divided into three Bureaus: Floodplain Management, Hazard Mitigation Grants and Mitigation Planning.

Objective (C.1): Coordinate disaster loss reduction programs, initiatives and policies throughout Mississippi.

- **Outcome:** Reduction in damages due to natural and man-made disasters.



The Mitigation Grants Bureau administers the HMGP (Hazard Mitigation Grant Program) and the non-Disaster Grant Program FMA (Flood Mitigation Assistance) and

*PDM (Pre-Disaster Mitigation). This Bureau provides grants to assist eligible applicants (State agencies, local governments, private nonprofits, and FEMA recognized tribal organizations) to build back stronger and safer after a Major Presidential Declaration. The Bureau of Mitigation Grants believes that the most successful way to achieve disaster resiliency is through educating our children about natural disasters. This will allow them to make better decisions regarding natural and man-made disasters when they are adults.

Strategy (C.1.1): Provide funds for mitigation planning initiatives and cost-effective mitigation projects designed to reduce or eliminate the effects of and costs of future disaster damage. Provides education regarding disaster resiliency and mitigation.

- **Output:** Local applicants with approved projects that provide protection of property.
- **Efficiency:** Number of projects approved and managed.
 - o **Task (C.1.1.1):** Conduct Applicants' Briefings after each Major Presidential Declaration throughout the State to discuss funding potential for mitigation projects.
 - o **Task (C.1.1.2):** Conduct HMA (Hazard Mitigation Assistance) webinars to provide mitigation tips in order to become more resilient.
 - o **Task (C.1.1.3):** Administer the funding of mitigation projects throughout the state to ensure funding opportunities are statewide.
 - o **Task (C.1.1.4):** Manage the funding of mitigation projects throughout the state to ensure compliance with all policies and regulations.
 - o **Task (C.1.1.5):** Check for compliance issues of approved HMA Infrastructure Projects.

The Mitigation Plans Bureau is responsible for developing and maintaining the State Hazard Mitigation Plan. The Mitigation Planning process, and resulting Hazard Mitigation Plan, includes hazard identification and risk assessment leading to the development of a comprehensive mitigation strategy for reducing risks to life and property. The Planning Bureau provides technical assistance to local governments that engage in hazard mitigation planning to identify risks and vulnerabilities associated with natural disasters. The Planning Bureau also develops long-term strategies for protecting people and property from future hazard events.

Strategy: (C.1.2): Provides the framework for increasing education and awareness around threats, hazards, and vulnerabilities by identifying long-term, broadly supported strategies for risk reduction.

- **Output:** All local jurisdictions with an approved hazard mitigation plan.
- **Efficiency:** Number of Mitigation Plans approved.
 - o **Task (C.1.2.1):** Conduct mitigation planning workshops to discuss mitigation plan development and planning strategies.
 - o **Task (C.1.2.2):** Review Regional and local Hazard Mitigation plans for updates and revisions.
 - o **Task (C.1.2.3):** Ensure that 75 percent of the local Hazard Mitigation Plans in the state are updated.
 - o **Task (C.1.2.4):** Ensure that 100 percent of the local Hazard Mitigation Plans in the state are maintained.

The Floodplain Management Bureau provides technical assistance to more than 330 Mississippi National Flood Insurance Program (NFIP) participating communities. In those communities, there are 62,703 NFIP Policies with an estimated \$15.6 billion in total coverage. Out of those more than 330 communities, 31 participate in the

Community Rating System (CRS). The Bureau works to identify flood risk and promote informed planning and development practices to help reduce that risk through the Risk Mapping, Assessment and Planning (RiskMAP) program.

- **Output:** Reduction in the number of flood related losses in the State.
- **Efficiency:** Number of communities participating in the NFIP.

Strategy: (C.1.3): Reduces the risk to structures that are in flood prone areas through comprehensive codes and regulations.

- o **Task (C.1.3.1):** Conduct Community Assistance Visits with 20 percent of the state's National Flood Insurance Program (NFIP) communities so that each community is visited within five years. These visits will identify any deficiencies in compliance within the program.
- o **Task (C.1.3.2):** Conduct meetings with NFIP Communities to discuss concerns and/or issues with the program.
- o **Task (C.1.3.3):** Provide training throughout the State on the NFIP and implementation of the program at the local level.
- o **Task (C.1.3.4):** Review local ordinances for compliance with 44 CFR on floodplain management regulations.
- o **Task (C.1.3.5):** Assist local NFIP Communities with compliance to the substantial damage clause in the NFIP.
- o **Task (C.1.3.6):** Provide technical advice to local governments on projects, NFIP Forms, Flood Insurance, and/or Floodplain Management.
- o **Task (C.1.3.7):** Use the RiskMAP Program with MDEQ and FEMA to provide high quality flood maps and information. The RiskMAP Program also uses tools to better assess the risk from flooding and planning and outreach support to communities to help them act to reduce flood risk.

