



MISSISSIPPI EMERGENCY MANAGEMENT AGENCY STRATEGIC PLAN 2025-2029



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Goal A: Lessen the impact of future natural and man-made incidents, thus reducing the loss of life and property

1. MISSION STATEMENT

The Mississippi Emergency Management Agency's (MEMA) mission is to Safeguard Mississippi and its citizens by fostering a culture of preparedness, executing timely responses during a disaster and quickly restoring quality of life post-event.

2. PHILOSOPHY

The philosophy of MEMA consists 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 preserve the disaster area's economy, thus decreasing disaster assistance costs. Effective mitigation requires a thorough understanding of local risks, addressing the hard choices, and investing in long-term community well-being. Without mitigation actions, we jeopardize safety, financial security, and self-reliance. Mitigation funding is available to state, local governments, and federally recognized American Indian Tribes to implement long-term hazard mitigation planning and projects following a Presidential major disaster declaration. Examples of mitigation projects may include acquiring flood-prone structures, elevations of structures, and saferooms.

PREPAREDNESS:

Preparedness is a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action. Preparedness involves activities that will improve the tempo and coordination of the response to an emergency. The Planning Process in Preparedness consists of developing objectives, implementing tasks to meet those objectives, determining available resources, and creating a timeline to complete the plan. Training and exercising are the cornerstones of preparedness, focusing on readiness to respond to all-hazards incidents and emergencies. From tabletop activities to full-scale simulations of disaster situations involving all agencies, disaster preparedness exercises are conducted to validate proposed plans, policies, procedures, capabilities, and coordination activities. Overall, resiliency is the key to preventing, withstanding, and recovering from the impacts of natural disasters that affect communities.

RESPONSE:

The response phase is shortly before, during, and after a disaster. Response is when activities are conducted to save lives and minimize damage. Activation of the State Emergency Operations Center, search and rescue, and reception and care of disaster victims are some response actions. The sixteen Emergency Support Function activities are generally carried out in the local and State Emergency Operations Centers during disasters. The State Emergency Operations Center coordinates the activities of representatives of each department and organization involved in response activities to ensure an organized response to the situation and ensure the public is given accurate and timely information regarding the disaster.

RECOVERY:

Recovery is 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 readiness before, during, and after natural, manmade, or technological crises.

STATEWIDE GOAL #2 – INFRASTRUCTURE:

To provide mitigation projects for constructing and maintaining infrastructure to protect critical roadways, waterways, and power systems required for citizens and the business community to foster economic growth.

STATEWIDE GOAL #3 – HEALTH:

To protect Mississippians from risks to public health and 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 to help state and local jurisdictions prepare for recovery and create 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 toward recovery.

STATEWIDE GOAL #6 – HUMAN SERVICES:

Foster an efficient government and an informed citizenry that helps to address social problems and targets socially vulnerable populations.

4. OVERVIEW OF THE AGENCY FIVE-YEAR STRATEGIC PLAN

The past year provided Mississippi and MEMA with unprecedented challenges: the continuation of the extraordinary COVID-19 pandemic and the abnormal number and intensity of natural disasters. Through it all, MEMA's vision and strategic plan did not waver; in fact, the people of MEMA met and overcame every obstacle and problem those years provided. MEMA continued demonstrating that we are the State's go-to agency and problem solvers.

Disasters are handled best when "Locally Executed, State Managed, and Federally Supported." With one new federally declared disaster this year and the twenty-one ongoing federally declared disasters, MEMA's capabilities have been challenged and strengthened. MEMA's relationships with federal and

state partners and local stakeholders are as robust as ever. Despite repetitive disasters, the people of Mississippi are resilient.

This year's strategic plan concerning MEMA's vision of the road forward has not changed significantly, yet MEMA will provide increased focus on instilling equity and climate resiliency as foundational principles. This plan can only be successful if MEMA's ultimate focus is on "People, People, People": the professional people of MEMA, the dedicated people of the local emergency management force, and the resilient disaster-stricken people of Mississippi.

Operating in a COVID-19 pandemic environment presented significant challenges across the four emergency management phases. Many standard processes continue to evolve to incorporate protective measures: social distancing, virtual damage assessments, web-based training, and seminars. These processes were in MEMA's vision; however, the COVID environment hastened their development. Additionally, MEMA has taken on additional responsibilities for the state in procurements and emergency logistical operations.

As the operational environment evolves, especially regarding the ongoing COVID-19 pandemic, MEMA will remain flexible and develop its processes. Even through this period of evolution, MEMA continues to lead from the front, assisting other state agencies, the Mississippi Band of Choctaw Indians, counties, and municipalities.

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 disaster-focused preparedness: planning, training, exercising, and mitigating. Building a Culture of Preparedness across the whole community will support a statewide effort to prepare 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 local governments and threaten National security. They are life-altering incidents for those impacted, causing many fatalities and widespread destruction. Catastrophic disasters disrupt lives and impact communities economically and socially. Readiness is critical for MEMA and its partners to ensure the response and recovery missions are successfully executed.

IMPROVE THE INTEROPERABILITY BETWEEN STAKEHOLDERS

The State faces numerous evolving threats and hazardous environments. MEMA must be flexible and adaptable to meet the needs of individuals and communities and deliver assistance and support as efficiently as possible. MEMA must innovate and leverage new technology to reduce complexity, increase efficiency, and improve outcomes.

FOSTER THE WHOLE COMMUNITY AND SHARED RESPONSIBILITY APPROACH

The whole community and shared responsibility approaches are hallmarks of this Strategic Plan. Each strategic goal and objective requires collaboration and commitment of individuals and organizations outside of MEMA. We must synergize Mississippi by enabling state and local leaders to bring to bear all available resources and capabilities through a coordinated structure and with defined roles.

INSTILL EQUITY AS A FOUNDATION OF EMERGENCY MANAGEMENT

Disasters impact people and communities differently. Every disaster occurs within a unique context based on a community's geographic, demographic, political, historical, and cultural characteristics. Underserved communities, as well as specific identity groups, often suffer disproportionately from disasters. As a result, disasters worsen inequities already present in society. MEMA will continue to integrate equity by ensuring consistent, systematic, fair, just, and impartial treatment of all individuals regardless of socioeconomic status or any other protected characteristic as a foundation of its culture through our workforce, our programs, and the emergency management community.

DEVELOP CLIMATE RESILIENCY AS A SHARED RESPONSIBILITY

Climate change represents a profound national crisis, making natural disasters more frequent, intense, and destructive. The growing severity of disasters increases the time it takes for communities to recover — a process that can be further complicated by repeat events in areas already struggling to bounce back. Through close collaboration with federal, state, tribal, and local governments, community-based organizations, and the private sector, MEMA will focus on increasing climate literacy, developing tools, and allocating resources to create a more equitable and resilient state.

5. EXTERNAL/INTERNAL ASSESSMENT & INTERNAL MANAGEMENT SYSTEMS

MEMA has identified several internal and external factors influencing its ability to achieve its targeted performance goals. The flexibility to deal with unexpected elements can determine success and failure as the state's coordination center for man-made, natural, and technological disasters.

Although MEMA continues to meet the demands and has reached the required performance goals in the past, the ability to continue to achieve the goals is becoming increasingly difficult. Funding shortfalls, unprecedented disasters, and high turnover rates have resulted in the agency operating with a large percentage of staff having limited experience. Regarding the factors below, any additional fiscal or workforce setbacks could significantly affect MEMA's ability to meet the targeted performance goals and fulfill its core mission.

5.1 External/Internal Assessment

5.1.1 Management of Multiple Unprecedented Disasters

Over the past five years, Mississippi has been impacted by many major disasters. In 2019, Mississippi received federal declarations for tornadic and unprecedented flooding events. In 2020, Mississippi received federal declarations for the record-setting Pearl River basin flooding; a tornadic event that was the largest tornado in Mississippi's history; the global COVID-19 pandemic; a winter storm, and four hurricanes (Laura/Marco, Sally, Delta, and Zeta). In 2021, the state received a federal declaration for Hurricane Ida. 2022 and 2023 brought two non-standard emergencies, the City of Jackson Water Crisis and the Holly Springs Utility Department Power-Outage Crisis.

MEMA has experienced significant strain on permanent and experienced staff through all these events. Over the years, legislatively mandated PIN reductions have reduced the qualified and experienced personnel necessary to manage and respond to these events. As with most critical agencies, most of MEMA's staff have two dedicated duty assignments – normal operations and State Emergency Operations Center activation. The ability of MEMA's staff to effectively manage these new, multiple, and unprecedented events, coupled with twenty federally declared disasters dating back to Hurricane Katrina, is threatened. To combat this, MEMA has relied upon Disaster

Reservists and contractors to augment many sections. Unfortunately, and all too often, these personnel do not have the institutional knowledge or training necessary to augment the permanent staff effectively. During the COVID-19 pandemic, MEMA authorized additional time-limited PINs to augment or "right-size" the staff. These PINs are critical and needed to manage the state's COVID-19 pandemic, open disasters, and respond to future disasters. With just over 114 permanent PINs and 68 time-limited PINs, MEMA is currently manned below the conservative estimate of 200-250 permanent PINs necessary.

To help stretch MEMA's limited resources and mitigate limitations, MEMA continuously searches for new and innovative methods to extend capabilities. One example is soliciting support from faith-based, non-profit, and private-sector organizations. These partners are invaluable assets, especially during post-incident recovery. Through the MEMA Business Emergency Operations Center efforts, MEMA has established relationships with stakeholders throughout the community that provide citizens with goods and services. This is one way that MEMA maximizes its limited resources during these trying times. Without the establishment of the Business Emergency Operations Center, support from the non-profit, private sector, and faith-based organizations, MEMA's ability to meet the needs of survivors would be significantly reduced. However, even with support from the private sector and faith-based organizations, the responsibility remains on the shoulders of the under-sized MEMA.

5.1.2 Retention of Professional Staff

The single most significant internal or external factor that could impact MEMA's success in achieving its targeted performance goals is employing and retaining qualified emergency management professionals. Less than 30% of MEMA employees have more than ten years of emergency management experience. More than ever before, MEMA staff must be on the cutting edge of evolving and ever-changing federal doctrinal changes. The staff must thoroughly understand and act upon new and changing federal regulations and new technologies to mitigate, prepare for, respond to, and ultimately recover from disasters. Concurrently, MEMA must have technically and tactically proficient staff to address the 32 Core Capabilities outlined in the Federal Emergency Management Agency (FEMA) Comprehensive Preparedness Goal Guidelines.

Over the past few years, significant public and private sector job growth and higher salaries have strained the agency's ability to retain technical staff. The recent changes brought about by the SEC2 project allow the agency to be more competitive with private industry and other governmental organizations; however, it is essential that the agency keep existing PINs and not lose positions. MEMA aggressively recruits nationwide, but hiring people willing to commit to state service is more challenging, especially in high-demand fields such as emergency management. It is important that the agency keep the existing staff numbers.

MEMA is the state's lead agency for emergency management planning, training, and exercising, and MEMA's program is nationally recognized. As a result of this recognition, emergency management, and preparedness practitioners are sought after and thus become very marketable to the private sector and government agencies. This marketability has created a "revolving door" that impacts the agency's continuity of effort. 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 once a high degree of productivity is achieved.

5.1.3 Loss of Institutional Knowledge

MEMA has experienced significant losses in qualified and experienced staff. The loss of institutional knowledge held by these individuals, combined with the trickledown effect of replacing them, is taxing MEMA's ability to meet the performance goals. MEMA is losing critical institutional knowledge faster than it can be replaced. The greatest challenge is staff retention due to the disparity in pay compared to the private sector. All too often, MEMA entry-level and tenured staff are trained, qualified, and gain experience, only to be swept away by higher-paying positions in the federal or private sector.

5.1.4 Aging and Limited Resources

From 2005 to the present, MEMA has conducted over 118 State Emergency Operations Center activations and, to date, is still working on twenty federally declared disasters. Much of MEMA's aging vehicle fleet exceeds the expected service life, and associated maintenance costs deplete a strained budget. The MEMA fleet consists of 57 vehicles with an average age of 7.0 years and average mileage of 74,429 miles.

The State Emergency Operations Center is now surpassing 17 years since construction and feels the burden of substantial maintenance costs associated with normal wear and tear.

5.1.5 Legislative Restrictions on Unmanned Aerial Systems

Senate Bill 2853, submitted and approved during the Regular Session 2023, places restrictions on using non-domestic Unmanned Aerial System (UAS) products. This restriction will present significant limitations and constraints on MEMA's ability to maintain the unprecedented momentum gained in the Agency's UAS Program. Not only will the bill restrict the usage of the existing fleet of 15 aircraft and associated components, but the bill will also require MEMA to replace the fleet to continue UAS operations. This includes replacing all aircraft, associated optics, sensors, and support equipment such as batteries, chargers, and controllers. Initial estimates show the cost of replacing the fleet and components with similar items to be in excess of \$520,000.00. This is over three times the original expenditure of \$155,000.00.

The expense of domestic UAS platforms and components, the training and recertification of pilots on new equipment, coupled with the fact that no replacement funding was allocated, will significantly strain the UAS Program's activities and MEMA's current budget.

5.1.6 System Structure and Development

MEMA has spent over \$537,000 replacing outdated infrastructure and systems during the fiscal year 2023. MEMA has also conducted safety inspections and corrected numerous safety issues with the aging infrastructure.

A major MEMA success in reducing administrative costs resulted from applying new technology and bringing efficiencies to speed up business processes. Significant investments in new electronic systems often require years to amortize and return savings. The projected improvements in efficiency are based on many assumptions regarding the projected time cost and cost duration associated with the development and installation of new systems. Although these assumptions, projections, and objectives are reasonable, a great deal of uncertainty and risk is associated. 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 procedures, and using third-party evaluation and cost estimates.

MEMA utilizes staff and technology to ensure the operation of programs and the internal processes of those programs are practical 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 in managing workloads. Managers can evaluate a group's or individual areas of responsibility, productivity, commitments, schedules, and other pertinent information. Numerous Standard Operating Procedures and checklists have been developed to ensure state and federal requirements are met, and best practices are used efficiently and effectively. Files are maintained to ensure accountability and transparency. MEMA participates with FEMA, the Department of Homeland Security, and other federal oversight evaluation programs, including the State Review Framework, which evaluates program effectiveness and consistency for federally delegated programs. MEMA programs undergo periodic reviews of financial records and program compliance. These reviews and audits can be conducted by federal entities, the Office of the State Auditor, or independent audit firms.

5.1.7 Partnerships

A significant external factor or challenge that could affect MEMA's long-term goals is the effectiveness of emergency management partnerships. Although MEMA provides management and coordination, state and local governments and the private sector are responsible for protecting citizens from harm.

5.1.8. Manmade and Natural Disasters

The frequency and magnitude of disasters continue to impact MEMA's ability to accomplish agency goals. MEMA's response and recovery objectives are based on an all-hazards approach. It is challenging to predict the assets and capabilities required to build and improve the performance and efficiency of emergency management activities when capabilities and resources fluctuate so often and when the emergency management workload seems ever-increasing and compounding.

5.2 Internal Management Systems

5.2.1 Mississippi State Personnel Board Personnel Review System

MEMA adheres to the Mississippi State Personnel Board Personnel Review System and associated Personnel Review Assessments to evaluate individual performance related to targeted performance levels. Every employee whose position is under the salary-setting authority of the Mississippi State Personnel Board has their job performance assessed at least once annually.

5.2.2 MB3

MB3 is the site for the online application and management of the Public Assistance Grant and the Hazard Mitigation Grant Program. Public Assistance is a federal grant program to aid State and local governments in returning a disaster area to pre-disaster conditions. FEMA Hazard Mitigation Grant Program provides a significant opportunity to reduce the Nation's disaster losses through mitigation planning. This site is also the central resource portal for MEMA to manage Purchase Requisitions, Travel Vouchers, Time Records, and Training Courses.

5.2.3 Mississippi's Accountability System for Government Information and Collaboration (MAGIC)

MAGIC is Mississippi State Government's Enterprise Resource Planning solution. Mississippi's Accountability System for Government Information and Collaboration is the statewide accounting and procurement system of record, encompassing Finance (accounting, budgeting, grants management), Logistics (procurement, fleet management, inventory management), Human Resources-Employee Central (core human resources, organizational management, benefits management) and Data Warehouse functionality.

5.2.4 Federal Emergency Management Agency Grants Portal

FEMA's Grants Portal is a Public Assistance Program component that provides state, tribal, territorial, and local governments and certain private non-profits a platform to request supplemental, post-disaster grants. The program is designed so communities can quickly respond to and recover from major disasters or emergencies. The Grants Portal is used by MEMA and local stakeholders to submit and track data and ensure compliance and accountability to federal grant requirements.

5.2.5 Homeland Security Exercise Evaluation Program (HSEEP)

Exercises are a key component of national preparedness — they provide the whole community with the opportunity to shape planning, assess and validate capabilities, and address areas for improvement. The Homeland Security Exercise Evaluation Program provides guiding principles for exercise and evaluation programs and a common approach to exercise program management, design and development, conduct, evaluation, and improvement planning.

Using the Homeland Security Exercise Evaluation Program, the whole community can develop, execute, and evaluate exercises that address preparedness priorities. Risk and capability assessments, findings, corrective actions from previous events, and external requirements inform these priorities. These priorities guide the overall direction of an exercise program and the design and development of individual exercises.

5.2.6 WebEOC

WebEOC is a web-based crisis management system developed to improve the coordination and communication of organizations, agencies, and assets while planning for, responding to, or recovering from man-made and natural disasters. WebEOC is the State's official emergency management software system. All 82 Counties, the Mississippi Band of Choctaw Indians, state and federal agencies, and approved non-governmental emergency management partners use it to monitor and manage activities before, during, and after an emergency or disaster.

5.2.7 Homeland Security Information Network

The Homeland Security Information Network is the Department of Homeland Security's official system for trusted sharing of Sensitive But Unclassified information between federal, state, local, territorial, tribal, international, and private sector partners. Mission operators use Homeland Security Information Network to access Homeland Security data, send requests securely between stakeholders, manage operations, coordinate planned event safety and security, respond to incidents, and share the information they need to fulfill their missions and help keep their communities safe. The Homeland Security Information Network is MEMA's primary information-sharing and situation room platform.

5.2.8 Emergency Management Assistance Compact

The Emergency Management Assistance Compact is an all-hazards - all disciplined mutual aid compact that is the cornerstone of the nation's mutual aid system. The Emergency Management Assistance Compact offers assistance during governor-declared states of emergency or disaster through a responsive, straightforward approach that allows states to send personnel, equipment, and commodities to assist with response and recovery efforts in other states. Emergency Management Assistance Compact resources deploy through their respective state emergency management agencies, allowing for a coordinated deployment. Deployments are coordinated with the federal response to avoid duplication and overlap; Emergency Management Assistance Compact Articles of Law provide Tort Liability Protections, Worker's Compensation, License Reciprocity, and a standardized reimbursement process.

5.2.9 Crisis Track

Crisis Track is an emergency management software MEMA utilizes for various damage assessment functions. Crisis Track functions include but are not limited to organizing Global Information System or tax data to identify all infrastructure locations and values, making the mobile damage assessment collection a quicker and more accurate process, using initial damage reports from citizens to help identify areas of concern and assign infrastructure locations to damage assessment teams; managing damage assessment team's time and locations as well as view assessment results in automatically generated FEMA Project Worksheet and Incident Command System forms.

5.2.10 Emergency Operation Supply Tracking Inventory Management and Delivery System

For logistical inventory control at MEMA warehouses in Pearl and the new State Emergency Logistical Operations Center in Byram, MEMA utilizes the Emergency Operation Supply Tracking Inventory Management System. The system maintains accurate stock counts, reduces errors, and avoids the time-consuming manual entry of items, location bins, pick orders, inventory receiving, and delivery receipts documenting who, where, and when the delivery was performed. Real-time inventory reports allow MEMA to compile and analyze essential data, like transactions by site or warehouse, itemized inventory levels, deliveries to individual stakeholders, delivery history, and incident delivery reports.

6. AGENCY GOALS, OBJECTIVES, STRATEGIES, AND MEASURES

Program 1: Emergency Management Preparedness

Goal A: Build a Culture of Preparedness

Ensure that Mississippi is a resilient state that focuses on preparing for, responding to, and mitigating threats and hazards that pose a risk across the State.

MEMA conducts a systematic all-hazards approach to coordinate regional planning, training, and exercises with whole community partners, including federal, state, tribal, local, non-governmental organizations, and private sector stakeholders, through virtual and in-person platforms.

Objective (A.1): Provide reasonable assurance to protect people from personal injury or loss of life and mitigate damage or loss of property resulting from disasters or emergencies 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 National Incident Management System, Incident Command System, and National Qualification System.

Continue to advance the registration process and house certificates in the online MB3 training portal and a cloud-based service, SharePoint.

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 in whole community preparedness.
- Explanatory: Annual number of new emergency managers/agencies requiring planning, training, and exercise support.
 - o Task (A.1.1.1): Establish a cadre of qualified contract instructors.
 - o Task (A.1.1.2): Facilitate and participate in course offerings and preparedness workshops/drills.
 - o Task (A.1.1.3): Develop position-specific task books in accordance with the National Qualification System.
 - o Task (A.1.1.4): Review and implement updates in course material as they become available.
 - o Task (A.1.1.5): Produce a three-year training schedule in support of the Office of Preparedness.
 - o Task (A.1.1.6): Leverage technology to provide virtual training, as warranted.
 - o Task (A.1.1.7): Provide technical assistance for training system access and registration.
 - o Task (A.1.1.8): Establish a secure repository for training certifications and documentation.
 - o Task (A.1.1.9): Identify training needs assessments for the whole community.
 - o Task (A.1.1.10): Provide training based on gaps and corrective actions identified in the after-action review/improvement plan and gap analysis report.
 - o Task (A.1.1.11): Assist stakeholders with technical assistance for the annual National Incident Management System Compliance Assistance Support Tool requirement.
 - o Task (A.1.1.12): Regionally coordinate local training opportunities for Incident Command System courses.

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, tribal, local, 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 implementing and maintaining preparedness plans and procedures.

- Efficiency: Number of capability gaps identified.
- Explanatory: Agency participation in virtual, tabletop, or full-scale exercises and After-Action Review/Improvement Plans.
 - o Task (A.1.2.1): Conduct exercises based on capabilities identified in existing plans, procedures, and training.
 - o Task (A.1.2.2): Coordinate with exercise participants and stakeholders to develop post-exercise After Action Review/Improvement Plans.
 - o Task (A.1.2.3): Conduct exercises that increase complexity, build upon training needs, and plan revisions identified in After Action Review/Improvement Plans.
 - o Task (A.1.2.4): Provide technical assistance workshops or training on designing, conducting, and evaluating different types of exercises and After Action Review/Improvement Plans in accordance with the Homeland Security Exercise Evaluation Program and FEMA.
 - o Task (A.1.2.5): Provide technical assistance to coordinate and facilitate district and regional exercises.
 - o Task (A.1.2.6): Conduct Integrated Preparedness Planning Workshops to engage stakeholders in revising and proliferating the Office of Preparedness training schedule.
 - o Task (A.1.2.7): Incorporate information from the State's Threat and Hazard Identification Risk Assessment/Stakeholder Preparedness Review into preparedness plans and procedures.

Strategy (A.1.3): Maintain the 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 whole community partners and stakeholders who have an emergency management role.

Through coordination with whole community partners, state-level plans are reviewed, revised, and developed to ensure reasonable assurance of protecting the State's citizenry and property.

MEMA works with FEMA and other whole community partners to provide planning expertise to state stakeholders. Local Emergency Management Agencies participating in the Emergency Management Performance Grant must validate their plans through exercise and the After Action Review/Improvement Plans 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 reviewing, revising, and developing local emergency management plans. Local Emergency Management Agencies 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.

- Efficiency: Frequency, accuracy, and dissemination of plan updates.
- Explanatory: Size and scope of the planning entity; full-time staff/part-time staff, dedicated planners, or additional duty assignments.
 - Task (A.1.3.1): Participate in planning meetings to prepare for exercises.
 - Task (A.1.3.2): Provide stakeholders with 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 Grand Gulf Nuclear Station and Waste Isolation Pilot Plant radiological emergency preparedness programs.
 - Task (A.1.3.12): Develop and maintain state emergency response plans and procedures for preparing and responding to an incident at the two fixed nuclear facilities affecting areas within Mississippi (Grand Gulf and River Bend Nuclear Stations).
 - Task (A.1.3.13): Provide general recovery plans for radiological incidents that provide timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historical, and environmental fabric of communities affected by a catastrophic radiological incident.
 - Task (A.1.3.14.): Provide training and exercises to ensure awareness and understanding of the plans and procedures that will promote equity and climate resiliency for those communities most at risk relative to disaster preparedness, response, and recovery

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

MEMA will continue to manage the common operating picture, including WebEOC, for situational awareness.

- Output: Number of stakeholders with enhanced situational awareness.

- Output: Number of states providing assistance.
- Efficiency: Percentage of stakeholders receiving notifications and resources during operations.
- Explanatory: Number and type of communications devices available (computers, smartphones, mobile radios, mass notification systems, alarms/sirens).
 - o Task (A.1.4.1): Provide a comprehensive situational awareness capability.
 - o Task (A.1.4.2): Coordinate resource management and deployment.

Goal B: Optimize IT Resources through Enhanced Methodologies

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 manage enterprise computer operations, network operations, communication operations, and geographic mapping operations, supporting internal and external stakeholders. All programs depend on, collaborate, and/or interact with the systems developed, maintained, or supported internally. Additionally, the IT/GIS/Communications support staff plays a significant role in administering all communications for MEMA and supporting interaction with supporting agencies.

Objective (B.1): Establish a management team to administer the MEMA Information Technology and Services.

- Outcome: Administration as a Percentage of Total Budget.

Strategy (B.1.1). Streamline business software/hardware processes to align with agency goals and objectives.

- Output: Availability of funding and staff.
- Efficiency: Percentage of network availability 24/7/365.
- Efficiency: Percentage of core application(s) available 24/7/365 (WebEOC, MB3, Microsoft Office, FortiMail Filter, Fortigate Firewall, Xcitium, Crisis Track, ESRI, AtHoc, Integrated Public Alert & Warning System, Homeland Security Information Network).
- Explanatory: Network type, age, speed, random access memory and storage capability, kind and quality of software available, experience, and ability of staff.
 - o Task (B.1.1.1): Implement and maintain WebEOC for data submissions by state, tribal, county, and municipal entities for support during events or states of emergency.
 - o Task (B.1.1.2): Implement and maintain MB3 for data submissions by state, tribal, county, and municipal entities for support during events or states of emergency.
 - o Task (B.1.1.3): Maintain and support External Affairs outreach and make available the information to the public on MSEMA.org.
 - o Task (B.1.1.4): Enhance the customer experience by monitoring the web presence and providing access to needed information.

- o Task (B.1.1.5): Identify and address internal and external information technology opportunities or challenges.
- o Task (B.1.1.6): Implement and maintain security measures to protect data, computers, servers, network hardware, and software from intrusions and attacks.

Strategy (B.1.2): Streamline telephonic business processes that strengthen alignment with agency goals and objectives.

- Output: Functional, reliable, trained, and exercised communication system.
- Efficiency: Percentage framework for receiving, distributing, managing, and analyzing communications data 24/7/365.
- Explanatory: Turnover of staff, training opportunities, rapidly changing technology.
 - o Task (B.1.2.1): Implement and maintain the State Emergency Operations Center Telephone Communication System.

Objective (B.2): Support enterprise mapping components to enable the effective and efficient use of information in daily operations.

- Outcome: Number of supporting agencies with access to MEMA Global Information Systems.

Strategy (B.2.1): Streamline business processes that strengthen alignment with agency goals and objectives.

- Output: Fully integrated standard operating systems.
- Efficiency: Percentage framework for gathering, managing, and analyzing data during operations.
- Explanatory: Various incoming reporting streams, integration of systems, and standardization and efficiency of outgoing messaging.
 - o Task (B.1.2.1): Maintain and refine the MEMA Common Operating Picture.
 - o Task (B.1.2.2): Implement and maintain Global Information Systems data submissions by State, Tribal, County, and Municipal entities for support during events or states of emergency.
 - o Task (B.1.2.3): Maintain and support External Affairs outreach and provide information to the public on MSEMA.org and other media communication tools.
 - o Task (B.1.2.4): Maintain relationship and coordination with Mississippi Automated Resource Information System to obtain updated statewide geospatial data, including critical infrastructure and imagery available to the whole community.
 - o Task (B.1.2.5): Identify and address internal and external Global Information Systems technology opportunities or challenges.
 - o Task (B.1.2.6): Add updated data to the United States National Grid Map books for all 82 counties to support the whole community concept. Map books will be used in disasters and SAR.

- o Task (B.1.2.7): Identify and address internal and external Global Information Systems technology opportunities or challenges.
- o Task (B.1.2.8): Implement and maintain security measures to protect data, computers, servers, network hardware, and software from intrusions and attacks.

Objective (B.3): Support MEMA communications components to enable effective and efficient use to generate state information, warnings, and alerts.

- Outcome: Increase the percentage of delivery of critical information to supporting agencies 24/7/365.

Strategy (B.3.1): Support MEMA Information Management Systems and streamline business processes that strengthen agency goals and objectives.

MEMA is responsible for alerting State and local officials to natural or man-made incidents throughout the State. These alerts include boil water notices, burn bans, severe thunderstorm warnings, tornado warnings, hurricanes, earthquakes, tsunamis, missing persons, hazardous materials, amber and silver alerts, flash flooding, and missing aircraft incidents. Communication capabilities include Primary MSWIN P25 System radios, Cellular, Satellite, and VHF/UHF Frequency 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 24/7/365.
- Explanatory: Variety, age, and capability of stakeholder communications systems, agency size, employee experience, and ability.
 - o Task (B.1.3.1): Implement and maintain Agency Communications 24/7/365.
 - o Task (B.1.3.2): Provide alerts for all state events.
 - o Task (B.1.3.3): MEMA shall maintain and support Grand Gulf Nuclear Station emergency communications.
 - o Task (B.1.3.4): Identify necessary equipment to facilitate interoperable communications among federal, state, tribal, and local agencies during all-hazards events, both statewide and regionally, to support the whole community.
 - o Task (B.1.3.5): MEMA shall attend monthly Mississippi Wireless Communications Commission meetings to enhance state interoperability.
 - o Task (B.1.3.6): MEMA will conduct All-Hazards Communications Leader and All-Hazards Communications Technician training with the Mississippi Wireless Communications Commission.
 - o Task (B.1.3.7): Implement and maintain Federal Communications Commission Records for 911 submissions by State, Tribal, County, and Municipal entities for support during events or states of emergency.

- o Task (B.1.3.8): Identify training requirements necessary for first responders anticipated to use the interoperable system.
- o Task (B.1.3.9): Maintain standard operating guidelines for deploying interoperable equipment to facilitate State, Tribal, County, and Municipal communications during all-hazard events.
- o Task (B.1.3.10): Update the Chempack stakeholder call-down list and participate in exercises.
- o Task (B.1.3.11): Maintain redundant communications to support the whole community.
- o Task (B.1.3.12): Develop and execute plans and procedures at Grand Gulf Nuclear Station Quarterly notification drills and Grand Gulf Nuclear Station full-scale exercises.
- o Task (B.1.3.13): Maintain and update the AtHoc contacts and Distribution List.
- o Task (B.1.3.14): Assist local, tribal, and state agencies with radio programming.
- o Task (B.1.3.15): Develop and execute plans and procedures at Waste Isolation Pilot Plant and radiological transportation training and exercises.
- o Task (B.1.3.16.): Ensure credible information is developed and promptly disseminated to all segments of the public, including individuals with access and functional needs, individuals with disabilities, those from religious, racial, and ethnically diverse backgrounds, and people with limited English proficiency to ensure equitable outcomes.

Goal C: Serve as the State’s leading expert in contemporary emergency management while developing Innovative Solutions to Support Emergency Management’s Expanding Responsibilities

The operational continuum of emergency management changes daily. Routine preparedness activities can dramatically change into a fast-paced and life-changing response to an incident at a moment's notice. As part of this need to be ever-prepared, MEMA continues to evolve and adapt new processes to stay ahead of the needs of Mississippi’s citizens. MEMA has developed the Mississippi Business Emergency Operations Center and State Emergency Logistical Operations Center over the past few years. Due to the challenges of the COVID-19 pandemic, both of these concepts are still in development and will remain prime fixtures in our strategic planning.

MEMA will continue to bring Air Operations to the forefront of the planning effort. MEMA’s Unmanned Aerial Systems program has grown exponentially over the past few years and has become a critical component of our response and recovery activities. The need to continue developing this program is paramount. Additionally, the success of the Unmanned Aerial Systems Program has highlighted the need to fully develop the State Emergency Operations Center’s Air Operations Branch. During medium to large-scale incidents, air operations can become very complex. Air space management, asset utilization, command, and control can be problematic and confusing if an Air Operations Branch is not adequately managed.

External Affairs. MEMA must be forward-thinking and proactive when planning for potential disasters. As a critical communicator to citizens across the state, MEMA has launched a new, free MEMA App.

This application provides preparedness tips before a disaster, responding during a disaster, and the appropriate actions and contact information after a disaster occurs. The MEMA Application also provides targeted weather messaging selected by the user that's tailored to their wants and needs of weather warnings, including but not limited to Tornado Warnings, Flood Warnings, and Tropical Storm Warnings. The MEMA Application also provides residents with the items needed to build a disaster supply kit and the necessary documents required for the recovery phase of a disaster. The app allows MEMA communications staff to give all users life-saving, pertinent information and alert notifications. The application requires yearly maintenance.

In the age of technology, MEMA may also utilize gas station television to inform citizens in the coastal counties of mandatory evacuations. This medium will inform citizens that an evacuation occurs while residents pump fuel.

When power grids and limited internet access are down, MEMA must also consider delivering pertinent information to disaster victims. MEMA will utilize these forms of communication when social media and internet connections are disrupted in impacted areas, such as letter flyers and informational graphics mailed to residents.

Mississippi Business Emergency Operations Center. The Mississippi Business Emergency Operations Center was instrumental in procuring donated commodities during the City of Jackson Water Crisis of 2022 and the severe weather outbreak on March 24-25, 2023, and will be critical in supporting future disasters. This is accomplished with increased staff that networks, connects, and informs the private sector of needs within the state to generate a response. While some businesses will donate supplies through the Mississippi Business Emergency Operations Center, others will contract. The Mississippi Business Emergency Operations Center works closely with Logistics to ensure the transport and delivery of necessary commodities received through the Mississippi Business Emergency Operations Center.

Objective (C.1). Partner with private sector businesses across the state and nation to help procure products, donations, and other essential items necessary for the recovery of an affected area.

- Outcome: An established and viable Business Emergency Operations Center able to support all incidents.

Strategy (C.1.1). Create a virtual space on the Mississippi Business Emergency Operations Center website that provides private and public businesses to connect and share information.

- Output: Number of supporting businesses connected with the Mississippi Business Emergency Operations Center virtually.
- Efficiency: Percentage of Mississippi Business Emergency Operations Center registrants with the ability to operate and communicate virtually and contribute to the needs of the State during a disaster.
- Explanatory: Willingness, timeliness, and ability of private-sector entities to support various size incidents.
 - o Task (C.1.1.1): Implement and maintain business registration on the Mississippi Business Emergency Operations Center website.
 - o Task (C.1.1.2): Implement and maintain login information for registered businesses.

- o Task (C.1.1.3): Disseminate business updates, executive orders, newsletters, and information tools to Mississippi Business Emergency Operations Center registrants.
- o Task (C.1.1.4): Facilitate the procurement and delivery of supplies and resources to assist in the recovery phase of a disaster.
- o Task (C.1.1.5): Ensure resources are allocated and delivered consistently, systematically, fairly, justly, and impartially to all individuals regardless of socioeconomic status or other protected characteristics.

State Emergency Logistical Operations Center. The State Emergency Logistical Operations Center provides warehouse space and operations for emergency readiness commodities and distribution activities to meet immediate response needs in disaster areas and Personal Protective Equipment for healthcare and first responders.

Objective (C.2). MEMA Office of Logistics is tasked with the overall logistical operations for the COVID-19 pandemic response. Logistical operations include procurement, receipt, storage, management, allocation, and delivery of Personal Protective Equipment to healthcare and local jurisdictions.

- Outcome: Fully functional and staffed warehouse to meet current and future needs.

Strategy (C.2.1): Manage an appropriate facility to meet defined storage and staffing requirements, including warehouse management and delivery tracking.

- Output: Ability and timeliness of support to requesting entities.
- Efficiency: Percentage of stakeholders receiving required logistical support.
- Explanatory: Staffing, available stock, equipment availability, support timelines, time of day, day of the week, staff response time, and transportation availability.
 - o Task (C.2.1.2): Identify and organize required staff to procure, manage, and distribute PPE to all identified activities.
 - o Task (C.2.1.3): Procure all resources to operate the warehouse effectively and efficiently.
 - o Task (C.2.1.4): Plan for future use as a multi-functional use facility.

Strategy (C.2.2): Develop the State Emergency Logistical Operations Center to include the State Staging Area.

- Output: Fully integrated warehouse and staging area complex.
- Efficiency: Provide required Personal Protective Equipment to local governments, state agencies, long-term care facilities (LTCF), and hospitals.
- Explanatory: Zoning, funding, and staffing.
 - o Task (C.2.2.1): Develop the warehouse, and accompanying land into the State Staging Area with a parking area, dispatching 53-foot trailers to support major disaster events of a hurricane, New Madrid seismic, or pandemic type events.
 - o Task (C.2.2.2): Be prepared to store and distribute donation supplies through the warehouse and distribution system.

Strategy (C.2.3): Maintain warehouse and distribution management software to support statewide logistics operations.

- Output: Fully integrated and operational warehouse software.
- Efficiency: Provide required Personal Protective Equipment to local governments, state agencies, long-term care facilities (LTCF), and hospitals.
- Explanatory: Availability of stock, rotation of dated items, funding.
 - o Task (C.2.3.1): Manage processes to track procurement, inventory and distribution management, and customer receipt.
 - o Task (C.2.3.2): Provide management with detailed reports of expended funds and who received the commodities. Provide detailed reports and documentation to meet FEMA project worksheet requirements.

Air Operations. The complexities of aviation operations, specifically the coordination of assets and air space management during a large-scale event, warrant the continued development of a unified state aviation branch. Utilizing the FEMA Air Operations Branch model, MEMA leads the effort to develop the state Air Operations Branch to ensure unity of effort. Additionally, MEMA continues developing an internal Unmanned Aerial Systems program to support tactical response and recovery efforts.

Objective (C.3): Develop the state Air Operations Branch to enable aviation assets and responders to work in a coordinated manner to meet the needs of disaster survivors.

- Outcome: Maintain a fully functional and unified Air Operation Branch within the State Emergency Operations Center.

Strategy (C.3.1): Facilitate the development, planning, training, and exercising process utilizing the National Incident Management System to establish the Air Operations Branch within the State Emergency Operations Center.

- Output: Fully functional, staffed, trained, and exercised Air Operations Branch.
- Efficiency: Provide unified aviation support to local, state, tribal, and federal entities.
- Explanatory: Availability of aviation staff and aircraft (potential for previous deployment), deconfliction of airspace management, and coordination with federal, state, and local partners.
 - o Task (C.3.1.1): Identify and organize required staff to manage and coordinate the branch and aviation activities.
 - o Task (C.3.1.2): Provide program management for fixed-wing, rotor-winged, Unmanned Aerial Systems, and airspace operations.
 - o Task (C.3.1.3): Provide coordination, planning, training, and exercising to ensure the staff and branch operate effectively and efficiently.
 - o Task (C.3.1.4): Plan for integrating the state aviation branch with federal assets or a unified command structure.

Objective (C.4): Gain and maintain situational awareness through an Unmanned Aerial Systems program to support local, state, tribal, and federal response and recovery efforts.

- Outcome: Maintain a fully functional Unmanned Aerial Systems Program in compliance with state and federal regulations.

Strategy (C.4.1): Maintain Unmanned Aerial Systems capability in all nine MEMA districts through Federal Aviation Administration-certified Unmanned Aerial Systems pilots.

- Output: All Field Services staff maintain an FAA Part 107 license and MEMA-issued drone.
- Efficiency: Provide on-call Unmanned Aerial Systems support to local, state, tribal, and federal entities.
- Explanatory: Legislative restrictions, funding for aircraft, deconfliction of legal requirements, and legal considerations.
 - Task (C.4.1.1): Maintain standard operating procedures for Unmanned Aerial Systems program administration and tactical operations.
 - Task (C.4.1.2): Identify, facilitate, and adhere to training, exercise, and certification requirements necessary for Unmanned Aerial Systems pilots.
 - Task (C.4.1.3): Facilitate the procurement and delivery of required Unmanned Aerial Systems airframes and ancillary supplies.
 - Task (C.4.1.4): Implement and maintain adherence to Federal Aviation Administration (FAA) regulations and records submission requirements.
 - Task (C.4.1.5): Implement and support Unmanned Aerial Systems still photography, video, forward-looking infrared, spotlight, and radiological detection capability, 24/7/365, via MEMA Unmanned Aerial Systems certified pilots.
 - Task (C.4.1.6): Implement and co-host the state public agency UAS Working Group.

Program 2: Response

Goal A: Provide emergency management planning and organizational framework to support state, tribal, local, and municipal emergency management activities.

MEMA adheres to the National Incident Management System as the foundation of Mississippi's emergency management efforts. This is propagated through the State of Mississippi Comprehensive Emergency Management Plan and the MEMA Response Framework. The National Incident Management System and state products guide all levels of government, non-governmental organizations, and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from incidents.

The National Incident Management System provides stakeholders across the community with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. National Incident Management System and state products define operational systems that guide how personnel work together during incidents.

Objective (A.1): Maintain and periodically update a State of Mississippi Comprehensive Emergency Management Plan and MEMA Response Framework.

- Outcome: Increased understanding and efficiency by partners in state-level emergency management activities.
- Outcome: Respond quickly to save lives, protect property and the environment, and meet basic human needs after a catastrophic incident.

Strategy (A.1.1): Provide a comprehensive and all-hazards emergency operations plan, Emergency Support Functions, Incident, and Support Annexes.

- Output: Update and publish the plan and associated annexes every two years.
- Efficiency: Percentage of emergency management agencies aligning internal processes and procedures with the Comprehensive Emergency Management Plan.
- Explanatory: Collaboration with partner agencies, adherence to legislative and legal requirements, and collaboration with non-governmental entities.
 - Task (A.1.1.1): Coordinate the development, update, and publishing of the Comprehensive Emergency Management Plan and associated annexes, every two years, with the MEMA Office of Preparedness, State Emergency Operations Center Branches, all state stakeholders, and the Governor's Office.
 - Task (A.1.1.2): Coordinate the development, exporting, and technical assistance process of a County-level Comprehensive Emergency Management Plan in conjunction with the state Plan.
 - Task (A.1.1.3): Implement and maintain adherence to Mississippi Code § 33-15-14 requirements.

Strategy (A.2.1): Develop and maintain a MEMA Response Framework document as an operational guide from the initial notification of an incident through the transition to Recovery.

- Output: Update and publish the Response Framework annually.
- Efficiency: Percentage of emergency management agencies aligning internal processes and procedures with the Response Framework.
- Efficiency: Average time to respond to activation of the State Emergency Operations Center and provide situational awareness.
- Efficiency: Percentage of incidents able to be activated at Level 3 (Virtual) or Level 2 (Partial) through a better understanding of State Emergency Operations Center processes.
- Explanatory: Synchronization with federal, state, tribal, and local legislation, policies, procedures, plans, frameworks, and guidance.
 - Task (A.2.1.1): Coordinate the development, update, and publishing of the Response Framework annually.
 - Task (A.2.1.2): Provide coordination, planning, training, and exercising to ensure the staff and branches operate effectively and efficiently within the construct of the Framework.

Goal B: Maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Responding to an incident is just one phase of MEMA's overall responsibility. MEMA strives to be National Incident Management System compliant and adheres to the Incident Command System processes as the basis of our response practices. The response phase of operations is when MEMA is notified of an incident through the transition briefing and official transfer of authority from response to recovery. Responsibilities in incident management include the direct control and employment of resources, management of incident assets, operations, and delivery of state assistance through all phases of emergency response.

Objective (B.1): Maintain an Operations Bureau and State Emergency Operations Center.

- Outcome: Operate the State Emergency Operations Center, providing space for Emergency Support Functions 1-16 and disseminate operational guidance.

Strategy (B.1.1): Provide Incident Command System and Emergency Support Function organizational structure (hybrid) to the State Emergency Operations Center.

- Output: Increase state, tribal, local, and municipal efficiency in preparing for and responding to incidents.
- Efficiency: Operability of the State Emergency Operations Center Sections, Branches, and Emergency Support Functions for Activation Levels 1-4.
- Explanatory: Size and scope of the incident, activation level (Virtual, Partial, or Full), and any capability gaps requiring external support.
 - Task (B.1.1.1): Ensure consistency with the National Incident Management System organizational structure.
 - Task (B.1.1.2): Ensure adherence with the State of Mississippi Comprehensive Emergency Management Plan.
 - Task (B.1.1.3): Establish and ensure adherence to the MEMA Response Framework.
 - Task (B.1.1.4): Establish appropriate organization and assign roles and responsibilities while maintaining the span of control.
 - Task (B.1.1.5): Establish an Operational Period Planning Cycle (Planning P) to have a defined operational cycle of information updates, meetings, briefings, and reports.
 - Task (B.1.1.6): Identify training and exercise opportunities for State Emergency Operations Center staff and assigned stakeholders.
 - Task (B.1.1.7): Request appropriate technical specialists to assist with special incident conditions.
 - Task (B.1.1.8): Establish the framework and set the conditions to transfer authority from the response phase of operations to the recovery phase.
 - Task (B.1.1.8): Maintain a 24/7/365 operational alternate State Emergency Operations Center at the State Emergency Logistical Operations Center.

Objective (B.2): Maintain the State Warning Point.

- Outcome: Operate a fully functional communications center that provides state communications response and notifications 24/7/365.

Strategy (B.2.1): Provide organizational structure, communications, and mass-notification capability to the SWP.

- Output: Increase the percentage of responders receiving critical information alerts, warnings, and incident notifications.
- Efficiency: Percentage of emergency management agencies receiving messaging and using web-based operational platforms for situational awareness.
- Explanatory: System operability, storm damage, age of systems, stakeholder capability, staffing, regulatory compliance.
 - Task (B.2.1.1): Maintain State Warning Point Communications and Watch Desk operators 24/7/365.
 - Task (B.2.1.2): Monitor and operate the Mississippi Wireless Information Network (MSWIN) radio system.
 - Task (B.2.1.3): Maintain and provide statewide notifications through a mass-notification communication system.
 - Task (B.2.1.4): Monitor and operate the Grand Gulf Nuclear Station INFORM messaging system.
 - Task (B.2.1.5): Monitor and operate the FEMA National Radio System (FNARS).
 - Task (B.2.1.6): Maintain a 24/7/365 operational alternate SWP at the State Emergency Logistical Operations Center.

Goal C: Maintain a field services program to assist and coordinate with stakeholders in all facets of emergency management.

Within the Office of Response, the Field Service Bureau is MEMA's operational link to field activities, and the Area Coordinators are MEMA's "Ambassadors" to our stakeholders. MEMA Area Coordinators are assigned a geographic district of responsibility within the state. Area Coordinators are responsible for developing and maintaining a close working relationship with each local emergency management entity within their district and ensuring close coordination on all emergency management activities. Area Coordinators provide guidance, doctrinal support, technical assistance, and communications support and can lead damage assessment teams.

Objective (C.1): Administer a Field Services Bureau, Area Coordinators, and Unmanned Aerial Systems Program.

- Outcome: Increase communications, efficiency, and collaboration between tribal and local emergency managers and the state.

Strategy (C.1.1): Provide coordinated field support to state, tribal, local, and municipal entities.

- Output: Number of entities supported.
- Efficiency: Average time to provide requested support.

- Efficiency: Number of pre-and post-disaster plans, training, exercise, and real-world events supported.
- Explanatory: Each Area Coordinator oversees approximately 6-9 counties; time and distance can be a factor, the size and scope of incidents, flight restrictions (weather, spotters, restricted airspace), and working hours (many search and rescue events occur at night).
 - Task (C.1.1.1): Maintain standard operating procedures for field service program administration and tactical operations.
 - Task (C.1.1.2): Provide coordination, planning, training, and exercising to ensure supported entities operate effectively and efficiently.
 - Task (C.1.1.3): Provide a comprehensive situational awareness, reporting, and liaison capability.
 - Task (C.1.1.4): Assist supported entities with resource management and deployment coordination to include points of distribution sites.
 - Task (C.1.1.5): Assist Emergency Management Performance Grant participants in meeting program requirements.
 - Task (C.1.1.6): Coordinate Unmanned Aerial System support activities.
 - Task (C.1.1.7): Ensure resources are allocated and delivered consistently, systematically, fairly, justly, and impartially to all individuals and stakeholders regardless of socioeconomic status or other protected characteristics.

Program 3: Recovery

Goal A: Provide targeted assistance to local governments, non-profit associations, tribal organizations, and state agencies as a result of federally declared disasters.

MEMA 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 programs are pivotal in revitalizing communities. The MEMA recovery programs are divided into two offices, the Office of Public Assistance and the Office of Housing and Individual Assistance.

Objective (A.1): Administer Mississippi's Public Assistance Grant Program.

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

The Public Assistance Bureau administers the FEMA's Public Assistance Grant Program. As amended, the Robert T. Stafford Disaster Relief and Emergency Assistance Act authorizes the President to provide federal assistance when the magnitude of an incident or threatened incident exceeds the affected state, tribal, county, and municipal entity's capabilities to respond or recover. The Public Assistance Grant Program aims to support community 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 non-profit organizations are eligible to apply. Public Assistance is FEMA's largest grant program. Since 2017, FEMA has given 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 administers and manages Mississippi's Public Assistance Grant Program.

Strategy (A.1.1): Provide education and reimbursement funds to program-eligible local governments, private non-profit 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.
- Explanatory: The size and scope of an incident, available staff, experience of MEMA and stakeholder staff, federal declaration declared (or not), mutual aid requirements, limited state funding, private-sector, and FEMA involvement all impact program effectiveness.
 - o Task (A.1.1.1): Conduct Preliminary Damage Assessments of reported damages resulting from an event and, if determined to meet the criteria of federal declaration, prepare the request for federal public assistance for Presidential signature.
 - o Task (A.1.1.2): Conduct one-on-one customer service to eligible Public Assistance Grant program applicants.
 - o Task (A.1.1.3): Ensure resources are allocated and delivered consistently, systematically, fairly, justly, and impartially to all communities and individuals regardless of socioeconomic status or other protected characteristics.
 - o Task (A.1.1.4): Monitor and assist FEMA with developing eligible Public Assistance projects.
 - o Task (A.1.1.5): Assist qualified applicants in gathering, sorting, and submitting appropriate documentation supporting eligible reimbursement costs.
 - o Task (A.1.1.6): Educate applicants on potential mitigation opportunities for damaged facilities.
 - o Task (A.1.1.7): Audit applicants' submitted documentation to satisfy federal, state, and local laws and regulations.
 - o Task (A.1.1.8): Ensure all eligible projects comply with Special Conditions established in the project's Record of Environmental Compliance report.
 - o Task (A.1.1.9): Submit applicants' final costs with supporting documentation to FEMA for final audit and closure.
 - o Task (A.1.1.10): Fully reimburse the applicant the final amount after FEMA closure.
 - o Task (A.1.1.11): Certify that all reimbursements comply with the Improper Payments Elimination and Recovery Improvement Act of 2012.
 - o Task (A.1.1.12): Accumulate and track all state management costs for reimbursement to the State.

- o Task (A.1.1.13): Ensure applicants are closed out of a disaster once all work has been completed and fully reimbursed.
- o Task (A.1.1.14): Ensure all applicants are closed and the disaster is closed prior to the established disaster liquidation date.

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

MEMA 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.

These hazards can temporarily or even permanently displace families from their homes. Finding temporary or permanent housing can prove difficult for victims of natural disasters. Disaster response, disaster recovery, and affordable housing expertise are needed to administer an effective housing program successfully.

Objective (B.1): Administer the Temporary Housing Assistance Program in a non-declared disaster throughout Mississippi.

- Outcome: Percent of affected families supported with Temporary Housing.

Strategy (B.1.1): Develop an Incident Command System based management team and identify key staff.

- Output: Hire of personnel.
- Efficiency: Increase the number of trained personnel.
- Explanatory (same as Goal A): The size and scope of an incident, available staff, experience of MEMA and stakeholder staff, federal declaration declared (or not), mutual aid requirements, limited state funding, private-sector and FEMA involvement all impact program effectiveness.

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

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

- o Task (B.1.1.1): Develop duties for the following positions: Housing Bureau Director, Individual Assistance Bureau Director, Housing and Individual Assistance Specialists, Disability Integration Advisor, Call Center Manager, Data and Information Specialist, and Disaster Call Center Specialists. Other positions will be added depending on the event.

- o Task (B.1.1.2): Fill field staff positions and provide Incident Command System training, customer service training, program requirements, and quality control.
- o Task (B.1.1.3): Detail each operational component's disaster housing support roles and responsibilities and provide a basic concept of operations.
- o Task (B.1.1.4): 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, including survivors with Access and Functional Needs and disabilities and those housed in non-congregate shelters. If an event is non-declared, MEMA will assist the Temporary Rental Assistance Program and the Disaster Assistance Repair Program for eligible applicants and counties.
- o Task (B.1.1.5): Ensure policies are in place to integrate the interim housing strategy with related planning and operational documents such as MEMA's Disaster Recovery Framework, the Disaster Housing Strategy Plan, and Housing Recovery Support Function.
- o Task (B.1.1.6): Ensure resources are allocated and delivered consistently, systematically, fairly, justly, and impartially to all individuals regardless of socioeconomic status or other protected characteristics.

Objective (B.2): Maintain a State-Led Disaster Housing Task Force.

The State-Led Disaster Housing Task Forces will lead and coordinate state, local, private sector, and community-based actions to assess housing impacts, identify appropriate post-disaster housing options, and establish expedited post-disaster housing delivery processes.

- **Outcome:** A good representation of stakeholders that can provide resources and solutions to address unmet needs.

Strategy (B.2.1): Identify the roles, responsibilities, composition, and activation procedures for the SLDHTF.

- **Output:** Revise and update the Mississippi Disaster Housing Strategy Plan.
- **Efficiency:** Establish a comprehensive and effective housing mission. Meet during steady-state days.
- **Explanatory:** There are two main challenges for this program: 1. The ever-changing capability of partners (what they can bring to the program) and 2. the ability and willingness of the partners to stay engaged after a long period of housing inactivity.

The Mississippi Disaster 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, sanitary, and livable short-term and long-term housing options for displaced survivors to expedite recovery after a major or catastrophic disaster.

- o Task (B.2.1.1): Provide temporary housing solutions for displaced survivors, relocation assistance, and rapid home repair assistance in the aftermath of a large-scale disaster.
- o Task (B.2.1.2): Identify interim housing strategies that provide safe, sanitary, and livable housing that provides reasonable quality of life standards (e.g., essential utilities, bath

facilities, and food preparation areas) and meet the physical accessibility needs of the household.

- o Task (B.2.1.3): 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 non-profit partners.
- o Task (B.2.1.4): 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.3): Design and implement fair and equitable applicant case management.

MEMA's Office of Housing and Individual Assistance programs will be available to homeowners and renters who are residents in counties affected by a natural or man-made disaster. During a non-declared event and if a State of Emergency is declared, displaced survivors will be case managed as a part of the Temporary Rental Assistance Program. An applicant is expected to expend the grant proceeds to secure adequate temporary housing for purposes stated in their application for assistance.

In a federally declared disaster, units provided by FEMA or non-profits, such as Samaritan's Purse, will accommodate various family demographics, including family members with access and functional needs. The goal is to provide units that allow occupants to resume pre-disaster/incident activities quickly. Occupancy standards will also be a consideration.

- Outcome: Criteria and methodology that meet FEMA and Housing and Urban Development selection requirements.

Strategy (B.3.1): Occupants are based on age, citizenry, access and functional needs, family size, address, insurance availability, etc.

- Output: Determine the number of eligible applicants in the impacted area via the case management process.
- Efficiency: Number of participants based on criteria.
- Explanatory: The size and scope of an incident, available staff, experience of MEMA and stakeholder staff, federal declaration declared (or not), limited state funding, volunteer, private-sector, and FEMA involvement all impact program effectiveness.

The factors determining an applicant's eligibility to receive assistance from MEMA's Office of Housing and Individual Assistance will be determined by the criteria outlined in the Temporary Housing Assistance Programs Guidance Document: Temporary Rental Assistance Program and Disaster Assistance Repair Program. These eligibility requirements will help determine the assistance applicants will need.

- o Task (B.3.1.1): Develop a process for addressing the comprehensive client case management process, which engages human services provider organizations and the Long-Term Recovery Committee (LTRC) to address the unmet needs of survivors.
- o Task (B.3.1.2): State-Led Disaster Housing Task Force will address larger unit needs and other special needs relating to the Americans with Disabilities Act for survivors with access and functional needs or a disability.

- o Task (B.3.1.3): State-Led Disaster Housing Task Force will develop relationships with potential partners such as commercial park owners, public housing authorities, non-profit organizations, and long-term recovery organizations.
- o Task (B.3.1.4): State-Led Disaster Housing Task Force will work with Housing and Urban Development to approve variances in application criteria, if necessary.
- o Task (B.3.1.5): State-Led Disaster Housing Task Force will match applicants, organizations, funding sources, and units according to their needs.
- o Task (B.3.1.6): Work toward permanent housing, where applicable.
- Outcome: Integrate State-Led Disaster Housing Task Force's role in the Incident Command Structure.

Objective (B.4): Ensure all aspects of Emergency Management Planning fully incorporate those with disabilities.

- Outcome: Equitable access to services for individuals with access and functional needs.

Strategy (B.4.1): Educate the emergency management community on the correct actions to ensure compliance with the Americans with Disabilities Act.

- Output: Perform accessibility assessments at identified and emergency shelters and Disaster Recovery Centers (if the event is declared).
- Efficiency: Number of access and functional needs survivors tracked via the Disaster Call Center, the Long-Term Recovery Committee, Crisis Track, and if declared, registrations.
- Explanatory: The size and scope of the incident and sufficiently trained and capable staff will affect the success of this effort.

Before a disaster, efforts should be made to include the whole community in planning. In planning, it is essential that the whole community has equitable access to state and federal programs.

- o Task (B.4.1.1): Develop relationships with state and local partners or organizations such as transportation providers and the Mississippi Department of Transportation, the Institute for Higher Learning, and organizations that provide transportation for those with access and functional needs.
- o Task (B.4.1.2): Ensure that emergency shelters and Disaster Recovery Centers are accessible and ADA compliant according to FEMA standards through prior walk-throughs conducted by MEMA's Disability Integration Advisor.
- o Task (B.4.1.3): Train local Emergency Management agencies on access and functional need topics.

Objective (B.5): Increase communication and cooperation between MEMA and local governments, emergency management directors, and Long-Term Recovery Committees 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, particularly representatives from the impacted counties.

- Outcome: A better sense of control and mitigating future community resistance.

Strategy (B.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 Memorandums of Understanding with local jurisdictions.
- Explanatory: The willingness and urgency of local entities to participate in the Long-Term Recovery Committee is the limiting factor of this program's success.

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 issues local governments deal with immediately after an incident. Pre-disaster planning is critical and should include strategies for addressing short-term, intermediate, and permanent housing and modular units that could transition to permanent housing.

- Task (B.5.1.1): Develop Memorandums of Understanding with local communities.
- Task (B.5.1.2): Address jurisdictional questions and concerns.

Strategy (B.5.2): Validate Damage Assessments as requested by the county Emergency Management Director for damages resulting from an event.

- Output: Conduct on-site inspections of damages to residents' homes and coordinate with local officials on the extent of the damages (affected, minor, major, or destroyed).
- Efficiency: Number of homes repaired and identifying temporary or permanent housing options.
- Explanatory: Many times, the County Emergency Management Directors and their staff are overwhelmed during an incident, requiring outside assistance to conduct assessments in a timely manner. Additionally, FEMA damage estimate standards fluctuate, making MEMA assistance critical in providing accurate data for possible federal declarations or activation of state assistance programs.

- Task (B.5.2.1): Determine if a State of Emergency has been issued by the Governor or an Administrative Order by the Executive Director in order to activate the two programs in the Temporary Housing Assistance Program (THAP).
- Task (B.5.2.2): Document validations and photographs of damaged dwellings in CrisisTrack.
- Task (B.5.2.3): Determine if the impacted resident qualifies for the THAP's Temporary Repair Assistance Program (TRAP) or Disaster Assistance Repair Program (DARP).
- Task (B.5.2.4): Determine if validations results will be sent to FEMA to request a federal declaration.

Program 4: Mitigation

Goal A: 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 reduces the 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 (A.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 Hazard Mitigation Assistance Grants. These grant programs include the Hazard Mitigation Grant Program, Flood Mitigation Assistance, Swift Current Program, and the Building Resilient Infrastructure and Communities Program.

This Bureau provides grants to assist eligible applicants (state agencies, local governments, private non-profits, and federally-recognized tribal organizations) to build stronger and safer before and after a Major Presidential Declaration. The Bureau of Mitigation Grants believes that the most successful way to achieve disaster resiliency is through educating citizens, especially children, about natural disasters. This will allow them to make better decisions regarding natural and man-made disasters as adults.

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

- Output: Local applicants with approved projects that provide protection of property.
- Efficiency: Number of projects approved and managed.
- Explanatory: The limiting factors for this program's success are 1. project funding and 2. the willingness of potential applicants to apply for or participate in the program.
 - o Task (A.1.1.1): Conduct Applicants' Briefings after each Major Presidential Declaration throughout the State to discuss funding potential for mitigation projects. Ensure that all communities are informed of funding opportunities.
 - o Task (A.1.1.2): Conduct Hazard Mitigation Assistance webinars to provide mitigation tips to become more resilient.
 - o Task (A.1.1.3): Train Mitigation applicants regarding the Mitigation funding application process and potential projects.
 - o Task (A.1.1.4): Provide technical assistance to applicants developing approvable Hazard Mitigation Projects for FEMA review and approval.

- o Task (A.1.1.5): Conduct site visits for potential Mitigation resiliency projects for grant funding.
- o Task (A.1.1.6): Check for compliance issues of approved Hazard Mitigation Assistance Infrastructure Projects.
- o Task (A.1.1.7): Manage the funding of mitigation projects throughout the state to ensure compliance with all policies and regulations.
- o Task (A.1.1.8): Ensure resources are allocated and delivered consistently, systematically, fairly, justly, and impartially to all applicants regardless of socioeconomic status or other protected characteristics.
- o Task (A.1.1.9): Monitor for compliance issues of approved Hazard Mitigation Assistance Infrastructure Projects.
- o Task (A.1.1.10): Accumulate and track all state management costs for reimbursement to the State.
- o Task (A.1.1.11): Ensure all projects and reimbursements are finalized.
- o Task (A.1.1.12): Ensure projects are closed after completing all work and payments are reimbursed.
- o Task (A.1.1.13): Ensure all disasters are closed prior to the period of performance end date.
- o Task (A.1.1.14) Develop a Mitigation Saferoom Program for individual homeowners in disaster-impacted areas.

Hazard mitigation planning is the basis of community resilience. It encourages the development of a long-term mitigation strategy. The Mitigation Planning Bureau is responsible for developing and maintaining the State Hazard Mitigation Plan. The plan is completed with a high degree of participation from the public and other state agencies. By creating new partnerships and strengthening existing ties with local, state, and federal agencies, the Plan reflects the needs of the entire State. The planning process and resulting hazard mitigation plan include hazard identification and risk assessment, leading to developing 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 and develop long-term strategies for protecting people and property from future hazards.

Strategy: (A.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.
- Explanatory: Program success relies on program participation and timely submission of required support documents.

- o Task (A.1.2.1): Conduct mitigation planning workshops to discuss mitigation plan development and planning strategies.
- o Task (A.1.2.2): Review Regional and local Hazard Mitigation plans for updates and revisions for submission to FEMA for review and approval.
- o Task (A.1.2.3): Ensure that approved Regional and local Hazard Mitigation Plans are adopted by local jurisdictions.
- o Task (A.1.2.4): Ensure that 75 percent of the local Hazard Mitigation Plans in the State are updated.
- o Task (A.1.2.5): Ensure that 100 percent of the local Hazard Mitigation Plans in the State are maintained.
- o Task (A.1.2.6): Enhance opportunities to discuss Mitigation efforts with other State Agencies to develop strategies for developing an Enhanced State Mitigation Plan.

Floodplain Management is a community program of preventative and corrective measures to reduce the risk of current and future flooding, resulting in a more resilient community. The Floodplain Management Bureau provides technical assistance to more than 200 Mississippi National Flood Insurance Program participating communities. An estimated 49,914 NFIP policies cover an estimated \$13.4 billion in total coverage in those communities. Out of 336 communities, 28 participate in the Community Rating System. The Community Rating System is a voluntary, incentive-based community program that recognizes, encourages, and rewards local floodplain management activities that exceed the minimum standards of the National Flood Insurance Program. 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 program.

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

- Output: Reduction in the number of flood-related losses in the State.
- Efficiency: Number of communities participating in the NFIP.
- Explanatory: Program success relies on program participation, compliance with program directives, and timely submission of required program documents.
 - o Task (A.1.3.1): Conduct Community Assistance Visits with 20 percent of the State's National Flood Insurance Program communities so that each community is visited within five years. These visits will identify any deficiencies in compliance within the program.
 - o Task (A.1.3.2): Meet National Flood Insurance Program Communities to discuss the program's concerns and/or issues.
 - o Task (A.1.3.3): Provide training throughout the State on the National Flood Insurance Program and program implementation at the local level.
 - o Task (A.1.3.4): Review local ordinances for compliance with 44 Code of Federal Regulations on floodplain management regulations.

- o Task (A.1.3.5): Assist local National Flood Insurance Program Communities with compliance with the substantial damage clause in the National Flood Insurance Program.
- o Task (A.1.3.6): Provide technical advice to local governments on projects, National Flood Insurance Program Forms, Flood Insurance, and Floodplain Management.
- o Task (A.1.3.7): Assist the Mississippi Department of Environmental Quality and FEMA with the RiskMAP Program to provide high-quality flood maps, information, and tools to better assess the risk of flooding and planning.
- o Task (A.1.3.8) Develop an interactive flood inundation website using non-regulatory map products based on various flood depths. This user-friendly site intends to help homeowners make more intelligent decisions regarding flood insurance.
- o Task (A.1.3.9) Assist communities participating in the Community Rating System Program to remain compliant.
- o Task (A.1.3.10) Develop a state-based Community Rating System program to educate communities not participating in the program on the benefits of participating.

Strategy (A.1.4): Encourage community floodplain management practices that exceed the minimum requirements of the National Flood Insurance Program by establishing a Community Rating System Division within the Floodplain Management Bureau.

- Output: Hiring and training of personnel
- Efficiency: Increased the number of communities participating in the Community Rating System
- Explanatory: Keys to program success are public messaging, education, training, and willingness to participate.
 - o Task (A.1.4.1) Train the Community Rating System staff and personnel within the Division.
 - o Task (A.1.4.2) Develop a Standard Operating Procedure for administrating the Community Rating System Program.
 - o Task (A.1.4.3) Educate local Floodplain Administrators on the activities that enhance public safety, reduce damage to property and public infrastructure, and avoid economic disruption and loss.
 - o Task (A.1.4.4) Develop a state-based Community Rating System program to educate local communities not participating in the program on the benefits of participating.



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