MISSISSIPPI EMERGENCY MANAGEMENT AGENCY

STRATEGIC PLAN 2023-2027

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07 July 2021

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Program 3: Mitigation

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

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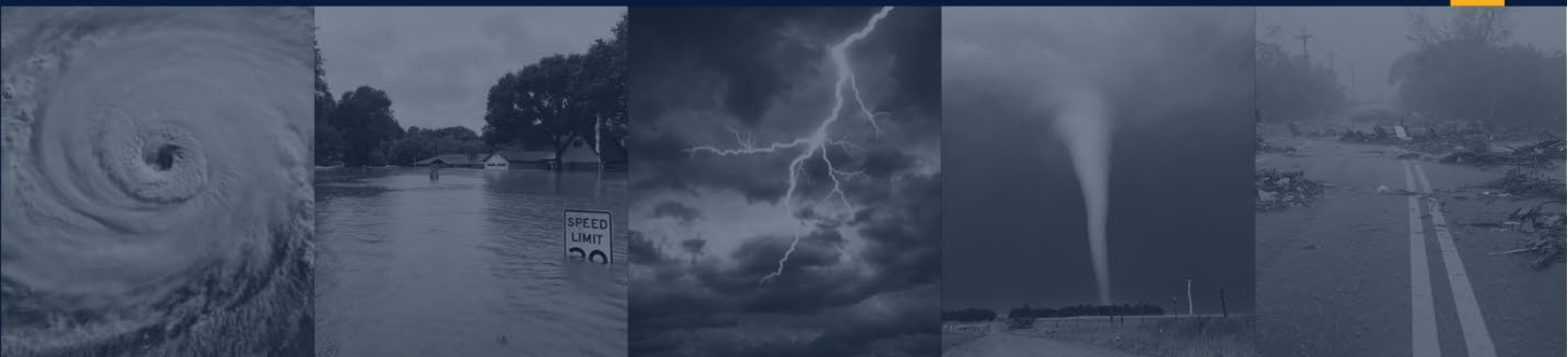
2. PHILOSOPHY

The philosophy of MEMA consists of four phases:

MITIGATION

PREPAREDNESS

RESPONSE

RECOVERY

1 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 that we all understand local risks, address the hard choices, and invest in long-term community well-being. Without mitigation ac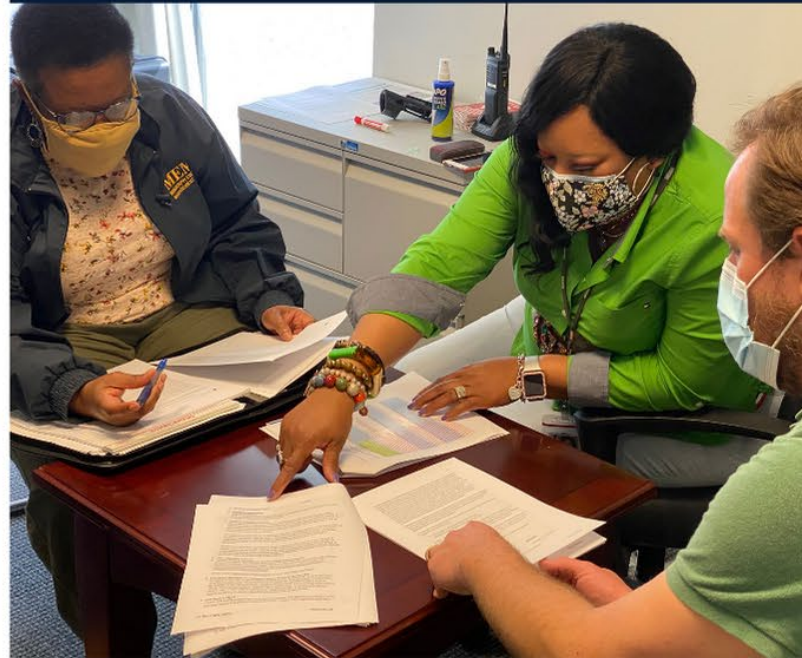tions, we jeopardize our safety, financial security, and self-reliance. Mitigation funding is available to state, local governments, and federally recognized Indian Tribes to implement long-term hazard mitigation planning and projects following a Presidential major disaster declaration. Examples of mitigation projects may include the acquisition of flood-prone structures, elevations of structures, and saferooms.

PREPAREDNESS 2

Should an emergency or disaster occur, identifying resources, and ensuring the ability to respond effectively is the cornerstone of preparedness. Preparedness involves actions that will improve the speed and coordination of the response to an emergency. Planning, training, and exercising are all preparedness activities. Disaster preparedness exercises, ranging from tabletop activities to full-scale simulations of disaster situations involving all agencies, are conducted to assure that proposed plans and coordination activities will work. As part of the need to adjust activities due to COVID-19 pandemic safety requirements, MEMA's preparedness activities have been modified to include virtual settings whenever possible. Utilizing virtual platforms such as ZOOM and Microsoft Teams, MEMA's leverage of technology will ensure limited disruption in the state's preparedness posture today and into the future.
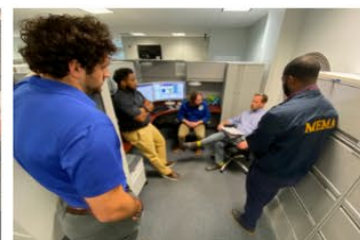
3 RESPONSE

The response phase is the period 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 (SEOC), search and rescue, and reception and care of disaster victims are some of the response actions. The sixteen Emergency Support Function (ESF) activities are generally carried out during disaster situations in the local and State Emergency Operations Centers (EOC's). The State Emergency Operations Center (SEOC) houses 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 4

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

STATEWIDE GOAL #1 - GOVERNMENT AND CITIZENS

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

STATEWIDE GOAL #2 - INFRASCTRUCTURE

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

STATEWIDE GOAL #3 - HEALTH

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

STATEWIDE GOAL #4 -

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

STATEWIDE GOAL #5 -PUBLIC SAFETY AND ORDER

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

STATEWIDE GOAL #6 - HUMAN SERVICES

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

4. OVERVIEW OF AGENCY FIVE-YEAR STRATEGIC PLAN

The past year provided both Mississippi and MEMA with an unprecedented number of challenges: continuing the extraordinary COVID-19 pandemic and a record-setting number of hurricanes and other natural disasters. Through it all, MEMA's vision and the strategic plan did not waver; in fact, the people of MEMA met and overcame every obstacle and problem that year provided. MEMA continued to demonstrate that we are the state's go-to agency and problem solvers.

Disasters are handled best when they are "Locally Executed, State Managed, and Federally Supported." With seven new federally declared disasters this year, in addition to the fourteen ongoing federally declared disasters, MEMA's capabilities have been both challenged and strengthened. The relationships we have with our federal and state partners and our local stakeholders are as robust as ever. Despite repetitive disasters, the people of Mississippi are resilient.

This year's strategic plan has not changed significantly with respect to our vision of the road forward. This plan can only be successful if our ultimate focus is on "People, People, People": the professional people of the Mississippi Emergency Management Agency, 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 a series of significant challenges across all four of our emergency management phases. Many of our standard processes continue to evolve to incorporate protective measures: social distancing, virtual damage assessments, web-based training, and seminars. Many of these processes were in our vision for several years; however, the COVID environment hastened their development. Additionally, MEMA has found itself taking on additional responsibilities for the state in procurements and emergency logistical operations.

As the operational environment continues to evolve, especially regarding the ongoing COVID-19 pandemic, MEMA will continue to remain flexible and evolve its processes. Even through this period of evolution, our agency continues to lead from the front, assist other state agencies, and serve our counties.

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, exercising, training, and mitigating. Building a Culture of Preparedness within our communities and our local governments 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 the local government at all levels and threaten National security. They are life-altering incidents for those impacted, causing a high number of fatalities and widespread destruction. Catastrophic disasters disrupt lives and hurt our communities economically and socially. Readiness is critical for MEMA and our partners to ensure that the response and recovery missions are appropriately executed and successful.

IMPROVE THE INTEROPERABILITY BETWEEN STAKEHOLDERS

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

FOSTER THE WHOLE COMMUNITY AND SHARED RESPONSIBILITY APPROACH

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

5. **EXTERNAL/INTERNAL ASSESSMENT & INTERNAL MANAGEMENT SYSTEMS**

MEMA has identified several internal and external factors that will influence its ability to achieve its targeted performance goals. Change is inevitable, and having the flexibility to deal with unexpected elements can determine the difference between success and failure as the state's premiere coordination center for all man-made, natural, and technological disasters.

Although MEMA continues to meet the demands and has reached the required performance goals in the past, our ability to continue to achieve the goals is becoming increasingly difficult. Funding shortfalls, unprecedented disasters, coupled with high turnover rates, have resulted in the agency operating with a large percentage of staff having limited experience. As it relates to the factors below,

any additional fiscal or workforce setbacks could significantly affect our ability to meet the targeted performance goals, and more importantly, jeopardize our ability to fulfill the agency's core mission.

5.1 External/Internal Assessment

5.1.1 Management of Multiple Unprecedented Disasters

Over the past three years, Mississippi has been the prey of an unprecedented number of major disasters – both typical and unique. In 2019, Mississippi had a tornado event that eventually resulted in the inclusion of 16 "backwater" counties declared six months after the event. In 2020, Mississippi received presidential declarations for the record-setting Pearl River basin flooding, a tornadic event that was the largest tornado in Mississippi's history and third largest in US history, and the global COVID-19 pandemic. In 2020, Mississippi also received a federal declaration for a winter storm, with one-third of Mississippi counties declared.

Through all these events, MEMA has experienced significant strain on permanent and experienced staff. The sheer number of qualified and experienced personnel necessary to manage and respond to these events is unavailable due to past manpower reductions. As with most critical agencies, a majority of MEMA's staff have two dedicated duty assignments – normal operations and State Emergency Operations Center activation. The ability of our 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 of our sections. Unfortunately, and all too often, these personnel do not have the institutional knowledge or training necessary to effectively augment the permanent staff and save a lengthy and burdensome training period. During the COVID-19 pandemic, MEMA was authorized additional time-limited PINs to augment or "right-size" our staff. These PINs are critically needed and will help as we continue to respond to the state's COVID-19 pandemic, manage open disasters, and respond to upcoming disasters. With just over 125 permanent PINs, MEMA is currently manned at well below the conservative estimate of 200-250 permanent PINs necessary.

To help stretch our limited resources and mitigate our limitations, MEMA continuously searches for new and innovative methods to extend our reach. One example is the solicitation of support from our 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 (BEOC) efforts, MEMA has established relationships with stakeholders throughout the whole community that provide goods and services to our citizens at no cost. Without the establishment of the BEOC and support of non-profit and private sector partners, and reliance on goods and services provided by our faith-based organizations, MEMA's ability to meet the needs of our survivors would be significantly reduced. This is one way that MEMA maximizes the limited resources available to us during these trying times. 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 jeopardize MEMA's success in achieving its targeted performance goals is the agency's ability to employ and hold on to qualified Emergency Management Professionals. Currently, over 70% of the MEMA employees on staff have less than ten years of experience. Many have less than two years of experience or are temporary employees. Additionally, less than 27% of our current staff have 10 to 15 years of service. More than ever before, MEMA staff must be on the cutting edge of evolving and ever-changing Emergency Management Institute doctrinal changes, which support the core efforts of the agency. The staff must thoroughly understand and act upon new and changing federal regulations and new technologies to mitigate, respond, and ultimately recover from disasters. It is imperative that MEMA has technically and tactfully proficient staff to address the 32 Core Capabilities addressed in the Federal Emergency Management Agency (FEMA) Comprehensive Preparedness Goal (CPG 101) Guidelines.

Over the past few years, significant public and private sector job growth and comparable salaries have strained the agency's ability to retain technical staff. MEMA's inability to offer modest compensation has severely affected our ability to compete with private industry and other governmental organizations (including other Mississippi agencies) offering higher salaries and better benefits. State employee "take-home" pay has been reduced due to state health insurance premiums and Public Employee Retirement System (PERS) contribution increases. Further, employee benefits have decreased, and retirement eligibility requirements have increased. MEMA aggressively recruits statewide, but it is growing more challenging to hire people willing to commit to state service, especially in high-demand fields such as emergency management.

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

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 in their respective areas, combined with the trickledown effect of replacing them, and our difficulty in hiring and retaining qualified staff, is taking a toll on our ability to meet the performance goals, as well as our obligations to our stakeholders and citizens of Mississippi. We are losing critical institutional knowledge faster than we can replace it, compromising our ability to meet our performance goals. The greatest challenge is staff retention due to the disparity in pay compared to the private sector. All too often, MEMA entry-level and career 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 115 SEOC activations and, to date, is still working on 20 federally declared disasters. Our aging vehicle fleet far exceeds the life expectancy, and maintenance costs continue to deplete an already strained budget limitation. The MEMA fleet consists of 58 vehicles with an average age of 7.4 years.

The incredible facility known as the SEOC is now surpassing 15 years since construction and feeling the burden of substantial maintenance costs associated with normal wear and tear.

5.1.5   System Structure and Development

MEMA has spent over $150,000 during the fiscal year 2021 (FY21) alone, replacing outdated infrastructure and systems. MEMA has also conducted safety inspections and corrected numerous safety issues as a result of the aging infrastructure. The State Emergency Logistics Operation Center (SELOC) purchase was accomplished in September of 2020 to meet the warehouse operational needs for the COVID-19 pandemic and store the State's sixty (60) day PPE stockpile.

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

MEMA utilizes staff and technology to ensure the operation of our programs and the internal operations 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 an individual's area of accountability, productivity, commitments, schedules, and other pertinent information. Numerous Standard Operating Procedures (SOPs) and checklists have been developed to ensure state and federal requirements are met and best practices are used efficiently and effectively. Files are maintained to ensure accountability and transparency. For federally delegated programs, MEMA participates with FEMA, the Department of Homeland Security (DHS), and other various federal oversight evaluation programs, including the State Review Framework, which evaluates program effectiveness and consistency. MEMA programs undergo periodic reviews of financial

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

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

5.1.6   Partnerships

A significant factor or challenge that could affect MEMA's long-term goals is the effectiveness of emergency management partnerships. Although MEMA provides leadership and coordination, state and local governments and the private sector are responsible for ensuring the citizens remain protected from harm. Only when its capability and resources are not adequate to respond to a disaster, do the local municipalities turn to the State and Federal Government for assistance. Only then will MEMA step in to coordinate the state response and provide recovery services.

Likewise, MEMA will provide similar resources when the private sector is required by regulatory requirements to request State and Federal Government assistance. For example, the Federal Government can provide leadership to increase awareness of the need to adopt and enforce sound measures, provide incentives and limited funding, and lead by example concerning mitigating federal facilities. However, individuals, businesses, and community

officials are ultimately responsible for the zoning and building practices that will reduce or increase the potential for a community to be damaged by a disaster.

5.1.7. 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 "typical" disasters— not on extraordinary or historically unprecedented ones. At every level of government, many of the individuals preparing for disasters or trying to mitigate their effects are the same individuals that must stop their regular work and respond to an emergency. Many who are working to re-engineer plans and processes must prioritize the operational requirements of the day's crisis. By its very nature, emergency management requires shifting resources to ensure that the current disaster operation is well served. It is challenging to predict the level of effort available to build and improve the performance and efficiency of the State of emergency management partnership when resources remain constant or decrease when the disaster operations workload seems ever-increasing and compounding.

5.2 Internal Management Systems

5.2.1 MSPB Personnel Review System

MEMA adheres to the MSPB 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 MSPB 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 (PA) grant and the Hazard Mitigation Grant Program (HMGP). Public Assistance (PA) is a federal grant program to aid State and local governments in returning a disaster area to pre-disaster conditions. The FEMA Hazard Mitigation Grant Program (HMGP) provides a significant opportunity to reduce the Nation's disaster losses through mitigation planning. This site also acts as 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 (ERP) solution. MAGIC is the statewide accounting and procurement system of record, encompassing Finance (accounting, budgeting, grants management), Logistics (procurement, fleet management, inventory management), and Data Warehouse functionality.

5.2.4 FEMA Grants Portal

The FEMA Grants Portal is a FEMA Public Assistance Program component that provides a mechanism to state, tribal, territorial, and local governments and certain private non-profits to request supplemental, post-disaster grants. The program is designed so that 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. HSEEP provides a set of guiding principles for exercise and evaluation programs and a common approach to exercise program management, design and development, conduct, evaluation, and improvement planning.

Through the use of HSEEP, the whole community can develop, execute, and evaluate exercises that address the preparedness priorities. These priorities are informed by risk and capability assessments, findings, corrective actions from previous events, and external requirements. 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 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 (MBCI), State and Federal agencies, and approved non-governmental emergency management partners (NGOs) use it to monitor and manage activities before, during, and after an emergency or disaster.

5.2.7 Homeland Security Information Network (HSIN)

The Homeland Security Information Network (HSIN) 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 HSIN 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 HSIN network is MEMA's primary information sharing and situation room platform.

5.2.8   Emergency Management Assistance Compact (EMAC)

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

5.2.9   Crisis Track

Crisis Track is an emergency management software tool utilized by MEMA for a wide range of damage assessment functions. Crisis Track functions include, but are not limited to: organizing GIS 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 ICS forms.

5.2.10   WASP Inventory Management System

For logistical inventory control at the new SELOC, MEMA utilizes the WASP Inventory Management System to maintain accurate stock counts, reduce errors, and avoid time-consuming manual entry of items, location bins, pick orders, and inventory receiving. Real-time inventory reports allow MEMA to compile and analyze essential data, like transactions by site or warehouse, itemized inventory levels by SKU, or individual stakeholder request history.
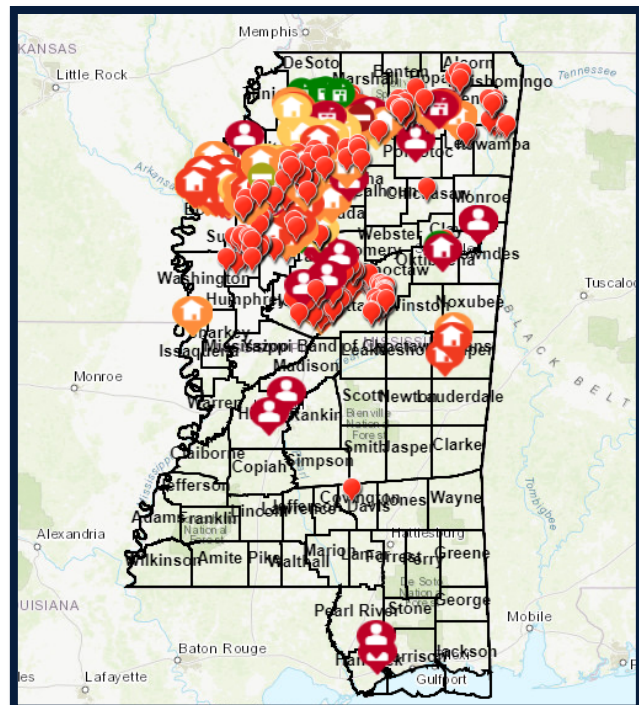
6. AGENCY GOALS, OBJECTIVES, STRATEGIES, AND MEASURES

Program 1: Emergency Management Preparedness

Goal A: Build a Culture of Preparedness

Mitigating threats and hazards that pose a risk across the State.

MEMA conducts a systematic approach to coordinate large-scale regional exercises. It also trains and plans alongside whole community partners to include federal, state, tribal, local, non-governmental organizations, and private sector stakeholders. The continuation of functional, discuss-based, and tabletop exercises are coordinated through a virtual and in-person platform. This is accomplished by executing agency guidelines and procedures and providing functional oversight, training, and exercising the Mississippi Radiological Emergency Preparedness Plan (MREPP) and the Transuranic (TRU) and Hazardous Material program for the State of Mississippi.

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

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

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

Continue to advance the registration process and house certificates in the online training portal. Moving forward, certificates will be housed in a centralized, secure national hub (OneResponder) through the National Qualifications System (NQS).

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

- Output: Number of training classes coordinated and conducted throughout the State.

- Efficiency: Percentage increase in whole community preparedness.

  o Task (A.1.1.1): Establish a cadre of qualified 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 NQS.

  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.

  o Task (A.1.1.7): Coordinate the development of a secure training registration process.

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.

o   Task (A.1.1.11): Assist and provide technical assistance to stakeholder partners for the annual NIMS Compliance Assistance Support Tool (NIMSCAST).

o   Task (A.1.1.12): Coordinate local training opportunities for NIMS courses regionally.

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

MEMA works with federal, state, local, tribal, private sector, and other partners to provide planning, training, and exercise expertise to stakeholders across the whole community.

•   Output: Number of staff and stakeholders providing input and participation in implementing and maintaining preparedness plans and procedures.

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 (AAR/IP).

o   Task (A.1.2.3): Conduct exercises that increase in complexity and build upon training needs and/or plan revisions identified in AAR/IPs.

o   Task (A.1.2.4): Provide technical assistance workshops or training on designing, conducting, and evaluating different types of exercises and AAR/IPs in accordance with the Homeland Security Exercise Evaluation Program (HSEEP) and FEMA.

o   Task (A.1.2.5): Provide technical assistance for the coordination and facilitation of regional exercises.

o   Task (A.1.2.6): Conduct Integrated Preparedness Planning Workshops (IPPW) 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 (THIRA/SPR) 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 that have a role in emergency management.

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

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

MEMA establishes minimum annual requirements and standards for reviewing, revising, and developing local emergency management plans. Local EMAs must meet these requirements and standards to receive State Management Grant funds.

• Output: Number of whole community personnel with expertise in established planning guidelines.

• Output: Number of plans reviewed, revised, and developed.

• Output: Number of planning gaps identified and addressed.

  o Task (A.1.3.1): Participate in planning meetings in preparation for the conduct of exercises.

  o Task (A.1.3.2): Provide stakeholders planning training, guidance, and technical assistance for plan improvement and development.

  o Task (A.1.3.3): Maintain an adequate comprehensive emergency management planning standard.

  o Task (A.1.3.4): Coordinate with whole community partners to develop and provide planning templates to local jurisdictions.

  o Task (A.1.3.5): Conduct standards compliance reviews of required plans.

  o Task (A.1.3.6): Coordinate with stakeholders and partners to improve state-level plans through meetings and working groups.

  o Task (A.1.3.7): Identify steps or activities that must be taken to improve and sustain known strategies.

  o Task (A.1.3.8): Participate in local, state, and national level exercises to identify capability gaps and required plan improvements.

  o Task (A.1.3.9): Manage the National Earthquake Hazard Reduction Program.

  o Task (A.1.3.10): Coordinate and conduct outreach on preparedness and planning.

  o Task (A.1.3.11): Manage the Waste Isolation Pilot Plant (WIPP) and GGNS Radiological Emergency Preparedness programs.

  o Task (A.1.3.12): Develop and maintain state emergency response plans and procedures associated with preparation and response to an incident at the two fixed nuclear facilities affecting areas within Mississippi.

  o Task (A.1.3.13): Provide general recovery plans for radiological incidents that provides 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.

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

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

• Output: Number of stakeholders with enhanced situational awareness.

• Output: Number of states providing assistance.

• Efficiency: Average cost per Emergency Management Assistance Compact (EMAC).

    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, which provide support to both internal and external stakeholders. All programs depend on, collaborate with, and/or interact with the systems that are developed, maintained, or supported internally. Additionally, the IT/GIS/Communications support staff plays a significant role 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.

• Efficiency: Percentage of network availability (24/7).

• Efficiency: Percentage of core application(s) available 24/7 (WebEOC, MB3, Microsoft Office, Barracuda Filter, Sentinel, Crisis Track, ESRI, AtHoc, IPAWS, HSIN).

Strategy (B.1.1). Streamline business software/hardware processes that strengthen alignment with agency goals and objectives.

    o   Task (B.1.1.1): Implement and maintain WEBEOC for data submissions by State agencies, county, and city municipalities for support during events or states of emergency.

    o   Task (B.1.1.2): Implement and maintain MB3 for data submissions by State agencies, county, and city municipalities for support during events or states of emergency.

o   Task (B.1.1.3): Maintain and support External Affairs outreach and make available the information to the public available on MSEMA.org.

o   Task (B.1.1.4): Enhance the customer experience by monitoring overall 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.

•   Efficiency: Percentage framework for receiving, distributing, managing, and analyzing communications data (24/7).

o Task (B.1.2.1): Implement and maintain the SEOC Telephone Communication System.

Objective (B.1.3): Support enterprise mapping components to enable the effective and efficient use of information in support of daily operations.

•   Outcome: Number of supporting agencies with access to MEMA GIS Systems.

•   Efficiency: Percentage framework for gathering, managing, and analyzing data during operations.

Strategy (B.1.4.1): Streamline business processes that strengthen alignment with agency goals and objectives.

o   Task (B.1.4.1.1): Maintain MEMA Common Operating Picture (COP).

o   Task (B.1.4.1.2): Implement and maintain GIS data submissions by State agencies, county, and city municipalities for support during events or states of emergency.

o   Task (B.1.4.1.3): Maintain and support External Affairs outreach and provide information to the public on MSEMA.org and other media communication tools.

o   Task (B.1.4.1.4): Maintain relationship and coordination with Mississippi Automated Resource Information System (MARIS) to obtain updated statewide geospatial data, including critical infrastructure and imagery available to the whole community.

o   Task (B.1.4.1.5): Identify and address internal and external GIS technology opportunities or challenges.

o   Task (B.1.4.1.6): Add updated data to United States National Grid (USNG) Map books for all 82 counties as requested to support the whole community concept. Map books will be used in disasters and SAR.

o   Task (B.1.4.1.7): Identify and address internal and external GIS technology opportunities or challenges.

  o Task (B.1.4.1.8): Implement and maintain security measures to protect data, computers, servers, network hardware, and software from intrusions and attacks.

Objective (B.1.4): 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).

Strategy (B.1.4.1): Support MEMA Information Management Systems and streamline business processes that strengthen alignment with 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 thunderstorms warnings, tornado warnings, hurricanes, earthquakes, tsunami, missing persons, hazardous materials, amber and silver alerts, flash flooding, and missing aircraft incidents. Communications capabilities include satellite, low band, and Ultra-High Frequency (UHF) radios.

- Output: Number of calls from the public answered.

- Output: Number of subscribers to the network.

- Efficiency: Percentage framework for receiving, distributing, managing, and analyzing communications data (24/7).

  o Task (B.1.4.1.1): Implement and maintain Agency Communications (24/7).

  o Task (B.1.4.1.2): Provide alerts for all state events.

  o Task (B.1.4.1.3): MEMA shall maintain and support emergency communications for GGNS.

  o Task (B.1.4.1.4): Identify necessary equipment to facilitate interoperable communications among Federal, State, and local agencies during all-hazards events, both statewide and regionally, to support the whole community.

  o Task (B.1.4.1.5): MEMA shall attend and participate in monthly Mississippi Wireless Communications Commission (WCC) meetings to enhance state interoperability.

  o Task (B.1.4.1.6): Implement and maintain Federal Communications Commission (FCC) Records for 911 submissions by State agencies, county, and city municipalities for support during events or states of emergency.

  o Task (B.1.4.1.7): Identify training requirements necessary for first responders anticipated to use the interoperable system.

  o Task (B.1.4.1.8): Maintain standard operating guidelines (SOGs) for deploying interoperable equipment to facilitate federal, State, and local communications during all-hazard events.

- o Task (B.1.4.1.9): Update the Chempack stakeholder call-down list and participate in exercises.

- o Task (B.1.4.1.10): Provide maintenance for redundant communications to support the whole community.

- o Task (B.1.4.1.11): Develop and execute plans and procedures at GGNS Quarterly notification drills and GGNS full-scale exercises.

- o Task (B.1.4.1.12): Maintain and update AtHoc contacts and Distribution List.

- o Task (B.1.4.1.13): Assist local, tribal, and state agencies with radio programming.

- o Task (B.1.4.1.14): Develop and execute plans and procedures at WIPP and radiological transportation training and exercises.

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 on a daily basis. Virtually on a moment's notice, routine preparedness activities can dramatically change into a fast-paced and life-changing response to an incident. As part of this need to be ever-prepared, MEMA continues to evolve and adapt new processes to stay ahead of the needs of our citizens. During the past year, MEMA has developed the Mississippi Business Emergency Operations Center (MSBEOC) and State Emergency Logistics Operations Center (SELOC). Due to the challenges of the COVID-19 pandemic, both of these concepts are still in development and will remain as prime fixtures in our strategic planning.

Also, this year MEMA will bring Air Operations to the forefront of the planning effort. MEMA's Unmanned Aerial Systems (UAS) 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 UAS Program has highlighted the need to fully develop the State Emergency Operations Center's (SEOC) 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 not adequately managed by an Air Operations Branch.

Mississippi Business Emergency Operations Center. The MSBEOC was a core element in PPE procurement during the COVID-19 response and will be a critical element in supporting future disasters. This is accomplished with increased staff that networks, connects, and informs the private sector of needs within our State to generate a response. While some businesses will donate supplies through the MSBEOC, others will contract. The MSBEOC works closely with Logistics to ensure the transport and delivery of necessary commodities received through the MSBEOC.

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.

Strategy (C.1.1). Create a virtual space on the MSBEOC website that provides private and public businesses to connect and share information during a disaster.

- Outcome: Number of supporting businesses with the ability to connect amongst each other and with the MSBEOC virtually.

- Efficiency: Percentage of MSBEOC registrants with the ability to operate and communicate virtually and contribute to the needs of the State during a disaster.

  o Task (C.1.1.1): Implement and maintain business registration on the MSBEOC 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 via email to MSBEOC 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.

State Emergency Logistics Operations Center. The SELOC provides warehouse space for emergency readiness commodities to meet immediate response needs to disaster areas and PPE 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 PPE to healthcare and local jurisdictions.

- Outcome: Maintain an adequate warehouse to meet current and future needs.

- Efficiency: Provide required PPE to local governments, state agencies, long-term care facilities (LTCF), and hospitals.

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

  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 make the warehouse operate 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 SELOC to include the State Staging Area (SSA).

  o Task (C.2.2.1): Develop the warehouse, and accompanying land into the SSA with parking area, dispatching 53-foot trailers to support major disaster events of a hurricane, potential New Madrid seismic, and pandemic 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.

- 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 where funds are expended and who received the commodities. Provide detailed reports and documentation to meet requirements for the FEMA project worksheets.

Air Operations. The complexities of aviation operations, specifically the coordination of assets and air space management during a large-scale event, warrants the continued development of a unified state aviation branch. Utilizing the FEMA Air Operation 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 (UAS) program to support tactical level 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.

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

- • Outcome: Maintain a fully functional and unified Air Operation Branch within the SEOC.

- • Efficiency: Provide unified aviation support to local, state, tribal, and federal entities.

  - 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, UAS, and airspace management operations.

  - o Task (C.3.1.3): Provide coordination, planning, training, and exercising to ensure the staff and branch can operate effectively and efficiently.

  - o Task (C3.1.4): Plan for integrating the state aviation branch with federal assets or a unified command structure.

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

Strategy (C.4.1): Maintain UAS capability in all nine MEMA districts through FAA-certified UAS pilots.

- • Outcome: Maintain a fully functional UAS Program in compliance with state and federal regulations.

- • Efficiency: Provide on-call UAS support to local, state, tribal, and federal entities.

- o Task (C.4.1.1): Maintain standard operating procedures (SOPs) for UAS program administration and tactical operations.

- o Task (C.4.1.2): Identify, facilitate, and adhere to training, exercise, and certification requirements necessary for UAS pilots.

- o Task (C.4.1.3): Facilitate the procurement and delivery of required UAS airframes and ancillary supplies.

- o Task (C.4.1.4): Implement and maintain adherence to Federal Aviation Administration (FAA) regulations and records submission requirements.

- o Task (C.4.1.5): Implement and maintain UAS still photography, video, infrared (FLIR), spotlight, and radiological detection capability, 24/7, via MEMA UAS certified pilots.

Program 2: Recovery

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

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

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

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

The Public Assistance Bureau administers FEMA's Public Assistance Grant Program. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, authorizes the President to provide Federal assistance when the magnitude of an incident or threatened incident exceeds the affected State, Territorial, Indian Tribal, and local government capabilities to respond or recover. The purpose of the Public Assistance Grant Program is to support 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 gave over five billion dollars through Public Assistance grants to help communities clear debris and rebuild roads, schools, libraries, and other public facilities throughout the United States. The MEMA Recovery Office is responsible for administering and managing the Public Assistance Grant Program within Mississippi.

Strategy (A.1.1): Provide education and reimbursement funds to program eligible local governments, certain 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.

  o Task (A.1.1.1): Conduct Public Assistance Applicants' Briefings after each Major Presidential Declaration throughout the declared counties to discuss grant conditions.

  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): Monitor and assist FEMA with developing eligible Public Assistance projects.

  o Task (A.1.1.4): Assist qualified applicants to gather, sort, and submit appropriate documentation supporting eligible reimbursement costs.

  o Task (A.1.1.5): Educate applicants on potential mitigation opportunities associated with damaged facilities.

  o Task (A.1.1.6): Audit applicants' submitted documentation to ensure that federal, State, and local laws and regulations have been satisfied.

  o Task (A.1.1.7): Ensure that all eligible projects comply with Special Conditions established in the project's Record of Environmental Compliance report.

  o Task (A.1.1.8): Submit applicants' final costs with supporting documentation to Federal Emergency Management Agency for final audit and closure.

  o Task (A.1.1.9): Fully reimburse the applicant the final amount after FEMA closure.

  o Task (A.1.1.10): Certify that all reimbursements are compliant with the Improper Payments Elimination and Recovery Improvement Act of 2012.

  o Task (A.1.1.11): Accumulate and track all state management costs for reimbursement to the State.

  o Task (A.1.1.12): Ensure applicants are closed out of a disaster once all work has been completed and fully reimbursed.

  o Task (A.1.1.13): Ensure all applicants are closed, and 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.

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

Objective (B.1): Administer the Temporary Housing Assistance Program throughout Mississippi.

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.

After Hurricane Katrina, the State of Mississippi designated MEMA to implement the Mississippi Alternative Housing Pilot Program (MAHPP). Years later, the MAHPP dissolved; however, the need to provide emergency housing after a disaster remains. Developing and maintaining a viable housing program is a critical part of MEMA's Strategic Plan. Hiring and training the right individuals is also 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. Without it, FEMA cannot operate successfully either during the initial response or during recovery. Implementing ICS during "blue sky" days is equally as important.

o Task (B.1.1.1): Develop duties for the following positions: Program Manager, Deputy Program Manager, and Section Chiefs (Housing Advisors) for Operations, Information and Planning, Logistics, and Finance.

o Task (B.1.1.2): Fill field staff positions and provide ICS training, customer service training, program requirements, and quality control.

o Task (B.1.1.3): Detail the disaster housing support roles and responsibilities of each operational component 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.

o Task (B.1.1.5): Ensure that policies are in place to integrate the interim housing strategy with related planning and operational documents such as the CEMP.**Objective (B.2.2):** Establish a State-Led Disaster Housing Task Force (SLDHTF).

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

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

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

- Output: Complete the State Housing Strategy Template provided by FEMA.

- Efficiency: Establish a comprehensive and effective housing mission.

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

- o Task (B.2.1.1): Provide temporary housing solutions for displaced community residents, as well as relocation assistance and emergency home repair assistance in the aftermath of a large-scale disaster.

- o Task (B.2.3.2): Identify interim housing strategies that provide secure, safe, and functional housing that provides reasonable quality of life standards (e.g., essential utilities, bath facilities, and areas for food preparation) and meet the physical accessibility needs of the household.

- o Task (B.2.1.3): 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 a fair and equitable applicant process.

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

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

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

- Output: Determine the number of eligible applicants in the impacted area via the application process.

- Efficiency: Number of participants based on criteria.

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

    o   Task (B.3.1.1): Develop a process for addressing the comprehensive client case management process, which engages human services provider organizations to address individual survivors' physical needs.

    o   Task (B.3.1.2): Address larger unit needs and other special resident needs as they relate to the Americans with Disabilities Act (ADA).

    o   Task (B.3.1.3): Develop relationships and MOUs 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): Gain Housing and Urban Development (HUD) approval of variances in application criteria, if necessary.

    o   Task (B.3.1.5): Match applicants, organizations, funding sources, and units.

    o   Task (B.3.1.6): Work toward permanent ownership, where applicable.

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

Objective (B.4): Increase communication and cooperation between MEMA and local governments through effective outreach efforts.

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

• Outcome: A better sense of control and mitigate future community resistance.

Strategy (B.4.1): 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 (MOUs) with local jurisdictions.

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

    o   Task (B.4.1.1): Develop MOUs with local communities.

    o   Task (B.4.1.2): Address jurisdictional questions and concerns as they arise.

Objective (B.5): Design and construct safer, more livable, and cost-effective post-disaster emergency housing.

Housing Units need to be easily manufactured and quickly installed for short-term housing but can also be suitable for long-term occupancy. Units should also withstand up to 150 mph winds

and adhere to all applicable codes such as the HUD code for manufacturing, the Uniform Federal Accessibility Standards (UFAS), and the International Residential Code. Quality of life factors should also be taken into consideration.

- Outcome: Sustainable and durable housing units.

Strategy (B.5.1): Units will meet 150 mph and International Residential Code (IRC) standards and satisfy local zoning, permitting, and code requirements.

- Output: More efficient placement of housing units.

- Efficiency: The housing waitlist significantly decreased.

Housing Units need to be pre-classified as mobile homes or modular homes. Dual classifications cause confusion with local zoning laws can also result in a significant cost increase. Mississippi law allows the owner the option to classify a mobile home as real or personal property at the time of registration. However, if the owner does not own the land on which his manufactured home or mobile home is located, they must declare it personal property at the time of registration (§ 27-53-17). The owner who owns the land on which the manufactured home or mobile home is located shall have the option at the time of registration to declare whether the home shall be classified as personal or real property.

If the home is to be classified as real property, then the wheels and axles must be removed, and it must be anchored and blocked in accordance with the rules and procedures promulgated by the Commissioner of Insurance of the State of Mississippi. (§ 27-53-15).

- o   Task (B.5.1.1): Determine the jurisdiction's zoning laws.

Objective (B.6): Develop a management tracking system.

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

- Outcome: Office of Housing and Assistance Management System.

Strategy (B.6.1): Develop an internet-based multi-user verification management system that documents and tracks housing and units from the beginning to the end of the housing process.

- Output: Programmatic and financial quarterly reports.

- Efficiency: One-stop-shop for each incident that requires housing assistance.

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

- o   Task (B.6.1.1): Enter notes/comments on applicants to ensure data integrity and provide weekly occupant workflow reports for internal and external use.

o   Task (B.6.1.2): Develop SOPs and forms needed for transition area management, site inspection and preparation, and unit installation by TBD date.

o   Task (B.6.1.3): Ensure that subcontractors perform as prescribed by their associated contact.

o   Task (B.6.1.4): Ensure occupant maintenance concerns will be addressed in a timely, cost-justified, and quality manner.

o   Task (B.6.1.5): Prescribe actions to preserve the integrity of all state property.

o   Task (B.6.1.6): Evaluate all maintenance activities and effectively report concerns to MEMA Housing Program Directors.

o   Task (B.6.1.7): Real-time Site Inspection Module to expedite site verification.

o   Task (B.6.1.8): Start entering commercial site information into a management tracking system.

o   Task (B.6.1.9): Deploy Demobilization Module in the management tracking system to monitor the removal of housing units from installed sites.

o   Task (B.6.1.10): Deploy Permanent Housing Module to the management tracking system to handle the permanent installation of housing units, as well as track the progress of an applicant interested in purchasing a unit.

o   Task (B.6.1.11): Provide complete and accurate financial accountability.

Program 3: 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 (NFIP). (See Miss. Code Ann. § 33-15-307)

Mitigation is the effort to reduce 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 (HMGP), Flood Mitigation Assistance (FMA), and the Building Resilient Infrastructure and Communities Program (BRIC).

This Bureau provides grants to assist eligible applicants (State agencies, local governments, private non-profits, and FEMA recognized tribal organizations) to build back 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 our citizens, especially our children, about natural disasters. This will allow them to make better decisions regarding natural and man-made disasters when they are 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 disaster resiliency and mitigation.

• Output: Local applicants with approved projects that provide protection of property.

• Efficiency: Number of projects approved and managed.

  o Task (A.1.1.1): Conduct Applicants' Briefings after each Major Presidential Declaration throughout the State to discuss funding potential for mitigation projects.

  o Task (A.1.1.2): Conduct Hazard Mitigation Assistance (HMA) webinars to provide mitigation tips in order to become more resilient.

  o Task (A.1.1.3): Provide training to 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 HMA 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): Monitor for compliance issues of approved HMA Infrastructure Projects.

  o Task (A.1.1.9): Accumulate and track all state management costs for reimbursement to the State.

  o Task (A.1.1.10): Ensure all projects are completed and all reimbursements are finalized.

  o Task (A.1.1.11): Ensure all disasters are closed prior to the period of performance end date.

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 public participation. 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 hazard events.

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.

    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.

    o Task (A.1.2.3): Ensure that 75 percent of the local Hazard Mitigation Plans in the State are updated.

    o Task (A.1.2.4): Ensure that 100 percent of the local Hazard Mitigation Plans in the State are maintained.

    o Task (A.1.2.5): Enhance opportunities to discuss Mitigation efforts with other State Agencies to develop strategies for developing an Enhanced State Mitigation Plan.

Floodplain Management is the operation of 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 330 Mississippi National Flood Insurance Program (NFIP) participating communities. An estimated 62,703 NFIP Policies are covering an estimated $15.6 billion in total coverage in those communities. Out of 333 communities, 30 participate in the Community Rating System (CRS). The CRS is a voluntary, incentive-based community program that recognizes, encourages, and rewards local floodplain management activities that exceed the minimum standards of the NFIP. The Bureau works to identify flood risk and promote informed planning and development practices to help reduce that risk through the Risk Mapping, Assessment, and Planning (RiskMAP) program.

• Output: Reduction in the number of flood-related losses in the State.

• Efficiency: Number of communities participating in the NFIP.

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

    o Task (A.1.3.1): Conduct Community Assistance Visits with 20 percent of the State's National Flood Insurance Program (NFIP) communities so that each community is visited within five years. These visits will identify any deficiencies in compliance within the program.

o Task (A.1.3.2): Conduct meetings with NFIP Communities to discuss concerns and/or issues with the program.

o Task (A.1.3.3): Provide training throughout the State on the NFIP and implementation of the program at the local level.

o Task (A.1.3.4): Review local ordinances for compliance with 44 CFR on floodplain management regulations.

o Task (A.1.3.5): Assist local NFIP Communities with compliance with the substantial damage clause in the NFIP.

o Task (A.1.3.6): Provide technical advice to local governments on projects, NFIP Forms, Flood Insurance, and Floodplain Management.

o Task (A.1.3.7): Assist the Mississippi Department of Environmental Quality and the Federal Emergency Management Agency with the RiskMAP Program to provide high-quality flood maps and information, tools to better assess the risk from flooding and planning.

o Task (A.1.3.8): Educate local communities regarding the Community Rating System program and the benefits of becoming a member.

Our goal is to bring calm after the storm.

MISSISSIPPI EMERGENCY MANAGEMENT AGENCY

PREPARING FOR TOMORROW'S DISASTERS TODAY

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