



MISSISSIPPI EMERGENCY MANAGEMENT AGENCY

STRATEGIC PLAN

2028-2032



Table of Contents

1.	MISSION STATEMENT	
2.	PHILOSOPHY	
3.	RELEVANT STATEWIDE GOALS AND BENCHMARKS	
4.	OVERVIEW OF THE AGENCY FIVE-YEAR STRATEGIC PLAN	
5.	EXTERNAL/INTERNAL ASSESSMENT & INTERNAL MANAGEMENT SYSTEMS	
5	External/Internal Assessment	
5	Addition of the Mississippi Emergency Communications Authority (MECA)	
5	Management of Multiple Unprecedented Disasters	
5	Retention of Professional Staff	
5	Loss of Institutional Knowledge	
5	Aging and Limited Resources	
5	System Structure and Development	
5	Partnerships	
5	Man-made and Natural Disasters	
5	Internal Management Systems	
5	Mississippi State Personnel Board Personnel Review System	
5	MB3	
5	Mississippi's Accountability System for Government Information and Collaboration	
5	Federal Emergency Management Agency Grants Portal	
5	Homeland Security Exercise and Evaluation Program	
5	WebEOC	
5	Homeland Security Information System	
5	Emergency Management Assistance Compact	
5	Crisis Track	
5	Emergency Operation Supply Tracking Inventory Management and Delivery System	
5	Preparedness Toolkit	
6.	AGENCY GOALS, OBJECTIVES, STRATEGIES, AND MEASURES	
	Program 1: Emergency Management Preparedness	
	Goal A: Build a Culture of Preparedness	

2028-2032 Strategic Plan

Goal B: Optimize IT Resources through Enhanced Methodologies

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

Program 2: Response

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

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

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

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

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

Program 4: Mitigation

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

Program 5: Next Generation 911 (NG911) System

Goal A: Create a technical and operational framework for implementing and operating an interoperable and interconnected NG911 public safety network, titled the Mississippi Emergency Communications Authority (MECA).

1. MISSION STATEMENT

The Mississippi Emergency Management Agency's (MEMA) mission is to safeguard Mississippi and its citizens by fostering a culture of preparedness, establishing and maintaining a Next Generation 911 (NG911) network, executing timely responses during disasters, and quickly restoring quality of life post-event.

2. PHILOSOPHY

The philosophy of MEMA consists of:

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 **operability**, interoperability, continuity, 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.

EMERGENCY COMMUNICATIONS:

The core of Next Generation 911 (NG911) is to create a more reliable, secure, and interconnected emergency communications system. It aims to modernize the traditional 911 system by leveraging Internet Protocol (IP) technology, enabling the integration of various forms of communication, including voice, text, video, and data from various sources. NG911 will enhance emergency number services to create a faster, more resilient system that allows voice, photos, videos, and text messages to flow seamlessly from the public to the 911 network.

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 extraordinary and somewhat abnormal incidents presented over the past few years have provided MEMA with the opportunity to experience new challenges and enhance existing skills. Managing a pandemic, an electrical utility, a major urban water utility, and recovering from catastrophic severe weather events have pushed MEMA's capabilities further than ever before. 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 incidents provided. MEMA continued demonstrating that we are the State's go-to agency and problem solvers.

This year's strategic plan has mostly stayed the same. Emerging from the COVID-19 operational restrictions, MEMA is more resilient than ever. Policies and procedures developed before, during, and after COVID-19 have proven to be time-honored and successful. Conducting the first significant Housing recovery mission since Hurricane Katrina has further improved MEMA's recovery skills and enhanced our private-sector partnerships.

As the operational environment provides new and challenging missions, MEMA will remain flexible and continuously evolve its processes. Even through this period of evolution and adaptation, 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 that 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.

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, achieving 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 Addition of the Mississippi Emergency Communications Authority (MECA)

In May of 2025, S.B. 2835 was passed to establish the Mississippi Emergency Communications Authority (MECA) within the Mississippi Emergency Management Agency.

5.1.2 Management of Multiple Unprecedented Disasters

Over the past five years, Mississippi has been impacted by an unprecedented 17 federal declarations. 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. Because of the labor efforts to manage these latest disasters, closing legacy disasters has virtually come to a standstill.

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 21 open federally declared disasters dating back to Hurricane Katrina, is threatened. Compounding this, the recent Rolling Fork/Amory disaster created a significant housing mission, the first of its kind since Hurricane Katrina. 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 COVID19 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 and 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.

5.1.3 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. The agency must 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.

5.1.4 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 trickle-down 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. While MEMA has made strides in increasing pay, it has not been able to keep up with the rising cost of living or higher-paying federal/private sector jobs.

5.1.5 Aging and Limited Resources

(MEMA) From 2005 to the present, MEMA has conducted over 118 State Emergency Operations Center activations and, to date, is still working on 20 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 60 vehicles with an average age of 7.3 years and an average mileage of 70,790 miles.

The State Emergency Operations Center has been in operation for more than 19 years and is now experiencing substantial maintenance costs associated with normal wear and tear. To keep the facility operational, we are currently investing in a very expensive chiller.

5.1.6 System Structure and Development

MEMA has spent over \$560,100 replacing outdated infrastructure and systems during the fiscal year 2024. MEMA has also conducted safety inspections and corrected numerous safety issues with the aging infrastructure. However, the alarming rate at which the costs of software maintenance, licenses, and cybersecurity software are increasing is straining the MEMA budget and our ability to forecast expenses. Over the past three years, these costs have increased by 5.75%, 15%, and 18.25%, respectively. MEMA anticipates this trend continuing and will strive to stay at the forefront of technology while working within these budgetary constraints.

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 practical and efficient operation of programs and their internal processes. 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. Federal entities, the Office of the State Auditor, or independent audit firms can conduct these reviews and audits.

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.

5.2 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. The 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. Beginning in 2024, MB3 will also be used for online Emergency Management Performance Grant (EMPG) verification.

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

MAGIC is the 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, which 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 the 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 (EMAC)

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 Preparedness Toolkit

The Preparedness Toolkit is an online portal that provides the whole community with tools to aid in implementing all six areas of the National Preparedness System. Toolkits used by MEMA include but are not limited to the Threat and Hazard Identification and Risk Assessment (THIRA)/ Stakeholder Preparedness Review (SPR) and Unified Reporting Tool, and the Homeland Security Exercise Evaluation Program (HSEEP).

5.2.11 Forerunner Floodplain Management System

The Forerunner system is an online tool designed to modernize the workload management of the Mississippi Emergency Management Agency Office of Floodplain Management by storing, tracking, and maintaining all documents related to both routine and disaster operations. The system is used to track community audits, community documents, windshield assessments, damage assessments, and other necessary templates for floodplain management.

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 that incorporates the 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.
 - p Task (A.1.1.4): Review and implement updates in course material as they become

available.

- o Task (A.1.1.5): Produce a multi-year integrated preparedness plan 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 expertise to community stakeholders.

- 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 postexercise 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.
 - p Task (A.1.2.6): Conduct Integrated Preparedness Planning Workshops to engage

stakeholders in revising and increasing 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's all-hazards planning capabilities. MEMA is responsible for maintaining a comprehensive statewide emergency management planning program for all hazards. The agency is also responsible for coordinating with all community partners and stakeholders who have an emergency management role. State-level plans are reviewed, revised, and developed in coordination with whole community partners to ensure reasonable assurance of protecting the State's citizens 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.
- o Task (A.1.3.1): Participate in planning meetings to prepare for exercises.
 - o Task (A.1.3.2): Provide stakeholders with 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.
 - p 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 Grand Gulf Nuclear Station and Waste Isolation Pilot Plant radiological emergency preparedness programs.
- o 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).
- o 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.

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 assisting.
 - 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 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 the 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 the 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 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. To date, the MEMA App has been downloaded over 14,000 times.

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 lifesaving, 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 when funding is available. 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 (BEOC) has been pivotal in managing donated commodities during significant crises, such as the severe weather outbreak on March 24-25, 2023. The center continues to play a crucial role in disaster support. Through the diligent efforts of its staff and by fostering strong relationships with the private sector, the Mississippi Business Emergency Operations Center effectively informs businesses of state needs and collaborates closely to generate effective responses. This partnership ensures that the private sector can readily provide crucial resources and recover more quickly in times of crisis. Staff continually enhance their capabilities through training and exercises, ensuring they are well-prepared to handle a variety of

scenarios. The outreach efforts of the Mississippi Business Emergency Operations Center have broadened throughout the state, allowing for increased coordination and communication with businesses in various regions. Working closely with Logistics, the Mississippi Business Emergency Operations Center ensures the efficient transport and delivery of essential commodities, facilitating swift recovery and resilience across Mississippi communities.

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 with 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. **Objective (C.2).** The MEMA Office of Logistics is tasked with the overall logistical operations for maintaining the state's Personal Protective Equipment stockpile for future pandemic response. Logistical operations include storage management, allocation, and delivery of the state's stockpile of Personal Protective Equipment.

- 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.
 - Task (C.2.1.2): Identify and organize required staff to procure, manage, and distribute PPE to all identified activities.
 - Task (C.2.1.3): Procure all resources to operate the warehouse effectively and efficiently.
 - 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 commodities to local governments, and state agencies.
 - Explanatory: Zoning, funding, and staffing.
 - 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.
 - 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.
 - Task (C.2.3.1): Manage processes to track procurement, inventory and distribution management, and customer receipt.
 - 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.
 - Task (C.3.1.1): Identify and organize the required staff to manage and coordinate the branch and aviation activities.
 - Task (C.3.1.2): Provide program management for fixed-wing, rotor-winged, Unmanned Aerial Systems, and airspace operations.
 - Task (C.3.1.3): Provide coordination, planning, training, and exercising to ensure the staff and branch operate effectively and efficiently.
 - 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.
 - p 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 shared vocabulary, systems, and processes to deliver the capabilities described in the National Preparedness System successfully. 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, 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.

- p 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.
- o 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.

- o Task (A.2.1.1): Coordinate the development, update, and publishing of the Response Framework annually.

- o 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.

2028-2032 Strategic Plan

- 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.
- p 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: Three Field Services Area Supervisors oversee three Area Coordinators who, in turn, oversee 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.
 - p 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 affected by 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.

2028-2032 Strategic Plan

- 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: Work with county, state, and federal stakeholders during federally declared and nondeclared disasters by addressing survivors' disaster-related unmet needs. 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 cause a wide range of negative impacts, including loss of life, injuries, damage to property and infrastructure, displacement, and economic disruption, which

can make the recovery process difficult to navigate. Objective (B.1): Ensure a safe and affordable living environment for displaced residents as quickly as possible. This includes addressing the immediate needs and circumstances of each individual or family.

- Outcome: Promote self-sufficiency while also fostering long-term stability. This approach can increase community resilience and utilization of the Disaster Assistance Repair Program funding.

Strategy (B.1.1): Identify where displaced residents are currently staying and work with local organizations and officials, conduct damage assessment validations, utilize existing resources, and develop new policies and procedures based on best practices.

- Output: Number of displaced residents assisted.
- Efficiency: Focus on immediate access to resources, which ensures stability, reduces displacement duration, and improves the well-being of those affected.
- Explanatory: Planning considerations include the number of displaced families, available resources, whether the incident receives a federal declaration, and the amount of assistance from the private sector and non-profit organizations. These were major considerations during the DR-4697 Direct Housing Mission, which displaced more than 800 individuals. Developing and maintaining a viable housing program and a Recovery Framework are critical to MEMA's Strategic Plan.
 - Task (B.1.1.1): During a non-declared event, the Office of Housing and Individual Assistance manages the implementation of housing assistance via the Disaster Housing Task Force, tracks the unmet needs of the disability/access and functional needs population and facilitates the MS Disability and Access and Functional Needs Task Force, and tracks and manages all costs associated with the Disaster Assistance Repair Program (DARP) for eligible counties. If the event is declared, MEMA's Office of Housing and Individual Assistance works closely with FEMA and other federal agencies.
 - Task (B.1.1.2): The Office of Housing and Individual Assistance staff connects impacted individuals with resources and provides technical assistance to affected counties.
 - Task (B.1.1.3): Follow the policies and procedures outlined in operational documents such as MEMA's Disaster Recovery Framework, the State-Led Disaster Housing Task Force Annex, the Disaster Housing Strategy Plan, and FEMA's Individual Assistance Program and Policy Guide (IAPPG).
 - Task (B.1.1.4): Ensure all resources are allocated and delivered consistently, systematically, fairly, justly, and impartially to all individuals regardless of socioeconomic status or other protected characteristics by incorporating the five functional areas of CMIST (Communication, Maintaining Health, Independence, Safety and Support, and Transportation) into recovery plans and establishing Long-Term Recovery Committees.

- p Task (B.1.1.5): Gathering, analyzing, and confirming the accuracy and reliability of damages caused by a disaster by conducting damage assessment validations.
- o Task (B.1.1.6): Facilitate the Disaster Housing Task Forces (Incident-Specific, Regional, and Core Advisory Group) and the MS Disability and Access and Functional Needs Task Force.
- o Task (B.1.1.7): Coordinate the development and publishing of the Recovery Framework.
- o Task (B.1.1.8): Provide coordination, planning, training, and exercising to ensure the staff and branches operate effectively and efficiently within the construct of the Framework.

Objective (B.2): Maintain an active State-Led Disaster Housing Task Force (SLDHTF) and MS Disability and Access and Functional Needs Task Force. The SLDHTF and MS Disability and Access and Functional Needs Task Force will lead and coordinate state, local, private sector, and community-based actions to assess housing impacts while addressing the unmet needs of the whole community.

- Outcome: A representation of stakeholders who reflect the whole community and can provide resources and solutions to address unmet disaster-related needs.

Strategy (B.2.1): Lead and coordinate state, local, private sector, and community-based actions to assess disaster-related impacts and identify resources regardless of declaration status.

- Output: Regular meetings keep members informed and connected, identify goals, and ensure progress.
- Efficiency: Continue to evaluate the effectiveness of the task forces and make adjustments to ensure they can meet the evolving needs of individuals affected by disasters.
- Explanatory: Focus on goals, effective communication, and a structured approach to addressing the unmet needs of impacted residents ensures the task force members remain engaged and productive.
 - o Task (B.2.1.1): Address the unmet needs of Mississippi residents impacted by a disaster.
 - Task (B.2.1.2): Identify housing strategies that provide safe, sanitary, and livable housing that meets reasonable quality of life standards (e.g., essential utilities, bath facilities, and food preparation areas) and meet the physical accessibility needs of the household.
 - Task (B.2.1.3): Use a structured approach to identify, analyze, and address issues to ensure that the task forces can develop effective solutions.

Objective (B.3): Provide support to individuals and families affected by disasters through case management and state-funded programs.

During a non-declared event and if a State of Emergency is declared, displaced survivors will be case managed as part of the Temporary Housing Assistance Program (THAP).

- Outcome: Survivors will have a stronger recovery plan and be able to return to their predisaster status more quickly.

Strategy (B.3.1): A successful disaster case management strategy involves a multi-faceted approach, including establishing clear procedures, prioritizing the needs of survivors and fostering collaboration with various stakeholders.

- Output: Contact impacted residents to identify their needs.
- Efficiency: Use data to track progress, identify patterns, and improve decision-making.
- Explanatory: Disaster case management is a crucial element of the recovery phase of disaster management, connecting survivors with the resources they need to rebuild their lives and communities.

The criteria outlined in the Temporary Housing Assistance Program will determine an applicant's eligibility to receive assistance from MEMA.

- Task (B.3.1.1): Develop a process for addressing the comprehensive client case management process, which engages organizations and the Long-Term Recovery Committee (LTRC) to address the unmet needs of survivors.
- Task (B.3.1.2): Identify the needs and understand the specific challenges faced by survivors, such as those with disabilities.
- Task (B.3.1.3): Provide accurate and timely information about available resources, such as government assistance programs, non-profit organizations, and local support services.
- Task (B.3.1.4): Monitor survivors' progress and recovery efforts, to ensure they receive the necessary support they need.
- Task (B.3.1.5): Maintain detailed records of services provided, including assessments, referrals, and interactions with survivors.
- Task (B.3.1.6): Collaborate with other agencies, non-profit organizations, and Long-Term Recovery Committees.

Objective (B.4): Encourage all aspects of Emergency Management Planning to fully integrate individuals with disabilities and those with access and functional needs.

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

Strategy (B.4.1): Actively involve disability advocacy groups and the emergency management community in the planning process to effectively assist the whole community.

- Output: Involve individuals with disabilities, disability advocates, and other stakeholders in the planning process via the MS Disability and Access and Functional Needs Task Force.
- Efficiency: The development and implementation of inclusive policies such as CMIST, which support the needs of individuals with disabilities and access and functional needs.
- Explanatory: The size and scope of the incident, and sufficiently trained and capable staff, will affect the success of this effort.
 - Task (B.4.1.1): Continue to maintain and update the Access and Functional Needs Recovery Annex to assess its effectiveness in addressing the needs of the whole community.
 - Task (B.4.1.2): Perform accessibility assessments at identified emergency shelters and Disaster Recovery Centers.
 - Task (B.4.1.3): Provide training on disability and access and functional needs topics.
 - Task (B.4.1.4) Convene meetings of the Mississippi Disability and Access and Functional Needs Task Force to enhance coordination, share resources, address unmet needs, and priorities.
- Objective (B.5): Increase communication and cooperation between MEMA and local governments, emergency management directors, and Long-Term Recovery Committees through effective outreach efforts.
- Outcome: Increased information sharing, established communication protocols for timely exchanges, and encouraged participation from impacted communities in task force meetings.

Strategy (B.5.1): Conduct Monitoring Visits with county emergency management directors, provide technical assistance to county emergency management directors, and create comprehensive county profiles for all 82 counties, which include data sets such as community resilience, social vulnerability, and risk index.

- Output: Facilitate task force meetings and training courses.
- Efficiency: Number of active Long-Term Recovery Committees and the training provided for documents, such as county profiles and disaster housing templates, provided to emergency management directors.
- Explanatory: By enhancing communication and collaboration, these groups can better coordinate disaster response and recovery efforts, ultimately benefiting the affected community. Pre-disaster planning is crucial for minimizing the impact of disasters by helping communities and individuals be better prepared for potential events.
 - Task (B.5.1.1): Establish clear communication channels and protocols by determining how information will be shared and establishing regular meetings and updates.
 - Task (B.5.1.2): Identify key stakeholders, build relationships, and foster collaboration.
 - p Task (B.5.1.3): Share information and promote transparency by developing a shared understanding of recovery goals, providing regular updates on recovery progress, and ensuring information is accessible and understandable.
 - o Task (B.5.1.4): Coordinate resources and efforts by developing a resource spreadsheet divided

into MEMA Districts and promoting a unified approach to recovery by leveraging each organization's strengths and expertise.

Strategy (B.5.2): Validate Damage Assessments for damages resulting from an event as requested by the county emergency management director.

- Output: Conduct on-site inspections of damages to residents' homes and coordinate with local officials on the extent of the damage (affected, minor, major, or destroyed).
 - Efficiency: The number of homes validated helps identify homes that may have been missed during the initial assessments. Validations can also result in an increase in the damage assessment categories: destroyed, major, minor, and affected.
 - 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 to determine the next steps to assess if the disaster exceeds the county and state's capabilities.
- Task (B.5.2.1): Validate the initial damage assessments through on-site inspection to ensure accuracy and consistency.
 - Task (B.5.2.2): Document validations and update photographs and damage categories of the damaged dwellings in CrisisTrack.
 - Task (B.5.2.3): Based on the damage assessments validation results, determine if the impacted resident qualifies for the Temporary Housing Assistance Program.
 - Task (B.5.2.4): Based on the validation process's results, determine whether the state will request Joint Preliminary Damage Assessments from federal partners.
 - Task (B.5.2.5): Support federal grant determinations by ensuring accurate and complete information is available to support FEMA's Individuals and Households Program (IHP).
- Objective (B.6): Efficiently and effectively connect individuals affected by a disaster with the resources. Outcome: Ensure that resources are deployed efficiently and that survivors receive the assistance they need. Strategy (B.6.1): Involve trained MEMA personnel who can track calls, understand the nature of the requests, identify resources, and provide reliable and responsive communication.

- Output: Helps people in need connect with information, assistance and resources.
- Efficiency: The ability to resolve issues quickly, connect survivors with relief services, and ensure timely and accurate dissemination of information.

- Explanatory: The size and scope of the incident, and sufficiently trained and capable staff, will affect the success of this effort.
- Task (B.6.1.1): Connect impacted residents with resources.
- Task (B.6.1.2): Disseminate information about the disaster.
- Task (B.6.1.3): Provide training to call center staff that includes empathy for callers and stress management.
- Task (B.6.1.4) Facilitate communication and coordination between different agencies and organizations involved in disaster response.

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. § 3315-307)

Mitigation reduces the loss of life and property by lessening the impacts of disasters.

The Office of Mitigation is organized into three Bureaus: Floodplain Management, Hazard Mitigation Grants, and Mitigation Planning. It also houses the Mississippi Safe Room Project.

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 Program, Swift Current Program, and Legislative Pre-Disaster Mitigation Program.

This Bureau provides grants to assist eligible applicants (state agencies, local governments, private non-profits, and federally recognized tribal organizations) in building 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.

- Output: Local applicants with approved projects that protect property.
- Efficiency: Number of projects approved and managed.
- Explanatory: The limiting factors for this program's success are 1. project funding for all project types, 2. the willingness of potential applicants to apply for or participate in the program, and 3. the 25% match funding for local governments that act as sub-recipients.

- 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 project types.
- o Task (A.1.1.4): Provide technical assistance to applicants to develop approvable Hazard Mitigation project applications for FEMA review and approval.
- o Task (A.1.1.5): Conduct site visits for potential Mitigation resiliency projects for grant funding with potential sub-recipients.
- o Task (A.1.1.6): Monitor for compliance issues of approved Hazard Mitigation Assistance Grant Program 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): Accumulate and track all state management costs for reimbursement to the State.
- o Task (A.1.1.10): Make sure all projects and reimbursements are completed and finalized.
- o Task (A.1.1.11): Ensure projects are closed after completing all work and payments are reimbursed.
- o Task (A.1.1.12): 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 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. **Strategy: (A.1.2):** Provides the framework for increasing education and awareness about threats, hazards, and vulnerabilities by identifying long-term, broadly supported strategies for risk reduction.

2028-2032 Strategic Plan

- 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 Task (A.1.2.1): Conduct mitigation planning in-person workshops and online seminars 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 and submit them to FEMA for review and approval.
 - o Task (A.1.2.3): Ensure local jurisdictions adopt approved regional and local Hazard Mitigation plans.
 - o Task (A.1.2.4): Ensure that 100 percent of the local Hazard Mitigation Plans and the state plan are updated and 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 a program that provides preventative and corrective measures to participate in communities that should be taken to reduce the risk of current and future flooding, resulting in a more resilient community. The program encourages communities to adopt and enforce floodplain management regulations to reduce future flood damage. State and local governments adopt these measures so that the citizens in the community will be eligible to purchase flood insurance. The Floodplain Management Bureau staff provides technical assistance to more than 330 Mississippi National Flood Insurance Program participating communities. An estimated 45,770 NFIP policies cover the state, with \$3,125,557,221 total paid losses.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. Out of 335 communities, 28 participate in the Community Rating System.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 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 issues.

- p 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 assess the risk of flooding and planning better.
 - 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.Task (A.1.3.10): Develop a state-based Community Rating System program to educate communities that are not participating in the program on the benefits of participating.
- Strategy (A.1.4):** Establish a Community Rating System Division within the Floodplain Management Bureau to encourage community floodplain management practices that exceed the minimum requirements of the National Flood Insurance Program.

- Output: Hiring and training 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 administering 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.

Strategy (A.1.5): Develop an internal tracking system within the Forerunner Software to enhance work efficiency within the Floodplain Management Bureau.

- Output: Design system based on the Mississippi Emergency Management Agency

2028-2032 Strategic Plan

- procedures
 - Efficiency: Store, track, and maintain CAP-SSSE Grant Funded Activities
 - Explanatory: Keys to program success are public messaging, education, training, and willingness to participate.
- Task (A.1.5.1) Enhance the system to resemble FEMA's Community Information System to store and manage documents corresponding to communities.
- Task (A.1.5.2) Manage and overlay Base Level Engineering (BLE) Data to assist citizens with obtaining elevations in Approximate A-flood zones.
- Task (A.1.5.3) Assist the Floodplain Management Bureau and the local Floodplain Administrators with conducting substantial damage assessments after a disaster.
- Task (A.1.5.4) Provide communities participating in the Community Rating System features to assist with preparation for audits conducted by the Insurance Service Office (ISO). Which in turn results in community resilience and increasing insurance discounts for NFIP insured policyholders.

The Mississippi Residential Safe Room Grant Project is a crucial element of the state's life safety mitigation strategy. This initiative provides financial support for eligible residents to purchase residential safe rooms that meet the latest FEMA P-320 and ICC-500 standards. It is especially significant for those living in mobile homes and rural areas who may have limited access to nearby community safe rooms or adequate protective structures. Through comprehensive blueprint reviews and effective vendor engagement, MEMA ensures that only the safest and most structurally sound designs receive approval. Additionally, the project raises public awareness of tornado preparedness, enhances market compliance with FEMA and ICC-500 design standards, and supports statewide resilience efforts. Given the increasing frequency and intensity of severe weather events in Mississippi, this initiative aims to become a regular annual offering. Future state appropriations may allow the program to function independently of federal funding, ensuring continuity in years without federal disaster declarations.

Strategy (A.1.5): Expand the reach, access, and resilience impact of Mississippi's Residential Safe Room Grant Project

- Output: Increased availability and installation of FEMA/ICC-compliant residential safe rooms statewide.
- Efficiency: Number of safe rooms funded, constructed, and verified through program compliance measures.
- Explanatory: The program's success depends on adequate funding, vendor and applicant participation, and continued public demand for protective structures in high-risk areas.

Strategy (A.1.5.1): Deliver residential safe room funding to eligible applicants using the most current FEMA and ICC standards.

2028-2032 Strategic Plan

- Task (A.1.5.1.1): Maintain a Residential Safe Room Grant Project that consistently adheres to the most current FEMA P-320 and ICC-500 construction and engineering standards, updating requirements with each new edition as released.
- Task (A.1.5.1.2): Oversee a blueprint approval process requiring vendor designs to be stamped by a licensed Mississippi Professional Engineer and demonstrate clear compliance with the latest FEMA/ICC safe room design standards.
- Task (A.1.5.1.3): Provide clear and accessible technical assistance to applicants throughout the grant lifecycle—including application submission, vendor selection, construction verification, and reimbursement—ensuring all installations comply with the most current FEMA P-320 and ICC-500 standards.
- Task (A.1.5.1.4): Ensure balanced geographic distribution of grant funding by allowing all 82 counties to access the project regardless of their disaster declaration history.
- Task (A.1.5.1.5): Develop and maintain public-facing educational materials and guidance that explain safe room benefits, grant eligibility, engineering requirements, and the importance of code-compliant design.
- Task (A.1.5.1.6): Explore the development of a consistent, annually funded Residential Safe Room Grant Project using state appropriations to supplement or replace federal mitigation funding in future years. This effort anticipates potential changes in FEMA's Hazard Mitigation Grant Program structure and promotes long-term continuity of life-safety programs.

Strategy (A.1.5.2): Leverage the Residential Safe Room Grant Project to strengthen Mississippi's safe room market and promote long-term community resilience.

- Task (A.1.5.2.1): Publicly clarify that MEMA does not endorse specific residential safe room manufacturers or contractors but provides reimbursement only for safe rooms that meet the most current FEMA P-320 and ICC-500 standards, as demonstrated through stamped engineering blueprints and installation by a licensed Mississippi contractor.
- Task (A.1.5.2.2): Require participating manufacturers and vendors to update their engineering documentation and design plans with each new release of FEMA or ICC standards to maintain eligibility.
- Task (A.1.5.2.3): Track vendor participation and blueprint approvals over time to evaluate compliance trends and identify opportunities for market outreach or improvement.

2028-2032 Strategic Plan

- Task (A.1.5.2.4): Promote consumer awareness of proper safe room design by distributing educational materials that highlight FEMA/ICC standards and explain what separates compliant safe rooms from less protective structures.
- Task (A.1.5.2.5): Conduct focused outreach to rural populations, mobile home residents, and other vulnerable areas of Mississippi, using available tornado risk data to prioritize communities most in need of residential safe room protection.
- Task (A.1.5.2.6): Regularly monitor and analyze statewide tornado activity and severe weather trends to adjust program outreach and communication strategies based on evolving risk profiles.



MISSISSIPPI EMERGENCY COMMUNICATIONS AUTHORITY (MECA)

Program 5: Next Generation 911 (NG911)

Goal A: Create an interoperable and interconnected technical and operational framework titled NG911 to be overseen by the Mississippi Emergency Management Agency (MEMA).

A robust NG911 framework requires a technical backbone of interoperable, interconnected systems and an operational structure that enables seamless data sharing and coordination. This includes setting up a geographically diverse Emergency Services Internetwork (ESInet) for reliable connectivity, as well as Core Services that include implementing standards for call handling and data formats and establishing clear protocols for interoperability between different jurisdictions.

Objective (A.1): Coordinate NG911 programs, initiatives, and policies throughout Mississippi.

Strategy (A.1.1): Upon the establishment of the Mississippi Emergency Communications Authority (MECA) publish a State NG911 Plan and Program.

- Output: Create an NG911 organizational framework to support the development, modification, and implementation of a comprehensive NG911 plan implemented and overseen by MECA, a division of MEMA.
- Efficiency: Providing organizational support staff, infrastructure, and expertise required.
- Explanatory: Ensuring the availability of technical expertise, planning, and operational personnel to ensure the timely and efficient rollout of the NG911 program.
 - Task (A.1.1.1): MECA, as a sub-agency of MEMA, shall serve as the statewide coordinator for Emergency Communications, including 911, E911, NG911, and all other related functions.
 - Task (A.1.1.2): Develop, establish, and publish a defined scope, technical standards, and operational requirements for a State NG911 Plan
 - Task (A.1.1.3): Develop and implement policies and procedures to provide NG911 services statewide.
 - Task (A.1.1.4): Develop and adopt an annual budget for implementation, management, upgrades, deployments, and operations.

2028-2032 Strategic Plan

- Task (A.1.1.5): Study, evaluate, and establish technology standards for regional and statewide provision of a public safety communications network and NG911 systems.
- Task (A.1.1.6): Review and revise technology standards based on 353 orders and rulings by the Federal Communications Commission (FCC).
- Task (A.1.1.7): Develop and establish minimum standards for the operation of PSAPs.
- Task (A.1.1.8): Develop and implement an internal quality assurance program and monitor local and regional PSAP compliance with technical and operational standards, requirements, and practices.
- Task (A.1.1.9): Research and develop an ESInet and Core Services, the combination of hardware and software required to facilitate NG911 systems and services.
- Task (A.1.1.10): Investigate Geographical Information Systems (GIS) standards and mapping and incorporate them, as well as other resources, into the State NG911 Plan.

Strategy (A.1.2): Administer, receive, and audit emergency communications service charges paid to the Emergency Communications Districts (ECDs).

- Output: Establish and maintain a distribution formula based on criteria provided statute for disbursements from the Emergency Communications Public Safety Trust Fund to ECDs. This formula is to be provided to the Mississippi Department of Revenue to establish and disseminate emergency communications service charges.
- Efficiency: Income of the necessary funding for system development and operation.
- Explanatory: Providing the necessary funding for program development and system buildout, i.e., staffing, research, development, and operations.
 - Task (A.1.2.2): Make a report of assessment and collection changes available to the Legislative Services Office of the Senate and the House of Representatives.

Strategy (A.1.3): Develop an ECD NG911 Implementation Plan Program.

- Output: Number of ECD plans developed, reviewed, and revised statewide.
 - Efficiency: Percentage of plans approved and implemented.
 - Explanatory: Ensuring technical completeness and ECD plan viability consistent with the State NG911 Plan and equitable allocation of Grant funds.
 - Task (A.1.3.1): Identify, define and expand as requested, ECD boundaries created throughout the state by geospatial.
 - Task (A.1.3.2): Require each ECD to submit a plan to implement an NG911 program
 - Task (A.1.3.3): Review, revise, and recommend approval of ECD implementation plans.
 - Task (A.1.3.4): Upon approval, certify ECD implementation plans.
 - Task (A.1.3.5): Maintain a registration database of all service providers and notify the agency as necessary of any provider that fails to comply with the program requirements.
- p Task (A.1.3.6): Ensure each ECD submits financial and program reports to the authority advisory board annually.

- Task (A.1.3.7): Ensure that each ECD adopts an NG911 plan by December 31, 2030.

Strategy (A.1.4): Administer NG911 Grant Programs

- Output: Provide financial assistance for statewide NG911 implementation projects through federal, state, and other grant funding opportunities.
- Efficiency: Percentage of grant funds awarded and expended in accordance with grant requirements and approved NG911 plans.
- Explanatory: Ensures ECDs and PSAPs have access to supplemental funding necessary to implement NG911 technologies, GIS improvements, cybersecurity enhancements, and infrastructure modernization.
- Tasks:
 - Task (A.1.4.1): Apply for, receive, and administer federal and state grant opportunities available for NG911 implementation and enhancement.
 - Task (A.1.4.2): Develop grant application procedures and scoring methodologies.
 - Task (A.1.4.3): Review and evaluate grant applications submitted by ECDs.
 - Task (A.1.4.4): Award grant funding consistent with the State NG911 Plan.
 - Task (A.1.4.5): Monitor grant compliance and project completion.
 - Task (A.1.4.6): Audit grant expenditures and ensure proper use of grant funds.
 - Task (A.1.4.7): Provide grant performance reports to MEMA, the Legislature, and applicable funding agencies.

Strategy (A.1.5): Monitor Statewide PSAP Performance

- Output: Establish statewide performance measures and operational benchmarks for PSAPs.
- Efficiency: Percentage of PSAPs meeting established service and operational performance standards.
- Explanatory: Provides accountability, identifies operational deficiencies, and supports continuous improvement of emergency communications services statewide.
- Tasks:
 - Task (A.1.5.1): Collect and maintain operational performance data from PSAPs.
 - Task (A.1.5.2): Monitor call-answering performance and service levels.

2028-2032 Strategic Plan

- Task (A.1.5.3): Monitor NG911 system availability and operational readiness.
- Task (A.1.5.4): Develop statewide performance metrics and benchmarks.
- Task (A.1.5.5): Publish statewide PSAP performance reports.
- Task (A.1.5.6): Identify deficiencies and recommend corrective actions.

Strategy (A.1.6): Provide Technical Assistance to ECDs and PSAPs

- Output: Technical assistance services supporting ECD and PSAP transition to NG911.
- Efficiency: Number of ECDs and PSAPs receiving technical assistance.
- Explanatory: Provides local agencies with access to statewide expertise and resources necessary to successfully implement NG911.
- Tasks:
 - Task (A.1.6.1): Conduct technical assessments of PSAP facilities and systems.
 - Task (A.1.6.2): Provide NG911 implementation guidance.
 - Task (A.1.6.3): Assist with ECD NG911 Plan development.
 - Task (A.1.6.4): Provide procurement and vendor evaluation assistance.
 - Task (A.1.6.5): Assist with GIS remediation and data quality improvement.
 - Task (A.1.6.6): Assist with cybersecurity planning and implementation.
 - Task (A.1.6.7): Provide support for consolidation and regionalization initiatives.

Strategy (A.1.7): Assist in Statewide Emergency Communications Training

- Output: Standardized training and professional development opportunities for emergency communications personnel as defined by the Board on Emergency Telecommunications Standards and Training (BETST).
- Efficiency: Percentage of personnel meeting training requirements.

2028-2032 Strategic Plan

- Explanatory: Promotes consistency, professionalism, and operational readiness among emergency communications personnel statewide.
- Tasks:
 - Task (A.1.7.1): Coordinate with BETST regarding training standards.
 - Task (A.1.7.2): Develop recommendations for telecommunicator training.
 - Task (A.1.7.3): Develop recommendations for supervisor and management training.
 - Task (A.1.7.4): Promote NG911-related training opportunities.
 - Task (A.1.7.5): Promote GIS, cybersecurity, and technology training.
 - Task (A.1.7.6): Monitor statewide training compliance.
 - Task (A.1.6.7): Make available Continued Education opportunities where appropriate.

Strategy (A.1.8): Establish Statewide NG911 Cybersecurity Program

- Output: A cybersecurity framework protecting NG911 infrastructure and operations.
- Efficiency: Percentage of PSAPs participating in cybersecurity assessments and compliance activities.
- Explanatory: Protects critical emergency communications infrastructure from cyber threats and operational disruptions.
- Tasks:
 - Task (A.1.8.1): Develop statewide cybersecurity standards for NG911 systems.
 - Task (A.1.8.2): Conduct cybersecurity risk assessments.
 - Task (A.1.8.3): Promote compliance with CJIS and applicable security standards.
 - Task (A.1.8.4): Monitor cybersecurity compliance among participating agencies.
 - Task (A.1.8.5): Coordinate cybersecurity incident response activities.
 - Task (A.1.8.6): Conduct cybersecurity training and exercises.
 - Task (A.1.8.7): Publish cybersecurity guidance and best practices.

Strategy (A.1.9): Establish Statewide GIS Governance Program

2028-2032 Strategic Plan

- Output: A statewide GIS framework supporting NG911 geospatial call routing and location validation.
- Efficiency: Percentage of ECD GIS datasets meeting statewide standards.
- Explanatory: Ensures the accuracy and consistency of geospatial data required to support NG911 services.
- Tasks:
 - Task (A.1.9.1): Develop and publish GIS data standards.
 - Task (A.1.9.2): Develop GIS validation and quality control procedures.
 - Task (A.1.9.3): Maintain statewide ECD boundary datasets.
 - Task (A.1.9.4): Coordinate statewide addressing initiatives.
 - Task (A.1.9.5): Conduct GIS audits and assessments.
 - Task (A.1.9.6): Provide GIS technical assistance to ECDs.
 - Task (A.1.9.7): Maintain statewide NG911 GIS repositories and resources.

Strategy (A.1.10): Develop Legislative and Policy Recommendations

- Output: Recommendations supporting continuous improvement of emergency communications services statewide.
- Efficiency: Number of recommendations submitted for consideration.
- Explanatory: Ensures Mississippi's emergency communications environment remains effective, sustainable, and aligned with evolving technologies.
- Tasks:
 - Task (A.1.10.1): Evaluate statewide emergency communications operations.
 - Task (A.1.10.2): Identify statutory and regulatory gaps.
 - Task (A.1.10.3): Recommend legislative changes.
 - Task (A.1.10.4): Recommend funding improvements.
 - Task (A.1.10.5): Recommend consolidation and interoperability opportunities.
 - Task (A.1.10.6): Provide reports and recommendations to the Legislature.

Strategy (A.1.11): Conduct Financial Oversight and Compliance Monitoring

- Output: Financial accountability and compliance oversight of ECDs and NG911-related expenditures.
- Efficiency: Percentage of ECDs submitting required financial reports.
- Explanatory: Ensures emergency communications funds are used in accordance with statutory requirements and approved plans.
- Tasks:
 - Task (A.1.11.1): Review annual financial reports submitted by ECDs.
 - Task (A.1.11.2): Review program reports submitted by ECDs.
 - Task (A.1.11.3): Investigate adverse audit findings.
 - Task (A.1.11.4): Recommend corrective actions where necessary.
 - Task (A.1.11.5): Monitor compliance with approved ECD NG911 Plans.
 - Task (A.1.11.6): Audit expenditures associated with NG911 funding.
 - Task (A.1.11.7): Recommend withholding of funding when authorized by law.

Strategy (A.1.12): Maintain and Update the State NG911 Plan

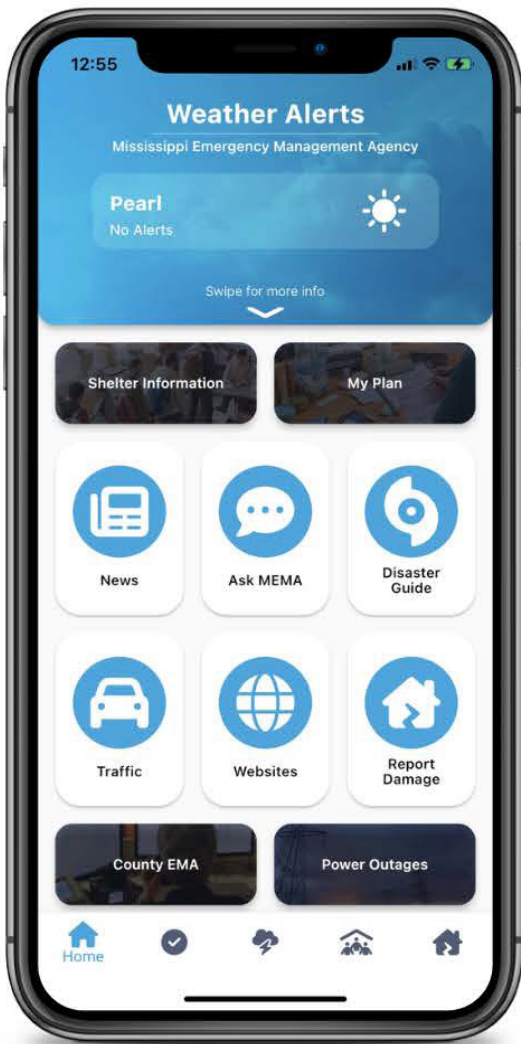
- Output: Current and effective statewide NG911 strategic and operational framework.
- Efficiency: Completion of annual reviews and updates.
- Explanatory: Ensures the State NG911 Plan remains aligned with technology advancements, operational requirements, and legislative direction.
- Tasks:
 - Task (A.1.12.1): Conduct annual reviews of the State NG911 Plan.
 - Task (A.1.12.2): Evaluate emerging technologies and industry best practices.
 - Task (A.1.12.3): Update technical, operational, and cybersecurity standards.
 - Task (A.1.12.4): Coordinate stakeholder review and feedback.
 - Task (A.1.12.5): Publish revisions and amendments to the State NG911 Plan.

2028-2032 Strategic Plan

- Task (A.1.12.6): Maintain version control and document history.
- Task (A.1.12.7): Ensure alignment with FCC orders, NENA standards, and statutory requirements.



**DOWNLOAD THE MEMA
APP TODAY!**



[msema.org](https://www.msema.org)

[@msema](https://twitter.com/msema)

[msemaorg1](https://www.youtube.com/channel/UCMSEMAORG1)

[msema.org](https://www.msema.org)

MISSISSIPPI EMERGENCY
MANAGEMENT AGENCY