Planning the Mitigation Program Consultation

Resources for States, DC and Territories

November 2022

FEMA

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Introduction

Purpose

FEMA holds a formal meeting with the mitigation program of each state and territory and the District of Columbia (DC). This is known as a mitigation program consultation. It promotes conversations on reducing risk. These talks cover all aspects of mitigation. Topics may include investments; grants; planning; building science; environmental and historic preservation; hazard identification and mapping; floodplain management; dam, levee and earthquake safety; and flood insurance. FEMA shares the responsibility for this event with DC or the state or territory. Those partners should come ready to discuss their mitigation program. They should also consider their goals, opportunities and potential mitigation activities and partners. FEMA will come with resources, data, tools or expertise to help advance those activities and programs.

FEMA's responsibilities in this area are outlined in the Code of Federal Regulations (CFR). Per 44 CFR §201.3(b), FEMA will provide technical assistance and training for these governments. FEMA also reviews the mitigation actions and sees that those commitments are met. The State Mitigation Planning Policy Guide (2022) states that FEMA will offer the chance for technical assistance through a review and consultation on mitigation programs. It must do so at least once each year.

FEMA fulfills this responsibility to DC and U.S. states and territories through annual consultations. It uses this meeting to support and advance each mitigation program. It offers a wide range of resources to apply and support hazard mitigation plans (HMPs). FEMA encourages these partners to actively plan and take part in the consultation. By building an approach with the FEMA regional point of contact (POC), they can set expectations, roles and responsibilities. This will lead to a more meaningful event that promotes strategies to reduce risk.

This toolkit will help state, DC and territorial hazard mitigation planners work with FEMA to plan the annual consultation. Its checklists can help them identify agenda items and issues to discuss. It has background information and will guide them in setting objectives and an agenda. The tools and resources in this toolkit are for guidance only. There is no required template for the consultation.

The consultation is an opportunity for deeper collaboration.

FEMA is responsible for providing technical help to states, DC and territories. This builds their skills and helps them apply a more complete mitigation program. The mitigation consultation is part of this support. These events do not replace visits to monitor FEMA non-emergency assistance or to manage mitigation grants or the enhanced state validation. It is not an enforcement mechanism. It is an added touchpoint for these entities to ask FEMA for technical assistance or resources. It is a chance to strengthen relationships with individuals or in programs, and to identify opportunities for future activities or programs.

Benefits of Participation

A consultation gives state, DC and territorial mitigation staff and FEMA a chance to talk about a broad range of issues. It also offers a forum for agencies within DC or the state or territory to coordinate with each other on programs and activities that affect risk or hazard mitigation. Often, FEMA will coordinate with state, DC or territorial agencies individually. The consultation creates an opportunity for a broader, more collaborative conversation. The state, DC and territorial partners can clarify issues and share requests for technical assistance, training and resources.

Potential benefits of the annual consultation include:

- Talking about how to achieve, support and maintain an effective mitigation program, and how to use a wide range of public and private resources to apply mitigation strategies.
- Identifying the status of the state, DC or territory's mitigation program. This may include its strengths, challenges and specific needs and opportunities.
- Fostering conversations on ways to reduce risk and other aspects of mitigation. Topics may include grants, planning, identifying and mapping hazards, floodplain management, dam safety and more.
- Making sure that states, territories and other partners get feedback. This may relate to maintaining continuous performance data on Hazard Mitigation Assistance (HMA) grants. It may be devising ways to integrate plans, and other activities that may help a state achieve or maintain enhanced status.
- Bringing in new partners. These may include higher education institutions, nonprofits or federal agencies with similar mitigation goals. It could be state agencies with a role in the state HMP. Ongoing coordination with these partners will benefit the state when it is time to update the HMP. It also helps a state to network with other participants.

Expected Outcomes of the Consultation

The intent of the consultation is to strengthen partnerships and coordination between states, territories and FEMA. Its purpose is to reduce risk and advance resilience. Potential outcomes include:

- Identified successes in, progress on and challenges to achieving mitigation goals.
- Defined steps to advance the mitigation program.
- A stronger working relationship between participants.
- New ideas generated through brainstorming.
- Increased knowledge gained from sharing information.

- Newly identified grant funding opportunities or other resources.
- Identified points of potential interagency collaboration.

The primary POCs for the state, DC or territory should work with the FEMA POC to define the specific outcomes and objectives they anticipate for each consultation. These POCs should seek input from other programs and partners that have shared objectives to increase resilience. This will help them identify the expected outcomes and objectives before the meeting.

At the meeting, FEMA will take notes and record action items. Afterward, FEMA will summarize the discussion, recommendations and outcomes. State, DC or territory staff should work with FEMA to set up estimated timelines and identify resources for those actions. The state, DC or territory, and the FEMA region may also choose to have a mid-year consultation check-in. At that time, participants can evaluate all progress on the action items and address any barriers. The outcomes of a consultation should inform the next meeting.

Planning the Mitigation Program Consultation

A first step is to decide who will plan the consultation. A state, DC or territorial POC should work with a FEMA POC to align the consultation planning process. States, DC and territories should make sure that both they and the FEMA regional staff know their responsibilities for the consultation. FEMA will lead the planning process. Having different components of state, DC or territorial mitigation programs collaborate to build the consultation can create a sense of ownership. It also ensures that their program's priorities and needs are central. Scheduling the consultation early in the year is a good practice.

Who Should Participate in the Consultation?

States, DC, territories and FEMA work together to decide who will participate. Relationships with partners and shared objectives can help determine who should be present in a given year. The FEMA POC can coordinate the invitations for FEMA attendees with relevant resources or knowledge.

IDENTIFYING THE STATE, DC OR TERRITORY PARTICIPANTS

Participants may differ from year to year. Current events, recent or ongoing natural disasters, changing priorities, availability and other factors will affect this. The meeting is one way to include more mitigation partners from the states, territories and federal government.

Sample attendees include the coordinators for:

- Mitigation planning.
- Floodplain or other state mapping initiatives.
- Floodplain management.

- Hazard Mitigation Assistance.
- Environmental and Historic Preservation.
- Hazard identification and risk assessment, such as Risk MAP, National Risk Index or HAZUS.
- Building science and regulations.
- Climatology.

The consultation is also a good time to engage managers and other leaders with state departments or programs. They can give an update on the progress and priorities of their program areas. For the meeting to have the fullest and most effective outcomes, include people who can speak to the needs, goals and challenges of risk reduction programs in underserved communities and/or socially vulnerable populations.

Social vulnerability is a social group's or community's potential for loss. Many traits may affect a group's ability to prepare, respond, cope or recover from an event. These can overlap and increase the vulnerability. It may also be compounded by deficiencies in infrastructure and by past or present discriminatory policies. Factors that influence social vulnerability may include:

- Race
- Ethnicity
- English speaking ability
- Age
- Gender
- Underserved communities with a low socioeconomic status

Underserved Communities are groups that share a certain characteristic and geography. They have been systematically denied a full chance to participate in aspects of economic, social and civic life. These barriers occurred throughout history and continue today.

Consultation meetings can include representatives from:

- State mitigation planning teams.
- Agencies that work to promote equity in hazard mitigation.
- Agencies that work with underserved or socially vulnerable communities.
- Agencies that work to reduce the risk of natural hazards. (These could be insurance commissions or departments, agencies that oversee building codes, or coastal zone management programs.)
- Nongovernmental or academic partners.

SETTING PARTICIPANT EXPECTATIONS

Set up clear expectations for participation in the consultation. Describe them to all potential attendees. Consider asking participants from all groups for feedback and information for the agenda. Actively helping to set the agenda can support ownership in the process.

Some potential attendees may be new to the consultations or their job. If so, states, DC and territories should consider seeking out colleagues who have taken part in the past. They may be able to share knowledge that would give context and help with the planning process.

Meeting Logistics

The consultation is to help advance the whole mitigation program. It is not about the mitigation plan or specific mitigation actions alone. Therefore, the mix of people and programs may be different each year. It should be based on availability, priorities, current events, ongoing disaster responses and general meeting organization. No two consultations are alike, nor are there specific requirements on how they are conducted. States, DC and territories should work with FEMA to select the format, location and pace that will work best for everyone. It is helpful to do this early in the planning process while developing goals and the agenda. All of these planning aspects influence each other.

There are no requirements for how to set up an annual mitigation program consultation. States, DC and territories are free to use the resources and tools that work best for them. Consider the capacity of the consultation planning team, agency priorities and who will participate. For example, a virtual meeting with small-group breakouts and polling may be most effective when travel is difficult or restricted. This option will also allow more people to join. At other times, an all-day meeting with a site visit may work best. If a stand-alone meeting isn't right for most people, the consultation could be a part of other meetings. POCs should make these decisions jointly. All parties should agree on the roles and duties for planning and holding the consultation.

Deciding on the format for the consultation should be an early, collaborative decision.

When planning the consultation, states, DC and territories should ask:

- What is the right size for this year?

    - Would this year’s consultation benefit from a robust and large discussion? Or would a smaller discussion, tailored to capacities and priorities, be a better fit?

- Are there travel restrictions for participants?

- Will the consultation be virtual, in person or hybrid? If it will be in person, where will it be held? If using a virtual platform, who will host?

- How long should the meeting be? Not every consultation will need the same amount of time. A more detailed agenda may require a longer meeting.

- Which planning partner is responsible for each task and role? For instance:

    - Who will send out the invitations?

    - Who will manage the invitations, reminders and any other details related to attendance and participation?

    - Who will be the primary and backup note takers, technical lead, facilitators and master of ceremonies?

    - If the meeting is hybrid, who will monitor and respond to raised hands and chats, and ensure that volume is adequate and that questions are addressed?

- If applicable, how will participants with accessibility needs be accommodated?

Craft the Agenda

States, DC and territories should work with FEMA to set agenda items. The meeting should be productive for all participants. To help make the meeting most helpful, tailor the agenda and goals to the attendees’ priorities. The meeting will be most effective if participants help build the agenda. Together. It may be useful to bring in state, DC and territory partners who are not often engaged, but influence mitigation. This takes more work and time, but it allows the meeting to be tailored to the participants’ needs.

POCs should think of the agenda as a checklist. It should help them prepare for the consultation. A more detailed process agenda can keep presenters and the consultation on track. This tool can help the meeting run more smoothly. A more detailed agenda will also help identify information to bring to the consultation.

Refer to Appendix 2 and Appendix 3 for sample agendas. States, DC and territories should keep in mind that a consultation is held to help build a comprehensive mitigation program. It is one step in a much larger, ongoing conversation. How would this one meeting support that larger goal? This will change from year to year. Consider what is best for this specific year.

The consultation involves broad discussions about mitigation. It can be helpful to be specific about the goals of the state, DC or territory's mitigation program in developing the agenda. This can help states, DC and territories craft an agenda that aligns their goals with FEMA's.

FEMA has a resource to help users walk through potential goals and ways to consider opportunities for making their mitigation program more comprehensive. See [Appendix 4: Advancing Capabilities for Mitigation Guide (ACM)](). The ACM can help mitigation program staff identify good topics to discuss at the consultation or at a future meeting with FEMA staff.

As well as considering existing program goals, participating agencies and partners may also want to include specific outcomes or topics in the agenda. Consider asking participants to contribute objectives or top priorities specific to their program. These can also be topics for discussion during the consultation. If there are many requests, think of ways to rank and prioritize them. Are any of these aligned more closely with other interagency meetings? Before finalizing the agenda, consider asking participants for feedback on the draft agenda format and topics.

The table below provides more examples of how program goals can inform specific agenda items.

Example Mitigation Program Goals	Potential Agenda Topics:
Improve mitigation program capabilities	▪ Training; technical assistance; and partnerships with FEMA, other federal agencies and other partners. ▪ Requesting additional staff through the FEMA Integration Team. ▪ Using the Hazard Mitigation Grant Program Administrative Plan to keep up or improve mitigation capabilities (focus on human resources and funding and integrating with the State Mitigation Plan updates).
Increase mitigation planning integration	▪ Facilitated discussion on opportunities for integration, such as U.S. Economic Development Administration Comprehensive Economic Development Strategy.
Expand hazard identification, mapping and data analysis	▪ Presentations or discussions on programs like Risk MAP, National Dam Safety Program, National Earthquake Hazards Reduction Program, Natural Hazards Risk Assessment, Threat Hazard Identification and Risk Assessment, etc.
Ensure floodplain management compliance and insurance coverage	▪ Challenges of and potential solutions for floodplain management compliance. ▪ Status of flood insurance coverage. ▪ Current efforts to track insurance coverage through private insurers.

Example Mitigation Program Goals	Potential Agenda Topics:
Advance local and tribal mitigation planning.	▪ Review of plan status map, with a focus on adoptions and expirations. ▪ Discussion of local planning assistance resource needs. ▪ Capability-building needs.
Advance implementation of state, DC or territorial mitigation strategies	▪ How to apply identified mitigation strategies (small group brainstorming discussions). ▪ Case studies or presentations on work by other partners with similar strategies.
Maintain/improve HMA grants management performance	▪ Status. ▪ Potential FEMA support or resources.
Effectively use all available funding from all FEMA mitigation assistance programs	▪ Presentations from FEMA on available resources and funding programs. ▪ Case studies on successful projects in other states.

An agenda involves more than the order of topics to discuss. To create an effective agenda, consider the best ways for participants to engage with the topics to achieve the meeting goals or objectives. For example:

- If a goal of the meeting is to build relationships, can the agenda include small-group breakouts, coffee breaks or post-meeting social discussions?
- If sharing data is a goal, how much time do people need to absorb that information? Can they easily reach out to state, DC and territorial planning partners after the presentation? If not, give them contact information for these partners. What pace would best support this goal? Will participants have enough time to understand, discuss and ask questions about the data and resources?

Gather Data and Materials to Help Inform the Discussion

The consultation should not be based primarily on data or metrics. However, having some data available can support your meeting goals. Consider these questions:

- What information would be useful for a conversation on supporting and improving mitigation programs?
- What information is needed to support the priorities?

Consultation Materials

Consultation planning POCs should consider what materials to share with participants before the event. States, DC and territories can provide some, while FEMA may supply others. Such materials could include:

- Local and/or tribal plan status data and a map. Include jurisdictions with plans pending adoption, if applicable.
- Plan review tool results for local plans. Look especially at elements with required revisions.
- HMA grants management data.
- National Flood Insurance Program standing, insurance policy data and Community Rating System status.
- Data from the Building Sciences' National Building Code Adoption Tracking Portal.
- Public Assistance funding data.
- Notes and action items from the prior consultation.
- Data from other partners on the planning team.
- Program updates from partners.
- Mitigation action data for celebrating successes.

Final Preparations for the Consultation

In the week before the consultation, POCs should wrap up any final details or meeting organization. Action items may include:

- Confirm the attendance of all participants.
- Confirm the agenda.
- Gather the materials for the consultation and send them to participants.
- Decide whether to have a space or "parking lot" to collect side conversations or discussions.
- If the meeting is hybrid or virtual, the host should run a technical check. Make sure that all components work properly, and participants can see and hear what is presented.
- Identify ground rules and meeting etiquette.
- Decide who is speaking, how long they have and how to keep the agenda on track.
- Be sure participants know how to access and participate in the meeting.

Sample Mitigation Program
Consultation Timeline

FEMA

	State Responsibilty	Joint Responsibilty	FEMA Responsibilty
2-3 Months before consultation	• Review Advancing Capabilities for Mitigation Guide (if using). • Gather state agency meeting goals.	• Confirm preferred date. • Choose meeting location. • Determine accessibility needs. • Decide on participants. • Develop agenda.	• Gather meeting goals from each branch contact.
1-2 Months before consultation	• Create a spreadsheet of active actions for review. • Discuss findings of review of the ACM Guide with the FEMA point of contact.	**Confirm meeting format** • Practice holding the virtual or hybrid meeting, if applicable. **Choose final:** • Agenda content. • Small-group breakout session topics.	
1 Week before consultation		• Confirm agenda with state and FEMA points of contact. • Prepare materials for consultation. • Confirm attendance from all participants.	• Send meeting reminder and agenda to all participants.
Day of Consultation	• Take notes for internal use, if desired.	• Identify future action items. • If hosting, make sure participants know the details of the in-person, hybrid, or virtual meeting.	• Take notes.
~2 Weeks after consultation	• Send notes and resource requests to FEMA, if applicable.		• Write summary with outcomes and action items. • Send meeting notes, summary, and presentation to participants. • Finish the Mitigation Plan Review Guide.
4-5 Months after consultation		• Participants confirm their responsibilities for the next check-in.	• Schedule a six-month check-in call with participants, if needed.

During and After the Consultation

During the Consultation

All participants have responsibilities, such as these:

- All parties should abide by ground rules to keep the agenda on track.
- FEMA will take notes during the consultation. It will send copies of the notes and a meeting summary after the meeting. All participating programs should also take notes for their own reference.

After the Consultation

- FEMA will provide a discussion summary. Non-FEMA participants should send FEMA any edits or questions on the notes and the summary. Together, they can make sure to have a consensus on action items.
- Actions offer a chance to build and foster relationships between states, territories and FEMA. State, DC and territorial planning partners should consider how these action items may also support other program goals. Together, all attendees should identify future action items and who is responsible for each one.
- States, DC and territories should work with FEMA to set dates for follow-up meetings. They may be needed, based on the outcomes of the consultation.

Appendix 1: Sample Consultation Timeline and Checklist

This checklist is to help state, DC and territorial POCs work with FEMA to prepare for and follow up on a consultation. Update and tailor it to each mitigation program consultation's partners, priorities and format. It is to be used with the questions in the Planning the Mitigation Program Consultation section of the toolkit.

Timeframe	Responsible Party	Responsibilities	Completed?
2-3 months before the consultation	States, DC and territories	Begin to fill out Advancing Capabilities for Mitigation (ACM) guide (if using).	
		Decide on state, DC and territory participants.	
		Ask each participating agency or partner to suggest consultation objectives and goals specific to their programs.	
		Develop an agenda with the FEMA POC.	
	FEMA	Ask each branch contact to suggest consultation goals related to their program.	
		Set expectations and goals for the consultation meeting and planning process.	
		Develop an agenda with the state, DC or territory POC.	
		Decide on FEMA participants.	
	States, DC, territories and FEMA	Confirm the preferred date.	
		Choose a meeting format and location.	
		Ask all participants about accessibility needs.	
1 - 2 months before consultation	States, DC and territories	Document active or completed actions (for example, in a table or spreadsheet) to review with the primary FEMA POC and Risk MAP coordinator.	
		Review the results of the ACM checklist with the FEMA POC.	
		Send save-the-date emails to all participants.	
		Send an RSVP request to all participants (2 weeks after the save-the-date email).	

Timeframe	Responsible Party	Responsibilities	Completed?
	FEMA	Review the progress of the ACM guide, if you use it, with the state, DC or territory POC.	
	States, DC, territories and FEMA	Decide on ways to meet the accessibility needs of all participants.	
		Finalize the agenda content.	
		Before a run-through of the meeting, work with FEMA and your partners to identify specific roles for carrying out the meeting. These could include primary and back-up note takers, a technical lead, facilitators and a Master of Ceremony.	
		If the format will be virtual or hybrid, decide on breakout session topics.	
		If the format will be virtual or hybrid, identify who will monitor and respond to raised hands and chats. Who will see that the volume is adequate and that questions are addressed?	
		If the format will be virtual or hybrid, practice holding the meeting.	
1 week before consultation	States, DC and territories	Work with the FEMA POC to prepare materials, including finalizing the agenda and presentations, for the consultation.	
		Confirm the attendance of all state participants.	
	FEMA	Confirm the attendance of all FEMA participants.	
		Work with the state, DC or territory POC to prepare the materials for the consultation.	
		Assemble the materials: ▪ An agenda, with meeting objectives and a call-in line for the Branch Chief or other managers to participate. ▪ Mitigation Planning Portal dashboard data. ▪ Status of mitigation actions. ▪ Risk MAP project updates. ▪ Notes and action items from past consultations.	

Timeframe	Responsible Party	Responsibilities	Completed?
		Send a meeting reminder and agenda to all invitees.	
Day of consultation	States, DC and territories	If hosting, make sure participants know the in-person, hybrid or virtual meeting details.	
		Take notes.	
	FEMA	If hosting, make sure participants know the in-person, hybrid or virtual meeting details.	
		Take notes.	
	States, DC, territories and FEMA	Identify and decide on future action items.	
Within 2 weeks after consultation	States, DC and territories	Primary POC sends FEMA any notes or requested action items deemed necessary by the state, DC or territory.	
	FEMA	Collect and send meeting notes, summary and presentation to participants.	
		Schedule a follow-up call with participants.	
		Send the meeting presentation and other materials, as needed.	
		Send a written summary with outcomes and follow-up actions to partners and to the FEMA regional mitigation program and headquarters staff.	
4–5 months after consultation	FEMA	If desired, set a date for a six-month check-in call with participants.	
	States, territories and FEMA	Review the status of the action items developed during the meeting. Confirm the responsibilities for the next check-in.	

Appendix 2: Sample In-Person Agenda

Date: [Month and Day, Year]

Time: [Time and Time Zone]

Location: [Address, Room, City, State, Zip]

Meeting Goals:

Review progress on the State Mitigation Plan.

Identify progress on, successes and challenges to meeting mitigation goals.

Discuss interagency coordination efforts and opportunities.

Agenda	
1:00– 1:15 p.m.	Welcome, Introductions and Icebreaker
1:15 – 1:20 p.m.	Review Consultation Purpose and Goals
1:20 – 1:40 p.m.	From Planning to Projects: ▪ Best practices from within ▪ Reviewing procedures for [Relevant Grant Program]
1:40 – 2:00 p.m.	Tracking In-Kind Match for Planning and Project Grants: ▪ Tips, tricks and best practices ▪ Region 10's HMA Application Review Tool and increasing cross-agency coordination for improving HMA grant use
2:00 – 2:20 p.m.	Planning Updates: ▪ What is the best way to engage subject matter experts, and when should engagement start to ensure an application and funding?
2:20 – 2:30 p.m.	Break
2:30 – 2:55 p.m.	Looking Back and Moving Forward: ▪ Mitigation successes and challenges from the past year ▪ Mitigation priorities for the future
2:55 – 3:30 p.m.	New Grant Programs: ▪ BRIC, HHPD, etc.
3:30 – 3:45 p.m.	Risk Rating 2.0
3:45 – 4:00 p.m.	Questions and Comments

Appendix 3: Sample Virtual Agenda

Date: [Month and Day, Year]

Time: [Time and Time Zone]

Location: [Meeting Link and Name of Meeting Platform]

Meeting Goals:

- Identify progress on, successes and challenges to meeting mitigation goals.
- Improve FEMA's understanding of the state's priorities and capabilities in:
  - Floodplain Management and Insurance
  - Hazard Mitigation Assistance
  - Planning
- Identify opportunities for better collaboration.

Agenda	
1:00 – 1:10 p.m.	Welcome, Introductions and Icebreaker
1:10 – 1:15 p.m.	Review Consultation Purpose and Goals
1:15 – 1:25 p.m.	Looking Back and Moving Forward: ▪ Mitigation successes and challenges from the past year ▪ Mitigation priorities for the future
1:25 – 3:00 p.m.	State, DC and FEMA Program Updates: ▪ Floodplain Management (20 minutes) ○ State of floodplain management in [State] ○ Emerging flood insurance topics, Risk Rating 2.0 ○ Floodplains by design ▪ Risk MAP (20 minutes) ○ Status update for study area map ○ Review needs for [Fiscal Year] ▪ [5-minute break 2:05 – 2:10 p.m.] ▪ Rollout of new program(s) (10 minutes) ▪ Earthquake/Geologic Hazards Programs (10 minutes) ○ Program initiatives

Agenda	
	○ Discuss future ideas ▪ Discuss State-specific Special Projects (10 minutes) ▪ Mitigation Planning Programs (20 minutes) ○ Plan-to-project pipeline: Updates on the state's approach ○ Discuss future state-level planning needs and goals ○ High Hazard Potential Dams Program updates ○ Update on project to integrate hazard mitigation data into comprehensive plans
3:00 – 3:05 p.m.	Break
3:05 – 3:20 p.m.	Federal Partner Collaboration and Communication: ▪ Bureau of Reclamation ○ Water Resources and Planning Office ▪ Environmental Protection Agency ▪ National Oceanic and Atmospheric Administration ○ Office for Coastal Management ▪ U.S. Army Corps of Engineers
3:20 – 3:30 p.m.	Recap Action Items for Future Efforts and Meetings: ▪ Mitigation planning training ▪ Increase coordination with state, federal and nongovernmental organization partners
3:30 p.m.	Adjourn

Appendix 4: Advancing Capabilities for Mitigation Guide

4.1. Purpose

FEMA made the Advancing Capabilities for Mitigation Guide (ACM) for state, DC and territorial Hazard Mitigation Officers and planners. It helps users think about and strengthen three key areas of their mitigation program. These areas are mitigation planning, grants and the National Flood Insurance Program (NFIP). The ACM has a list of questions to jump-start talks. The topics include capacity, capability, performance and planning to reduce risk. These talks occur at the highest levels of state, DC and territorial government. States, DC and territories can also use the ACM to set goals and agenda items for the annual consultation.

Individual mitigation programs use guidance from a variety of sources. These include FEMA's Mitigation Planning Program, the Hazard Mitigation Assistance (HMA) programs and the NFIP. The ACM does not replace any of this guidance on mitigation planning, applying projects, and managing grants or the NFIP. It covers the basic components of a comprehensive mitigation program. It can help users explore new areas in which to team up and build their capability. They can address these issues in the consultation.

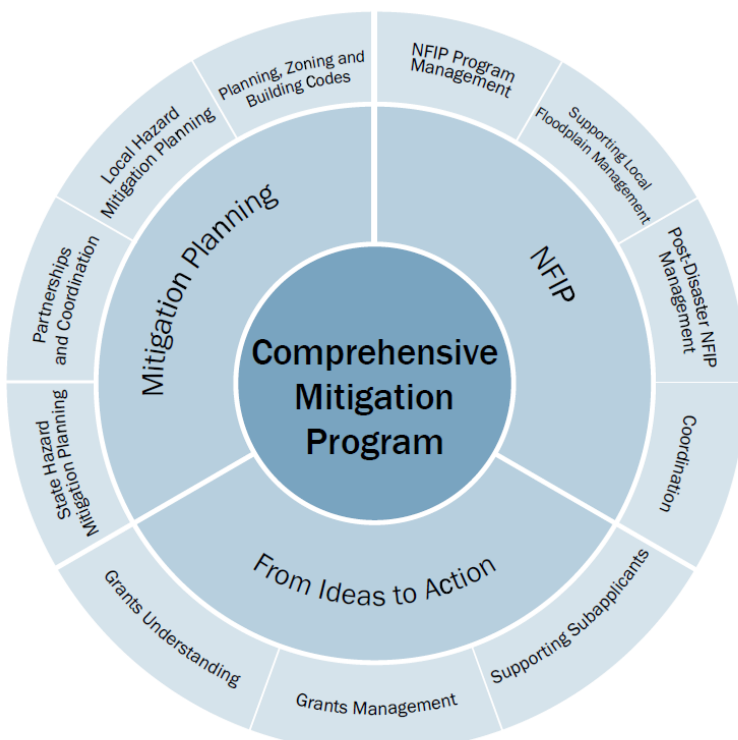

Figure A1. Comprehensive Mitigation Program Elements.

4.2. Mitigation Planning

Hazard mitigation planning is the backbone of a comprehensive mitigation program. A state or tribal HMP identifies risks and vulnerabilities. It also suggests actions to address them. HMPs set high-level mitigation priorities. They are a vital resource for local and tribal governments.

States, DC and territories maintain and apply their own HMPs. They also help local and tribal governments do so. They can help with technical assistance, training and plan reviews. State, DC and some territorial planning partners help their communities gain more capability to plan and grow while keeping hazard mitigation in mind. This section focuses on the Hazard Mitigation Officer's role. It suggests ways to build hazard mitigation planning capabilities in all levels of government.

Certain kinds of non-emergency disaster assistance require an HMP. These include FEMA's HMA programs, Public Assistance (PA) funds, Fire Management Assistance Grants (FMAG) and Rehabilitation of High-Hazard Potential Dam grants. For more details, visit the Mitigation Planning and Grants webpage.

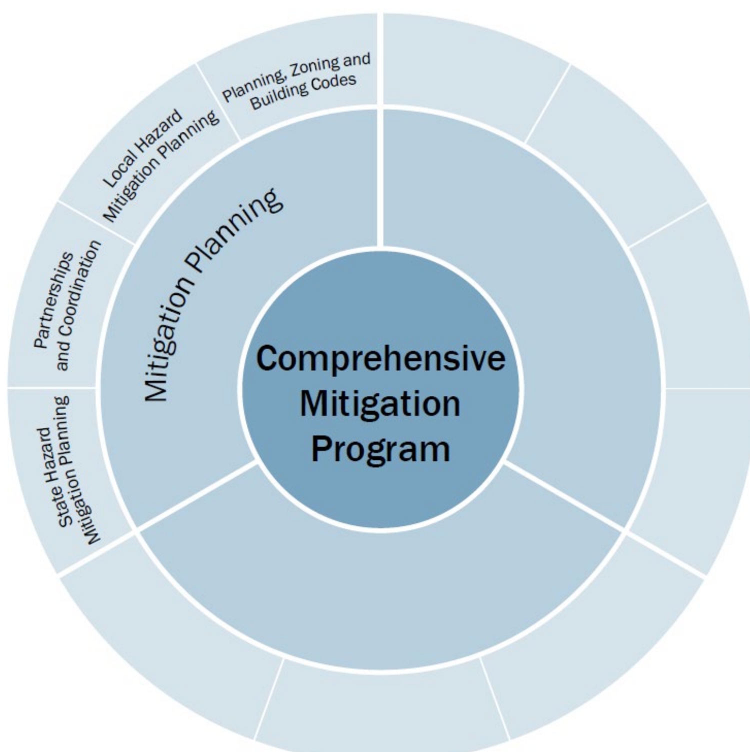

Figure A2. Mitigation Planning Capability Areas.

4.2.1. Partnerships and Coordination

Mitigation capability is not the responsibility of the Hazard Mitigation Officer alone. While that person may be seen as the lead mitigator, many partner agencies work to advance mitigation. States, DC and territories should consider these questions about enhancing partnerships and coordination:

- Is an NFIP Coordinator on our hazard mitigation planning team?

- Do we have an interagency platform or planning committee? It might include Silver Jackets; housing or infrastructure planning organizations; and planners from environmental agencies, cities or regional entities. A team like this will encourage interagency collaboration. If so, how do we use this team?
- Do we actively share data? This can include agencies involved in mitigation, as well as municipal and county planning agencies. Do we do so during the update cycle or on a more regular basis?
- Does our planning team or the Hazard Mitigation Officer ask for input and feedback on planning activities? Do they identify and reach out to groups or communities that have not given input in the past? How do they use that information or add it to the HMP?
- Are we required to integrate the HMP into other planning efforts? This can help us work on projects and make risk-informed decisions.
- How do we keep residents and others informed about their most pressing risks?
- How does the emergency management agency lead others on mitigation issues? Leadership can include training, building partnerships and sharing best practices.
- Do we apply equity in our hazard mitigation planning? How do we make sure to represent socially vulnerable and underserved communities in the planning process?

4.2.2. State Hazard Mitigation Planning

HMP updates must meet the requirements in the State Mitigation Planning Policy Guide.[1] However, states, territories and DC should examine even more factors. This will go beyond the requirements to strengthen the overall mitigation program as the plan is updated and applied. FEMA designed these questions to help users evaluate other areas related to the HMP. This process can create a more practical plan that suits their specific needs. States, territories and DC should ask these questions:

- Do we periodically reevaluate our risks (where and what they are)? How do we foster a comprehensive discussion of risk? Do we include both who (i.e., populations) and what (i.e., assets) are most vulnerable to hazards? How often do we analyze this?
- Do we use hazard-focused databases and resources as we update the HMP? Do we do so on a regular basis? These resources may include FEMA's Map Service Center for Flood Insurance Rate Maps, Risk MAP flood risk products and the National Risk Index. FEMA and other government agencies have other hazard data as well.

[1] The State Mitigation Plan Review Guide uses the term "state" to include the District of Columbia, American Samoa, Commonwealth of Northern Mariana Islands, Guam, Puerto Rico and the U.S. Virgin Islands. The Guide goes into effect on April 19, 2023.

- Between plan updates, how do we track our most at-risk critical facilities? How do we carry out mitigation actions to reduce that risk?
- Do we have a program to mitigate long-term, floodprone repetitive loss properties? (This is any insurable building with two or more claims of more than $1,000 that NFIP paid in any rolling 10-year period.)
- Do we include and address future conditions that apply to the plan? (This may include climate change; new land use and development patterns; population changes; or other conditions that affect risk and vulnerability.)
- Do we conduct an annual review of the state mitigation plan to check for potential updates? Do we identify new activities or update existing ones at that time?
- Do we have an outreach plan? This can keep partners mitigating the risk of hazards throughout the 5-year planning cycle. Annual plan reviews reveal progress, challenges, changing conditions and needs.
- How does our HMP mesh with recovery plans or functions? Do our planners know whom to contact in the recovery office for Public Assistance and Individual Assistance data? Data that are collected after a disaster can reveal mitigation needs. They can also add to historic data and support work to reduce risks in repetitively damaged areas.
- Do we take advantage of HMA planning grants to update our plan?
- How do we use our HMP to identify and carry out mitigation actions? Does the plan help us find and advance the best solution(s) for an issue?

4.2.3. Local Hazard Mitigation Planning

Help from states, DC and territories plays a key role in local plan development. Their initial regulatory review of these plans is also critical. In some instances, states or territories may support tribal mitigation planning, too. The following questions relate to local and tribal hazard mitigation planning capabilities. States, DC and territories should consider the way they work with those groups by asking these questions.

- Do we promote the use of HMA grants to fund plan creation, updates and other planning-related activities?
- Do we have a systematic way to track local plan status? Does it have a process to notify plan owners when their plans are nearing expiration? FEMA created the Mitigation Planning Portal to track and report mitigation plans and related data elements for all 10 FEMA regions. States, DC and territories can ask the regional office for reports.

- Do we have specific guidance documents and training materials to help communities understand what is expected? Is there a website with current links to FEMA policies, resources and training materials?
- Do we identify and communicate the priorities and expectations for the hazard mitigation planning process to local and tribal officials?
- Do we get involved early in local and tribal mitigation plan development? Do we stay involved throughout it?
- Do we tell local and tribal planners about the risks, datasets and funding opportunities identified in the HMP?
- Do we track local and tribal mitigation projects? Do we identify where the community may need help?
- Do we require local and tribal jurisdictions to include floodplain administrators or managers on their mitigation planning teams?
- Do we have any specific mitigation planning requirements that go beyond the standard elements of the Local Mitigation Planning Policy Guide?
- Do we have a process to identify gaps in local and tribal planning efforts?
- Do we work with communities to assess changes in development and hazards?
- Do we provide data or technical assistance to help them understand and mitigate future risk?
- How do we educate about or promote the use of non-FEMA funds to support local and tribal HMP use?

4.2.4. Supporting Community Planning, Zoning and Building Codes

Community planning processes govern how a jurisdiction arranges land use, invests in community facilities, and plans for future development. The questions in this section focus on two of the most vital tools for this work: land use and building codes. These codes integrate mitigation concepts into a community's planning. They keep people, buildings and infrastructure out of hazardous areas. In some areas, the state or territory (or DC) oversees community planning. In others, it may only try to influence local activities. States, DC and territories can use these questions to assess how they help connect a community's planning capability and hazard mitigation work.

- Do we have a land use plan? If so, does it incorporate hazards?
- Do we mandate local comprehensive, general or master plans? Are comprehensive plans required to address risk? Are those plans legally adopted or advisory?

- Do we provide technical assistance to advise communities on how to add hazard and risk information to their local comprehensive plan?
- How do we coordinate with the agency or department responsible for supporting local government planning? Are there chances to work together on training or technical assistance focused on risk-informed community development?
- Do we have a mandated building code for commercial and residential properties? If so, how many communities have building codes? Does our plan say which edition of the building code localities should adopt?
- How do we coordinate with the agency or department responsible for overseeing the use of building codes? Are there opportunities to work together to maintain or strengthen disaster-resistant code provisions?
- What is our average Building Code Effectiveness Grading Scale score?
- How do we help local governments adopt and enforce up-to-date, disaster-resistant building codes?[2]

4.2.5. Helpful Planning Resources

After a state, DC or a territory reviews all the questions above, they should think about the mitigation program. Are there areas where more resources would be helpful? States, DC and territories can use the resources below to improve their planning capabilities. The training and workshops listed here are existing sessions. They could help build mitigation planning capabilities. State, DC and territorial planning officials should continue to discuss capabilities with FEMA regional staff. Relevant resources include:

The State Mitigation Planning Policy Guide and Local Mitigation Planning Policy Guide are FEMA's official policies on natural hazard mitigation planning requirements. They help interpret the regulatory requirements.

The Local Mitigation Planning Handbook complements and references the Local Mitigation Plan Review Guide, which is the official guidance for officials who review local HMPs.

The American Planning Association's Survey of State Land-Use and Natural Hazards Planning Laws reviews each state's community planning framework relative to hazards.

[2] Defined as the two most recent consensus-based codes. This includes the current editions of the commercial and residential building codes based on model building codes (e.g., International Code Council). It also includes the previous edition of the model code or equivalent, if it is not amended or weakened in respect to risks from hazards.

Integrating Hazard Mitigation into Local Planning gives ways to add risk reduction strategies to existing local plans, policies, codes and programs.

Mitigation Planning and the Community Rating System: Key Topics Bulletin (fema.gov) is a resource states, DC or territories can use to help local communities meet the planning requirements of Community Rating System 510.

The National Flood Hazard Layer is a geospatial database. It contains current, effective flood hazard data. FEMA provides this data to support the NFIP.

The Map Service Center is FEMA's web-based service. Users may download FIRMs, FIS reports, Flood Risk Products and LOMC information.

Hazus is a GIS-based natural hazard analysis tool. It is developed and freely distributed by FEMA.

The National Centers for Environmental Information hosts and provides public access to one of the most significant archives of environmental data on Earth.

The National Levee Database was made by the U.S. Army Corps of Engineers. It is the focal point for information about our nation's levees.

Building Code Adoption Tracking is FEMA's tool to track the adoption of building codes by state, local, tribal and territorial governments.

FEMA maintains the National Risk Index, a dataset and online tool that shows the U.S. communities most at risk for 18 natural hazards.

Addressing Social Equity Through Natural Hazards Mitigation Planning is a FEMA training series from Region 10. It gives key examples of how to address equity issues as you create and implement an HMP.

The Environmental Justice Guidance document describes federal work to plan and work with others to create more equal environments.

The Guide to Equitable Community-Driven Climate Preparedness Planning has guidelines for equity-focused tactics for planning.

FEMA's Guides to Expanding Mitigation cover a wide range of topics. They can help planners find novel ways to support mitigation activities by working with diverse partners.

On its climate change website, learn how FEMA is addressing climate change. Find resources for emergency managers.

FEMA's Resources for Climate Resilience document outlines the nationwide resources and programs that can help with risk assessments.

The Intergovernmental Panel on Climate Change's (IPCC) Fifth Assessment Report evaluates the scientific basis of climate change. It includes impacts, future risks and options for adaptation and mitigation.

The IPCC's Data Distribution Center has historic climate, socioeconomic and environmental data. It also has projections for future scenarios.

NOAA's Climate Data Portal has science and information about climate-related events and risks. It includes various climate datasets, as well as a Climate Data Primer.

The National Climate Assessment gives an in-depth look at the impacts of climate change on the United States.

The U.S. Climate Resilience Toolkit has tools and information to help communities become more resilient. It can help them manage their climate-related risks and opportunities.

The Climate Explorer tool visualizes inundation from sea level rise. It shows where people and assets may be affected. It can be used in a risk assessment to identify the location, extent and range of magnitude, and to assess vulnerability.

The U.S. Global Change Research Program includes resources, reports, data, multimedia and indicators. These can be used to inform a risk assessment.

4.2.6. Potential Training Sessions and Workshops

FEMA has many training sessions to help states, DC and territories improve their mitigation programs. To find out when and where they are offered, visit the mitigation planning training program webpage.

- IS-318 Local Mitigation Planning
- G/L/K-318 Local Hazard Mitigation Planning
- IS-328 Plan Review for Local Mitigation Plans
- IS-350 Tribal Hazard Mitigation Planning
- IS-329 Introduction to State Hazard Mitigation Planning
- L-329 State Mitigation Planning Workshop
- E-158 Core Principles for HM Community Planner Specialists
- IS-393 Introduction to Hazard Mitigation
- Planning for Resilient Communities Workshop

- E-190 ArcGIS for Emergency Managers
- E-313 Basic Hazus (Additional hazard-specific modules are also available.)
- E-176 Hazus for Floodplain Managers
- E-179 Application of Hazus for Disaster Operations
- E-296 Application of Hazus for Risk Assessment
- E-317 Comprehensive Data Management for Hazus

State, DC and territorial planning partners should check with their FEMA regional colleagues for more training, workshops and exercises.

4.3. From Ideas to Action

This section looks at how state, DC and territorial planning partners can turn mitigation ideas into action. Knowing about funding is always a key step. It helps a team identify and carry out mitigation projects. Hazard Mitigation Officers often identify and track funding sources to use for mitigation projects and technical assistance. The sources of funding, their guidelines and the opportunities to collaborate can vary each year. This section looks at three aspects of funding capability.

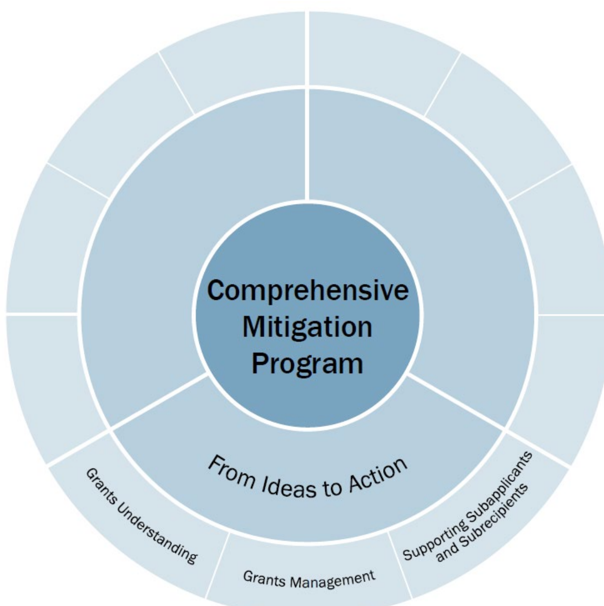

Figure A3. From Ideas to Action Capability Areas.

4.3.1. Understanding Grants

Many grant programs can be used to fund mitigation activities. FEMA has traditionally been seen as the primary source. However, non-FEMA grants should also be part of a full mitigation program. These questions for a state, DC or territory look at how well they understand mitigation grants.

- Do our staff know the differences between the FEMA grant programs? Do they know their timelines and the type of projects eligible under each one?
- How have we used or promoted the use of the 7% of funds set out for planning-related activities?
- Do we consider non-FEMA grant programs when looking for ways to meet our mitigation goals? These options include Community Development Block Grants from the Department of Housing and Urban Development (HUD).
- Do we use public and private funding opportunities for our mitigation projects?
- Do we track potential grant subapplicants/projects that may come up in the future?
- Have we researched strategies and best practices for using various grant sources to maximize funding and meet cost-share requirements?
- Do we use plans to support recovery and preparedness efforts, whenever possible?
- If applicable, do we use Hazard Mitigation Grant Program (HMGP) Post-Wildfire funding? Do we do so in concert with U.S. Forest Service and Community Wildfire Protection Planning processes?
- Does our mitigation staff understand how to use Increased Cost of Compliance (ICC) coverage as a match for grants?

4.3.2. Grants Management

States, DC and territories are the applicants for most FEMA hazard mitigation grants. They also help local and tribal communities obtain and manage grants. These questions highlight a state, DC or territory’s capability to manage grants.

- Do we have the staff and tools we need to effectively administer FEMA grants?
- Are we able to regularly submit technically feasible grants that are selected for funding? If not, what barriers keep us from doing so?
- How do we use or add environmental and historic preservation factors to develop better projects? Do we use the environmental review process to address issues like equity, quality of life or sense of place?
- Do we have a way to prioritize technical assistance? What are our factors? How do we decide where to do the training?

- Do we have the staff to manage an influx of applications after a disaster?
- Do we take full advantage of the grant funds available to support our ability to manage grants? Federal grants offer administrative funding that can add to the staffing of a state, DC or territory and boost its abilities to manage grants. For example, FEMA offers Management Costs funding. The HUD Community Development Block Grant Program has planning and administrative funds.
- Do we prioritize applicants who address the hazards that the HMP ranks as the highest risk?
- Do we track or keep a list of repetitively damaged public or other critical infrastructure or facilities? Is it used to carry out future mitigation measures?
- Do we track or keep a list of possible mitigation projects for later grant applications? For example, do we use Flood Mitigation Assistance (FMA) funds for flood mitigation?
- Do we package mitigation 404 (HMGP) and public assistance 406 projects together? Do we use data from each in the grant application?
- How often do we or our subrecipients submit late quarterly reports or closeout documents?

4.3.3. Supporting Subapplicants and Subrecipients

Not all communities have the capacity or skillsets to seek grants on their own. It is important for Hazard Mitigation Officers to help the communities that lack these resources build their capacity. Consider these questions for the state, DC or territory, related to subapplicants and subrecipients.

- Do we offer to train or reach out to other agencies and eligible partners to help them understand and be more aware of mitigation grant opportunities?
- Do we provide any education and outreach to local and tribal governments to help them understand and be more aware of mitigation grant opportunities?
- Do we provide regular guidance on grant application timelines? Do we tell subapplicants when they might receive funds?
- Do we provide training on actions to mitigate the risk of different hazards? Do we emphasize which actions are eligible under HMA for different hazard types, especially those that could have the greatest impacts?
- Do we provide technical assistance to potential subapplicants before they apply? Do we guide them on grants and on how to develop a mitigation project (e.g., benefit-cost analysis)?
- Do we guide subrecipients on how to complete funded activities and close out projects? Do we inform potential subapplicants about other sources of funding if a project (or jurisdiction) is not eligible for FEMA funding?

- Do we provide funding to help subapplicants meet their cost share? Do subapplicants know this funding is available?
- Do we use HMA grants for management costs, advance assistance and project scoping to help subapplicants develop an application?
- Do we use all relevant HMPs to find and prioritize project scoping funding?[3]
- Do we provide technical assistance to subrecipients after the funds are awarded?
- Do get involved in subapplicant projects beyond managing and reporting on grants?
- Does the state, DC or territory provide training and technical assistance for mitigation actions that are not eligible for HMA funding?
- Does the state, DC or territory inform local and tribal communities about the availability of non-FEMA grants (including philanthropies)?
- Does the state, DC or territory reach out to, or share status updates with, grant applicants, subapplicants, etc.?
- Does the state, DC or territory give unsuccessful subapplicants technical assistance to help them submit a stronger grant application in the future?

4.3.4. Helpful Grants Resources

State, DC and territorial mitigation planners and partners should review all the above questions on funding capability. After that, they can think about areas of their mitigation program where more resources may be helpful. The resources below may help them carry out projects and apply for and use grants. The training and workshops listed here are existing sessions. They could improve state, DC and territorial capabilities. These planning partners should continue to discuss their capabilities with FEMA regional staff. Relevant resources include:

FEMA Grants Outcomes (FEMA GO) is an internal grants management system. FEMA uses it to process applications for the Building Resilient Infrastructure and Communities and FMA grant programs.

HMA Guidance details the specific criteria of the HMA programs.

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[3] There is a gap between the level of detail on actions in the current FEMA-approved HMP and that needed for project subapplications. Project scoping/advance assistance activities are designed to bridge this gap. They are also designed to obtain data to complete either timely subapplications that better identify appropriate mitigation projects or an application-ready mitigation project under HMA or other assistance opportunity.

FEMA has a Benefit-Cost Analysis (BCA) Calculator Tool and User Guide. Use Benefit-Cost Toolkit Version 6.0 to perform a BCA for applications to FEMA's HMA grant programs. If the state, DC or territorial planning team or Hazard Mitigation Officer has any questions about this BCA software, they should contact bchelpline@fema.dhs.gov or 855-540-6744.

The HMA Cost Share Guide is produced by HUD and FEMA. It can help recipients of the PA Program that use Community Development Block Grant funds to fulfill some or all of the non-federal cost-share requirements of the program.

FEMA's Increased Cost of Compliance Coverage (ICC) page explains how to apply for NFIP funds if a home or business has been damaged by flooding and has to meet building requirements during recovery.

4.3.5. Potential Training Sessions and Workshops

- E0212 Hazard Mitigation Assistance: Developing Quality Application Elements
- E0213 Hazard Mitigation Assistance: Application Review and Evaluation
- E0214 Hazard Mitigation Assistance: Project Implementation and Closeout
- IS212.B Introduction to Hazard Mitigation Assistance
- IS084.A NEMIS HMGP System: Overview and Startup
- IS0212.B Introduction to Unified Hazard Mitigation Assistance
- Mitigation Measures: Actions for Community Resilience (CERC 1-hour webinar)

The Hazard Mitigation Assistance Grants webpage provides more information on grants resources. State, DC and territorial planning partners may check with FEMA regional staff for more training, workshops and exercises.

4.4. National Flood Insurance Program

A floodplain management ordinance is one of the strongest tools local governments have to shape their hazard mitigation and land development. The local HMP may document county and municipal capabilities. However, states, DC and territories need to think about how their mitigation program can support and be supported by NFIP guidance. This section looks at the Hazard Mitigation Officer's role in helping to administer the NFIP. It also shows how the NFIP supports floodplain management and works with other programs.

The Hazard Mitigation Officer, NFIP Coordinator and partner agencies should work together to support the management of the NFIP. The NFIP is a cooperative agreement. It funds the NFIP Coordinator's Office. That office supports floodplain management activities by states, territories and communities who participate in the NFIP. To do this, the NFIP Coordinator Office uses the Community

Assistance Program–State Support Services Element (CAP-SSSE). Through CAP-SSSE, states offer technical assistance. They also gauge community performance and support local actions to reduce flood damage and recovery costs. CAP-SSSE helps the NFIP meet its goals to reduce flood loss. It builds local, state and territorial capabilities in floodplain management. It also uses their knowledge and expertise to work with communities.

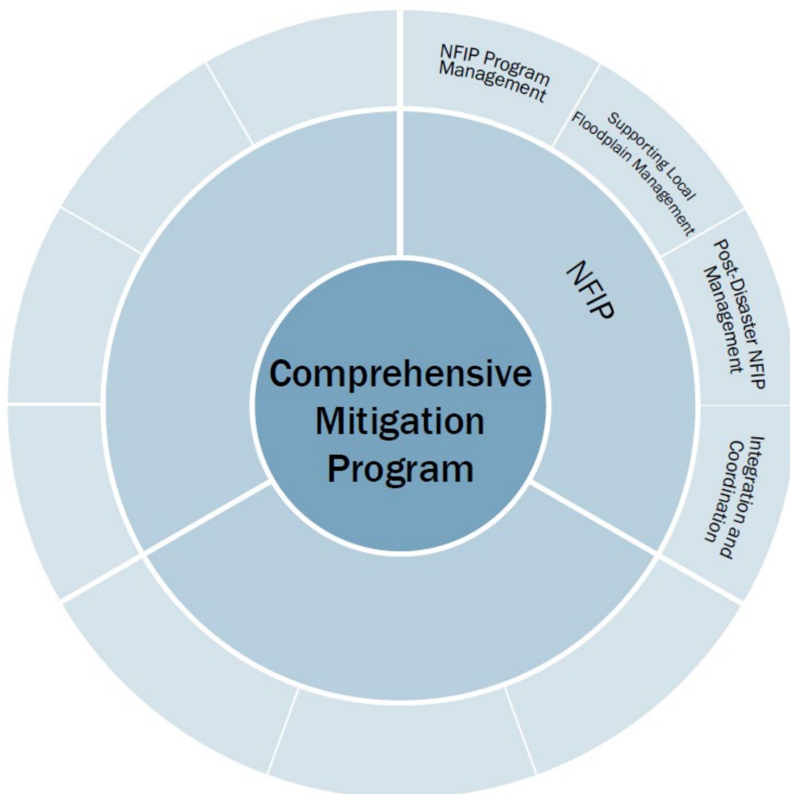

Figure A4. National Flood Insurance Program Capability Areas.

4.4.1. NFIP Program Management

Participating communities are in charge of the on-the-ground implementation of the NFIP. However, states, DC and territories manage and oversee some parts of the program. This is mostly the job of the NFIP Coordinator. The Hazard Mitigation Officer should also work to advance the program and help people know their flood risk. The following questions for states, DC or territories focus on how the NFIP is managed.

- Do we have a model floodplain ordinance? If so, does it exceed the NFIP's minimum standards?
- How does the HMP inform the model floodplain ordinance?
- Do we work with partner agencies to address potential permitting issues and challenges related to facilities and infrastructure? For example, do we work with the Department of Transportation on road and culvert construction?

- Do we use the Community Engagement Prioritization Tool to choose floodplain management activities?
- Do we know the Tiered State Framework (TSF) score for our NFIP Coordinator's Office?

4.4.2. Supporting Local Floodplain Management

Floodplain management is carried out at the local level. State, DC and territorial planning partners should think about the following questions. They relate to how partners support local and tribal floodplain management.

- Does the NFIP Coordinator help local jurisdictions make floodplain ordinances that exceed our minimum standards and/or national minimums?
- Does the NFIP Coordinator tell local jurisdictions where to find water surface elevations, base flood elevations, Letters of Map Change, etc. for their permitting processes?
- Does the NFIP Coordinator explain how the permitting process informs the community's level of capability or risk in managing floodplains?
- Do we or the NFIP Coordinator have a policy or program to provide technical assistance and guidance to municipalities on permitting development in high-risk areas?
- Do we or the NFIP Coordinator help municipalities add HMP-identified changes in development to their ordinance and inspection requirements?
- Do we or the NFIP Coordinator give training that builds and supports the local capacity to manage floodplains, including enforcing codes?
- Do our officials attend Risk MAP, Community Assistance Visits and other FEMA mapping meetings to talk about any changes in the ability to achieve the mitigation activities listed in local HMPs?
- Does the NFIP Coordinator help Community Rating System (CRS) communities share information with their peers to improve floodplain management planning efforts?
- Do we use the Community Engagement Prioritization Tool to give training and technical aid where it is needed most?
- Do we teach communities about the possible 510 Floodplain Management Plan credits available for completing an HMP?
- Do we have an Advanced rating on Characteristic IV.F of the TSF Assessment: Optimized Use of Mitigation Funding for Priority Structures?

4.4.3. Post-Disaster NFIP Management

After a disaster, substantial improvement and substantial damage programs help states, territories and local communities rebuild more safely. They use ways that comply with current floodplain management ordinances. States, DC and territories should think about these questions related to how they manage the NFIP after a disaster.

- Do we have a substantial damage program? If so, how do we use the data it gathers (to inform the HMP, decide on locations for technical outreach, etc.)?
- Do we guide or work with the NFIP Coordinator to teach local jurisdictions how to run their own substantial improvement or substantial damage program? (Do they have model administrative procedures, data tracking, higher standards for cumulative change, etc.?)
- Do we guide or work with the NFIP Coordinator to show local jurisdictions how to determine substantial damage? Does that help them use and add that data to their local HMPs?
- Do we have a procedure (and the necessary non-disclosures) in place to share data on substantial improvement and substantial damage with local jurisdictions?
- After a disaster, do we identify jurisdictions that have a high risk (e.g., do not enforce floodplain requirements consistently, have no substantial damage procedure, etc.)? Do we work with them to reduce future flood risk?
- Do our Hazard Mitigation Officers and planners work with the NFIP Coordinator, local floodplain administrators or other partner agencies to collect and share post-disaster data?
- Do we have Proficient or Advanced credit for characteristic IV.E (Coordination and Integration into State Emergency Operations) in our TSF Assessment?

4.4.4. Integration and Coordination

NFIP capabilities are also found outside the government. These questions can help state, DC and territorial Hazard Mitigation Officers and planners know where additional capabilities may exist.

- Do our Hazard Mitigation Officers and planners work with floodplain management associations or other professional organizations to find potential collaboration points? (Do they share data, best practices or messages, for example?)
- How do our Hazard Mitigation Officers and their partners work with any Cooperating Technical Partners?

4.4.5. Helpful NFIP Resources

State, DC and territorial Hazard Mitigation Officers and their partners should look at the sample questions in this Appendix. They should think about any areas of the mitigation program where more resources may be helpful. The resources below may help to advance their floodplain management capabilities. The training and workshops listed are existing sessions. They could support the capabilities of a state, DC or territory. State, DC and territorial Hazard Mitigation Officers and partners can continue to discuss capabilities with FEMA regional staff. Relevant resources include:

Flood Risk Toolkit for Community Officials: The toolkit and video series can help officials communicate more effectively about flood risk. This can inspire residents and community partners to become more active in increasing their resilience. The toolkit is focused on flood risk. However, communities can use its general ideas to convey the risk of other hazards, also.

The CRS Mitigation Planning Key Topics Bulletin highlights connections between CRS and mitigation planning.

NFIP Technical Bulletins help communities know and comply with the NFIP building performance requirements. Those rules are in 44 CFR 60.3, Floodplain Management Criteria for Flood-prone Areas. The bulletins help state, territorial and local officials interpret the NFIP regulations. They are also good resources for homeowners, insurance agents, building professionals and designers.

4.4.6. Potential Training Sessions and Workshops

- E-207 Introduction to Hazard Mitigation Field Operations
- L-273 Managing Floodplain Development
- NFIP Training for Floodplain Administrators

For more information on floodplain management resources, see the Floodplain Management webpage. State, DC and territorial Hazard Mitigation Officers and planners should check with their FEMA regional colleagues for more training, workshops and exercises.

5. Next Steps

This ACM has a set of questions. States, DC and territories should think about them as they look at their capabilities, strengths and weaknesses. FEMA’s goal is to help states, territories and local jurisdictions take ownership of their own risk reduction processes and procedures. That way, they can set a path that works best for them. The questions in this document will help chart that path.

Growing capabilities and building more resilient communities takes time. Small steps taken by states, territories, DC and local jurisdictions can lead to big impacts. This ACM should help start conversations. It should also help states, DC and territories focus on the areas where they may need help. It can help them know where they should share their expertise and assistance in local and tribal jurisdictions. FEMA can give training and technical assistance to states, DC and territories. States, DC. and territories can then train and give technical aid to local and tribal jurisdictions. They can ask FEMA for advice when needed. After all, states, DC and territories know their communities best. They are often the best choice for giving local and tribal assistance.

As states, DC and territories think about building their path to a comprehensive mitigation program, they should consider these questions.

- How can FEMA support states, territories and local jurisdictions as they advance capabilities in planning; project implementation and grants; and the NFIP? What can FEMA do to help? What are the pros and cons of taking those actions?
- Where can states, DC and territories create ways to advance their capabilities in planning; project implementation and grants; and the NFIP? What actions can they take? How do those actions help?
- How can states, DC and territories help or empower a partner organization to build local and tribal capabilities? What actions can they take? How do those actions help? Which partners could help build capability?

The successful implementation of a comprehensive mitigation program needs people who know the “what” of a mitigation program (the capability areas talked about earlier). It also needs people who know “how” the mitigation program will be managed. FEMA can often help with subject matter expertise, training and technical assistance. However, states, DC and territories must identify and build their own capabilities. This can help them manage things like data; information flow; coordination between agencies and departments; procurement; contract management; and surge support during disasters. They should keep these in mind as they think about building capabilities. A coordinated, program-level view supports better mitigation on the ground. This can lead to reducing risk through Program Administration by States or an enhanced mitigation plan status.