



State Mitigation Planning Key Topics Bulletins: Planning Process

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FEMA

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1. Introduction

The Federal Emergency Management Agency (FEMA) released the [State Mitigation Planning Policy Guide](#) (the Guide) on April 19, 2022. The Guide is FEMA’s official policy on and interpretation of the mitigation planning requirements in the Code of Federal Regulations (44 CFR Part 201). The Guide updates the 2015 State Mitigation Plan Review Guide and Policy. It goes into effect on April 19, 2023. All state mitigation plans approved on or after April 19, 2023, must follow the updated Guide.

The State Mitigation Planning Key Topics Bulletins provide advice and ways to meet the requirements in the Guide. They supplement the Guide with “how-tos” and resources.

This bulletin is the first in the series. It covers the state mitigation planning process.¹

2. Planning Process Overview

2.1. Why the Process Matters

The planning process sets the foundation for an effective plan. A well-thought-out process sets the state plan up for success. It guides the current update and the plan’s ongoing maintenance, including tracking and evaluating the state’s mitigation progress. Since all state mitigation plans are updates, the process fosters continuous improvement. This means that the state shouldn’t start over in each plan update. Instead, the planning process should continue what worked and improve what didn’t. This will result in a stronger plan for future use.

Guiding Principle: Foster Cooperative Relationships and an Integrated State Planning Framework that Strengthens Connections between the Local and State Plan.

The Guide has three guiding principles for state mitigation planning. This guiding principle stresses the importance of coordinating beyond the State Hazard Mitigation Officer’s (SHMO) office with a wide range of partners. Each partner should provide information, strategies, and solutions that will help create a mitigation plan that the entire state government can implement to reduce risk. Thoughtfully creating these partnerships will benefit all team members and will lead to a strong mitigation program – not just a strong plan. Partners will know where to go for help and momentum will build.

This guiding principle also encourages integration between the state and local mitigation plans and actions. The state should understand local needs and locals should understand state priorities. The state plan will inform local hazard mitigation plans and vice versa.

¹ In mitigation planning, “state” refers to the 50 states, Washington, D.C., and the five U.S. territories.

The SHMO and/or their designee usually leads the planning process. Think of the SHMO as the “team captain.” The planning process must bring together a wide range of partners to be effective. This team represents agencies, organizations, or other groups that have a role in hazard mitigation.

The planning team’s involvement makes a more informed, inclusive plan. They should:

- Review the existing plan and provide updates from their unique perspective.
- Share data and insights.
- Report progress on mitigation actions.
- Integrate mitigation and resilience into their work.

They also have an ongoing role in state resilience. They implement actions and support plan maintenance.

The state mitigation plan is a living document. A thoughtful and comprehensive planning process supports relationship building, promotes resilience, and sets the state up for long-term success.

2.2. Equity in Hazard Mitigation Planning

Through the planning process, states should make sure their mitigation program benefits all communities. They should especially benefit underserved and socially vulnerable populations. To do this, the Guide asks states to plan for *equitable outcomes*. FEMA defines equity as the consistent and systematic fair, just, and impartial treatment of all individuals. By leading with equity, states can form mitigation strategies that reflect the whole community.

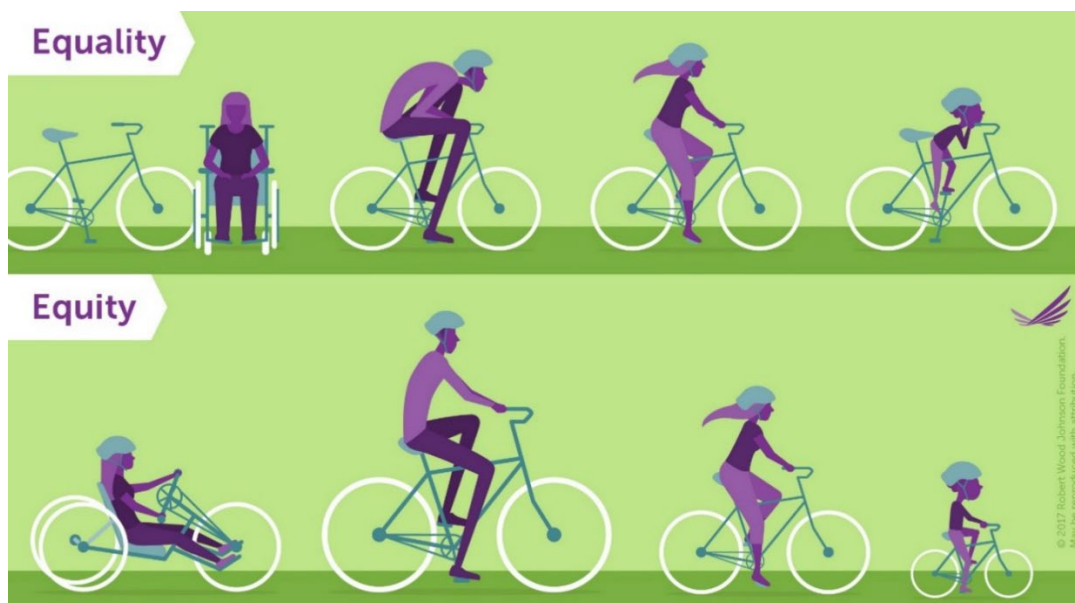


Figure 1. Equity is not the same as equality. Equity provides each member of a community the resources to fit their needs. It does not mean everyone has equal resources. Image: Robert Wood Johnson Foundation.

[Executive Order 13985 On Advancing Racial Equity and Support for Underserved Communities Through the Federal Government](#) recognizes that underserved communities exist across the nation. These communities are “populations sharing a particular characteristic, as well as geographic communities, that have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life.” Who is considered underserved may differ from state to state. Historically, the following groups have been underserved and denied full and equal treatment:

- Black, Latino, Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color.
- Members of religious minorities.
- Lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons.
- Persons with disabilities.
- Persons who live in rural areas.
- Persons otherwise adversely affected by persistent poverty or inequality.

The mitigation planning process should also pay attention to social vulnerability. Social vulnerability is an individual or social group’s potential for loss. Certain factors may affect an individual or group’s ability to prepare, respond, cope or recover from an event. These may differ from community to community, but they can include high poverty; limited access to a vehicle; age (very old or very young); limited English language skills; disability status; race; and ethnicity. These factors can increase vulnerability. That is why the most at-risk members in a community often experience the greatest losses from disasters. These community members may not trust the government. They may be left out of planning activities or have little access to information about what to do before or after a hazard event. Incorporating equity can help make sure that no communities are overly harmed by hazards or by mitigation actions.

Creating an Equitable Planning Process

There are three ways to think about equity within the planning process:

Procedural Equity is committing to equity in the planning process itself. This means:

- Creating transparent, fair, and inclusive processes. Engage partners who represent underserved groups and socially vulnerable populations. These groups may include people of color; low-income communities; older adults; immigrants; persons with disabilities; women; and the LGBTQ+ community.
- Creating opportunities for meaningful input. Give these groups a true voice in planning and prioritizing mitigation. At the state level, include agencies with programs and policies that support these communities and other representatives serving them. Use trusted partners to make a connection.

Structural Equity recognizes the need for accountability. It encourages understanding the history that contributes to privilege and working to correct past harms. This can be addressed by:

- Discussing equity early and often with the planning team. Incorporate principles of equity into all decision-making processes, from initial outreach through publication of the plan.
- Recognizing and addressing the societal systems that cause inequities.
- Developing organizational infrastructure to address inequities, both at the staff and leadership levels. If inequities come up during the planning process, make sure there are tools and paths to address them. Consider working with equity or equitable conflict negotiation experts.

Distributional Equity asks, “Do programs result in the fair distribution of benefits and burdens across the community? Do they prioritize areas and populations with the greatest need?” Distributional equity is most important to consider during the mitigation strategy. The mitigation strategy is where the state sets its goals and actions. It is important to use a distributional equity lens when evaluating and prioritizing mitigation actions and projects. Distributional equity helps make sure that no communities are overly harmed by mitigation actions. The Mitigation Strategy Bulletin discusses this further.

The [Resources](#) section has valuable tools, programs, and guidelines to bring equity into the planning process.

3. Re-Engage and Grow the Planning Team

As discussed in Section 2, all state mitigation plans are updates. Most states have a planning team in place. The plan update allows you to go beyond state agencies and include private, non-profit, and quasi-governmental entities like special districts. It is also a chance to include partners who can provide data, connect to climate adaptation efforts, and bring in agencies and groups that support underserved communities. Calling in partners within and outside state government can solve complicated problems and prevent duplicating work. Bringing multiple partners together on common goals can leverage others’ successes and combine efforts.

3.1. Collaboration Across Sectors and Lifelines

The [National Mitigation Framework](#) is one of five preparedness mission areas under the National Planning Framework. The Framework connects mitigation and preparedness to increase community resilience. It also describes sectors that can support a state’s whole-community approach to planning and implementation.

The [National Response Framework](#) identifies seven community lifelines. [Community lifelines](#) are fundamental services in a community. When they function, all other aspects of society can function. They are critical for maintaining public health, safety, and economic viability. In the context of state mitigation planning, lifeline owners and operators can be planning partners. Lifelines are also assets the state includes in the risk assessment.



Figure 2. The community lifelines.

The National Mitigation Framework sectors and lifelines overlap. The same agencies and departments who support the sectors often also support lifelines. For example, the infrastructure sector relies on having working Energy, Communications, Transportation, and Food, Water, Shelter lifelines. On the other hand, the Safety and Security lifeline, which includes law enforcement, fire service, search and rescue, and community safety supports a healthy emergency management sector. Table 1 links each sector with the lifelines and describes how each supports the plan. As states grow the planning team, they must include partners from both the sectors and the lifelines in the planning process.

Table 1. Sectors and their connected lifelines.

Sector	Lifeline(s)	Connections to the Plan
Emergency Management	Safety and Security; Hazardous Materials; Food, Water, Shelter	<ul style="list-style-type: none"> ▪ Provide first-hand knowledge of past hazard events and response systems. ▪ Connect the mitigation plan to the threat and hazard identification and risk assessment (THIRA) planning process and vice versa. ▪ Share data on lifeline locations, protection measures, and capabilities that support state resilience.
Housing	Food, Water, Shelter	<ul style="list-style-type: none"> ▪ Coordinate housing issues to identify risk and vulnerabilities within this sector and lifeline. ▪ Ensure the mitigation strategy directs new and redeveloped housing away from hazard areas and uses building codes to maintain safe housing. ▪ Use the planning process to: <ul style="list-style-type: none"> ○ Understand high-risk areas and at-risk populations. ○ Increase awareness of potential funding to support housing development and maintaining Food, Water, Shelter lifelines. ▪ Share data on lifeline locations, protection measures, and capabilities that support state resilience.

Sector	Lifeline(s)	Connections to the Plan
Health and Social Services	Health and Medical	<ul style="list-style-type: none"> ▪ Help the planning team understand social vulnerability in the state, including underlying stressors. ▪ Help identify actions and projects that reduce risk exposure for underserved communities and socially vulnerable populations. ▪ Link socially vulnerable populations or the organizations which serve them to grants and other assistance before and after a disaster. ▪ Connect traditional health, medical, and social services and mitigation funds. ▪ Integrate mitigation into the disaster recovery process. ▪ Share data on lifeline locations, protection measures, and capabilities that support state resilience.
Infrastructure	Energy; Communications; Transportation; Food, Water, Shelter	<ul style="list-style-type: none"> ▪ Identify at-risk infrastructure assets, including transportation, energy, communications, water conveyance, and supply chains. ▪ Develop and prioritize mitigation actions for at-risk assets. ▪ Integrate resilience into infrastructure investment decisions. ▪ Share data on lifeline locations, protection measures, and capabilities that support state resilience.
Economic Development	N/A	<ul style="list-style-type: none"> ▪ Help states and communities meet their economic goals to maintain a diverse, strong economy. ▪ Understand the state’s economic strengths, weaknesses and vulnerabilities. ▪ Develop mitigation actions that improve economic resilience. These may include actions to protect supply chains or major economic sectors (e.g., tourism). ▪ Bring lessons learned from any Comprehensive Economic Development Strategies to the state mitigation plan.

Sector	Lifeline(s)	Connections to the Plan
<p>Land Use and Development (including the agency or department that regulates building codes)</p>	<p>N/A</p>	<ul style="list-style-type: none"> ▪ Share future land use and development knowledge to assess vulnerability. ▪ Reduce statewide risk by directing development away from hazard areas and supporting hazard-resistant building codes. ▪ Connect development patterns with when and where hazards may occur. Use this knowledge to prevent losses and reduce long-term risk.
<p>Natural and Cultural Resources</p>	<p>N/A</p>	<ul style="list-style-type: none"> ▪ Identify natural and cultural resources and inform the risk assessment. ▪ Provide specialized insights for mitigating historic properties and places. ▪ Affect policy change that (a) creates or delegates taxing authorities to generate revenue for mitigation actions; and/or (b) combines funding resources for mitigation projects. ▪ Advocate for projects that benefit and incorporate natural and environmental resources that can (a) absorb the impact of hazards, and (b) create habitat, agriculture or tourism benefits. ▪ Help the planning team understand compliance issues related to natural and cultural resources.



Figure 3. Engaging land use and development sector partners can encourage development away from hazard areas. Image: San Antonio River Walk.

3.2. Collaboration with Climate and Equity Partners

The Guide highlights the importance of planning for the impacts of climate change, as well as equity in the mitigation plan. That starts with the planning process. These are specialized areas that may not be part of the existing planning team. When growing the team, states should engage partners who can help adapt to more extreme and severe weather events, or who have expertise in climate science and equity issues. These partners may already be at the table. This is a chance to leverage their experience in new and different ways.

States should coordinate with agencies and non-governmental organizations (NGOs) that have expertise in climate change and climate adaptation. This will often be a department of environmental protection or conservation. If the state has a climate adaptation or action plan, start with partners from that effort. Talk to the state climatologist or other experts who can provide projection data. Academic institutions or non-profits may also be able to provide data or support analysis to identify vulnerabilities. These partners can provide data on the probability of future hazards. They can also help develop ideas for mitigation strategies that consider future hazard events.

States should also coordinate with groups that support underserved communities and socially vulnerable populations. These may be agencies, departments, or NGOs. The important thing is to bring partners to the table who can speak to the special needs of underserved communities. They can ensure the mitigation strategy supports these communities and does not harm them. These groups may include:

- Human services agencies.
- Human relations commissions.
- Faith-based organizations.
- Disability services agencies or NGOs.
- NGOs serving underserved communities.
- Agencies supporting rural communities.

These entities may already be on the planning team. For example, many health departments assist underserved communities. Health and Social Services is one of the seven sectors that states must engage. These people may already be at the table, but this time, they should pay special attention to the underserved communities and socially vulnerable populations they work with.

Partners across the state bring many skills and resources to the table. Together, partners build capability for hazard mitigation-related projects by leveraging each other's ideas, talents, funding streams, and time to accomplish more together. If there are limits to coordinating with the sectors, lifelines, and other partners, the plan must describe how the state will break down those barriers in the future. If appropriate, these steps can be mitigation actions. FEMA's [Guides to Expanding Mitigation](#) provide resources, tips, and examples of partner agencies to include in the planning process.

Spotlight on High Hazard Potential Dams

The Water Infrastructure Improvements for the Nation (WIIN) Act added a new FEMA grant program. The [Rehabilitation of High Hazard Potential Dams \(HHPD\) Grant Program](#) provides technical, planning, design, and construction assistance grants. This program requires states to have a mitigation plan that includes all dam risk. The Guide outlines the requirements to have an approved state mitigation plan that includes all dam risks.

In the Guide, the HHPD requirements are briefly referenced under the plan elements (planning process, risk assessment, etc.) that link to the HHPD requirements. The full list of HHPD requirements is provided in Section 3.9. The HHPD requirements do not need to be addressed in a separate section of the plan. They can be woven into the appropriate section.

When designing the planning process, states must engage the state dam safety agency and other agencies and partners with expertise in dam safety. These partners will have data to support including all dam risk in the plan. The plan must describe how these partners participated and what data they provided. To be eligible for HHPD funding, bring these partners into the planning process early and engage them often.

4. Engaging Partners

4.1. Planning for Meaningful Engagement

When bringing partners into a planning process, consider both how they can support the plan and how the planning process can also help them. Inviting partners just to “check a box” is not meaningful. Common engagement methods include meetings, surveys, data calls, and material review. Regardless of the engagement methods chosen, ensure that stakeholders’ time is used in a meaningful and productive way. Be specific about where they can contribute and why their voice is important. Develop a plan to gather input and provide chances to review throughout the process. Set meeting dates, outreach methods, and other activities early.

Meetings are the most common way of gathering partners and working through the process. Think of meetings as working sessions to get input, develop content, and share ideas. Build in interactivity to encourage relationship building. Each state can decide how many and what kind of meetings are needed. Meetings can match sections of the plan, like developing the mitigation strategy or the risk assessment. The state may also hold a review meeting at the end to summarize the plan and begin reviews.

Virtual and Hybrid Meetings

The COVID-19 pandemic showed that people could effectively work together while working apart. Now, virtual and hybrid meetings are part of the new normal. Flexible attendance options can increase participation. They can also improve equity outcomes by allowing people to participate in ways that work for them.

For virtual and hybrid meetings, consider:

- Available technology and any limitations. Can everyone use the selected platform?
- How people will share information. Create multiple paths to share, like voice, chat, or breakout groups.
- Accessibility. Consider using closed captions, American Sign Language interpretation, and other translation services.
- Who will do what? Assign clear roles for the host, facilitator(s), technology help, and note-taking.
- How your content translates in a virtual space. People have short attention spans; build in breaks, use graphics, and add some fun.

Hybrid meetings are becoming more common. Hybrid meetings combine both in-person and virtual aspects. The key to hybrid meetings is planning so both the in-person and virtual participant have the same information and opportunities to participate. For instance, having a phone line open while everyone in the room has a conversation may not be ideal for a hybrid meeting. Account for different technological capabilities when planning hybrid meetings. Keep the format flexible to meet the needs and capacity of each attendee. These meetings can be done well, but take intentional planning and execution. Consider:

- **Experience:** how can everyone stay focused, together? The experience should not favor the in-person attendees any more or less than the virtual.
- **Engagement:** how can you bring the audience together? Speakers and planners need to prepare for managing both audiences and sharing the same resources.
- **Connectivity:** is there bandwidth and access to technology at the in-person venue that provides clear, uninterrupted video and audio for virtual attendees?
- **Content:** how can you create content and deliver information to both audiences at once? Can smaller group discussions be used to better engage everyone?
- **Production:** how complex is your meeting? Do you have the audio and visual equipment to make sure the conversation in the room is understandable over the phone, and folks on the phone can be heard?

Consider providing the people who cannot attend meetings a way to review and comment. Free online survey tools can collect ideas for mitigation, success stories, related plans, and the best available data. The lead agency may post information on its website or create a project website for input and review.

4.2. How Partners Improve the Plan

Partners from across state government, sectors, lifelines, private, non-profit and quasi-governmental organizations bring expertise to the planning process. They improve the quality of the plan. They are also partners throughout the life of the plan. This Bulletin provides an overview of how partners improve the plan. For more detailed ways partners can be involved, refer to the other Bulletins in this series.

Partners can:

- Provide best available data for **hazard identification and risk assessment**. Partners may have data or studies that improve the hazard profiles in the plan.
- Assist with identifying **state assets**. The Guide defines state assets as state-owned or operated critical facilities, buildings, infrastructure, and lifelines. State asset data usually comes from the agency responsible for the state's facilities and real estate. It may also come from other state departments or the private sector. Lifeline owner-operators will have data on their assets. Partners can also help identify who and what is vulnerable across the state. This can include people, businesses, and natural and cultural resources. These agencies and organizations can also assist in **identifying vulnerable assets** and mitigation strategies.
- Help the planning team to develop strategies that identify and support local governments with underserved communities and socially vulnerable populations. This information will inform **the overview and analysis of vulnerable jurisdictions**. It will support developing mitigation actions that reduce risk for those communities. For example, health and social services agencies can share data related to vulnerable populations. Advocates can share their experience to help design effective mitigation actions that are specific to their communities.
- Review and update the **mitigation strategy**. The mitigation strategy is the heart of the plan. Mitigation actions are not just the responsibility of the SHMO's office. Partners are essential for reviewing the status of past actions and recommending future actions.
- Share **mitigation success stories**. State agencies involved with planning and land use may implement new model ordinances that reduce hazards. A health-related agency could have a new plan to address at-risk populations. There may be an important nature-based mitigation project in the state. The plan is an opportunity to share successes and to show the value of the mitigation program.
- **Review** draft materials and the final plan. Partners are the state's experts. They can help to make sure that the final plan is accurate, achievable and realistic.

- Support **implementation**. Mitigation is more successful when it connects across the [Whole Community](#). Partners should shepherd actions within their influence. The emergency management agency cannot be the only one bringing the plan to life. For example, the state emergency management agency is not the best party to be responsible for raising a state-owned highway bridge. The department of transportation is a better match. Partners can link resources and funding to mitigation actions.
- Stay involved and **maintain the plan**. Because this is the whole state's plan, partners play an important role in keeping the plan current. They can provide updates to maintain the plan, report on the progress of mitigation actions, and participate in continued mitigation and resilience coordination.

Public Engagement

Public engagement is a chance to educate people about hazard mitigation. It also gives them a way to comment on the plan. This is not required for a state hazard mitigation plan, but it can strengthen the plan and increase awareness of hazards. Some examples of public outreach activities are:

- Schedule outreach activities at existing public events like festivals and fairs.
- Solicit input through surveys.
- Place public notices/announcements in newspapers, online, or in public spaces.
- Post materials online or create a project website.
- Ask partners to publicize the planning process via social media.

5. Documenting the Process

The mitigation plan must describe the update process. This includes how it was prepared, the schedule, milestones, and activities. It also includes who participated and how the planning process was integrated into other planning efforts in the state. There will often be a lot of supporting documentation.

Supporting documentation does not need to be included in the plan itself, but states should keep it on hand as a record of decisions. Supporting documentation may include:

- **Meeting materials** - Sign-in sheets, presentation slides, handouts, completed forms with ideas from attendees, and meeting minutes.
- **Surveys** - The location and method of survey, results, and key conclusions.
- **Engagement efforts** - Sample invitations, a list of invitees, and announcements in traditional and digital media.

It is helpful to gather the documentation in an appendix. Remember to collect documentation throughout the planning process! It is easiest to do throughout rather than hunting for it at the very end. Saving documentation as PDF files allows you to combine all the files and organize it with bookmarks for ease of navigation.

Considerations for Digital Plans

More and more states are creating digital hazard mitigation plans. Rather than a single, large file, states are breaking their plans into more digestible PDF sections. Some are even creating web-based plans. FEMA does not prescribe the format of the mitigation plan, and a paper copy is not required.

All-digital plans can be more easily updated. They can also be more interactive. However, the plan and the link to it must be maintained over the life of the document. It is also important to have ways to communicate the plan to partners with limited internet infrastructure. This is one example of procedural equity. If a state is maintaining a web-based plan, it can be helpful to maintain a change log that shows what has been updated over time. This is especially important to ensure it continues to meet the minimum requirements for approval.

6. Maintaining Momentum

The planning process continues beyond writing the plan. The plan is a living document that must be reviewed, evaluated, implemented, and maintained over time to meet state needs. Each state defines its own process for monitoring, evaluating, and updating the mitigation plan.

The plan must describe the lead agency and the schedule for monitoring, evaluating, and updating the plan. Ask partners early in the process how they would like to be engaged after the plan's approval. Use similar practices to those used during the planning process: ample meeting notice, making good use of each participant's time, and tracking mitigation success. Some states even schedule their annual plan maintenance meeting at the time of plan approval to lend predictability. Pick a season, month, or even a day to hold plan maintenance meetings. Follow up with attendees after the plan maintenance meetings to make sure that each participant is carrying out their responsibilities. Such follow-up activities can include sending reminders, action items, or meeting notes and summaries.

Methods for Continuous Engagement

- Hold regular meetings or conference calls to discuss progress, successes, and challenges.
- Meet people where they are already coming together. Make it easier, not harder, to get input over time.
- Complete an annual review of actions by all partners.

- Give presentations at conferences or events.
- Place articles in industry or partner publications.
- Deliver training to help accomplish actions by increasing skills statewide.
- Maintain an online presence for hazard mitigation information and resources.
- Participate in the annual mitigation program consultation (see Section 2.3 of the Guide for more information).

Tracking mitigation implementation is a key to building success. The state plan must describe the system used to track mitigation activities and risk reduction. Actions that improve data, build new partnerships, or strengthen capabilities are just as important to monitor as traditional physical mitigation projects. Think about how this system can maintain open two-way dialogue with new partners. How can regular update meetings draw continuous input from new voices and perspectives? How can those update meetings be made as inclusive as possible? How can this system be a model for local plans to build new relationships and share successes? If the state finds the system is not working, it can evolve over time to meet the needs of all participants.



Figure 4. Organizing regular meetings with the planning team and scheduling presentations and trainings are effective ways to keep mitigation conversations going. Image: FEMA, New Orleans.

7. Adoption and Assurances

The plan must be formally adopted by the highest elected official or designee. In most cases, the highest elected official is the Governor. Having the highest elected official adopt the plan shows the state is invested in the process. It also provides the support to secure resources and rally investment in mitigation. It is important to wait for FEMA to grant Approval-Pending-Adoption status prior to adoption. This ensures that the highest elected official or designee signs the final plan.

States must also provide assurances. Assurances show the state is aware of its obligation to manage FEMA funding, follow federal statutes and regulations, and to amend the plan to address changes in federal statutes and regulations. Assurances may be covered in the resolution or other mechanism for adopting the plan. They may also be described within the plan's narrative.

8. Resources

States may use the following resources to inform the planning process. The planning process may be tailored using the ideas and requirements in these documents.

8.1. General Resources

[Guides to Expanding Mitigation](#)

FEMA's Guides to Expanding Mitigation cover a wide range of topics to help mitigation planners find new and innovative ways to support mitigation activities while engaging diverse partners and stakeholders.

[Hazard Mitigation Planning Website](#)

FEMA's Hazard Mitigation Planning website reviews the planning process, resources, best practices, and more.

[IS-329: State Hazard Mitigation Planning](#)

This independent study course helps state officials understand the policies and procedures for updating state mitigation plans and effectively use the planning process to advance mitigation.

[FEMA's National Planning Frameworks](#)

There is one National Planning Framework for each preparedness mission area: prevention, protection, mitigation, response, and disaster recovery. These frameworks describe how the whole community works together to build a prepared, resilient nation. The sectors described here connect to the National Disaster Recovery and the National Mitigation Frameworks. In addition, the National Mitigation Framework establishes a common forum for coordinating risk reduction.

[National Mitigation Investment Strategy](#)

This is a national strategy for advancing mitigation investment and increasing the nation's resilience to natural hazards. The Investment Strategy encourages the whole community to show how mitigation investments reduce risk, coordinated investments lead to greater impact, and how to make mitigation investment standard practice.

[Plan Integration: Linking Local Planning Efforts and Integrating Hazard Mitigation into Local Planning](#)

These guides help communities include mitigation in planning efforts and improve interagency coordination. These documents were written for a local audience. However, states can use the plan integration questions, best practices, and case studies to understand how interagency cooperation strengthens hazard mitigation.

[State Silver Jackets Program](#)

The U.S. Army Corps of Engineers' Silver Jackets Program is an interagency program that brings together multiple federal, state, tribal, and local agencies to learn from one another and apply their knowledge to enhance risk reduction. The Silver Jackets seek to leverage multiple programs and points of view to develop collaborative, cohesive solutions. All states and most territories have a Silver Jackets teams.

8.2. Equity Resources

[Addressing Social Equity Through Natural Hazards Mitigation Planning](#)

This is a FEMA training from Region 10. It provides ways to address equity issues when developing and carrying out a community's natural hazard mitigation plan.

[Building Alliances for Equitable Resilience](#)

This FEMA and Resilient National Partnership Network guide discusses how to leverage partnerships and planning processes to foster more resilient and equitable communities.

[Equitable Adaptation Legal and Policy Toolkit](#)

This resource from the Georgetown Climate Center explores a wide range of concepts related to equity in planning processes. It outlines best practices and highlights case studies of equitable planning in environmental adaptation and resilience.

[Guide to Equitable Community-Driven Climate Preparedness Planning](#)

This Urban Sustainability Director's Network resource provides guidelines for different equity-focused approaches to planning. It allows for specific adaptation solutions, outlines tactics for inclusive community engagement, and discusses the root of inequities in climate risk.

[Guide to Expanding Mitigation: Making the Connection to Equity](#)

One of FEMA's Guides to Expanding Mitigation, this document helps mitigation planning partners have a deeper understanding of equitable mitigation, and how it can be implemented within communities and plans. The guide defines social vulnerability and the differences between equity and equality.

[**In the Eye of the Storm: A People’s Guide to Transforming Crisis & Advancing Equity in the Disaster Continuum**](#)

This NAACP-created document provides six recommendations that help communities build equity into emergency management.

[**Planning for Equity Policy Guide**](#)

The American Planning Association (APA) created this guide to outline best practices for incorporating the principles of inclusion, diversity, and justice into planning processes and policies.

[**Quick Notes on Inclusive Planning Processes**](#)

Also from the APA, this resource provides information on how to ensure the planning process is inclusive, and how to address inequitable conditions.