

Index of Select Emergency Management Resources for North Carolina Local Governments



2026

Taylor Morris



School of
Government

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Introduction and User Guide

This index provides a list of select potential resources for North Carolina local governments facing emergency-management-related issues. It is designed as a starting point for local government officials and staff who need help addressing an emergency-management challenge.

Scope of the Index

“Emergencies” and “Emergency Management” in This Index

To help users understand what materials are in this index and when the index might be helpful, reviewing the terms “emergency” and “emergency management” may be worthwhile. In North Carolina emergency management law, these terms have general meanings that may differ from what users imagine. So some resources that users might be seeking may not be in this index. And some resources might be included in this index that users did not expect.

Under North Carolina’s Emergency Management Act (the EMA), *emergencies* are essentially “occurrence[s] or imminent threat[s] of widespread or severe damage, injury, or loss of life or property” coming from certain “natural or man-made...cause[s].”¹ *Emergencies* can also involve certain supply chain disruptions threatening provision or restoration of certain local government “essential services.”² *Emergency management* involves efforts by governments and everyday people to address these types of emergencies before, at the time that, and after they are occurring.³

The index is designed to lay out resources for the types of emergencies and emergency management described in the EMA. The index is not attempting to provide resources related to anything a user might think of as an “emergency” in an everyday sense.

Audience

This index is aimed at providing resources for North Carolina local governments. References to a “user,” “users,” “you,” “your,” “readers,” or similar terms are generally directed at North Carolina local government staff or officials (but in context, these terms or similar terms may refer to anyone using the index or someone else). Other people may consult the index if desired, but they are not the intended audience.

1. Chapter 166A, Section 19.3, Subsection 6 of the North Carolina General Statutes (hereinafter G.S.) (defining *emergency*).

2. *See id.*

3. *See* G.S. 166A-19.3(8) (defining *emergency management*).

Some Notes on Selection of Resources

Not every possible emergency management resource for North Carolina local governments is listed in the index. The index focuses mainly on free or low-cost resources that would be easily accessible with an Internet or telephone connection. The index also focuses mainly on resources that might be helpful across different emergencies, rather than resources specific to a particular emergency.

Additionally, while the index is designed to be helpful, the index is not updated in real time. Users should not assume that information listed or resources referenced in the index are current, correct, complete, comprehensive, and/or available. Online resources in particular might easily change, become outdated, move locations, be removed, or become inaccessible. Ultimately, users will be responsible for taking any appropriate steps to (1) verify information before use and (2) decide whether and how to use any information or resources.

Index Layout

The index lists emergency management resources alphabetically by topic (e.g., “contracts and procurement” or “public health”).

It then divides the resources by types. It lists resource types for each topic in the following general order:



“First Stop” Resources (the first, local resources that local government staff or officials might consult for help with an issue)



Select Training(s)



Select Publication(s)



Select Potentially Relevant Law(s)



Other Miscellaneous Resource(s)



State, Federal, Nonprofit, or Professional Organization Contact(s)



School of Government Faculty

Each listed topic may not have every single one of these resource types listed.

Note that because many topics overlap, resources may sometimes be listed under more than one topic. For example, information about the School of Government’s Development Finance Initiative (DFI) is listed under “Community and Economic Development” and

“Development, Land Use, Planning, and Zoning.” But when looking for resources, users may check in any section that they think may apply, to increase the chance that they find what they are seeking. Resources may not be cross-listed everywhere that a user might imagine.

In particular, note that “Grants” is a stand-alone topic in this index, and for brevity, the index generally lists resources focusing specifically on grants only under “Grants.” But if a resource is not focused specifically on grants but just references grants or has some relevance to grants, the resource might be listed under another topic area.

Using the Index to Get Help

As a rule of thumb, users might consider (1) starting with “first stop” resources; then (2) consulting trainings, publications, potentially relevant laws, and other miscellaneous resources if they have not found what they seek; and then (3) reaching out to listed contacts if they still need help. However, this approach is just a suggestion. Each circumstance is different, and users may find that using these resources in a different order makes sense for their needs.

Starting with “First Stop” Resources

Generally, users might consider starting with their “First Stop” resources. “First Stop” resources will be (1) potential contacts or other resources from users’ own local government unit and/or their county or (2) resources servicing their local area. On this second point, for instance, the “Utilities” section mentions local non-governmental utilities providers as potential resources. Local governments may be on the front lines of emergency management in any given emergency. Consulting local resources may be the most efficient way to find an answer or reach a solution.

Additionally, users may especially benefit from developing a habit of starting locally. By doing so, users can become familiar with local resources and establish or maintain connections with key local government emergency management personnel. These outcomes could be very helpful when dealing with an active emergency. During an emergency, users may feel overwhelmed and be under a high degree of stress. The emergency might also temporarily cut off access to outside resources, meaning users can only rely on local resources. If users already have a relationship with their local emergency manager and other key personnel, they will not need to try to find out who those people are, what they are like, and how to get in touch with them under such difficult circumstances. Users will already be familiar with working with these resources, rather than trying to establish a working relationship under the pressure of an emergency.

Using Trainings

Many emergency management issues might be addressed through taking a training. These trainings might be free, on-demand, or scheduled, and a training may even be offered by the entity that will evaluate how well you have performed the task on which you have been trained.⁴ For instance, FEMA may offer trainings on doing FEMA-compliant purchasing.⁵

Consulting Publications

Your emergency management question may already be addressed through an existing publication. Users can consider reviewing publications in their topic area(s) of interest to see if their question already has an answer.

Reviewing Potentially Relevant Laws

Users might find an answer to their question through reviewing a relevant law. The index will list some potentially relevant laws in different topic areas. Again, though, the index does not necessarily list every law relevant to the topic or to anyone's specific situation. Further, links to the laws may not be to the official or current version of the law and are for reference only.

Using Other Miscellaneous Resources

For some topics, additional resources may exist that do not fit neatly into the other categories. The index has listed some of these resources that might be particularly helpful.

Reaching Out to State, Federal, Nonprofit, or Professional Organization Contacts

These contacts may be most helpful if users have not found an answer among the above resources. These contacts may also be particularly helpful if users have complex, detailed, or technical questions about state or federal emergency-management issues. In some cases, you may be able to contact someone from an entity that plays a role in evaluating your local government's compliance with the rule about which you were asking questions. For instance, you may be able to contact FEMA for assistance with evaluating whether you are doing contracting that complies with FEMA standards. See the "Contracting and Procurement" or "Grants" section for more details.

Reaching Out to School of Government Faculty

When Reaching Out Might Help Most

Reaching out to a School of Government faculty member may be most helpful if (1) the above resources did not answer a user's questions and (2) the user has a question about general rules or procedures for North Carolina local governments doing emergency management.

4. See, e.g., [PROCUREMENT UNDER GRANTS TRAINING](https://www.fema.gov/grants/procurement/training), <https://www.fema.gov/grants/procurement/training> (last visited May 13, 2026).

5. *Id.*

Which Faculty Member(s) to Potentially Contact

If a user's question relates to a listed topic area, contacting faculty members listed as contacts in that section of the index may be most efficient. Those faculty members have expertise in that general topic area and may be able to answer questions about that topic in an emergency management context.

Note that sometimes, a faculty member might not be listed as a contact for a topic area, even though a publication by that faculty member is included for that topic area. This outcome may happen when a faculty member's publication touches on the general topic area, but the faculty member is not necessarily a general subject-matter expert in that field. This situation may also happen when the faculty member no longer works for the School of Government (the index will attempt to note when a faculty member no longer is affiliated with the School of Government). Contacting the author of such a publication may be most helpful if (1) the author currently works for the School of Government and (2) users have specific questions about that publication. But contacting the faculty member(s) listed as contacts for the topic area instead may be more helpful if (1) the publication author no longer works with the School of Government or (2) users have a question in the general topic area but not related to a specific publication.

Contacting one of the faculty members under "General/Miscellaneous Emergency Management" would be most appropriate if users' questions do not relate to any of the other listed topics.

Faculty members will sometimes be listed with extra information about their specific areas of expertise when multiple faculty members are listed. That information should give users a better idea of which specific faculty member(s) they might wish to contact when multiple options are offered. Taking advantage of this information may save users time in getting to a good person to address the users' specific questions.

For a more detailed listing of faculty areas of expertise throughout the School of Government, you may use the [faculty fields of expertise list](#).⁶ Users can also find faculty by navigating to the School of Government's website, then going to About, then [Faculty & Staff](#).⁷ A link to the faculty expert list is on the School of Government website as well.⁸ Since this expertise list may be updated from time to time, the specific list linked above may become outdated. Visiting the School of Government's website may help users find a more updated list.

6. See [FACULTY FIELDS OF EXPERTISE, JANUARY 2026](https://www.sog.unc.edu/sites/default/files/FINAL20250157%20FacultyExpertise_Jan2026_4.pdf), https://www.sog.unc.edu/sites/default/files/FINAL20250157%20FacultyExpertise_Jan2026_4.pdf (last visited May 13, 2026).

7. See [FACULTY AND STAFF](https://www.sog.unc.edu/about/faculty-and-staff/), <https://www.sog.unc.edu/about/faculty-and-staff/> (last visited May 13, 2026).

8. See *id.*

Code Enforcement



“First Stop” Resources

- ▶ Your local government code enforcement officers
- ▶ Your local government permitting/inspections department
- ▶ Your county and/or municipal attorney
- ▶ Your county and/or municipal emergency manager
- ▶ Your local regulations



Select Publications

- ▶ [“Ordinance Enforcement Basics”](#)
Coates’ Canons post by Trey Allen (former School of Government faculty member)⁹
- ▶ [“Nuisance Abatement and Local Governments: What a Mess”](#)
Coates’ Canons post by Richard Ducker (former School of Government faculty member)¹⁰
- ▶ [“Nuisance Abatement and Local Governments: What a Mess—Part II”](#)
Coates’ Canons post by Richard Ducker (former School of Government faculty member)¹¹



Select Potentially Relevant Laws

- ▶ [G.S. 160A-174](#)
General municipal ordinance-making power and nuisance abatement authority
- ▶ [G.S. 160A-193](#)
Municipal summary abatement authority
- ▶ [G.S. 160A-205.6](#)
Municipal removal and disposal of abandoned vessels
- ▶ [G.S. 160A-303](#)
Municipal removal and disposal of junked and abandoned motor vehicles
- ▶ [G.S. 160A-303.2](#)
Municipal regulation of abandonment of junked motor vehicles
- ▶ [G.S. 153A-121](#)
General county ordinance-making power and nuisance abatement authority

9. See [FORMER FACULTY MEMBER TREY ALLEN INVESTED AS MEMBER OF SUPREME COURT OF NORTH CAROLINA](https://www.sog.unc.edu/about/news/former-faculty-member-trey-allen-invested-as-member-of-supreme-court-of-north-carolina), <https://www.sog.unc.edu/about/news/former-faculty-member-trey-allen-invested-as-member-supreme-court-north-carolina> (last visited May 13, 2026).

10. [RICHARD D. DUCKER](https://www.sog.unc.edu/about/faculty-and-staff/richard-d-ducker), <https://www.sog.unc.edu/about/faculty-and-staff/richard-d-ducker> (last visited May 13, 2026) (noting Professor Ducker’s retirement).

11. *Id.*

- ▶ [G.S. 153A-132](#)
County removal and disposal of abandoned and junked motor vehicles and abandoned vessels
- ▶ [G.S. 153A-132.2](#)
County regulation, restraint, and prohibition of abandonment of junked motor vehicles
- ▶ [G.S. 160D, Article 11](#)
Building code enforcement, including regulation of nonresidential structures and vacant building receivership
- ▶ [G.S. 160D, Article 12](#)
Minimum housing codes



School of Government Faculty

- ▶ Taylor Morris
morris@sog.unc.edu

Community and Economic Development



“First Stop” Resources

- ▶ Your local community and economic development department
- ▶ Your county and/or municipal attorney
- ▶ Your county and/or municipal emergency manager



Select Publications

- ▶ [“Local Government as Lender: Emergency Loans for Small Businesses”](#)
Community and Economic Development in North Carolina and Beyond post by Tyler Mulligan
- ▶ [“Local Government Emergency Loans for Small Businesses: Contracting with Financial Institutions for Loan Administration”](#)
Community and Economic Development in North Carolina and Beyond post by Tyler Mulligan
- ▶ [“Local Government Support for Small Business Recovery and Reopening”](#)
Coates’ Canons and Community and Economic Development in North Carolina and Beyond post by Tyler Mulligan
- ▶ [“Emergency Home Repair Loans: Local Government as Financial Bridge”](#)
Coates’ Canons and Community and Economic Development in North Carolina and Beyond post by Tyler Mulligan

- ▶ [“Vulnerability and Emergency Preparedness in Low-Income Communities”](#)
Community and Economic Development in North Carolina and Beyond post by John Cooper

○○○ Other Miscellaneous Resource

Development Finance Initiative

The Development Finance Initiative (DFI) at the School of Government may be able to support local governments interested in development projects after an emergency, particularly those projects involving private investment.¹² More information about DFI’s capabilities can be found at the [DFI website](#).¹³



School of Government Faculty

- ▶ Tyler Mulligan
mulligan@sog.unc.edu

Contracting and Procurement



“First Stop” Resources

- ▶ Your local contracting/procurement/purchasing/finance department
- ▶ Your county and/or municipal attorney
- ▶ Your county and/or municipal emergency manager
- ▶ Your local contracting, procurement, or purchasing policies and procedures



Select Trainings

FEMA Procurement Disaster Assistance Team (PDAT) Procurement Under Grants Trainings

Live, Online Training Sessions

- ▶ FEMA may offer [scheduled training on procurement](#).¹⁴
The schedule for this type of training is on the FEMA website.¹⁵

12. See [DEVELOPMENT FINANCE INITIATIVE](#), <https://dfi.sog.unc.edu> (last visited May 13, 2026).

13. See *id.*

14. See [PROCUREMENT UNDER GRANTS TRAINING](#), <https://www.fema.gov/grants/procurement/training> (last visited May 13, 2026).

15. *Id.*

Self-Paced, Online FEMA PDAT Training

▶ **[“Top Ten Mistakes When Purchasing Under a FEMA Award”](#)**

FEMA estimates that this training will take a little over 30 minutes to complete.¹⁶ A link to the training is located on the FEMA website.¹⁷

Requesting a PDAT Training

In addition to taking the above offered trainings, local government staff may reach out to FEMA to arrange for a scheduled in-person or webinar PDAT training.¹⁸ This option might be appropriate if the local government wants to cover a specific set of topics not covered in the other trainings, wants an in-person training option, or needs training at times other than those times that FEMA offers.

See the FEMA [Procurement Under Grants Training](#) page for more information.¹⁹

Contacts for Scheduling a Training

Local governments can start the process of scheduling by emailing the PDAT team directly at fema-gpd-pdat@fema.dhs.gov.²⁰ Local governments could also consider reaching out to the FEMA Regional Office for North Carolina (North Carolina is part of Region 4, which includes several other states and Tribal Nations).²¹ The Region 4 Regional Office general phone number is 770-220-5200, and its general email address is FEMA-R4-Info@fema.dhs.gov.²² Additionally, local governments might reach out to The North Carolina Department of Public Safety’s Division of Emergency Management (“North Carolina Emergency Management” or “NCEM”).²³

16. [TOP MISTAKES TO AVOID WHEN PURCHASING UNDER A FEMA AWARD](https://emilms.fema.gov/grantsmanagement/post-award/lessons/topmistakestoavoid/curriculum/1.html), <https://emilms.fema.gov/grantsmanagement/post-award/lessons/topmistakestoavoid/curriculum/1.html> (last visited May 13, 2026).

17. *Id.*

18. See [PROCUREMENT UNDER GRANTS TRAINING](https://www.fema.gov/grants/procurement/training), <https://www.fema.gov/grants/procurement/training> (last visited May 13, 2026).

19. *Id.*

20. See email from John Griego to Taylor Morris (June 23, 2025, 02:55 PM EDT) (on file with author).

21. See *id.*; [REGION 4](https://www.fema.gov/about/regions/region-4), <https://www.fema.gov/about/regions/region-4> (last visited May 13, 2026).

22. [REGION 4](https://www.fema.gov/about/regions/region-4), <https://www.fema.gov/about/regions/region-4> (last visited May 13, 2026).

23. See email from John Griego to Taylor Morris (June 23, 2025, 02:55 PM EDT) (on file with author).



Select Publications

Select FEMA Publications

More Detailed Publications

- ▶ [Roadmap to Procurement Compliance](#)
- ▶ [Procurement Under Grants Policy Guide: Procurement Policy for Recipients and Subrecipients of FEMA Financial Assistance](#)
- ▶ [Contract Provisions Guide: Navigating Appendix II to Part 200—Contract Provisions for Non-Federal Entity Contract Under Federal Awards](#)

Shorter-Form FEMA Fact Sheets

- ▶ [Purchasing Under a FEMA Award: Exigency or Emergency Circumstances](#)
Older versions of this fact sheet are available on the FEMA website.²⁴
- ▶ [Purchasing Under a FEMA Award: Managing Fraud Risks](#)
- ▶ [Purchasing Under a FEMA Award: Prepare Before a Disaster](#)
- ▶ [Purchasing Under a FEMA Award: Using the GSA Schedule](#)
- ▶ [Purchasing Under a FEMA Award: 2024 OMB Revisions](#)

Select School of Government Publications

- ▶ [“Emergency and Exigency According to FEMA”](#)
Coates’ Canons post by Crista Cuccaro
- ▶ [“Temporary Facilities for Government Operations Following a Disaster”](#)
Coates’ Canons post by Crista Cuccaro
- ▶ [“Performing a Cost or Price Analysis Under the Uniform Guidance”](#)
Coates’ Canons post by Crista Cuccaro
- ▶ [“Emergency Procurement—When Is an Emergency Really an Emergency?”](#)
Coates’ Canons post by Norma Houston (former School of Government faculty member)²⁵



Select Potentially Relevant Laws

- ▶ [2 C.F.R. 200.317–27](#)
General federal procurement regulations
- ▶ [G.S. 143-129\(e\)\(2\)](#)
State emergency bidding exception for certain construction, repair, and purchase contracts
- ▶ [G.S. 166A-19.16](#)
State emergency bidding exception for certain purchase contracts

24. [RESOURCE LIBRARY: PURCHASING UNDER A FEMA AWARD](https://www.fema.gov/grants/procurement/resource-library), <https://www.fema.gov/grants/procurement/resource-library> (last visited May 13, 2026).

25. See [FACULTY AND STAFF](https://www.sog.unc.edu/about/faculty-and-staff?page=1), <https://www.sog.unc.edu/about/faculty-and-staff?page=1> (last visited May 13, 2026) (Norma Houston no longer listed).

○○○ Other Miscellaneous Resources

School of Government Local Government Purchasing and Contracting Microsite

The [School of Government Local Government Purchasing and Contracting microsite](#) includes links to:

- Checklists, charts, and information on requirements related to contracts
- Sample procurement/property disposal forms
- Information on federal procurement requirements
- Information on potential School of Government purchasing courses
- A list of selected contracting publications
- Information on the School of Government purchasing listserv²⁶

State Pre-Positioned Contracts

Debris Management

[Information on the state's pre-positioned contracts for debris monitoring and debris removal](#) is on the North Carolina Department of Public Safety website.²⁷

Mosquito Abatement

[Information on the state's pre-positioned mosquito abatement contract](#) is on the North Carolina Department of Public Safety website.²⁸



State, Federal, Nonprofit, or Professional Organization Contact

FEMA Contracting Reviews

FEMA may offer some review of solicitation documents or executed contracts that are intended to comply with FEMA standards. FEMA may even be able to have a call with you to discuss your questions. To discuss accessing this potential service, email: fema-gpd-pdat@fema.dhs.gov.



School of Government Faculty

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cuccaro@sog.unc.edu

26. [LOCAL GOVERNMENT PURCHASING AND CONTRACTING: TOOLS](https://www.sog.unc.edu/resources/microsites/local-government-purchasing-and-contracting/tools), <https://www.sog.unc.edu/resources/microsites/local-government-purchasing-and-contracting/tools> (last visited May 13, 2026).

27. [DEBRIS MANAGEMENT](https://www.ncdps.gov/our-organization/emergency-management/disaster-recovery/public-assistance/debris-management), <https://www.ncdps.gov/our-organization/emergency-management/disaster-recovery/public-assistance/debris-management> (last visited May 13, 2026).

28. [MOSQUITO ABATEMENT CONTRACT](https://www.ncdps.gov/our-organization/emergency-management/disaster-recovery/public-assistance/mosquito-abatement-contract), <https://www.ncdps.gov/our-organization/emergency-management/disaster-recovery/public-assistance/mosquito-abatement-contract> (last visited May 13, 2026).

Development, Land Use, Planning, and Zoning



“First Stop” Resources

- ▶ Your local planning/zoning/development department
- ▶ Your county and/or municipal attorney
- ▶ Your county and/or municipal emergency manager
- ▶ Your local development, land use, planning, and zoning rules and regulations. Your local government may keep those rules and regulations in a land development ordinance, a unified development ordinance (UDO), and/or other parts of your local government code.



Select Publications

Select School of Government Blog Posts

- ▶ [“Adjusting Development Regulations for Disaster Recovery”](#)
Coates’ Canons post by Adam Lovelady
- ▶ [“Planning and Permitting Aspects of Helene Recovery Legislation”](#)
Coates’ Canons post by Adam Lovelady
- ▶ [“More Planning and Permitting Aspects of Helene Recovery Legislation”](#)
Coates’ Canons post by Adam Lovelady
- ▶ [“Historic Preservation and Community Resilience in North Carolina”](#)
Coates’ Canons post by Adam Lovelady
- ▶ [“Temporary Housing and Zoning Amendments”](#)
Coates’ Canons post by Adam Lovelady
- ▶ [“Remote Zoning Hearings During Declared Emergencies”](#)
Coates’ Canons post by Adam Lovelady

Select Other Publications

- ▶ [*Historic Resilience Primer: Resilient Adaptation Strategies for North Carolina’s Historic Properties*](#)
- ▶ [*A Handbook for Historic Resilience Community Planning: Protecting North Carolina’s History, Culture, and Economy from Natural Hazards*](#)
- ▶ [*Resilience Design Standards: Model Standards for North Carolina’s Historic Properties*](#)
- ▶ [Additional resources related to historic resilience and hazard mitigation](#)

○○○ Other Miscellaneous Resource

Development Finance Initiative

The Development Finance Initiative (DFI) at the School of Government may be able to support local governments interested in development projects after an emergency, particularly those projects involving private investment.²⁹ More information about DFI's capabilities can be found at the [DFI website](#).³⁰



School of Government Faculty

▶ Adam Lovelady

adamlovelady@sog.unc.edu

▶ Jim Joyce

jljoyce@sog.unc.edu

Employment



“First Stop” Resources

- ▶ Your local government human resources department
- ▶ Your county and/or municipal attorney
- ▶ Your county and/or municipal emergency manager
- ▶ Your local human resources, hiring, and employment policies and procedures



Select Trainings

FEMA Emergency Management Institute Independent Study Trainings

These trainings are free and self-paced.³¹ Users may receive a certificate of completion after passing the final exam for the training.³² Taking the exam may require setting up a Student ID with FEMA.³³ More information on [FEMA Student IDs](#) can be found on the FEMA website.³⁴ Readers can also see the [entire independent study course list](#) on the FEMA website.³⁵

- ▶ [IS-906: Workplace Security Awareness](#)

29. See [DEVELOPMENT FINANCE INITIATIVE](#), <https://dfi.sog.unc.edu> (last visited May 13, 2026).

30. See *id.*

31. See [DISTANCE LEARNING](#), <https://training.fema.gov/is/> (last visited May 13, 2026).

32. See [FREQUENTLY ASKED QUESTIONS \(FAQS\)](#), <https://training.fema.gov/is/isfaq.aspx> (last visited May 13, 2026).

33. See [FEDERAL EMERGENCY MANAGEMENT AGENCY STUDENT IDENTIFICATION SYSTEM](#), <https://cdp.dhs.gov/femasid/#faq> (last visited May 13, 2026) (expand the “Frequently Asked Questions” portion, which notes that “[a] FEMA SID [Student Identification] is required to register for and participate in any training provided by FEMA”).

34. [FEDERAL EMERGENCY MANAGEMENT AGENCY STUDENT IDENTIFICATION SYSTEM](#), <https://cdp.dhs.gov/femasid> (last visited May 13, 2026).

35. [ISP COURSES](#), <https://training.fema.gov/is/crslst.aspx> (last visited May 13, 2026).

- ▶ [IS-914: Surveillance Awareness: What You Can Do](#)
- ▶ [IS-915: Protecting Critical Infrastructure Against Insider Threats](#)



Select Publications

- ▶ [Are You Prepared? Legal Issues Facing North Carolina Public Employers in Disasters and Other Emergencies](#)
Book by Diane Juffras
- ▶ [“Hiring Retired Local Government Staff to Aid in Helene Response”](#)
Coates’ Canons post by Kara Millonzi
- ▶ [“Liability Issues in Emergency Management for Local Governments”](#)
Coates’ Canons post by Becca Fisher-Gabbard

Select Potentially Relevant Law

- ▶ [G.S. 166A-19.60](#)
Immunity and liability provisions related to emergency management workers



School of Government Faculty

- ▶ Diane Juffras
juffras@sog.unc.edu

Finance and Tax



“First Stop” Resources

- ▶ Your local government’s finance or budget officers/finance or budget department
- ▶ Your county and/or municipal attorney
- ▶ Your county and/or municipal emergency manager



Select Publications

- ▶ [“Budgeting for Disaster Recovery Cashflow Loans”](#)
Coates’ Canons post by Kara Millonzi
- ▶ [“Budgeting for FEMA Reimbursements, Preauditing Expenditures, Contracting Authority, and Managing Cash Flow During a Disaster”](#)
Coates’ Canons post by Kara Millonzi

- ▶ [“Local Government Soliciting and Receiving Donations During an Emergency”](#)
Coates’ Canons post by Kara Millonzi
- ▶ [“Financial Resiliency and Future Plans”](#)
Community and Economic Development in North Carolina and Beyond post by Carol Rosenfeld
- ▶ [“Local Tax Issues Following a Natural Disaster”](#)
Coates’ Canons post by Chris McLaughlin
- ▶ [“North Carolina Assessors and Disaster Recovery”](#)
Death & Taxes post by Kirk Boone

○○○ Other Miscellaneous Resources

NC Finance Connect Office Hours

“Professor Kara Millonzi hosts weekly-ish office hours by Zoom on local government finance topic areas of interest.”³⁶ See the NC Finance Connect website for information on [upcoming office hour times](#) and the Zoom link.³⁷

State and Local Government Finance Division of the North Carolina Department of State Treasurer

The [State and Local Government Finance Division of the North Carolina Department of State Treasurer webpage](#) contains a link to the Local Government Commission staff blog and contact information.³⁸



School of Government Faculty

- | | |
|---|--|
| <ul style="list-style-type: none"> ▶ Kara Millonzi <ul style="list-style-type: none"> • <i>Local government finance law</i>
<u>millonzi@sog.unc.edu</u> ▶ Bill Rivenbark <ul style="list-style-type: none"> • <i>Local government financial management</i>
<u>rivenbark@sog.unc.edu</u> ▶ Greg Allison <ul style="list-style-type: none"> • <i>Local government accounting and financial reporting</i>
<u>allison@sog.unc.edu</u> | <ul style="list-style-type: none"> ▶ Chris McLaughlin <ul style="list-style-type: none"> • <i>Local government tax law</i>
<u>mclaughlin@sog.unc.edu</u> ▶ Kirk Boone <ul style="list-style-type: none"> • <i>Tax appraisal and assessment</i>
<u>boone@sog.unc.edu</u> |
|---|--|

36. [OFFICE HOURS](https://ncfinanceconnect.com/office-hours/), <https://ncfinanceconnect.com/office-hours/> (last visited May 13, 2026).

37. *Id.*

38. See [STATE AND LOCAL GOVERNMENT FINANCE](https://www.nctreasurer.gov/divisions/state-and-local-government-finance), <https://www.nctreasurer.gov/divisions/state-and-local-government-finance> (last visited May 13, 2026).

Floodplain Management/National Flood Insurance Program (NFIP)



“First Stop” Resources

- ▶ Your local government’s floodplain administrator
- ▶ Your county and/or municipal attorney
- ▶ Your county and/or municipal emergency manager
- ▶ Your local floodplain regulations



Select Trainings

NFIP101

This [introductory floodplain management course](#) is on-demand and offered through the Association of State Floodplain Managers (ASFPM).³⁹ Accessing the course requires an account with ASFPM.⁴⁰

FEMA Essentials of Floodplain Management Course

FEMA’s Floodplain Management Division made “[t]his course,” which “provides a broad overview of the NFIP and floodplain management.”⁴¹ It is an in-person offering that could be given as “a full day (8 hour) or half-day (4 hour) session.”⁴² FEMA notes that taking the “course does not adequately prepare participants to become a Floodplain Administrator.”⁴³

Those interested in requesting the course or learning more could contact FEMA’s National Floodplain Management Training Team at fema-fpmtraining@fema.dhs.gov or contact the North Carolina State NFIP Coordinator.⁴⁴ The North Carolina State NFIP Coordinator is Steve Garrett, reachable at 919-825-2316 or Steve.Garrett@ncdps.gov.⁴⁵

FEMA Emergency Management Institute Independent Study Trainings

These trainings are free and self-paced.⁴⁶ Users may receive a certificate of completion after passing the final exam for the training.⁴⁷ Taking the exam may require setting up a Student

39. [NFIP101](https://www.floods.org/training-center/online-training/asfpm-on-demand-learning/nfip101/), <https://www.floods.org/training-center/online-training/asfpm-on-demand-learning/nfip101/> (last visited May 13, 2026).

40. *Id.*

41. [FLOODPLAIN MANAGEMENT COURSES](https://www.fema.gov/floodplain-management/training/courses), <https://www.fema.gov/floodplain-management/training/courses> (last visited May 13, 2026).

42. *Id.*

43. *Id.*

44. *See id.* (clicking the “FEMA National FPM Training Team” hyperlink shows the listed email address).

45. [STATE NFIP COORDINATORS \(SCS\)](https://www.floods.org/membership-communities/connect/state-floodplain-managers-scs/), <https://www.floods.org/membership-communities/connect/state-floodplain-managers-scs/> (last visited May 13, 2026) (navigate to and click on the “NC” portion of the page to find the contact information).

46. *See* [DISTANCE LEARNING](https://training.fema.gov/is/), <https://training.fema.gov/is/> (last visited May 13, 2026).

47. *See* [FREQUENTLY ASKED QUESTIONS \(FAQS\)](https://training.fema.gov/is/isfaq.aspx), <https://training.fema.gov/is/isfaq.aspx> (last visited May 13, 2026).

ID with FEMA.⁴⁸ More information on [FEMA Student IDs](#) can be found on the FEMA website.⁴⁹ Readers can also see the [entire independent study course list](#) on the FEMA website.⁵⁰

▶ [IS-273: How to Read a Flood Insurance Rate Map \(FIRM\)](#)

▶ [IS-274: How to Use a Flood Insurance Study \(FIS\)](#)

FEMA Floodplain Management Division Recorded Webinars

FEMA's Floodplain Management division has recorded [floodplain management webinars](#) accessible online.⁵¹ They appear aimed at floodplain administrators or people with higher familiarity with floodplain management.⁵² The webinars available are:

- *NFIP Compliance Audit Program: Overview Webinar*
- *Elevation Certificate Webinar*
- *Floodproofing Webinar*
- *How to Perform a No-Rise Analysis Under 2D Conditions*⁵³



Select Publications

▶ [Frequently Asked Questions About Local Floodplain Regulations in North Carolina](#)

Publication by Adam Lovelady and Steve Garrett

▶ [North Carolina Floodplain Management: 2017 Quick Guide](#)

Publication from the North Carolina Division of Emergency Management

▶ [CRS Discount Frequently Asked Questions](#)

Fact sheet by FEMA

▶ [“Act Locally, Save Federally: The National Flood Insurance CRS Program”](#)

Community and Economic Development in North Carolina and Beyond post by Jeffrey Hughes

▶ [“Local Government Strategies for Mitigating the Risks of Flooding”](#)

Community and Economic Development in North Carolina and Beyond post by Mary Tiger

48. See [FEDERAL EMERGENCY MANAGEMENT AGENCY STUDENT IDENTIFICATION SYSTEM](#), <https://cdp.dhs.gov/femasid/#faq> (last visited May 13, 2026) (expand the “Frequently Asked Questions” portion, which notes that “[a] FEMA SID [Student Identification] is required to register for and participate in any training provided by FEMA”).

49. [FEDERAL EMERGENCY MANAGEMENT AGENCY STUDENT IDENTIFICATION SYSTEM](#), <https://cdp.dhs.gov/femasid> (last visited May 13, 2026).

50. [ISP COURSES](#), <https://training.fema.gov/is/crslst.aspx> (last visited May 13, 2026).

51. [FLOODPLAIN MANAGEMENT WEBINARS](#), <https://www.fema.gov/floodplain-management/training/webinars> (last visited May 13, 2026).

52. *See id.*

53. *Id.*



Select Potentially Relevant Laws

▶ [G.S. 143, Article 21, Part 6, Floodway Regulation \(G.S. 143-215.51 through G.S. 143-215.61\)](#)

Local government authority to engage in floodplain management; requirements for local government floodplain management ordinances; and other related topics

▶ [Various federal provisions](#)

FEMA provides an overview of federal laws related to floodplain management and the National Flood Insurance Program on their website.⁵⁴

Other Miscellaneous Resources

FEMA Floodplain Management Videos

FEMA offers several [videos related to floodplain management and NFIP topics](#).⁵⁵ The videos are entitled:

- *Higher Standards: The Value of Floodplain Management*
- *Floodplain Management: Higher Standards*
- *Floodplain Management: Freeboard*
- *Higher Standards: Increased Cost of Compliance*
- *Disaster Recovery Reform Act 1206*⁵⁶

FEMA “Know Your Risk” Page for State, Local, Tribal, and Territorial Governments

FEMA has a page that links to [various additional floodplain-management-related resources related to local governments](#), including resources related to hurricanes, dams, and general flood hazard mitigation.⁵⁷ Listing all of the resources that stem from this page would require significant space. Users can use this page as a starting point, navigate themselves, and locate the resources that may be most helpful.

FEMA Managing Floodplains for Local Elected Officials and Executives Resource

This item is a [set of training materials](#) that local government staff can use to train other local government staff and elected officials.⁵⁸ It is designed as teaching materials “to help floodplain administrators explain floodplain management to [their] community’s senior leadership.”⁵⁹

54. [LAWS AND REGULATIONS](https://www.fema.gov/flood-insurance/rules-legislation/laws), <https://www.fema.gov/flood-insurance/rules-legislation/laws> (last visited May 13, 2026).

55. [FLOODPLAIN MANAGEMENT VIDEOS](https://www.fema.gov/floodplain-management/training/videos), <https://www.fema.gov/floodplain-management/training/videos> (last visited May 13, 2026).

56. *Id.*

57. [KNOW YOUR RISK: STATE, LOCAL, TRIBAL OR TERRITORIAL GOVERNMENTS](https://www.fema.gov/flood-maps/know-your-risk/government), <https://www.fema.gov/flood-maps/know-your-risk/government> (last visited May 13, 2026).

58. [MANAGING FLOODPLAINS FOR LOCAL, ELECTED OFFICIALS AND EXECUTIVES](https://www.fema.gov/floodplain-management/training/courses/local-elected-executive), <https://www.fema.gov/floodplain-management/training/courses/local-elected-executive> (last visited May 13, 2026).

59. *Id.*



State, Federal, Nonprofit, or Professional Organization Contacts

NFIP

Users may contact the individuals below from the North Carolina Department of Public Safety's Division of Emergency Management (NCEM) for questions related to the National Flood Insurance Program.⁶⁰ The "Western," "Central," or "Eastern" planners may be most appropriate as contacts for local governments in specific regions of North Carolina.⁶¹

- ▶ **Steve Garrett, CFM**
 State NFIP Coordinator
 919-825-2316
Steve.Garrett@ncdps.gov
- ▶ **Matthew Stillwagon**
 Central NFIP Planner
 919-825-2289
Matthew.Stillwagon@ncdps.gov
- ▶ **Jintao Wen, PhD, P.E.**
 NFIP Engineer
 919-825-2317
Jintao.Wen@ncdps.gov
- ▶ **Eryn Futral, AICP, CFM, CZO**
 Eastern NFIP Planner
 919-819-1734
Eryn.Futral@ncdps.gov
- ▶ **Terry Foxx, CFM**
 Western NFIP Planner
 828-228-8526
Terry.Foxx@ncdps.gov



School of Government Faculty

- ▶ **Adam Lovelady**
adamlovelady@sog.unc.edu
- ▶ **Taylor Morris**
morris@sog.unc.edu

60. See email and attachment from Steve Garrett to Taylor Morris (May 30, 2025, 07:09 AM EDT) (on file with author).

61. *Cf. id.* (showing a map dividing North Carolina into three regions).

General/Miscellaneous Emergency Management



“First Stop” Resources

- ▶ Your municipal and/or county emergency manager
- ▶ Your municipal and/or county attorney



Select Trainings

NC Training Exercise Response Management System (NC TERMS) Trainings

Users can create an [NC TERMS](#) account and sign up for a variety of in-person or online trainings related to emergency management.⁶²

FEMA Trainings

FEMA Emergency Management Institute Independent Study Trainings

These trainings are free and self-paced.⁶³ Users may receive a certificate of completion after passing the final exam for the training.⁶⁴ Taking the exam may require setting up a Student ID with FEMA.⁶⁵ More information on [FEMA Student IDs](#) can be found on the FEMA website.⁶⁶ Readers can also see the [entire independent study course list](#) on the FEMA website.⁶⁷

- ▶ [IS-100.C: Introduction to the Incident Command System, ICS 100*](#)
- ▶ [IS-200.C: Basic Incident Command System for Initial Response, ICS-200*](#)
- ▶ [IS-230.E: Fundamentals of Emergency Management](#)
- ▶ [IS-700.B: An Introduction to the National Incident Management System*](#)

62. Cf. [NORTH CAROLINA TERMS](#), <https://terms.ncem.gov/TRS/> (last visited May 13, 2026) (showing an account creation option); [CALENDAR](#), <https://terms.ncem.gov/TRS/courseSearch.do> (last visited May 13, 2026) (listing training opportunities).

63. See [DISTANCE LEARNING](#), <https://training.fema.gov/is/> (last visited May 13, 2026).

64. See [FREQUENTLY ASKED QUESTIONS \(FAQS\)](#), <https://training.fema.gov/is/isfaq.aspx> (last visited May 13, 2026).

65. See [FEDERAL EMERGENCY MANAGEMENT AGENCY STUDENT IDENTIFICATION SYSTEM](#), <https://cdp.dhs.gov/femasid/#faq> (last visited May 13, 2026) (expand the “Frequently Asked Questions” portion, which notes that “[a] FEMA SID [Student Identification] is required to register for and participate in any training provided by FEMA”).

66. [FEDERAL EMERGENCY MANAGEMENT AGENCY STUDENT IDENTIFICATION SYSTEM](#), <https://cdp.dhs.gov/femasid/> (last visited May 13, 2026).

67. [ISP COURSES](#), <https://training.fema.gov/is/crslst.aspx> (last visited May 13, 2026).

▶ **[IS-800.D: National Response Framework, An Introduction*](#)**

Per the Emergency Management Institute website, the actual course appears not to be accessible.⁶⁸ However, the site provides a link to study materials that could be used to take the course's exam online and receive the course's completion certificate after passage.⁶⁹

* These courses may be prerequisites or recommended foundations for other independent study trainings.⁷⁰

FEMA Just-in-Time Recovery Management Training

This free, in-person, interactive training opportunity aims to help local governments with recovery after an event occurs. The training takes place over three non-consecutive days at different points in the process of recovery: (1) one day around two months after a disaster declaration, (2) one day around three to five months after a disaster declaration, and (3) a final day around six months or more after a disaster declaration. Each training day is intended to provide information connected to the part of the recovery process when the training is occurring and adds to learning from previous training. The local government receiving the training may choose where the training occurs. FEMA notes that this training is introductory and is not a detailed, complete course on managing disaster recovery. FEMA also seems to intend to keep classes for this training small.⁷¹

You may contact Veanda Simmons (veanda.simmons@fema.dhs.gov) or CA-RSF@fema.dhs.gov.⁷²



Select Publications

Select FEMA Publications

- ▶ [Developing and Maintaining Emergency Operations Plans](#)
- ▶ [Local Elected and Appointed Officials Guide: Roles and Resources in Emergency Management](#)
- ▶ [FEMA Preliminary Damage Assessment Guide](#)
- ▶ [PDA Pocket Guide](#)

68. See [IS-800.D: NATIONAL RESPONSE FRAMEWORK, AN INTRODUCTION](#), <https://training.fema.gov/is/courseoverview.aspx?code=IS-800.d> (last visited May 13, 2026).

69. See *id.*

70. See, e.g., [IS-706: NIMS INTRASTATE MUTUAL AID—AN INTRODUCTION](#), <https://training.fema.gov/is/courseoverview.aspx?code=IS-706> (last visited May 13, 2026) (listing IS-700 as a prerequisite); [IS-822: FUNDAMENTALS OF MANAGEMENT AND SUPPORT COORDINATION OF FEDERAL DISASTER OPERATIONS](#), <https://training.fema.gov/is/courseoverview.aspx?code=IS-822> (last visited May 13, 2026) (listing IS-100.c, IS-200.c, IS-700.b, and IS-800.d as prerequisites); [IS-703.B: NATIONAL INCIDENT MANAGEMENT SYSTEM RESOURCE MANAGEMENT](#), <https://training.fema.gov/is/courseoverview.aspx?code=IS-703.b> (last visited May 13, 2026) (listing “IS 0700” as a recommended prior course); [IS-802.A: EMERGENCY SUPPORT FUNCTION \(ESF\) #2—COMMUNICATIONS](#), <https://training.fema.gov/is/courseoverview.aspx?code=IS-802.a> (last visited May 13, 2026) (listing “IS0100.c,” “IS0700.b,” and “IS0800.d” as recommended prior courses).

71. See email and attachment from John Griego to Taylor Morris (June 23, 2025, 03:42 PM EDT) (on file with author).

72. See *id.*

- ▶ [*Preliminary Damage Assessment Guide: Summary of Changes*](#)
- ▶ [*National Incident Management System, Third Edition*](#)
- ▶ [*National Incident Management System Training Program*](#)
- ▶ [*National Incident Management System Basic Guidance for Public Information Officers*](#)

Select School of Government Publications

- ▶ [*“Misinformation and Threats on Social Media in the Wake of Hurricane Helene: How Local Governments Can Respond”*](#)
Coates’ Canons post by Kristi Nickodem
- ▶ [*“Natural Hazard Mitigation Saves Lives, Money, and Property”*](#)
Community and Economic Development in North Carolina and Beyond post by Brian Dabson
- ▶ [*“Strengthening Resilience in North Carolina’s Communities”*](#)
Community and Economic Development in North Carolina and Beyond post by Brian Dabson
- ▶ [*“Community Resilience Has Many Faces...Part 1”*](#)
Community and Economic Development in North Carolina and Beyond post by Brian Dabson
- ▶ [*“Community Resilience Has Many Faces...Part 2”*](#)
Community and Economic Development in North Carolina and Beyond post by Brian Dabson
- ▶ [*“Community Resilience: Some Practical Questions”*](#)
Community and Economic Development in North Carolina and Beyond post by Brian Dabson

Select Other Publication

- ▶ [*North Carolina State Emergency Response Team, Hurricane Helene After Action Review: Final Report*](#)
Report by Erin Sutton, Ryan Arzamarski, and the McChrystal Group, commissioned by the North Carolina Department of Public Safety’s Division of Emergency Management (NCEM)



Select Potentially Relevant Laws

- ▶ [**44 C.F.R. Chapter 1 \(Parts 1–399\)**](#)
General FEMA regulations
- ▶ [**G.S. 166A-19.3**](#)
Definitions of terms as used in the North Carolina Emergency Management Act
- ▶ [**G.S. 166A-19.15**](#)
Describes certain county emergency management responsibility and various local government emergency management powers

▶ [G.S. 166A-19.22](#)

State of emergency declarations for municipalities and counties

▶ [G.S. 166A-19.30\(c\)](#)

Certain powers of the governor over local governments during states of emergency declared by the governor or the legislature

▶ [G.S. 166A-19.31](#)

Local government powers to pass ordinances authorizing emergency prohibitions and restrictions and impose prohibitions or restrictions during locally declared states of emergency

○○○ Other Miscellaneous Resources

FEMA YouTube Channel

General [FEMA channel](#) with educational videos on a variety of FEMA-related topics.⁷³

FEMA Damage Assessment Resources

FEMA offers [links to resources like damage assessment templates and a checklist](#) (in English and Spanish) related to initial damage assessments.⁷⁴

North Carolina Emergency Management Weather Update Distribution List

The North Carolina Department of Public Safety's Division of Emergency Management (NCEM) has a weather update distribution list that provides daily hazardous weather information.⁷⁵ To subscribe to that list, local government staff may email Diana.Thomas@ncdps.gov or Michael.Duquette@ncdps.gov.⁷⁶

National Weather Service

The [National Weather Service's website](#) contains links to a wide variety of resources, from information on current severe weather threats, brochures, educational content, general information on various types of weather hazards, and more.⁷⁷ For brevity, all of these resources are not included here.

73. See [FEMA](#), <https://www.youtube.com/@FEMA> (last visited May 13, 2026).

74. [PRELIMINARY DAMAGE ASSESSMENTS](#), <https://www.fema.gov/disaster/how-declared/preliminary-damage-assessments> (last visited May 13, 2026).

75. See email from Diana Thomas to Taylor Morris (June 20, 2025, 07:59 AM EDT) (on file with author).

76. See *id.*

77. See [NATIONAL FORECAST MAPS](#), <https://www.weather.gov/forecastmaps/> (last visited May 13, 2026); [NWS AND PARTNERS PUBLICATIONS AND BROCHURES](#), https://www.weather.gov/owlie/publication_brochures (last visited May 13, 2026); [WEATHER SAFETY FOR ALL HAZARDS](#), <https://www.weather.gov/safety/> (last visited May 13, 2026); [NWS EDUCATION](#), <https://www.weather.gov/education/> (last visited May 13, 2026); [NWS NEWSLETTERS, SERVICE ASSESSMENTS AND MAJOR REPORTS](#), <https://www.weather.gov/publications/> (last visited May 13, 2026).

NC Local Government Disaster Recovery Portal

The [NC Local Government Disaster Recovery Portal](#) is a website that provides information on recovery-related resources for North Carolina local governments, especially on recovery funding.⁷⁸ Users may be able to find recovery funding opportunities; learn about relevant funding deadlines; identify trainings and office hours to help learn more; and find contact information for people or entities that might be able to offer help.⁷⁹

School of Government Listservs

The School of Government offers a wide variety of [email listservs](#) to which users may be able to subscribe.⁸⁰ The listservs generally give users the ability to reach out to and receive messages from other subscribers via the listserv. They cover a wide variety of topics, including emergency management.⁸¹ However, many other listservs exist for specialty areas that may be more appropriate for certain emergency-management-related content.⁸² For instance, listservs exist for grants management or permitting that might be better places to direct grants or permitting content.⁸³ Different listservs have different features and criteria for joining.⁸⁴ Interested users can survey the listserv options and learn about subscribing on the School of Government website, .⁸⁵

North Carolina Resilience Exchange Resources

The [North Carolina Resilience Exchange](#), a state resource, has a variety of resources that may be of use to North Carolina local governments interested in emergency resiliency.⁸⁶

North Carolina Resilience Exchange Ordinance Resources

The North Carolina Resilience Exchange has a [page that contains sample local government ordinances related to resiliency](#).⁸⁷

North Carolina Resilience Exchange State and Local Plan Resources

The North Carolina Resilience Exchange has a [page that gives examples of plans focused on resiliency at the state and local government level in North Carolina](#).⁸⁸

78. [NC LOCAL GOVERNMENT DISASTER RECOVERY PORTAL](#), <https://ncrecoveryportal.com/> (last visited May 13, 2026).

79. *Id.*

80. See [LISTSERVS](#), <https://www.sog.unc.edu/resources/microsites/listserv/listserv-list> (last visited May 13, 2026).

81. *Id.*

82. *Id.*

83. *Id.*

84. *Id.*

85. *Id.*

86. See [FIND RESOURCES: ORDINANCE RESOURCES FOR NORTH CAROLINA](#), <https://www.resilienceexchange.nc.gov/find-resources/find-resources-ordinance-resources-north-carolina> (last visited May 13, 2026); [FIND RESOURCES: STATE AND LOCAL PLANS](#), <https://www.resilienceexchange.nc.gov/find-resources/find-resources-state-and-local-plans> (last visited May 13, 2026); [REPORTS AND TOOLS](#), <https://www.resilienceexchange.nc.gov/find-resources/tools> (last visited May 13, 2026).

87. [FIND RESOURCES: ORDINANCE RESOURCES FOR NORTH CAROLINA](#), <https://www.resilienceexchange.nc.gov/find-resources/find-resources-ordinance-resources-north-carolina> (last visited May 13, 2026).

88. [FIND RESOURCES: STATE AND LOCAL PLANS](#), <https://www.resilienceexchange.nc.gov/find-resources/find-resources-state-and-local-plans> (last visited May 13, 2026).

North Carolina Resilience Exchange Reports and Tools Page

The North Carolina Resilience Exchange has a [page that allows its users to navigate to a wide variety of resilience-related resources](#), including reports, mapping tools, and websites.⁸⁹ It contains a search bar; a way to filter by type of resource; and a way to filter to find resources related to different “Action Types,” “Assets,” or “Hazards.”⁹⁰ For brevity, all of these resources are not listed here. Users can visit the page and navigate on their own to see what resources might help them.



State, Federal, Nonprofit, or Professional Organization Contacts

Select General North Carolina Department of Public Safety Division of Emergency Management (NCEM) Contacts

General Contacts

- | | |
|---|---|
| ▶ NCEM General Mailing Address
4236 Mail Service Center
Raleigh, NC 27699-4236 | ▶ Director’s Fax
919-825-2685 |
| ▶ Main Switchboard Phone Number
919-825-2500 | ▶ Western Branch Office Phone Number
828-466-5555 |
| ▶ 24-Hour Watch Center Phone Number
919-733-3300 | ▶ Central Branch Office Phone Number
336-329-1302 |
| | ▶ Eastern Branch Office Phone Number
252-520-4923 ⁹¹ |

Emergency Planning Contact

Local governments with questions about developing emergency-related plans may contact Kate Dunlap at Kate.Dunlap@ncdps.gov or 919-815-8835.⁹²

FEMA Region 4 Contacts

FEMA’s Region 4 includes North Carolina and several other states, along with several Tribal Nations.⁹³ The general phone number for FEMA’s Region 4 is 770-220-5200, and the general email address is FEMA-R4-Info@fema.dhs.gov.⁹⁴

89. [REPORTS AND TOOLS](#), <https://www.resilienceexchange.nc.gov/find-resources/tools> (last visited May 13, 2026).

90. *Id.*

91. [CONTACT NC EMERGENCY MANAGEMENT](#), <https://www.ncdps.gov/our-organization/emergency-management/contact-nc-emergency-management> (last visited May 13, 2026) (listing this contact information).

92. See email from Kate Dunlap to Taylor Morris (Oct. 13, 2025, 08:24 AM EDT) (on file with author).

93. [REGION 4](#), <https://www.fema.gov/about/regions/region-4> (last visited May 13, 2026).

94. *Id.*

FEMA Preliminary Damage Assessment Contact

Users may contact FEMA-Recovery-PDA@fema.dhs.gov for questions to FEMA about preliminary damage assessments.⁹⁵

North Carolina League of Municipalities (NCLM) Helene Resources

NCLM has a [page containing a variety of Helene-related resources and contact information](#).⁹⁶

North Carolina Association of County Commissioners (NCACC) Helene Resources

NCACC has a [page containing a variety of Helene-related resources and contact information](#).⁹⁷



School of Government Faculty

- ▶ **Taylor Morris**
 - *General emergency management law*
 - *Code enforcement law*

morris@sog.unc.edu
- ▶ **Kara Millonzi**
 - *General county law*
 - *Local government finance law*
 - *Local government utilities*

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 - *Local government liability and immunity*

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 - *Local government board procedures*

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- ▶ **Kim Nelson**
 - *Local government leadership and management*

knelson@sog.unc.edu
- ▶ **Teshanee Williams**
 - *Local government and nonprofit relationships*
 - *Community engagement*

twilliams@sog.unc.edu

If none of these faculty members works in the area where you need assistance, or if you are interested in a more detailed overview of faculty areas of expertise throughout the School of Government, you may use the [Faculty Fields of Expertise](#) list.⁹⁸ Users can also find faculty by navigating to the School of Government's website, then going to About, then Faculty &

95. [PRELIMINARY DAMAGE ASSESSMENT \(PDA\) OVERVIEW](#), https://www.youtube.com/watch?v=O_4_TGRf5U8 (last visited May 13, 2026) (containing video listing email for contacting FEMA about preliminary damage assessments).

96. [HURRICANE HELENE](#), <https://www.nclm.org/insurance-risk-management/hurricane-helene> (last visited May 13, 2026).

97. [HURRICANE HELENE RESOURCES](#), <https://www.ncacc.org/services-for-counties/hurricane-helene-resources/> (last visited May 13, 2026).

98. See [FACULTY FIELDS OF EXPERTISE, JANUARY 2026](#), https://www.sog.unc.edu/sites/default/files/FINAL20250157%20FacultyExpertise_Jan2026_4.pdf (last visited May 13, 2026).

Staff.⁹⁹ Readers can also access the [Faculty & Staff page](#) on the School of Government website directly.¹⁰⁰ Since this expertise list may be updated from time to time, the specific list linked above may become outdated. Visiting the School of Government’s website may help users find a more updated list.

Grants



“First Stop” Resources

- ▶ Your local government’s contracting/procurement/purchasing/finance department
- ▶ Your local government’s grants manager
- ▶ Your county and/or municipal attorney
- ▶ Your county and/or municipal emergency manager



Select Trainings

FEMA Trainings

FEMA Emergency Management Institute Independent Study Trainings

These trainings are free and self-paced.¹⁰¹ Users may receive a certificate of completion after passing the final exam for the training.¹⁰² Taking the exam may require setting up a Student ID with FEMA.¹⁰³ More information on [FEMA Student IDs](#) can be found on the FEMA website.¹⁰⁴ Readers can also see the [entire independent study course list](#) on the FEMA website.¹⁰⁵

- ▶ [IS-1000: Public Assistance Program and Eligibility](#)
- ▶ [IS-1002: FEMA Grants Portal—Transparency at Every Step](#)
- ▶ [IS-1006: Documenting Disaster Damage and Developing Project Files](#)

99. See [FACULTY AND STAFF](#), <https://www.sog.unc.edu/about/faculty-and-staff/> (last visited May 13, 2026).

100. See *id.*

101. See [DISTANCE LEARNING](#), <https://training.fema.gov/is/> (last visited May 13, 2026).

102. See [FREQUENTLY ASKED QUESTIONS \(FAQS\)](#), <https://training.fema.gov/is/isfaq.aspx> (last visited May 13, 2026).

103. See [FEDERAL EMERGENCY MANAGEMENT AGENCY STUDENT IDENTIFICATION SYSTEM](#), <https://cdp.dhs.gov/femasid/#faq> (last visited May 13, 2026) (expand the “Frequently Asked Questions” portion, which notes that “[a] FEMA SID [Student Identification] is required to register for and participate in any training provided by FEMA”).

104. [FEDERAL EMERGENCY MANAGEMENT AGENCY STUDENT IDENTIFICATION SYSTEM](#), <https://cdp.dhs.gov/femasid> (last visited May 13, 2026).

105. [ISP COURSES](#), <https://training.fema.gov/is/crslst.aspx> (last visited May 13, 2026).

- ▶ [IS-1007: Detailed Damage Description and Dimensions](#)
- ▶ [IS-1008: Scope of Work Development \(Scoping and Costing\)](#)
- ▶ [IS-1009: Conditions of the Public Assistance Grant](#)
- ▶ [IS-1011: Roads and Culverts](#)
- ▶ [IS-1014: Integrating 406 Mitigation Considerations into Your Public Assistance Grant](#)
- ▶ [IS-1015: Insurance Considerations, Compliance, and Requirements](#)
- ▶ [IS-1017: Scope Change Requests, Time Extensions, Improved/Alternate Project Requests](#)
- ▶ [IS-1021: Bridge Damage Considerations](#)
- ▶ [IS-1023: Electrical Systems Considerations](#)

Other FEMA Grants Training

- ▶ [Fundamentals of Grants Management Course](#)
This course has been scheduled with in-person and virtual options, though the in-person option appears to be at a specific location.¹⁰⁶ In other words, the course does not appear to be offered on-site for local governments.
To learn more, you may also email: FEMA-GPD-Training@fema.dhs.gov.¹⁰⁷



Select Publications

- ▶ [Public Assistance Program and Policy Guide](#)
FEMA guide on the use of FEMA's Public Assistance program
- ▶ [“FEMA Emergency Work \(Categories A and B\)”](#)
Coates' Canons post by Rebecca Badgett
- ▶ [“Allocating the CDBG-Disaster Recovery Funds: Local Government and Citizen Participation Encouraged”](#)
Coates' Canons post by Rebecca Badgett
- ▶ [“Overview of the 2024 Updates to the Federal Uniform Guidance”](#)
Coates' Canons post by Rebecca Badgett
- ▶ [“Legal Limits on Local Government Authority to Accept State and Federal Grants and Loans”](#)
Coates' Canons post by Kara Millonzi

106. See [FUNDAMENTALS OF GRANTS MANAGEMENT COURSE SCHEDULE \(FISCAL YEAR 2026\)](https://www.fema.gov/sites/default/files/documents/fema_gmta-fy26-ek0705-course-schedule.pdf), https://www.fema.gov/sites/default/files/documents/fema_gmta-fy26-ek0705-course-schedule.pdf (last visited May 13, 2026) (listing in-person option in Maryland).

107. See *id.* (listing this email address).



Select Potentially Relevant Laws

North Carolina Local Government Authority Related to Grants

▶ [G.S. 160A-17.1](#)

General municipal authority related to accepting or contracting for federal or state grants

▶ [G.S. 153A-14](#)

General county authority related to contracting for and using grants

Procurement with Federal Grants in General

▶ [2 C.F.R. 200.317–27](#)

General federal procurement regulations

Community Development Block Grant Disaster Relief (CDBG-DR)

▶ [24 C.F.R. Part 570](#)

General federal regulations related to Community Development Block Grants

▶ [Community Development Block Grant Disaster Recovery Universal Notice: Waivers and Alternative Requirements \(“Universal Notice” or UN\)](#)

Explains requirements, procedures, and other information specifically related to the Community Development Block Grant Disaster Recovery program.¹⁰⁸

FEMA Disaster Assistance

▶ [44 C.F.R. Part 206](#)

General federal regulations related to FEMA disaster assistance

Other Miscellaneous Resources

FEMA Public Assistance YouTube Channel

[This channel](#) provides videos related to FEMA Public Assistance.¹⁰⁹

HUD Exchange YouTube Channel

The [channel’s full set of videos](#) is available on YouTube. This YouTube channel contains two playlists that may be especially helpful for CDBG-DR grant issues:

- The [“2024 CDBG-DR Problem Solving Clinic” playlist](#).¹¹⁰
- The [“CDBG-DR and CDBG-MIT Grantee-Led Sessions” playlist](#).¹¹¹

108. [UNIVERSAL NOTICE COVERED GRANTEES](https://www.hud.gov/stat/cpd/universal-notice-grantees), <https://www.hud.gov/stat/cpd/universal-notice-grantees> (last visited May 13, 2026).

109. See [FEMA PUBLIC ASSISTANCE](https://www.youtube.com/channel/UCIj91Ds2IaVIR1t8uXcEKg/videos), <https://www.youtube.com/channel/UCIj91Ds2IaVIR1t8uXcEKg/videos> (last visited May 13, 2026).

110. See [2024 CDBG-DR PROBLEM SOLVING CLINIC](https://www.youtube.com/playlist?list=PLS7Yr7j8XXIZVPuHzyGkxDrDPitlIlR8P), <https://www.youtube.com/playlist?list=PLS7Yr7j8XXIZVPuHzyGkxDrDPitlIlR8P> (last visited May 13, 2026).

111. See [CDBG-DR AND CDBG-MIT GRANTEE-LED SESSIONS](https://www.youtube.com/playlist?list=PLS7Yr7j8XXIZbQPEBxRiHzfa4dH5Jxdfm), <https://www.youtube.com/playlist?list=PLS7Yr7j8XXIZbQPEBxRiHzfa4dH5Jxdfm> (last visited May 13, 2026).

HUD Exchange CDBG-DR Page

[This page connects to various resources related to CDBG-DR grants](#), including guidance publications; information on relevant laws and regulations; and information on potential trainings.¹¹² For brevity, the index has not catalogued all of these potential resources throughout the Grants section. Users can click through this page and the pages connected to it and explore potential resources as appropriate for them.



State, Federal, Nonprofit, or Professional Organization Contacts

Western NC Recovery Grants Program from North Carolina Department of Environmental Quality (DEQ)

DEQ may be able to offer assistance with grants to communities in Western North Carolina.¹¹³ Those interested can visit the [Western NC Recovery Grants Program site](#) or contact Katie Hunt at Katie.Hunt@deq.nc.gov.¹¹⁴

State CDBG-DR Support

Local governments with questions about the Community Development Block Grant Disaster Relief grant may contact any of the following people at the North Carolina Department of Commerce:

- | | |
|---|--|
| ▶ Maggie Battaglin
maggie.battaglin@commerce.nc.gov | ▶ Emily Quinlan
emily.quinlan@commerce.nc.gov |
| ▶ Ayanna Wallace
ayanna.wallace@commerce.nc.gov | ▶ Misty Herget
misty.herget@commerce.nc.gov ¹¹⁵ |

State FEMA Public Assistance Grant Support

The North Carolina Department of Public Safety's Division of Emergency Management (NCEM) maintains a [list of contacts who might help with public assistance issues](#).¹¹⁶

112. See [CDBG DISASTER RECOVERY FUNDS](#), <https://www.hudexchange.info/programs/cdbg-dr/> (last visited May 13, 2026).

113. [WESTERN NC RECOVERY GRANTS PROGRAM](#), <https://www.deq.nc.gov/news/key-issues/storm-season/hurricane-helene-response/western-nc-recovery-grants-program> (last visited May 13, 2026).

114. *Id.*

115. *Cf.* email from Maggie Battaglin to Taylor Morris (June 25, 2025, 07:44 PM EDT) (on file with the author) (discussing listing these four individuals as contacts).

116. [PUBLIC ASSISTANCE](#), <https://www.ncdps.gov/our-organization/emergency-management/disaster-recovery/public-assistance> (last visited May 13, 2026) (navigate to the "Public Assistance Team Contact Information" section and expand the listings).

State Hazard Mitigation Grant Support

*Hazard Mitigation Disaster Grants Support at the North Carolina
Department of Public Safety's Division of Emergency Management*

- ▶ **Steve McGugan**
State Hazard Mitigation Officer
Steve.McGugan@ncdps.gov
- ▶ **Steven Jackson**
Deputy Hazard Mitigation Section Chief
Steven.Jackson@ncdps.gov
- ▶ **Jason Pleasant**
Development Supervisor
Jason.Pleasant@ncdps.gov
- ▶ **Kaine Riggan**
Infrastructure Lead
Kaine.Riggan@ncdps.gov
- ▶ **Portia Baldwin**
Grants Development Specialist
Portia.Baldwin@ncdps.gov
- ▶ **Jennifer Lewis**
Grants Development Specialist
Jennifer.Lewis@ncdps.gov¹¹⁷

*Hazard Mitigation Non-Disaster Grants Support at the North Carolina
Department of Public Safety's Division of Emergency Management*

- ▶ **Kaine Riggan**
Kaine.Riggan@ncdps.gov¹¹⁸

FEMA Contracting Reviews

FEMA may offer some review of solicitation documents or executed contracts that are intended to comply with FEMA standards. They may even be able to have a call with you to discuss your questions.

To discuss accessing this potential service, email: fema-gpd-pdat@fema.dhs.gov.



School of Government Faculty

- ▶ **Rebecca Badgett**
rbadgett@sog.unc.edu

117. See [DISASTER HAZARD MITIGATION GRANTS](https://www.ncdps.gov/HMGP), <https://www.ncdps.gov/HMGP> (last visited May 13, 2026) (listing these individuals as “Development Team Contacts”).

118. See [NON-DISASTER GRANTS](https://www.ncdps.gov/our-organization/emergency-management/hazard-mitigation/non-disaster-grants), <https://www.ncdps.gov/our-organization/emergency-management/hazard-mitigation/non-disaster-grants> (last visited May 13, 2026) (listing Kaine Riggan as a contact).

Mutual Aid



“First Stop” Resources

- ▶ Your county and/or municipal attorney
- ▶ Your county and/or municipal emergency manager



Select Training

FEMA Emergency Management Institute Independent Study Training

These trainings are free and self-paced.¹¹⁹ Users may receive a certificate of completion after passing the final exam for the training.¹²⁰ Taking the exam may require setting up a Student ID with FEMA.¹²¹ More information on [FEMA Student IDs](#) can be found on the FEMA website.¹²² Readers can also see the [entire independent study course list](#) on the FEMA website.¹²³

- ▶ [IS-706: NIMS Intrastate Mutual Aid—An Introduction*](#)

* Note that taking [IS-700.B: An Introduction to the National Incident Management System](#) is a prerequisite for this course.¹²⁴



Select Publication

- ▶ [“Local Governments Assisting Other Local Governments During a Declared Disaster: Mutual Aid and Beyond”](#)

Coates’ Canons post by Kara Millonzi



Select Potentially Relevant Laws

- ▶ [G.S. 166A-19.72](#)
Emergency management mutual aid agreement authority
- ▶ [G.S. 58-83-1](#)
Local government firefighting mutual aid

119. See [DISTANCE LEARNING](#), <https://training.fema.gov/is/> (last visited May 13, 2026).

120. See [FREQUENTLY ASKED QUESTIONS \(FAQS\)](#), <https://training.fema.gov/is/isfaq.aspx> (last visited May 13, 2026).

121. See [FEDERAL EMERGENCY MANAGEMENT AGENCY STUDENT IDENTIFICATION SYSTEM](#), <https://cdp.dhs.gov/femasid/#faq> (last visited May 13, 2026) (expand the “Frequently Asked Questions” portion, which notes that “[a] FEMA SID [Student Identification] is required to register for and participate in any training provided by FEMA”).

122. [FEDERAL EMERGENCY MANAGEMENT AGENCY STUDENT IDENTIFICATION SYSTEM](#), <https://cdp.dhs.gov/femasid> (last visited May 13, 2026).

123. [ISP COURSES](#), <https://training.fema.gov/is/crslst.aspx> (last visited May 13, 2026).

124. See [IS-706: NIMS INTRASTATE MUTUAL AID—AN INTRODUCTION](#), <https://training.fema.gov/is/courseoverview.aspx?code=IS-706> (last visited May 13, 2026).

- ▶ [G.S. 160A-288](#)
Municipal law enforcement cooperation
- ▶ [G.S. 153A-212](#)
County law enforcement cooperation
- ▶ [G.S. 160D-1107](#)
Local government building code administration and enforcement mutual aid agreements
- ▶ [G.S. 160A-318](#)
Utility restoration mutual aid agreements

○○○ Other Miscellaneous Resources

NCWaterWARN Mutual Aid Agreement

Those interested in joining this agreement may visit the [membership page](#) on the NWaterWARN website.¹²⁵ Users can explore the NWaterWARN site to [learn more about NWaterWARN](#).¹²⁶

Statewide Mutual Aid Agreement

Users can learn more [about the agreement and how their local government unit can join](#) on the North Carolina Department of Public Safety website.¹²⁷



State, Federal, Nonprofit, or Professional Organization Contact

Statewide Mutual Aid Agreement

For questions about the Statewide Mutual Aid Agreement, users can call North Carolina Emergency Management's (NCEM) Mutual Aid Coordinator at 919-621-4734 or email ncmutualaid@ncdps.gov.¹²⁸



School of Government Faculty

- ▶ **Kara Millonzi**
millonzi@sog.unc.edu

125. [BECOME A MEMBER OF NCWATERWARN TODAY!](https://www.ncwaterwarn.org/joinwaterwarn.html), <https://www.ncwaterwarn.org/joinwaterwarn.html> (last visited May 13, 2026).

126. See, e.g., [FREQUENTLY ASKED QUESTIONS—NCWATERWARN](https://www.ncwaterwarn.org/faq.html), <https://www.ncwaterwarn.org/faq.html> (last visited May 13, 2026).

127. [MUTUAL AID IN NORTH CAROLINA](https://www.ncdps.gov/our-organization/emergency-management/em-operations/mutual-aid-north-carolina), <https://www.ncdps.gov/our-organization/emergency-management/em-operations/mutual-aid-north-carolina> (last visited May 13, 2026).

128. *Id.*

Public Health



“First Stop” Resources

- ▶ Your local public health department
- ▶ Your county and/or municipal attorney
- ▶ Your county and/or municipal emergency manager



Select Trainings

FEMA Emergency Management Institute Independent Study Training

These trainings are free and self-paced.¹²⁹ Users may receive a certificate of completion after passing the final exam for the training.¹³⁰ Taking the exam may require setting up a Student ID with FEMA.¹³¹ More information on [FEMA Student IDs](#) can be found on the FEMA website.¹³² Readers can also see the [entire independent study course list](#) on the FEMA website.¹³³

- ▶ [IS-553.A: Coordination Between Water Utilities and Emergency Management Agencies](#)
- ▶ [IS-1024: Water and Wastewater Treatment System Considerations](#)



Select Publications

Select North Carolina Department of Health and Human Services Publications

- ▶ [“Ensuring Water Safety After Hurricane Helene”](#)
North Carolina Department of Health and Human Services Division of Public Health blog post
- ▶ [“Well and Septic Safety Following Hurricane Helene”](#)
North Carolina Department of Health and Human Services Division of Public Health blog post

129. See [DISTANCE LEARNING](#), <https://training.fema.gov/is/> (last visited May 13, 2026).

130. See [FREQUENTLY ASKED QUESTIONS \(FAQS\)](#), <https://training.fema.gov/is/isfaq.aspx> (last visited May 13, 2026).

131. See [FEDERAL EMERGENCY MANAGEMENT AGENCY STUDENT IDENTIFICATION SYSTEM](#), <https://cdp.dhs.gov/femasid/#faq> (last visited May 13, 2026) (expand the “Frequently Asked Questions” portion, which notes that “[a] FEMA SID [Student Identification] is required to register for and participate in any training provided by FEMA”).

132. [FEDERAL EMERGENCY MANAGEMENT AGENCY STUDENT IDENTIFICATION SYSTEM](#), <https://cdp.dhs.gov/femasid> (last visited May 13, 2026).

133. [ISP COURSES](#), <https://training.fema.gov/is/crslst.aspx> (last visited May 13, 2026).

Select School of Government Publications

- ▶ [“Can Counties and Cities Order ‘Stay-at-Home’?”](#)
Coates’ Canons post by Norma Houston (former School of Government faculty member)¹³⁴
- ▶ [“Could Extreme Heat Cause a Legal Emergency Under North Carolina’s Emergency Management Act?”](#)
Coates’ Canons post by Taylor Morris
- ▶ [“Why Declare a Local State of Emergency for Extreme Heat?”](#)
Coates’ Canons post by Taylor Morris

○○○ Other Miscellaneous Resource

North Carolina Department of Health and Human Services On-Site Water Protection Branch Webpage

The [North Carolina Department of Health and Human Services On-Site Water Protection Branch webpage](#) may offer links to information and other resources helpful to local governments related to wastewater and wells for drinking water.¹³⁵ Users may navigate to links on the page to identify potential resources.¹³⁶



School of Government Faculty

- ▶ **Kirsten Leloudis**
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- ▶ **Jill Moore**
moore@sog.unc.edu

134. See [FACULTY AND STAFF](#), <https://www.sog.unc.edu/about/faculty-and-staff?page=1> (last visited May 13, 2026) (not including Norma Houston).

135. [ON-SITE WATER PROTECTION BRANCH](#), <https://ehs.dph.ncdhhs.gov/oswp/> (last visited May 13, 2026).

136. *See id.*

Public Meetings



“First Stop” Resources

- ▶ Your local government clerk’s office
- ▶ Your local government attorney
- ▶ Your local government emergency manager



Select Publications

- ▶ [“Remote Meetings Still Up in the Air: Part 1”](#)
Coates’ Canons post by Kristina Wilson
- ▶ [“Remote Meetings Still Up in the Air: Part 2”](#)
Coates’ Canons post by Kristina Wilson
- ▶ [“Remote Meetings Still Up in the Air: Part 3”](#)
Coates’ Canons post by Kristina Wilson
- ▶ [“Can Appointed Boards Continue to Meet Remotely?”](#)
Coates’ Canons post by Kristina Wilson
- ▶ [“Misinformation and Threats in the Wake of Hurricane Helene: How Local Governments Can Respond—Part 2 \(Public Meetings\)”](#)
Coates’ Canons post by Kristina Wilson
- ▶ [“Public Meetings After the Lifting of the State-Level State of Emergency”](#)
Coates’ Canons post by Frayda Bluestein (former School of Government faculty member)¹³⁷
- ▶ [“Clarification of Rules for Remote Meetings Under State Level State of Emergency: No More Waiting 24 Hours After Public Hearings!”](#)
Coates’ Canons post by Frayda Bluestein (former School of Government faculty member)¹³⁸
- ▶ [“Remote Zoning Hearings During Declared Emergencies”](#)
Coates’ Canons post by Adam Lovelady



Select Potentially Relevant Law

- ▶ [G.S. 166A-19.24](#)
Remote meetings of public bodies under certain declared states of emergency



School of Government Faculty

- ▶ Kristina Wilson
wilson@sog.unc.edu

137. See [FACULTY AND STAFF](#), <https://www.sog.unc.edu/about/faculty-and-staff> (last visited May 13, 2026) (Frayda Bluestein no longer listed).

138. See *id.* (Frayda Bluestein no longer listed).

Utilities



“First Stop” Resources

- ▶ Your local government departments providing utilities
- ▶ Other local governments that provide utilities in your local government’s jurisdiction
- ▶ Private companies that provide utilities in your local government
- ▶ Your county and/or municipal attorney
- ▶ Your county and/or municipal emergency manager



Select Trainings

FEMA Emergency Management Institute Independent Study Trainings

These trainings are free and self-paced.¹³⁹ Users may receive a certificate of completion after passing the final exam for the training.¹⁴⁰ Taking the exam may require setting up a Student ID with FEMA.¹⁴¹ More information on [FEMA Student IDs](#) can be found on the FEMA website.¹⁴² Readers can also see the [entire independent study course list](#) on the FEMA website.¹⁴³

- ▶ [IS-553.A: Coordination Between Water Utilities and Emergency Management Agencies](#)
- ▶ [IS-815: ABCs of Temporary Emergency Power](#)
- ▶ [IS-860.C: The National Infrastructure Protection Plan, An Introduction](#)
- ▶ [IS-913.A: Critical Infrastructure Security and Resilience: Achieving Results Through Partnership and Collaboration](#)
- ▶ [IS-914: Surveillance Awareness: What You Can Do](#)
- ▶ [IS-915: Protecting Critical Infrastructure Against Insider Threats](#)
- ▶ [IS-916: Critical Infrastructure Security: Theft and Diversion—What You Can Do](#)
- ▶ [IS-1024: Water and Wastewater Treatment System Considerations](#)

139. See [DISTANCE LEARNING](#), <https://training.fema.gov/is/> (last visited May 13, 2026).

140. See [FREQUENTLY ASKED QUESTIONS \(FAQS\)](#), <https://training.fema.gov/is/isfaq.aspx> (last visited May 13, 2026).

141. See [FEDERAL EMERGENCY MANAGEMENT AGENCY STUDENT IDENTIFICATION SYSTEM](#), <https://cdp.dhs.gov/femasid/#faq> (last visited May 13, 2026) (expand the “Frequently Asked Questions” portion, which notes that “[a] FEMA SID [Student Identification] is required to register for and participate in any training provided by FEMA”).

142. [FEDERAL EMERGENCY MANAGEMENT AGENCY STUDENT IDENTIFICATION SYSTEM](#), <https://cdp.dhs.gov/femasid> (last visited May 13, 2026).

143. [ISP COURSES](#), <https://training.fema.gov/is/crslist.aspx> (last visited May 13, 2026).



Select Publications

- ▶ [“Resuming Water and Wastewater Service After a Major Disruption”](#)
UNC-Chapel Hill School of Government Environmental Finance Center Blog post by Anna Patterson and Alicea Easthope-Frazer
- ▶ [“NCWaterWARN: What It Is and How to Access This Vital Resource”](#)
UNC-Chapel Hill School of Government Environmental Finance Center Blog post by Emma Copenhaver
- ▶ [“Financial Resiliency and Future Plans”](#)
Community and Economic Development in North Carolina and Beyond post by Carol Rosenfeld

Other Miscellaneous Resources

NCWaterWARN Mutual Aid Agreement

Those interested in joining this agreement may go to the [membership page](#) on the NcWaterWARN website.¹⁴⁴ Users can [explore the NcWaterWARN site](#) to learn more about NcWaterWARN.¹⁴⁵

UNC-Chapel Hill School of Government Environmental Finance Center Technical Assistance

The Environmental Finance Center at UNC-Chapel Hill’s School of Government may be able to offer free technical assistance to drinking water and wastewater systems.¹⁴⁶ These services may be available to systems outside of North Carolina but still in EPA Region 4, which also includes Alabama, Florida, Georgia, Kentucky, Mississippi, South Carolina, and Tennessee.¹⁴⁷

Users can request technical assistance by filling out the [Technical Assistance Request Form](#) on the Environmental Finance Center website.¹⁴⁸



School of Government Faculty

- ▶ **Kara Millonzi**
millonzi@sog.unc.edu

144. [BECOME A MEMBER OF NCWATERWARN TODAY!](https://www.ncwaterwarn.org/joinwaterwarn.html), <https://www.ncwaterwarn.org/joinwaterwarn.html> (last visited May 13, 2026).

145. See, e.g., [FREQUENTLY ASKED QUESTIONS—NCWATERWARN](https://www.ncwaterwarn.org/faq.html), <https://www.ncwaterwarn.org/faq.html> (last visited May 13, 2026).

146. [WHAT IS TECHNICAL ASSISTANCE?](https://efc.sog.unc.edu/technical-assistance/), <https://efc.sog.unc.edu/technical-assistance/> (last visited May 13, 2026).

147. *Id.*

148. *Id.*



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