

Performance-Based Budget

PENNSYLVANIA EMERGENCY MANAGEMENT AGENCY



Commonwealth of Pennsylvania
Independent Fiscal Office
January 2020

About the Independent Fiscal Office

The Independent Fiscal Office (IFO) provides revenue projections for use in the state budget process along with impartial and timely analysis of fiscal, economic and budgetary issues to assist Commonwealth residents and the General Assembly in their evaluation of policy decisions. In that capacity, the IFO does not support or oppose any policies it analyzes, and will disclose the methodologies, data sources and assumptions used in published reports and estimates.

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The Independent Fiscal Office was created
by the Act of Nov. 23, 2010 (P.L.1269, No.120).

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INDEPENDENT FISCAL OFFICE

January 16, 2020

The Honorable Members of the Pennsylvania Performance-Based Budget Board:

Act 48 of 2017 specifies that the Independent Fiscal Office (IFO) shall “review agency performance-based budget information and develop an agency performance-based budget plan for agencies subject to a performance-based budget review.” This review “shall be completed in a timely manner and submitted by the IFO to the board for review.”

This report contains the review for the Pennsylvania Emergency Management Agency. All performance-based budget (PBB) reviews submitted to the Board contain the following content for each activity or service provided by the agency:

- a brief description of the activity, relevant goals and outcomes;
- a breakdown of agency expenditures;
- the number of full-time equivalent positions dedicated to the activity;
- select currently available metrics and descriptive statistics;
- any proposed metrics that the review recommends; and
- observations that should allow agencies to more effectively attain their stated goals and objectives.

The IFO submits this review for consideration by the PBB Board. The agency received a draft version of this review and was invited to submit a formal response. If submitted, the response appears in the Appendix to this review. The IFO would like to thank the agency staff that provided considerable input to this review. Questions and comments can be submitted to contact@ifo.state.pa.us.

Sincerely,

MATTHEW J. KNITTEL
Director

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Background and Methodology

Act 48 of 2017 is known as the Performance-Based Budgeting and Tax Credit Efficiency Act. The act requires the Independent Fiscal Office (IFO) to develop performance-based budget (PBB) plans for all agencies under the Governor's jurisdiction once every five years based on a schedule agreed to by the Secretary of the Budget and the Director of the IFO.¹ The act directs the IFO to evaluate and develop performance measures for each agency program or line item appropriation. As determined by the IFO to be applicable, the measures shall include the following: outcome-based measures, efficiency measures, activity cost analysis, ratio measures, measures of status improvement of recipient populations, economic outcomes or performance benchmarks against similar state programs or similar programs of other states or jurisdictions.

Most states use some form of PBB for at least a portion of their budget.² For many, that requirement implies that agencies merely compute and publish self-selected performance metrics on an annual basis. Those metrics may or may not be reviewed by policymakers. For Pennsylvania, the act requires the IFO to submit plans to the PBB Board for review and approval. The PBB Board reviews plans at a public hearing at which agency heads or their representative must attend to offer additional explanations if requested. The PBB Board has 45 days after submission to approve or disapprove plans. Per Act 48, approved plans shall be taken into consideration by the Governor and General Assembly during the annual budget development and implementation process. Disapproved plans will be returned to the IFO with recommended modifications.

Despite the extensive use of PBB across state governments, misconceptions still exist regarding the budget approach and the general goals it seeks to accomplish. For the plans submitted to the PBB Board, the approach can be characterized as follows:

- The explicit linkage of actual agency spending on activities to relevant outcome measures.
- An alternative budget framework that can be used to guide the allocation of state resources to improve outcomes for state residents.
- An approach that emphasizes program results and performance metrics to inform high-level budget decisions.

These definitions show that PBB is a broad-based budget approach that shifts emphasis from incremental budgeting to a results-based framework. Under incremental budgeting, policymakers use funding levels from the prior year and base funding decisions on any new demands placed upon an agency. For most agencies, performance metrics are not part of that process. A PBB approach considers performance metrics in making funding decisions. It is a top-down approach that focuses on goals and outcomes. Other efficiency initiatives such as Lean and Continuous Improvement are bottom-up approaches that focus on process improvement through streamlining operations, the elimination of redundancies and a focus on customer needs.

¹ See the Appendix for the PPB review schedule.

² For example, 31 states use PBB for some portion of their higher education budget. See "Performance-Based Budgeting in the States," NCSL Fiscal Policy Research, Vol. 24, No. 35 (September 2016).

The performance-based budget in this report differs from a traditional budget in several key respects. The main differences are summarized by this table:

Traditional versus Performance-Based Budget		
	Traditional Budget	Performance Budget
Organizational Structure	Line Items or Programs	Agency Activities
Funds Used	Appropriated Amounts	Actual Expenditures
Employees	Authorized Complement	Actual Filled Complement
Needs Assessment	Incremental, Look to Prior Year	Prospective, Outcome-Based

The PBB plans track agency funding based on activities because they can be more readily linked to goals and objectives, and therefore, ultimate outcomes. Activities are the specific services provided by an agency to a defined service population in order to achieve desired outcomes. The funds for agency activities include all actual expenditures used to deliver services: labor, benefits, operating and allocated overhead costs. The PBB plans track all expenditures regardless of funding source and provide data for the current year and five historical years so that policymakers can view recent trends. It is noted that data for the upcoming budget year (FY 2020-21) are not included in this report.

The plans submitted to the PBB Board include many types of measures. Plan measures include: inputs (funding levels, number of employees), outputs (workloads), efficiency (cost ratios, time to complete tasks), outcomes (e.g., recidivism), benchmark comparisons to other states and descriptive statistics. The final category includes a broad range of metrics that provide insights into the work performed by an agency and the services provided. Those metrics supply background, context and support for other metrics, and they may not be readily linked to efficiency or outcome measures. The inclusion of such measures supports the broader purpose of the PBB plans: to encourage a more informed discussion regarding agency operations and how they impact state residents. Descriptive metrics provide relevant information to policymakers that increase their general knowledge of agency operations. They also provide agencies a platform to discuss the work they do and the services they provide.

In general, the plans submitted to the PBB Board are best used (1) to monitor broad agency trends and cost drivers, (2) to evaluate agency performance over time and (3) to inform questions to agencies regarding their operations. The plans cannot identify optimum funding levels or provide a direct comparison of relative effectiveness across most programs.

Note on data: Unless otherwise noted, performance metrics used in this report were supplied by the agency under review. Those data appear as submitted by the agency and the IFO has not reviewed them for accuracy. For certain years, data are not available (e.g., due to a lag in reporting). In these cases, "--" denotes missing data. All data related to expenditures and employees are from the state accounting system and have been verified by the IFO and confirmed by the agency. Tables that use those data may not sum to totals due to rounding.

PA Emergency Management Agency Overview

Mission Statement

The Pennsylvania Emergency Management Agency (PEMA) helps communities and citizens mitigate against, prepare for, respond to, and recover from emergencies including natural disasters, acts of terrorism, or other human-made disasters. PEMA supports county emergency management agencies by coordinating and engaging the whole community including federal and state partners, volunteer organizations involved in disasters, private sector business community and citizens.

The agency develops and maintains a comprehensive plan to enhance the commonwealth's capabilities to prepare for, respond to, and recover from all hazards that affect the citizens of Pennsylvania. Primarily the plan calls for the protection of life and property both prior to and in the event of natural and other disasters. The agency, through the Office of the State Fire Commissioner (OSFC), provides loans to volunteer fire, ambulance and rescue companies, and coordinates state fire services. The agency also administers post-disaster aid to affected localities and citizens.

Services Provided

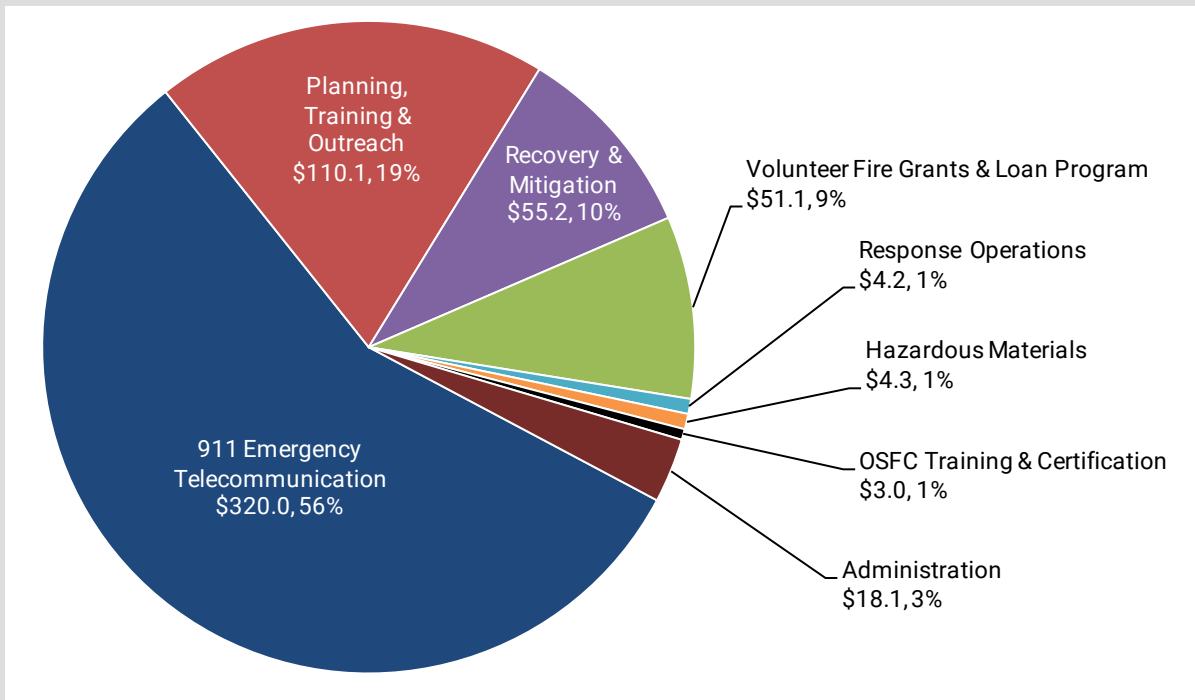
For this report, the services provided by PEMA and OSFC are classified into eight general activities.

Emergency Management Agency: Activities and Primary Services Provided	
Activity	Primary Service
1 911 Emergency Telecommunication.....	Manage and coordinate 911 telecommunication systems
2 Planning, Training and Outreach.....	Educate, plan and organize for disasters
3 Response Operations.....	Coordinate resources in response to an emergency
4 Recovery and Mitigation.....	Mitigate and oversee recovery operations
5 Hazardous Materials.....	Maintain a level of hazardous materials preparedness
6 Volunteer Fire Grants and Loan Program.....	Provide funding sources to ensure fire preparedness
7 OSFC Training and Certification.....	Train and certify emergency fire responders
8 Administration.....	Provide organizational leadership and support

Highlights of recent agency activity include:

- PEMA is in the process of contracting for the implementation of Next Generation 911 (NG911) systems which should be implemented in the next two to three years.
- In FY 2018-19, PEMA responded to 12 requests for assistance from five states through the Emergency Management Assistance Compact (EMAC).
- In 2018, PEMA spent a total of \$7.2 million for disaster mitigation and \$13.9 million for disaster recovery (both federal and non-federal monies).

Emergency Management Agency: FY 2019-20 Budgeted Expenditures by Activity



Note: Expenditures in dollar millions.

Emergency Management Agency: Filled Full-Time Equivalent (FTE) Positions

	14-15 Actual	15-16 Actual	16-17 Actual	17-18 Actual	18-19 Actual	19-20 Budget
Average Weekly FTE Positions by Activity						
911 Emergency Telecommunication	8	11	9	8	7	12
Planning, Training and Outreach	27	29	27	27	24	26
Response Operations	60	59	53	51	49	54
Recovery and Mitigation	17	17	16	15	13	15
Hazardous Materials	10	9	10	9	10	11
Volunteer Fire Grants and Loan program	8	9	9	7	8	9
OSFC Training and Certification	13	13	15	16	12	13
Administration	<u>41</u>	<u>41</u>	<u>44</u>	<u>39</u>	<u>36</u>	<u>35</u>
Total	184	188	183	172	160	175
Personnel Cost/FTE (\$ thousands)	\$98.8	\$103.2	\$108.1	\$109.9	\$115.7	\$124.7

Emergency Management Agency: Expenditures by Fiscal Year

	14-15 Actual	15-16 Actual	16-17 Actual	17-18 Actual	18-19 Actual	19-20 Budget
Expenditures by Activity						
911 Emergency Telecommunication	\$139.4	\$228.9	\$289.4	\$314.2	\$290.9	\$320.0
Planning, Training and Outreach	64.5	40.6	39.7	31.8	35.4	110.1
Response Operations	7.0	4.3	4.3	5.2	5.0	4.2
Recovery and Mitigation	39.7	25.0	65.8	20.2	23.9	55.2
Hazardous Materials	4.0	3.5	3.8	3.6	3.8	4.3
Volunteer Fire Grants and Loan program	40.0	46.9	42.1	40.6	48.6	51.1
OSFC Training and Certification	1.9	1.9	2.3	2.2	2.4	3.0
Administration	<u>11.1</u>	<u>12.2</u>	<u>10.3</u>	<u>10.4</u>	<u>13.3</u>	<u>18.1</u>
Total	307.7	363.3	457.6	428.4	423.2	566.1
Expenditures by Object						
Personnel Services	\$18.2	\$19.4	\$19.8	\$18.9	\$18.5	\$21.8
Operational Expenses	14.1	12.8	10.4	10.5	13.3	26.6
Grants	252.7	312.4	400.0	385.5	360.3	469.8
Debt Service/Investment	10.0	15.1	10.3	10.1	16.2	18.6
Fixed Assets Expense	2.3	1.5	0.4	0.6	1.7	1.3
Non-Expense Items	<u>10.3</u>	<u>2.2</u>	<u>16.7</u>	<u>2.8</u>	<u>13.2</u>	<u>28.0</u>
Total	307.7	363.3	457.6	428.4	423.2	566.1
Expenditures by Fund						
General Fund (State)	\$20.0	\$20.4	\$20.9	\$17.1	\$18.3	\$16.9
General Fund (Augmentations)	0.5	0.5	1.1	1.1	1.1	1.1
General Fund (Federal)	103.2	62.6	99.5	50.6	59.4	176.4
General Fund (Restricted)	31.5	32.7	32.9	31.5	33.1	32.4
911 Fund	139.6	229.1	289.7	314.5	291.1	316.0
Volunteer Companies Loan Fund	10.3	15.3	10.5	10.4	16.5	20.0
Hazardous Material Response Fund	1.8	1.7	1.7	1.8	1.7	1.8
Unconventional Gas Well Fund	<u>0.8</u>	<u>1.0</u>	<u>1.4</u>	<u>1.4</u>	<u>1.9</u>	<u>1.5</u>
Total	307.7	363.3	457.6	428.4	423.2	566.1

Note: Expenditures in dollar millions. Actual expenditures are listed in the year the expenditure was recorded.

Performance-Based Budget Plan: Key Metrics and Observations

This report includes numerous performance metrics, but certain metrics are critical to the overall operation of the agency. The agency has also undertaken various initiatives (e.g., NG911) that should be monitored over time. For those initiatives, this report may include recommended performance metrics. Notable metrics (both current and recommended) that policymakers should monitor closely include the following:

As the Next Generation 911 (NG911) system is implemented in Pennsylvania, PEMA should collect measures to demonstrate efficiency improvements in 911 systems. Currently, PEMA is unable to track the number of calls incorrectly routed to the wrong PSAP (Public Safety Answering Points, often referred to as the 911 call centers). The current legacy 911 system is outdated and data collection methods vary across the Commonwealth. PEMA, in conjunction with the counties, is in the process of implementing a new NG911 system that will standardize 911 data collection methods. The NG911 statewide and regional system-sharing solutions and interconnected infrastructure will support faster and more efficient data-sharing capabilities throughout the entire 911 community.

Further tracking of Pennsylvania's utilization of competitive federal grants can mitigate future disaster impacts and costs. PEMA currently tracks annual funds spent on hazard mitigation (HM), but if more local governments developed HM plans, they could potentially be eligible for additional federal grant funding.³ Federal grants comprise a large portion of emergency agency budgets and by tracking the counties and/or municipalities that receive federal monies, PEMA can redirect resources to assist counties or municipalities that do not apply for federal grants they may be eligible to receive.

The Office of the State Fire Commissioner lacks authority to require reporting by fire departments and cannot quantify the number of firefighters throughout the Commonwealth. Data gathered by the U.S. Fire Administration shows that Pennsylvania's reliance on volunteer firefighters ranks third highest in the country. A study published by the Pennsylvania Fire and Emergency Services Institute reports a dramatic decline in volunteer firefighters over the past fifty years.⁴ However, the OSFC does not currently have the means to track firefighters or other metrics specific to individual fire companies. Tracking the total (both career and volunteer) number of new and existing firefighters will identify turnover and retention rates and allow OSFC to allocate resources to localities that require additional training and resources.

The number of fire departments and EMS companies that apply for the Volunteer Loan Assistance Program (VLAP) is very small compared to the overall number that are eligible to apply. While the exact number of volunteer fire departments and EMS companies in the Commonwealth is unknown, in 2018, 2,494 entities applied for Fire Company and Emergency Medical Service Grants and only 79 entities applied for the VLAP. In 2019, only 62 applied for the VLAP, which is roughly a one-third decline from 2015. The success of this loan program depends on entities knowing the loan program exists and offering loan terms that are competitive with private alternatives.

PEMA should devote resources to develop useful, long-term outcome metrics. The agency engages in activities that are difficult to measure or quantify such as mitigation, recovery, preparation and training efforts. Moreover, PEMA's activities are directed towards the prevention of relatively infrequent and random events. When combined, these two characteristics make it challenging to develop meaningful outcome metrics without long-term data collection efforts.

³ Local governments are required to have approved HM plans in order to receive federal HM grants.

⁴ See Senate Resolution 6 Final Report for more details: <http://pehsc.org/wp-content/uploads/2014/05/SR-6-REPORT-FINAL.pdf>.

Activity 1: 911 Emergency Telecommunication

The 911 Emergency Telecommunication Activity is administered by the 911 Office. As the first point of contact in emergency situations, the primary duties of Pennsylvania's 911 telecommunicators include (1) providing instructions to 911 callers, (2) coordinating resources to respond to an incident and (3) monitoring first responders in the field for their safety. The office is tasked with duties related to funding, planning and oversight to support county-based 911 systems and operations while facilitating Pennsylvania's transition to a statewide Next Generation 911 (NG911) system.

The primary goals of this activity are to improve operational capabilities by (1) enabling counties to share 911 system technology and (2) supporting all modes of communication beyond a voice call.

The primary funding source for 911 in Pennsylvania is a uniform \$1.65 surcharge levied on landline and wireless monthly phone bills, authorized by Act 12 of 2015 and reauthorized under Act 17 of 2019. Prior to Act 12 of 2015, the surcharge was \$1.00.

Resources

911 Emergency Telecommunication: Expenditures and Filled FTE Positions						
	14-15	15-16	16-17	17-18	18-19	19-20
	Actual	Actual	Actual	Actual	Actual	Budget
Expenditures by Object						
Personnel Services	\$0.75	\$1.13	\$1.05	\$0.88	\$0.91	\$1.73
Operational Expenses	1.27	1.65	1.27	1.87	3.17	10.59
Grants	137.38	226.11	287.03	311.42	286.79	307.68
Other	<u>0.01</u>	<u>0.01</u>	<u>0.03</u>	<u>0.01</u>	<u>0.00</u>	<u>0.00</u>
Total	139.41	228.89	289.37	314.18	290.87	320.00
Expenditures by Fund						
General Fund (State)	\$0.00	\$0.01	\$0.00	\$0.01	\$0.00	\$0.00
General Fund (Federal)	0.00	0.00	0.00	0.00	0.00	4.00
General Fund (Restricted)	0.00	0.00	0.01	0.00	0.00	0.00
911 Fund	<u>139.40</u>	<u>228.88</u>	<u>289.36</u>	<u>314.17</u>	<u>290.86</u>	<u>316.00</u>
Total	139.41	228.89	289.37	314.18	290.87	320.00
Average Weekly FTE Positions	8	11	9	8	7	12
Personnel Cost/FTE (\$ thousands)	\$91.6	\$103.7	\$114.8	\$116.2	\$129.7	\$144.4

Note: Expenditures in dollar millions. Actual expenditures are listed in the year the expenditure was recorded.

Performance Measures

911 Emergency Telecommunication						
	2014	2015	2016	2017	2018	2019
Descriptive						
# Pennsylvania PSAPs ¹	--	64	64	64	63	60
Total 911 revenue collected (\$ millions)	\$191	\$240	\$316	\$317	\$316	\$317
Total 911 expenditures (\$ millions) ²	\$294	\$335	\$330	\$362	\$352	\$360
Output						
# 911 calls (millions)	8.9	9.4	9.5	8.7	8.4	9.0
Total call volume (millions) ³	14.9	14.6	16.2	15.0	14.8	15.1
Efficiency						
Avg. cost per call	\$19.73	\$22.95	\$20.31	\$24.09	\$23.73	\$23.84
Outcome						
% 911 costs funded by 911 surcharge	64.8%	71.5%	95.9%	87.5%	89.8%	88.1%
% PSAPs with NG911 cutover completion ^{1,4}	--Recommended Performance Measure--					
Avg. call answer time	--Recommended Performance Measure--					
% Calls incorrectly re-routed	--Recommended Performance Measure--					
Notes: Data in calendar year. Calculations by the IFO.						
1 PSAPs are Public Safety Answering Points, which is another name for Primary 911 Centers. Data reflects the number of operational PSAPs and does not include counties/cities that have consolidated operations or contract for 911 service with another county.						
2 Counties report expenditure data to PEMA annually.						
3 Total 911 call volume includes both 911 calls and administrative, non-emergency calls (e.g., house alarm system calls to 911).						
4 NG911 cutover completion tracks progress towards meeting NG911 goals.						

State and County Benchmarks

911 Wireless and Wireline Surcharge Fees by State (2019)

State	Rank ¹	Wireless Fee ²	Wireline Fee ²	State	Rank ¹	Wireless Fee ²	Wireline Fee ²
Michigan ³	1	\$0.25 - 3.25	*	New Hampshire	26	\$0.75	*
West Virginia	2	\$3.00	\$0.98 - 6.40	Oklahoma ⁸	27	\$0.75	3 - 15%
Alaska	3	\$0.00 - 2.00	*	Oregon	28	\$0.75	*
North Dakota	4	\$1.50 - 2.00	*	Virginia	29	\$0.75	*
Alabama	5	\$1.75	*	Wyoming	30	\$0.25 - 0.75	*
Colorado	6	\$0.45 - 1.75	*	Kentucky	31	\$0.70	\$0.32 - 4.00
Pennsylvania	7	\$1.65	*	Nebraska	32	\$0.45 - 0.70	\$0.50 - 1.00
Illinois ⁴	8	\$1.50 or \$5.00	*	Hawaii	33	\$0.66	\$0.27
Georgia	9	\$1.50	*	Arkansas ⁹	34	\$0.65	5 - 12%
New York	10	\$1.20 - 1.50	\$0.35 - 1.00	North Carolina	35	\$0.65	*
Rhode Island	11	\$1.26	\$1.00	South Carolina	36	\$0.62	\$0.45 - 1.00
Idaho	12	\$1.00 - 1.25	*	Delaware	37	\$0.60	*
Louisiana ⁵	13	\$0.85 - 1.25	\$0.38 - 6.00	Connecticut	38	\$0.57	*
South Dakota	14	\$1.25	*	Kansas	39	\$0.53	*
Tennessee	15	\$1.16	*	Texas ¹⁰	40	\$0.50	various
Indiana	16	\$1.00	*	New Mexico	41	\$0.51	*
Iowa	17	\$1.00	\$0.00 - 1.00	Maine	42	\$0.45	*
Maryland	18	\$1.00	*	Florida	43	\$0.40 - 0.44	\$0.40
Massachusetts	19	\$1.00	*	Ohio	44	\$0.25	\$0.50
Mississippi ⁶	20	\$1.00	\$1.05 or \$2.05	Arizona	45	\$0.20	*
Montana	21	\$1.00	*	California	46	\$0.01	*
Minnesota	22	\$0.95	*	Missouri ¹¹	47	\$0.00	2 - 15%
Washington ⁷	23	\$0.95	*	Wisconsin	48	\$0.00	\$0.16 - 0.43
New Jersey	24	\$0.90	*	Nevada ^{12,13}	--	various	*
Utah ⁷	25	\$0.80	*	Vermont ^{12,14}	--	--	--

Note: An asterisk (*) denotes that the wireline surcharge fee is the same as the wireless fee.

1 Surcharge fee ranking uses the highest state wireless rate.

2 Fees do not include prepaid fees.

3 Michigan wireless and wireline fees are \$0.00-3.00 for each county and \$0.25 for the state.

4 Illinois wireless and wireline fees are \$5.00 in Chicago and \$1.50 throughout the rest of the state.

5 Louisiana's wireline fee is \$0.38 - 1.25 for households and \$0.99 - 6.00 for businesses.

6 Mississippi's wireline fees are \$1.05 for households and \$2.05 for businesses.

7 Washington and Utah fees are the sum of the local and state fee.

8 Oklahoma's wireless fee of \$0.75 is used as a proxy for the whole state as the fee represents the majority of the counties. The state's wireline fee is 3-15% of base rate.

9 Arkansas's wireline fees are 5-12% of tariff rates.

10 Texas has varying wireline fees for Emergency Communication Districts on top of a \$0.50 state fee.

11 Missouri's wireline fee is 2-15% of base rate in 45 counties along with a 1/8-1% of sales tax fee in 51 counties.

12 Nevada and Vermont are not captured in the ranking due to their fee structure.

13 Ten of Nevada's 16 counties charge a 911 fee and each fee varies.

14 Vermont established the Vermont Universal Service Fund to cover the 911 surcharge fee.

Source: 911 surcharge user fees are from the National Emergency Number Association as of May 2019.

Select States 911 Data (2018)

	Number of PSAPs	Population per PSAP	911 Fees Collected (\$ Millions)	911 Fees per Capita
Pennsylvania	69	185,610	\$316	\$24.69
Texas	577	49,743	220	7.67
New York	176	111,035	--	--
Illinois	199	64,026	358	28.09
New Jersey	0	--	123	13.80
Michigan	137	72,963	39	3.89
Tennessee	170	39,824	--	--
Washington	65	115,932	100	13.26
North Carolina	127	81,761	88	8.50
West Virginia	51	35,408	64	35.27
Maryland	94	64,284	56	9.25
Ohio	176	66,417	33	2.86
Delaware	9	107,463	9	9.46

Note: These data are reported to the FCC by states. States vary in what expenditures can be reimbursed through 911 surcharge revenues.

Source: "Eleventh Annual Report to Congress on State Collection and Distribution of 911 and Enhanced 911 Fees and Charges" compiled by the Federal Communications Commission (2019). Population data from the U.S. Census Bureau (2018). Calculations by the IFO.

Fiduciary and Supported Counties

Fiduciary County	Region	Supported Counties
Monroe	North East	Carbon, Lackawanna, Luzerne, Pike, Schuylkill, Susquehanna, and Wayne
Lehigh	Lehigh Valley	Northampton
Columbia	North Central	Clinton, Lycoming, Mifflin, Montour, Northumberland, Snyder, Sullivan, Tioga and Union
Elk	North West	Cameron, Clarion, Clearfield, Crawford, Erie, Forest, Jefferson, McKean and Warren
Lebanon	--	York
Philadelphia	South East	Berks, Bucks, Chester, Delaware and Montgomery
Allegheny	South West	Armstrong, Beaver, Butler, Cambria, Fayette, Greene, Indiana, Lawrence, Mercer, Somerset, Venango, Washington and Westmoreland

Note: This table lists the counties that serve as a fiduciary agent for a group of counties within a region. For example, Elk County serves as the fiduciary for the 10-county North West region. The 10 counties share a 911 network, 911 call handling equipment, computer aided dispatch system, logging/recorder and dispatch protocol system. Additionally, grants awarded to support shared initiatives are provided to the fiduciary county who handles all procurements, vendor payments and financial activity for supported counties.

Public Safety Answering Points (PSAP) Expenditures (2018)

PSAP ¹	Expenditures (\$ thousands)	Expenditures per Call	PSAP ¹	Expenditures (\$ thousands)	Expenditures per Call
Montour	\$251	\$2.40	Clinton	\$1,261	\$24.51
Crawford	1,463	9.15	Perry	927	24.58
Bradford	1,128	11.53	Butler	4,211	27.45
McKean	1,228	11.69	Erie	5,114	27.83
Carbon	1,915	12.57	Venango	1,907	27.94
Lackawanna	4,893	13.01	Luzerne	9,035	28.14
Warren	869	13.05	Allegheny	34,700	28.89
Northumberland	1,925	13.22	Lehigh	8,268	29.74
Beaver	3,761	13.24	Armstrong	2,539	30.55
Clearfield	1,705	13.66	Berks	14,254	30.70
Mercer	2,064	14.46	Snyder	2,523	30.76
Columbia	1,570	14.97	Clarion	1,084	32.63
Lawrence	2,075	15.45	York	12,229	32.65
Lycoming	2,611	15.74	Somerset	2,031	34.10
Union	1,360	16.58	Fayette	4,088	34.57
Wayne	1,563	16.96	Susquehanna	1,397	34.68
Philadelphia	40,603	17.15	Lebanon	3,076	35.63
Allentown	2,780	17.56	Schuylkill	5,708	36.24
Cambria	3,068	18.34	Chester	13,546	39.24
Northampton	7,131	19.03	Monroe	7,923	43.85
Washington	4,103	19.47	Indiana	2,699	45.20
Dauphin	7,040	20.29	Tioga	2,349	45.42
Bedford	1,151	20.55	Mifflin	2,199	48.56
Westmoreland	9,426	20.68	Cameron	172	49.06
Montgomery	16,555	20.74	Pike	2,396	51.06
Centre	3,116	21.21	Wyoming	2,292	52.10
Bethlehem	3,185	21.86	Juniata	1,051	54.47
Greene	1,029	21.87	Adams	5,217	58.93
Lancaster	10,139	22.16	Potter	796	63.81
Cumberland	5,681	22.41	Fulton	618	68.70
Delaware	17,895	22.51	Forest	151	69.68
Blair	2,790	22.52	Sullivan	419	75.45
Jefferson	956	22.57	Elk	3,656	105.66
Bucks	14,621	23.28	Huntingdon	<u>4,083</u>	<u>113.37</u>
Franklin	3,680	24.18	Total	349,248	23.53

Notes: The number of calls includes 911 calls and non-emergency calls. The expenditures include amounts paid from 911 funds and other funds. The statewide total is less than the performance measures table because PEMA's administrative costs are excluded from this table. Under current law, 67 counties and the cities of Allentown and Bethlehem receive an allocation from the 911 Fund. Consolidation of PSAPs for operational purposes does not reduce the allocation of 911 funds to the original 69 entities.

1 Counties listed in the previous table may have inflated/deflated expenditures per call ratios due to the role of fiduciary counties. See previous table for more detail.

Source: PEMA. "911 Annual Report: Calendar Year 2018."

911 Interconnectivity Grant Awards by County (2018)

County	Award (\$ thousands) ¹	Award per Capita	Rank	County	Award (\$ thousands) ¹	Award per Capita	Rank
Columbia	\$4,786	\$73.12	1	Mercer	\$404	\$3.65	23
Elk	2,062	68.33	2	Wayne	185	3.61	24
Armstrong	1,516	23.23	3	Perry	157	3.40	25
Lebanon	2,629	18.60	4	Bradford	194	3.20	26
Mifflin	682	14.75	5	Huntingdon	135	2.99	27
Venango	514	10.02	6	Bedford	143	2.98	28
Juniata	242	9.79	7	Beaver	486	2.95	29
Lawrence	843	9.79	8	Carbon	182	2.83	30
Fayette	1,216	9.32	9	Snyder	114	2.82	31
Fulton	98	6.72	10	Susquehanna	93	2.30	32
Monroe	1,085	6.40	11	Westmoreland	756	2.16	33
Greene	227	6.22	12	Dauphin	568	2.05	34
Indiana	502	5.94	13	Schuylkill	243	1.71	35
Somerset	418	5.65	14	Adams	155	1.51	36
Centre	854	5.24	15	Blair	145	1.18	37
Butler	981	5.22	16	Franklin	155	1.00	38
Allegheny	6,112	5.02	17	Lackawanna	179	0.85	39
Lehigh	1,689	4.59	18	Luzerne	118	0.37	40
Northampton	1,359	4.46	19	Washington	59	0.28	41
Cambria	536	4.07	20	Montgomery	114	0.14	42
Pike	225	4.02	21	Total	39,037	--	--
Philadelphia	5,877	3.71	22				

Note: The 911 Interconnectivity Grant is a competitive grant PEMA administers. In 2018, PEMA received 110 applications totaling \$57.9 million. A total of \$39.0 million was awarded for 85 projects that facilitated public safety answering point (PSAP) consolidations, incentivized regionalization of 911 systems, enhanced county GIS data in preparation for NG911, and replaced aging infrastructure. The rank is based on the award per capita.

1 As noted in the previous table, some counties act as fiduciary agents and receive a larger portion of grant funding but distribute funds to their respective supported counties.

Source: PEMA. "911 Annual Report: Calendar Year 2018."

Activity 2: Planning, Training and Outreach

As a recipient of federal preparedness grant monies, PEMA supports state and local efforts to prevent disasters and to prepare the Commonwealth for threats and hazards that pose the greatest security risks. PEMA prepares and maintains the Commonwealth's Emergency Operations Plan (EOP). The agency ensures emergency management stakeholders review and update plans according to state and federal guidance.

The primary goals and outcomes of this activity are as follows:

- Implement the National Incident Management System (NIMS) strategy to support whole community partners to plan for, respond to and recover from disasters.
- Increase community outreach to better prepare citizens to effectively respond to all-hazard threats within their community.
- Train and mobilize local volunteers to provide critical support during and after a disaster through the Community Emergency Response Team (CERT) and Volunteer Organizations Active in a Disaster (VOAD) programs.

Resources

Planning, Training and Outreach: Expenditures and Filled FTE Positions						
	14-15	15-16	16-17	17-18	18-19	19-20
	Actual	Actual	Actual	Actual	Actual	Budget
Expenditures by Object						
Personnel Services	\$2.02	\$2.23	\$3.29	\$3.20	\$3.18	\$3.74
Operational Expenses	5.13	3.90	3.69	2.79	2.49	3.37
Grants	54.92	33.30	32.23	25.28	28.76	97.74
Other	<u>2.41</u>	<u>1.19</u>	<u>0.49</u>	<u>0.55</u>	<u>1.00</u>	<u>5.30</u>
Total	64.47	40.62	39.70	31.82	35.44	110.14
Expenditures by Fund						
General Fund (State)	\$1.01	\$1.13	\$2.87	\$2.13	\$1.94	\$2.03
General Fund (Augmentations)	0.00	0.00	0.00	0.02	0.06	0.00
General Fund (Federal)	63.25	39.15	36.36	29.32	32.53	107.57
General Fund (Restricted)	0.10	0.10	0.14	0.10	0.12	0.16
Other	<u>0.13</u>	<u>0.25</u>	<u>0.32</u>	<u>0.25</u>	<u>0.79</u>	<u>0.38</u>
Total	64.47	40.62	39.70	31.82	35.44	110.14
Average Weekly FTE Positions	27	29	27	27	24	26
Personnel Cost/FTE (\$ thousands)	\$73.7	\$76.2	\$120.8	\$118.1	\$131.5	\$143.8

Note: Expenditures in dollar millions. Actual expenditures are listed in the year the expenditure was recorded.

Performance Measures

Planning, Training and Outreach						
	14-15	15-16	16-17	17-18	18-19	19-20
Descriptive						
# Registrants for the ReadyPA public newsletter ¹	157	157	231	353	966	2,316
Output						
# Exercises conducted	--	--	6	6	6	5
# Stakeholders participating in exercises	--	--	620	700	475	700
# NIMS courses provided ²	--	--	16	42	35	40
# PEMA FTEs trained to minimum NIMS requirements ²	1	10	94	104	122	146
# Plans developed or revised	--	--	--	--	17	18
# Citizens participating in CERT training ^{1,3}	152	215	562	162	155	175
# Counties with a CERT ³	22	22	22	23	23	24
# State & local emergency management personnel trained	4,163	3,447	3,850	2,683	3,500	3,500
Outcome						
% Counties and municipalities w/ updated annual emergency preparedness plans maintained in PEMA plan management system (CEM Planner)	--	--	--	--	6%	7%
% NIMS adoption resolutions collected ²	54%	62%	75%	75%	75%	75%
% Counties with a CERT ³	33%	33%	33%	34%	34%	36%
# Designated county emergency mgmt. coordinators	68	68	68	68	68	68
% Basic certification	--	--	--	--	--	89%
% Advance certification	--	--	--	--	--	63%
% Professional development certification	--	--	--	--	--	38%
% Compliant county emergency management coordinator	57%	57%	61%	82%	87%	87%
% PEMA staff that are NIMS certified ²	1%	6%	58%	64%	75%	90%
% Schools w/ high quality emergency operations plans ⁴	--	--	--	7%	12%	18%
Notes: Calculations by the IFO.						
1 Data in calendar year.						
2 NIMS is the National Incident Management System which provides stakeholders with the shared vocabulary, systems and processes to successfully deliver the capabilities described in the National Preparedness System.						
3 CERT stands for Community Emergency Response Team. CERTs are volunteers who train to prepare for disasters and hazards that may impact their areas.						
4 Not reflective of all districts having a plan as reported by and to the Department of Education.						

Benchmarks

Average Annual Award by Spending Category for Regional Task Forces (2017 - 2019)

Task Force (TF)	Avg. Annual Award (\$ thousands)	Share of Annual Award Spent on		
		Equipment	Planning, Training & Exercise	Other
Southwestern PA Emergency Response Group ¹	\$4,002	70.5%	24.4%	5.1%
Northeast PA Regional Counter Terrorism TF ²	994	66.4	28.6	5.0
Northwest Central PA Emergency Response Group ³	274	48.4	46.7	4.9
East Central PA TF ⁴	923	48.2	46.8	5.0
Northwestern PA Emergency Response Group ⁵	417	48.1	47.3	4.6
South Central Mountains Regional Counter Terrorism TF ⁶	473	38.3	56.7	5.0
North Central PA TF ⁷	342	35.1	59.9	5.0
Southeastern PA Regional TF ⁸	14,829	30.9	64.1	5.0
South Central Counter Terrorism TF ⁹	<u>1,641</u>	<u>32.0</u>	<u>63.0</u>	<u>5.0</u>
Total	23,896	46.4	48.6	4.9

Notes: The nine regional TFs generally take a leadership role within a multi-county region in an all-hazards preparedness and resource coordination for their area of the state.

1 Includes: Mercer, Lawrence, Beaver, Butler, Armstrong, Indiana, Allegheny, Westmoreland, Cambria, Washington, Greene, Fayette and Somerset counties.

2 Includes: Susquehanna, Wayne, Lackawanna, Pike, Monroe, Carbon, Lehigh and Northampton counties.

3 Includes: Elk, Cameron, Clarion, Jefferson, Clearfield and McKean counties.

4 Includes: Wyoming, Luzerne, Northumberland, Montour, Schuylkill, Berks and Columbia counties.

5 Includes: Erie, Crawford, Warren, Venango and Forest counties.

6 Includes: Centre, Mifflin, Snyder, Juniata, Blair, Huntingdon, Bedford and Fulton counties.

7 Includes: Potter, Tioga, Bradford, Clinton, Lycoming, Sullivan and Union counties.

8 Includes: Bucks, Montgomery, Philadelphia, Delaware and Chester counties.

9 Includes: Franklin, Perry, Cumberland, Dauphin, Lebanon, Lancaster, Adams and York counties.

Source: PEMA.

Emergency Management Performance Grants (EMPG) Awarded by County (FY 2018-19)

County	Award (\$ thousands)	Award per Capita	Rank	County	Award (\$ thousands)	Award per Capita	Rank
Sullivan	\$59	\$9.71	1	Northumberland	\$73	\$0.80	36
Cameron	30	6.64	2	Monroe	136	0.80	37
Potter	91	5.45	3	Lawrence	68	0.79	38
Fulton	48	3.34	4	Washington	162	0.78	39
Tioga	112	2.75	5	Huntingdon	32	0.71	40
Mifflin	123	2.66	6	Pike	39	0.70	41
Wyoming	72	2.66	7	Somerset	51	0.69	42
Forest	19	2.62	8	Adams	70	0.68	43
Juniata	64	2.61	9	Centre	102	0.62	44
Warren	92	2.33	10	Schuylkill	82	0.58	45
Elk	62	2.07	11	Butler	102	0.54	46
Clarion	73	1.87	12	Lehigh	187	0.51	47
Union	80	1.79	13	Northampton	139	0.46	48
Clinton	67	1.72	14	Cumberland	108	0.43	49
Jefferson	74	1.71	15	Allegheny	460	0.38	50
Greene	62	1.69	16	Fayette	48	0.37	51
McKean	69	1.68	17	Cambria	43	0.33	52
Clearfield	122	1.54	18	Erie	86	0.31	53
Snyder	61	1.51	19	Chester	143	0.27	54
Perry	69	1.50	20	Berks	110	0.26	55
Montour	27	1.45	21	Franklin	40	0.26	56
Wayne	74	1.45	22	Bucks	158	0.25	57
Lycoming	158	1.39	23	Westmoreland	87	0.25	58
Crawford	99	1.16	24	Luzerne	78	0.25	59
Lebanon	157	1.11	25	Dauphin	67	0.24	60
Mercer	120	1.08	26	York	104	0.23	61
Bradford	65	1.07	27	Montgomery	186	0.22	62
Bedford	49	1.01	28	Beaver	31	0.19	63
Carbon	62	0.97	29	Lancaster	103	0.19	64
Venango	48	0.93	30	Lackawanna	39	0.18	65
Indiana	76	0.90	31	Delaware	58	0.10	66
Susquehanna	37	0.90	32	Philadelphia	115	0.07	67
Armstrong	59	0.90	33	County Total	5,954		
Columbia	59	0.89	34	Non-Fed Match	5,954		
Blair	107	0.87	35	Total	11,908		

Note: The EMPG program is one of the preparedness grants that PEMA receives. EMPG is non-competitive, formula driven and all recipients must maintain an approved Emergency Operations Plan (EOP) to receive funding. The rank is based on the award per capita. Pittsburgh City and Palmer Township grant funding is rolled-up into Allegheny County and Northampton County respectively.

Source: Grant data provided by PEMA. County population data from the U.S. Census Bureau.

Activity 3: Response Operations

The Response Operations Activity includes coordination of the Commonwealth Response Coordination Center (CRCC), Commonwealth Watch and Warning Center (CWWC), Technical Communications and External Operations. PEMA is responsible for the coordination and direction of Commonwealth resources in response to emergencies or disasters and serves as the statewide emergency reporting center. PEMA activates the CRCC in anticipation or response to emergencies to support counties in mitigation efforts and to minimize injuries to citizens. When the CRCC is not activated, the CWWC provides the same support for smaller scale incidents and continuity during activations. The Bureau of External Operations oversees Pennsylvania's participation in the Emergency Management Assistance Compact (EMAC), which is an all-hazards, all-disciplines mutual aid system that allows for resource sharing between states in response to or recovery from a declared disaster.

The primary goals of this activity are as follows:

- Maintain a well-coordinated and efficient tiered response system that is capable of supporting counties and local municipalities for incidents when they lack adequate resources.
- Provide quality training designed to increase individual and organizational productivity and enrichment for all agency representatives (AREPs) and PEMA staff.
- Effectively request and/or send resources to assist during a Governor-declared disaster when local resources may be stretched beyond capabilities.

Resources

Response Operations: Expenditures and Filled FTE Positions						
	14-15	15-16	16-17	17-18	18-19	19-20
	Actual	Actual	Actual	Actual	Actual	Budget
Expenditures by Object						
Personnel Services	\$2.91	\$3.17	\$2.75	\$2.79	\$2.70	\$3.15
Operational Expenses	1.02	0.34	0.23	0.41	0.18	0.95
Other	<u>3.11</u>	<u>0.78</u>	<u>1.29</u>	<u>2.04</u>	<u>2.08</u>	<u>0.12</u>
Total	7.05	4.28	4.26	5.24	4.96	4.21
Expenditures by Fund						
General Fund (State)	\$1.87	\$0.37	\$0.99	\$1.93	\$1.48	\$0.04
General Fund (Federal)	4.70	3.46	2.76	2.86	3.01	3.62
General Fund (Restricted)	0.17	0.17	0.20	0.18	0.18	0.22
Other	<u>0.31</u>	<u>0.28</u>	<u>0.31</u>	<u>0.28</u>	<u>0.29</u>	<u>0.33</u>
Total	7.05	4.28	4.26	5.24	4.96	4.21
Average Weekly FTE Positions	60	59	53	51	49	54
Personnel Cost/FTE (\$ thousands)	\$48.8	\$54.2	\$51.4	\$55.1	\$55.0	\$58.3

Note: Expenditures in dollar millions. Actual expenditures are listed in the year the expenditure was recorded.

Performance Measures

Response Operations						
	2014	2015	2016	2017	2018	2019
Descriptive						
# Pennsylvania disaster declarations	2	0	9	5	9	7
# Incidents reported to the CWWC ¹	13,378	14,339	15,579	15,950	15,429	--
Output						
# CRCC activations ²	--	12	14	14	22	15
# Trained Personnel (IMT) ³	27	31	44	56	63	70
# EMAC trained personnel	--	15	19	21	23	25
Outcome						
# Times assisted other states (EMAC)	9	3	4	9	12	--
# Times other states assisted PA (EMAC)	5	0	0	0	0	--
EMAC assistance provided (\$ thousands) ⁴	\$1,285	\$35	\$349	\$2,630	\$602	--
# Mission Ready Packages ⁵	--	--	--	19	19	25
% AREPs attending CRCC quarterly training ²	--Recommended Performance Measure--					
Notes:						
1 CWWC is the Commonwealth Watch and Warning Center. PEMA provides guidelines to counties on the type and level of incident to report to the state in anticipation of response to disasters and emergencies.						
2 CRCC is the Commonwealth Response Coordination Center.						
3 IMTs are Incident Management Teams. An IMT provides on-scene incident management support during incidents or events that exceed a jurisdiction's or agency's capability or capacity.						
4 EMAC assistance provided reflects reimbursements to Pennsylvania for assistance to other U.S. states and territories.						
5 Mission Ready Packages are a type of mutual aid or agreement between emergency responders to lend and account for the capabilities and cost of state-controlled resources. They allow for rapid identification, location, request and tracking of specific resources during a disaster.						

Benchmarks

Commonwealth Watch and Warning Center Incident Types (FY 2018-19)

Incident Type	# of Incidents	Share of Total
Transportation Emergency	4,956	32.1%
Fire	2,221	14.4
Hazardous Materials	2,114	13.7
Utility Emergency	1,800	11.7
Adverse/Severe Weather	1,045	6.8
All Other	<u>3,293</u>	<u>21.3</u>
Total	15,429	100.0

Note: The table shows the top five types of incidents reported to the Commonwealth Watch and Warning Center (CWWC), which comprise nearly 80 percent of all incidents. The All Other line includes categories such as search and rescue, law enforcement and medical services emergencies.

Source: Data provided by PEMA. Calculations by the IFO.

Commonwealth Watch and Warning Center Incidents by County (FY 2018-19)

	# of Incidents	Share of Total
Northampton	2,067	13.4%
Allegheny	1,948	12.6
Westmoreland	1,659	10.8
Washington	682	4.4
Berks	675	4.4
Chester	393	2.5
Luzerne	372	2.4
Dauphin	352	2.3
Somerset	326	2.1
York	315	2.0
All Other	<u>6,640</u>	<u>43.0</u>
Total	15,429	100.0

Note: The table shows the top ten counties with the highest occurrence of incidents reported to the Commonwealth Watch and Warning Center (CWWC). The All Other category includes incidents that occur in the remaining 57 counties, over multiple counties and federal incidents.

Source: Data provided by PEMA. Calculations by the IFO.

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Activity 4: Recovery and Mitigation

The Bureau of Recovery and Mitigation manages the federal and state funded Individual Assistance (IA), Public Assistance (PA) and Hazard Mitigation (HM) grant programs. These programs provide financial assistance to victims of disasters which may include private citizens, political subdivisions, state agencies and certain private non-profits to repair or restore damaged property. The bureau also plans, organizes, and directs statewide initiatives and programs to mitigate damage that may be caused by future disasters. Additionally, it administers special funds made available to governmental entities for emergencies or disasters of a lesser magnitude or unique nature.

The primary goals of this activity are as follows:

- Coordinate federal and state disaster recovery efforts by (1) planning and leading damage assessment operations following an event, (2) coordinating the request for the appropriate federal assistance and (3) delivering the IA, PA and HM grant programs.
- Coordinate the delivery of other federal financial resources from the Small Business Administration (SBA), United States Department of Agriculture (USDA), and Housing and Urban Development (HUD) Disaster Assistance Program to disaster victims and public entities.
- Oversee the acquisition, elevation or removal of homes in the flood plain.
- Serve as the primary point-of-contact for Commonwealth entities requesting recovery assistance.

Resources

Recovery and Mitigation: Expenditures and Filled FTE Positions						
	14-15	15-16	16-17	17-18	18-19	19-20
	Actual	Actual	Actual	Actual	Actual	Budget
Expenditures by Object						
Personnel Services	\$1.85	\$1.86	\$1.76	\$1.47	\$1.33	\$1.61
Operational Expenses	1.09	0.47	0.22	0.43	0.19	0.32
Grants	28.88	20.03	48.56	17.75	12.15	31.73
Other	<u>7.92</u>	<u>2.65</u>	<u>15.25</u>	<u>0.59</u>	<u>10.22</u>	<u>21.52</u>
Total	39.73	25.01	65.79	20.25	23.89	55.18
Expenditures by Fund						
General Fund (State)	\$8.70	\$8.95	\$8.15	\$4.25	\$2.60	\$0.65
General Fund (Federal)	31.02	16.05	57.64	15.99	21.29	54.53
General Fund (Restricted)	<u>0.01</u>	<u>0.01</u>	<u>0.01</u>	<u>0.01</u>	<u>0.01</u>	<u>0.01</u>
Total	39.73	25.01	65.79	20.25	23.89	55.18
Average Weekly FTE Positions	17	17	16	15	13	15
Personnel Cost/FTE (\$ thousands)	\$108.2	\$112.7	\$111.4	\$96.3	\$100.3	\$107.0

Note: Expenditures in dollar millions. Actual expenditures are listed in the year the expenditure was recorded.

Performance Measures

Recovery and Mitigation						
	14-15	15-16	16-17	17-18	18-19	19-20
Descriptive						
Recovery spending per year ¹	\$25.0	\$11.4	\$55.0	\$11.1	\$13.9	\$8.1
Mitigation spending per year ¹	\$10.9	\$5.6	\$2.8	\$5.6	\$7.2	\$0.9
Outcome						
# Properties removed from flood plains ¹	33	48	236	323	143	91
# Deaths that occur during a disaster ^{2,3}	--	2	1	--	2	--
Total property damage ³	--	--	\$36.5	--	\$93.8	--
Damage to roads and bridges (PA) ^{3,4}	--	--	\$33.2	--	\$71.8	--
% Uninsured losses	--Recommended Performance Measure--					
% Municipalities that adopt county HM plans ⁵	--	--	--	--	--	75%
% Pennsylvania share of federal HM funding	--Recommended Performance Measure--					
Notes: Dollar amounts in millions.						
1 Data in calendar year.						
2 Data can only be tracked in the event of a Presidential disaster declaration.						
3 Data reported by counties and/or municipalities to a state reporting system after a disaster.						
4 PA stands for Public Assistance.						
5 To be eligible for federal hazard mitigation (HM) grants, municipalities must have an approved HM plan.						

State Benchmarks

Populations and Households within the 100-Year Floodplain (2017)						
	Population Living in 100-Year Floodplain			Households in 100-Year Floodplain		
	Population	Share	State Rank	Number	Share	State Rank
West Virginia	127,755	6.9%	5	62,339	7.0%	6
New Jersey	451,898	5.1	16	230,313	6.4	8
Delaware	43,201	4.7	19	34,713	8.4	5
Ohio	365,703	3.2	32	159,918	3.1	33
New York	620,075	3.2	33	269,165	3.3	30
Pennsylvania	357,386	2.8	36	160,839	2.9	36
Maryland	103,342	1.7	47	56,411	2.3	44
U.S. Total	15,000,304	4.7	--	6,924,717	5.2	--
Source: NYU Furman Center. FloodzoneData.us.						

County Benchmarks

Populations and Households within the 100-Year Floodplain (2017)

County	Population Living in 100-Year Floodplain			Households in 100-Year Floodplain		
	Population	Share	County Rank	Number	Share	County Rank
Cameron	1,380	18.0%	1	725	13.2%	3
Union	6,035	14.3	2	2,255	14.1	1
Clinton	5,693	13.6	3	2,565	13.7	2
Potter	1,883	10.8	4	1,459	11.6	4
Wyoming	2,833	10.7	5	1,377	10.9	5
Mifflin	4,968	10.7	6	2,235	10.6	6
Bradford	6,123	10.0	7	2,896	9.8	8
Armstrong	6,353	9.7	8	3,266	10.4	7
Bedford	4,688	9.2	9	2,403	9.4	9
Crawford	7,514	8.7	10	3,479	7.9	11
Columbia	5,846	8.6	11	2,351	7.9	13
Perry	3,592	8.1	12	1,653	7.9	12
Lycoming	9,331	8.0	13	4,447	8.4	10
Juniata	1,562	7.7	14	726	7.7	14
Susquehanna	3,062	7.0	15	1,627	7.0	15
State Total	357,386	2.8	--	160,839	2.9	--

Note: Top 15 counties only.

Source: NYU Furman Center. FloodzoneData.us.

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Activity 5: Hazardous Materials

The Bureau of Technical Hazards is responsible for the statewide Hazardous Material Safety Program established by the Hazardous Material Emergency Planning and Response Act (Act 165 of 1990). Further planning, training and exercise activities are conducted annually under PEMA Radiological Preparedness Program including activities that address the movement of radiological materials through the state. Act 165 mandates response coverage of a certified Hazardous Materials Response Team for each county within the Commonwealth. PEMA ensures that these teams meet established criteria to maintain certification. PEMA leads the Black Sky planning and coordination efforts for the Pennsylvania Public Utility Commission and provides staffing and planning support to the Opioid Unified Coordination Group.

The primary goals of this activity are as follows:

- Maintain the level of hazardous materials preparedness by ensuring that each county within the Commonwealth has response coverage from a certified hazardous materials response team.
- Maintain a high level of radiological preparedness within the Commonwealth by (1) coordinating and facilitating participation in nuclear power plant response exercises and (2) providing radiological monitoring, decontamination and medical care training to first-responders.

Resources

Hazardous Materials: Expenditures and Filled FTE Positions						
	14-15	15-16	16-17	17-18	18-19	19-20
	Actual	Actual	Actual	Actual	Actual	Budget
Expenditures by Object						
Personnel Services	\$0.89	\$0.80	\$0.91	\$0.93	\$1.05	\$1.25
Operational Expenses	0.61	0.24	0.50	0.23	0.37	0.50
Grants	2.39	2.40	2.31	2.44	2.39	2.57
Other	<u>0.07</u>	<u>0.06</u>	<u>0.03</u>	<u>0.01</u>	<u>0.01</u>	<u>0.00</u>
Total	3.96	3.50	3.75	3.61	3.83	4.32
Expenditures by Fund						
General Fund (State)	\$0.00	\$0.00	\$0.02	\$0.02	\$0.06	\$0.02
General Fund (Federal)	0.41	0.51	0.56	0.37	0.52	0.90
General Fund (Restricted)	2.02	1.51	1.70	1.72	1.81	1.83
Hazardous Material Response Fund	<u>1.54</u>	<u>1.48</u>	<u>1.47</u>	<u>1.50</u>	<u>1.44</u>	<u>1.57</u>
Total	3.96	3.50	3.75	3.61	3.83	4.32
Average Weekly FTE Positions	10	9	10	9	10	11
Personnel Cost/FTE (\$ thousands)	\$86.5	\$85.9	\$93.3	\$97.8	\$102.1	\$113.9
Note: Expenditures in dollar millions. Actual expenditures are listed in the year the expenditure was recorded.						

Performance Measures

Hazardous Materials						
	14-15	15-16	16-17	17-18	18-19	19-20
Descriptive						
# Hazardous materials incidents ^{1,2}	2,671	2,316	2,110	2,197	2,114	--
Output						
# Certified Hazardous Materials Response Teams ³	2	7	14	11	2	7
# First responders w/ radiologic preparedness training	772	1,382	827	735	660	--
# Nuclear power plant exercises conducted	2	3	2	3	2	3
Notes:						
1 Data in calendar year.						
2 Hazardous materials incidents can include but are not limited to: oil or fuel spills, gas leaks, industrial plant incidents, agricultural runoff, truck overturns, minor chemical spills, etc.						
3 There is a two-year recertification period for Hazardous Materials Response Teams (HMRTs). Every county has an HMRT but a team can cover multiple counties.						

Activity 6: Fire Grants and Loan Program

The Office of the State Fire Commissioner (OSFC) administers a loan program and two separate grant programs: (1) the Volunteer Loan Assistance Program (VLAP) that provides low interest loans to volunteer fire and emergency services organizations; (2) the Fire Company and Emergency Medical Service (FCEMS) Grant Program that distributes \$30 million annually to volunteer and career fire, emergency medical services and rescue companies; and (3) the Act 13 Unconventional Gas Well Fund (UGWF) Grant Program that provides grants for volunteer and career fire, emergency medical services and rescue companies throughout the 40 counties in Pennsylvania where unconventional gas well drilling has been permitted and any adjacent counties that respond to gas well related emergencies.

The primary goal of this activity is to provide a funding source that allows emergency response agencies to close funding gaps in their budgets by providing low interest loans to help offset costs associated with purchasing necessary equipment, emergency vehicles, training, and renovation and construction of fire stations. The expected outcomes of these programs are to help ensure that emergency responders can continue to provide fire protection and emergency services to the citizens of Pennsylvania.

Resources

Volunteer Fire Grants and Loan Program: Expenditures and Filled FTE Positions						
	14-15	15-16	16-17	17-18	18-19	19-20
	Actual	Actual	Actual	Actual	Actual	Budget
Expenditures by Object						
Personnel Services	\$0.70	\$0.83	\$0.98	\$0.74	\$0.94	\$1.01
Grants	28.78	30.45	29.84	28.61	30.25	30.12
Debt Service/Investment	10.04	15.10	10.26	10.13	16.22	18.57
Other	<u>0.50</u>	<u>0.54</u>	<u>1.05</u>	<u>1.16</u>	<u>1.14</u>	<u>1.43</u>
Total	40.03	46.91	42.13	40.64	48.56	51.13
Expenditures by Fund						
General Fund (State)	-\$0.12	-\$0.03	-\$0.60	-\$0.59	-\$0.52	-\$0.50
General Fund (Augmentations)	0.50	0.50	1.05	1.05	1.05	1.05
General Fund (Restricted)	29.03	30.70	30.64	29.02	30.81	30.00
Volunteer Companies Loan Fund	10.30	15.35	10.50	10.39	16.47	20.00
Unconventional Gas Well Fund	<u>0.32</u>	<u>0.40</u>	<u>0.53</u>	<u>0.77</u>	<u>0.75</u>	<u>0.59</u>
Total	40.03	46.91	42.13	40.64	48.56	51.13
Average Weekly FTE Positions	8	9	9	7	8	9
Personnel Cost/FTE (\$ thousands)	\$89.7	\$93.2	\$113.9	\$105.4	\$111.7	\$112.7
Note: Expenditures in dollar millions. Actual expenditures are listed in the year the expenditure was recorded.						

Performance Measures

Volunteer Fire Grants and Loan Program

	2014	2015	2016	2017	2018	2019
Descriptive						
# Fire departments in PA ¹	--	--	--	2,144	2,137	2,130
# EMS companies in PA ^{1,2}	--	--	--	--	800	800
# VLAP loan applications ³	--	96	60	77	79	62
# FCEMS grant applications ⁴	2,511	2,598	2,467	2,502	2,494	--
Output						
# VLAP loans approved ^{3,5}	--	91	81	71	60	92
VLAP loans awarded (\$ millions) ³	--	\$13.0	\$12.9	\$11.7	\$10.3	\$16.1
# FCEMS fire company grants awarded ⁴	1,988	2,040	1,974	1,973	1,970	--
# FCEMS EMS company grants awarded ^{2,4}	487	503	493	513	501	--
\$ Avg. FCEMS fire company grant award ^{4,6}	\$13.3	\$13.0	\$13.4	\$13.4	\$13.4	--
\$ Avg. FCEMS EMS company grant award ^{2,4,6}	\$7.4	\$7.2	\$7.3	\$7.0	\$7.2	--
UGWF award amounts (\$ thousands) ⁷	--	--	--	\$400	\$250	\$274
Avg. UGWF award amount (\$ thousands) ⁷	--	--	--	\$3.7	\$3.6	\$3.9
Outcome						
% UGWF grants \$ awarded of total requested ⁷	--	--	--	74%	32%	31%
% FCEMS applicants approved ⁴	99%	98%	100%	99%	99%	--
% UGWF applicants approved ⁷	--	--	--	75%	33%	27%

Notes: Calculations by the IFO.

1 Approximation.

2 EMS stands for Emergency Medical Services.

3 VLAP stands for Volunteer Loan Assistance Program.

4 FCEMS stands for Fire Company and Emergency Medical Service grant program.

5 VLAP loans approved in 2016 and 2019 were greater than total applied for those years due to application timing requiring loan settlement in the following year.

6 Grants awarded in \$ thousands.

7 UGWF stands for the Unconventional Gas Well Fund Grant program. The UGWF grant program started in 2017 and the maximum award amount for a single grant is \$4,000.

County Benchmarks

Fire Company and Emergency Medical Service Grant Awards by County (FY 2018-19)

County	Rank	Grant Awards (\$ thousands)	Grant Awards per Capita	County	Rank	Grant Awards (\$ thousands)	Grant Awards per Capita
Sullivan	1	\$126	\$20.7	Perry	35	\$173	\$3.7
Schuylkill	2	1,338	9.4	Bedford	36	176	3.7
Potter	3	141	8.5	Beaver	37	566	3.4
Cameron	4	30	6.7	Lackawanna	38	720	3.4
Northumberland	5	577	6.3	Columbia	39	220	3.4
Clearfield	6	496	6.3	Forest	40	24	3.3
Susquehanna	7	252	6.2	Elk	41	99	3.3
McKean	8	254	6.2	Washington	42	636	3.1
Clinton	9	238	6.1	Indiana	43	252	3.0
Juniata	10	144	5.8	Mercer	44	322	2.9
Wyoming	11	155	5.7	Fulton	45	40	2.8
Tioga	12	232	5.7	Adams	46	286	2.8
Huntingdon	13	256	5.7	Butler	47	475	2.5
Bradford	14	336	5.5	Lawrence	48	214	2.5
Venango	15	276	5.4	Blair	49	273	2.2
Montour	16	98	5.4	Union	50	95	2.1
Armstrong	17	349	5.3	Franklin	51	329	2.1
Greene	18	185	5.1	Allegheny	52	2,578	2.1
Wayne	19	258	5.0	Berks	53	864	2.1
Somerset	20	363	4.9	Lancaster	54	1,086	2.0
Cambria	21	643	4.9	York	55	850	1.9
Carbon	22	303	4.7	Cumberland	56	459	1.8
Mifflin	23	216	4.7	Erie	57	489	1.8
Jefferson	24	203	4.7	Northampton	58	540	1.8
Luzerne	25	1,416	4.5	Dauphin	59	458	1.7
Clarion	26	168	4.3	Montgomery	60	1,337	1.6
Fayette	27	561	4.3	Delaware	61	900	1.6
Pike	28	231	4.1	Centre	62	250	1.5
Westmoreland	29	1,435	4.1	Bucks	63	914	1.5
Warren	30	161	4.1	Chester	64	705	1.4
Lycoming	31	463	4.1	Monroe	65	222	1.3
Snyder	32	164	4.1	Lehigh	66	478	1.3
Crawford	33	329	3.9	Philadelphia	67	36	0.0
Lebanon	34	535	3.8	Total	--	30,000	--

Note: The Fire Company and Emergency Medical Service Grant Program (FCEMS) is an annual grant program available for volunteer and career fire companies, emergency medical services and rescue squads. In FY 18-19, there were 2,492 applicants that applied for a total of \$35.44 million in grant funding in which the Office of the State Fire Commissioner granted out the maximum the grant allows (\$30 million). The table is ranked by grants per capita.

Source: Data provided by the Office of the State Fire Commissioner.

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Activity 7: OSFC Training and Certification

The Office of the State Fire Commissioner provides programs that promote and deliver training, education and professional certifications for emergency service personnel throughout the Commonwealth. The Pennsylvania State Fire Academy (SFA) is located in Lewistown, Pennsylvania and offers tuition-free, one- and two-week programs for in-state public emergency responders. In addition to the classes conducted in Lewistown, the SFA also delivers special curriculum locally to emergency service organizations through the Academy on the Road and local level training programs. The academy also administers the Pennsylvania Fire Service Certification program which identifies and recognizes emergency service personnel whose accomplishments in training and education meets or exceeds nationally recognized standards.

The primary goals of this activity are to safely train and certify emergency response personnel in a manner that (1) meets or exceeds national standards and (2) prepares personnel to respond appropriately to the needs of individual communities.

Resources

OSFC Training and Certification: Expenditures and Filled FTE Positions						
	14-15	15-16	16-17	17-18	18-19	19-20
	Actual	Actual	Actual	Actual	Actual	Budget
Expenditures by Object						
Personnel Services	\$1.26	\$1.40	\$1.41	\$1.41	\$1.44	\$1.93
Operational Expenses	0.67	0.48	0.72	0.73	0.94	1.10
Other	<u>0.02</u>	<u>0.05</u>	<u>0.13</u>	<u>0.07</u>	<u>0.00</u>	<u>0.01</u>
Total	1.94	1.92	2.26	2.21	2.38	3.03
Expenditures by Fund						
General Fund (State)	\$1.63	\$1.55	\$1.85	\$2.01	\$2.22	\$2.31
General Fund (Augmentations)	0.01	0.00	0.00	0.01	0.01	0.01
General Fund (Federal)	0.15	0.25	0.13	0.06	0.00	0.50
General Fund (Restricted)	0.00	0.00	0.00	0.00	0.02	0.06
Unconventional Gas Well Fund	<u>0.15</u>	<u>0.12</u>	<u>0.27</u>	<u>0.13</u>	<u>0.14</u>	<u>0.16</u>
Total	1.94	1.92	2.26	2.21	2.38	3.03
Average Weekly FTE Positions	13	13	15	16	12	13
Personnel Cost/FTE (\$ thousands)	\$98.4	\$108.0	\$96.1	\$87.9	\$121.2	\$148.4

Note: Expenditures in dollar millions. Actual expenditures are listed in the year the expenditure was recorded.

Performance Measures

OSFC Training and Certification						
	2014	2015	2016	2017	2018	2019
Descriptive						
# Fire incident reports (thousands)	--	612	664	508	501	--
# Fire departments in Recognition Program ¹	--	--	554	388	265	300
# Total state volunteer firefighters	--Recommended Performance Measure--					
# Total state career firefighters	--Recommended Performance Measure--					
Output						
# SFA Entry Level Training students enrolled ²	--	--	8,350	8,296	8,117	8,400
# Individuals certified at Firefighter 1 or higher	--	--	3,310	3,586	2,916	3,000
# Online trainings for firefighters provided	--Recommended Performance Measure--					
Outcome						
% Fire departments reporting in PennFIRS ³	50%	50%	73%	82%	85%	86%
# Civilian fire casualties deaths	139	135	125	125	152	100
# Firefighters killed in the line of duty	--	8	4	4	8	--
Notes:						
1 The Participating Department Recognition Program is a program that Commonwealth emergency responders have an opportunity to participate in and be recognized as a certified fire professional at various levels in accordance with nationally recognized standards.						
2 SFA is the State Fire Academy.						
3 PennFIRS is the state incident reporting system for fire departments.						

State Benchmarks

Volunteer and Career Fire Departments by State (2019)					
State	Volunteer	Career	State	Volunteer	Career
Top 10 Share of Career Fire Departments			Bottom 10 Share of Career Fire Departments		
Hawaii	8.3%	91.7%	New York	94.4%	5.6%
Florida	47.1	52.9	West Virginia	95.5	4.4
Massachusetts	55.1	45.0	Iowa	95.9	4.1
Arizona	56.8	43.1	Vermont	96.1	4.0
California	58.5	41.5	Nebraska	96.2	3.8
Rhode Island	61.7	38.2	North Dakota	96.6	3.4
Georgia	75.2	24.8	South Dakota	96.6	3.4
Colorado	77.3	22.7	Pennsylvania	96.8	3.2
Washington	77.6	22.3	Minnesota	97.3	2.6
South Carolina	78.5	21.4	Delaware	98.3	1.7
			National Average	84.0	16.0
Note: The table shows the top and bottom 10 states based on their reliance on career versus volunteer firefighters. The data excludes U.S. territories and Washington D.C.					
Source: U.S. Fire Administration data. Calculations by the IFO.					

Activity 8: Administration

The Administration Activity provides the organizational leadership and core support services for operations of PEMA and the OSFC. It includes the executive leadership functions associated with the Director, Deputy Directors and the legal, legislative, communications and policy offices. It also includes human resources, information technology and financial management services as well as the administration of grants. The primary goals and outcomes of this activity are to provide the leadership, support and oversight necessary for effective and efficient operations of PEMA and the OSFC.

Resources

Administration: Expenditures and Filled FTE Positions						
	14-15	15-16	16-17	17-18	18-19	19-20
	Actual	Actual	Actual	Actual	Actual	Budget
Expenditures by Object						
Personnel Services	\$7.83	\$7.94	\$7.62	\$7.45	\$6.99	\$7.40
Operational Expenses	4.35	5.68	3.81	3.91	5.83	9.35
Other	<u>-1.06</u>	<u>-1.43</u>	<u>-1.12</u>	<u>-0.93</u>	<u>0.48</u>	<u>1.33</u>
Total	11.13	12.20	10.31	10.43	13.30	18.08
Expenditures by Fund						
General Fund (State)	\$6.92	\$8.41	\$7.60	\$7.39	\$10.52	\$12.34
General Fund (Augmentations)	0.02	0.02	0.00	0.03	0.03	0.00
General Fund (Federal)	3.66	3.16	2.07	2.02	2.07	5.33
General Fund (Restricted)	0.17	0.19	0.17	0.48	0.17	0.15
Other	<u>0.36</u>	<u>0.42</u>	<u>0.47</u>	<u>0.51</u>	<u>0.51</u>	<u>0.27</u>
Total	11.13	12.20	10.31	10.43	13.30	18.08
Average Weekly FTE Positions	41	41	44	39	36	35
Personnel Cost/FTE (\$ thousands)	\$190.7	\$192.8	\$172.5	\$193.4	\$193.6	\$211.4

Note: Expenditures in dollar millions. Actual expenditures are listed in the year the expenditure was recorded.

Performance Measures

Administration						
	14-15	15-16	16-17	17-18	18-19	19-20
Descriptive						
Agency FTE	184	188	183	172	160	175
Overtime costs (\$ thousands)	\$602	\$581	\$479	\$461	\$547	\$534
HR costs ¹ (\$ thousands)	\$338	\$373	\$331	\$374	\$331	\$337
IT costs ¹ (\$ thousands)	\$1,328	\$1,223	\$1,569	\$1,773	\$2,821	\$3,052
Efficiency						
Overtime cost per agency FTE	\$3,266	\$3,098	\$2,616	\$2,687	\$3,409	\$3,051
HR cost per agency FTE ¹	\$1,833	\$1,990	\$1,811	\$2,177	\$2,062	\$1,926
IT cost per agency FTE ¹	\$7,213	\$6,515	\$8,576	\$10,328	\$17,598	\$17,442
Avg. # days to submit federal grant payments ²						
Hazardous Materials Emergency Preparedness	--Recommended Performance Measure--					
Hazard Mitigation Grant Program	--Recommended Performance Measure--					
Homeland Security Grant Program	--Recommended Performance Measure--					
Outcome						
Staff turnover rate	10.3%	8.1%	8.7%	11.6%	7.5%	9.2%
Notes:						
1 In FY 17-18, executive agency HR services and IT complement were consolidated under the Office of Administration (OA). During this transitional year, executive agencies continued to pay the personnel costs associated with the HR and IT complement transferred to OA. Beginning in FY 18-19, agencies are billed for these services as well as for a portion of the HR and IT enterprise budget previously appropriated to OA.						
2 This measure tracks the average number of days required for PEMA to submit a request from a sub-recipient into the system for payment.						

Appendix

Performance-Based Budgeting and Tax Credit Review Schedule

Year		Performance-Based Budgets				
1	Corrections	Board of Probation and Parole	PA Commission on Crime & Delinquency	Juvenile Court Judges' Commission	Banking and Securities	General Services
2	Economic & Community Development	Human Services – Part 1	Health	Environmental Protection	PA Emergency Management Agency	State
3	PennDOT	Human Services – Part 2	State Police	Military & Veterans Affairs		
4	Education	Human Services – Part 3	Aging	PA Historical & Museum Commission	Agriculture	Labor and Industry
5	Drug and Alcohol Programs	Insurance	Revenue	Executive Offices	Environmental Hearing Board	Conservation and Natural Resources
Year		Tax Credits				
1	Film Production	New Jobs	Historic Preservation Incentive			
2	Research and Development	Keystone Innovation Zones	Mobile Telecom and Broadband	Organ and Bone Marrow		
3	Neighborhood Assistance	Resource Enhancement and Protections (REAP)	Entertainment & Economic Enhancement	Video Game Production	Keystone Special Development Zones	
4	Educational Tax Credits	Coal Refuse and Reclamation	Mixed Use	Community-Based Services		
5	Resource Manufacturing	Brewers'	Computer Data Center	Manufacturing and Investment	Waterfront Development	Rural Jobs and Investment



Additional PEMA Grants

Grant	14-15	15-16	16-17	17-18	18-19	19-20
Domestic Preparedness ¹						
Award amount	\$32.4	\$32.3	\$31.1	\$31.4	\$30.5	\$30.0
Applicants	27	23	22	22	21	24
Civil Preparedness (EMPG)						
Expended	\$5.3	\$5.3	\$5.2	\$5.6	\$5.5	\$5.7
Applicants	72	72	69	101	69	69
Public Assistance						
Expended	--	--	\$52.6	\$8.2	\$12.9	\$10.0
Applicants	--	--	1,135	36	42	45
Hazard Mitigation						
Expended	--	--	\$2.6	\$4.9	\$6.0	\$4.0
Applicants	--	--	6	7	9	9
Non-Disaster						
Expended	\$0.7	\$0.8	\$0.9	\$1.5	\$1.4	\$4.0
Applicants	6	10	18	22	22	15
Small Business Administration (SBA) ²						
Expended	\$1.2	--	\$4.4	\$0.3	\$0.3	\$3.6
Applicants	2; 25	--	61; 75	18; 75	11; 100	100; 150
Red Cross Grant ³						
Expended	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2	\$0.3
Applicants	1	1	1	1	1	1
Search and Rescue ³						
Expended	\$0.3	\$0.3	\$0.3	\$0.3	\$0.3	\$0.3
Applicants	1	1	1	1	1	1
Disaster Recovery ⁴						
Expended	--	--	--	\$2.0	\$2.6	\$1.0
Applicants	--	--	--	4	3	1
Hazardous Materials Emergency Preparedness						
Expended	\$0.3	\$0.4	\$0.4	\$0.3	\$0.4	\$0.4
Applicants	37	32	29	27	39	39
Hazardous Materials Response Fund ³						
Expended	\$1.3	\$1.3	\$1.3	\$1.3	\$1.3	\$1.2
Applicants	62	62	61	63	62	62
Radiological Emergency Response Fund ³						
Expended	\$0.7	\$0.7	\$0.6	\$0.8	\$0.6	\$0.6
Applicants	27	27	26	27	26	26

Note: Grant amounts in millions of dollars and are based on expenditures in each appropriation year, except the Domestic Preparedness grant which is actual awards. Unless otherwise noted, all grants are federal.

1 The Domestic Preparedness grant is the Homeland Security Grant Program (HSGP). The HSGP is a 3-year federal grant in which PEMA receives \$30 million each year in grant funding.

2 SBA applicants are the number of loans approved followed by a roughly estimated number of properties involved.

3 Pennsylvania state grants.

4 Disaster Recovery is a mitigation program where PEMA receives a federal sub-grant from DCED's Community Development Block Grant Program.

Source: Grant data provided by PEMA.

Agency Response



COMMONWEALTH OF PENNSYLVANIA
PENNSYLVANIA EMERGENCY MANAGEMENT AGENCY

December 16, 2019

Mr. Matthew J. Knittel
Director
Independent Fiscal Office
Rachel Carson Building
400 Market Street
Harrisburg, Pennsylvania 17105

Re: Performance-Based Budget Plan – Pennsylvania Emergency Management Agency

Dear Director Knittel:

Thank you for the opportunity to review the Independent Fiscal Office (IFO) draft Performance Based Budget (PBB) report for the Pennsylvania Emergency Management Agency (PEMA). We appreciate the efforts of your staff to assist the agency in the development of the report, and to refine the performance and outcome metrics for our various programs that are contained in it.

PEMA is an agency with many diverse program areas. Most of the day-to-day functions of the agency are centered around the core mission areas of emergency management which encompass preparedness, response, recovery and mitigation activities. Much of this work is accomplished using a mix of federal and state grants that have varying requirements. However, during times of emergencies or other disasters, the agency becomes the focal point for coordination of the immediate response and short- and long-term recovery functions. This is accomplished using several disaster related funding sources available through the state and federal government.

Prior to engaging with the IFO over the last year in the development of the PBB, the agency identified several strategic initiatives to improve the efficiency and effectiveness of disaster grants, non-disaster grants and other monies utilized by the agency to support various programs. Many of these initiatives, which are strategically focused, and outcome driven, are currently in development, or in the initial stages of implementation and will be incorporated in to the agency's 2020-2023 strategic plan. This initial PBB will serve as the foundation for defining and monitoring performance moving forward.

Overall, PEMA agrees with the recommendations of the IFO and is committed to refining and developing more useful, long term performance metrics to benchmark and drive agency outcomes for the benefit of the citizens of the Commonwealth.

Thank you again for the opportunity to review and comment on the draft PBB.

Sincerely,

A handwritten signature in dark ink, appearing to read "D. R. Padfield".

David R. Padfield
Director

