

Performance-Based Budget

PENNSYLVANIA STATE POLICE



Commonwealth of Pennsylvania
Independent Fiscal Office
March 2021

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INDEPENDENT FISCAL OFFICE

March 25, 2021

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 State Police. 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.

Sincerely,

A handwritten signature in blue ink that reads "Matthew J. Knittel".

Dr. Matthew J. Knittel
Director

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Background on Performance-Based Budgeting

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. 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.

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.

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

Traditional versus Performance-Based Budget		
Criteria	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, Use Prior Year	Prospective, Outcome-Based

The plans track funds based on agency activities because they can be more readily linked to measures that track progress towards goals, objectives and ultimate outcomes. Activities are the specific services an agency provides to a defined service population in order to achieve desired outcomes. Activity measures can take various forms: inputs (funding levels, number of employees), outputs (workloads), efficiency (cost ratios, time to complete tasks), outcomes (effectiveness), 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 facilitate a more informed discussion regarding agency operations and how they impact state residents.

Note: 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 those 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.

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Pennsylvania State Police Overview

Mission Statement

The mission of the Pennsylvania State Police (PSP) is to seek justice, preserve peace and improve the quality of life for all.

Services Provided

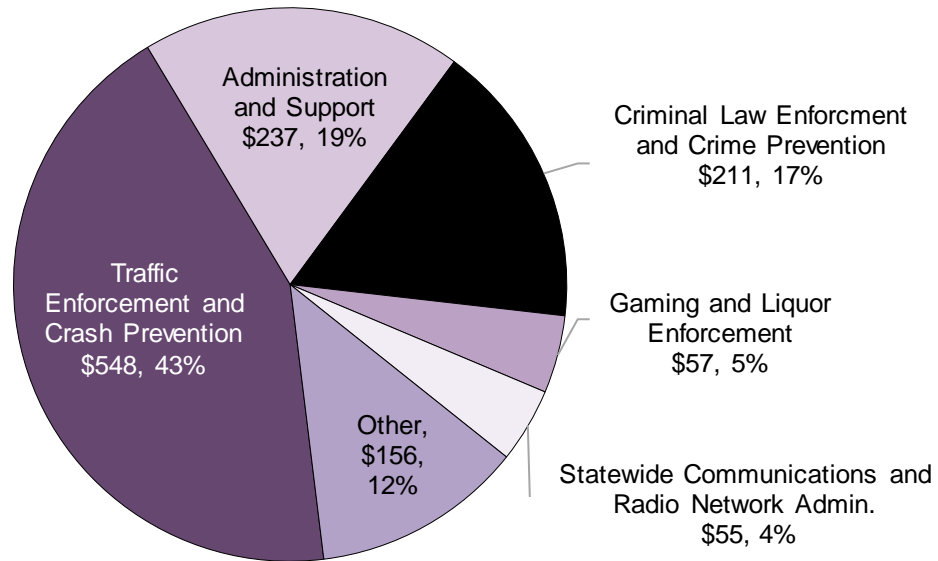
For this report, the services provided by the PSP are classified into 10 general activities.

PSP: Activities and Primary Services Provided	
Activity	Primary Service
Traffic Enforcement and Crash Prevention	Enforce traffic laws on Commonwealth roadways
Criminal Law Enforcement and Crime Prevention	Prevent and investigate criminal activity
Emergency Preparedness and Response	Secure the Commonwealth and respond to emergencies
Gaming and Liquor Enforcement	Enforce state gaming and liquor laws
Forensic Laboratory Services	Provide forensic support to law enforcement agencies
Records and Information Management	Collect and disseminate accurate information
Statewide Communications/Radio Network	Provide reliable radio communication
Officer Recruitment and Development	Develop a distinguished and diverse workforce
Community Partnerships and Engagement	Build positive relationships with citizens served
Administration and Support	Provide organizational leadership and support

Highlights of recent agency activity include:

- Providing full- or part-time service coverage for 26 percent of the state population, 61 percent of Pennsylvania’s highway miles and 82 percent of land area.
- Conducting approximately 300 risk and threat assessments in FY 2019-20 for schools, houses of worship and large gatherings to protect the Commonwealth against foreign and domestic terrorism.
- Providing forensic laboratory services to approximately 900 federal, state and local law enforcement agencies in 2020, completing over 36,000 cases and reducing backlogs.
- Completing firearm background checks for over 1.4 million firearm purchases and transfers in 2020, 65 percent of which were automatically approved and 35 percent handled by an operator.
- Upgrading the Statewide Radio Network (PA STARNet) to P25 standards in 13 of 16 planned troops to enhance the reliability and coverage of emergency communications in Pennsylvania.
- Increasing efforts to recruit, train and develop a workforce of over 4,500 sworn officers that reflects the diversity of the residents served through programs such as the Bigs in Blue, Cadet Life Tour and Mentoring Program.
- Developing and maintaining training and certification standards for more than 1,000 active local police departments throughout the state.

PSP FY 2019-20 Actual Expenditures by Activity



Note: The chart includes all types of expenditures (\$1.27 billion). The table below only includes General Government Operations, which account for 78 percent of total PSP expenditures.

Activities	General Government Operations		Total
	General Fund	Motor License Fund	
Traffic Enforcement and Crash Prevention	\$166.5	\$288.2	\$454.7
Criminal Law Enforcement and Crime Prevention	64.6	138.0	202.6
Emergency Preparedness and Response	7.5	17.4	24.9
Gaming and Liquor Enforcement	4.1	8.2	12.3
Forensic Laboratory Services	9.8	21.1	30.9
Records and Information Management	5.3	5.6	10.9
Statewide Communications/Radio Network	2.5	5.1	7.6
Officer Recruitment and Development	10.3	23.5	33.8
Community Partnerships and Engagement	2.2	4.5	6.8
Administration and Support	<u>52.7</u>	<u>135.9</u>	<u>188.6</u>
Total	\$325.7	\$647.4	\$973.1

Note: Figures in dollar millions. The Other category in the figure includes the following activities: Emergency Preparedness and Response, Forensic Laboratory Services, Records and Information Management, Recruitment and Officer Development and Community Partnerships and Engagement.

Gaming Enforcement expenditures for FY 2019-20 were impacted by a revenue shortfall caused by casino closures related to the COVID-19 pandemic. The shortfall resulted in new General Fund (\$4.1 million) and Motor License Fund (\$8.2 million) expenditures for this activity totaling \$12.3 million in FY 2019-20.

PSP Expenditures and Average Weekly FTE by Fiscal Year

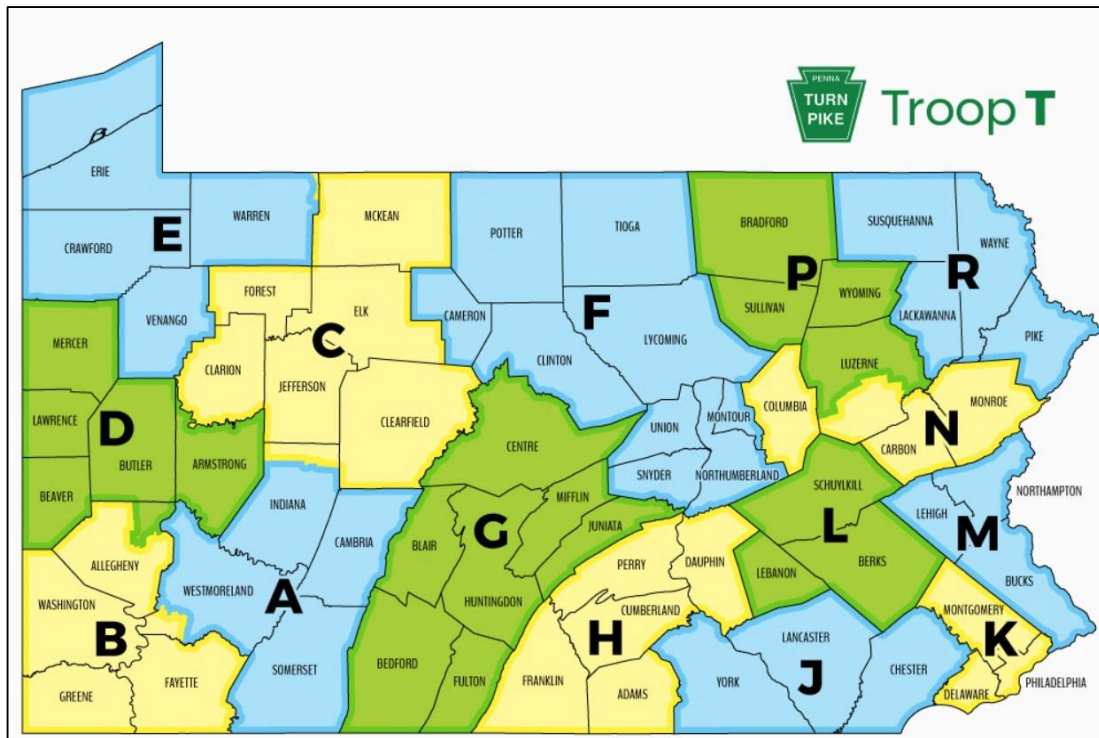
	15-16	16-17	17-18	18-19	19-20	20-21
	Actual	Actual	Actual	Actual	Actual	Budget
Expenditure by Activity						
Traffic Enforcement and Crash Prevention	\$503.6	\$515.9	\$537.3	\$548.8	\$548.0	\$600.0
Criminal Law Enforcement and Crime Prevention	189.5	198.9	198.1	204.5	211.2	212.6
Emergency Preparedness and Response	34.6	22.9	32.3	33.8	33.0	34.1
Gaming and Liquor Enforcement	49.9	51.7	55.1	58.3	57.4	61.3
Forensic Laboratory Services	31.8	31.4	34.3	35.7	36.7	40.7
Records and Information Management	32.8	28.7	35.0	37.6	36.6	40.4
Statewide Communications/Radio Network	30.2	28.5	57.9	58.3	55.2	61.2
Officer Recruitment and Development	32.6	25.1	32.1	34.4	33.9	36.1
Community Partnerships and Engagement	12.2	13.5	12.1	12.8	16.0	18.0
Administration and Support	<u>203.7</u>	<u>274.0</u>	<u>223.1</u>	<u>239.0</u>	<u>236.9</u>	<u>244.5</u>
Total	1,120.9	1,190.7	1,217.5	1,263.3	1,264.8	1,349.1
Expenditures by Object						
Personnel Services	\$959.7	\$1,001.7	\$1,019.4	\$1,047.6	\$1,056.4	\$1,102.1
Operational Expenses	131.1	153.6	165.2	192.8	194.6	214.3
Grants	<u>3.4</u>	<u>4.5</u>	<u>3.3</u>	<u>4.1</u>	<u>7.2</u>	<u>5.0</u>
Total¹	1,120.9	1,190.7	1,217.5	1,263.3	1,264.8	1,349.1
Expenditures by Fund						
General Fund (State)	\$212.4	\$264.2	\$238.0	\$294.7	\$346.6	\$209.2
General Fund (Augmentations)	74.1	81.4	87.8	102.6	108.2	103.1
General Fund (Federal)	17.4	10.9	10.4	12.9	11.1	242.6
General Fund (Restricted)	14.7	3.8	16.1	13.0	11.5	24.5
Motor License Fund	747.7	773.6	805.4	776.3	736.5	714.5
Other Funds	<u>54.6</u>	<u>56.7</u>	<u>59.9</u>	<u>63.8</u>	<u>50.9</u>	<u>55.2</u>
Total	1,120.9	1,190.7	1,217.5	1,263.3	1,264.8	1,349.1
Average Weekly FTE Positions by Activity						
Traffic Enforcement and Crash Prevention	2,833	2,770	2,702	2,743	2,870	2,870
Criminal Law Enforcement and Crime Prevention	869	832	843	863	881	865
Emergency Preparedness and Response	97	101	103	121	107	130
Gaming and Liquor Enforcement	336	336	350	359	356	390
Forensic Laboratory Services	209	205	215	216	219	229
Records and Information Management	291	276	277	277	276	287
Statewide Communications/Radio Network	65	64	68	77	73	76
Officer Recruitment and Development	231	225	281	286	264	287
Community Partnerships and Engagement	51	51	52	53	52	53
Administration and Support	<u>1,378</u>	<u>1,351</u>	<u>1,207</u>	<u>1,194</u>	<u>1,206</u>	<u>1,445</u>
Total	6,360	6,211	6,098	6,189	6,304	6,632
Personnel Cost/FTE (\$ thousands)	\$150.9	\$161.3	\$167.2	\$169.3	\$167.6	\$166.2

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

1 Total includes funds in fixed assets expense and non-expense items (<\$50,000/year).

Budgeted amounts for FY 2020-21 include \$226 million in Coronavirus Relief Funds. These monies, used for personnel expenses, are shown throughout the report in the General Fund (Federal) category.

Pennsylvania State Police FY 2019-20 Coverage and Expenditures by Troop



Troop	# Officers	FY 2019-20 Expend. (000s)	Covered Population	% Total Pop. Covered	# Traffic Crashes	# Criminal Offenses Rept.
A	260	\$57,172	313,201	49.2%	3,688	7,754
B	308	\$66,510	225,230	14.2%	5,702	10,318
C	212	\$47,743	160,591	67.2%	2,652	6,092
D	213	\$46,739	249,711	40.8%	3,245	6,228
E	226	\$49,094	223,468	50.3%	3,868	8,780
F	249	\$54,944	250,264	61.4%	3,808	7,882
G	231	\$51,995	256,501	55.4%	3,728	8,371
H	346	\$72,133	374,793	44.8%	6,415	13,640
J	248	\$51,835	320,670	21.1%	4,640	8,135
K	244	\$52,283	133,690	4.5%	10,601	4,356
L	200	\$44,681	232,714	33.0%	3,701	7,061
M	209	\$45,111	177,840	13.6%	5,478	4,655
N	246	\$51,856	162,665	54.3%	3,748	5,998
P	154	\$36,454	110,126	26.8%	1,804	3,879
R	158	\$37,086	171,611	48.0%	3,107	6,730
T	217	\$50,917	n.a.	n.a.	4,157	377
Total	3,721	\$816,555	3,363,075	26.3%	70,342	110,256

Note: Complement data reflects FY 19-20 average filled FTE for sworn officers only. Covered population is as of October 2020 and is based on July 1, 2019 U.S. Census Bureau population estimates. Troop T patrols the Pennsylvania Turnpike and therefore a calculation for the population covered was not made. The Area Commands were excluded from this table.
 Source: PSP. Criminal offense and traffic crashes data are from the Statewide Incident Reporting System.

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. Notable metrics that policymakers should monitor closely include the following:

Statewide violent crime rate declines from 2010 baseline, while violent crime rate increases in PSP coverage areas. In calendar year (CY) 2019, Pennsylvania's statewide violent crime rate was 306 per 100,000 population, compared to the U.S. average rate of 367. In FY 2019-20, the violent crime rate for PSP full- and part-time coverage areas was 127. Between CY 2010 and 2019, the statewide three-year average violent crime rate fell by 22.5 percent, while the three-year average violent crime rate for PSP coverage areas increased by 9.9 percent (FY 2010-11 to FY 2019-20). In CY 2019 PSP cleared, or closed, a higher share of violent offenses than non-PSP jurisdictions (70.3 percent compared to 51.3 percent). The clearance rate is the share of reported offenses for which an arrest is made and referred to prosecution or disposed through other legal means.

Internal Affairs Division (IAD) complaints increase, share investigated decreases. There were 1,873 complaints to the IAD in 2020, an increase of 605 complaints (47.7 percent) from 2016. There were 605 total complaints related to excessive use of force in 2020, an increase of 280 complaints (86.2 percent) from 2016. During the same time period, the share of total IAD complaints given a formal IAD investigation declined from 33.6 percent to 18.3 percent. Complaints that do not receive a formal IAD investigation can be handled through (1) supervisory resolution, in which the applicable supervisor is given the responsibility to resolve the issue or (2) information only, in which the complaint is recorded for informational purposes.

Although the share of officers from underrepresented groups in leadership positions improved from 2015, PSP remains less diverse than the state population. Between 2015 and 2020 the share of officers from underrepresented groups (minority males and females and white females) increased from 11.2 percent to 13.1 percent and the share in leadership positions increased from 22.0 percent to 24.1 percent. The share of white male officers in leadership positions declined from 28.2 percent in 2015 to 26.8 percent in 2020. In 2014, the percentage of white PSP officers was 16.0 percentage points greater than Pennsylvania's population (93.8 percent white compared to 77.8 percent). By 2019, this differential grew to 17.5 percentage points as Pennsylvania's population became more diverse at a faster rate than PSP officers (93.2 percent white compared to 75.7 percent for the state).

Forensics Services case backlogs decline significantly. At the end of 2020, the Bureau of Forensic Services (BFS) had a backlog of 5,534 cases, a decline of 3,179 cases (-36.5 percent) from 2016. To resolve backlogs, BFS increased staff within this activity. Specifically, 16 staff were added in the DNA and Serology disciplines in order to resolve backlogs of sexual assault cases. The backlog of such cases at the end of 2020 was 290, a decline of 401 cases (-58.0 percent) from 2016. The average turnaround time for sexual assault cases declined from 210 days in 2017 to 115 days in 2020, a decline of 95 days (-45.2 percent).

STARNet P25 implementation increases coverage and reliability of emergency radio communications, opportunity to track savings. In FY 2019-20, PSP implemented the P25 land mobile radio (LMR) in 13 of 16 troops. Early metrics indicate increased road and land coverage, increased reliability and reduced maintenance compared to OpenSky. In FY 2019-20 the P25 LMR had 307 help desk tickets submitted for radio issues, compared to 4,461 for OpenSky. Additionally, the P25 LMR required 36 planned maintenance projects compared to 225 for OpenSky. PSP estimates annual savings of nearly \$6 million after OpenSky is fully decommissioned.

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Activity 1: Traffic Enforcement and Crash Prevention

Patrol units in Troops A-T proactively enforce traffic laws throughout the Commonwealth and raise public awareness of safe-driving practices through education regarding driver behavior, equipment standards, and restraint system use. The department covers 61 percent of Pennsylvania’s highway miles, and 82 percent of land area. Roughly 26 percent of the state population receives full- or part-time PSP service coverage. In FY 2019-20, Troopers made contact with over 900,000 drivers on Pennsylvania roadways by responding to traffic crashes (76,900) or issuing traffic citations/warnings (850,000).

The Commercial Vehicle Safety Division coordinates the Federal Motor Carrier Safety Assistance Program and uses a mixture of federal and General Fund dollars to inspect an average of 80,000 commercial motor vehicles (CMVs) annually. This division is also responsible for coordinating vehicle weight enforcement and school bus safety programs.

Other divisions supporting this activity include Collision Analysis and Reconstruction Specialists, Drug Recognition Experts and Vehicle Fraud Investigators.

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

- Improve the quality of life for residents and guests by preventing loss of life, injuries and property damage that occur on Commonwealth roadways as a result of motor vehicle crashes.
- Reduce crash-related injuries and fatalities by five percent over the next three years; reduce DUI-related crashes by five percent over the next three years; and improve public awareness of safe driving practices.

Resources for Traffic Enforcement and Crash Prevention

	15-16 Actual	16-17 Actual	17-18 Actual	18-19 Actual	19-20 Actual	20-21 Budget
Expenditures by Object						
Personnel Services	\$471.11	\$481.67	\$496.24	\$510.09	\$515.56	\$539.21
Operational Expenses	26.14	15.01	26.03	27.31	31.89	38.68
Fixed Assets Expense	<u>6.35</u>	<u>19.25</u>	<u>15.05</u>	<u>11.43</u>	<u>0.53</u>	<u>22.15</u>
Total	503.61	515.93	537.32	548.83	547.98	600.04
Expenditures by Fund						
General Fund (State)	\$100.93	\$128.24	\$112.57	\$140.23	\$166.54	\$89.69
General Fund (Augmentations)	53.02	62.28	62.03	62.66	71.83	62.75
General Fund (Federal) ¹	5.97	0.19	0.04	0.09	0.03	116.28
General Fund (Restricted)	0.25	-0.28	2.50	1.20	0.00	13.55
Motor License Fund	<u>343.44</u>	<u>325.50</u>	<u>360.18</u>	<u>344.65</u>	<u>309.58</u>	<u>317.78</u>
Total	503.61	515.93	537.32	548.83	547.98	600.04
Average Weekly FTE Positions²	2,833	2,770	2,702	2,743	2,870	2,870
Personnel Cost/FTE (\$ thousands)	\$166.3	\$173.9	\$183.7	\$186.0	\$179.6	\$187.9

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

¹ FY 2020-21 includes federal Coronavirus Relief Fund dollars.

² The number of FTEs allocated across activities are approximated based on PSP estimates.

Performance Measures for Traffic Enforcement and Crash Prevention

	15-16	16-17	17-18	18-19	19-20	20-21
Traffic Enforcement						
# Traffic citations issued (000s) ¹	624.8	602.2	612.5	661.6	557.0	566.3
% Traffic citations by race/ethnicity ²	--Recommended Measures--					
# Motor vehicle crashes	76,887	80,232	83,722	82,617	76,900	75,600
# Crash-related injuries	21,671	23,297	23,498	22,602	19,730	19,400
% Change crash-related injuries ²	-6.8%	4.2%	5.7%	0.6%	-13.3%	-12.9%
# Fatal motor vehicle crashes	583	567	546	533	452	440
% Change fatal motor vehicle crashes ²	-3.8%	-3.7%	-6.3%	-7.1%	-18.9%	-16.1%
Observed seat belt use rate (NHTSA) ^{1,3}	83.5%	84.0%	83.6%	82.7%	85.2%	--
DUI Enforcement⁴						
# Roving DUI patrols	1,096	1,369	1,357	1,291	987	1,000
# DUI arrests	19,718	19,800	19,450	21,613	21,272	21,600
# DUI-related vehicle crashes	4,482	4,889	5,051	4,848	4,649	4,570
% Change in DUI-related vehicle crashes ²	-2.7%	7.9%	10.7%	2.7%	-3.5%	-6.0%
Commercial Motor Vehicle Inspections						
# Safety inspections (000s)	80.3	79.1	80.8	85.2	63.5	64.5
Cost per inspection (\$) ⁵	129	194	250	231	327	--
% Inspection failed and placed out-of-service	12.5%	12.7%	13.6%	13.0%	12.6%	12.6%

Notes: All measures (unless otherwise noted) relate to PSP enforcement and do not reflect statewide totals.

1 Calendar year basis.

2 See notes on measures below table.

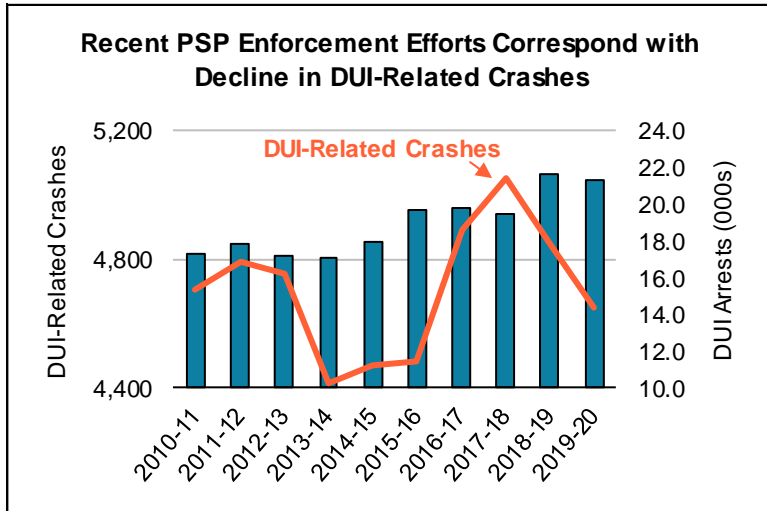
3 Data from National Highway Transportation Safety Administration Survey, *Seat Belt Use in 2019 (2020)*.

4 DUI is driving while under the influence of drugs or alcohol.

5 Calculation by the IFO. Annual CMV Inspection and Federal Motor Carrier Safety appropriations divided by annual CMV inspections.

Notes on Measures

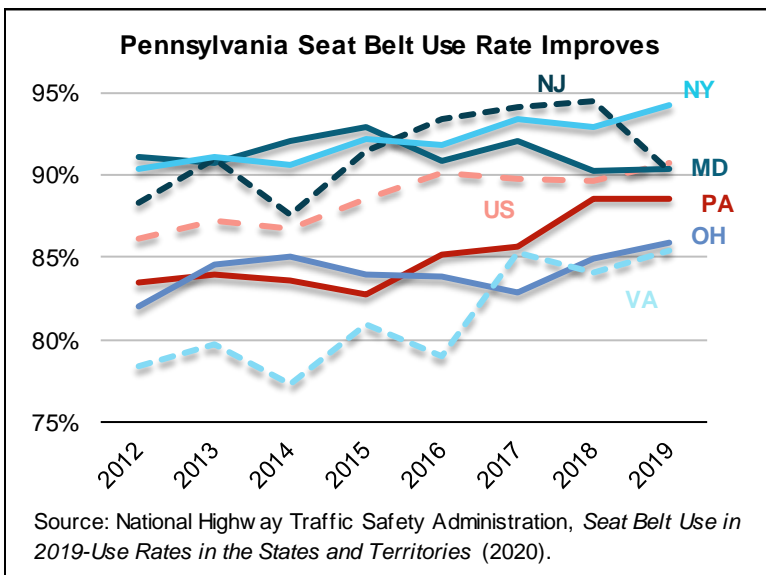
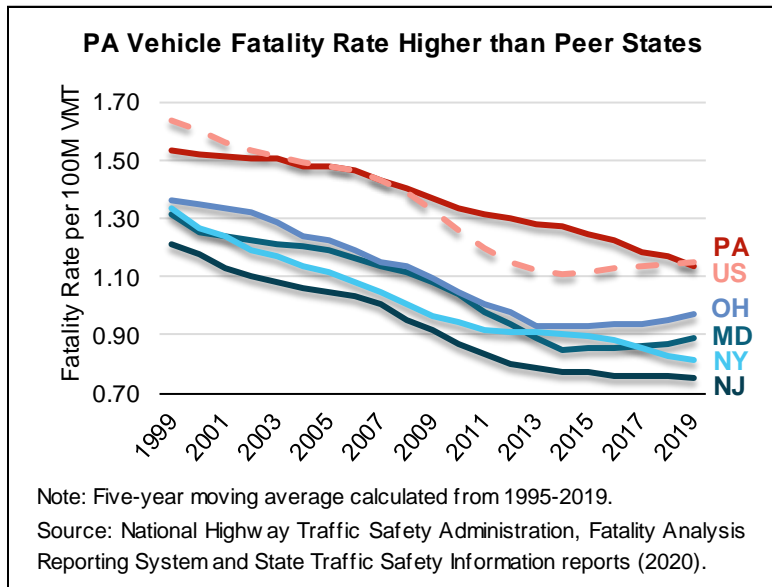
- In CY 2020 the Traffic and Criminal Software Application (TraCS) was configured to record the race/ethnicity of drivers that are ticketed as part of traffic enforcement. This update is an opportunity for PSP to identify any racial or ethnic disparities in traffic enforcement. From 2002 to 2010 this was tracked through the "Project on Police-Citizen Contacts" report published by PSP through cooperation with the University of Cincinnati and Pennsylvania State University.
- Percent change in crash-related injuries, fatal motor vehicle crashes and DUI-related vehicle crashes are calculated as set forth in the PSP 2019-2022 Strategic Plan as the current fiscal year compared to the prior four-year average. Preliminary December 2020 data from the National Safety Council reveal that the year-to-date number of motor vehicle fatalities in Pennsylvania is 5.3 percent higher than at the same time in 2019. This is despite less traffic on roadways due to COVID-19 mitigation efforts and more residents working from home rather than commuting.



Increased DUI enforcement efforts corresponded with a reduction in **DUI-related vehicle crashes** between FY 2017-18 and FY 2019-20. PSP enforcement efforts such as roving patrols, Operation Nighthawk, DUI sobriety checkpoints and the Selective Traffic Enforcement Against Drunk Driving (STEAD-D) led to approximately 21,272 DUI arrests in FY 2019-20. DUI-related vehicle crashes declined 8.0% between FY 2017-18 and FY 2019-20.

State Benchmarks

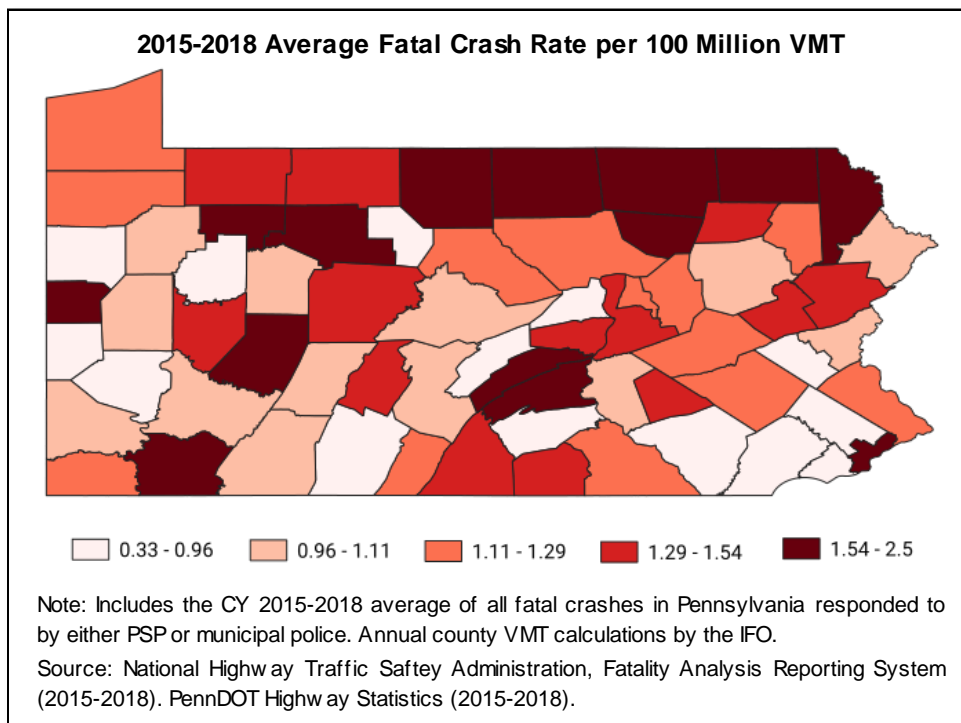
Fatality rates per 100 million vehicle miles traveled (VMT) have improved over the past 20 years across the United States. In 2019, Pennsylvania had a five-year average statewide fatality rate of 1.14, while the national five-year average was 1.15. Notably, Pennsylvania's five-year average fatality rates are consistently higher than benchmark states which ranged from a low of 0.75 in New Jersey to a high of 0.97 in Ohio in 2019.



Pennsylvania's **observed seat belt use rate** has improved from 83.5% of passengers using a seat belt in 2012 to 88.6% in 2019. In 2019, Pennsylvania still lagged the U.S. average seat belt use rate of 90.7%. Pennsylvania, along with peer states Ohio and Virginia are secondary enforcement states. As of 2019, 34 states and the District of Columbia are primary enforcement states, which allows a law enforcement officer to ticket a driver or passenger for not wearing a seat belt without another traffic offense taking place.

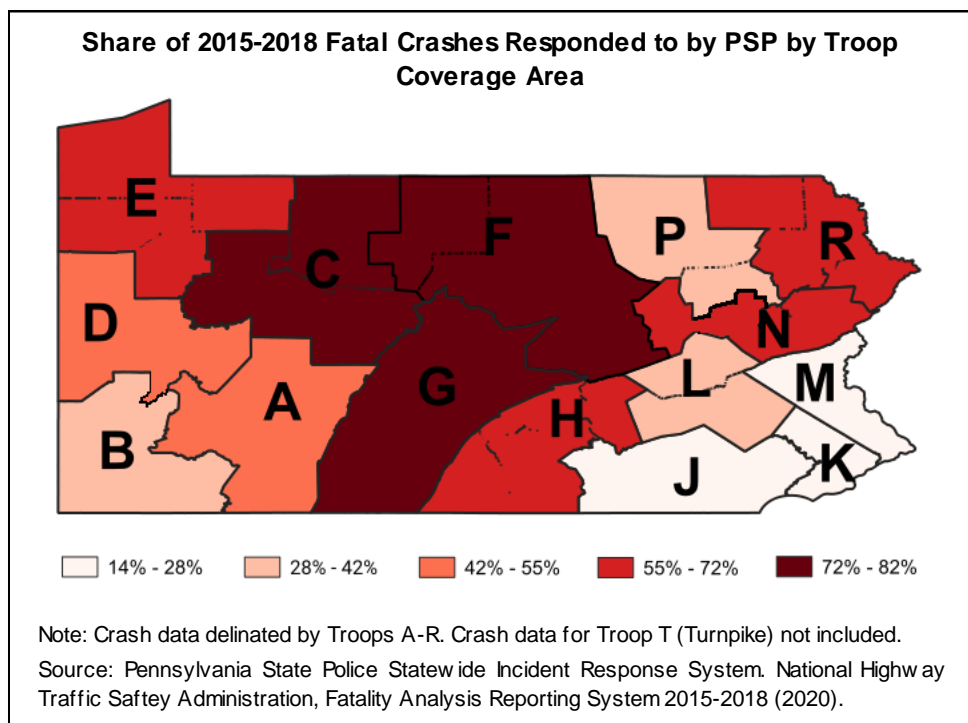
County Benchmarks

The CY 2015-2018 average **fatal crash rate per 100 million VMT** ranged from a low of 0.33 in Cameron County to a high of 2.50 in Sullivan County. The statewide average fatal crash rate during this period was



1.07. The fatal crash rate exceeded the statewide average in 42 of Pennsylvania's 67 counties. Generally, counties along the northern tier of the state recorded some of the highest fatal crash rates during this period.

PSP troopers responded to an average of 45.8% of all **fatal crashes** between CY 2015 and CY 2018. PSP responded to the lowest share of fatal crashes (14.3%) in the counties covered by Troop K. In these counties 4.5% of the total population receives full- or part-time coverage from PSP. PSP responded to the highest share of crashes in the counties covered by Troops C, F and G. PSP responded to an average of 78.8% of crashes occurring in these counties. Approximately 60% of the total population was covered full- or part-time by PSP in the counties patrolled by these troops.



Activity 2: Criminal Law Enforcement and Crime Prevention

Criminal Investigation Unit members in Troops A-R investigate violent, property and drug offenses reported to PSP stations. Specialized units and programs support investigations for PSP Troops and other law enforcement entities throughout the Commonwealth. This includes: the Computer Crime Task Force, Pennsylvania Criminal Intelligence Center (PaCIC), Organized Crime Task Force, Fugitive Apprehension Task Force, Fire Marshal/Polygraph Services, Auto Theft Task Force, Tactical Intelligence Units, Drug Law Enforcement Division, Crime Stoppers and Megan’s Law Section.

Megan’s Law Section is the central repository for registered sexual offenders in Pennsylvania. This includes the maintenance of a public website that had approximately 3.8 million visitors in 2020 and the enforcement of registration requirements by coordinating with local PSP stations and municipal law enforcement.

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

- Promote justice and preserve peace through the detection, investigation and prosecution of criminal activity in Pennsylvania through enforcing laws and improving public awareness regarding crime prevention.
- Reduce crime index offenses by five percent over the next five years.

The goal of promoting justice and preserving peace is achieved through responsive criminal law enforcement and is measured by residents feeling safe in their community. This includes policing that minimizes the use of force, assaults on PSP officers and arrest-related deaths.

Resources for Criminal Law Enforcement and Crime Prevention						
	15-16	16-17	17-18	18-19	19-20	20-21
	Actual	Actual	Actual	Actual	Actual	Budget
Expenditures by Object						
Personnel Services	\$177.22	\$179.90	\$187.41	\$193.70	\$195.93	\$197.35
Operational Expenses	11.65	17.42	10.18	10.77	14.52	14.87
Fixed Assets Expenses	<u>0.58</u>	<u>1.56</u>	<u>0.56</u>	<u>0.07</u>	<u>0.74</u>	<u>0.38</u>
Total	189.45	198.87	198.15	204.54	211.19	212.60
Expenditures by Fund						
General Fund (State)	\$39.42	\$48.93	\$43.92	\$54.76	\$64.57	\$33.68
General Fund (Augmentations)	0.84	3.96	1.54	1.44	1.26	1.25
General Fund (Federal) ¹	0.93	1.20	1.25	3.19	3.40	48.31
General Fund (Restricted)	4.66	14.84	3.47	2.68	3.92	2.07
Motor License Fund	<u>143.60</u>	<u>129.95</u>	<u>147.97</u>	<u>142.47</u>	<u>138.03</u>	<u>127.30</u>
Total	189.45	198.87	198.15	204.54	211.19	212.60
Average Weekly FTE Positions²	869	832	843	863	881	865
Personnel Cost/FTE (\$ thousands)	\$203.9	\$216.2	\$222.3	\$224.5	\$222.4	\$228.2

Note: Expenditures in dollar millions. Actual expenditures are listed in the year the expenditure was recorded.
 1 FY 2020-21 includes federal Coronavirus Relief Fund dollars.
 2 The number of FTEs allocated across activities are approximated based on PSP estimates.

Performance Measures for Criminal Law Enforcement and Crime Prevention

	15-16	16-17	17-18	18-19	19-20	20-21
Crime Index Offenses¹						
% Change in crime index offenses	-2.5%	-5.2%	-6.1%	-6.6%	-5.2%	-5.2%
Clearance rate ¹	38.6%	36.8%	39.2%	40.5%	41.9%	43.3%
Violent Crimes¹						
# Offenses per 100,000 population	111	128	122	129	127	124
% Change per 100,000 population ¹	-3.5%	14.0%	7.3%	11.0%	3.7%	-2.0%
# Arrests per 100,000 population	83	94	101	88	90	91
Clearance rate	70.3%	73.8%	73.0%	71.3%	73.7%	76.2%
Property Crimes¹						
# Offenses per 100,000 population	939	842	773	708	700	690
% Change per 100,000 population ¹	-12.5%	-17.5%	-18.9%	-19.5%	-14.2%	-8.7%
# Arrests per 100,000 population	298	243	245	222	230	230
Clearance rate	34.9%	31.1%	33.9%	35.0%	36.2%	37.4%
Drug Crimes¹						
# Offenses per 100,000 population	320	331	365	424	417	409
% Change per 100,000 population ¹	37.3%	27.3%	26.0%	31.8%	15.8%	6.4%
# Arrests per 100,000 population	273	293	316	380	386	392
Clearance rate	--Recommended Measure--					
Megan's Law Section						
Total registered sexual offenders	19,671	21,265	21,058	21,240	21,583	21,900
Sexual offender registration compliance rate ^{2,3}	98.5%	98.3%	98.5%	98.8%	98.1%	97.1%
Policing Measures¹						
% Citizens report feeling safe in their community ⁴	--Recommended Measure--					
Avg. response time to emergency calls (mins)	--	--	12.6	12.5	12.2	--
# Officer contacts requiring the use of force ³	403	463	520	476	641	--
# Arrest-related deaths ³	2	6	10	19	7	--
# Assaults on PSP officer ³	114	133	111	120	138	104
% Assaults on PSP officer resulting in injury ³	43.0%	24.8%	22.5%	31.7%	37.0%	36.5%

Notes: Metrics and crime rates only reflect PSP covered jurisdictions or approximately 3.4 million residents.

1 See notes on measures below table for additional detail.

2 Percent of offenders complying with registration requirements. FY 20-21 data as of December 1, 2020.

3 Calendar year basis.

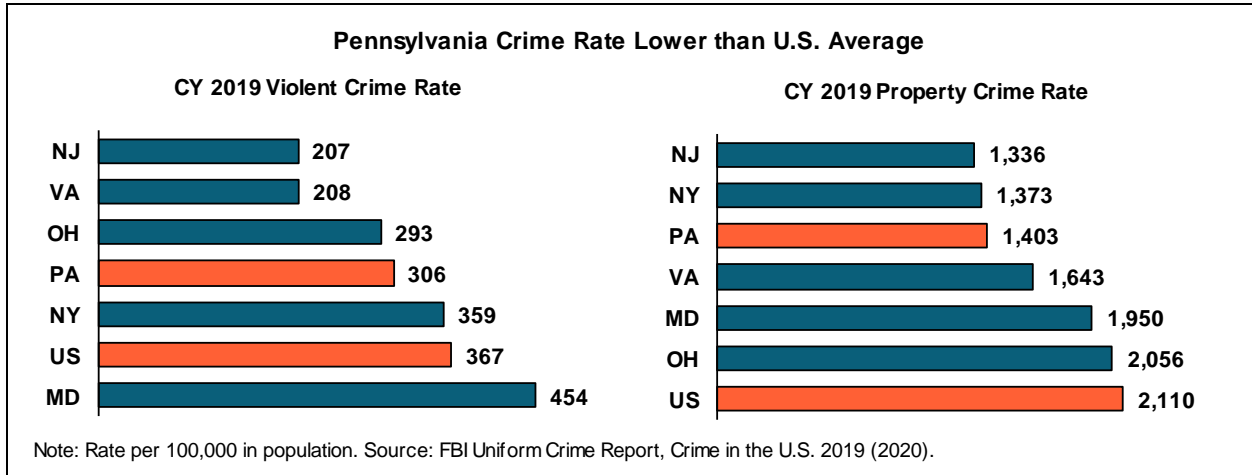
4 Question on Citizen Survey distributed every 3 years in accordance with CALEA accreditation.

Notes on Measures

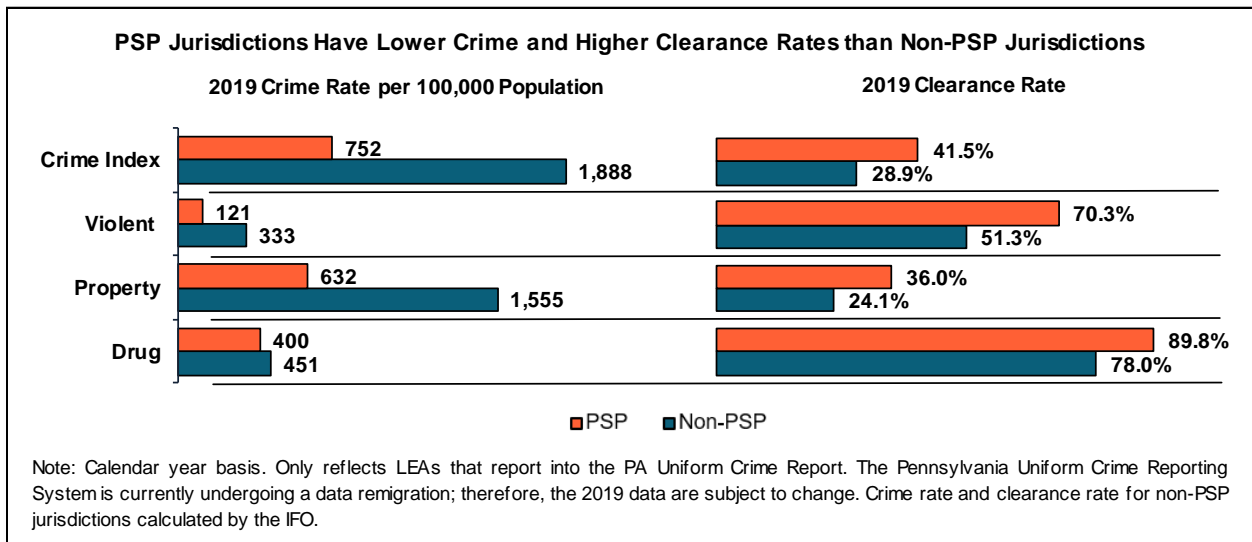
- Violent crimes include murder, rape, robbery and aggravated assault. Property crimes include arson, burglary, larceny-theft and motor vehicle theft. Drug crimes include possession, sale/manufacture of illegal drugs (e.g., marijuana, opium/cocaine, synthetic). Crime index offenses combine violent and property crime offenses into a single metric, as these are considered to be the most

serious crimes, which are quickly reported to law enforcement.

- The clearance rate is the percent of reported offenses for which an arrest is made and referred to prosecution or disposed through other legal means.
- The percent change in offenses per 100,000 population is calculated according to the PSP 2019-2022 Strategic Plan as the current fiscal year compared to the prior four-year average.



In CY 2019, Pennsylvania’s **violent crime rate** was 306 per 100,000 population, lower than the U.S. average (367) and comparable to surrounding states. The **property crime rate** was 1,403, lower than the U.S. average (2,110) and comparable to New Jersey and New York. This rate reflects crime across all Pennsylvania jurisdictions. For PSP full- or part-time covered jurisdictions in FY 2019-20 the violent crime rate was 127 and the property crime rate was 700.

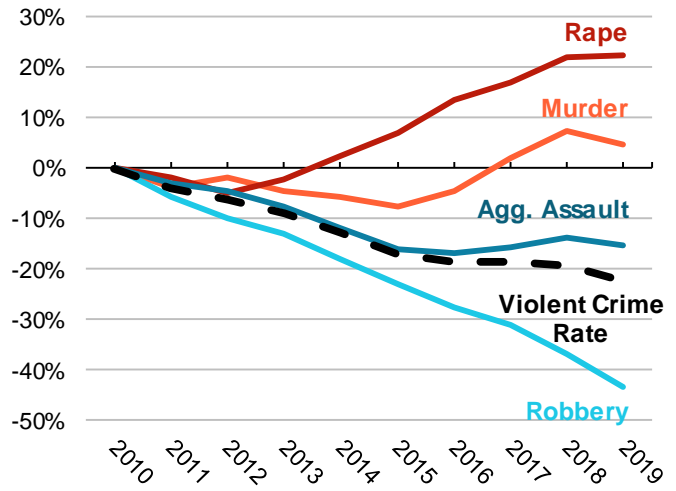


In 2019, the crime index offense rate was 752 per 100,000 population for PSP and 1,888 for non-PSP law enforcement agencies (LEAs) in the Commonwealth. Generally, PSP jurisdictions have lower crime rates and higher clearance rates when compared to suburban and urban jurisdictions that employ their own LEAs. In these jurisdictions 2019 violent and property crime rates (333 and 1,555) were over twice as high as violent and property crime rates within PSP coverage areas (121 and 632).

Statewide Crime Trends

The Pennsylvania Uniform Crime Report details crime trends in Pennsylvania. This reflects data from all Pennsylvania LEAs on a calendar year basis and may not reflect trends in PSP coverage areas. Between CY 2010 and 2019 the statewide three-year average annual **violent crime rate** fell by 23%. This was driven by a decline in the rate of aggravated assaults (-15%) and robberies (-44%) which made up 86% (30,377) of total violent offenses in 2019. However, murder and forcible rape offense rates have increased from the 2010 baseline, growing by 5% and 22%, respectively. In 2019, there were 622 murder offenses and 4,467 forcible rape offenses recorded in Pennsylvania.

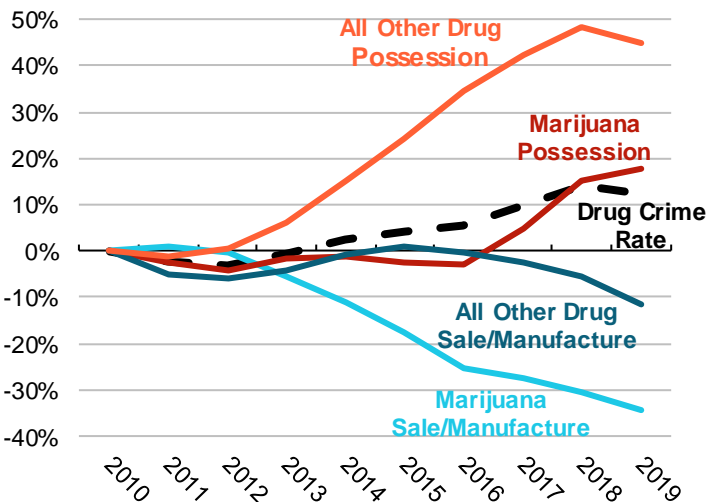
Violent Crime Rate Declines While Rate of Murders and Forcible Rapes Increases From 2010



Note: 3-year moving average offense rate per 100,000 population. The Pennsylvania Uniform Crime Reporting System is currently undergoing a data remigration; therefore, the 2019 data are subject to change.
Source: Pennsylvania Annual Uniform Crime Report (2008-2019).

Between CY 2010 and 2019, the statewide three-year average **drug crime rate** increased by 12%. In CY 2019, more than 56,000 drug abuse offenses were recorded across all Pennsylvania LEAs. The increase in the drug crime rate was driven by an increase in drug possession offenses which represented 75% of all drug crime offenses in 2018. The marijuana possession offense rate, which represents over one-half of possession offenses grew 18% over the period. The Non-marijuana drug possession offense rate grew by 45%.

Drug Crime Rate Increases from 2010 While Rate of Drug Sale/Manufacturing Offenses Decreases

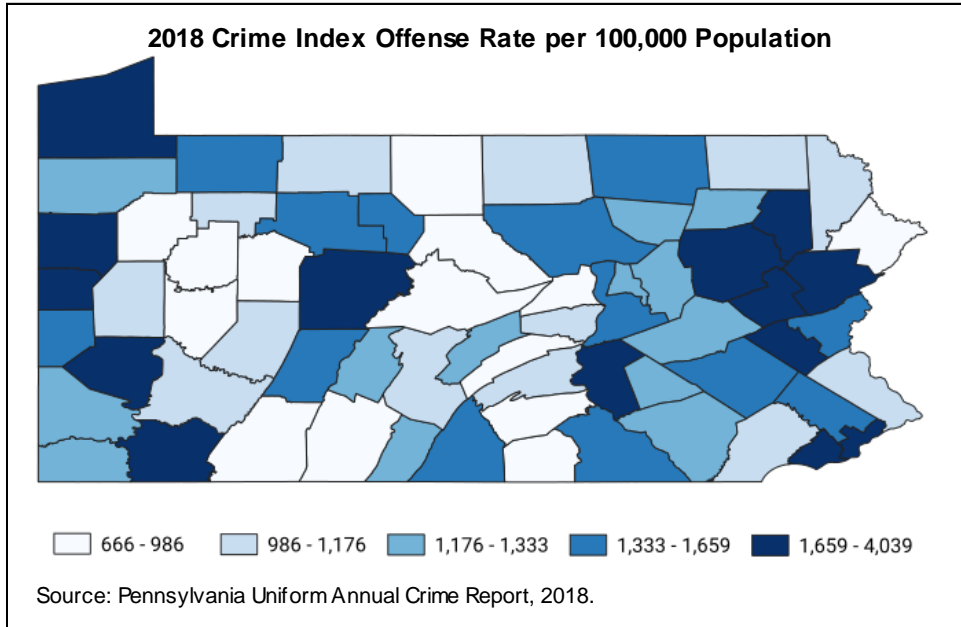


Note: 3-year moving average offense rate per 100,000 population. The Pennsylvania Uniform Crime Reporting System is currently undergoing a data remigration; therefore, the 2019 data are subject to change.
Source: Pennsylvania Annual Uniform Crime Report (2010-2019).

The marijuana possession offense rate, which represents over one-half of possession offenses grew 18% over the period. The Non-marijuana drug possession offense rate grew by 45%.

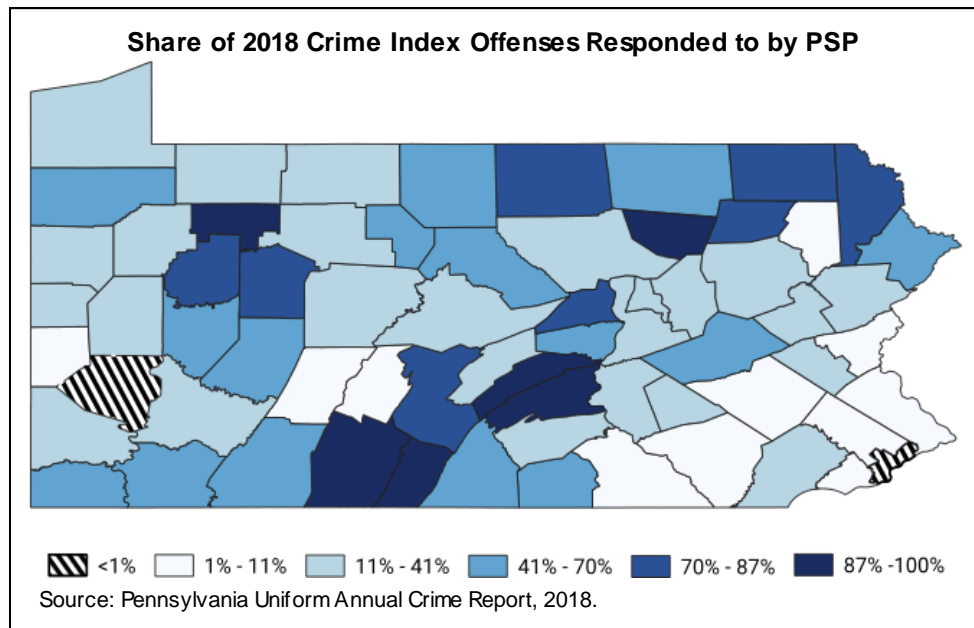
The drug sale and manufacturing offense rate declined 18% between CY 2010 and 2019. This decline was driven by decreased sale and manufacture of opioids/cocaine and marijuana, for which the offense rate declined by 21% and 34%, respectively. In contrast, the rate of synthetic and other drug sale and manufacture increased by 10% and 67%, respectively. These data reflect statewide trends in drug crime across all Pennsylvania LEAs on a calendar year basis and may not be reflective of drug crime rates within PSP's jurisdictions.

In CY 2018, the **crime index offense rate** ranged from 666 per 100,000 population in Jefferson County to 4,039 in Philadelphia County, followed by Fayette County, which had a crime index offense rate of 2,278. The map displays that the crime index offense rate is generally higher in urban areas across the state.



These data reflect the crime index offense rate for all LEA jurisdictions across Pennsylvania and may not be reflective of PSP's crime index offense rate in CY 2018.

In CY 2018, PSP responded to 12.3% of statewide crime index offenses. **PSP's criminal law enforcement activity** varied across counties from a response rate of 0.1% for crime index offenses that occurred in Philadelphia County, to 100% in Juniata, Forest and Sullivan counties. PSP's criminal law enforcement activity was generally higher in rural counties that do not have a significant municipal police presence. For example, in CY 2018, PSP responded to more than 50% of crime index offenses in 25 counties, which comprise approximately 9% of the state population in 2018.



Activity 2: Criminal Law Enforcement and Crime Prevention (Addendum)

The following data shall serve as an addendum to the initial Performance-Based Budget report for the Pennsylvania State Police delivered to the General Assembly on March 25, 2021. This addendum was requested by the Performance-Based Budget Board during a hearing on April 28, 2021. The following data are to be used in conjunction with the initial report, and not serve as a replacement for the original measures provided.

Percentage of State Police Troopers Involved in Direct Law Enforcement Activities

Troop	Patrol Troopers	Patrol Corporals	Crime Troopers	Crime Corporals	% Members Assigned to Patrol	% Members Assigned to Crime
A	148	31	29	7	69.1%	13.9%
B	171	33	28	8	68.0%	12.0%
C	111	30	20	8	69.1%	13.7%
D	115	27	19	6	68.9%	12.1%
E	134	27	21	8	70.0%	12.6%
F	145	34	24	10	71.3%	13.5%
G	145	29	17	9	74.4%	11.1%
H	201	40	37	12	69.5%	14.1%
J	138	28	25	8	64.8%	12.9%
K	142	25	18	6	70.8%	10.2%
L	101	23	21	6	66.7%	14.5%
M	122	25	15	7	68.4%	10.2%
N	142	29	19	7	72.8%	11.1%
P	80	17	16	6	63.4%	14.4%
R	81	18	15	5	60.7%	12.3%
T	161	30	n.a.	n.a.	94.1%	n.a.
Total	2,137	446	324	113	70.2%	11.9%

Note: Represents a point-in-time metric as of June 4, 2021. Total member count does not include officers not assigned to a troop. Troop members with the rank of Sergeant and above and troop members assigned to administrative activities are only included in the member totals and are not included in the assigned patrol or crime totals. Therefore, the % Members assigned to Patrol and Crime does not equal 100%.

Source: Pennsylvania State Police Human Resource Information System.

Activity 3: Emergency Preparedness and Response

The Emergency Preparedness and Response activity ensures that responding officers have the proper skills, intelligence and equipment to efficiently respond to an emergency, perform rescue operations, establish the perimeter and contain the scene as other resources arrive. These objectives are achieved through support services which include: Special Emergency Response Teams (SERT), the Risk and Vulnerability Assessment Team (RVAT), Pennsylvania Criminal Intelligence Center (PaCIC), Department Watch Center, Western Pennsylvania All Hazards Fusion Center (WPAHFC), Incident Management Team, Aviation Section, Tactical Mounted Units, Hazardous Device and Explosives Section and Canine Units.

A primary goal of this activity is to secure the Commonwealth against foreign and domestic terrorism threats. This is achieved through the work of PSP and the Governor's Office of Homeland Security, which coordinates with federal homeland security efforts. The department monitors roughly 400 terrorism tips per year.

This activity also includes the operations of the Homeland Security Investigation Task Force Strike Force and Interdiction Units. Members investigate significant drug trafficking organizations with the goal of arresting and convicting drug traffickers and seizing controlled substances transported in the Commonwealth.

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

- Secure communities, schools, houses of worship, large public gatherings and infrastructure against foreign and domestic threats.
- Collect, analyze and share vital intelligence; and prepare and equip personnel to respond to potential security threats to the Commonwealth.
- Deter drug trafficking through investigation and seizure of controlled substances.

Resources for Emergency Preparedness and Response

	15-16	16-17	17-18	18-19	19-20	20-21
	Actual	Actual	Actual	Actual	Actual	Budget
Expenditures by Object						
Personnel Services	\$24.95	\$25.71	\$28.14	\$30.02	\$27.44	\$29.42
Operational Expenses	3.14	-0.77	4.12	3.78	2.72	3.22
Fixed Assets Expenses	<u>6.47</u>	<u>-2.09</u>	<u>0.02</u>	<u>0.00</u>	<u>2.86</u>	<u>1.50</u>
Total	34.56	22.85	32.29	33.80	33.02	34.14
Expenditures by Fund						
General Fund (State)	\$4.25	\$5.33	\$5.07	\$6.59	\$7.51	\$4.37
General Fund (Federal) ¹	6.65	6.91	7.14	7.38	5.10	11.21
General Fund (Restricted)	6.55	-4.47	0.00	0.00	3.02	0.55
Motor License Fund	<u>17.11</u>	<u>15.09</u>	<u>20.07</u>	<u>19.83</u>	<u>17.39</u>	<u>18.01</u>
Total	34.56	22.85	32.29	33.80	33.02	34.14
Average Weekly FTE Positions²	97	101	103	121	107	130
Personnel Cost/FTE (\$ thousands)	\$257.2	\$254.5	\$273.2	\$248.1	\$256.5	\$226.3

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

1 FY 2020-21 includes federal Coronavirus Relief Fund dollars.

2 The number of FTEs allocated across activities are approximated based on PSP estimates.

Performance Measures for Emergency Preparedness and Response

	15-16	16-17	17-18	18-19	19-20	20-21
Intelligence						
Requests for intelligence (000s) ¹	29.1	38.2	38.3	38.0	37.4	38.0
Intelligence products disseminated (000s) ¹	54.7	57.7	57.6	57.1	56.7	57.7
Department Watch Center immediate reports ¹	2,451	1,838	2,341	2,637	3,422	3,480
# Local LEAs receiving intel from PaCIC ²	1,074	1,098	1,156	1,206	1,156	1,180
Securing Communities						
Terrorism threat assessments ¹						
# Completed	76	99	160	116	95	100
RVAT school assessments ^{1,3}						
# Requested	55	50	66	177	284	290
# Completed	55	48	66	62	126	130
RVAT houses of worship/other assessments ^{1,3}						
# Requested	22	37	31	44	54	55
# Completed	20	33	20	41	69	70
# Incident management training hours	2,302	3,473	3,476	4,226	4,153	4,220
# SERT activations ^{4,5}	109	126	143	177	227	301
Domestic terrorist attacks/events in PA	0	0	0	1	0	0
Drug Trafficking Interdiction⁴						
Homeland Sec. Invest. Task Force incidents ¹	130	126	170	192	210	115
Grams of illegal drugs seized (000s) ⁶	2,637	2,176	2,739	4,110	3,135	4,298
# Property seizures (000s) ⁶	2.2	2.4	2.7	2.7	3.0	3.3
Total value of seizures (\$ millions) ⁶	\$46.3	\$32.7	\$43.0	\$57.5	\$47.0	\$62.3

Notes:

1 See notes on measures below table.

2 LEA is Law Enforcement Agency and can include agencies that are not certified under the Municipal Police Education and Training Commission (e.g., Sheriff's Offices and University Police). PaCIC is Pennsylvania Criminal Intelligence Center.

3 RVAT is the Risk and Vulnerabilities Assessment Team.

4 Calendar year basis. FY 15-16 is CY 2015.

5 SERT is Special Emergency Response Team. Calls for activation may include a barricaded gunman, warrant service and security detail.

6 Reflects department-wide drug and property seizures. Includes the activity of both the Bureau of Emergency and Special Operations and the Bureau of Criminal Investigation.

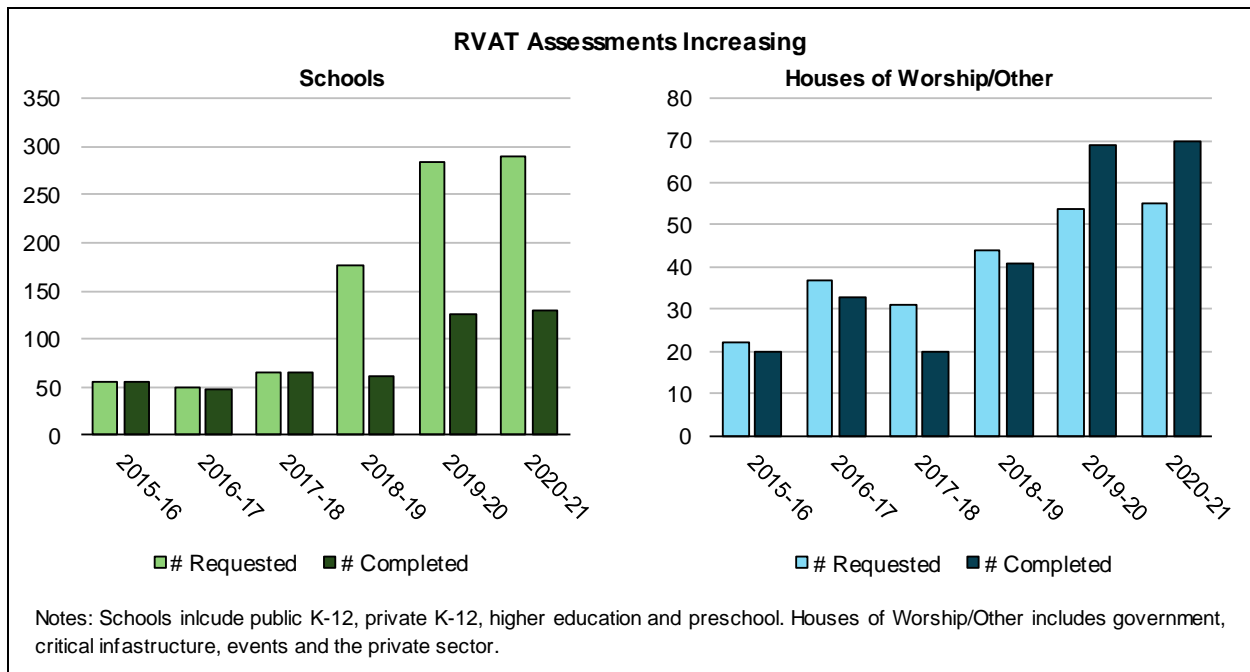
Notes on Measures

- Responses to requests and dissemination of intelligence are handled by the Pennsylvania Criminal Intelligence Center (PaCIC) and the Western Pennsylvania All Hazards Fusion Center (WPAHFC). These entities provide law enforcement with actionable intelligence and investigative support.
- The Department Watch Center provides situational awareness to all levels of the department and other law enforcement agencies and assists in the coordination of emergency responses.
- Terrorism threat assessments are performed for large- and small-scale event facilities expecting

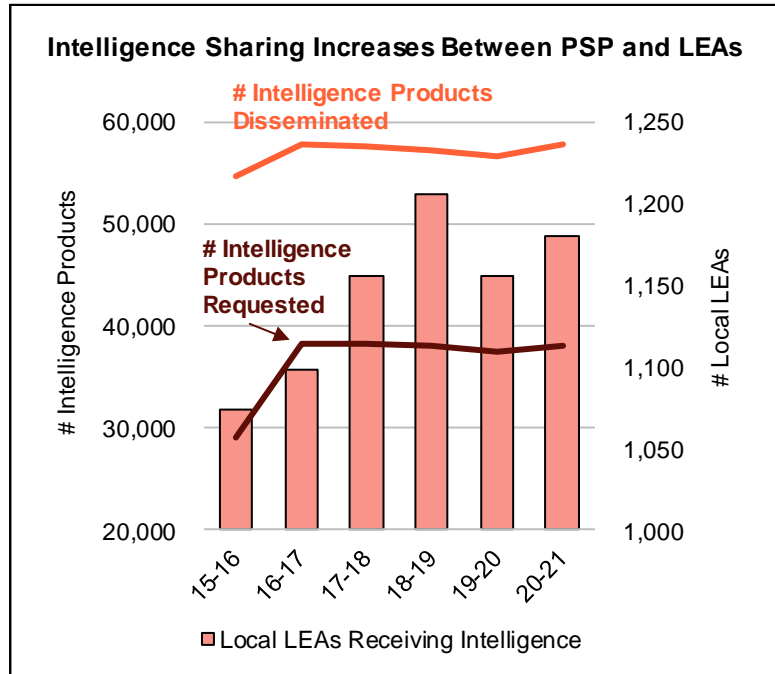
large crowds such as parades, festivals and stadiums. Examples include: home football games for the Philadelphia Eagles, Pittsburgh Steelers, or Penn State University, the Scranton St. Patrick's Day parade or the Little League World Series and parade.

- The Risk and Vulnerability Assessment Team assessments provide a comprehensive examination of physical facilities and operational procedures and identify vulnerabilities and threat potentials.
- The Homeland Security Investigation Task Force incident measure includes Strike Force Unit, Interdiction Unit, SHIELD program, and investigations with the federal government. Strike Force members investigate significant drug trafficking organizations. Interdiction Unit members perform interdictions pertaining to illegal drug shipments along areas of major transport (bus stations, airports, rail terminals and water ports). The SHIELD program stands for "Safe Highways Initiative through Effective Law Enforcement" and focuses on highway interdiction for terrorists, fugitives and narcotics.

Act 44 of 2018 expanded the RVAT to nine troopers that operate within three regions across the Commonwealth with a focus on school safety and security assessments. In FY 2019-20, 338 **RVAT assessments** were requested and 195 were completed, 126 of which were school assessments. The average RVAT assessment takes 41 hours and has an average cost of \$3,460.



A goal of the activity is to collect, analyze and share intelligence so that PSP and local law enforcement agencies (LEAs) are prepared to respond to real-time threats throughout the Commonwealth. Between FY 2015-16 and FY 2019-20 **requests for intelligence** submitted to the Pennsylvania Criminal Intelligence Center (PaCIC) and the Western Pennsylvania All Hazards Fusion Center increased from 29,100 to 37,400 while the **number of intelligence products disseminated** increased from 54,700 to 56,700. During the same period, **the number of local LEAs receiving intelligence** from the PaCIC increased from 1,074 to 1,156.



Drug Trafficking Interdiction and Property Seizure Detail

	Amount			Value (\$ Millions)		
	2016	2018	2020	2016	2018	2020
Marijuana	1,921	3,515	3,801	\$12.7	\$23.2	\$25.1
Cocaine	111	307	136	\$4.8	\$13.2	\$5.8
Heroin	55	62	71	\$4.1	\$4.6	\$5.3
Methamphetamine	47	112	238	\$0.5	\$1.1	\$2.4
Other Drugs	<u>43</u>	<u>115</u>	<u>51</u>	<u>\$0.1</u>	<u>\$0.2</u>	<u>\$0.1</u>
Total Drugs Seized (000s Grams)	2,176	4,110	4,298	\$22.1	\$42.4	\$38.7
Paraphernalia	1,320	1,452	1,808	\$0.0	\$0.0	\$0.0
Vehicles	119	108	99	\$1.1	\$1.4	\$1.3
Firearms	716	748	1,035	\$0.4	\$0.4	\$0.5
U.S. Currency	--	--	--	\$8.8	\$12.2	\$20.9
Other	<u>294</u>	<u>382</u>	<u>337</u>	<u>\$0.4</u>	<u>\$1.3</u>	<u>\$0.9</u>
Total Property Seized (Number)	2,449	2,690	3,279	\$10.6	\$15.2	\$23.6
Total Value of Seizures	--	--	--	\$32.7	\$57.5	\$62.3

Notes: Calendar year basis. CY 2020 as of Dec. 1, 2020. Data reflect department-wide seizures and activity of both the Bureau of Emergency and Special Operations and the Bureau of Criminal Investigation.

Statewide drug and property seizures vary from year to year. Between 2016 and 2020 the total value of illegal drugs and property seized ranged from \$32.7 million to \$62.3 million. Marijuana is consistently the largest drug seizure in terms of weight (grams). In 2020, PSP seized 3.8 million grams of marijuana. U.S. currency is consistently the highest value property seized annually, ranging from \$8.8 million seized in 2016 to \$20.9 million seized in 2020.

Activity 4: Gaming and Liquor Enforcement

The Gaming and Liquor Enforcement Activity includes the Bureau of Gaming Enforcement (BGE) and the Bureau of Liquor Control Enforcement (BLCE). The BGE provides law enforcement services at each of the 12 casino locations across the Commonwealth, and safeguards casino patrons by actively enforcing laws related to various criminal acts and the prevention of unwanted criminal activity. The BLCE enforces the Commonwealth's liquor laws and assists the state's individual licensees, as well as the general community, in understanding the laws and regulations that govern the proper and lawful operation of a licensed liquor establishment. In FY 2019-20, there were 17,348 liquor licensees throughout the state, a modest increase from the 17,187 licensees in FY 2015-16.

Gaming Enforcement expenditures for FY 2019-20 were impacted by a revenue shortfall caused by casino closures related to the COVID-19 pandemic. The shortfall resulted in General Fund and Motor License Fund expenditures totaling \$12.3 million in FY 2019-20. Performance measures for this activity were also significantly impacted by the pandemic due to casino and liquor licensee closures.

The primary goal of this activity is to enforce gaming and liquor laws and provide assistance to outside partners and agencies that support their daily operations. The expected outcome is a reduction in gaming and liquor law violations statewide and the prevention of criminal activity in the Commonwealth's casinos.

Resources for Gaming and Liquor Enforcement

	15-16	16-17	17-18	18-19	19-20	20-21
	Actual	Actual	Actual	Actual	Actual	Budget
Expenditures by Object						
Personnel Services	\$45.49	\$47.64	\$49.77	\$53.07	\$52.79	\$55.24
Operational Expenses	3.53	3.50	4.90	4.91	4.28	5.46
Fixed Asset Expenses	<u>0.88</u>	<u>0.60</u>	<u>0.47</u>	<u>0.35</u>	<u>0.32</u>	<u>0.64</u>
Total	49.91	51.74	55.14	58.32	57.38	61.34
Expenditures by Fund						
General Fund (State)	-\$0.07	\$0.02	\$0.04	-\$0.04	\$4.09	\$2.11
General Fund (Federal)	0.03	0.01	0.01	0.00	0.00	2.86
General Fund (Restricted)	0.00	-0.22	0.00	0.00	0.00	0.00
Motor License Fund	-0.17	0.06	0.24	-0.06	8.17	8.91
State Gaming Fund	26.00	26.72	26.61	29.44	16.72	16.88
State Stores Fund	<u>24.11</u>	<u>25.16</u>	<u>28.25</u>	<u>28.98</u>	<u>28.40</u>	<u>30.59</u>
Total	49.91	51.74	55.14	58.32	57.38	61.34
BLCE Average Weekly FTE	199	203	221	221	219	238
BGE Average Weekly FTE	137	133	129	138	137	152
BLCE Personnel Cost/FTE	\$101.5	\$104.2	\$105.6	\$109.5	\$110.0	\$109.5
BGE Personnel Cost/FTE	\$184.3	\$198.5	\$204.9	\$208.8	\$209.5	\$192.0

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

Performance Measures for Gaming and Liquor Enforcement

	2015	2016	2017	2018	2019	2020
Liquor Enforcement						
# Liquor law investigations	36,484	35,013	34,814	40,219	44,084	40,383
# Routine inspections	4,810	5,354	4,196	4,768	5,844	2,694
Cost per routine inspection	\$141.48	\$143.75	\$146.80	\$148.45	\$150.85	\$174.52
Routine inspection per inspector	39	43	34	38	47	22
Compliance rate of routine liquor inspections	38.3%	36.1%	30.3%	30.4%	29.9%	35.4%
# Liquor law violations	13,720	11,099	10,342	12,269	14,244	8,451
# Quality of life liquor license violations	1,011	692	744	927	1,069	391
# Serving minors	656	367	427	539	543	133
# Serving visibly intoxicated patrons	51	46	45	78	67	37
# Operation after hours	48	59	49	77	86	33
# Other quality of life violations ¹	256	220	223	233	373	188
Gaming Enforcement						
Pennsylvania casino revenues (\$ billions) ²	\$3.23	\$3.20	\$3.25	\$3.26	\$2.34	--
# Incident responses (fiscal year)	--	13,321	17,183	17,614	18,283	--
# Criminal counts	--	2,838	3,130	3,477	3,277	--
# Convictions	--	1,421	1,139	1,272	1,191	--
# Persons arrested	--	2,159	2,413	2,462	2,448	--

1 Other quality of life violations include loudspeaker noise, nuisance establishment, and prostitution and drug violations.

2 Fiscal year revenues from slots and table games. Proxy for yearly casino traffic. Source: PA Gaming Control Board.

Gaming Enforcement Workload Detail: Crime Investigations Decreasing

	2015	2016	2017	2018	2019
Fingerprint Processing	12,060	11,162	12,249	11,367	13,408
Crimes Investigated					
Theft	1,243	994	920	821	780
Forgery/Counterfeiting	1,412	1,063	1,101	613	593
Drugs	117	94	139	178	208
Harassment/Assaults	162	146	155	191	151
Disorderly Conduct	174	134	134	158	134
Vandalism	99	103	100	101	97
Fraud	94	52	42	56	80
Public Drunkenness	78	58	64	103	76
Other ¹	<u>1,388</u>	<u>1,130</u>	<u>1,219</u>	<u>1,250</u>	<u>1,135</u>
Total Crimes Investigated	4,767	3,774	3,874	3,471	3,254

1 Other includes robbery, simple assaults, burglary, motor vehicle theft, arson, stolen property, weapons, prostitution, sex offenses, gambling, offenses against family, DUI, liquor law and vagrancy.

Activity 4: Gaming and Liquor Enforcement (Addendum)

The following data shall serve as an addendum to the initial Performance-Based Budget report for the Pennsylvania State Police delivered to the General Assembly on March 25, 2021. This addendum was requested by the Performance-Based Budget Board during a hearing on April 28, 2021. The following data are to be used in conjunction with the initial report, and not serve as a replacement for the original measures provided.

Overtime Costs for Gaming and Liquor Enforcement

	15-16	16-17	17-18	18-19	19-20
Gaming Enforcement Overtime Costs	\$506.9	\$688.0	\$492.9	\$510.5	\$517.7
Liquor Enforcement Overtime Costs	\$120.8	\$106.2	\$141.6	\$180.3	\$143.9

Note: Thousands of dollars.

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Activity 5: Forensic Laboratory Services

The Forensic Laboratory Services activity includes the Bureau of Forensic Services (BFS). The BFS oversees six accredited regional crime laboratories throughout the Commonwealth that conduct forensic examinations relating to the Automated Fingerprint Identification System (AFIS), firearms and tool marks, DNA, questioned documents, drug identification, beverage alcohol analysis, clandestine laboratory analysis, toxicology, latent print/shoe and tire impression examination, photography, serology, bloodstain pattern analysis, and trace evidence. An additional BFS laboratory, the Forensic DNA Division, provides DNA testing services in casework analysis as well as convicted offender database operations. The BFS serves the criminal justice community and the citizens of the Commonwealth by providing scientific, technical, and investigative support to law enforcement agencies. The BFS processes evidence submitted by approximately 900 federal, state and local law enforcement agencies throughout the Commonwealth, at no cost to those various agencies. In 2020, the BFS provided services to 782 local law enforcement agencies, which account for approximately 75 percent of total cases received each year. In 2020, the BFS received a total of 38,851 cases, completed 35,910 and had a backlog of 5,534 cases.

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

- Serve the criminal justice community and the citizens of the Commonwealth by providing scientific, technical and investigative support to law enforcement agencies.
- Ensure conformance with management system and accreditation guidelines and achieve an average case turnaround of 60 to 90 days to minimize backlogs.

Resources for Forensic Laboratory Services

	15-16 Actual	16-17 Actual	17-18 Actual	18-19 Actual	19-20 Actual	20-21 Budget
Expenditures by Object						
Personnel Services	\$26.34	\$27.05	\$28.50	\$30.14	\$30.91	\$33.23
Operational Expenses	4.66	3.97	4.95	4.88	5.29	6.30
Fixed Asset Expenses	<u>0.77</u>	<u>0.42</u>	<u>0.84</u>	<u>0.69</u>	<u>0.53</u>	<u>1.17</u>
Total	31.77	31.44	34.29	35.72	36.73	40.71
Expenditures by Fund						
General Fund (State)	\$5.84	\$7.25	\$6.56	\$8.24	\$9.85	\$5.37
General Fund (Federal) ¹	1.15	1.23	1.02	1.26	1.47	8.54
General Fund (Restricted)	0.05	0.68	1.59	1.34	0.98	1.10
Motor License Fund	22.21	19.54	22.35	21.74	21.06	20.54
DNA Detection Fund	2.42	2.75	2.78	3.13	3.38	5.15
Other Funds	<u>0.11</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total	31.77	31.44	34.29	35.72	36.73	40.71
Average Weekly FTE Positions	209	205	215	216	219	229
Personnel Cost/FTE (\$ thousands)	\$126.0	\$131.9	\$132.6	\$139.6	\$141.2	\$145.1

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

¹ FY 2020-21 includes federal Coronavirus Relief Fund dollars.

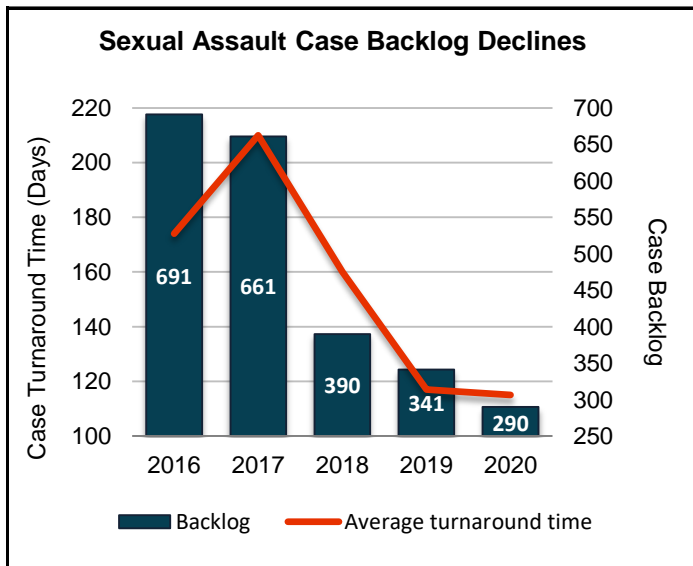
Performance Measures for Forensic Laboratory Services

	2015	2016	2017	2018	2019	2020
Workload: # Cases Completed¹						
Drug identification	21,071	21,295	20,710	20,400	19,429	17,421
Blood alcohol	9,084	8,298	6,880	5,735	5,050	3,444
DNA casework	2,452	2,654	3,442	3,976	3,679	3,174
Serology	2,877	2,983	3,624	4,012	3,596	3,687
AFIS	2,859	3,011	2,925	2,281	2,323	2,106
Firearms and tool mark	1,295	1,265	1,174	1,583	2,029	2,018
Sexual assault	648	964	1,245	1,163	1,097	971
Mandated convicted offender samples processed	18,079	17,135	15,205	14,450	13,113	15,950
Efficiency: Average case turnaround time (days)¹						
Drug identification	78	76	81	80	60	45
Blood alcohol	12	19	13	12	13	13
DNA casework	104	104	79	53	55	84
Serology	110	147	163	91	63	55
AFIS	35	39	28	56	58	59
Firearms and tool mark	127	179	249	205	216	173
Sexual assault	135	174	210	160	117	115
Outcome: Case Backlog¹						
Drug identification	4,682	4,002	4,294	3,705	2,789	1,826
Blood alcohol	300	368	190	223	124	81
DNA casework	791	972	813	592	576	1,358
Serology	1,061	1,666	1,544	748	668	452
AFIS	296	356	164	474	386	220
Firearms and tool mark	632	1,024	1,381	1,261	982	1,138
Sexual assault	--	691	661	390	341	290
AFIS identification ratio	45%	37%	36%	45%	41%	34%
# Latent prints identified to criminal suspects	3,621	4,744	3,959	2,986	2,752	2,379

¹ See notes on measures. Does not include all case types. Other case types include: documents, latent prints, toxicology, trace analysis and national integrated ballistic information network (NIBIN). Toxicology and NIBIN began full service in 2018.

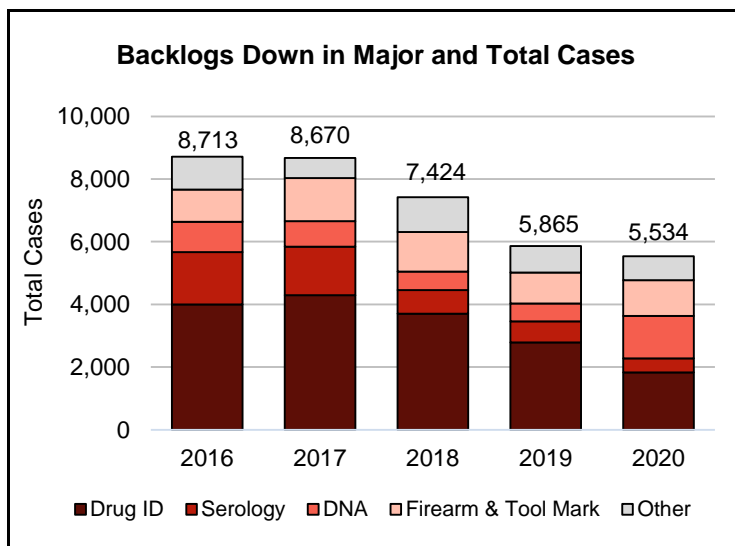
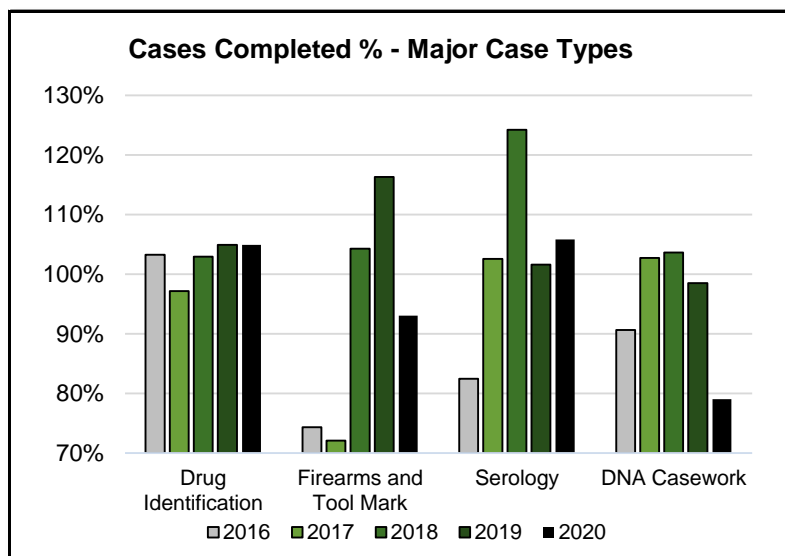
Notes on Measures

- Drug identification tests for unknown compounds to identify the presence of drugs. Blood alcohol tests for the presence of alcohol in the blood. AFIS uses digital imaging technology to obtain, store and analyze fingerprint data. DNA casework examines DNA evidence to convict or exonerate a person. Serology detects and identifies the presence of biological material (e.g., blood, semen) on evidence. Sexual assault cases comprise approximately 25 percent of casework handled by Serology and DNA staff.



From 2016 to 2020, the **backlog of sexual assault cases** declined from 691 to 290, a decrease of 58.0%. The average turnaround time displayed a similar trend. The average number of days to complete a sexual assault case was 115 days in 2020, a decline of 95 days (45.2%). The BFS added 16 new staff in the DNA and Serology discipline areas between 2016 and 2019 to reduce the backlog and average turnaround time of sexual assault cases.

Drug identification cases account for nearly half of **total cases received/completed by BFS** each year. The completion percentage of these cases increased from 97.7% in 2016 to 104.9% in 2020. In 2020, the completion percentages for Firearms and Tool Mark and DNA Casework each declined significantly from 2019, which corresponds with the increased backlog for those case types in 2020.



There have been significant reductions in **total case backlogs**. From 2016 to 2020, the total case backlog decreased from 8,713 to 5,534, a reduction of 3,179 (-36.5%). The largest reduction came in drug identification cases, which declined from 4,002 cases in 2016 to 1,826 cases in 2020, a decrease of 2,176 cases (-54.4%). Serology also recorded a notable reduction, declining from 1,666 cases to 452 cases, a decrease of 1,214 cases (-72.9 percent). The backlog in DNA Casework more than doubled from 2019 to 2020.

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Activity 6: Records and Information Management

Records and Information Management is an activity that facilitates information sharing among all levels of the law enforcement community in the Commonwealth. This activity includes the Bureau of Communications and Information Services (BCIS), the Bureau of Records and Identification (BRI), the Bureau of Research and Development (BRD) and the Bureau of Criminal Investigations (BCI). These bureaus facilitate law enforcement data sharing via the Pennsylvania Instant Check System (PICS), the Commonwealth Law Enforcement Assistance Network (CLEAN), Protection from Abuse Database (PFAD), Automated Fingerprint Identification System (AFIS) and Traffic and Criminal Software (TraCS), among several other systems and databases.

The populations served by this activity include, but are not limited to, law enforcement agencies within the state that rely on CLEAN, which handled over 995 million transactions in FY 2019-20, and the 2,795 statewide firearms dealers that relied on PICS for background checks for 1.1 million firearms sold or transferred in CY 2020 (data are preliminary and may be revised).

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

- Ensure the rapid collection and appropriate dissemination of accurate information throughout the Commonwealth, while leveraging new technology to improve performance and reduce costs.
- High-capacity, accurate information sharing throughout the Commonwealth, improved workforce efficiencies and updated technology to better support the core segments of the department.

Resources for Records and Information Management						
	15-16	16-17	17-18	18-19	19-20	20-21
	Actual	Actual	Actual	Actual	Actual	Budget
Expenditures by Object						
Personnel Services	\$21.44	\$21.78	\$22.32	\$22.94	\$23.20	\$23.64
Operational Expenses	11.40	6.62	12.66	14.67	13.36	16.80
Fixed Asset Expenses	<u>0.00</u>	<u>0.30</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total	32.84	28.70	34.98	37.60	36.56	40.43
Expenditures by Fund						
General Fund (State)	\$6.74	\$6.68	\$4.53	\$5.27	\$10.60	\$9.22
General Fund (Augmentations)	18.20	13.38	16.01	17.69	17.26	17.51
General Fund (Federal) ¹	1.35	0.55	0.30	0.62	0.49	6.20
General Fund (Restricted)	1.05	0.07	7.03	7.61	2.62	2.50
Motor License Fund	<u>5.51</u>	<u>8.03</u>	<u>7.11</u>	<u>6.41</u>	<u>5.60</u>	<u>5.00</u>
Total	32.84	28.70	34.98	37.60	36.56	40.43
Average Weekly FTE Positions²	291	276	277	277	276	287
Personnel Cost/FTE (\$ thousands)	\$73.7	\$78.9	\$80.6	\$82.8	\$84.1	\$82.4
Note: Expenditures in dollar millions. Actual expenditures are listed in the year the expenditure was recorded.						
1 FY 2020-21 includes federal Coronavirus Relief Fund dollars.						
2 The number of FTEs allocated across activities are approximated based on PSP estimates.						

Performance Measures for Records and Information Management

	2015	2016	2017	2018	2019	2020
PICS						
# PICS requests (000s)	989.3	1,138.0	1,055.5	1,016.3	982.0	1,445.9
% Requests automatically approved	61.9%	60.8%	56.0%	62.1%	65.8%	64.7%
% Requests forwarded to operator	38.1%	39.2%	44.0%	37.9%	34.2%	35.3%
% Requests denied	1.5%	1.5%	1.4%	1.4%	1.6%	1.6%
% PICS unplanned downtime	0.8%	1.5%	1.1%	1.0%	0.9%	1.0%
Checks per FTE ¹	6,609	7,817	8,148	6,750	5,898	--
PICS cost per request ^{1,2}	\$7.53	\$6.47	\$7.35	\$7.93	\$8.16	--
Gun check fees as % of PICS costs (FY)	48.9%	48.4%	37.5%	31.5%	31.7%	--
CLEAN						
CLEAN transactions (millions)	577.2	579.6	703.8	706.1	995.9	--
% CLEAN downtime	0.07%	0.19%	0.13%	0.13%	0.15%	--
# ECG screen ²	--	--	--	52	304	474
AFIS						
# AFIS fingerprints input (thousands)	1,243.4	1,168.3	928.7	798.3	1,000.8	--
Law enforcement fingerprint rate ²	88.4%	87.8%	88.0%	88.1%	88.5%	--
BCIS Other (000s)						
E-Trace firearm traces	3.2	2.9	3.1	3.4	3.9	4.0
PFAD cases	40.1	39.9	39.9	38.1	39.6	--
TraCS traffic citations	558.7	532.5	549.1	590.0	449.5	--
TraCS police warning notices	201.5	203.4	202.3	228.8	212.9	--
TraCS crash reports	76.9	80.8	83.1	82.4	70.3	--
Statewide Indicator						
# Violent crimes with a firearm	10,698	10,632	10,227	9,357	8,302	--

Note: Data related to CLEAN transactions and downtime, PFAD and TraCS are fiscal year.

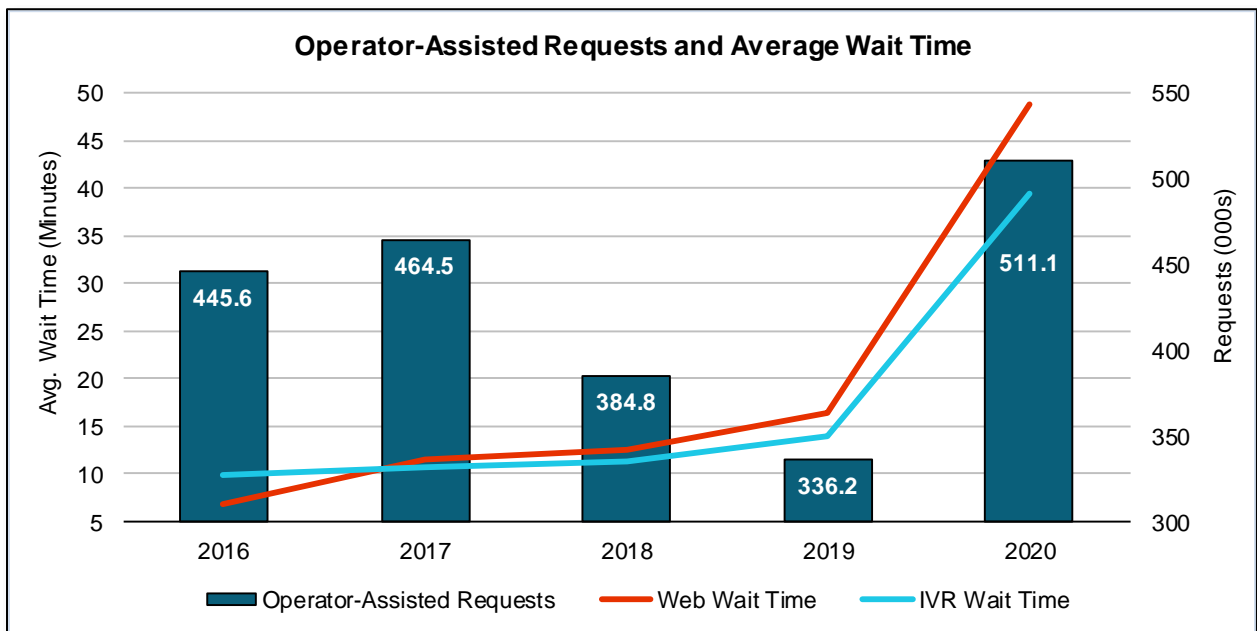
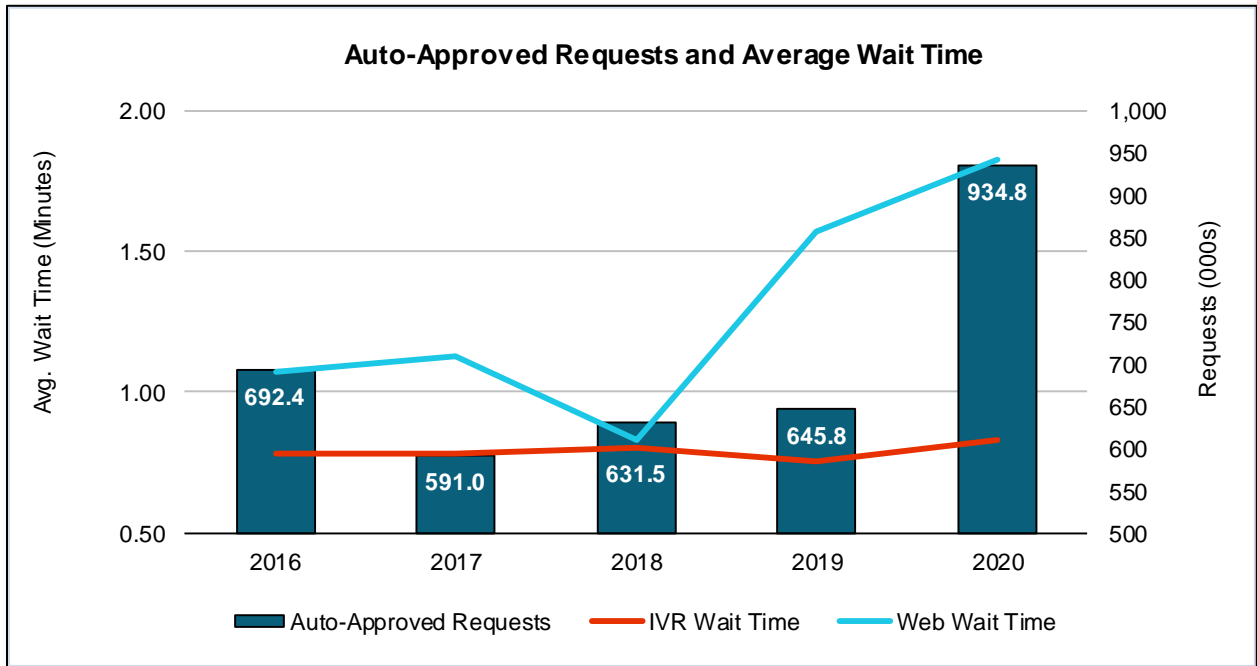
1 Combines fiscal year cost and FTE data with calendar year request data.

2 See notes on measures.

Notes on Measures

- PICS cost per request is calculated by the IFO using total PICS expenditures and total PICS requests processed. It includes all requests: sales, transfers, evidence returns and license to carry (LTC) background checks. Under the Pennsylvania Uniform Firearms Act (UFA) the cost per background check is legislatively set at \$2.00 for the check and \$3.00 for the Firearm Sale Surcharge. Additionally, some background checks are not charged a fee or are charged a separate fee, such as evidence returns and LTC background checks. There is no fee for the evidence returns, and the LTC is legislatively set with \$1.00 paid by the LTC applicant for a license to carry a firearm, which is remitted by the sheriff to the Firearms License Validation System Account and appropriated on a continuing basis to the PSP.
- Entered Confiscated Gun (ECG) screen is a recently developed metric within CLEAN that tracks illegally obtained firearms.
- The AFIS law enforcement fingerprint rate is the percentage of statewide criminal cases in which a fingerprint was recorded by either PSP or local law enforcement. The source for this metric is the Pennsylvania Criminal Justice Advisory Board (CJAB).

The figures below show the number of PICS requests that were automatically approved or operator-assisted and the average wait times for those types of requests. Total requests increased dramatically (47.2 percent) in 2020. The first figure shows that the average wait time for an automatically approved request was 1.8 minutes for the web-based application and 0.8 minutes for the Interactive Voice Response (IVR) system in 2020. The second figure shows that average wait times for operator-assisted requests increased significantly for both the IVR and web-based systems in 2020. The average wait times for an operator-assisted request were 48.8 minutes for the web-based system and 39.5 minutes for the IVR system. These wait times represent increases of 32.3 minutes (195.8 percent) and 26.5 minutes (182.9 percent), respectively.



Activity 6: Records and Information Management (Addendum)

The following data shall serve as an addendum to the initial Performance-Based Budget report for the Pennsylvania State Police delivered to the General Assembly on March 25, 2021. This addendum was requested by the Performance-Based Budget Board during a hearing on April 28, 2021. The following data are to be used in conjunction with the initial report, and not serve as a replacement for the original measures provided.

As part of this addendum, the Performance-Based Budget Board requested information on the average customer wait time for PICS requests by day of the week. The PSP responded that this metric is not available. The available data on PICS average wait time for operator-assisted approvals, operator-assisted denials and auto-approvals are listed in the table below. The PSP do not track the average wait time by type of incoming customer request (e.g., firearm purchase background check vs. a license-to-carry permit background check.)

PICS Average Wait Time (Minutes)						
	2015	2016	2017	2018	2019	2020
Operator-assisted approvals	2.87	3.30	3.63	2.73	2.92	35.17
Operator-assisted denials	4.28	4.18	3.50	3.25	2.80	36.70
Auto-approvals	0.45	0.47	1.03	1.13	1.33	1.62

Activity 7: Statewide Communications and Radio Network Administration

Pennsylvania's statewide radio network (STARNet) provides effective and reliable radio communications across Troops A-T and interagency partners. STARNet includes mobile radios installed in trooper cars and portable radios worn on belts, which operate on a statewide infrastructure of radio towers, collectively known as a land mobile radio (LMR) system. The LMR system offers mission-critical support to ensure effective incident command and improve personnel accountability and officer safety. Administered by the Bureau of Communication and Information Services (BCIS), STARNet provides services to 22 Commonwealth agencies, several federal agencies and private partners and a growing number of local governments.

In 2016, PSP entered into a contract with Motorola to upgrade the LMR system to the P25 standard. This national standard enables interoperable radio communications across multiple manufacturers and improves public safety agencies' emergency response communications. Expected completion is June 30, 2021.

In 2017, Pennsylvania opted-in to the FirstNet program, a largely federally-funded program for which PSP serves as the state's primary agency. Vendor AT&T is constructing the Nationwide Public Safety Broadband Network and committed to build 25 new macrocell broadband towers in Pennsylvania to fill gaps in network coverage where public safety entities have historically been involved in calls for service.

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

- Increased reliability and share of statewide land and road area covered by PA STARNet.
- Establish a scalable statewide LMR system that results in cost-savings through (1) competitive purchases of radios from multiple vendors and (2) reduced infrastructure support costs.

Resources for Statewide Communications and Radio Network Administration

	15-16 Actual	16-17 Actual	17-18 Actual	18-19 Actual	19-20 Actual	20-21 Budget
Expenditures by Object						
Personnel Services	\$8.55	\$9.08	\$10.37	\$11.93	\$11.29	\$11.10
Operational Expenses	21.02	19.27	47.57	46.36	43.70	49.90
Fixed Assets Expense	<u>0.61</u>	<u>0.13</u>	<u>0.00</u>	<u>0.02</u>	<u>0.20</u>	<u>0.20</u>
Total	30.18	28.49	57.94	58.30	55.19	61.20
Expenditures by Fund						
General Fund (State)	\$6.75	\$5.42	\$12.05	\$14.90	\$10.63	\$13.28
General Fund (Federal) ¹	1.11	0.76	0.59	0.37	0.43	2.34
General Fund (Restricted)	0.17	0.13	1.35	0.15	0.98	4.74
Motor License Fund	<u>22.15</u>	<u>22.17</u>	<u>43.94</u>	<u>42.88</u>	<u>43.15</u>	<u>40.83</u>
Total	30.18	28.49	57.94	58.30	55.19	61.20
Average Weekly FTE Positions²	65	64	68	77	73	76
Personnel Cost/FTE (\$ thousands)	\$131.6	\$141.9	\$152.4	\$154.9	\$154.6	\$146.0

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

1 FY 2020-21 includes federal Coronavirus Relief Fund dollars.

2 The number of FTEs allocated across activities are approximated based on PSP estimates.

Performance Measures for Statewide Communications & Radio Network Administration

	15-16	16-17	17-18	18-19	19-20	20-21
<u>P25 System</u>						
Total expenditures (\$ 000s)	--	\$4,424	\$12,567	\$13,261	\$9,151	--
Maintenance only (\$ 000s)	--	--	--	\$1,299	\$3,115	--
Implementation						
# Troops w/ P25 system installed	--	1	4	9	13	16
# Successful 30-day operational tests ¹	--Recommended Measure--					
Performance						
% Land area covered by P25 system	--	11.0%	74.0%	89.8%	97.9%	98.3%
% Road coverage by P25 system	--	8.0%	77.0%	92.7%	98.2%	98.5%
# Help desk tickets submitted for radio issues	--	--	--	11	307	--
# Planned maintenance projects	--	--	--	0	36	--
Cost per user ^{1,2}	--	--	--	--	\$568	--
\$ Saved by switching to P25 system (000s) ¹	--Recommended Measure--					
<u>OpenSky</u>						
Total expenditures (\$ 000s)	\$10,173	\$10,139	\$9,969	\$10,402	\$9,535	--
Maintenance only (\$ 000s)	\$10,173	\$10,139	\$9,969	\$10,402	\$9,535	--
Performance						
% Land area covered by OpenSky system	97.3%	97.3%	97.3%	97.3%	97.3%	97.3%
% Road coverage by OpenSky system	98.1%	98.1%	98.1%	98.1%	98.1%	98.1%
# Help desk tickets submitted for radio issues	3,883	4,568	2,624	4,988	4,461	--
# Planned maintenance projects	1,097	1,359	1,028	599	225	--
Cost per user ^{1,2}	\$391	\$390	\$383	\$400	\$367	--
<u>First Net</u>						
Spending (state-only, \$ 000s)	\$186	\$217	\$114	\$76	\$86	--
# Cumulative towers constructed	--	--	--	1	13	16
# Cumulative towers live	--	--	--	1	4	5
% Increase in broadband coverage	--Recommended Measure--					

Notes:

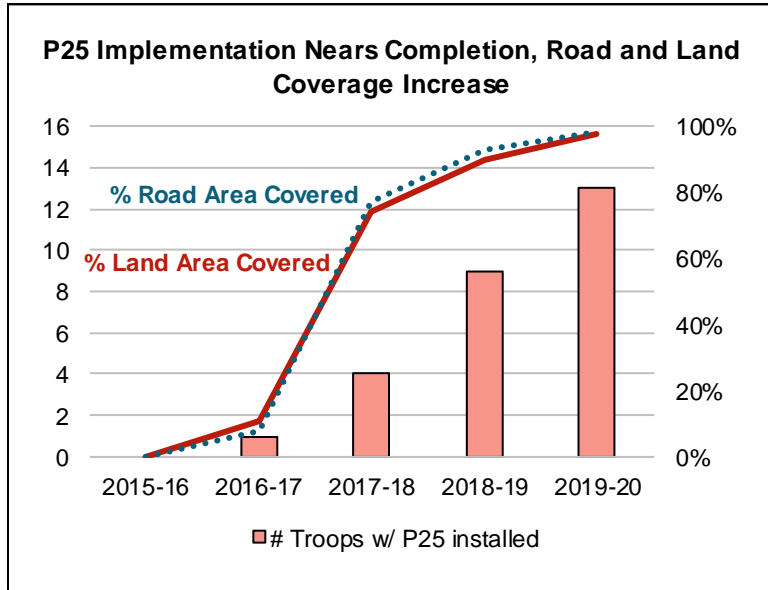
1 See notes on measures below table for additional detail.

2 Calculated by IFO.

Notes on Measures

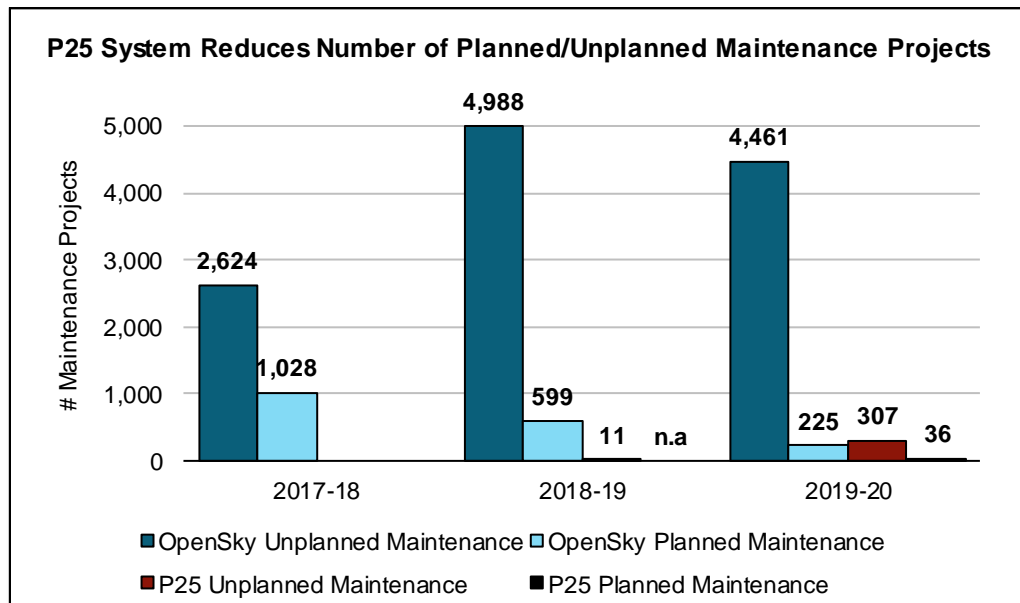
- A finding in the January 2020 Auditor General report on STARNet recommended a more formal process for conducting and documenting 30-day operational tests which take place after each P25 troop installation to ensure system functionality and reliability when used for daily operations.
- Cost per user is calculated using the total annual expenditures of each system, divided by the total annual number of active STARNet radios. The cost per user is based on 16,113 P25 radios in FY 2019-20 and an annual average of 26,000 OpenSky radios for FY 2015-16 through FY 2019-20.

- The department expects to realize savings as a result of decommissioning the OpenSky system due to reduced tower rent, electricity costs and telecom costs. Savings are estimated at \$6 million annually once P25 is fully implemented and OpenSky is fully decommissioned. Decommissioning is expected to begin on June 30, 2021 and take five years.



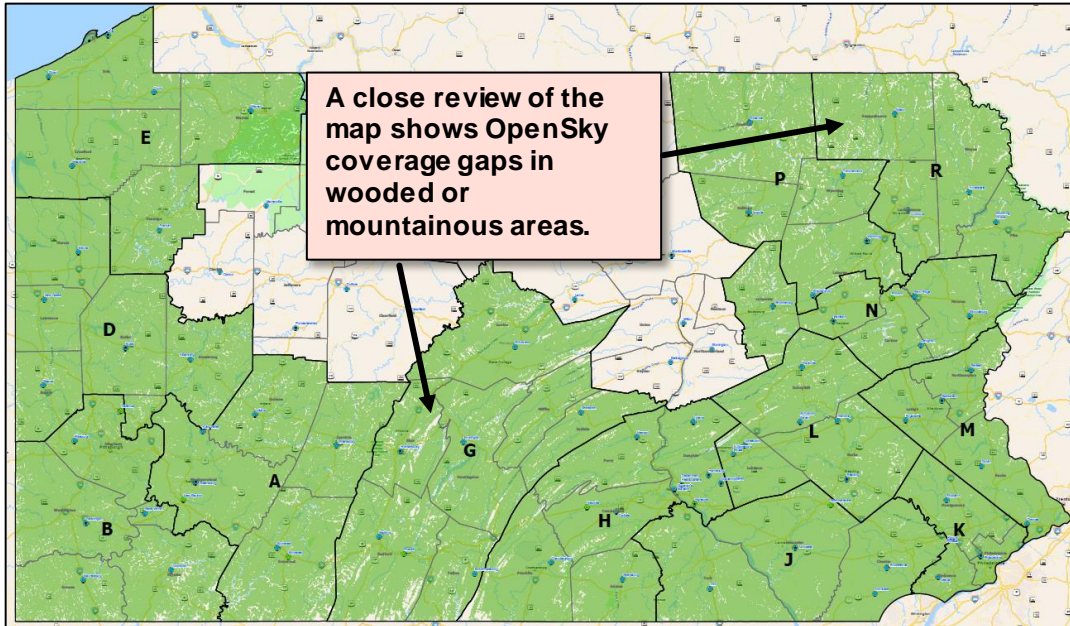
The P25 upgrade is on track for scheduled completion by June 30, 2021. At the end of FY 2019-20, 13 **troop installations were successfully completed**, with the remaining troop installations (Troops C, F and T) scheduled to occur in FY 2020-21. At the end of FY 2019-20, the **percent of land area covered by the P25 system** was (97.9%) and the **percent of road area covered** was (98.2%). The contractual requirement for land- and road- coverage is greater than 95% and nearly all counties with a fully implemented P25 system have tested at coverage levels above 97%.

Unplanned maintenance as measured by the number of help-desk tickets reflects the radio system’s reliability for Troopers. In FY 2019-20, OpenSky had 4,461 unplanned maintenance projects while P25 had 307. This indicates the P25 system’s increased reliability. Though the P25 system has not been implemented for all troops, maintenance costs (\$3.1 million) were approximately one-third of annual maintenance costs (\$9.5 million) for the OpenSky system in FY 2019-20.

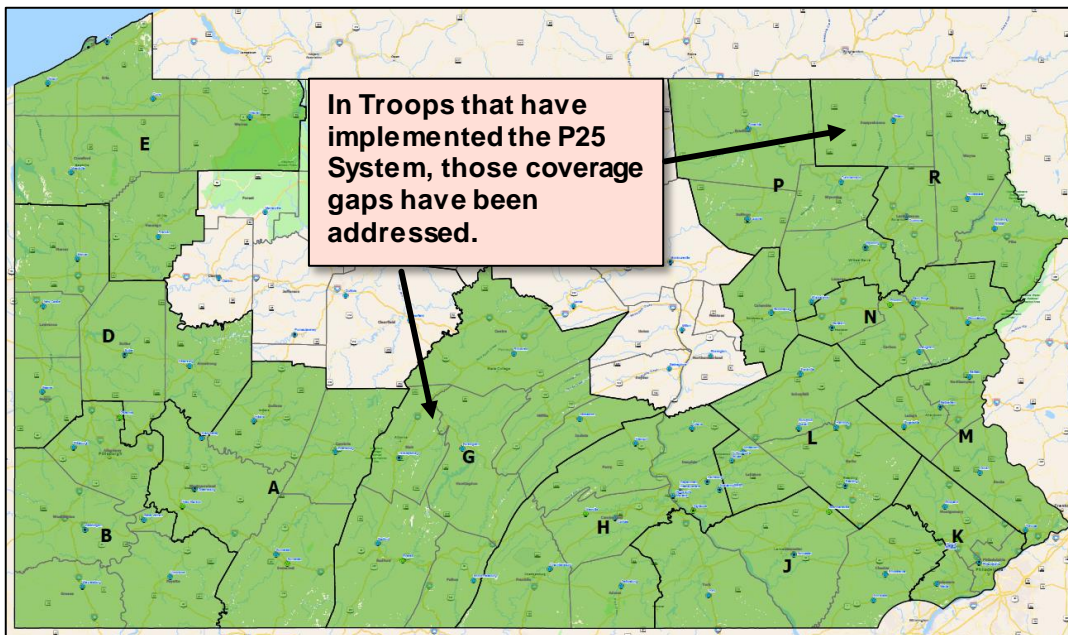


P25 and OpenSky Coverage Comparison

OpenSky Mobile Coverage



P25 Mobile Coverage



Notes: In addition to Troop T (Turnpike), Troops C and F are excluded from OpenSky Mobile Coverage map because P25 has not yet been deployed for these Troops. This is to allow for an easier comparison of coverage.

Both the P25 and OpenSky system cover high percentages of road and land area in the Commonwealth. While there is not a large percentage point difference in road and land area covered, this graphic highlights increased P25 coverage in areas that were previously coverage gaps for the OpenSky system.

Activity 8: Officer Recruitment and Development

The Officer Recruitment and Development activity seeks to engage individuals who possess the necessary skills, competence, and moral character required for positions within the Pennsylvania State Police and provides training and education for law enforcement officers to better serve the community.

Officer recruitment is overseen by the Equality and Inclusion Office and is committed to actively recruiting qualified candidates from diverse cultural, gender and ethnic backgrounds. Officer training includes basic training at the Pennsylvania State Police Academy and operational training for current law enforcement officers. Additionally, the Member's Assistance Program provides confidential assistance to all department personnel and their families by advocating for their mental and emotional health.

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

- Develop and maintain a distinguished and diverse workforce, reflective of the population served, by recruiting, hiring, promoting and retaining the most qualified individuals, while fostering a culture devoid of discrimination.
- Increase the number of cadet applications and cadet applications from traditionally underrepresented groups, increase the number of training opportunities and foster a promotional process that is fair and unbiased.

Resources for Officer Recruitment and Development

	15-16 Actual	16-17 Actual	17-18 Actual	18-19 Actual	19-20 Actual	20-21 Budget
Expenditures by Object						
Personnel Services	\$28.58	\$25.35	\$28.14	\$30.85	\$30.97	\$32.50
Operational Expenses	3.88	-0.40	4.00	3.60	2.90	3.60
Fixed Assests Expense	<u>0.18</u>	<u>0.19</u>	<u>0.00</u>	<u>0.00</u>	<u>0.01</u>	<u>0.00</u>
Total	32.64	25.14	32.14	34.45	33.88	36.10
Expenditures by Fund						
General Fund (State)	\$6.39	\$6.92	\$6.64	\$8.81	\$10.32	\$5.91
General Fund (Augmentations)	0.07	0.08	0.09	0.08	0.06	0.05
General Fund (Federal) ¹	0.00	0.00	0.01	0.00	0.00	7.20
General Fund (Restricted)	0.56	-1.17	0.00	0.00	0.01	0.00
Motor License Fund	<u>25.62</u>	<u>19.31</u>	<u>25.41</u>	<u>25.56</u>	<u>23.49</u>	<u>22.94</u>
Total	32.64	25.14	32.14	34.45	33.88	36.10
Average Weekly FTE Salary	71	89	95	100	100	101
Average Weekly FTE Wage (Cadet)	160	136	186	186	164	186
Personnel Cost/FTE (\$ thousands)	\$123.7	\$112.7	\$100.1	\$107.9	\$117.3	\$113.2

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

¹ FY 2020-21 includes federal Coronavirus Relief Fund dollars.

Performance Measures for Officer Recruitment and Development

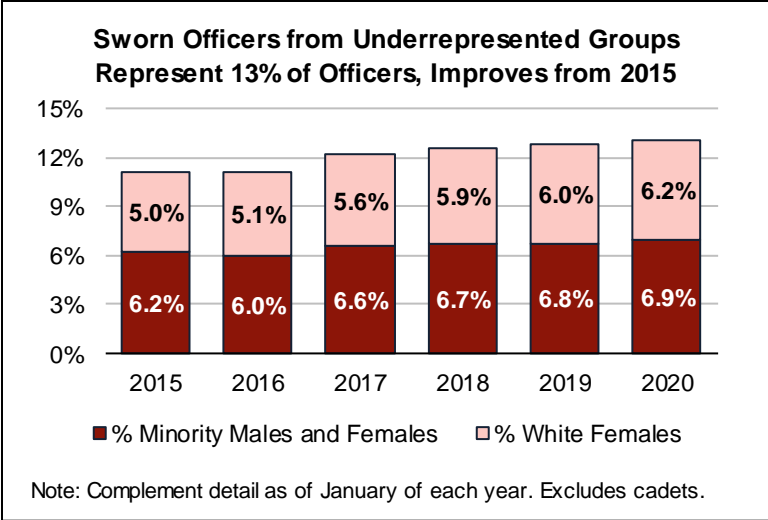
	15-16	16-17	17-18	18-19	19-20	20-21
Workload						
# Sworn officers ¹	4,464	4,301	4,305	4,330	4,533	4,560
# Cadets trained	418	295	350	482	484	--
# Academy graduates	294	253	279	393	398	410
Efficiency						
Avg. training cost per cadet (000s) ²	\$45.4	\$44.8	\$48.2	\$48.8	\$52.1	--
Outcome						
Avg. # cadet applications per testing cycle ³	5,753	6,399	6,174	8,177	7,753	--
% Change in avg. # of cadet applications	--	11%	-4%	32%	-5%	--
% Applications from underrepresented groups ²	37.6%	36.0%	39.0%	38.5%	40.1%	40.1%
Academy graduation rate ²	70.3%	85.8%	79.7%	81.5%	82.2%	--
% Academy grads from underrep. groups ²	16.0%	11.9%	14.3%	16.5%	15.8%	15.8%
% Sworn officers from underrep. groups ^{2,3,4}	11.1%	11.1%	12.2%	12.6%	12.8%	13.1%

Notes:

- 1 Actual sworn complement. FY 15-16 through FY 19-20 authorized sworn complement is 4,719.
- 2 See notes on measures below.
- 3 Calculated by the IFO.
- 4 Calendar year basis.

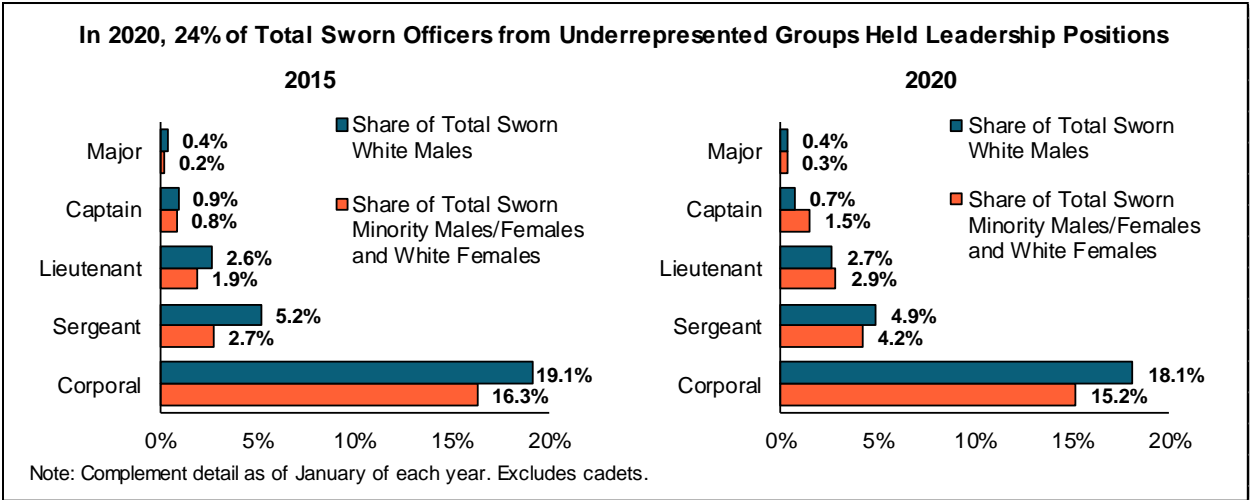
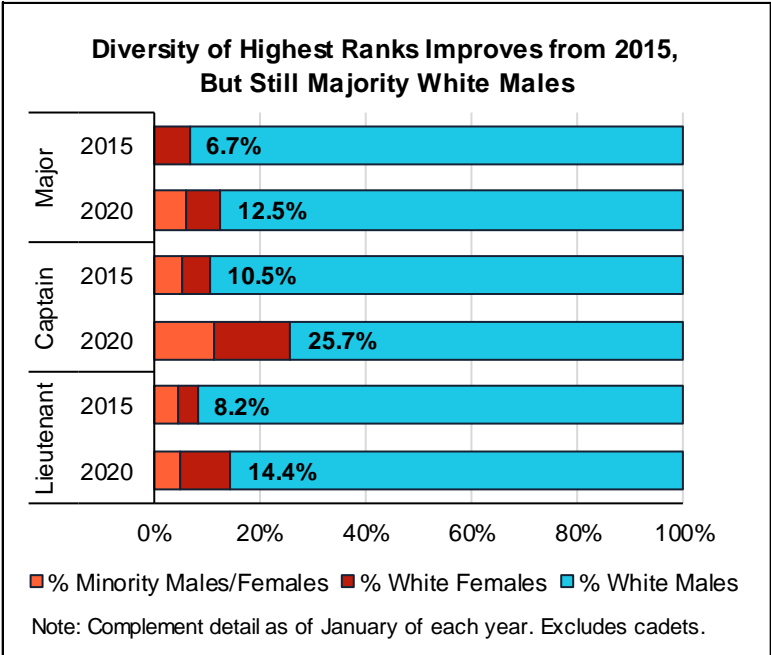
Notes on Measures

- The measure average training cost per cadet was calculated by PSP and reflects the cost of 27 to 28 weeks of training for PSP cadets attending the academy based on bi-weekly salary and equipment expenses. In FY 2019-20, the average bi-weekly cost to train a cadet was \$3,723. This does not reflect training costs for Liquor Control Enforcement officers.
- Traditionally underrepresented groups are defined by PSP as white females and males and females of races/ethnicities including: Black, Hispanic, Asian, Native American, Pacific Islander, two or more races and/or other races.
- The PSP academy graduation rate for FY 2015-16 is lower than average due to the cheating investigation in the 144th cadet class which resulted in a graduation rate of 48 percent for that class.



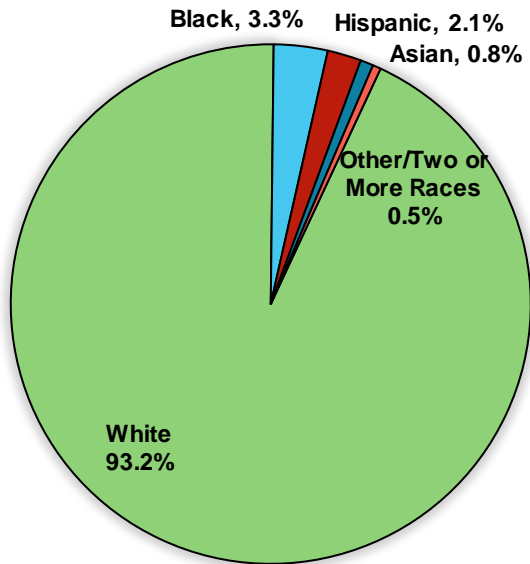
Between 2015 and 2020, the **share of officers from underrepresented groups** increased from 11.1% to 13.1%. The share of minority officers increased from 6.2% to 6.9% of total officers while the share of white female officers increased from 5.0% to 6.2%. Even as these numbers improve, white males comprise the majority of PSP officers, representing 86.9% of total officers in 2020.

PSP's **promotion of diverse candidates** increased, but the majority of supervisory positions are still held by white male officers. In 2015, officers from underrepresented groups held 8.2% of lieutenant positions, 10.5% of captain positions, and 6.7% of major positions. By 2020, these shares improved to 14.4%, 25.7% and 12.5%, respectively. In 2015, 22.0% of officers from underrepresented groups held leadership positions, compared with 28.2% of white males. In 2020, this number improved to 24.1% of officers from underrepresented groups and 26.8% of white males.

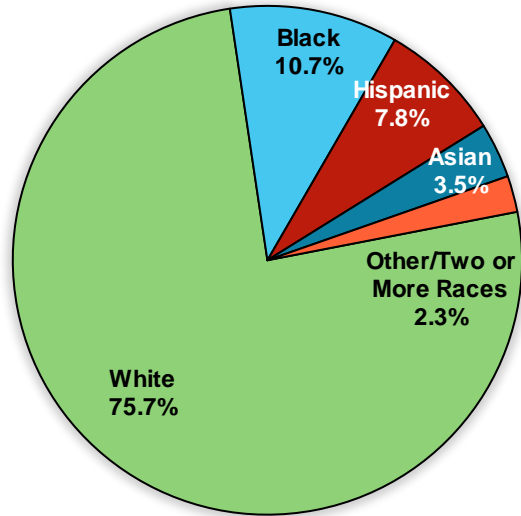


PSP Officers Remain Less Diverse Than Pennsylvania Population

PSP Officer Complement 2019

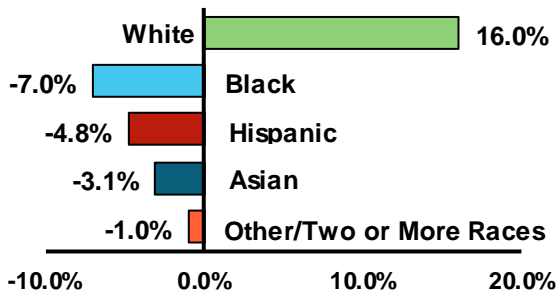


Pennsylvania State Population 2019

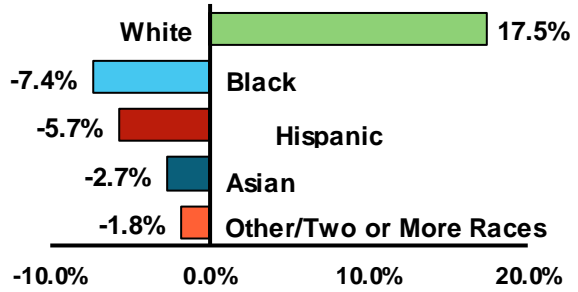


Differential Between PSP Officer Diversity and Pennsylvania Diversity

2014



2019



Note: PSP complement data is as of January 1 of each year. Excludes cadets. All races reflect non-Hispanic populations, for example white reflects persons that are white, non-Hispanic. Pennsylvania state population data reflect the demographic characteristics of the entire state of Pennsylvania in 2014 and 2019, including jurisdictions that do not rely on PSP coverage (e.g., Philadelphia, Pittsburgh).

Source: Pennsylvania State Police Bureau of Human Resources. U.S. Census Bureau American Community Survey 1-Year Estimates 2014 and 2019.

In 2014, the percentage of white PSP officers was 16.0 percentage points greater than Pennsylvania's population (93.8 percent white compared to 77.8 percent). By 2019, this differential grew to 17.5 percentage points as Pennsylvania's population became more diverse at a faster rate than PSP's officers (93.2 percent white compared to 75.7 percent for the state).

Activity 9: Community Partnerships and Engagement

The Community Partnership and Engagement activity includes the Municipal Police Officers Education and Training Commission (MPOETC), Community Service Officers (CSO) in Troops A-R, the Department's Communication Office and the Heritage Affairs Section within the Equality and Inclusion Office (EIO). The Communication Office and EIO are responsible for community and media relations and internal information for PSP. In 2019, CSOs provided crime prevention programs that reached 39,204 attendees, traffic safety programs that reached 12,770 attendees, along with numerous other special programs and media presentations. Attendee counts declined to 6,016 attendees for crime prevention and 2,681 for traffic safety in 2020, likely due to the impact of the COVID-19 pandemic. The MPOETC administers the Municipal Police Officers' Education and Training Program, providing certification standards to the state's 24 local police academies. In 2019, there were 1,068 active local police departments that received certification and training standards from MPOETC.

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

- Build positive and constructive relationships with state residents by increasing awareness of law enforcement efforts to make communities safe.
- Build professional and academic partnerships, and conduct and administer community-based crime prevention programs that increase citizen participation to prevent crime.
- Improve and standardize local policing throughout the state through the administration of the MPOETC program.

Resources for Community Partnerships and Engagement						
	15-16	16-17	17-18	18-19	19-20	20-21
	Actual	Actual	Actual	Actual	Actual	Budget
Expenditures by Object						
Personnel Services	\$7.58	\$7.57	\$7.86	\$7.99	\$7.95	\$8.47
Operational Expenses	1.26	1.48	0.99	0.72	0.80	4.58
Grants	<u>3.35</u>	<u>4.48</u>	<u>3.28</u>	<u>4.13</u>	<u>7.22</u>	<u>5.00</u>
Total	12.19	13.53	12.13	12.83	15.97	18.05
Expenditures by Fund						
General Fund (State)	\$2.61	\$2.66	\$2.48	\$2.69	\$2.48	\$4.46
General Fund (Augmentations)	0.01	0.01	0.01	0.01	0.01	0.02
General Fund (Federal)	0.23	0.05	0.00	0.00	0.00	1.56
Motor License Fund	<u>9.35</u>	<u>10.80</u>	<u>9.63</u>	<u>10.13</u>	<u>13.48</u>	<u>12.02</u>
Total	12.19	13.53	12.13	12.83	15.97	18.05
Average Weekly FTE Positions¹	51	51	52	53	52	53
Personnel Cost/FTE (\$ thousands)	\$148.7	\$148.4	\$151.2	\$150.7	\$152.9	\$159.8
Note: Expenditures in dollar millions. Actual expenditures are listed in the year the expenditure was recorded.						
1 The number of FTEs allocated across activities are approximated based on PSP estimates.						

Performance Measures for Community Partnerships and Engagement

	2015	2016	2017	2018	2019	2020
Municipal Police Officer Education and Training Commission¹						
# Active local police departments	1,092	1,095	1,079	1,074	1,068	--
# Local police officers certified (Act 120)	--	--	--	1,396	1,149	--
# Act 120 certified local police officers	--	--	--	22,832	22,706	--
Reimbursement per local officer certified ²	--	--	--	\$2,955	\$6,284	--
% Municipality costs reimbursed	--	--	--	43%	42%	--
Act 235 lethal weapons certifications issued	--	--	--	3,759	3,692	--
# LEAs enrolled in database	--Recommended Measure for Act 57 of 2020--					
# Officer separation records in database	--Recommended Measure for Act 57 of 2020--					
# Reports filed due to hiring of applicant with negative separation record	--Recommended Measure for Act 57 of 2020--					
Community Service						
# Traffic safety programs	3,137	1,612	3,538	2,754	2,362	1,286
# Crime prevention programs	2,736	2,160	3,073	3,123	2,634	1,593
# PSP community outreach initiatives	3,868	3,462	3,856	5,578	5,939	4,020
Career and recruitment	269	245	255	244	374	159
College/university/education	87	91	87	111	104	30
Camp Cadet (hours) ¹	7,610	7,266	6,839	6,888	7,245	2,224
Bigs in Blue (hours) ¹	--	--	--	--	25	107

1 See notes on measures.

2 Calculated by the IFO. Includes MPOETC grant funding for municipal police training.

Notes on Measures

- MPOETC Act 120 certification measures prior to 2018 are excluded due to data limitations.
- All local municipal departments and officers must be certified by MPOETC. Act 120 of 1974 states that the Commission shall provide for reimbursement of the entire amount of allowable tuition and ordinary and necessary living and travel expenses incurred by their police officers while attending certified municipal police basic training schools. Funds for reimbursement were appropriated through a \$5 million annual grant under Act 89 of 2013, which reimburses certain expenses related to training municipal police officers. Due to budget limitations, reimbursement to municipalities is prioritized until no funds remain.
- Act 57 of 2020 requires MPOETC to establish and manage a database of local police officer separation records, which would be available to all local LEAs for their hiring processes. The legislation also requires that a report be filed with MPOETC when an applicant is hired who has a negative separation record.
- Camp Cadet is a summer camp for Pennsylvania youth between the ages of 12 to 15, staffed by Troopers, local police officers and other volunteers. The goal is to introduce participants to criminal justice system and establish a positive relationship with law enforcement.
- Bigs in Blue is a one-to-one mentoring program that connects youth with police officers. PSP became the first state police department in the country to enroll in the program in October 2017.

Activity 10: Administration and Support

The Administration and Support activity encompasses various organizational segments and functions that assist the department to meet specific goals and objectives. Troop Staff Services sections and the Bureau of Staff Services (BSS) procure materials, equipment and services to ensure the department and its personnel operate efficiently and effectively. The Bureau of Research and Development (BRD) maintains and updates the department's policies and houses numerous department program services, while providing logistic support for field operations. The Bureau of Integrity and Professional Standards (BIPS) encompasses both an Internal Affairs Division (IAD) and a Systems and Process Review (SPR) Division. IAD conducts complete, objective and independent investigations of alleged employee misconduct, while SPR conducts in-depth examinations of specific department functions or organizational segments.

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

- Provide police service with professionalism through community and professional partnerships, superior training, procurement of advanced equipment and technologies, and implementation of innovative business practices to increase agency efficiency and enhance public service.
- Maintain sufficient staffing levels to effectively serve the public; research, evaluate, and procure equipment and technologies.
- Uphold agency processes and integrity through IAD investigations and SPR examinations.

Resources for Administration and Support

	15-16	16-17	17-18	18-19	19-20	20-21
	Actual	Actual	Actual	Actual	Actual	Budget
Expenditures by Object						
Personnel Services	\$148.43	\$176.01	\$160.68	\$156.84	\$160.34	\$171.90
Operational Expenses	44.47	87.48	49.76	75.80	75.12	70.89
Fixed Assets Expense	-2.71	6.23	3.64	0.95	1.40	1.70
Non-Expense Items	<u>13.52</u>	<u>4.27</u>	<u>9.03</u>	<u>5.38</u>	<u>0.00</u>	<u>0.00</u>
Total	203.71	273.99	223.10	238.96	236.86	244.49
Expenditures by Fund						
General Fund (State)	\$39.53	\$52.79	\$44.14	\$53.27	\$60.05	\$41.09
General Fund (Augmentations)	1.97	1.72	8.13	20.72	17.77	21.49
General Fund (Federal) ¹	0.00	0.00	0.00	0.00	0.14	38.13
General Fund (Restricted)	1.37	-5.74	0.13	0.00	0.00	0.00
Motor License Fund	158.88	223.16	168.47	162.71	156.55	141.17
State Stores Fund	<u>1.97</u>	<u>2.06</u>	<u>2.24</u>	<u>2.26</u>	<u>2.35</u>	<u>2.61</u>
Total	203.71	273.99	223.10	238.96	236.86	244.49
Average Weekly FTE Positions²	1,378	1,351	1,207	1,194	1,206	1,445
Personnel Cost/FTE (\$ thousands)	\$107.7	\$130.3	\$133.2	\$131.4	\$133.0	\$119.0

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

¹ FY 2020-21 includes federal Coronavirus Relief Fund dollars.

² The number of FTEs allocated across activities are approximated based on PSP estimates.

Performance Measures for Administration and Support

	15-16	16-17	17-18	18-19	19-20	20-21
Staffing and Costs						
Agency FTE	6,360	6,211	6,098	6,189	6,304	6,632
Enlisted	4,372	4,245	4,210	4,325	4,465	4,603
Civilian	1,988	1,966	1,888	1,864	1,839	2,029
Overtime costs (\$ 000s)						
Enlisted OT (\$ 000s) ¹	\$24,322	\$28,170	\$27,209	\$29,750	\$27,918	\$42,149
Civilian OT (\$ 000s) ¹	\$2,085	\$2,451	\$2,330	\$2,624	\$2,278	\$3,611
HR costs (\$ 000s) ²	\$5,012	\$4,965	\$4,838	\$4,767	\$5,666	\$5,483
IT costs (\$ 000s) ²	\$31,094	\$42,009	\$42,649	\$46,511	\$42,879	\$50,232
Overtime cost per agency FTE						
Enlisted	\$5,563	\$6,636	\$6,463	\$6,879	\$6,253	\$9,157
Civilian	\$1,049	\$1,247	\$1,234	\$1,407	\$1,239	\$1,780
HR cost per agency FTE ²	\$788	\$799	\$793	\$770	\$899	\$827
IT cost per agency FTE ²	\$4,889	\$6,764	\$6,994	\$7,515	\$6,802	\$7,574
Staff turnover rate (Enlisted)	6.2%	10.8%	6.6%	4.2%	4.0%	--
Staff turnover rate (Civilian)						--Recommended Measure--

Integrity and Professional Standards³

# SPR Examinations	56	69	45	51	57	45
# Internal Affairs Div. complaints ⁴	1,163	1,268	1,461	1,547	1,686	1,873
# Investigated	327	426	331	273	278	342
# Sustained	98	116	133	86	96	82
# Resulting in disciplinary action	82	101	107	70	82	66
# Resulting in termination	3	6	5	6	6	2
# Officers in Early Intervention ⁴	8	5	4	15	1	4

1 FY 2020-21 overtime costs prorated by the IFO based on historical averages for enlisted/civilian. These are budget-year estimates and do not reflect actual overtime expenditures.

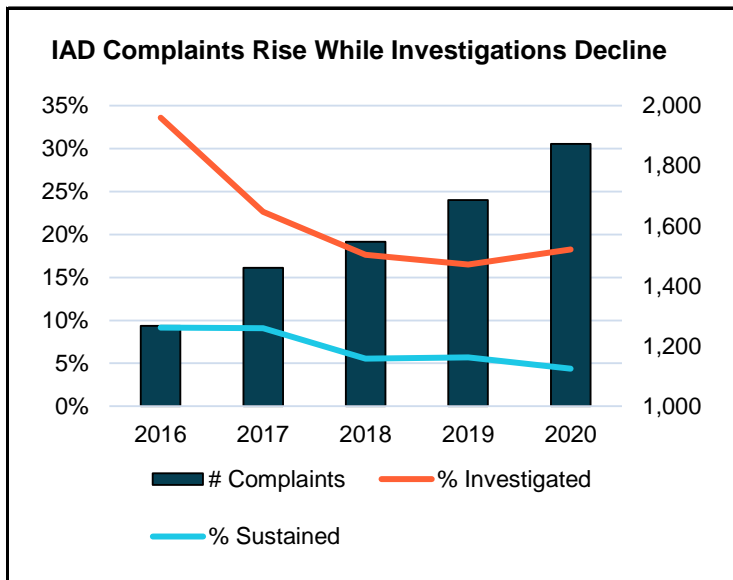
2 In FY 17-18, executive agency HR services and IT complement were consolidated under the Office of Administration (OA). During this transitional year, executive agencies continued to pay the personnel costs associated with the HR and IT complement transferred to OA. Beginning in FY 18-19, agencies are billed for these services as well as for a portion of the HR and IT enterprise budget previously appropriated to OA.

3 All Bureau of Integrity and Professional Standards performance measures are by calendar year.

4 See notes on measures.

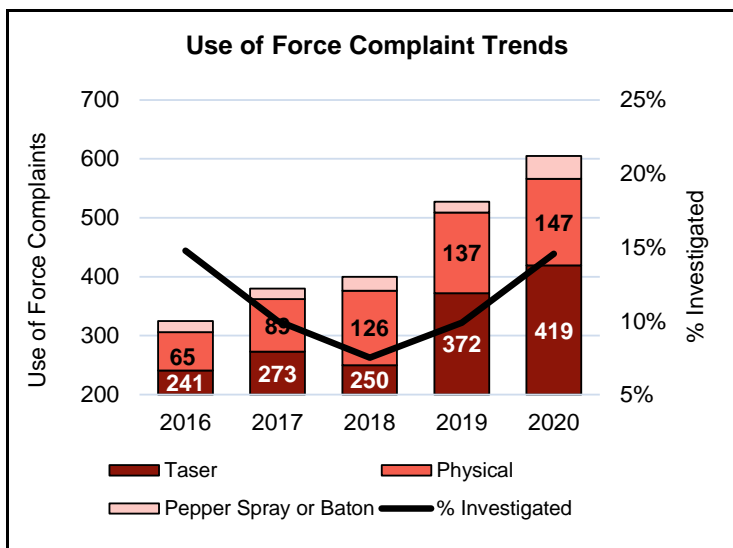
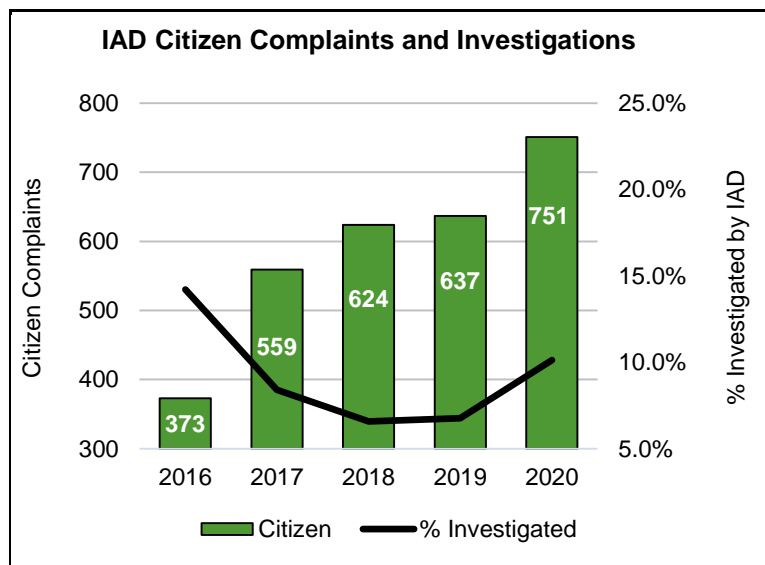
Notes on Measures

- IAD investigations are conducted as a result of a misconduct allegation which, if founded, would give rise to formal discipline (written reprimand, suspension, demotion, transfer, or termination from employment). IAD investigations also consist of those incidents which automatically require an investigation due to department regulations. Supervisory resolutions are conducted for minor complaints or performance inadequacies best addressed through supervisory intervention rather than a formal IAD investigation.
- The Early Intervention Program (EIP) aids supervisors in the identification of law enforcement officers who may have difficulty managing stress or exhibit a pattern of conduct, which may be of concern to the department. The goal of the EIP is to divert staff from the disciplinary system.



Total **IAD complaints** increased from 1,268 to 1,873 from 2016 to 2020, an increase of 605 complaints (47.7%). During the same time period, the share of complaints investigated by IAD declined from 33.6% to 18.3%, or 84 fewer investigations. The share of complaints sustained (9.1% to 4.4%) also declined over this time period. The majority of complaints sustained result in disciplinary action. Complaints that do not require a IAD investigation can also be handled by a supervisory resolution.

Citizen complaints comprise approximately 40% of total IAD complaints. There were 751 citizen complaints in 2020, an increase of 378 complaints (101.3%) from 2016. The percentage of citizen complaints investigated decreased from 14.2% in 2016 to 10.1% in 2020. Trooper-citizen contact data are only available through 2019, but those data show that the growth in citizen complaints (70.8%) outpaced contacts (21.1%) from 2016 to 2019.



There were 605 **use of force complaints** to IAD in 2020. This represented an increase of 280 complaints (86.2%) from 2016. The majority (69.3%) of these complaints were related to taser usage, which increased by 178 (73.9%). Physical force complaints increased at a much stronger rate (126.2%) during this period. In 2020, 14.5% of use of force complaints were formally investigated by the IAD. Similarly, 14.8% of such complaints were investigated in 2016.

Activity 10: Administration and Support (Addendum)

The following data shall serve as an addendum to the initial Performance-Based Budget report for the Pennsylvania State Police delivered to the General Assembly on March 25, 2021. This addendum was requested by the Performance-Based Budget Board during a hearing on April 28, 2021. The following data are to be used in conjunction with the initial report, and not serve as a replacement for the original measures provided.

As part of this addendum, the Performance-Based Budget Board requested information on the percentage of overtime costs related to training and the percentage of overtime costs related to hearings and/or trials. The PSP responded that there is no agency coding for these types of activities and therefore, associated overtime costs could not be determined. The available data on the civilian staff turnover rate is detailed below.

Performance Measures for Administration					
	15-16	16-17	17-18	18-19	19-20
Staff turnover rate (Civilian)	7.5%	5.8%	7.3%	9.3%	8.1%
Note: Civilian separations by fiscal year provided by PSP. PSP civilian staff counts by fiscal year from SAP.					

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 Protection (REAP)	Entertainment Economic Enhancement Program	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

 Independent Fiscal Office

Agency Response



COMMONWEALTH OF PENNSYLVANIA
PENNSYLVANIA STATE POLICE
1800 ELMERTON AVENUE
HARRISBURG, PA 17110

COLONEL ROBERT EVANGHICK
COMMISSIONER

December 17, 2020

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

Dear Director Knittel:

Thank you for the opportunity to review the Independent Fiscal Office (IFO) draft Performance Based Budget (PBB) report for the Pennsylvania State Police (PSP). We sincerely appreciate the work conducted by the IFO staff to ensure the report contains complete performance and outcome metrics for the various organizational segments within our agency. This report and the performance measures developed provide a detailed assessment regarding PSP operations and how they might impact the residents of the Commonwealth of Pennsylvania.

Several of our agency's primary activities were reviewed, to include traffic enforcement and crash prevention, criminal law enforcement and crime prevention, statewide communications and radio network administration, and community partnerships and engagement. The hours and costs associated with each activity were carefully measured and compared against the desired result (e.g., reduced frequency of crashes, injuries, and fatalities).

As per our *PSP Call of Honor*, our members are expected to enforce the laws of the Commonwealth of Pennsylvania, without regard to race, ethnicity, national origin, gender, sexual orientation, or any other identifiable or protected class of persons. We recognize the importance of contact data collection and analysis to further instill trust within our communities. To that end, the PSP is reimplementing a contact data reporting program early next year.

Our role in law enforcement should also be based in empathy, understanding, and mutual respect. We need to partner and engage with community members and organizations to collaboratively identify and problem-solve local challenges and increase safety for our residents and visitors. PSP's engagement and outreach efforts must include every segment of the population, including people of diverse faiths, races, ethnicities, socio-economic backgrounds, cultural traditions, gender, and sexual orientation. To achieve that goal, PSP has recently created the Office of Community Engagement (OCE). At its core, the primary mission of the OCE is to build trust between the police and the communities we serve. The OCE will encompass the Heritage Affairs Section and a Community Services Section.

Director Knittel
December 17, 2020
Page 2

PSP also realizes it is of utmost importance to provide state of the art equipment, improve hiring practices and transparency, and be fiscally responsible while providing the best possible police services to our citizens.

The PSP has coordinated the implementation of the Project 25 (P25) radio system to provide multiple agencies with a reliable communication platform and dramatically increase agency interoperability. The P25 radio system has been successfully installed at nearly all PSP troop installations.

Act 57 of 2020 provides for law enforcement background investigations for hiring police officers, as well as the creation of a database to be used in the hiring process. The Municipal Police Officers' Education and Training Commission is currently developing a process to provide retention of and access to the information mandated by Act 57.

The PSP currently utilizes performance measure reporting as an integral tool for our citizens and policy makers to ensure responsible stewardship of public resources. The PSP Strategic Plan includes a four-year span of projected data for all organizational segments within the agency. Effectiveness, workload, and efficiency measures are carefully reviewed in order to ensure that funds are allocated to the most appropriate segments. The PBB report has identified several strategic initiatives to improve the efficient and effective use of those funds.

The PSP will utilize the PBB report to further define and monitor our agency's performance moving forward. We are thankful for the recommendations of the IFO as we strive to adjust agency operations so that we can best serve the needs of the Commonwealth of Pennsylvania.

The PSP is dedicated to keeping our communities safe and inspiring public trust and confidence through effective policing strategies, recruiting, developing, training, and retaining a skilled workforce reflective of the Commonwealth's rich diversity; and leveraging technological innovation and effective community partnerships.

The PBB report is a positive indication that we, as an agency, are moving in a direction consistent with our *Core Purpose* and *Core Values*, which serve as the foundation upon which we forge our commitment to extraordinary service.

Once again, thank you for the opportunity to review and comment on the draft PBB report.

Sincerely,



Colonel Robert Evanchick
Commissioner

