

Pennsylvania Emergency Management Agency

Strategic Plan 2025 - 2027



Prevent



Mitigate



Prepare



Respond



Recover



Pennsylvania
Emergency Management Agency

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April 2025

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INTRODUCTION

Emergency management is more critical than ever in Pennsylvania, as communities increasingly face localized, complex, and catastrophic disasters each year.

Despite its relatively small size compared to other state agencies, PEMA plays a vital role in supporting political subdivisions and serving the residents of the nation's fifth most populous state. PEMA's responsibilities span the full spectrum of emergency management, including incident monitoring, response operations, hazard mitigation, recovery, resilience, planning, preparedness, training and exercises, technological hazards, grants administration, and 911 systems.

Success in managing PEMA's wide-ranging responsibilities relies on detailed planning and coordination to empower our dedicated staff in executing the agency's mission and achieving its goals. *Strategic Plan 2025 - 2027* will facilitate continued improvement and guide the efforts and resources of the agency.

This plan:

- Identifies key agency goals and projects.
- Defines a clear, actionable strategy for project completion.
- Supports proactive budgeting to ensure successful implementation.
- Strengthens collaboration within the agency and with external partners.

PEMA's MISSION

Helping people and communities before, during, and after disasters and other emergencies.

PEMA has developed an actionable strategy to advance emergency management in Pennsylvania while considering these constraints, with input from county and regional emergency management partners. The overarching strategy represents PEMA's commitment to developing detailed plans and policies in coordination among state, regional, county, municipal, voluntary organizations, private sector partners and other emergency management stakeholders

STRATEGY AND DRIVERS FOR CHANGE

OVERARCHING AGENCY STRATEGY



Modernize, simplify, and streamline our existing functions.



Enhance planning and coordination of limited resources and funding sources with our federal, state agency, county, municipal, voluntary organization, and private industry partners to advance emergency management in Pennsylvania.



Incorporate technologies such as artificial intelligence to maximize efficiencies increase workforce capabilities.

DRIVERS FOR CHANGE

Costly Disasters

Since 1980, the frequency and cost of disasters in Pennsylvania—and across the U.S.—have steadily increased. This trend is largely driven by severe storms, flooding, hurricanes, and winter weather events, which have caused billions of dollars in damages. For Pennsylvania specifically:

- Severe storms (including tornadoes, hail, and high winds) account for the majority of billion-dollar disasters.
- Tropical systems, such as hurricanes and remnants of storms, have led to catastrophic flooding.
- Winter storms have caused significant economic and infrastructure damage.
- Flooding remains one of the state's most costly hazards, often tied to heavy rain events and hurricanes.

114

*Number of weather-related disaster events with losses exceeding \$1 billion, affecting Pennsylvania
(1980 – 2024)*

Source: NOAA

STRATEGY AND DRIVERS FOR CHANGE (continued)

In 2023 and 2024, many Pennsylvania counties and municipalities experienced intense storms and flooding events. These events caused millions of dollars in damages; a majority of them did not qualify for federal support. The increasing financial burden on Pennsylvania stakeholders highlights the importance of resilience planning, and proactive mitigation efforts to reduce long-term impacts on communities and economies.

Complex Threats and Planning

- Millions are expected to visit Pennsylvania for the 2026 FIFA World Cup, MLB All-Star Game, and America's 250th Anniversary. The state will help coordinate efforts among jurisdictions and agencies to ensure large-scale event readiness.
- The anticipated reopening of Three Mile Island Unit 1 as the Crane Clean Energy Center in 2028 further necessitates coordinated planning efforts among the power plant, county, and municipal governments.
- In 2024, there were 1,362 hazardous materials incidents reported to PEMA. Planning, preparedness, and response for hazardous materials transport remains a critical focus.

Increase in Capabilities, Decrease in Funding






- Emergency management responsibilities have expanded, and the complexity deepened due to costly weather events, evolving threats such as cyber-attacks, and increasing volume of preplanned, exceptionally large events.
- Pennsylvania's emergency managers have a need for data-driven and risk-informed decision-making in order to assess and address risks, manage disruptions, and implement strategic solutions to long-term recovery challenges.
- Local governments facing budget constraints has resulted in greater reliance on resource-sharing, partnerships, and creative problem-solving to maintain effective emergency management services across the state.
- Funding has not kept pace with these growing responsibilities. For example, the Homeland Security Grant Program funding has decreased over 13% since 2021.



By prioritizing efficiency and proactive planning, Pennsylvania can strengthen its ability to safeguard infrastructure, and make communities more resilient to dynamic threats and hazards.

AGENCY BACKGROUND

PEMA is a cabinet-level agency with fewer than 200 dedicated personnel to carry out a big mission. We help communities and individuals mitigate against, prepare for, respond to, and recover from emergencies. This includes natural disasters, acts of terrorism, and other human-made disasters. Emergency management is often called upon to handle complex and unpredictable situations that require quick and effective solutions.

				
FAST Facts	\$1.2B Federal Grant Funds Administered FY 2024	2,331 Appointed County and Municipal EMCs	194 Employee Complement	4 Locations Headquarters, 2 Area Office Buildings, and a Special Operations Center

PEMA is organized by five directorates:

- Executive Office
- Administration
- Operations
- Recovery
- 911

The following sections outline agency strategic objectives and projects designed to advance our strategic objectives. These projects are organized by the Directorate responsible for their successful completion. However, collaboration across multiple Directorates will be essential to achieving these goals.

To ensure effective execution, regular communication will be maintained with all relevant areas to refine work plans, monitor progress, address challenges, and provide necessary support.

STRATEGIC OBJECTIVES AND PROJECTS BY DIRECTORATE



Administration
Directorate

Bureau of Budget

- 1.1 Agency Budget Process Modernization and Training
- 1.2 Agency Procurement Process Modernization and Training
- 1.3 Complete Key Facility Projects

Bureau of Grants **Management**

- 1.4 Evaluate All Grant Program Processes for Optimization and Efficiencies
- 1.5 Develop a Multiyear Preparedness Grant Funding Plan with County Partners



Executive Office

Executive Office

- 2.1 Draft Suggested Changes to Title 35 Including "State of Preparedness" Language
- 2.2 Define an Information Technology Concept of Operations and Plan
- 2.3 Define a GIS Concept of Operations and Plan
- 2.4 EMAP Reaccreditation 2027
- 2.5 Enhance Coordination with Voluntary Organizations
- 2.6 Enhance Coordination with the Private Industry
- 2.7 Develop a Comprehensive Recruitment, Retention, and Onboarding Program
- 2.8 Complete IFLOWS 2.0 Installation and Mesonet Integration



Operations
Directorate

Area Offices

- 3.1 Modernize the In-Service Training Program
- 3.2 Formalize an Internal and External Training Program

External Operations Office:

- 3.3 Enhance Mutual Aid Capabilities
- 3.4 Modernize the Pennsylvania Incident Management Team
- 3.5 Implement the Requirements of Act 113 of 2024 for Specialized Teams
- 3.6 Operationalize Unmanned Aircraft Systems for Emergency Management

Internal Operations Office:

- 3.7 Implement the Emergency Assignment Preparedness Program
- 3.8 Optimize Agency Response-Related Technologies

STRATEGIC OBJECTIVES AND PROJECTS BY DIRECTORATE



Operations
Directorate
(continued)

Bureau of Planning, Training, and Exercise (BOPTE)

- 3.9 Implement the Pennsylvania Qualification System
- 3.10 Build Operational Planning Capabilities & Personnel Depth in the CRCC
- 3.11 Modernize & Automate Planning, Training, and Exercise Functions
- 3.12 Modernize Risk Assessment and Integrated Preparedness Planning Frameworks
- 3.13 Develop Operational Plans for Key Events in 2025 & 2026
- 3.14 Implement a Technical Assistance Program for Safe Schools Collaboratives

Bureau of Technological Hazards

- 3.15 Draft Recommended Changes to Act 165 of 1990
- 3.16 Optimize the Administration of Technological Hazards' Programs
- 3.17 Implement the Keyhole Approach for Emergency Evacuation/Shelter-in-Place
- 3.18 Prepare for the Opening of the Crane Clean Energy Center
- 3.19 Update Planning, Training & Coordination Program for Unconventional Wells



Recovery
Directorate

Mitigation, Insurance, and Resilient Communities Office (MIRC)

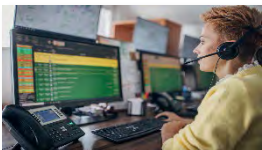
- 4.1 Implement Recommendations of the Flood Insurance Premium Task Force
- 4.2 Hazard Mitigation Plan Deliverable Modernization
- 4.3 Modernize Hazard Mitigation Program Administration Software

Public & Individual Assistance Office (PIARO)

- 4.4 Evaluate and Modernize the Disaster Damage Assessment Framework
- 4.5 Develop A State Public Assistance Program
- 4.6 Evolve D-RAP to include Case Management and Serious Needs Assistance
- 4.7 Close out the COVID-19 (DR-4506) and Adverse Weather (DR-4408) Disasters

Disaster Recovery Support Services Office (DRSSO)

- 4.8 Modernize Administration of Recovery Programs



911 Directorate

911 Directorate

- 5.1 Modernize Pennsylvania's Legislation & Regulations for NG911
- 5.2 Publish NG911 Service Roadmap & Statewide Interconnectivity Funding Plan
- 5.3 Execute Statewide Contracts for NG911 Call-Handling Systems
- 5.4 Facilitate Shared Technology to Assist with Overcoming PSAP Staffing Shortages
- 5.5 Establish Interstate Interoperability for NG911 Call Delivery
- 5.6 Further Develop GIS Data to Enhance NG911 Service

Budget



PEMA coordinated over \$1 billion in federal funding in 2024 to support community resilience, mitigation, recovery, and statewide emergency preparedness programs.

The Bureau of Budget provides essential financial and operational support for the agency. The Bureau manages 44 funding sources that support both the operations of PEMA and Office of the State Fire Commissioner (OSFC).

The Bureau manages all agency vehicles, equipment, and facilities including PEMA headquarters, two Area Office buildings (Hamburg, PA and Indiana, PA), the Special Operations Center in Harrisburg, and State Fire Academy in Lewistown. The Bureau manages procurement for PEMA, OSFC and the eight PA Regional Task Force Federal Homeland Security Grant Program spending.

Grants Management



The Homeland Security Grant Program (HSGP), administered by the Bureau of Grants Management, helps equip and train Pennsylvania communities for all-hazard disasters.

The Bureau of Grants Management administers approximately 33 federal and state grant programs. The activities of the Bureau cover all aspects of grant funding from the initial application through final closeout and audit. Many of PEMA's grant programs have a multi-year period of performance, and the Bureau is currently supporting an estimated \$188 million in active grant awards. The vast majority of grant funding is used to support emergency management activities for county and local governments as well as select non-profit organizations.



Budget

Objective 1.1 Budget Process Modernization and Training

Outcome: Enhanced knowledge and experience with the budgeting process for all employees across the agency. Development of proactive, comprehensive spend plans.

Background: Accomplishing the agency mission requires an intentional focus on budget stewardship. A key goal is detailed coordination between all areas of the agency and the Bureau of Budget to establish proactive, comprehensive plans and budgets to best support existing operations while also supporting the accomplishment of new agency goals within limited funds.

Action Steps:

- Evaluate costs and future needs to identify opportunities for efficiencies and cost savings.
- Define a budget planning process to proactively define projections in future years to sustain operations and also support key initiatives.
- Implement procedures for training, planning, and communication across the agency.
- Schedule recurring meetings with each Bureau to define budget projections.
- Perform quarterly, agency-wide budget reviews.

Objective 1.2 Procurement Process Modernization and Training

Outcome: Agency-wide, updated and streamlined procurement processes.

Background: The Administrative Services Division serves a critical function for PEMA – procurement. The division has a heavy workload procuring goods and services for PEMA during both steady-state and emergency operations and supporting the regional counter-terrorism task forces. The division also manages the renewal of contracts for existing services. The focus is to modernize, streamline, and automate agency procurement processes.

Action Steps:

- Evaluate existing policies and processes to identify opportunities for efficiencies.
- Publish updated policies and procedures.
- Deploy supporting technology.
- Develop training materials.

Objective 1.3 – Complete Key Facility Projects

Outcome: Develop a multi-functional space that can be used for training, temporary shelter or temporary housing of incident response personnel, and a reception and staging area for incoming resources. Modernization of Commonwealth Response Coordination Center (CRCC) information technology and audio-visual infrastructure. Upgraded fire suppression and electrical equipment.

Background: With no available storage at PEMA HQ and the potential loss of use of the current Special Operations Center (SOC) as it is not owned by the Commonwealth, PEMA is seeking to build a new Special Operations Center.

Action Steps:

- Build new Special Operations Center.
- Complete uninterrupted power supply system upgrade.
- Complete sprinkler piping replacement in the CRCC.



Grants Management

Objective 1.4 Evaluate Grant Processes for Optimization & Greater Efficiency

Outcome: Modern, efficient program processes that achieve objectives while streamlining workload for PEMA and our partners.

Background: PEMA and its grantees are facing challenges due to decreasing funding, stagnant personnel levels, and an increasing workload related to grant programs. To address these challenges, PEMA is focused on simplifying and streamlining its processes to find efficiencies. Automating our programs presents a key opportunity to evaluate and implement more effective administration methods. This effort will be most successful with input from our customers to ensure the changes align with their needs.

Action Steps:

- Review policies and procedures of all programs to simplify and streamline where possible, in consultation with our county and state agency partners.
- Document optimal processes for each program considering programmatic and financial/grant functions and data relationships between each.
- Develop requirements and determine the optimal software for automation, where applicable.
- Incorporate technologies such as artificial intelligence to serve as a workforce multiplier while improving education and outreach capabilities.



The Bureau of Grants Management coordinates 17 federal grants totaling more than \$81M annually.

Objective 1.5 Develop a Multi-Year Preparedness Grant Funding Plan with County Partners

Outcome: Regional/statewide concurrence on investments. Detailed plans to ensure successful completion of identified projects. Enhanced coordination among Pennsylvania's emergency management community.

Background: To streamline financial and administrative efforts, funding must support clear, achievable goals for all emergency management stakeholders. New projects should focus on three to five priorities to strengthen regional and statewide capabilities using FFY 2025 funds. This approach will also guide future federal funding.

Action Steps:

- Establish priorities in consultation with Task Force and State Agency partners.
- Determine amount available to support the priorities.
- Identify FFY 2025 projects and costs.
- Publish Project Roadmap.

Executive Office

Objective 2.1 Draft Suggested Changes to Title 35 Including “State of Preparedness” Language

Outcome: A legislative framework that aligns with modern emergency management and provides the ability to respond swiftly and effectively to potential hazards in advance of an actual disaster.

Background: Pennsylvania’s Emergency Management Services Code, Title 35, defines legal responsibilities for emergency management. While the law is decades old, the emergency management has evolved significantly. Like other states, a key improvement would be the authority to mobilize assets before a known hazard or major event of national significance—without requiring a Governor’s Disaster Emergency Proclamation.

Action Steps:

- Review Title 35 internally and identify suggested changes.
- Develop suggested language changes to Title 35 in coordination with external stakeholders.
- Provide suggested language to the applicable House and Senate Committees for consideration.

Objective 2.2 Define an Information Technology (IT) Concept of Operations and Plan

Outcome: Optimal IT operations to support all functions of the emergency management agency.

Background: A top priority is defining an IT support scope that covers PEMA Headquarters, Area Offices, the Special Operations Center, and Special Response Teams. This will include an IT inventory, staffing needs, and service levels to ensure PEMA meets the demands of modern emergency management.

Action Steps:

- Identify steady-state and activation support requirements.
- Identify new initiatives such as technology replacements, lifecycle replacements, and needed new projects.
- Develop a complete scope of work for all aspects of IT to support the operating environment of PEMA.

Objective 2.3 GIS Concept of Operations and Plan

Outcome: A framework that balances GIS demands and GIS staffing levels and capacity. The plan facilitates targeted progress for key agency GIS initiatives.

Background: Our focus is to publish a PEMA GIS Plan and governance framework that defines goals, initiatives, action steps, and outcomes. GIS is a critical tool in emergency management by enabling rapid information sharing among PEMA staff and partners during times of disaster. Clearly defining key GIS initiatives drives intuitive, well-designed products that meet PEMA’s unique business needs.

Action Steps:

- Identify key GIS initiatives for the agency.
- Define action steps and anticipated results.
- Finalize plan and distribute within the agency.
- Draft governance structure to vet GIS projects before submission to the GIS team for evaluation.

STRATEGIC OBJECTIVES AND PROJECTS (continued)

Objective 2.4 Achieve EMAP Reaccreditation in 2027

Outcome: Streamlined approach to achieve EMAP reaccreditation in 2027.

Background: PEMA is dedicated to meeting the highest level of standards for emergency management. The ANSI/EMAP 5-2022 Emergency Management Standard, established by the Emergency Management Accreditation Program (EMAP), is a set of 73 standards by which emergency management programs that apply for EMAP accreditation are evaluated. PEMA's program has been accredited by since 2003. Reaccreditation review is targeted for Fall of 2027.

Action Steps:

- Identify project lead and teams.
- Define training needs for the EMAP team.
- Inventory needs for EMAP reaccreditation.
- Set recurring team meeting to discuss progress and needs towards meeting reaccreditation requirements.
- Achieve EMAP reaccreditation.

Objective 2.5 Enhance Coordination with Voluntary Organizations

Outcome: Support emergency managers and the communities they serve with executing a scalable donations and volunteer management program. Support voluntary organizations with addressing recruitment needs.

Background: Volunteer organizations are a core emergency management partner and are vital to supporting individuals and communities with recovering from a disaster. A key objective for PEMA is to work with our partners to update the State Donation and Volunteer Framework to reflect a scalable capability to support varying volunteer and donation management after a disaster event.

Action Steps:

- Update policies and procedures for the Statewide Donation and Volunteer Framework.
- Support Volunteer Registry efforts for Emergency Management.



Voluntary organization handing out cleaning kits to flood victims.

Pennsylvania Voluntary Organizations Active in Disaster (PA VOAD) play a pivotal role in disaster recovery. By uniting voluntary organizations together with a unity of effort, PA VOADs provide efficient and coordinated assistance to communities faced with the daunting task of recovery. For example, after devastating floods during July 2023, state and local VOADs collaborated with PEMA and state and local officials to provide:

- Food, water, shelter services
- Delivering psychological first aid
- Conducting immediate debris clearance
- Performing vital home repairs or cleanouts
- Replacing essential goods

Objective 2.6 – Enhance Coordination with Private Industry

Outcome: Enhanced relationships and information sharing with the private sector to advance preparedness, response, and recovery activities.

Background: Communities recover from disasters faster when businesses that serve and sustain the communities are functional and back to business quickly. The PA Business Emergency Operations Center (PA BEOC) supports 2-way exchanges of information across sectors in order to solve operational challenges. A key objective of PEMA is to foster critical relationships with industry to increase information sharing among the private and public sectors before, during and after disasters.

Action Steps:

- Incorporate industry input into the state Threat and Hazard Identification and Risk Assessment (THIRA).
- Increase information sharing and GIS capabilities with the private sector.
- Enhance Emergency Support Function 2, Communications capabilities with government and industry.
- Develop a rapid resourcing system to support fulfilling resource requests when supply chains are challenged.

Objective 2.7 Develop a Comprehensive Recruitment, Retention, and Employee Onboarding

Outcome: Increased hiring efficiency and a decrease in reposting vacant positions and shortened time to hire. Roles, responsibilities, and timelines are defined for onboarding a new employee.

Background: Emergency management is a specialized field with a narrow pool of qualified candidates. PEMA is focused on identifying innovative ways to increase employee recruitment and retention. Equally important is a quality onboarding program so employees have a strong foundation for success when joining the PEMA team.

Action Steps:

- Implement strategies to support identifying and hiring qualified emergency managers.
- Define standard operating procedures covering all aspects of the onboarding process, such as information technology, telecommunications, access, and other pertinent subjects, to support new employee readiness on day one.
- Develop custom training and orientation plans.
- Implement strategies to support retention such as public recognition.

30%

of PEMA staff are eligible for retirement in the next 5 years.



Objective 2.8 Complete IFLOWS 2.0 Installation and Mesonet Integration

Outcome: A new surface weather observation network to expand real-time, quality weather observations for early alerting of flooding and other weather hazards across the Commonwealth.

Background: PEMA is required to “implement a program of integrated flood warning systems among political subdivisions... [and] establish coordinated flood notification and early warning systems along prescribed major river basins and selected tributaries thereof.” (35 Pa. C.S. 7313(6).) In partnership with the Pennsylvania State University (PSU), PEMA has developed an Integrated Flood Observation and Warning System (IFLOWS 2.0).

Action Steps:

- Complete installation of 30 IFLOWS 2.0 monitoring sites across the Commonwealth.
- Establish and maintain a continuous data stream from all operational IFLOWS 2.0 sites to the Keystone Mesonet and Alerting Tool.

Keystone Mesonet is a network of weather stations that provide real-time, localized weather data, such as precipitation and streamflow, essential for flood monitoring and response. Data sources include:

- PEMA IFLOWS 2.0 - Real-time weather observations including, temperature, wind, and precipitation.
- PennDOT and PA Turnpike Commission RWIS: Monitors weather and travel conditions on state roadways.
- PA Department of Environmental Protection's COPAMS: Air quality and weather data.
- PA Department of Conservation and Natural Resources RAWs: Wildland weather data, aiding in wildfire mgmt.
- Federal Aviation Administration ASOS/AWOS: Official federal weather observation sites.
- National Weather Service CWOP: Collects data from citizen-operated weather stations.
- Delaware Environmental Observing System (DEOS): Real-time observation sites in Southeast Pennsylvania.
- Penn State University's (PEMN): Statewide real-time weather observations.

Saving lives and mitigating damage.

Data from IFLOWS 2.0 and other networks offer timely and precise information on rainfall and flood hazards.

During severe flooding from Tropical Storm Ida (September 2021), meteorologists were able to issue prompt warnings to allow emergency managers to coordinate effective responses with data from the Keystone Mesonet, mitigating the impact on affected communities.

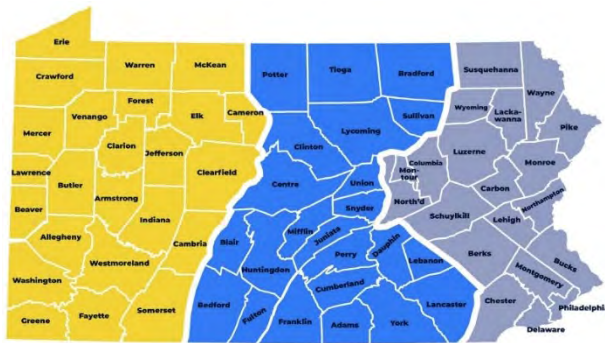


Recovery mission during a flood in Philadelphia.

OPERATIONS DIRECTORATE

ORGANIZATION AND FUNCTIONS

Area Offices



Western Area

Central Area

Eastern Area

PEMA's Western, Central, and Eastern Area Offices serve as the vital link between the state and local levels, working closely with county and municipal governments, commonwealth agencies, volunteers, and the private sector. These offices play a key role in ensuring effective communication and coordination before, during, and after disasters. Whether supporting emergency management agencies on-site during emergencies, assisting with preplanned events, or guiding preparedness and recovery efforts, the Area Offices help ensure a well-coordinated and efficient emergency management program across the communities they serve.

External Operations



The PA-IMT performs a drill: Setting up a base of operations to assist a local municipality with recovery operations in the aftermath of severe flooding.

The Office of External Operations coordinates timely and efficient delivery of highly trained specialized response teams and resources to support jurisdictions during emergencies or other times of need. For example, the Pennsylvania Incident Management Team (PA-IMT) was deployed to assist with recovery support operations in Tioga County after Tropical Storm Debby.

Supporting Local Response Operations

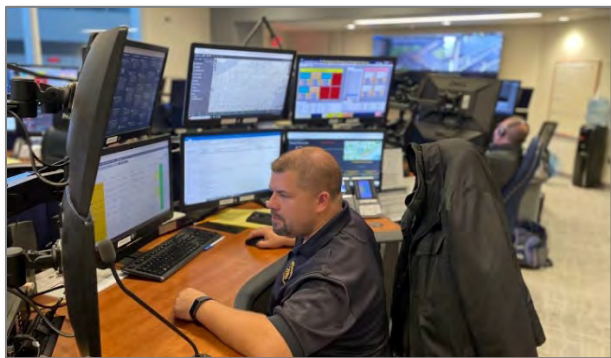
PA-IMT is a specialized group of trained personnel, from various backgrounds and state agencies, who assist in managing complex incidents and disasters across the state. These teams are deployed to support local, county, and state agencies during emergencies when additional expertise and resources are requested.



OPERATIONS DIRECTORATE

ORGANIZATION AND FUNCTIONS (continued)

Internal Operations



The CWWC, located in PEMA headquarters, operates 24/7.

The Office of Internal Operations maintains the Commonwealth Watch and Warning Center (CWWC) which is the 24/7 public warning coordination point for the Commonwealth. The Office also maintains the Commonwealth Response Coordination Center (CRCC) which is the central coordination point where the Governor and state agency representatives plan and implement the response to and recovery from disasters and other emergencies affecting the Commonwealth.

Planning Training and Exercises



BOPTe coordinates over 500 training and exercises statewide, every year.

The Bureau of Planning, Training and Exercise (BOPTe) is responsible for the development and maintenance of the Commonwealth Emergency Operations Plan (CEOP) as well as any supporting functional and incident specific annexes. In addition, this bureau is responsible for the Commonwealth-wide training, exercise, and certification program for emergency management personnel.

Technological Hazards



All PA counties must have a state-certified Hazardous Materials Response Team.

The Bureau of Technological Hazards is responsible for executing activities described in Pennsylvania's Hazardous Material Emergency Planning and Response Act, including certification of all Hazardous Materials Response Teams in Pennsylvania. This bureau also oversees PEMA's Radiological Emergency Preparedness Program, providing planning, training, and exercises to ensure the preparedness of the Commonwealth to respond to an incident involving any of the nuclear plants in Pennsylvania or border states.



OPERATIONS DIRECTORATE

STRATEGIC OBJECTIVES AND PROJECTS



Area Offices

Objective 3.1 Modernize the In-Service Training (IST) Program

Outcome: Efficient and effective training to ensure appointed emergency managers are well prepared to meet the demands of modern emergency management across Pennsylvania.

Background: Section § 7502 of Title 35 details in-service training requirements for appointed emergency management coordinators. A key initiative for the Area Offices is to modernize the in-service training program to enhance emergency management.

Action Steps:

- Define an updated structure of the IST program to include various methods of training delivery such as classroom training, workshops, hands-on training, tabletop exercises, scenario-based exercises, and other applicable methods.
- Incorporate annual statewide training in addition to regional trainings.
- Develop a funding plan.

Objective 3.2 Formalize an Internal and External Training Program

Outcome: Enhanced preparedness and coordination among emergency managers at all levels of government.

Background: Section § 7313 of Title 35 requires PEMA to establish and operate training programs and programs of public information. A focus of the Area Offices is to ensure internal personnel and external partners keep pace with modern emergency management by formalizing a training approach that provides core emergency management training as well as training based on lessons learned from recent events on a regular basis using a variety of delivery methods.

Action Steps:

- Define the optimal delivery approach for core emergency management training courses.
- Develop and provide training on disaster recovery to include damage assessment, damage reporting, recovery programs, and other applicable topics.
- Develop policies, procedures, reporting requirements and provide liaison officer and division supervisor training.
- Develop a funding plan.



External Operations

Objective 3.3 Enhance Mutual Aid Capabilities

Outcome: Enhanced coordination of resources across Pennsylvania to support emergency response.

Background: The support of existing emergency management capabilities and our ability to build new capabilities are completely dependent on the availability of funds. Detailed planning and coordination between PEMA, regional task forces, counties, and other key stakeholders is the foundation for effectively using available resources to support mutual aid and response operations.

Action Steps:

- Standard resource typing to support responders with receiving the right personnel and equipment when needed from other jurisdictions.
- Modernize PA Interstate Mutual Aid System (PIMAS) operations and procedures.
- Implement and maintain a functional inventory.
- Build logistics and EMAC personnel depth within PEMA.



OPERATIONS DIRECTORATE

STRATEGIC OBJECTIVES AND PROJECTS: EXTERNAL OPERATIONS

Objective 3.4 – Modernize the Pennsylvania Incident Management Team (PA-IMT)

Outcome: Updated policies, procedures and programs for training, exercise, recruitment, and retention.

Background: The Pennsylvania Incident Management Team serves an important role by assisting local, county, regional, and state incident commanders with incident management operations. The PA-IMT is made up of Commonwealth employees from various state agencies who are trained in disaster response and recovery. A key initiative of PEMA is to modernize operations of the PA-IMT to enhance this critical resource for emergency management in PA.

Action Steps:

- Publish administrative and operations manuals.
- Formalize a training and exercise program.
- Publish a plan and budget to support training, exercises, equipment, and other needs of the PA-IMT.
- Operationalize PA-IMT recruitment.

Objective 3.5 Implement the Requirements of Act 113 of 2024 for Specialized Teams

Outcome: Modern legislation, policies, and procedures to support specialized team operations.

Background: Act 113 provides a framework of new definitions, roles, and responsibilities to modernize Urban Search and Rescue (US&R) and specialized team operations in Pennsylvania. PEMA is assigned a variety of responsibilities to implement the Act such as establishing guidelines and policies.

Action Steps:

- Participate in the Joint State Government Commission (SGC) Study of Pennsylvania's US&R system with an expected completion date of September 2025.
- Implement programs, policies, and plans as well as perform powers and duties outlined in Act 113 taking into consideration recommendations from the SGC study.

Objective 3.6 Operationalize Unmanned Aircraft Systems (UAS) for Emergency Management

Outcome: Coordinated opportunities for training and exercise among recognized UAS pilots. Coordination of UAS resources among all levels of government. Data interoperability through information sharing technologies, standards, and procedures.

Background: Unmanned aircraft systems (UAS), commonly called drones, are a tool increasingly used by emergency responders to provide additional support to traditional relief and rescue operations. PEMA's focus is to leverage UAS to enhance and strengthen our emergency response capabilities.

Action Steps:

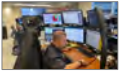
- Procure and operationalize tethered drones.
- Establish a voluntary drone responder recognition program and develop supporting technologies, policies, and procedures that include training and exercises.

A tethered drone is an unmanned aerial vehicle (UAV) that's connected to a ground station by a flexible cable or wire. The tether provides power, data transmission, and communication.



OPERATIONS DIRECTORATE

STRATEGIC OBJECTIVES AND PROJECTS: INTERNAL OPERATIONS



Internal Operations

Objective 3.7 Implement the Emergency Assignment Preparedness Program (EAPP)

Outcome: Link PEMA employees with emergency assignment roles that align with their skills & interests.

Background: All position descriptions at PEMA include duties for employees to perform tasks during periods of emergencies that may differ from their daily routine. A key goal is to implement a framework that define a method for consistent training, and after-action reviews. The EAPP ensures exercise to ensure agency personnel maintain readiness to carry out their role(s) in an emergency assignment.

Action Steps:

- Establish an orientation program for new employees that includes training related to operations, position-specific training, and training on vehicles, equipment, etc.
- Implement a structured training and exercise program for emergency assignment duties, including "Readiness Days" for staff.
- Operationalize PIM B-19-002 for After-Action Reporting.
- Proactively budget to support agency personnel participation in the EAPP in future years.

Objective 3.8 Optimize Agency Response-Related Technologies

Outcome: Enhanced operational support through timely and successful completion of technology projects

Background: PEMA utilizes a variety of technologies to support operations, share information, maintain a common operating picture, and empower decision-making based on the most current data. PEMA's focus is to implement, operate, and enhance response technologies in a planned, coordinated, and financially sustainable manner. PEMA is also seeking to complete a life-cycle replacement of the existing technology and infrastructure within PEMA headquarters that is nearing the end of its useful life.

Action Steps:

- Complete a refresh of the information technology and audio-visual systems within the CWWC and CRCC.
- Define a roadmap consisting of contract deliverables, planned releases, and enhancements for enhancing PEMA's Common Operating Picture software (for example, WebEOC).
- Implement the Keystone Emergency Management System for enhanced decision support.
- Establish interfaces with county 911 technology to improve data sharing and reduce county inquiries.
- Operationalize the Search and Rescue Common Operating Platform (SARCOP) to assist with search and rescue operations.
- Complete the satellite phone project to enhance back-up communications with all counties.
- Define a replacement plan for satellite and portable communications trailers.



OPERATIONS DIRECTORATE

STRATEGIC OBJECTIVES AND PROJECTS: PLANNING TRAINING AND EXERCISING



Planning Training Exercising

Objective 3.9 Implement the Pennsylvania Qualifications System (PQS)

Outcome: Improved ability to plan for, request, and have confidence in the capabilities of personnel deployed through mutual aid or other means.

Background: All federal Emergency Management Preparedness Grant (EMPG) recipients and subrecipients (e.g., PEMA and counties) are required to implement a program for qualifying, certifying, and credentialing our "incident workforce" that aligns with FEMA's NIMS Guidelines for the National Qualifications System.

Action Steps:

- Define policies & processes for the PQS.
- Define governance & membership of the State Qualification Review Board.
- Where applicable, develop Position Task Books (PTB) for initial positions included in PQS.
- Deploy PQS supporting software.

Objective 3.10 Build Operational Planning Capabilities & Personnel Depth in the CRCC

Outcome: Increase operational planning resources to meet increasing demands.

Background: Operational planning is a foundational function of emergency management. Operational response planning for emergency management involves developing a plan to guide an organization's response to a disaster or emergency. As Pennsylvania continues to face disasters and host nationally recognized events with regularity, a focus of PEMA is enhancing our operational planning capabilities.

Action Steps:

- Inventory operational planning needs and objectives.
- Identify needed personnel or contracted resources to accomplish the objectives.
- Modernize documented policies, procedures, and expectations for operational planners.
- Develop and employ a structured training and exercise program to develop and ensure readiness of operational planning personnel.

Objective 3.11 Modernize & Automate Planning, Training, and Exercise Functions

Outcome: Streamlined and efficient functions for internal personnel and external partners.

Background: Section § 7313 of Title 35 requires PEMA to establish and operate training programs and programs of public information. A key goal is to modernize, streamline, and automate the various functions in the Bureau that are currently completed manually or in disparate applications.

Action Steps:

- Replace existing Emergency Operations Planning Software.
- Define requirements to automate processes such as the PEMA Practitioner Certification, PQS and other qualification processes (e.g., HazMat, IMT), instructor databases, etc.
- Implement or procure a platform that best meets the defined requirements.
- Develop budget & funding plan.





OPERATIONS DIRECTORATE

STRATEGIC OBJECTIVES AND PROJECTS: PLANNING TRAINING AND EXERCISING

Objective 3.12 Modernize Risk Assessment and Integrated Preparedness Planning Frameworks

Outcome: Specific and measurable goals and financial plans established to increase target capabilities.

Background: FEMA has indicated they will be updating the Threat and Hazard Identification and Risk Assessment (THIRA) / Stakeholder Preparedness Review (SPR) methodology for 2026. The focus of the PEMA Integrated Preparedness Plan (IPP) is to reduce duplication of efforts by promoting communication and coordination between all emergency management stakeholders. Processes associated with the THIRA, SPR, and IPP should be modernized to set specific, objective goals and support the coordination of financial resources among stakeholders to increase target capabilities.

Action Steps:

- Assess existing processes with state agency, regional and county stakeholders to identify best practices, deficiencies, and improvements.
- Develop updated policies, processes, and supporting technology for the updated THIRA, SPR, and IPP to accomplish the Outcome.
- Finalize an implementation plan for the modern processes.
- Train stakeholders on policies, procedures, and expectations of the new processes.
- Incorporate capability improvements into resource typing and inventory efforts.

Objective 3.13 Operational Plans for Key Events in 2025 & 2026

Outcome: Detailed coordination among emergency management stakeholders to support notable events in 2025 and 2026.

Background: Pennsylvania will host a variety of notable events in 2025 and 2026 such as the FIFA World Cup, MLB All-Star game, NFL draft, and America 250 celebrations. PEMA's focus is to complete operational plans that define our roles and responsibilities internally as well as define roles to support our county and municipal partners.

Action Steps:

- Coordinate with stakeholders to inventory threat scenarios and operational planning needs.
- Assess the availability and capability of resources.
- Coordinate response & support postures among stakeholders.
- Train and exercise plans.
- Develop communication plan among stakeholders.

Objective 3.14 Technical Assistance Program for Safe Schools Collaboratives

Outcome: Implementation of a Technical Assistance Program to support counties.

Background: Under Act 33 of 2023, counties may form a Safe Schools Collaborative to develop and promote best practices for emergency response involving school safety. The legislation tasks PEMA, PA State Police, and Governor's Office of Homeland Security with providing technical assistance to a county(s) with establishing a collaborative. PEMA is focused on working with our State Agency partners to operationalize a Technical Assistance Program.

Action Steps:

- Define components of the Technical Assistance Program considering emergency operations planning support, training, exercises, assessments, development of informational resources, etc.
- Identify resources to support the program.
- Publish operational and administrative policies and procedures for the program.
- Communicate the implementation plan and availability.



OPERATIONS DIRECTORATE

STRATEGIC OBJECTIVES AND PROJECTS: TECHNOLOGICAL HAZARDS



Technological Hazards

Objective 3.15 Draft Recommended Changes to Act 165 of 1990

Outcome: Develop agreement in legislative language among varying opinions and stakeholders in advance of the legislative process.

Background: The Hazardous Material Emergency Planning and Response Act (Act 165 of 1990) outlines roles and responsibilities for hazardous materials response in Pennsylvania. Rules, requirements, and fee structures in Act 165 of 1990 are based on decades-old legislation. It is necessary to modernize language in legislation to reflect today's operating environment and provide sustainable funding for county hazardous materials response teams.

Action Steps:

- Review Act 165 and identify suggested changes.
- Develop suggested language for Act 165 changes in coordination with external stakeholders.
- Provide suggested language to the appropriate House & Senate Committees for consideration.



A hazardous material is any item or agent (biological, chemical, radiological, and/or physical) that has the potential to cause harm to humans, animals, or the environment — either by itself or through interaction with other factors. *Act 165 (1990)*

Objective 3.16 – Optimize Administration of Technological Hazard Programs

Outcome: Streamlined administrative and programmatic components of Tech Hazard's programs.

Background: A top priority of PEMA is to evaluate all of our programs to identify opportunities to simplify and streamline requirements and processes where possible. Programs such as the Hazardous Materials Response Fund Grant, are included in these efforts.

Action Steps:

- Evaluate program policies and processes to identify opportunities for efficiencies and improvements.
- Document optimal program processes and workflows in consultation with county representatives.
- Update related Directives and Guidelines.
- Define implementation plan for program changes.

Objective 3.17 Implement the Keyhole Approach for Emergency Evacuation/Shelter-in-Place

Outcome: Modernized Emergency Planning Zone (EPZ) evacuation/shelter model.

Background: Pennsylvania is the only state that uses the 10-mile/360° Evacuation/Shelter-in-Place Model for radiological emergencies. PEMA seeks to follow the guidance of the Nuclear Regulatory Commission and include keyhole evacuations into our state and local emergency plans.

Action Steps:

- Update state and county plans for the keyhole approach.
- Establish a statewide policy and designate appropriate access and traffic control plans for all scenarios for all power plant EPZS.
- Update messaging for each EPZ.



OPERATIONS DIRECTORATE

STRATEGIC OBJECTIVES AND PROJECTS: TECHNOLOGICAL HAZARDS

Objective 3.18 Prepare for the Opening of the Crane Clean Energy Center

Outcome: State and local governments and school districts are prepared for reopening of the power plant.

Background: Three Mile Island Unit 1 will be restored in 2028 as the Crane Clean Energy Center. The Bureau will be coordinating efforts with the power plant, county and municipal governments, and other stakeholders to plan, train, exercise emergency management functions in preparation for the reopening of the power plant.

Action Steps:

- Update applicable state and federal plans.
- Survey risk and support counties to determine needs where we may provide planning support.
- Hold preparation drills and exercises where required.
- Confirm policies and procedures for the assessment and distribution of fees.

An EPZ (Emergency Planning Zone) is a designated area around a hazardous facility where protective actions may be needed during an emergency.



For the nuclear power plants in Pennsylvania the Nuclear Regulatory Commission (NRC) defines two primary EPZs:

- Plume Exposure Pathway EPZ (10-mile radius) – Focuses on potential airborne radiation exposure and immediate protective actions like evacuation or sheltering.
- Ingestion Pathway EPZ (50-mile radius) – Addresses potential contamination of food, water, and livestock.

EPZs ensure coordinated emergency planning between facilities, local governments, and emergency responders to protect public health and safety.

Objective 3.19 Update Planning, Training, and Coordination Program for Unconventional Wells

Outcome: Future goals and objectives are defined with a work plan for successful implementation.

Background: Act 13 of 2012 provides PEMA with funding from unconventional gas well impact fees. These funds support emergency response planning, training, and coordination related to unconventional gas wells. A key goal is to update the emergency response support program for these wells.

Action Steps:

- Define strategic goals and objectives for the Support, Planning, and Coordination Program in coordination with state agency and county partners.
- Define internal work plan to accomplish the identified goals and objectives.



Mitigation, Insurance and Resilient Communities (MIRC)



Harrisburg City: Sinkhole Mitigation Project

The Mitigation, Insurance, and Resilient Communities Office provides financial and technical consultation and oversight of hazard mitigation programs that reduce the risk to life and property from future disasters. The MIRC Office coordinates the National Flood Insurance Program (NFIP) activities in Pennsylvania. This allows PEMA to better manage flood risk reduction grant opportunities, floodplain ordinance requirements and to better serve the residents of the Commonwealth by making our communities more resilient from the impacts of flooding.

Mitigation

Cost-effective actions taken to eliminate or reduce the long-term risk to life and property from natural and technological hazards.

By law, every county maintains an updated Hazard Mitigation Plan. Municipalities not included in the plan risk being ineligible for mitigation funding and disaster recovery assistance.

Public and Individual Recovery Assistance (PIRAO)



Damages from Tropical Storm Ida totaled more than \$114M for public infrastructure and \$121M for individuals.

Pennsylvania is at risk of natural and human-caused disasters such as flooding, winter storms, utility disruptions, and cyber incidents. Public and Individual Recovery Assistance Office administers the critical federal and state programs that help individuals, communities, and businesses recover from the impacts of a disaster. Programs include the FEMA recovery and mitigation grants and Pennsylvania's Disaster Recovery Assistance Program (D-RAP). D-RAP provides disaster relief to qualified, low-income individuals when other local, state, federal, non-governmental, or private aid is not available.

Disaster Recovery Support Services Office (DRSSO)



DRSSO tracks and coordinates over \$2 billion for mitigation and disaster recovery funding for communities and individuals.

The Disaster Recovery Support Services Office (DRSSO) provides administrative support to ensure effective disaster recovery operations. DRSSO supports key functions such as damage assessment, recovery center operations, and federal disaster assistance.

Harrisburg City is the first municipality in the nation to use FEMA, Pre-Disaster Mitigation Grant funds for the sink hole mitigation project. The city relocated affected residents and converted the area into green space.





Mitigation, Insurance and Resilient Communities (MIRC)

Objective 4.1 Implement Recommendations of the Flood Insurance Premium Task Force

Outcome: Support community floodplain management activities to achieve discounted flood insurance premium rates where possible.

Background: The Flood Insurance Premium Assistance Task Force established by Act 22 of 2023 recommended that PEMA establish an Office of Community Rating System Assistance (CRSA). The task force also recommended expanding grant funding and possible community and individual tax incentives to support these efforts, which PEMA would oversee.

Action Steps:

- Establish an Office of Community Rating System Assistance within PEMA.
- Enhance education/outreach.
- Incorporate Flood Resiliency into building codes.

Objective 4.2 Hazard Mitigation Plan Deliverable Modernization

Outcome: Generate standardized GIS datasets across the Commonwealth that support hazard mitigation and also provide value to all levels of government, private industry, and general public.

Background: PEMA is working with our county partners to modernize Hazard Mitigation Plan (HMP) deliverables from unstandardized, paper plans to standardized digital deliverables. This effort will lead to the standardization of multiple GIS datasets across the Commonwealth, which will be valuable to all levels of government, private industry, and general public.

Action Steps:

- Establish HMP digital data aggregation working group.
- Identify counties from 2025 and/or 2026 HMP cadres as potential pilot participants.
- Identify sections of HMP Standard Operating Guidance where digital aggregation practices should be included.
- Define schema, procedures and other related details for data aggregation and quality control.

Objective 4.3 Modernize Hazard Mitigation Program Administration Software

Outcome: Streamlined administration of hazard mitigation programs.

Background: Tremendously beneficial to communities, hazard mitigation programs are also complex and labor intensive. PEMA's focus is to automate and simplify federal HMP processes to promote participation especially in vulnerable or disadvantaged communities. MIRC is focused on modernizing the application used by PEMA, counties, and municipalities to administer HMP funding from initial application through project close out.

Action Steps:

- Evaluate current policies, processes, and workflows to identify opportunities for modernization.
- Document the optimal way to administer programs.
- Define requirements, identify data elements, document desired workflows, and key details for automation.
- Implement software.
- Train stakeholders on new policies, processes, and software.



Public and Individual Recovery Assistance (PIRAO)

Objective 4.4 Evaluate and Modernize the Disaster Damage Assessment Framework

Outcome: Streamlined damage assessment processes to enhance disaster recovery in PA.

Background: The Governor must submit the request for a federal disaster declaration to the President through FEMA within 30 days of an incident where the severity requires federal assistance. The focus is to modernize our damage assessment process to complete this important work and determine available programs to support recovery well in advance of the 30-day deadline.

Action Steps:

- Implement a one-pass damage assessment process.
- Implement a disaster assessment surge workforce.
- Modernize damage assessment software.
- Implement a recurring Recovery workshop for emergency management stakeholders.

Objective 4.5 Activate a State Public Assistance Program

Outcome: Enhanced capability to support disaster recovery in Pennsylvania.

Background: Pennsylvania continues to experience disasters that cause significant localized damages, yet the dollar amount associated with the damages does not reach thresholds to receive a federal disaster aid. A State Public Assistance Program is needed to aid local governments with debris removal, life-saving emergency protective measures, and restoring public infrastructure.

Action Steps:

- Draft Public Assistance Program policies.
- Conduct education and outreach to educate stakeholders on the need for a program and how it would work.
- Secure funding for the program.

Objective 4.6 Evolve the Disaster Recovery Assistance Program to include Case Management and Serious Needs Assistance

Outcome: Enhanced capability to coordinate recovery efforts among available programs. Ability to provide households immediate support while also helping households return to a safe, sanitary, and secure residence. Streamlined technology to support the public and PEMA with the administration of D-RAP.

Background: The Disaster Recovery Assistance Program (D-RAP) is a state grant program designed to aid recovery efforts when other local, state, federal, non-governmental, or private aid is not available for homeowners and renters who meet lower income thresholds and are uninsured or underinsured. Since its inception in June 2023, the D-RAP has supported Pennsylvania households with recovering from the impacts of five disasters. PEMA is focused on continually improving D-RAP to serve residents impacted by a disaster.

Action Steps:

- Incorporate case management to work directly with individuals to assess their needs and coordinate appropriate assistance among available programs including D-RAP.
- Develop a set of recommendations for programmatic changes to increase the speed, efficiency, and effectiveness of D-RAP.
- Incorporate a Serious Needs Assistance component to provide immediate assistance to eligible households.
- Upgrade the supporting technology for the D-RAP.

Objective 4.7 Close Out the COVID-19 (DR-4506) and Adverse Weather (DR-4408) Disasters

Outcome: All eligible projects and administrative requirements related to DR-4506 are closed.

Background: The Period of Performance for FEMA Public Assistance Program funding for COVID-19 (DR-4506) expires in May 2026 and for DR-4408 in October 2026. The PIRAO team has done a remarkable job of managing the extensive workload associated with these disasters. For example, the PIRAO team has DR-4506 by closing out \$1.19 of the \$1.78 billion obligated for eligible COVID-19 projects under DR-4506.

Action Steps:

- Complete closeout submissions of completed small and large projects and management costs prior to the deadlines defined by FEMA.



Disaster Recovery Support Services Office (DRSSO)

Objective 4.8 Modernize Administration of Recovery Programs

Outcome: Automated functions and processes for Recovery and Mitigation Programs.

Background: Recovery and Mitigation Programs can have a complex set of rules, guidelines, and processes to ensure funding achieves its desired objectives. The DRSSO provides essential support for the operation of these programs. The DRSSO team is focused on continually finding operational and technological efficiencies to help administer these programs and enhance support for eligible applicants.

Action Steps:

- Digitize agreement and signature processes
- Review policies and procedures of all programs to simplify and streamline where possible.
- Document optimal processes for each program considering programmatic and financial/grant functions and data relationships between each.
- Develop requirements and determine the optimal software for automation, where applicable.

Strategic Objectives and Projects

911: The First Point of Contact in Emergencies

Quick, reliable access to 911 is vital.

911 is the critical link between people who need help and the people who are trained to help.



61 Dispatch Centers



9M Calls for Help Answered per Year

PEMA's 911 Directorate supports counties with providing 911 service through activities related to funding, planning, coordination, and oversight. The 911 Office also plays a key role by overseeing the implementation and operation of the Commonwealth's Next Generation 911 (NG911) system through administration of the statewide NG911 service contract.

Objective 5.1 Modernize Pennsylvania's 911 Legislation and Regulations for NG911

Outcome: Modern rules for NG911 to include NG911 protocols, cybersecurity, GIS, and FCC NG911 rules.

Background: Pennsylvania's 911 legislation and regulations are currently based on decades-old Enhanced 911 (E911) technology and protocols. It is necessary to modernize Pennsylvania's 911 rules to reflect our transition from E911 to digital NG911 service.

Action Steps:

- Draft recommended changes to Chapter 53 of Title 35 working with county and industry partners.
- Rescind existing regulations in 4 PA Code 120, b, c, and d.
- Set new regulations based on new minimum requirements developed working with the 911 Advisory Board.

Objective 5.2 Publish NG911 Service Roadmap and Statewide Interconnectivity Funding Plan

Outcome: Transition from an *annual*, competitive 15% funding cycle to proactive budgeting for multiple years in advance. Includes coordination among multiple funding sources to support 911.

Background: Up to 15% of 911 fee collections may be used by PEMA to pay for the NG911 system, regionalization efforts, and future technologies. These funds are commonly referred to as "15% funds."

A phased implementation of NG911 across Pennsylvania is underway with completion anticipated in early-2025 which has added significant costs to the 15% funding stream. PEMA is focused on developing a multi-year 15% Funding plan with our partners.

Action Steps:

- Operationalize the NG911 Service Enhancement Roadmap Development Process.
- Publish and maintain a NG911 Service Enhancement Roadmap for Pennsylvania that includes a list of initiatives moving into production for NG911 service and associated timelines.
- Publish and maintain a 15% Funding Plan that defines allocations of 15% funds for multiple years.

Strategic Objectives and Projects

Objective 5.3 Execute Statewide Contracts for NG911 Call-Handling Systems

Outcome: Consistent pricing, effective contracts, reduced duplication, and enhanced interoperability.

Background: All Pennsylvania Public Safety Answering Points (PSAP or 911 Center) will need to upgrade or replace their 911 phone at varying times within the next 5 years. PEMA's focus is to work with our county partners to address this need in a coordinated and financially sustainable manner.

Action Steps:

- Define requirements, service level agreements, and other needed details for procurement.
- Initiate the request for proposal process.
- Execute contracts with selected technology vendors to support PSAPs with phone system needs.

Objective 5.4 Facilitate Shared Technology to Overcome PSAP Staffing Shortages

Outcome: Expanded interoperability among PSAPs as one strategy to assist with staffing shortages. Enhanced dispatching capabilities to match robust call-delivery capabilities of the NG911 system.

Background: A critical issue is decreasing personnel levels to support 911 operations. Looking ahead, investments of 15% funds, outside of the NG911 system, will focus on standardizing and leveraging technology to share workload among PSAPs. This approach aligns with a recommended strategy from the Legislative Budget and Finance Committee (LBFC) to assist with overcoming staffing shortages within our 911 centers.

Action Steps:

- Define 15% funding policies for shared system projects to help achieve the LBFC recommendation.
- Document regional best practices for governance, standard operating procedures, and resolving differences in procedures, guidelines, units, and other details for shared computer-aided dispatch (CAD) and radio projects.
- Incentivize the modernization of PSAP workflows to permit more efficient operations.

Objective 5.5 Establish Interstate Interoperability for NG911 Call Delivery

Outcome: 911 calls are transferred among states with location information and other supporting data.

Background: Geographic Information Systems (GIS) data plays a pivotal role in the NG911 system by supporting the delivery of 911 calls to the correct 911 center. Pennsylvania's 911 and GIS stakeholders will need to work closely with our neighboring states to develop the required GIS data, policies, and processes to support interstate call delivery in a NG911 environment.

Action Steps:

- Agree on a state boundary dataset to facilitate alignment with jurisdictions in New York, New Jersey, Delaware, Maryland, West Virginia, and Ohio.
- Execute Intergovernmental Agreements to define standards and policy for frequency of data exchanges, methods for exchange, requirements of attribute data and quality assurance processed with all surrounding states.

Strategic Objectives and Projects

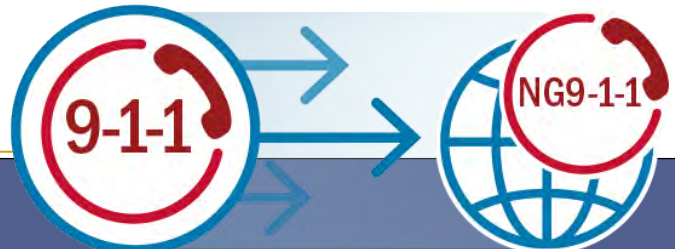
Objective 5.6 Further Develop GIS Data to Enhance NG911 Service

Outcome: 3D incorporated into 911 call delivery. Further developed high-quality GIS data useful to internal and external partners.

Background: Accurate, current, and authoritative GIS data layers, developed and maintained by PEMA's county partners, are essential for enabling NG911 geospatial call routing. Continuing to support our counties with enhancing their GIS data will allow the Commonwealth to realize the full potential of NG911 technology. These efforts will also continually advance the accuracy of 911 call delivery and further assist first responders with identifying the caller's location.

Action Steps:

- Develop education program for addressing authorities.
- Operationalize 3-dimensional (3D) location for NG911.
- Promote adoption of the NENA NG911 GIS Data Model across various PSAP systems.



"Next Generation 911" (NG911) refers to an updated, internet protocol (IP)-based emergency communication system that replaces the traditional analog 911 infrastructure. Technology advancements allow for transmitting digital data like text messages, photos, and videos directly to emergency call centers and first responders. It provides a more comprehensive and efficient way to handle emergency calls compared to the older systems.



Pennsylvania
Emergency Management Agency



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