



**pennsylvania**  
EMERGENCY MANAGEMENT AGENCY

---

# **Strategic Plan**

---

**Calendar Years  
2010-2014**

THIS PAGE IS INTENTIONALLY LEFT BLANK

## TABLE OF CONTENTS

Promulgation .....	5
History .....	6
Summary of Accomplishments .....	6
Overarching Goals and Direction .....	8
Agency Goals.....	8
Our Goals.....	8
Summary .....	9
Vision .....	9
Mission .....	9
Agency Values .....	9

THIS PAGE IS INTENTIONALLY LEFT BLANK



**TO:** All Personnel

**FROM:** Robert P. French   
Director, PA Emergency Management Agency  
and Homeland Security Advisor

**DATE:** December 28, 2009

**RE:** 2010 – 2014 Strategic Plan Promulgation

---

**MESSAGE:**

The Pennsylvania Emergency Management Agency (PEMA) 2010 - 2014 Strategic Plan will provide the direction for the Agency in the coming years. To bring the plan to fruition, the support of all employees is needed. We must ensure the implementation of the plan and the continued advancement of our Agency goals in order to meet the citizens' needs in the Commonwealth of Pennsylvania.

All PEMA employees are responsible for working to attain the plan objectives in the coming years.

## HISTORY

Emergency management was created as a national program in 1950 with the passage of the Civil Defense Act. The Pennsylvania State Council of Civil Defense Act was passed in 1951. The early focus was on enemy attack and Cold War related issues. Over the years, the responsibilities were expanded to include natural disaster preparedness and recovery. Act 323 of 1978 changed the name of the Agency to the Pennsylvania Emergency Management Agency or PEMA. The federal law also changed in 1978, creating the Federal Emergency Management Agency. PEMA continued to evolve and, today, is an agency operating under the principles of emergency management:

- Mitigation
- Preparedness
- Response
- Recovery

## SUMMARY OF ACCOMPLISHMENTS

Strategic planning is a continuous process. The new plan compliments what has been accomplished in the past and defines what must be accomplished in the future. When developing the 2009 Strategic Plan, PEMA utilized input from several reports and inspections in developing the way ahead and addressing the concerns conveyed in the reports and inspections. While executing the 2009 plan, PEMA addressed issues identified in the Witt Report, the 2007 Legislative Budget and Finance Committee Report, the Auditor General's 2008 Wireless E-911 Emergency Services Program Special Performance Audit, and the 2007 Department of Homeland Security (DHS) Audit. Accomplishments include the following:

- Restructured PEMA.
- Updated the State Emergency Operations Plan.
- Created a Strategic Planning Office.
- Enhanced partnerships with federal, county, and local governments.
- Developed a detailed State Emergency Operations Center training/staffing plan.
- Established a logistics and resource management capability within PEMA.
- Integrated the 800 MHz radio system into PEMA operations.

- Passage of the Right-to-Know Law with a version that carves out exemptions from access to public records directly affecting homeland security.
- Developed grant guidance for the regional task forces.
- Developed a certification process for local government entities to receive homeland security grants.
- Reorganized the Bureau of 9-1-1.
- Conducted year-end fiscal reconciliations.
- Clarified, enhanced, and standardized wireless 9-1-1 grant applications procedures by developing procedures that clearly document the line of authority to follow for approving 9-1-1-grant applications, including documentation on PEMA's executive management review and approval.
- Engaged local and state officials, as well as, wireless providers to formulate ideas for minimizing or, ideally, completely eliminating the gaps in wireless coverage throughout the state.
- Evaluated PEMA's evolving role as the state's E-911 program administrator, in anticipation of future telecommunications technologies that may result in additional responsibilities.
- Increased the awareness among 911 coordinators that wireless E-911 funds are available for public education.
- Developed a policy and procedures manual, which provides guidance to sub-grantees on all aspects of the Homeland Security Grant Program, to include monitoring visits, equipment requests, and biannual financial/program reporting.
- Developed internal control deficiencies in system of cash management and federal reporting procedures to meet DHS requirements.
- Mapped the entire DHS grant program as it pertains to Pennsylvania, which determined the grant flow process and identified gaps.

## **OVERARCHING GOALS AND DIRECTION**

The 2010 – 2014 Strategic Plan developed goals, strategies, and tactics to address the current issues that face PEMA and advance the quality of the emergency management response in the Commonwealth of Pennsylvania. The goals developed during the previous strategic plans remain as PEMA’s overarching objectives for all PEMA employees.

### **AGENCY GOALS**

- Be Ready to Respond – Always!
- Minimize Disaster Impacts on Commonwealth Citizens and Organizations
- Enhance Capabilities by Building Strong Relationships With Our Partners:  
Public Organizations (Federal, Commonwealth, County, Municipalities)  
Private Sector (Business, Volunteer Organizations)
- Become the Nation’s Leader in Emergency Management

### **OUR GOALS**

- Do Your Best, Everyday
- Learn More about Your Job and PEMA, Everyday
- Take Care of Each Other, Everyday

The new goals, strategies, and tactics to address the challenges of the coming years were developed through numerous sessions with the senior staff and employees. The details of the meetings and reporting of the results can be reviewed on the PEMA shared drive – S:/2010 - 2014 Strategic Plan/PEMA Strategic Planning Process 120209.doc. The synopsis of the 2010 - 2014 Strategic Plan is provided on page 9 of this communication.



**pennsylvania**  
EMERGENCY MANAGEMENT AGENCY

**2010 – 2014  
STRATEGIC PLAN  
SUMMARY**

**VISION**

PEMA is an agency of dedicated professionals committed to delivering the best emergency management services in the Nation.

**MISSION**

PEMA provides for the safety and security of the commonwealth's citizens and property through leadership and coordination of governmental, non-governmental, and private sector entities in a comprehensive and dynamic emergency management program.

**AGENCY VALUES**

**Integrity:** We are committed to taking the appropriate action that is in the best interest of public safety, health, and welfare of the citizens of the commonwealth.

**Commitment/Dedication:**

We are, willingly and purposefully, obligated to our mission and impelled by our core values to provide the highest level of service. We are dedicated to taking the necessary actions to fulfill those commitments.

**Customer Service:**

We recognize that we exist as an agency for the sole purpose of providing service to our customers and will strive to improve the level of service we provide every day.

**Consistency, Timeliness, Quality:** We strive to consistently provide service, support, and coordination of the highest quality and timeliness in a manner that exceeds even the highest of expectations and standards.

**GOALS/STRATEGIES/TACTICS**

**Goal 1:** Improve productivity, efficiency and outcomes

**Strategy 1:** Promote an environment that fosters the development of leaders and leverages the leadership, knowledge and commitment of our personnel.

- Tactic 1.1: Recruit
- Tactic 1.2: Retain
- Tactic 1.3: Recognition

**Goal 2:** Improve customer support

**Strategy 2:** Identify, develop, implement and evaluate innovative technologies and methodologies.

- Tactic 2.1: Through gap analysis, research use of innovative technologies and methodologies
- Tactic 2.2: Establish best practices program to identify opportunities for innovative technologies and methodologies
- Tactic 2.3: Add an Employee Recognition Award category for most innovative idea

**Goal 3:** Build partnerships that create positive impact on emergency management

**Strategy 3:** Maximize the identification and coordination of both internal and external resources.

- Tactic 3.1: Identify resources PEMA will be coordinating by the 4 major pillars: protection, prevent, respond, recovery

