



# BIENNIAL REPORT 2024

The most comprehensive and in-depth  
review of **state emergency management**  
and **homeland security** available.



**The National Emergency Management Association (NEMA)** would like to thank the state emergency management agencies and the District of Columbia for the significant time and effort put forth to provide key data for the NEMA 2024 Biennial Report. Because of their long-standing commitment to sharing agency information, NEMA can continue the tradition of the biennial report for the twenty-fourth time.

*We would also like to thank our extremely generous sponsors for their support of emergency management, and the 2024 Biennial Report.*



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**The National Emergency Management Association is celebrating its 50th Anniversary in 2024 so it is only fitting that we continue with one of our oldest and most valuable traditions — the publication of the NEMA 2024 Biennial Report.**

The evolution of emergency management over the past five decades has been dynamic, challenging, and necessary to address the increasing numbers and types of disasters being experienced in the United States along with the growing complexity of events. Emergency management today is no longer narrowly focused on natural disasters as we saw with the significant role that state agencies played during the COVID-19 pandemic. In the past year, at least 30 state emergency management agencies were asked by governors to provide mission support to a variety of non-traditional disasters like homelessness, asylum seekers, civil unrest and protests, and the opioid crisis. State emergency management agencies are also engaging with cyber-security and school safety programs.

While emergency management is being recognized for its experience and expertise and called on in new ways, agencies are simultaneously challenged with stagnant budgets and staffing shortages. NEMA calls on governors and state legislators to review their state emergency management agency structures and ensure the appropriate authorities, resources, and staffing are in place to build and maintain resilience. For more information on this topic, please be sure to read the NEMA White Paper contained within this report “Empowering Emergency Management to Meet Current and Emerging Threats.”

The mission of emergency management is vital to public safety, and the information highlighted in the 2024 Biennial Report is a testament to the importance of what we do. I am immensely proud of the incredible work being done by all of NEMA’s members, in both the public and private sectors, to build greater resilience across the nation and keep our citizens safe.

As we acknowledge NEMA’s 50 years of national policy leadership, I extend my sincere thanks to everyone who has played a role in helping us reach this significant milestone. And know this — we’re just getting started!

**Russell Strickland**

NEMA President

Secretary, Maryland Department of Emergency Management

# Government Authority in Emergencies & Disasters

## Role of Government

*Emergency management is a core function of state government for several important reasons:*

- **Protection of lives and property:** governments are responsible for ensuring the safety and well-being of populations.
- **Public safety and welfare:** by planning for and responding effectively to disasters, governments mitigate the impacts of disasters on individuals, families, and businesses.
- **Preserving critical infrastructure:** governments must ensure the resilience of transportation, utilities, and communications systems before, during, and after disasters.
- **National security:** emergency management is closely tied to national security. Governments must protect against and respond to natural and man-made disasters that may pose a threat to the security and stability of a nation.
- **Community resilience:** governments promote community resilience by implementing measures that enhance a community's ability to withstand and recover from disasters.
- **Legal and regulatory framework:** governments establish laws and regulations related to emergency management that provide a framework for effective response and recovery actions.
- **Coordinated response:** emergency management involves coordination across the government enterprise, with non-profit organizations, and the private sector.
- **Economic stability:** prompt and well-coordinated responses help communities recover more quickly and reduce long-term economic impacts.
- **Public confidence and trust:** citizens rely on the government to protect them during crises and successful emergency management reinforces that trust.

## Role of the Governor

*The role of the governor in emergency management is pivotal and central to coordinating and leading the state's response to emergencies and disasters.*

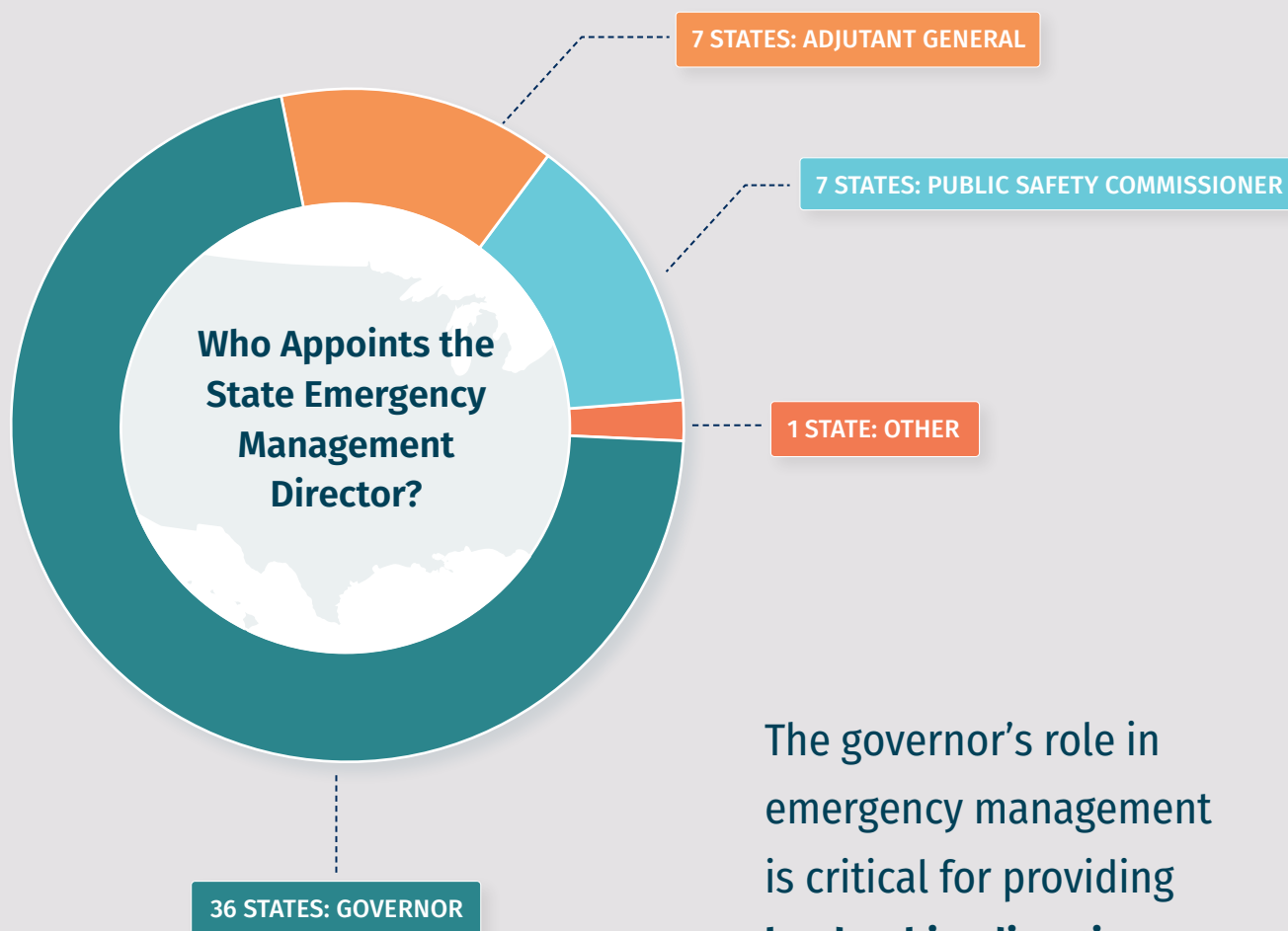
*Here are a few key aspects of the role of the governor in emergency management:*

- **Declaration of emergency:** the governor has the authority to declare a state of emergency, granting additional powers for a swift response.
- **Command and control:** the governor is the commander-in-chief of the state's emergency response actions.
- **Resource allocation:** the governor has the authority to allocate and deploy state resources, including the National Guard.
- **Policy decision-making:** implementing measures to ensure the safety and well-being of citizens such as issuing evacuation orders or curfews.
- **Communication and public messaging:** the governor serves as the key communicator to the public, providing updates on the situation, response actions, and safety measures for citizens.
- **Requesting federal assistance:** if the scale of the event exceeds state capability, the governor may request federal disaster assistance.
- **Legislative coordination:** working with the state legislature to enact legislation or authorize additional funds to support the response and recovery effort.

→ *Public safety is a basic responsibility of government which includes ensuring states and communities are resilient and able to effectively recover from disasters.*

# State Emergency Management Appointments

*The state emergency management director is a merit position in 47 states. In 36 states, the position is appointed by the governor. This is a testament to the importance of the position in state government, as a trusted advisor to the governor.*



The governor's role in emergency management is critical for providing **leadership, direction, and coordination** in times of crisis.

# Laws Impacting Emergency Management

**The COVID-19 pandemic shed light** on the emergency powers, gubernatorial authorities, and general laws impacting emergency management. More than half of the states have bills introduced in their state legislatures that could in some cases limit gubernatorial emergency powers.

**The primary goals of these bills include:**

- The length of time an emergency declaration remains in place.
- The ability of the legislature or governor to extend declarations.
- The flexibility afforded the chief executive.
- The ability of the legislature to direct spending and amend regulations.
- The manipulation of the definition of “emergency” or “disaster.”

*The dynamic environment in which these bills are introduced and considered creates questions of legality, authority, and decisions being elevated to state court systems.*

## → **Who Can Issue an Emergency Declaration for an Impending Event?**

The chief executive in **50 states** maintains the authority to issue an emergency in advance of an event.<sup>1</sup> Of those, **42 states** have special authorities to make declarations for events such as the Super Bowl, presidential party nominating conventions, or other high-profile events.

## **Who Can Issue a Mandatory Evacuation?**

Challenges around evacuation orders remain at the forefront of planning requirements for many emergency managers. With **39 states** having codified into law the authority for the governor to issue mandatory evacuation orders, this provides some safety and direction to the public.



# State Emergency Management Agencies

**The location of emergency management agencies (EMAs) within government organizational structures varies from state to state.**

Regardless of where the EMA is located, governors must have a direct relationship with their state emergency management director including during non-disaster time to build trust, mutual understanding, and confidence before a crisis occurs. Quick decision-making is essential during a disaster to save lives and protect property. Direct access to the governor allows emergency management officials to communicate the urgency of the situation and get immediate approval for necessary actions, such as declaring a state of emergency, mobilizing resources, and requesting federal assistance.<sup>2</sup>

The state's emergency management director is the governor's principal advisor on emergencies and should be on equal footing as cabinet-level agencies. Adding layers of bureaucracy diminishes these responsibilities and authorities and has the potential to introduce confusion and delay life-saving decisions.<sup>3</sup>

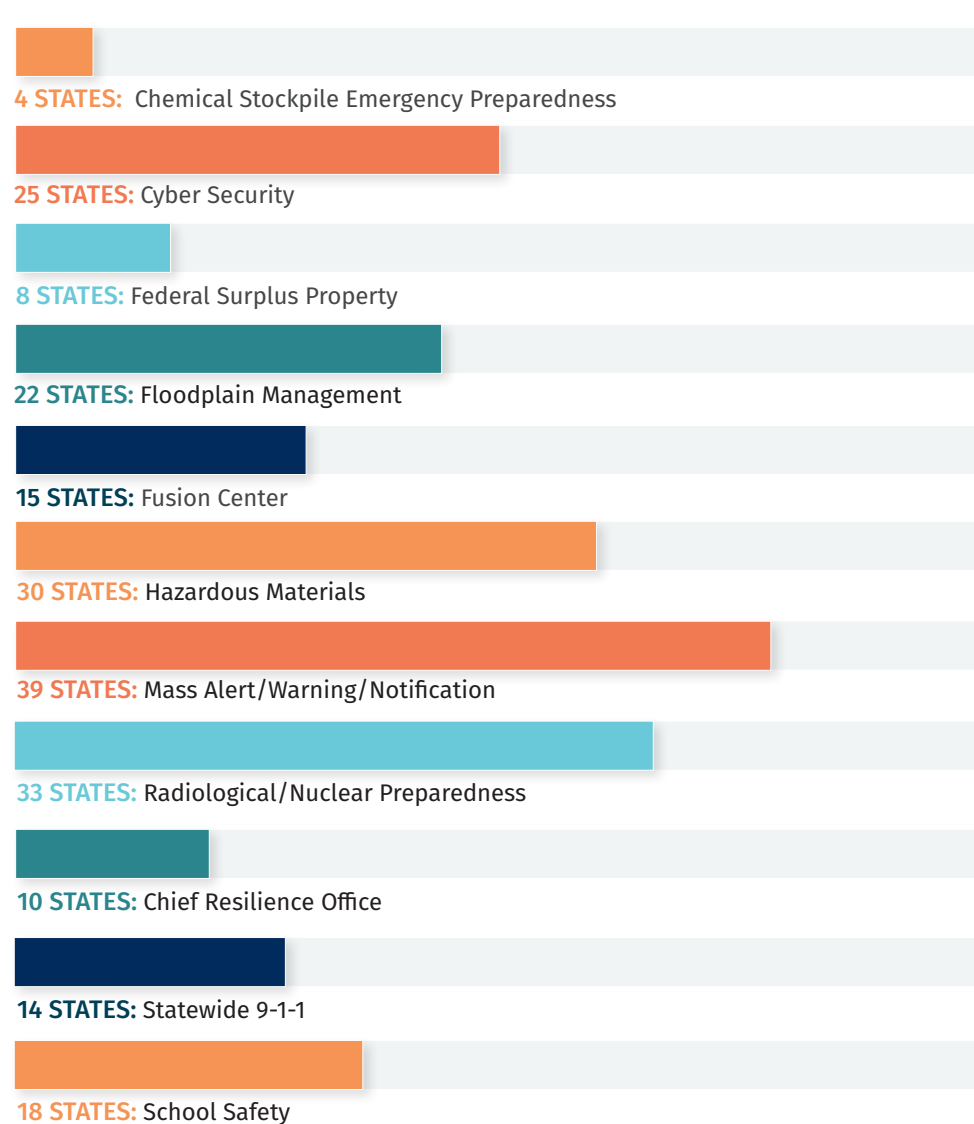
The state emergency management agency is organized under the governor's office in **13 states**, the adjutant general/military in **14 states**, and combined with homeland security in **9 states**. The EMA is part of public safety in **12 states** and the state police in **2 states**.

## Emergency Management Organizations

Governor's Office	Adjutant General/Military Affairs	Combined EM/HS	Public Safety	State Police	Other
Alabama California Florida Georgia Illinois Maryland Mississippi New Mexico Oklahoma Oregon Pennsylvania Rhode Island Wyoming	Alaska Arizona Hawaii Idaho Kansas Kentucky Maine Montana Nebraska Nevada South Carolina Tennessee Washington Wisconsin	Colorado Dist of Columbia Indiana Iowa Louisiana New York North Dakota Vermont West Virginia	Arkansas Connecticut Delaware Massachusetts Minnesota Missouri New Hampshire North Carolina Ohio South Dakota Utah Virginia	Michigan New Jersey	Texas

State emergency management agencies play a vital role in coordinating and managing various aspects of emergency preparedness. In addition to their core responsibilities, these agencies often have diverse roles and may be involved in such activities as overseeing the fusion center, statewide 9-1-1 operations, school safety, and cyber security.

What Other Programs Does Emergency Management Oversee?



# How FY 2024 Operating Budgets Are Funded

*In today's ever-changing environment, adequate funding and resources are essential for EMAs to fulfill their missions to minimize the overall impact of emergencies. States must invest in their emergency management programs to ensure the EMA can effectively prepare, mitigate, respond, and recover in ways that build resilience.*

State emergency management agency budgets, appropriated by state legislatures, vary widely depending on the size of the state population, frequency of disasters, and economic stability. A state budget on the lower end in FY24<sup>4</sup> is an estimated **\$650,000.00**. On the opposite end of the scale is an emergency management budget topping **\$530 million**. The total dollar amount reported for state emergency management budgets in FY24 is over **\$1.9 billion**. This is an overall increase in funding from FY22 when states reported budgets totaling **\$1.2 billion**.

Some states derive revenue for emergency management from other sources such as radiological emergency preparedness/nuclear power plant fees; insurance policy fees; and fees on deeds for flood mapping. Examples of other funding sources include hazardous materials transportation and storage fees and fines as well as hazmat training; 9-1-1 tax revenue; and state emergency response commission support.

States also rely on federal grant funding to support national priorities. The percentage of federal funding as part of the annual state EMA budget ranges from **zero percent to 99.4 percent**. States should not be overly reliant on federal funding as it is often unstable and comes with requirements to address national priorities that may not reflect state priorities.

## What Other Funding Sources Do States Rely On?


REP FEES: \$460,678,558

INSURANCE POLICY FEES: \$35,715,487

DEED FEES: \$3,597,582

OTHER SOURCES: \$502,755,923

## Indiana Department of Homeland Security



*The Indiana Department of Homeland Security's (IDHS) unique organizational structure includes the State Fire Marshall, Emergency Medical Services, and Fire and Building Safety. These entities have responsibilities that are partially funded through various fees such as building code enforcement; boilers and pressure vessels; elevators, amusement rides, fireworks permits; and more. The fees augment the department's budget to support several different missions.*

<sup>4</sup> FY refers to the Federal Fiscal Year throughout the report.

# State Emergency Management Staffing Levels

*Finding and retaining qualified and skilled emergency management professionals can be challenging. Emergency management faces significant workforce issues with agencies being chronically understaffed.*

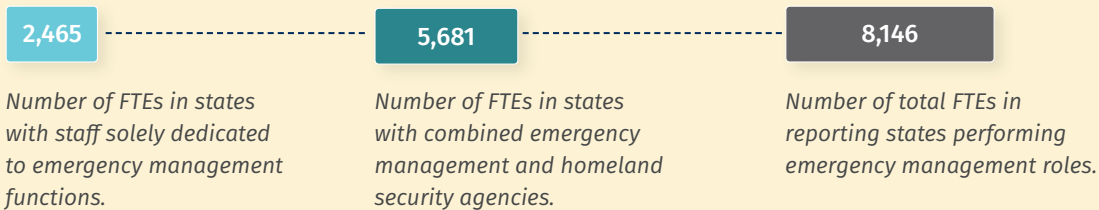
The COVID-19 pandemic and the increasing number of back-to-back disasters have resulted in disaster fatigue and burnout. Over the past three years, emergency management has seen an increase in retirements as well as staff leaving to take positions with other state agencies that provide more stable work hours and less stressful environments.

Workforce shortages also impact the overall emergency management enterprise to scale to disasters as it has in the past. Not only are states

short-handed going into disasters, but there is also a real concern about the ability to bring in talent from other state agencies, regions, and potentially from other states through mutual aid assistance.

The competition for talent from other sectors, limited funding for salaries, and the demanding nature of the work are issues that must be addressed. Continued job vacancies will both increase burnout and impair public service.<sup>5</sup>

→ **The number of full-time equivalents (FTEs)** working in emergency management across states range from **20 to 1,909** which means state capacity varies. The national average is **159 FTEs** which is a slight increase from an average of **139 FTEs** in FY22.



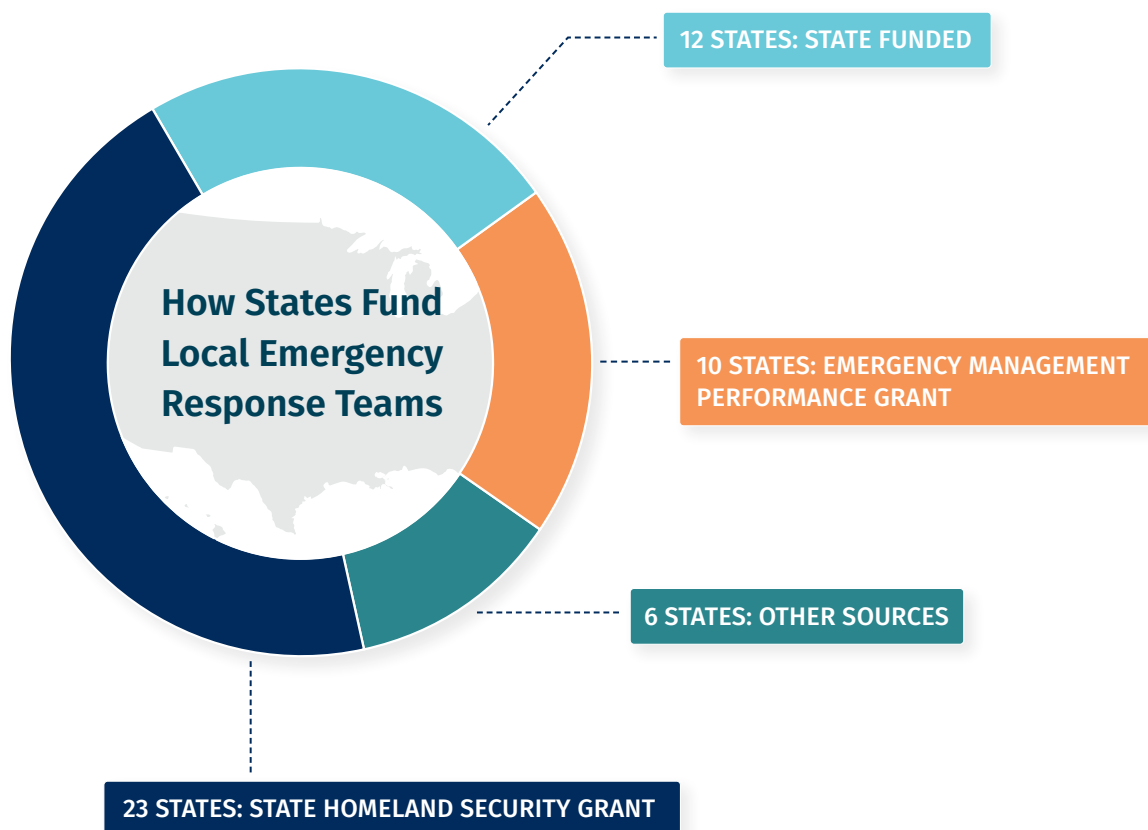
*Addressing workforce shortages requires proactive recruitment strategies, investments in training and professional development, and collaboration with academic institutions to cultivate the next generation of emergency management professionals.*

5 NEMA 2023 White Paper Empowering Emergency Management to Meet Current and Emerging Threats

# Emergency Management Capacity Building

**Emergency Operations Centers:** The state emergency operations center (EOC) is the central location for emergency response and recovery operations during incidents. It is the hub for interagency coordination and with external partners. There are **12 states** with plans to build new EOCs in the next one to two years including Arizona, California, Florida, Hawaii, Indiana, Kansas, Maryland, Minnesota, Montana, New York, Texas, and Vermont. Hawaii's EOC location is an underground bunker built during World War I in Diamond Head Crater.

**Local Emergency Response Teams:** Building state capacity begins with ensuring local EMAs have the resources and capabilities to manage events on their own, including emergency response teams such as technical rescue or swift water rescue. A total of **31 states** provide funding for local emergency response teams.

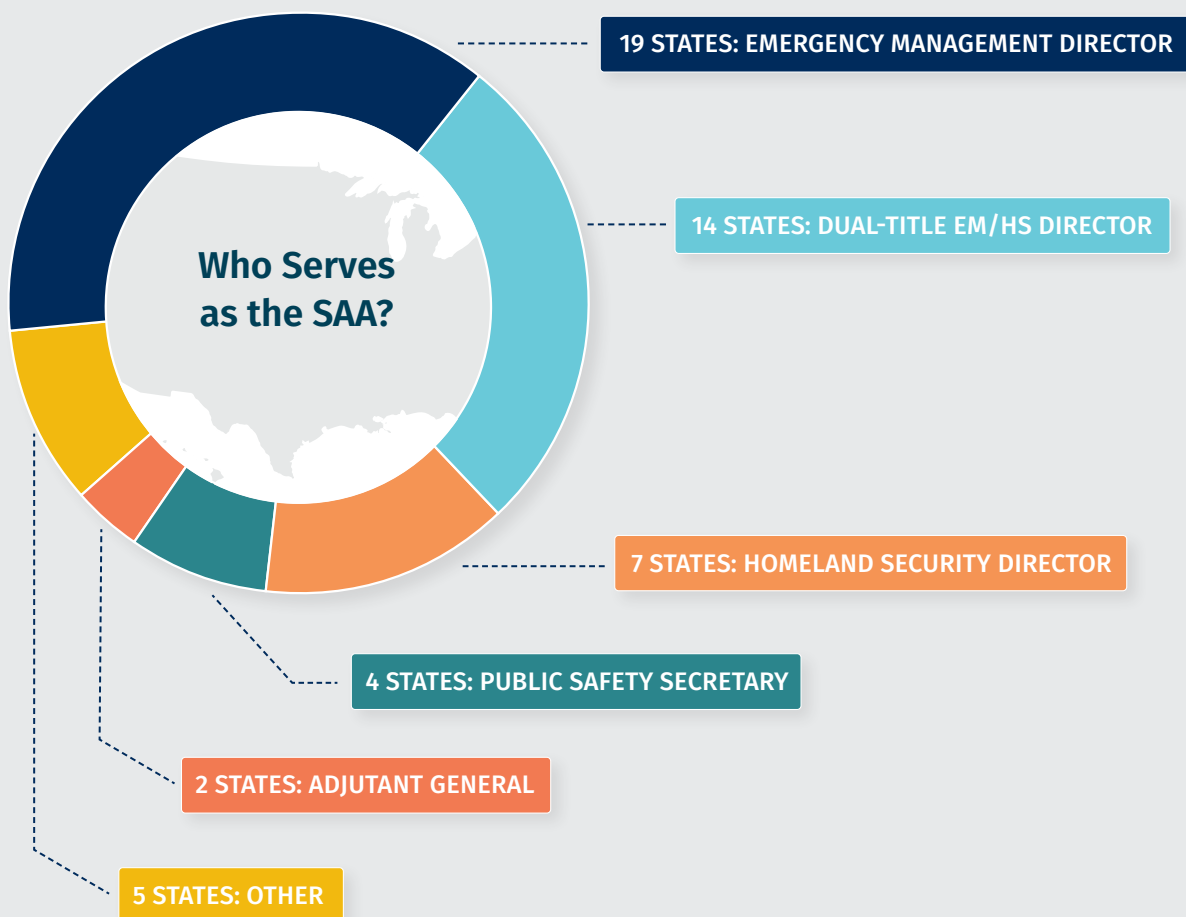


## State Administering Agencies

*The State Administering Agency (SAA) is the entity that is eligible to apply for the State Homeland Security Program (SHSP) and its components - Urban Area Security Initiative (UASI), Operation Stonegarden (OPSG), and the Nonprofit Security Grant Program (NSGP).<sup>6</sup>*

The SAA is also eligible to apply for the Emergency Management Performance Grant (EMPG) if it is a different entity than the state emergency management agency but must pass through the funding in full to emergency management.

In **33 states**, the SAA is the emergency management director or dual-title emergency management/homeland security director.



# State Homeland Security Offices

Every governor has the responsibility to appoint a single point of contact to serve as the **state homeland security advisor (HSA)**. This individual is recognized by the U.S. Department of Homeland Security (DHS) for implementing homeland security grants and programs.<sup>6</sup>

States have responsibilities for evaluating their domestic terrorism threat level, planning and conducting exercises; sharing information and coordinating with the federal government; supporting fusion centers; managing grants; cyber-security; critical infrastructure protection; and citizen preparedness.

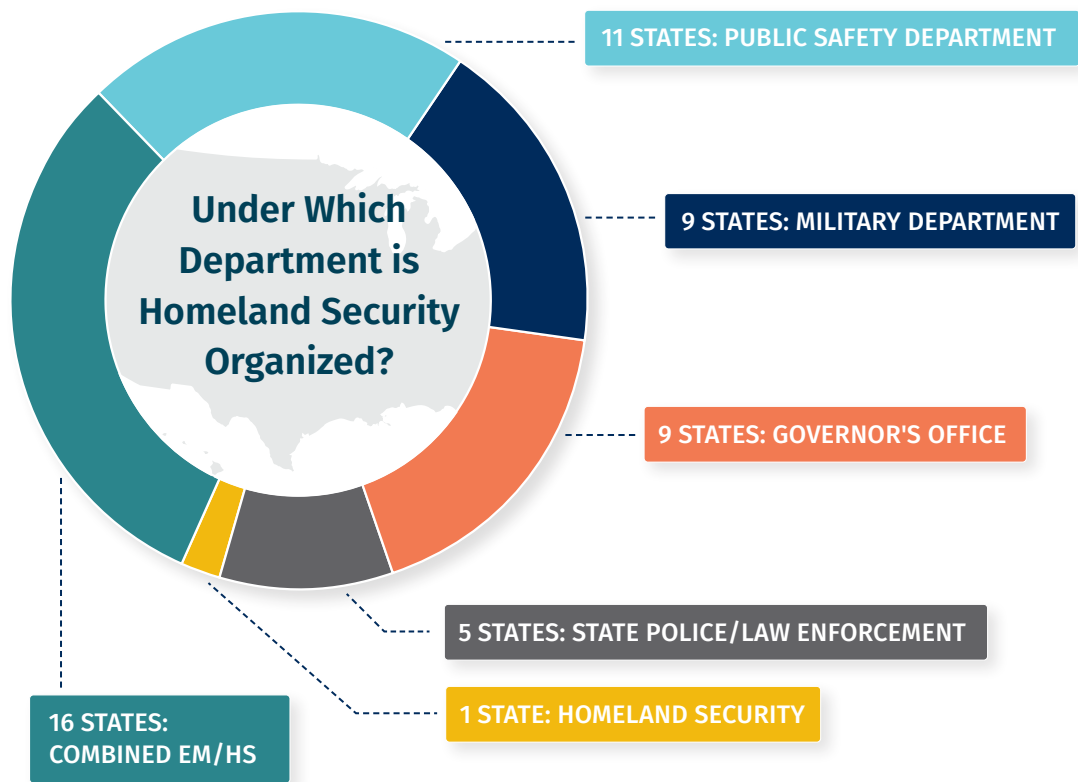
Emergency management serves as a critical component of homeland security, contributing to the overall goal of safeguarding the nation against a wide range of threats and hazards. In **16 states**, the homeland security advisor is either dual-hatted or the state emergency management director. The integration of emergency management into homeland security efforts helps build a more resilient and prepared nation.

## Who Serves as the Homeland Security Advisor?



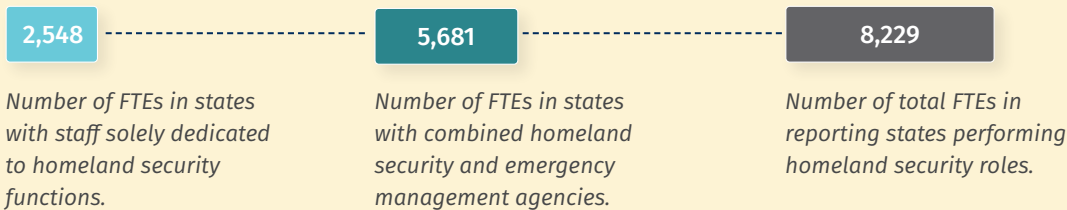
<sup>6</sup> Refer to chart: Who Serves as State Administering Agency – Homeland Security Advisor

The homeland security organizational structure varies across states. In **16 states**, homeland security is a combined entity with emergency management. In **11 states** it is located within public safety, and in **nine states** the military department. Homeland security is organized under the governor in **nine states**. In **five states**, the function falls under law enforcement.<sup>7</sup>



## State Homeland Security Office Staffing Levels

In FY24, the number of full-time equivalents working in homeland security across states **range from 2 to 1,986**. The national average is **161 FTEs**. The current number of state personnel performing homeland security activities is greater than emergency management.



7 Refer to chart: Homeland Security Structures - Staffing

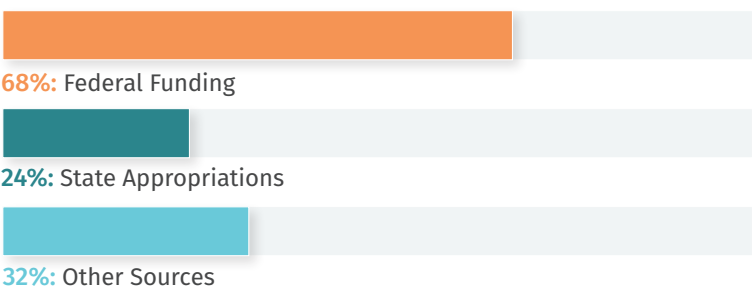


# How Homeland Security Offices are Funded

*State homeland security organizations are funded mainly through federal grants. Twelve state homeland security offices are 100 percent federally funded. Two states, Maryland and West Virginia, fund their offices with 100 percent state appropriations. In Rhode Island, homeland security responsibilities are absorbed as an added duty for the Adjutant General.*

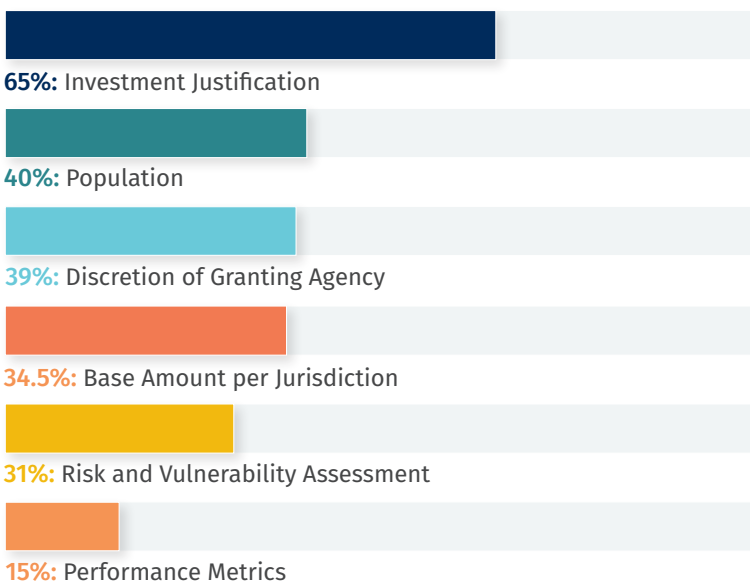
Since FY19, Congress has funded the State Homeland Security Program at **\$415 million**. There are other preparedness grants used to support homeland security activities, but SHSP is the primary funding source for most states. Stagnant federal funding has not kept pace with the evolving threats facing the U.S. which is the reason states should invest in their homeland security efforts.

## How Homeland Security Offices Are Funded



States use a variety of determination factors in allocating homeland security grant funding to local jurisdictions and these have evolved to be less population-based and more focused on grant-competitive investment justifications. **Most states use a combination of the following factors.**

## How Homeland Security Grants Are Allocated



**Competitive investment justification**, as defined in federal homeland security grant guidance, **is the sole determining factor** for allocating homeland security grant funds in Alabama, Arkansas, Kentucky, Massachusetts, Nevada, North Dakota, Vermont, West Virginia, and Wisconsin.

# Emergency and Disaster Declarations/State and Federal Declarations

The last two years broke records in terms of the frequency and severity of disaster events throughout the United States. As COVID-19 states of emergency ended, states continued to report increases in disaster declarations of all types throughout the country in FY23. The events below are not inclusive of COVID-19 declarations.

- **60 disasters** required a federal major or emergency declaration
- **248 emergency declarations** were made by governors

- **23,910 events** required significant commitments of state resources but did not reach the level of a major declaration



**A 74% increase  
from FY21**

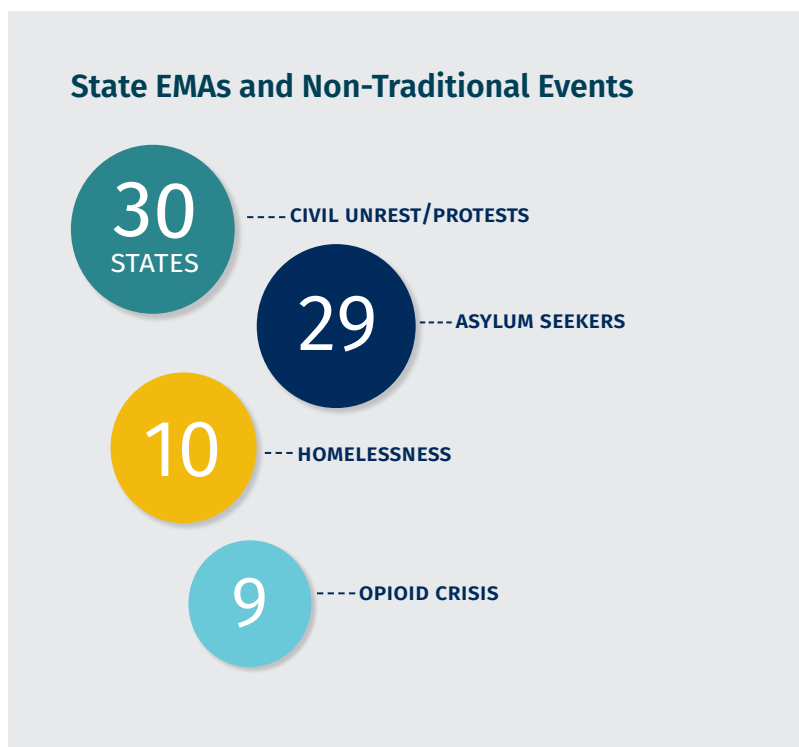
→ *The growing number of billion-dollar disasters highlights the significant economic and societal impacts of extreme weather events.*

# Role of State Emergency Management Agencies in Non-Traditional Events

**States are facing many societal challenges** that require some level of government response to protect public health and safety and the well-being of communities and citizens.

State EMAs have a broad array of expertise and experience that can be utilized in situations beyond natural disasters, and they are being asked to do just that by governors. In addition to cyber-security, school safety, and environmental-related events, there are other non-traditional events for which emergency management is being asked to play a mission support role including civil unrest and protests; asylum seekers crossing U.S. borders; homelessness; and the opioid crisis.

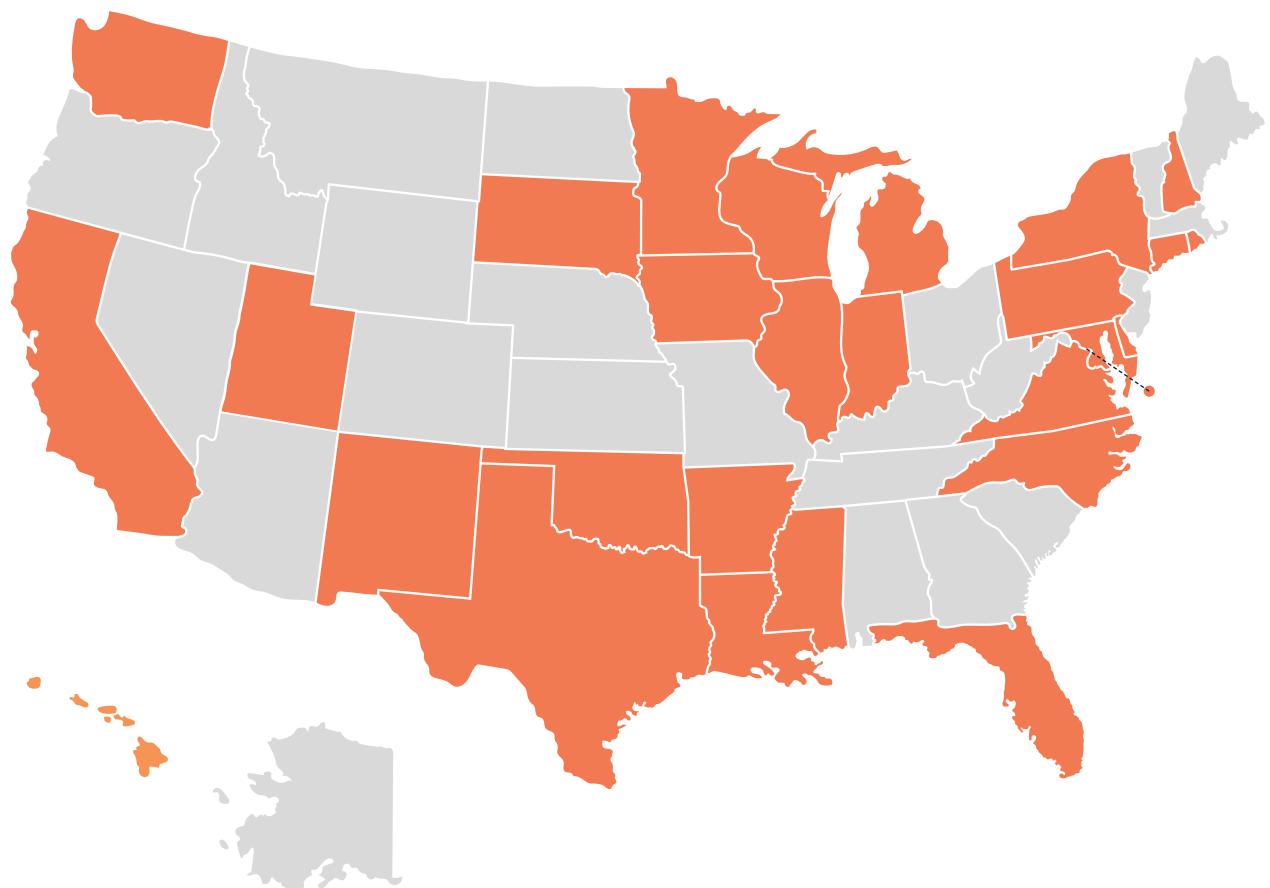
The term non-traditional is used to identify those events outside the normal day-to-day scope of the emergency management mission or not recognized as a federal Robert T. Stafford Act emergency or disaster. **Thirty-nine state EMAs** indicated they have been asked to provide mission support to at least one of the following non-traditional events. The graphic lists examples and are not to be considered all-inclusive.



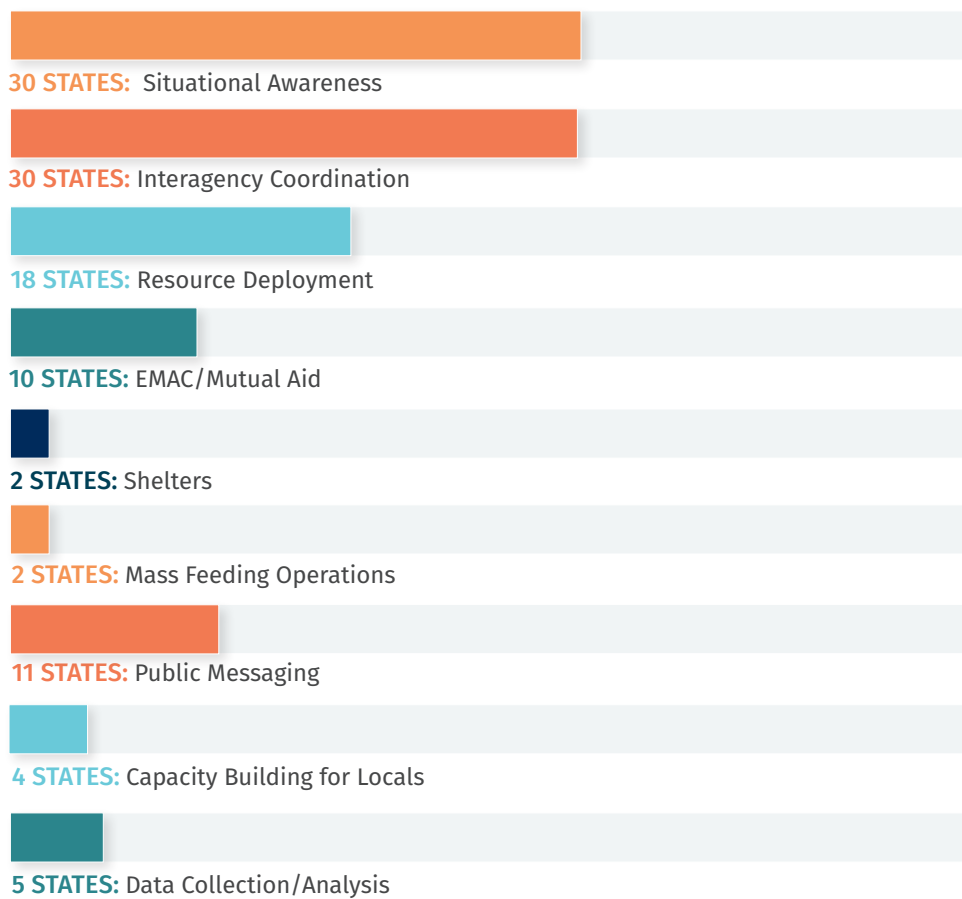
Emergency management is best known for its ability to effectively communicate and coordinate across state agencies, with non-governmental organizations, and the private sector. EMAs also provide situational awareness for the governor and other state agencies engaged in the response and may deploy resources to the scene such as personnel, commodities, or equipment. As a trusted government entity during disasters, state EMAs create and share public messaging through established communications networks and social media platforms. Mutual aid

is also a responsibility of emergency management either through intrastate or regional agreements or the Emergency Management Assistance Compact (EMAC). Other types of support they may provide include data collection and analysis; mass feeding and shelter operations; and helping build capacity for local governments. In 20 states, the level of engagement by emergency management in a non-traditional event required the activation of the state emergency operations center.

### States Supporting Civil Unrest Missions



## State EMA Mission Support for Civil Unrest/Protest Events



**Having readily available funding sources to cover EMA costs associated with mission support to non-traditional events can be a challenge for many states.** Some have used federal grant funds such as the Emergency Management Performance Grant or the State Homeland Security Program. Other state EMAs have been directed to absorb costs within their annual operating budgets. In contrast, others received a separate state appropriation or were given access to state disaster relief funds.

While emergency management has great expertise to share in a variety of situations, their **resources and manpower are limited**, especially considering the number of disasters being experienced across the nation. State-elected leaders must recognize this and act accordingly.

# Disaster Management Funding: How States Manage Aid

**Disasters are costly. And the bigger and more complex the disaster, the higher the cost.** States have in place disaster funding mechanisms that help ease the financial management burden for their communities. In addition, there are methods built into the national disaster system that states utilize to assist their communities.

If the disaster damage meets or exceeds a threshold designed by a predetermined Federal Emergency Management Agency (FEMA) criterion, the state can request a disaster declaration for the opportunity to receive federal aid – this section specifically focuses on the FEMA Public Assistance and the FEMA Hazard Mitigation Grant programs. The other option is for the state to utilize its self-funded disaster program that brings aid to their communities.

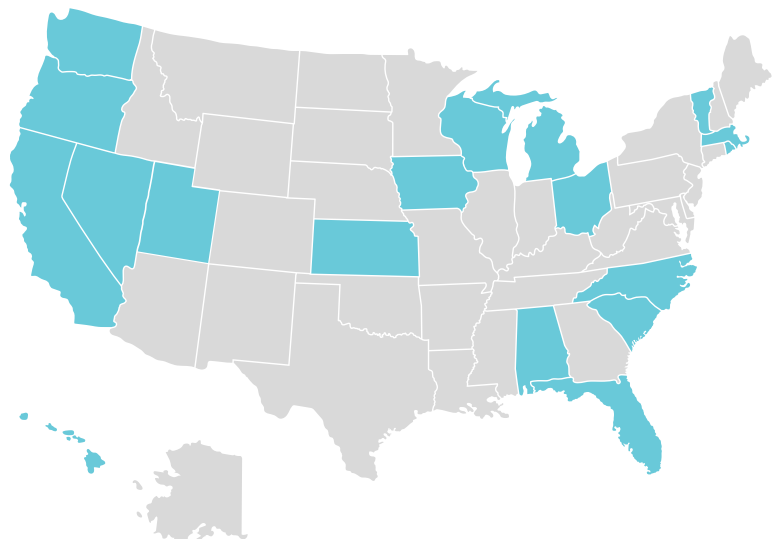
## Disaster Funding Mechanisms

Every state has a process in place to oversee the fiscal responsibility of disaster funding. Whether that is a dedicated fund that receives appropriations by the governor and legislature to ensure an adequate amount is available at a moment's notice, or a trust or other mechanism is in place for when a specific incident occurs — the state has a way to pay. And in some cases, states have multiple mechanisms in place for their disaster funds.

### General Emergency Funding Mechanisms Used in Each State

*Funds are appropriated by the legislature for specific incidents after each major disaster occurs:*

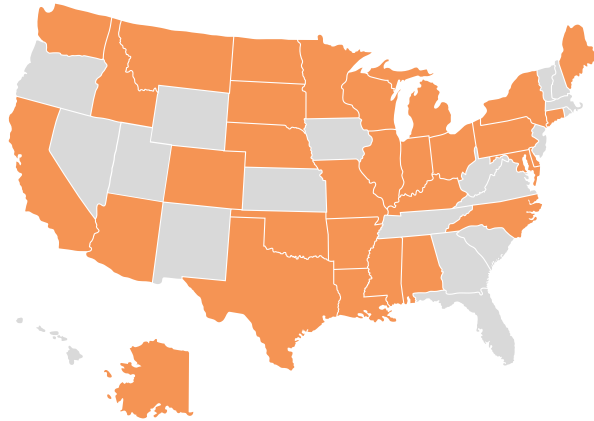
Alabama, California, Florida, Hawaii, Iowa, Kansas, Massachusetts, Michigan, Nevada, North Carolina, Ohio, Oregon, Rhode Island, South Carolina, Utah, Vermont, Washington, Wisconsin



## General Emergency Funding Mechanisms Used in Each State (continued)

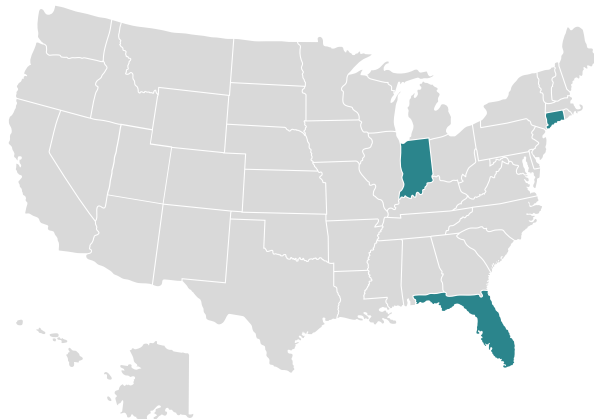
*A separate disaster fund(s) exists, funds are appropriated as needed to always keep an adequate amount of funds available:*

Alabama, Alaska, Arizona, Arkansas, California, Colorado, Connecticut, Delaware, Idaho, Illinois, Indiana, Louisiana, Maine, Maryland, Michigan, Minnesota, Mississippi, Missouri, Montana, Nebraska, New York, North Carolina, North Dakota, Ohio, Oklahoma, Pennsylvania, South Dakota, Tennessee, Texas, Washington, Wisconsin



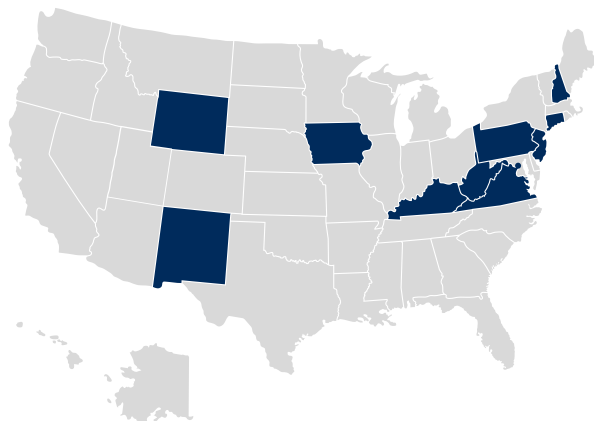
*A disaster trust exists, in which revenues from specified sources (such as a tax or fee) are deposited and used as needed for a specified purpose:*

Connecticut, Florida, Indiana



*Other funding mechanisms exist, for example, the governor's allocation of funding or the legislature funds a disaster contingency fund at their discretion:*

Connecticut, District of Columbia, Iowa, Kentucky, New Hampshire, New Jersey, New Mexico, Pennsylvania, Virginia, West Virginia, Wyoming



## Federal Grant Assistance: Paying for the Non-Federal Portion of Federal Assistance Programs

*Federal grant assistance is designed to help communities and can come in different forms to either respond to and recover from a major disaster or to build community resilience through mitigation projects.*

The form of assistance contains boundaries set responsibly alongside eligible measures that are written in federal policy. The request for assistance pairs with the commitment to share the cost between the federal and state or local governments. The trigger for assistance is expedited through a Presidential disaster declaration. The declaration allows communities to receive the response, recovery, and mitigation aid they need at the most critical time of an incident, or as a community rebounds, it can create the proper plans and changes needed to build the community back stronger than before the disaster.

Traditionally, the FEMA Public Assistance and the FEMA Hazard Mitigation Grant programs both provide grants that require the federal government to pay not less than 75 percent of eligible costs. The other 25 percent of the cost, known commonly to emergency managers as the match, is the responsibility of the one who is receiving the assistance. State EMAs have made strides in how they help communities share the cost for the match and the overall costs of response, recovery, and mitigation projects accrue.

→ *Thirty-seven states pay a portion of the non-federal cost share for the FEMA PA Program.*



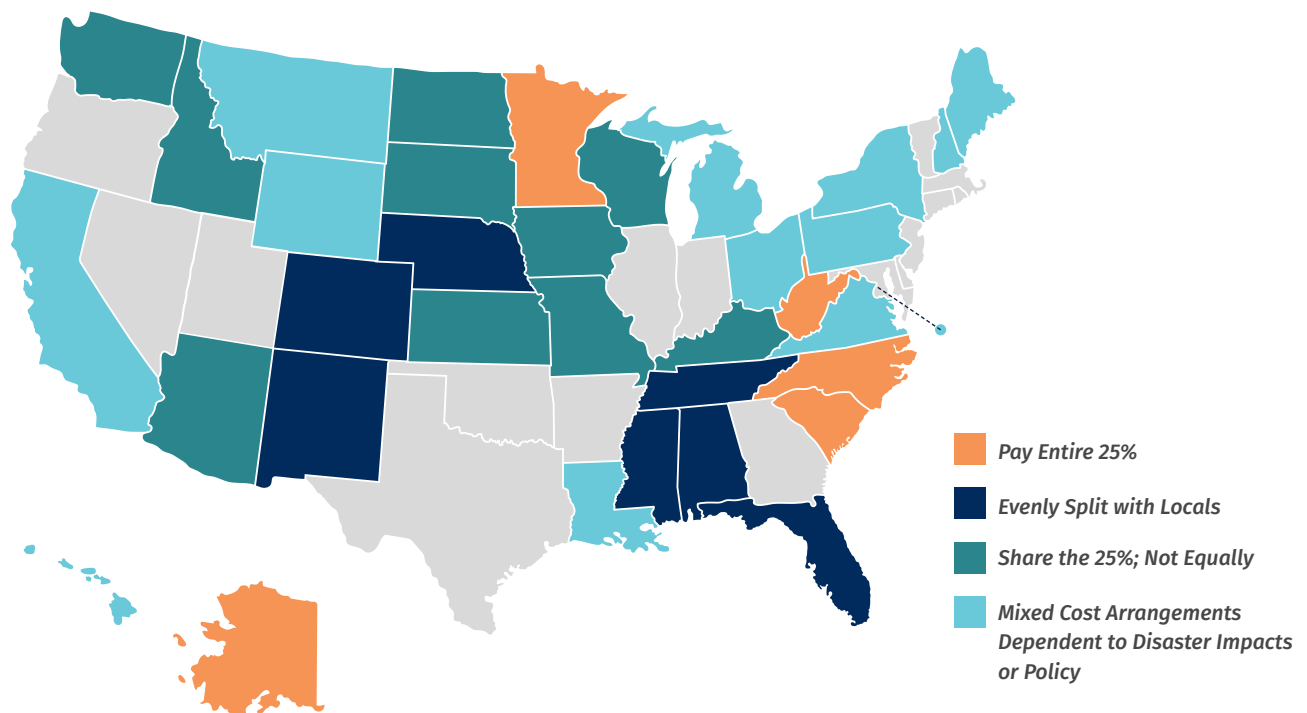
# FEMA Public Assistance Grant Program

*In determining how best to manage the responsibility of the non-federal cost share for the FEMA Public Assistance Program, 23 states decide on a case-by-case basis regarding the match between the locality or private non-profit (PNP) organizations.*

**Eleven states:** Alabama, Alaska, Arizona, California, Colorado, Connecticut, Delaware, District of Columbia, Florida, Hawaii, and Idaho have the determination ingrained by law. **Nine states** have the determination of the non-federal cost share written in regulatory policy.

More states are helping their communities by taking on a certain responsibility for the cost share. Compared to FY22, **four more states** are committed to paying part of the cost share (or match) for their communities. This trend continues to increase in the

number of states moving away from not paying any portion of the match. **Thirty-seven states** pay a portion of the Public Assistance match with five states that pay the entire amount. Thirteen states do not pay a portion of the match. More states are managing other funding methods as they balance the need for fiscal responsibility and the communities' needs due to the impacts of a disaster. As opposed to a static divide of sharing the costs, those states are taking a more case-by-case approach to ensure the aid fits the need.

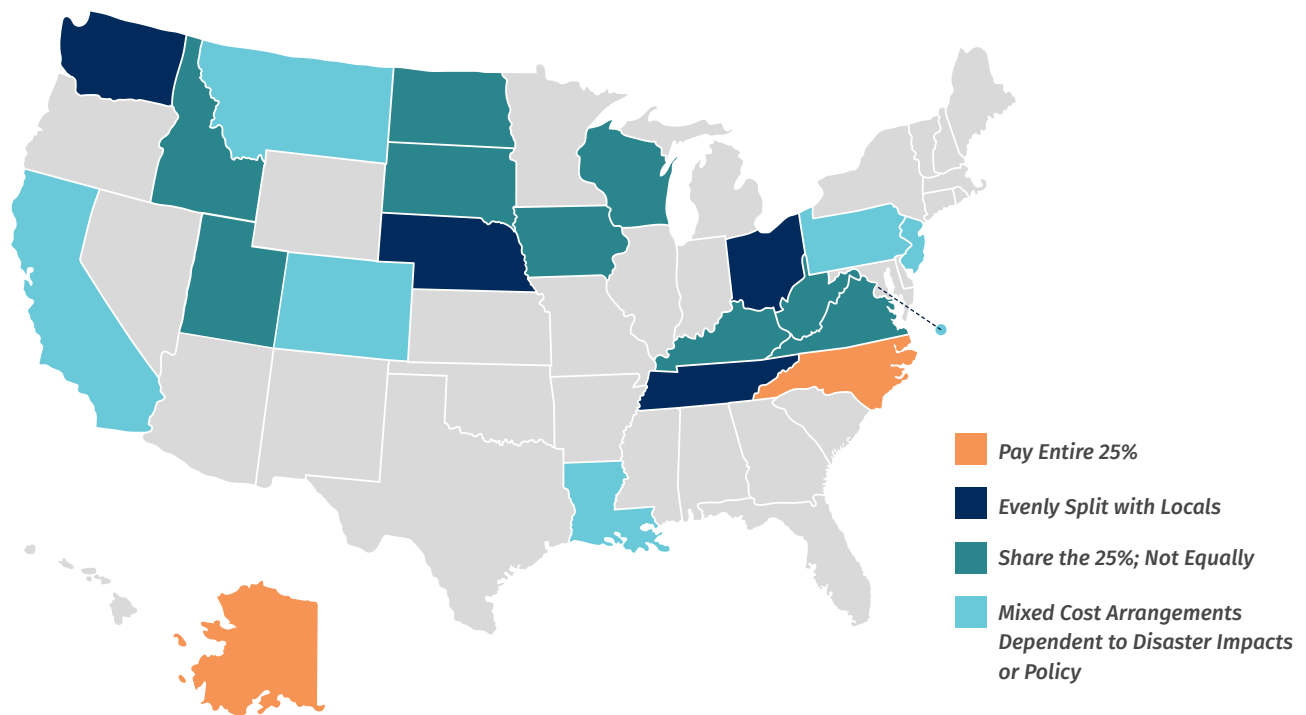


# FEMA Hazard Mitigation Grant Program

*States vary in the determination of how the non-federal match is considered between the state and local governments for hazard mitigation projects.*

**Sixteen states** decide on a case-by-case basis on how best to share the cost. **Four states:** Florida, Iowa, Washington, and Wisconsin have the determination written in state law. Seven states have the determination of the non-federal or match written in regulatory policy.

**Two states, Alaska and North Carolina,** pay the entire 25 percent cost share for their locals. However, an increase of two more states committed to assist in some portion of the cost share compared to the last two years. This trend, albeit slow and steady, continues to increase in the number of states moving away from not paying any portion of the match. **Four states** manage an even split with their local governments. Nine states split the match with the local governments and private nonprofit organizations. **Twenty-eight states** do not pay for any portion.



# State-Funded Disaster Assistance Programs

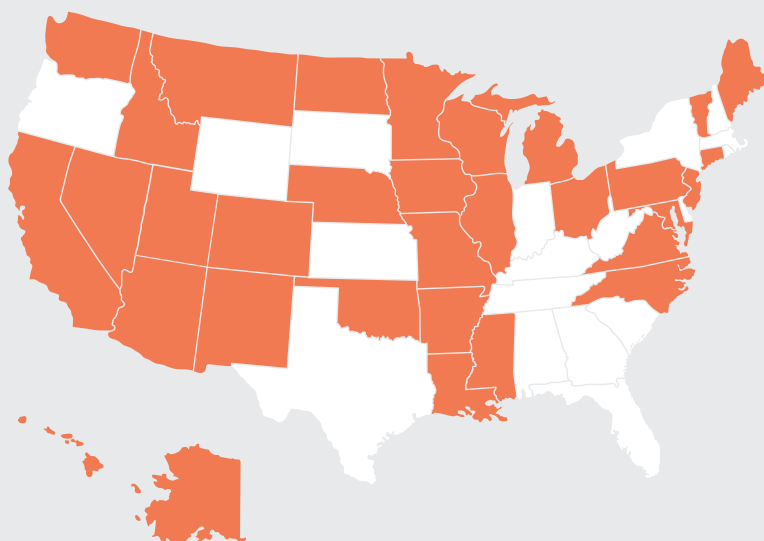
**Not all disasters meet the threshold to request a federal declaration.** Thus, states create their own disaster assistance programs to help their communities.

The programs are built to assist with shortfalls in personal, business, other agencies, and/or community loss due to the damage incurred by the disaster. These programs remain critical in ensuring citizens are being provided the help they need in an efficient and timely manner, especially in the instances that federal assistance cannot be accessed.

In continuing the upward trend on the number of states who maintain a self-run disaster program, this year reports **32 states**, highlighted in the map below, have created their state-funded assistance programs to support their communities when aid is most critical to obtain.

In breaking down the states per program, **27 states** own a public assistance program; 16 states manage an individual assistance program; **eight states** offer an assistance program strictly for unmet needs; and **three states** — Maine, Maryland, and North Carolina — have an economic/business recovery program. **Five states** have expanded their assistance in other ways to assist their communities. Iowa, Maine, and Missouri have disaster relief funds to help state agencies and political subdivisions. Louisiana and North Dakota have funds to assist other needs of local communities that may not be covered by federal assistance.<sup>8</sup>

## States with Self-Funded Programs for Disaster Assistance



*Alaska, Arizona, Arkansas, California, Colorado, Connecticut, Delaware, Hawai'i, Idaho, Indiana, Iowa, Louisiana, Maine, Maryland, Michigan, Minnesota, Mississippi, Missouri, Montana, Nebraska, Nevada, New Mexico, North Carolina, North Dakota, Ohio, Oklahoma, Pennsylvania, Utah, Vermont, Virginia, Washington, Wisconsin*

<sup>8</sup> See chart: State-Funded Disaster Assistance Programs

# Mitigation and Resilience

**Communities need to be supported and provided with resources to pursue a pathway to increase their resilience. This includes support for mitigation projects from inception to implementation.**

States also recognize the critical need to place comprehensive, transformational mitigation at the forefront of the national security strategy to reduce risk. States must be flexible with each community and recognize that each has its own set of unique risks and vulnerabilities. After such assessment, states can identify obstacles and provide solutions to overcome those and continue to build upon success.

Resilience must be made actionable to be effective. Resilience as a program at the state and federal levels continues to evolve, states remain focused on considering methods to ensure that resilience is incorporated into all stages of emergency management, from updating preparedness and mitigation plans to incorporating resilience principles into exercises and rebuilding stronger post-disaster.

All states and territories have a FEMA-approved mitigation plan, and **14 states** maintain a FEMA-approved Enhanced State Mitigation Plan. This certifies the state developed a comprehensive mitigation program; is integrated with other state and/or regional planning initiatives; and maintains the capability to manage additional

funding. A state with an enhanced plan receives **20 percent** of the total estimated eligible Stafford Act disaster assistance under the FEMA Hazard Mitigation Grant Program, in comparison to **15 percent** for states with standard mitigation plans.

An immediate post-disaster priority is beginning the long process of rebuilding a community. Increased resilience helps disaster survivors do that more quickly, as those in the community are more prepared and ready for the impacts. Building that linkage between increased resilience and disaster response, however, remains elusive at times with the public. This dynamic must continue evolving as a message between public officials and the citizenry to ensure the ability to save lives and reduce future impacts of disasters.

→ ***“Mitigation is the center of the universe.”***

*– Russell Strickland, Secretary, Maryland Department of Emergency Management*

# Emergency Management Performance Grants

The Emergency Management Performance Grant is the **only source of federal funding directed to state and local governments specifically** for all-hazards emergency preparedness.

## How EMPG is Allocated to Local Jurisdictions

*States act as pass-through entities, funneling EMPG funds to local emergency management programs and state programs supporting community-level preparedness.*

In FY23 on average, states allocated **42.6 percent** to local jurisdictions, **0.7 percent** to Tribal governments, **0.2 percent** to other state agencies, and **1.9 percent** to other entities. States retained **54.8 percent** at the state level on average, wavering less than a percentage point from the FY21 data.<sup>9</sup>

The state portion of EMPG supports local jurisdictions through training and exercises; planning;

technical assistance in meeting federal requirements; and regional and local coordination for all-hazards preparedness. EMPG funds also supply deployable field resources used by city and county governments, Tribes, and other entities.

**Twenty states** passed through at least 50 percent of their EMPG funds to local jurisdictions. The average allocation to locals among these states was **58.1 percent**.

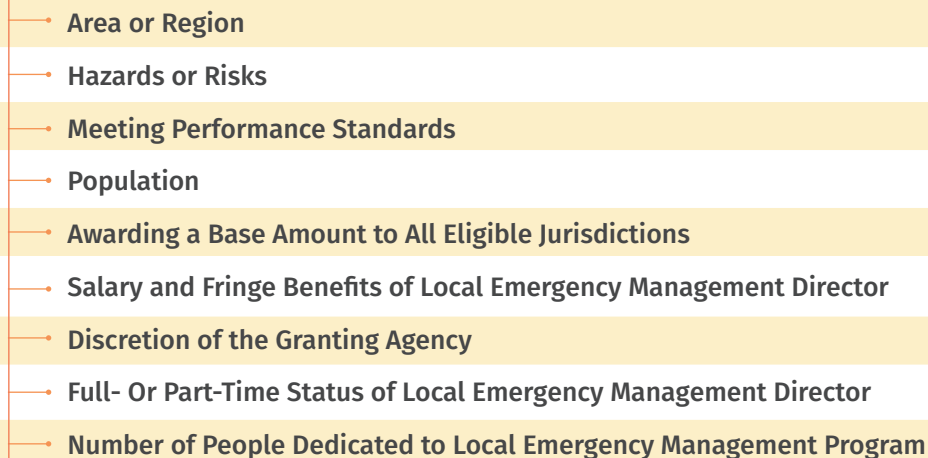
### → Jurisdictions Receiving EMPG Funding

In FY23, there were **4,152 local jurisdictions** eligible for EMPG funding, and of these, **76.5 percent of those eligible received funding**. The **remaining 23.5 percent** were not able to meet the match requirement, chose not to apply for funds, or did not meet other requirements to receive EMPG. **Thirty-four states distributed EMPG dollars to 90 percent** or more of their eligible jurisdictions. Of these, **24 states** awarded EMPG to all eligible jurisdictions.

<sup>9</sup> Refer to chart: How EMPG is Allocated by Percentage

## EMPG Distribution Factors

*States allocate EMPG dollars to local jurisdictions via multiple criteria including:*

- 
- Area or Region
  - Hazards or Risks
  - Meeting Performance Standards
  - Population
  - Awarding a Base Amount to All Eligible Jurisdictions
  - Salary and Fringe Benefits of Local Emergency Management Director
  - Discretion of the Granting Agency
  - Full- Or Part-Time Status of Local Emergency Management Director
  - Number of People Dedicated to Local Emergency Management Program

→ The factors used the most often to determine funding allocation are population and awarding a base amount to all eligible jurisdictions.<sup>10</sup>

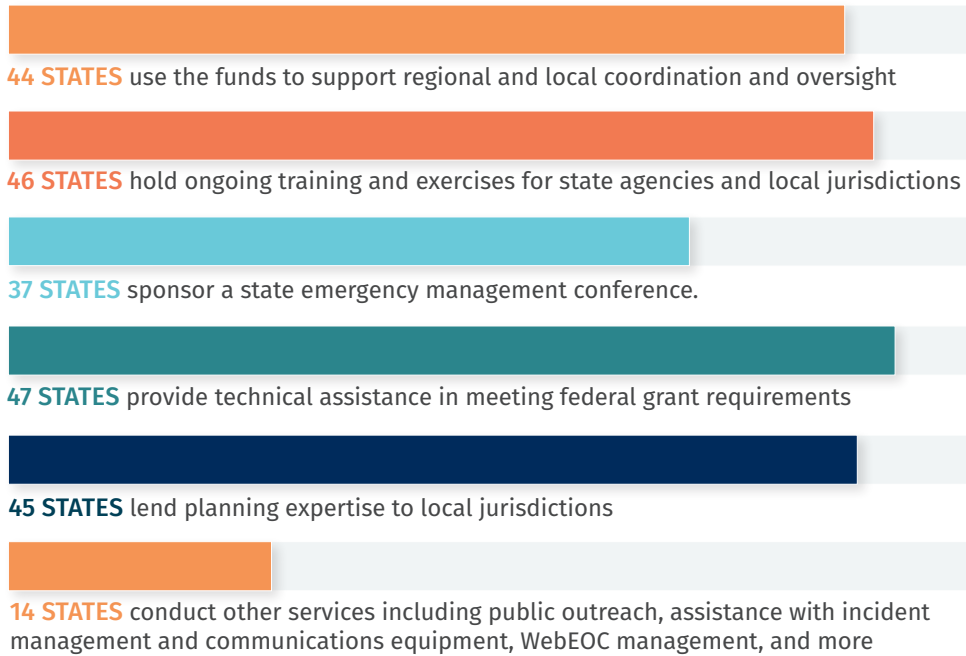
Population-based EMPG allocations are the adopted strategy in **29 states**, followed by **25 states** that use a base award amount to eligible jurisdictions. Meanwhile, **six states** consider whether local jurisdictions have met certain performance standards to receive EMPG funding.

Discretion for allocations was given to the granting agency in **14 states**, while some states specifically outline their funding formulas in statute or administrative code; **14 states** report some form of legally binding guidance on EMPG allocation and awarding.

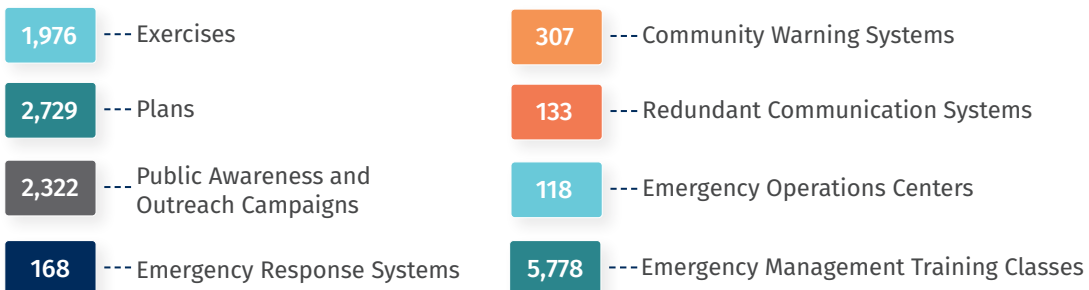
*The cuts by Congress to FY24 EMPG funding will cause states to make difficult decisions about how to allocate reduced dollars.*

## How State-Retained EMPG Funds Are Invested

If states retain EMPG funding, the investments are spread in many ways to help leverage their programs.<sup>11</sup>



## Building Capacity: State-Level Efforts Supported by EMPG



<sup>11</sup> Refer to chart: How State-Retained EMPG Funds are Invested

# Leveraging Mutual Aid Resources for Deployment Through EMAC

**The Emergency Management Assistance Compact, established by Public Law 104-321 over 27 years ago, revolutionized mutual aid while shaping both intrastate and international mutual aid. EMAC's legal framework enables a dynamic and efficient sharing of resources, services, and commodities across state, territorial, and district boundaries while leveraging billions invested in preparedness across the nation.**

EMAC's adoption by all 50 states, the District of Columbia, Guam, Puerto Rico, the U.S. Virgin Islands, and the Northern Marianas Islands, underscores its universal value.

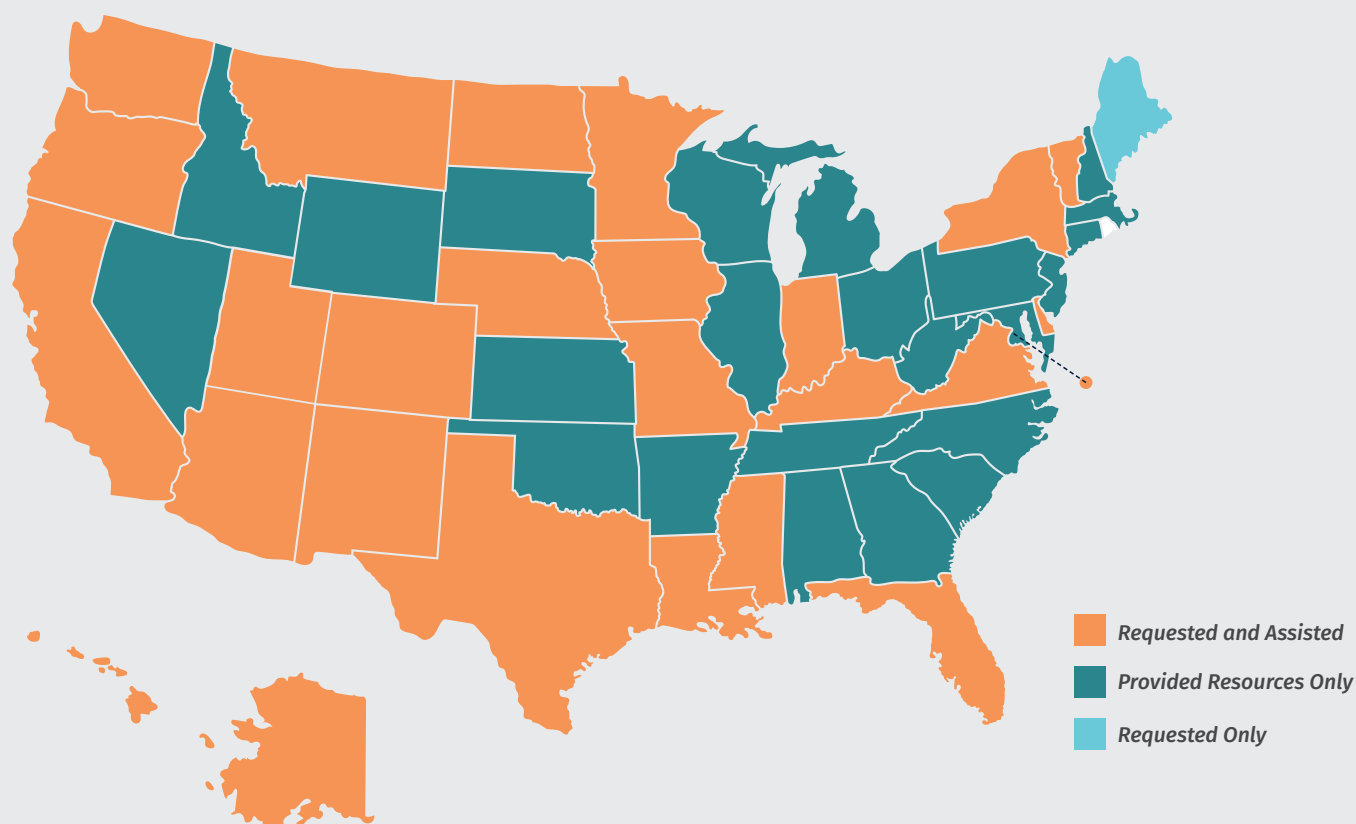
EMAC's success hinges on its governance structure, the deployment of EMAC Advance Teams (A-Teams), the implementation of standardized procedures supported by online systems, and full-time administrative staff. This synergy, coupled with unwavering commitment from EMAC's members, has continuously refined EMAC, transforming it from a concept of interstate neighborly aid into a sophisticated, scalable, and proven system for mutual assistance.





## EMAC's Impact: Diversity of Deployed Personnel and Resources

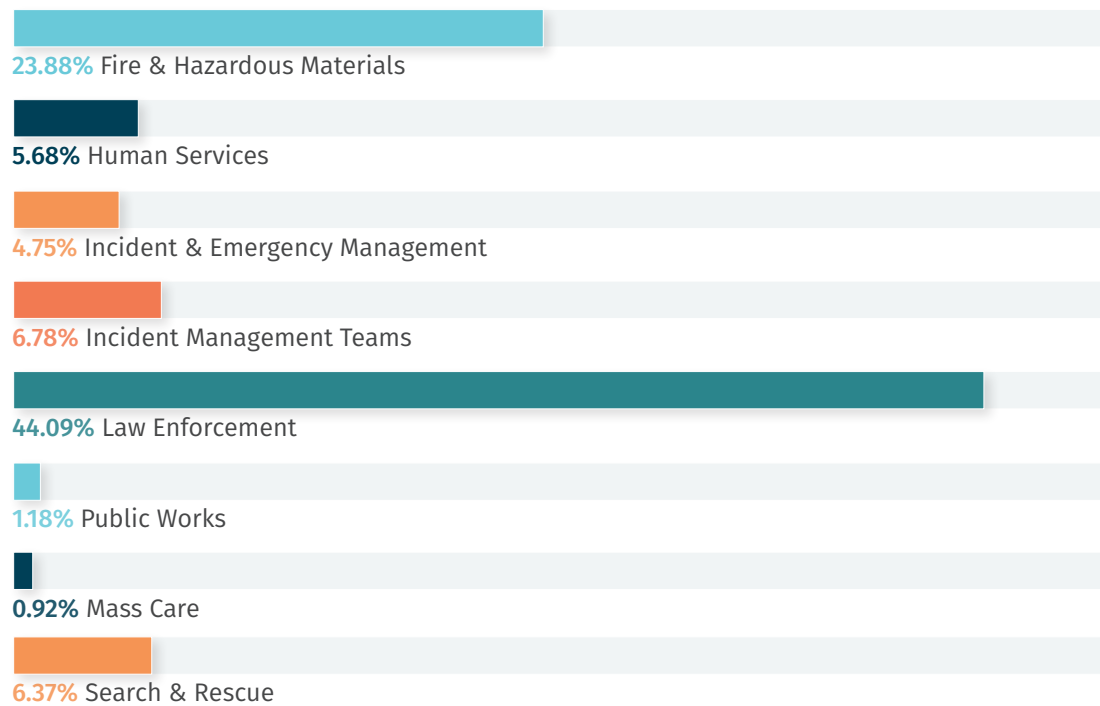
*Since 2021, a total of 15,981 personnel have been deployed through the EMAC system responding to a wide range of incidents including wildfires, fires, floods, structural building collapse, Presidential inaugurations, disruptions in water supply, winter and tropical storms, civil unrest, and border security support. The following map illustrates which 50 states provided resources, 28 states requested and helped, and 30 states only requested resources.*



While 54% of those deployed were National Guard personnel, the remaining 46% represented a multitude of disciplines including animal health resources, building inspectors, emergency medical services, engineers, fire resources, floodplain specialists, hazard mitigation specialists, incident management teams, law enforcement, public information officers, public health, search and rescue, water and wastewater resources, volunteer, and donations management specialists, and more.

## Discipline Breakdown of Civilian Resources

50%



25%



*In past years, the mutual aid section of the biennial report has focused on intrastate capabilities. For 2024, we are focusing on the capability to deploy resources through EMAC.*

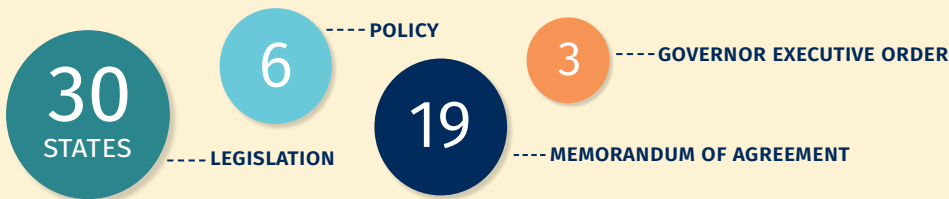
Article III of EMAC law makes clear that EMAC’s members are to make deployable any resource on hand or available. This is typically done using enabling mechanisms. These supplemental agreements make personnel temporary agents of the state, territory, or district to deploy them through EMAC.

## Does your state have a statewide mutual aid agreement in place to deploy local government resources through EMAC?

**Thirty-seven states** obtain statewide enabling mechanisms that can be used to deploy local government resources through EMAC. An additional **eight states** utilize enabling mechanisms to deploy some, but not all, local government resources.<sup>12</sup>

In many instances, the state utilizes multiple mechanisms.

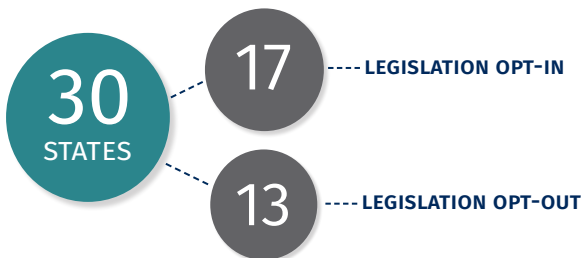
### Statewide Enabling Mechanisms to Deploy Local Resources through EMAC



*Note: EMAC members may use more than one type of enabling mechanism to ensure this capability.*

Of the **30 states** that utilize legislation, **17** utilize opt-in legislation while **13** utilize opt-out legislation.

### Opt-In Versus Opt-Out Legislation



<sup>12</sup> Refer to chart: Statewide Mutual Aid Agreements and Authorities Through EMAC

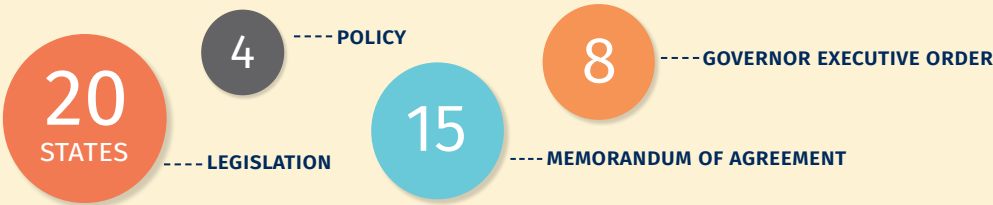
# Authority to Deploy Volunteer Resources Through EMAC

*Volunteers serve a vital role in disaster response and recovery operations. The ability to mobilize volunteer resources through EMAC significantly enhances national response capabilities.*

In the past, requests for volunteers have been made through EMAC to support a variety of missions including management of donations, fire response, public health initiatives, animal sheltering, food provision, and other critical services. Being able to leverage volunteers through EMAC ensures a structured and efficient deployment of volunteers to where they are needed most, underlining the significant value of such resources in national disaster response strategies.<sup>13</sup>

**Thirty-four states** can deploy volunteers through EMAC. The following is a breakdown of the enabling mechanisms used:

## Authority to Deploy Volunteers Through EMAC



*Note: EMAC members may use more than one type of enabling mechanism to ensure this capability.*

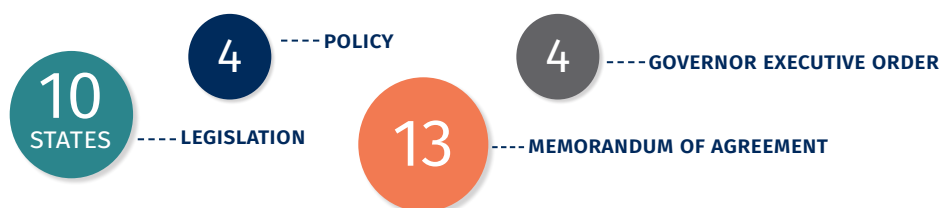
<sup>13</sup> Refer to chart: Legal Authority to Deploy Volunteers as Mutual Aid Resources Through EMAC

## Private Sector/Non-Governmental Resources

*While the private sector has infinitely more resources than states and local governments, the ability to deploy private sector resources through EMAC is limited to 23 states.*

These missions, which include utility restoration, communications support, medical resources, and laboratory services serve a vital function in response and recovery efforts. However, many states are prohibited from assuming legal or financial liability for private sector or non-governmental resources.<sup>14</sup>

### Authority to Deploy Private Sector Through EMAC



*Note: EMAC members may use more than one type of enabling mechanism to ensure this capability.*

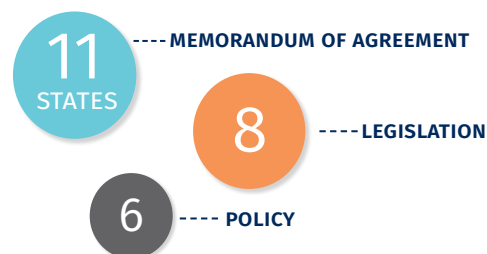
## Tribal Governments

*According to the Bureau of Indian Affairs, there are currently 574 federally recognized tribes in the contiguous U.S. and Alaska.*

*While Tribes are not eligible to be members of EMAC, eighteen states can deploy tribal resources through EMAC by making them temporary agents of the state.*

*Note: EMAC members may use more than one type of enabling mechanism to ensure this capability.*

### Ability to Deploy Tribal Resources Through EMAC



<sup>14</sup> Refer to chart: Legal Authority to Deploy Private Sector/Non-Government as Mutual Aid Resources Through EMAC

## NEMA 2023 WHITE PAPER

# Empowering Emergency Management Meant to Meet Current and Emerging Threats

### KEY ISSUES

1. Disasters are occurring with exponentially greater frequency and complexity, and at a greater cost to state government revenues and the overall economic health of the state. A strong emergency management (EM) program can help minimize those economic impacts and expedite recovery.
2. State emergency management agencies are underfunded and understaffed, and as such are challenged to deal with the changing threat landscape and a constant cycle of disasters and emergencies.
3. States must invest significantly more funding to build greater emergency management capacity to deal with current and emerging hazards and threats. Current funding levels for most emergency management agencies (EMAs) are wholly inadequate to address the types of events that states are experiencing along with expanding mission areas.

### BACKGROUND

The increasing frequency, severity, and complexity of disasters require a greater level of engagement by state EMAs than at any previous point in time. Many EMAs are also being asked to provide support to a growing number of challenges not related to natural hazards such as cyber-attacks, school safety, homelessness, the opioid crisis, and humanitarian support for migrants. These types of events, and others, are placing tremendous strain on the current emergency management system.

Figure 1 shows the national trend for increased weather-related disasters. In the decade of the 1980s, states averaged 3.1 disasters a year that exceeded \$1 billion in cost-adjusted dollars. In the last three years, there have been an average of 20 weather-related disasters per year that exceed \$1 billion in cost-adjusted dollars.

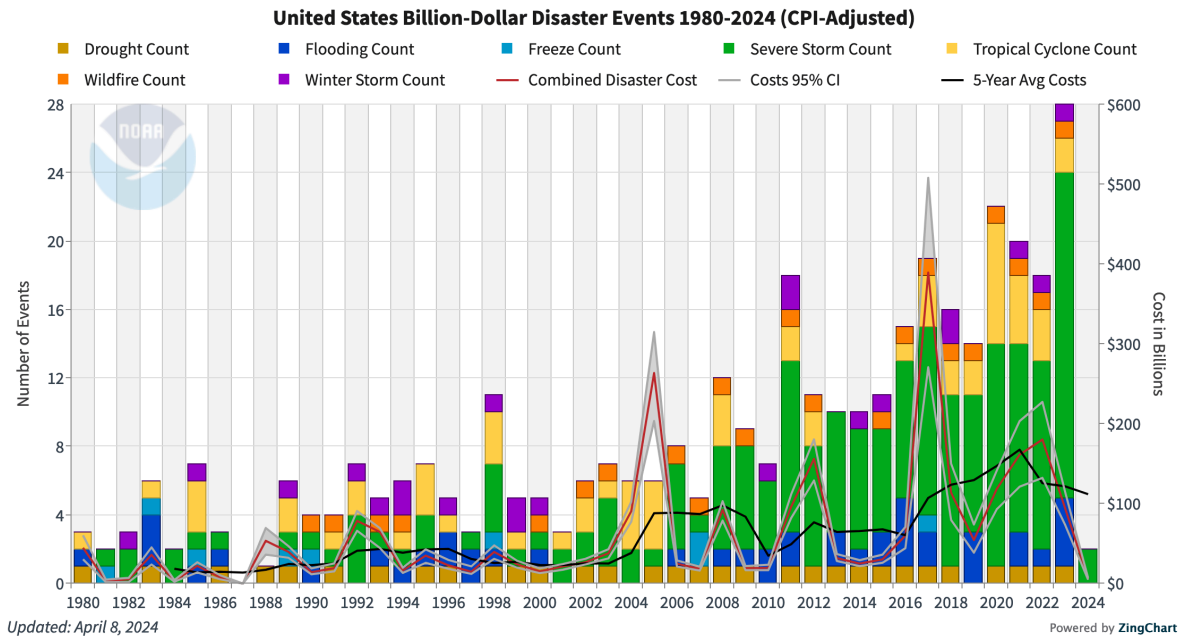


Figure 1: <https://www.ncei.noaa.gov/access/billions/time-series>

## Organizational Structure, Funding, Authorities, and Workforce

Emergency management is a core function of government and requires the appropriate positioning, resources, and authorities to meet today's challenges and those on the horizon.

**Organizational Structure:** The location of emergency management agencies within government organizational structures varies from state to state. Regardless of where the EMA is located, it is extremely important that governors have a direct relationship with their state emergency management director including during non-disaster time to build trust, mutual understanding, and confidence before a crisis occurs. Quick decision-making is essential during a disaster to save lives and protect property. Direct access to the governor allows emergency management officials to communicate the

urgency of the situation and get immediate approval for necessary actions, such as declaring a state of emergency, mobilizing resources, and requesting federal assistance.

The state's emergency management director is the governor's principal advisor on emergency situations and should be on equal footing as cabinet-level agencies. Adding layers of bureaucracy diminishes these responsibilities and authorities and has the potential to introduce confusion and delay life-saving decisions.



**Funding:** In today's ever-changing environment, adequate funding and resources are essential for EMAs to fulfill their missions to minimize the overall impact of emergencies. States must invest in their emergency management programs and not be overly reliant on federal funding which is insufficient and often comes with mandated programmatic requirements that limit state flexibility. Adequate funding is essential for several reasons:

- **Disaster Preparedness and Planning** – Comprehensive disaster preparedness and response plans must be developed and coordinated among various stakeholders, including local governments, non-governmental organizations, the private sector, and federal agencies.
- **Rapid Response and Recovery** – Keeping the workforce well-trained and up to date with the latest knowledge, best practices, and emerging technologies is required for effective response and recovery.
- **Infrastructure and Technology** – Modern emergency management relies on advanced technology for communication, situational awareness, and data analysis. Funding is necessary for the acquisition and maintenance of innovative technology such as early warning systems, geospatial mapping tools, and communications networks. These technologies enhance decision-making during crises.
- **Public Awareness and Education** – Effective communication is critical to ensure coordination, share information, and provide timely warnings and updates to the public.
- **Capacity Building** – Well-trained personnel are essential for effective emergency management. This requires ongoing training programs that keep personnel up to date with best practices in disaster response resulting in a workforce that remains skilled and ready to manage evolving challenges.
- **Economic Impact** – Insufficiently funded agencies can result in delayed response and longer recovery times when there are not enough trained staff to implement and manage state and federal disaster assistance programs in a timely manner. This is especially true during overlapping disasters which are much more common today.

**Authorities:** Effective emergency management requires collaboration among various disciplines, agencies, non-governmental organizations, and the private sector. This can be challenging due to differences in organizational cultures, communication barriers, and varying mandates and priorities. Effective disaster management requires the proper authorities for EMA to direct interagency collaboration. Being able to speak with the support of the chief elected official enables emergency management officials to coordinate a cohesive and unified response to the disaster, reducing confusion and streamlining resource allocation.

**Emergency Management Workforce:** Finding and retaining qualified and skilled emergency management professionals can be challenging. Emergency management faces significant workforce challenges with agencies being chronically understaffed. The COVID-19 pandemic and the increasing number of back-to-back disasters have resulted in disaster fatigue and burnout. Over the past three years, emergency management has seen an increase in retirements as well as staff leaving to take positions with other state agencies that provide more stable work hours and less stressful environments.

Workforce shortages also impact the overall EM enterprise to scale to disasters as it has in the past. Not only are states short-handed going into disasters, but there is also a real concern about the ability to bring in talent from other state agencies, regions, and potentially from other states through mutual aid assistance.

The competition for talent from other sectors, limited funding for salaries, and the demanding nature of the work are issues that must be addressed. Continued job vacancies will both increase burnout and impair public service.



## CONCLUSIONS & RECOMMENDATIONS

State governments differ and so will their approach to emergency management. As governors continue to turn to their emergency management agencies for more diverse and complex threats and hazards, states must ensure the agency is structurally aligned to meet these demands. Few states have deliberately evaluated their emergency management programs across all of their mission areas to determine if their agency is optimally positioned. Placing it too low in the state organizational structure results in poor coordination, missed opportunities, increased risk, and slower recovery. With the above imperatives in mind, states can thoughtfully evaluate where to locate their emergency management agency.

In summary, disasters are a reality that state governments must integrate into their business model. The question of whether a disaster will occur is no longer relevant. When disasters occur emergency management agencies must have the authority, access, influence, and resources to minimize impacts and catalyze effective programs. The threats and hazards facing states today, and those they may face in the future, require a strong emergency management system that is highly capable and poised to adapt to evolving challenges.

### Recommendations:

1. Governors should establish direct lines of communication with the state emergency management director while ensuring the agency has the standing and authority to efficiently coordinate resources for response and recovery actions across state government and with all stakeholders.
2. Governors and state legislators must understand current and emerging threats and hazards and provide the necessary resources to the state emergency management agency to effectively prepare, mitigate, respond, and recover in ways that build resilience.
3. States should review emergency management compensation structures along with government hiring policies and procedures to ensure best practices are in place for successful recruitment and retention of a capable, diverse EM workforce that represents the public they serve.

***State leaders must recognize that the cycle of disasters being experienced today will only continue into the future. Building state emergency management capacity and making resilience a priority is paramount to protecting citizens and their communities and ensuring a strong economy before, during, and after disasters.***

*Note: Special thanks to Mr. Mike Willis, Director of the Colorado Office of Emergency Management, for contributing to this paper.*



NEMA is the association of professionals dedicated to enhancing public safety by improving the nation's ability to prepare for, mitigate, respond to, and recover from all emergencies, disasters, and threats to our security. NEMA is an affiliate organization of The Council of State Governments, headquartered in Lexington, Kentucky.

**Governor's Authority: Impending Events,  
National Special Security Events, Mandatory Evacuations**

State	Governor Has Authority to Issue Emergency Declaration		Governor Has Codified Authority to Issue Mandatory Evacuation
	For an Impending Event	In Advance of National Special Security Event	
AK	★	★	★
AL	★	★	★
AR	★	★	★
AZ	★	★	
CA	★	★	★
CO	★	★	★
CT	★		★
DC	★	★	★
DE	★	★	★
FL	★	★	★
GA	★	★	★
HI	★	★	★
IA	★		
ID	★	★	★
IL	★		
IN	★		
KS	★	★	★
KY	★	★	★
LA	★	★	★
MA	★	★	★
MD	★		★
ME	★	★	★
MI	★	★	★
MN	★	★	★
MO	★	★	
MS	★	★	★
MT	★	★	★
NC	★	★	★
ND	★	★	★
NE	★	★	★
NH	★	★	★
NJ	★	★	★
NM	★	★	
NV	★	★	★
NY	★		
OH	★	★	
OK	★	★	★
OR	★	★	★
PA	★	★	★
RI	★		★
SC	★	★	★
SD	★		★
TN	★	★	★
TX	★	★	
UT	★	★	★
VA	★	★	★
VT	★	★	★
WA	★		
WI	★	★	
WV	★	★	★
WY	★	★	

## State Emergency Management Agency Structures

State or Other Jurisdiction	Position Appointed	Appointed/ Selected by	Organizational Structure	Agency Operating Budget FY 2022 (excluding federal funds)	Full-time Employee Positions
AK	★	G	Adjutant General/Military Affairs	\$2,319,700.00	60 (a)
AL	★	G	Governor's Office	\$9,441,221.00	137
AR	★	G	Public Safety	\$9,911,019.00	110 (a)
AZ	...	ADJ	Adjutant General/Military Affairs	\$3,397,197.00	46
CA	★	G	Governor's Office	\$530,300,000.00	1909 (a)
CO	★	PSS	Combined Emergency Management/Homeland Security	\$21,254,373.00	125 (a)
CT	...	PSS	Public Safety	\$5,387,540.00	53 (a)
DC	★	M	Combined Emergency Management/Homeland Security	\$6,000,000.00	144 (a)
DE	★	PSS	Public Safety	\$2,525,965.00	41 (a)
FL	★	G	Governor's Office	\$103,031,301.00	217
GA	★	G	Governor's Office	\$3,347,350.00	153 (a)
HI	★	G	Adjutant General/Military Affairs	\$6,694,924.00	82
IA	★	G	Combined Emergency Management/Homeland Security	\$3,283,796.00	82 (a)
ID	★	G	Adjutant General/Military Affairs	\$704,200.00	43 (a)
IL	★	G	Governor's Office	\$476,706,800.00	244 (a)
IN	★	G	Combined Emergency Management/Homeland Security	\$27,895,471.00	243 (a)
KS	★	G	Adjutant General/Military Affairs	\$1,218,153.00	56
KY	★	G	Adjutant General/Military Affairs	\$1,200,000.00	62
LA	★	G	Combined Emergency Management/Homeland Security	\$71,028,850.00	310 (a)
MA	★	G	Public Safety	\$6,273,504.00	93
MD	★	G	Governor's Office	\$5,178,826.00	127
ME	★	G	Adjutant General/Military Affairs	\$2,202,177.00	34 (a)
MI	★	G	State Police	\$7,830,800.00	75 (a)
MN	★	PSS	Public Safety	\$9,648,000.00	75 (a)
MO	★	G	Public Safety	\$19,687,171.00	95
MS	★	G	Governor's Office	\$6,489,862.00	188
MT	...	ADJ	Adjutant General/Military Affairs	\$1,922,177.00	32 (a)

★ Yes ... No

G Governor ADJ Adjutant General

M Mayor PSS Public Safety Secretary/Commissioner

(a) Includes homeland security and emergency management positions

*continued next page*

## State Emergency Management Agency Structures (continued)

State or Other Jurisdiction	Position Appointed	Appointed/ Selected by	Organizational Structure	Agency Operating Budget FY 2022 (excluding federal funds)	Full-time Employee Positions
NC	★	G	Public Safety	\$17,081,145.00	261 (a)
ND	★	ADJ	Combined Emergency Management/ Homeland Security	\$2,434,694.00	43 (a)
NE	★	ADJ	Adjutant General/Military Affairs	\$2,050,680.00	59 (a)
NH	★	G	Public Safety	\$5,070,000.00	65 (a)
NJ	★	G	State Police	\$1,759,000.00	203
NM	★	G	Governor's Office	\$3,250,550.00	91 (a)
NV	★	ADJ	Adjutant General/Military Affairs	\$924,915.00	46 (a)
NY	★	G	Combined Emergency Management/ Homeland Security	\$27,696,000.00	658 (a)
OH	★	G	Public Safety	\$8,327,000.00	100
OK	★	G	Governor's Office	\$504,948.00	75
OR	★	G	Governor's Office	\$17,441,008.00	124 (a)
PA	★	G	Governor's Office	\$366,192,000.00	180
RI	★	G	Governor's Office	\$6,799,962.00	37
SC	★	ADJ	Adjutant General/Military Affairs	\$8,668,208.00	70
SD	★	PSS	Public Safety	\$819,552.00	20
TN	★	G	Adjutant General/Military Affairs	\$15,608,029.00	146
TX	★	G	Governor's Office/ TX A&M University System	\$33,580,395.00	429
UT	★	PSS	Public Safety	\$2,147,200.00	69 (a)
VA	★	G	Public Safety	\$22,830,877.00	229 (a)
VT	★	PSS	Combined Emergency Management/ Homeland Security	\$650,000.00	34 (a)
WA	...	ADJ	Adjutant General/Military Affairs	\$7,473,875.00	167 (a)
WI	★	G	Adjutant General/Military Affairs	\$3,611,672.00	81 (a)
WV	★	G	Combined Emergency Management/ Homeland Security	\$18,667,888.00	102
WY	★	G	Governor's Office	\$1,099,035.00	21 (a)

★ Yes ... No

**G** Governor **ADJ** Adjutant General

**M** Mayor **PSS** Public Safety Secretary/Commissioner

(a) Includes homeland security and emergency management positions

## Who Serves as State Administering Agency – Homeland Security Advisor

State	EM Director or Dual Title EM/HS Director Serves as SAA	EM Director or Dual Title EM/HS Director Serves as HSA
AK	★	★
AR	★	★
AZ	★	
CA	★	★
CO	★	★
DC	★	★
DE	★	★
FL	★	
GA	★	★
HI	★	
IA	★	★
ID	★	★
IL	★	★
KY	★	
LA	★	★
MD	★	
ME	★	
MI	★	
MN	★	
MO	★	
MT	★	
ND		★
NE	★	
NH		★
NM	★	★
NV	★	
OH	★	
OR	★	★
PA	★	
RI	★	
TN	★	
UT	★	
VA	★	
WV	★	
WY	★	★

## Homeland Security Structures – Staffing

	State homeland security advisor	Homeland security organizations	
State or Other Jurisdiction	Designated homeland security advisor	Homeland security day-to-day operations under	Full-time employee positions
AK	Dual Title-Emerg. Mgt./ Homeland Security Director	Adjutant General/Military Affairs	60 (a)
AL	Homeland Security Director	State Police/Law Enforcement Department or Agency	14
AR	Dual Title-Emerg. Mgt./ Homeland Security Director	Public Safety	110 (a)
AZ	Homeland Security Director	Adjutant General/Military Affairs	12
CA	Dual Title-Emerg. Mgt./ Homeland Security Director	Governor's Office	1909 (a)
CO	Dual Title-Emerg. Mgt./ Homeland Security Director	Public Safety	125 (a)
CT	Public Safety Secretary/Commissioner	Public Safety	53 (a)
DC	Dual Title-Emerg. Mgt./ Homeland Security Director	Combined Emerg. Mgt./ Homeland Security Office	144 (a)
DE	Emergency Management Director	Combined Emerg. Mgt./ Homeland Security Office	41 (a)
FL	State Police Superintendent/ Director/Commissioner	State Police/Law Enforcement Department or Agency	1986
GA	Dual Title-Emerg. Mgt./ Homeland Security Director	Governor's Office	153 (a)
HI	Dept. of Law Enforcement Director	State Police/Law Enforcement Department or Agency	10
IA	Dual Title-Emerg. Mgt./ Homeland Security Director	Combined Emerg. Mgt./ Homeland Security Office	82 (a)
ID	Dual Title-Emerg. Mgt./ Homeland Security Director	Adjutant General/Military Affairs	43 (a)
IL	Emergency Management Director	Governor's Office	244 (a)
IN	Homeland Security Director	Combined Emerg. Mgt./ Homeland Security Office	243 (a)
KS	Adjutant General	Adjutant General/Military Affairs	9
KY	Homeland Security Director	Governor's Office	20
LA	Dual Title-Emerg. Mgt./ Homeland Security Director	Governor's Office	310 (a)
MA	Undersecretary for Homeland Security	Public Safety	8
MD	Governor's Deputy Chief of Staff	Governor's Office	2
ME	Adjutant General	Combined Emerg. Mgt./ Homeland Security Office	34 (a)
MI	State Police Superintendent/Director/ Commissioner	State Police/Law Enforcement Department or Agency	75 (a)
MN	Public Safety Secretary/Commissioner	Combined Emerg. Mgt./ Homeland Security Office	75 (a)
MO	Public Safety Secretary/Commissioner	Public Safety	13
MS	Homeland Security Director	Public Safety	15

## Homeland Security Structures – Staffing (continued)

	State homeland security advisor	Homeland security organizations	
State or Other Jurisdiction	Designated homeland security advisor	Homeland security day-to-day operations under	Full-time employee positions
MT	Adjutant General	Adjutant General/Military Affairs	32 (a)
NC	Public Safety Secretary/Commissioner	Combined Emerg. Mgt./Homeland Security Office	261 (a)
ND	Dual Title-Emerg. Mgt./Homeland Security Director	Combined Emerg. Mgt./Homeland Security Office	43 (a)
NE	Lieutenant Governor	Adjutant General/Military Affairs	59 (a)
NH	Dual Title-Emerg. Mgt./Homeland Security Director	Combined Emerg. Mgt./Homeland Security Office	65 (a)
NJ	Homeland Security Director	Homeland Security (stand-alone office)	168
NM	Dual Title-Emerg. Mgt./Homeland Security Director	Combined Emerg. Mgt./Homeland Security Office	91 (a)
NV	Public Safety Secretary/Commissioner	Governor's Office	46 (a)
NY	Commissioner of Homeland Sec./Emerg. Services	Combined Emerg. Mgt./Homeland Security Office	658 (a)
OH	Public Safety Asst. Director	Public Safety	42
OK	Public Safety Secretary/Commissioner	Public Safety	12
OR	Emergency Management Director	Governor's Office	124 (a)
PA	State Police Superintendent/Director/Commissioner	Adjutant General/Military Affairs	8
RI	Adjutant General	Adjutant General/Military Affairs	2
SC	State Police Superintendent/Director/Commissioner	State Police/Law Enforcement Department or Agency	16
SD	Homeland Security Director	Public Safety	3
TN	Public Safety Secretary/Commissioner	Public Safety	157
TX	Public Safety Secretary/Commissioner	Governor's Office	1
UT	Public Safety Secretary/Commissioner	Public Safety	69 (a)
VA	Public Safety Secretary/Commissioner	Combined Emerg. Mgt./Homeland Security Office	229 (a)
VT	Public Safety Secretary/Commissioner	Combined Emerg. Mgt./Homeland Security Office	34 (a)
WA	Adjutant General	Adjutant General/Military Affairs	167 (a)
WI	Adjutant General	Combined Emerg. Mgt./Homeland Security Office	81 (a)
WV	Deputy Cabinet Secretary of Homeland Security	Combined Emerg. Mgt./Homeland Security Office	50
WY	Dual Title-Emerg. Mgt./Homeland Security Director	Combined Emerg. Mgt./Homeland Security Office	21 (a)

(a) Includes homeland security and emergency management positions

## State-Funded Disaster Assistance Programs: Public Assistance

State	Funding Source	Type of Assistance			
		Loans	Grants	Matching Funds	Direct Assistance
AK	State general funds as appropriated by the legislature.		★		
AR	Governor's Response and Recovery Fund. The Governor's Response and Recovery funds are shared between PA, Individual Assistance (IA), and Response.			★	
AZ	Governor's Emergency Fund			★	
CA	California Disaster Assistance Act (CDAA) - CDAA authorizes the Director of Cal OES to administer a disaster assistance program that provides financial assistance from the state for costs incurred by local governments as a result of a disaster event. Funding can be leveraged to cover the repair, restoration, or replacement of public property damaged or destroyed by a disaster. The program also provides for the reimbursement of local government costs associated with certain emergency activities undertaken in response to a state of emergency proclaimed by the Governor. In addition, the program may provide funding assistance for cost share requirements under FEMA's PA program, if it is established under a Presidential Disaster Declaration. Also, under AB 2140 (2006), if a local jurisdiction has adopted its FEMA-approved Local Hazard Mitigation Plan into the Safety Element of its General Plan, it may be eligible for an increased state cost share of debris removal costs. The program is not funded until there is a need when the legislature allocates the funding.				★
CT	Endowment funds/grants/donations called CT CARE. CT CARE provides relief and assistance to individuals, municipalities, nonprofit organizations, and other eligible recipients affected by an eligible incident.				★
HI	Major Disaster Fund. Funding is issued on a case-by-case basis.				★
ID	State general fund			★	★
IN	A percentage of the Regional Public Safety Training fund is dedicated to these programs.		★		
LA	Funds are appropriated by the legislature for specific incidents after each major disaster occurs. Other funding mechanisms exist in order to generate funds for state disaster assistance programs and/or for the non-federal share of federal programs via the Interim Emergency Board (IEB).		★		
MD	State Disaster Recovery Fund; general fund appropriation.	★	★	★	★
ME	Disaster Recovery Fund.		★	★	
MI	Section 19 of the Michigan Emergency Management Act (PA 390 of 1976, as amended). These are State & Legislative Funds.				★
MN	Disaster Assistance Contingency Account (DACA)		★		
MS	Disaster Assistance Repair Program (DARP). Funding comes from the Disaster Trust Fund and is replenished as needed by the legislature.				★
MT	MT Disaster Fund that is statutorily appropriated every two years from the General Fund.			★	★



## State-Funded Disaster Assistance Programs: Public Assistance (continued)

State	Eligibility Requirements	Yes	No
<b>AK</b>	Similar to the federal eligibility requirements under the Stafford Act.		★
<b>AR</b>	Eligible entities include state and local government agencies/utilities with damages resulting from a declared disaster. Damages must not be from lack of maintenance. Eligible damages per site are based on the FEMA annual thresholds.		★
<b>AZ</b>	Local jurisdiction has to show the damages occurred are above and beyond their ability to recover from financially.	★	
<b>CA</b>	Eligible requirements - CDAA, Title 19 State-funded PA provided is OTHER for California. The state maintains a reimbursement program, a minimum of 75% of the eligible cost. Local jurisdictions must declare a local state of emergency and request state disaster assistance, for which the Cal OES Director concurs. The implementing regulations for CDAA can be found in Title 19 of the California Code of Regulations, Chapter 6.	★	
<b>CT</b>	Upon the declaration of each eligible incident, the board shall establish the following funds to provide relief and assistance as indicated by following the formula adopted by the board. The board also establishes a PA fund to provide local emergency funding to affected municipalities, nonprofit organizations, and other eligible recipients.	★	
<b>HI</b>	Mirrors FEMA Public Assistance Policy and Procedure Program Guidelines (PAPPG).	★	
<b>ID</b>	Local disaster declaration is promulgated, and state disaster declaration is promulgated. Funding amount varies to ensure adequate resources for state-funded PA. Eligible applicants and expenditures generally mirror FEMA PAPPG.		★
<b>IN</b>	Consistent with FEMA PAPPG..		★
<b>LA</b>	No requirements outside of declared area.		★
<b>MD</b>	A newly established fund in 2023 requires the MD Department of Emergency Management to establish eligibility criteria.	★	
<b>ME</b>	Municipal applicants must be in good standing with the National Flood Insurance Program (NFIP) as authorized in 42 USC Chapter 50 and have formally adopted a current FEMA-approved County or Local Hazard Mitigation Plan. Municipal and county applicants also must maintain a current Emergency Operations Plan that has been revised within the past three years and was formally activated during the applicant's response to the disaster event.		★
<b>MI</b>	Limited to Administrative Rules.		★
<b>MN</b>	Same as FEMA PAPPG.		★
<b>MS</b>	Applied for by the counties and paid out through their Long Term Recovery Committee which are 501c3 organizations. These funds are allowed to pay for supplies to rebuild but not labor. This can only be paid out if the disaster was not approved by FEMA or if the county did not meet the threshold.		★
<b>MT</b>	Meet the requirements for FEMA PAPPG and the entity must have an emergency or disaster declaration.		★

continued next page

## State-Funded Disaster Assistance Programs: Public Assistance

State	Funding Source	Type of Assistance			
		Loans	Grants	Matching Funds	Direct Assistance
NC	State appropriations for disaster reserve fund is appropriated for state recovery programs on an as-needed basis.		★		
NE	State funds restricted for use in the Governor's Emergency Fund.			★	
NM	NM State Disaster Assistance Program (SDAP) funds are provided by the governor through executive orders from the general funds.		★		
NV	State General Fund.	★	★	★	★
OH	Legislature/Office of Budget & Management. Funding coming from ARPA interest.		★		
OK	State-funded emergency fund appropriated by state legislature that is also used for emergency response costs during incidents.		★		
PA	State Allocation		★		
UT	State Disaster Recovery Restricted Account, funded by surplus deferrals. Local Disaster Response, Recovery, and Post-Disaster Mitigation Fund, funded via State's Disaster Recovery Restricted Account and Surplus Deferrals		★	★	★
VA	Available cash balances within current state budget. Approved for use via Governor executive actions.			★	
VT	Vermont Agency of Transportation's Town Highway Emergency Fund		★		
WA	The legislature appropriated funds for cost share approval every biennium.			★	
WI	Wisconsin Disaster Fund; Petroleum Inspection Fund				★

## State-Funded Disaster Assistance Programs: Public Assistance (continued)

State	Eligibility Requirements		
		Yes	No
NC	Local governments must exceed 1% of their annual budget.		★
NE	Publicly owned entity and infrastructure.		★
NM	State DAP eligibility mirrors the FEMA PAPPG. Thresholds are the same and each county has to meet their threshold to be able to apply for the state program. The program will fund the approved project at 75/25% cost share.		★
NV	Eligibility requirements match Federal eligibility guidelines.		★
OH	Mirrors the FEMA PAPPG.		★
OK	Counties and incorporated cities and towns are eligible.		★
PA	The disaster must be declared by the Governor or the Governmental entity. The program covers appropriate damage or cost, debris removal, and infrastructure only. To be eligible for a grant, a political subdivision or municipal authority must suffer damage to a public facility caused by a natural or man-made disaster in a disaster emergency area that is not covered by insurance. Assistance will be limited to grants for projects that do not qualify for Federal assistance to help repair damages to public facilities. Grants will be made available by the agency in a disaster emergency area only when a Presidential disaster declaration is not covering the area.	★	
UT	The costs submitted in the application are the responsibility of the governing body of the affected community or an individual or entity that has resulted from the disaster-causing incident that took place during the incident period or has occurred in anticipation of that incident. Meet eligible costs for emergency disaster services and not be eligible for and not have been covered by any other available sources of funding such as insurance coverage, FEMA PA or IA programs, other state funding sources, other relevant federal disaster grant funding, or services as provided by voluntary or non-profit disaster organizations.		★
VA	Allocations are \$4 Per Capita that mirrors the Stafford Act.		★
VT	Impact to town road must exceed 10% of town's current non-winter maintenance highway budget.	★	
WA	Eligibility is per FEMA PAPPG.	★	
WI	Follows FEMA PAPPG for categories A, B, C but does not allow for mitigation.		★

## State-Funded Disaster Assistance Programs: Individual Assistance

State	Funding Source	Type of Assistance			
		Loans	Grants	Matching Funds	Direct Assistance
AK	State appropriation to the general fund.		★		
AR	Governor's Disaster Funds/Response and Recovery Fund. These funds are shared between PA, IA, and Response.		★		
CO	Disaster Emergency Fund. An Executive Order (State disaster declaration) is required to turn on the program and make funds available.	★	★		★
CT	Endowment funds/grants/donations, CT CARE. The program shall provide victims' relief and assistance to individuals, municipalities, nonprofit organizations and other eligible recipients affected by an eligible incident.				★
IA	Contingency Loan Program. Annual appropriation grant program.		★		★
IN	Percentage of Regional Public Safety Training fund is dedicated to this program.		★		
LA	State General Fund.				★
MD	State Disaster Recovery Funds; general fund.	★	★	★	★
ME	State appropriations		★	★	
MS	DARP, Disaster Assistance Repair Program. Funding comes from the Disaster Trust Fund and is replenished as needed by the legislature.				★
MT	General Fund disaster appropriation			★	
NC	State appropriation to the disaster reserve fund (as authorized) is on an as needed basis.		★		
OH	Legislature/OBM (ARPA interest)		★		
PA	Legislative Appropriation		★		
UT	Local Disaster Response, Recovery, and Post-Disaster Mitigation Fund, funded via State's Disaster Recovery Restricted Account and Surplus Deferrals.		★	★	★
WA	Legislative appropriated funds.		★		

## State Funded Disaster Assistance Programs: Economic/Business Recovery

State	Funding Source	Type of Assistance			
		Loans	Grants	Matching Funds	Direct Assistance
MD	State Disaster Recovery Fund; general fund appropriation	★	★	★	★
ME	Disaster Recovery Fund	★			
NC	We apply the appropriate funding to this program when a disaster occurs based on need. The program exists, however not a steady funding from state appropriations for Disaster Reserve Fund		★		

### State-Funded Disaster Assistance Programs: Individual Assistance (continued)

State	Eligibility Requirements	Program Currently Unfunded?	
		Yes	No
AK	Similar to the federal eligibility requirements under the Stafford Act.		★
AR	Must be a disaster declared county. The damage must be of the primary residence and home habitability based on verifications. Businesses are not eligible. Voluntary organizations provide for unmet needs when identified.		★
CO	State Disaster Recovery and Resiliency program is a new program run by a different State department. Eligibility requirements are still being developed.	★	
CT	Upon the declaration of each eligible incident, the board shall establish the following funds to provide victims' relief and assistance. A victims' relief fund to provide victims' relief following the formula adopted by the board. An IA fund to provide needs-based assistance to affected individuals.	★	
IA	IA applicants must have an income less than 200% of the federal poverty level. This also includes disaster case management which is eligible to all.		★
IN	Consistent with FEMA IA Policy and Procedure Guidelines.		★
LA	Survivor impacted area.		★
MD	A newly established fund in 2023 requires MD Dept of Emergency Management to establish eligibility criteria.	★	
ME	Not defined.		★
MS	Applied for by the counties and paid out through their Long Term Recovery Committee which are 501c3 organization. These funds are allowed to pay for supplies to rebuild but not labor. This can only be paid out if the disaster was not approved by FEMA or if the county did not meet the threshold.		★
MT	State share under the individual and households grant program as provided in 42 U.S.C 5174.		★
NC	Small Business Association (SBA) declaration must be declared for a given county. The governor must declare an IA state declaration. Individuals must be denied SBA loans before they can apply for grants to help cover individual and household assistance.		★
OH	Same as the FEMA IA program except we do not provide rental assistance and temporary housing.		★
PA	If individual is unable to obtain a SBA loan with an established SBA declaration and municipality declaration.	★	
UT	The costs submitted in the application are the responsibility of the governing body of the affected community or an individual or entity that has resulted from the disaster-causing incident that took place during the incident period or has occurred in anticipation of that incident. Meet eligible costs for emergency disaster services and not be eligible for and not have been covered by any other available sources of funding such as insurance coverage, FEMA PA or IA programs, other state funding sources, other relevant federal disaster grant funding, or services as provided by voluntary or non-profit disaster organizations.		★
WA	Uninsured or underinsured and in a Governor declared disaster area.	★	

### State Funded Disaster Assistance Programs: Economic/ Business Recovery (continued)

State	Eligibility Requirements	Program Currently Unfunded?	
		Yes	No
MD	A newly established fund in 2023 requires the MD Division of Emergency Management to establish eligibility criteria.	★	
ME	This use of the Fund will be activated only when the following conditions are met: (1) The State has not received a federal disaster declaration for Individual Assistance; (2) The Agency has determined that the number of businesses impacted is not enough to qualify for assistance from the U.S. Small Business Administration; (3) There are businesses in the disaster impact area that would benefit from and wish to apply for low-interest loans; (4) There is sufficient balance in the Fund to provide such loans; and (5) A voluntary organization has been identified that can administer such loans.		★
NC	Requirements are determined by the General Assembly or the Governor at the time of the disaster in response to the type of needs of the business community and the type of economic impacts.		★

## State-Funded Disaster Assistance Programs: Unmet Needs

State	Funding Source	Type of Assistance			
		Loans	Grants	Matching Funds	Direct Assistance
CT	There is an established account within the General Fund to be known as the 'local emergency relief account'. The account contains funding required by law to be deposited and any balance remaining at the end of any fiscal year is carried forward for the fiscal year next succeeding.		★		
DE	Resilience fund		★		
MD	State Disaster Recovery Fund; general fund appropriation	★	★	★	★
ME	Disaster Recovery Fund		★		
NC	State appropriations for disaster reserve fund (as authorized) on an as-needed basis.		★		
UT	Local Disaster Response, Recovery, and Post-Disaster Mitigation Fund, funded via State's Disaster Recovery Restricted Account and Surplus Deferrals		★	★	★
VA	Virginia Disaster Relief Fund		★		
WA	Legislature appropriated funds		★		

## State-Funded Disaster Assistance Programs: Other Programs

State	Funding Source	Type of Assistance			
		Loans	Grants	Matching Funds	Direct Assistance
IA	Annual Appropriation	★			
LA	The state also has the statutory dedicated emergency response fund for emergencies at \$1M and has the Interim Emergency Board that local agencies can seek state funding to cover emergency/disaster expenses.		★		
ME	Emergency response costs for state agencies - Disaster Recovery Fund		★		
MO	Missouri Disaster Assistance Grant, General Revenue. Provides financial assistance to political subdivisions when authorized.		★		
ND	Disaster Relief Fund. Used to provide up to 10% matching funds for disaster recovery projects. The emergency commission will approve funds when/if needed. The funding is replenished through oil and gas revenue each biennium to \$20M.			★	

### State-Funded Disaster Assistance Programs: Unmet Needs (continued)

State	Eligibility Requirements	Program Currently Unfunded?	
		Yes	No
CT	The purpose of the local emergency relief account provides for the payment of grants to municipalities to relieve or assist in the relieving of a situation certified by the Local Emergency Relief Advisory Committee as an unusual and serious condition endangering public health and welfare and requiring the immediate expenditure of public funds by a particular municipality or municipalities.	★	
DE	Funded one time; unsure if it will be reauthorized.	★	
MD	A newly established fund in 2023 requires MD Division of Emergency Management to establish eligibility criteria.		★
ME	"Other needs assistance" means the FEMA IA program which assists individuals who have disaster-related necessary expenses or serious needs other than housing.		★
NC	These programs are authorized on a by-event basis by the General Assembly or the Governor. Requirements are determined by the General Assembly or the Governor at the time of the disaster in response to the type of unmet needs.		★
UT	The costs submitted in the application are the responsibility of the governing body of the affected community or an individual or entity that has resulted from the disaster-causing incident that took place during the incident period or has occurred in anticipation of that incident. Meet eligible costs for emergency disaster services and not be eligible for and not have been covered by any other available sources of funding such as insurance coverage, FEMA PA or IA programs, other state funding sources, other relevant federal disaster grant funding, or services as provided by voluntary or non-profit disaster organizations.		★
VA	Donation Dependent funding must be passed through an eligible non-profit organization that will perform repairs on structures.	★	
WA	Uninsured or underinsured and in a Governor declared disaster area.		★

### State-Funded Disaster Assistance Programs: Public Assistance (continued)

State	Eligibility Requirements	Program Currently Unfunded?	
		Yes	No
IA	State agencies and political subdivisions of the state that have experienced a financial crisis due to a disaster.		★
LA	Similar to the Department of Housing and Urban Development (HUD) Community Development Block Grant program requirements.	★	
ME	Any state agency that has performed tasks to support disaster response and recovery and has incurred costs that exceed its budgetary allotments and may jeopardize the agency's ability to carry out a mandated function may apply for reimbursement from the fund.		★
MO	Political subdivisions may apply for funding as "Applicants." Applicants must submit their request for grant funds to the EMA. This grant to political subdivisions will be a 50% state cost share of up to \$200,000 unless otherwise authorized by the governor, for emergency work to protect property, public health, and safety, and reduce or avert the threat of a catastrophe. Applicants may receive assistance and reimbursement for the costs of removing debris and wreckage from public roadways and/or right of way if there is a threat to public safety. Funding is specifically for non-federally declared Stafford Act events that do not meet state or county thresholds for federal assistance. Debris removal activities, such as clearance, removal, and disposal include vegetative debris, construction and demolition debris, sand, mud, silt, gravel, rocks, boulders, white good, and vehicle and vessel wreckage as it pertains to public roadways and/or right of ways if threat to public safety.		★
ND	Partial matching of non-federal cost share. The state picks up 10% of the non-federal cost share for locals and 25% for the ND Department of Emergency Management. The funding is dependent on disasters and Legislation approval every biennium.		★

## How EMPG is Allocated by Percentage

State	Local (%)	Tribal (%)	Other State Agencies (%)	Retained by State (%)	Other (%)
AK	30	0	0	70	0
AL	63	0	0	37	0
AR	45	0	0	55	0
AZ	46	8	0	46	0
CA	55	1	0	44	0
CO	51	0	0	49	0
CT	40	0.6	1	49.8	8.6
DC	0	0	0	100	0
DE	29	0	5	66	0
FL	40	0	0	60	0
HI	12	0	0	88	0
IA	47	0	0	53	0
ID	34	0.2	0	65.8	0
IL	38	0	0	62	0
IN	48	0	0	52	0
KS	38	0	0	62	0
KY	44	0	0	56	0
LA	80	0	0	20	0
MA	35	0	0	65	0
MD	50	0	0	50	0
ME	56	0	0	44	0
MI	19.77	0	0	0	80.23
MN	53	2	0	45	0
MO	54	0	1	45	0
MS	57	0	0	43	0
MT	63	2	0	35	0
NC	51	0	0	49	0
ND	45	0	0	55	0
NE	62	0	0	38	0
NH	1	0	0	99	0
NJ	26	0	0	72	2
NV	50	2	0	48	0
NY	49	0	0	51	0
OH	64	0	0	36	0
OK	35	1	0	64	0
OR	65	11	0	24	0
PA	51.7	0	0	48.3	0
RI	14	0	0	86	0
SC	50	0	0	50	0
SD	39	0	0	61	0
TN	43	0	0	57	0
TX	0	0	0	100	0
UT	40	0	0	60	0
VA	29	0	0	71	0
VT	20	0	0	80	0
WA	58.4	1.9	0.4	39.3	0
WI	64.9	1.8	0	33.3	0
WV	63	0	0	37	0
WY	37	1	0	62	0
WY	40	1	0	59	0



## Factors Used for EMPG Allocations

State	Base Amount	Population	Area or Region	Hazards or Risks	Meets Performance Standards	EM Director Salary/ Benefits	Full or Part-Time EM Director	Number of EM Personnel	# of Hours Worked on EM	At the Discretion of the Agency	Other
AK	0	0	0	0	0	0	0	0	0	100	0
AL	40	40	0	0	0	0	0	0	0	20	0
AR	49	48	0	0	0	0	0	0	0	0	3
AZ	0	0	0	0	0	0	0	0	0	100	0
CA	23	33	0	0	0	0	0	0	0	44	0
CO	100	0	0	0	0	0	0	0	0	0	0
CT	62.7	29.9	4.7	2.7	0	0	0	0	0	0	0
DE	0	0	0	100	0	0	0	0	0	0	0
FL	30	70	0	0	0	0	0	0	0	0	0
HI	0	0	0	0	0	0	0	20	0	80	0
IA	45	45	0	0	0	0	10	0	0	0	0
ID	25	75	0	0	0	0	0	0	0	0	0
IL	40	60	0	0	0	0	0	0	0	0	0
IN	0	0	0	0	0	100	0	0	0	0	0
KS	0	60	0	10	0	0	0	0	0	0	30
KY	0	0	0	0	0	0	0	0	0	100	0
LA	72	5	0	0	0	0	0	0	0	0	23
MA	0	100	0	0	0	0	0	0	0	0	0
MD	75	25	0	0	0	0	0	0	0	0	0
ME	24	76	0	0	0	0	0	0	0	0	0
MI	0	0	0	0	0	100	0	0	0	0	0
MN	33.4	33.3	0	0	0	0	0	0	0	0	33.3
MO	0	0	0	0	100	0	0	0	0	0	0
MS	10	50	0	0	0	0	0	0	0	40	0
MT	60	40	0	0	0	0	0	0	0	0	0
NC	0	61	0	0	39	0	0	0	0	0	0
ND	0	20	0	0	30	40	0	0	0	0	0
NE	0	0	0	0	0	100	0	0	0	0	0
NH	0	0	0	0	0	0	0	0	0	0	100
NJ	0	0	0	0	26	0	0	0	0	72	2
NV	40	60	0	0	0	0	0	0	0	0	0
NY	0	49	0	0	0	0	0	0	0	51	0
OH	10	80	0	0	0	0	0	0	0	0	10
OK	0	0	25	25	25	0	0	0	0	25	0
OR	61	39	0	0	0	0	0	0	0	0	0
PA	0.75	99.25	0	0	0	0	0	0	0	0	0
RI	0	0	0	0	0	14	0	0	0	86	0
SC	25	13	0	13	49	0	0	0	0	0	0
SD	0	0	0	0	0	50	0	0	0	0	50
TN	0	0	0	0	0	0	0	0	0	100	0
UT	80	20	0	0	0	0	0	0	0	0	0
VA	60	40	0	0	0	0	0	0	0	0	0
VT	90	0	0	0	0	0	0	0	0	10	0
WA	0	100	0	0	0	0	0	0	0	0	0
WI	22	59	19	0	0	0	0	0	0	0	0
WV	41	59	0	0	0	0	0	0	0	0	0
WY	0	0	0	0	0	0	0	0	0	100	0

DC and TX retains 100% of funding.

## How State-Retained EMPG Funds are Invested

State	Regional/Local Coordination/Oversight	Training/ Exercises	State EM Conference	Planning	Technical Assistance in Meeting Federal Requirments
AK	★	★	★		★
AL	★	★	★	★	★
AR	★	★		★	★
AZ	★	★	★	★	★
CA	★	★	★	★	★
CO	★	★	★	★	★
CT	★	★	★	★	★
DC					
DE	★	★		★	★
FL	★	★	★	★	★
HI	★	★	★	★	★
IA	★	★	★	★	★
ID	★	★	★	★	★
IL	★	★	★	★	★
IN		★	★	★	★
KS	★	★		★	★
KY	★	★	★	★	★
LA	★	★	★	★	★
MA	★	★		★	★
MD	★	★	★	★	★
ME	★	★		★	★
MI	★	★	★	★	★
MN	★	★	★	★	★
MO	★	★	★	★	★
MS		★	★	★	★
MT	★	★	★	★	★
NC	★	★	★	★	★
ND	★	★	★	★	★
NE	★	★	★	★	★
NH	★		★		★
NJ					
NV	★	★	★	★	★
NY	★	★	★	★	★
OH	★	★	★	★	★
OK		★	★	★	★
OR	★	★	★	★	★
PA	★	★	★	★	★
RI	★	★	★	★	★
SC	★	★		★	★
SD	★	★	★	★	★
TN	★	★	★	★	★
TX	★	★		★	★
UT	★	★	★	★	★
VA	★	★	★	★	★
VT	★	★	★	★	★
WA	★	★		★	★
WI	★	★	★	★	★
WV	★	★		★	★
WY	★	★	★	★	★

## How State-Retained EMPG Funds are Invested (continued)

State	Other
AK	
AL	
AR	
AZ	
CA	
CO	
CT	Staffing to support local programs and deployments; School safety technical assistance; State response teams that support local missions (USAR/Hazmat); Outreach to underserved communities; Civil Air Patrol; STEP Kits
DC	N/A - DC is the state and the local.
DE	
FL	Communications
HI	
IA	Public outreach, incident management system, deployable resources
ID	
IL	24/7 Communications and Operations Center
IN	GIS technical assistance, Web EOC, Response resources (logistical needs, salaries) and planning support.
KS	Software subscriptions to WebEOC, Orion Damage Assessment, Bold Planning Solutions. Travel; GIS support.
KY	
LA	
MA	
MD	
ME	
MI	
MN	
MO	
MS	
MT	
NC	Core response/recovery operations support.
ND	
NE	
NH	
NJ	Does not retain any funds at the state level.
NV	
NY	Citizen preparedness support
OH	
OK	5 regional workshops
OR	
PA	
RI	
SC	Situational awareness/Common Operating Picture software provided at no-cost to agencies. Twelve EM staff, residing in the counties, provide full-time support to county governments. Statewide local government radio capabilities are provided at no cost.
SD	
TN	
TX	
UT	Liaison Support; Supplement outreach and preparedness efforts
VA	Updating policies and procedures.
VT	
WA	Support to Public Education and Outreach. Support to Limited English Proficiency planning. Support to Recovery Planning. Support to Cyber and Critical Infrastructure initiatives.
WI	WebEOC and support; business emergency operations center (public/private partnerships); volunteer agency liaison function; statewide credentialing system; statewide response coordination for state agencies, police, fire; damage assessment support; IPAWS and other alerting systems and support; mobile command center; deployable resources (radio cache, light tower, sandbags).
WV	
WY	

## Statewide Mutual Aid Agreements and Authorities Through EMAC

State	Legislation	Legislation: Opt In	Legislation: Opt Out	Policy	MOA	Executive Order	Not Statewide/ Resource Specific
AK							★
AL							★
AR	★	★					
AZ	★	★			★		
CA	★	★			★		
CO	★		★				
CT							★
DC					★		
DE	★		★				
FL	★	★		★	★	★	
GA							★
IA	★		★				
ID	★	★		★	★		
IL					★		
IN	★		★				
KS	★		★				
KY							★
LA	★	★			★		
MA	★	★			★	★	
MD	★	★		★	★		
ME	★		★		★		
MI	★	★					
MN	★	★		★	★	★	
MS				★			
MT	★	★					
NC					★		
NH	★	★					
NJ							★
NM							★
NV	★		★				
NY	★		★				
OK	★	★					
OR							★
PA	★	★			★		
RI							★
SC					★		
SD	★		★				
TN	★		★				
TX	★	★		★			
UT	★		★				
VA	★	★			★		
VT					★		
WA	★		★		★		
WI	★	★			★		
WV	★		★				
WY					★		

## Legal Authority to Deploy Volunteers as Mutual Aid Resources Through EMAC

State	Legislation	Policy	MOA	Executive Order
AR	★			
AZ	★			
CO	★		★	★
CT	★		★	
DC			★	
DE	★		★	★
FL			★	
HI	★			
ID	★		★	
IL			★	
IN	★	★		
LA	★			
MA			★	
MD			★	
ME	★			
MI	★		★	
MN				★
MO				★
MS	★	★		
MT	★	★		
NC			★	
NJ			★	★
NY	★			
PA	★			
RI	★			★
SD				★
TN	★			
TX	★	★		
UT			★	
VA			★	
VT				★
WI	★			
WV	★			
WY			★	

## Legal Authority to Deploy Private Sector/Non-Government Resources as Mutual Aid Resources Through EMAC

State	Legislation	Policy	MOA	Executive Order
AZ	★			
CO			★	★
FL			★	★
HI	★			
ID	★	★	★	
IL			★	
IN	★	★		
LA	★			
MA			★	
MD	★		★	
ME			★	
MI	★		★	
MO				★
NC			★	
NJ				★
NV			★	
PA	★			
SD		★		
TN			★	
TX	★	★		
UT			★	
WV	★			
WY			★	



### ABOUT NEMA

NEMA is the professional association of and for emergency management directors from all 50 states, eight territories and the District of Columbia. Established in 1974, NEMA is a primary source of information, support and expertise for emergency management professionals at all levels of government. Through regular Congressional testimony, strategic partnerships and proactive policy positions, the association provides national leadership on all emergency management issues. NEMA also administers the Emergency Management Assistance Compact (EMAC), which is the nation's interstate mutual aid system. EMAC allows states to share personnel, equipment and resources during disaster response and recovery.

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