

2022-2027 Five Year Strategic Plan

Palm Beach County
Department of Public Safety
Division of Emergency Management



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Goal 1:

Knowledge, expectation, communication

Increase internal stakeholder knowledge of DEM capabilities, responsibilities, and resources

Goal 2:

Addressing Vulnerabilities

Utilize the risk and hazard assessments to improve PBC's capabilities in order to address vulnerabilities and improve resilience

Goal 3:

Readiness; external residents

Strengthen readiness of PBC to limit potential damages and loss

Mission

To minimize the impact of emergencies and disasters to our community through education, planning, and response by coordinating information and resources.

Vision

To be a world class emergency management agency keeping our community safe and resilient by working together with our partners and the public as a TEAM.

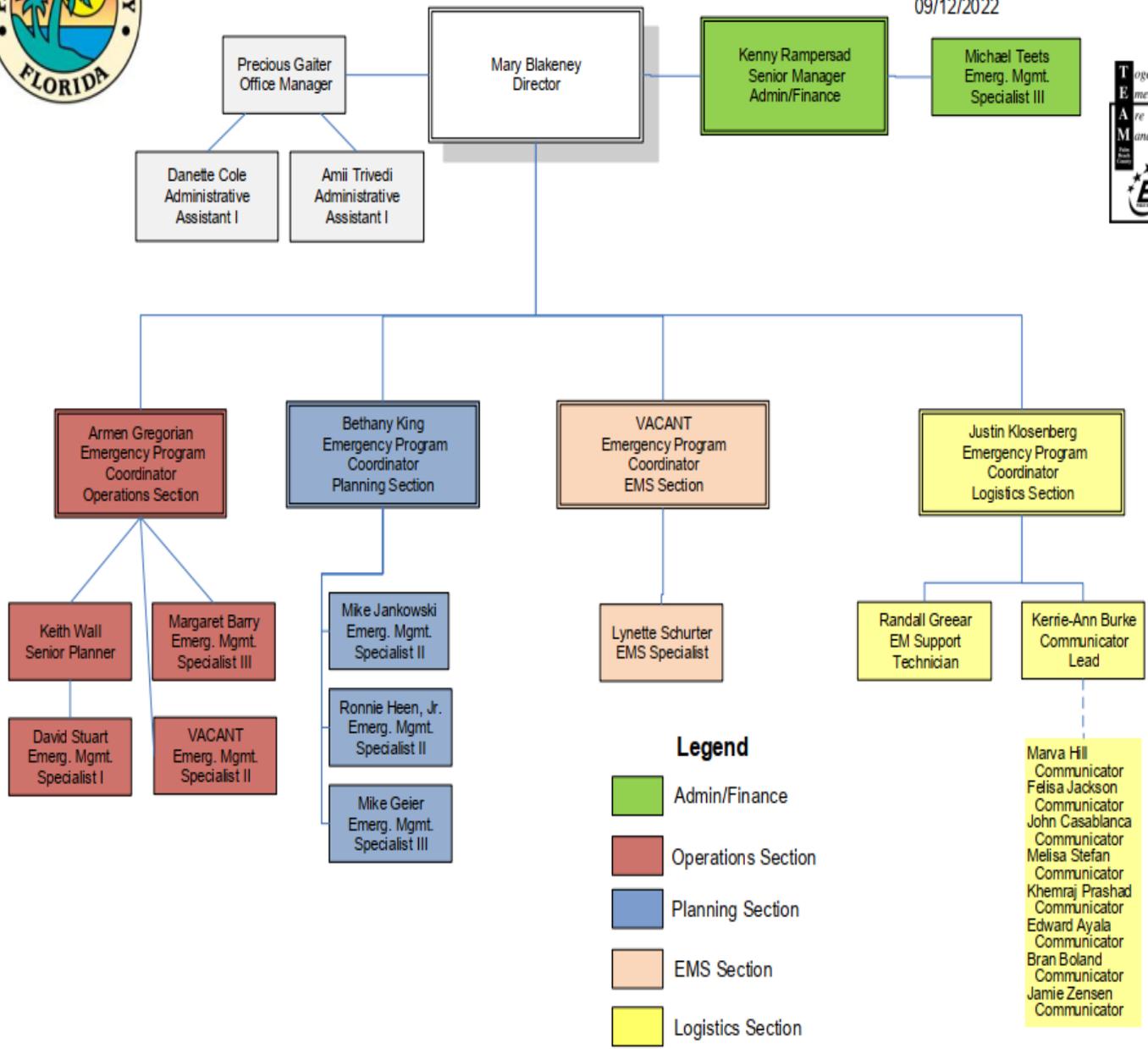
Values

- **Integrity**
- **Excellence**
- **Teamwork**
- **Knowledge**
- **Leadership**
- **Commitment**
- **Professionalism**
- **Adaptability**



Organizational Chart
Division of Emergency Management
 Department of Public Safety

09/12/2022



Legend

- Admin/Finance
- Operations Section
- Planning Section
- EMS Section
- Logistics Section

Message from the Director



Mary Blakeney

Emergency Management Director

Welcome to this year's edition of the Palm Beach County Division of Emergency Management's (DEM) Strategic Plan. I am very proud of the accomplishments that our team has made during the past fiscal year – and I am excited about the future ahead.

In preparation for this document, the Division conducted a full-day strategic planning session with all DEM staff on June 13, 2022 at Morikami Museum and Japanese Gardens. During this day, staff members discussed how programs, services, stakeholder engagement, and training opportunities could be enhanced. The team discussed the threats we face and shared ideas of how to plan going into the future. The outcomes of this session were compiled into this plan.

Having wrapped up the multi-year response to COVID it changed our direction, modified our landscape. During our strategic planning session, we discussed the need to focus on the fundamentals of emergency management programs and services to improve our readiness. With new members within DEM and the county at large, focus need to be focused on increasing internal stakeholder knowledge of the DEM capabilities and resources. We need to continue to develop our cadre of emergency management responders and Employee Disaster Response program (EDRP) staff by created new training methods, tools and resources. We need to evaluate and simplify our outreach and education with clear messaging, robust social media campaigns, and targets messages. We will continue to improve our operational plans by drilling down into each plan to develop field operation guides, checklists, and quick reference guides. Additionally, we have several significant Public Assistance initiatives, to assist the county with recouping each and every dollar spent on disasters while we plan to work hard to maintain our operational readiness and sustain our momentum and progress on our projects and programs. And finally, we plan to engage our Emergency Medical Services (EMS) community in an update of the EMS Ordinance and bring technology and education campaigns into the program.

I am very proud of the accomplishments that the Division of Emergency Management staff has made over the past year. As you read through this document, I know that you will be proud of where we as a Division have been and the direction that we are heading.

The entire DEM Team looks forward to working with all of our partners throughout Palm Beach County, municipal governments, the private sector, faith-based and non-profit communities, and the 1.5 million County residents to bring about the outcomes set forth in this Plan. Your support and encouragement will ensure our collective success.

A handwritten signature in blue ink that reads "Mary Blakeney". The signature is written in a cursive, flowing style.

Mary Blakeney, Director

A handwritten date in blue ink that reads "October 1, 2022". The date is written in a cursive, flowing style.

Date

Operations

- Host Shelters Identified:
 - * Delray Beach Community Center
 - * Trinity Church International
 - * First Baptist Belle Glade
- Conducted Shelter Supervisor training for Palm Beach County (PBC) School District Principals and key school district employees
- Developed new tools for Special Needs Shelter Logistics management, Certified Nursing Assistants (CNA) contract management, and client tracking
- Special Needs Shelter Coordinating Procedure reviewed and approved
- Enhanced risk shelter services through new expanded shelter kits, vests, and Personal Protective Equipment (PPE)
- 880 Health Care Facility Comprehensive Emergency Management Plans (HCEMP) review hours
- Maintained active participation in the State Attorney's Elder Abuse Task Force



- Healthcare Emergency Response Coalition of Palm Beach County
 - * Developed new plans and guidance for community healthcare partners
- Deployed two new boards in WebEOC
 - * Mission Resource Board
 - * Situation Report Board
- New voluntary partnerships include:
 - * Broward College
 - * Florida Atlantic University (FAU)
 - * Hands Together for Haitians
 - * First Baptist Belle Glade
 - * Trinity Church International
 - * Community of Hope Church (All Campuses)
 - * Florida Department of Transportation (FDOT)
 - * House of God Missions
 - * Williams Professional Water Restoration Service
 - * Accord Engineering
 - * Association of Continuity Professionals (ACP)

Outreach

- Performed Victims of Cyber Webinar (35 attendees)
- PBC Long-Term Recovery Coalition (LTRC) Annual Hurricane Season Webinar (81 attendees)
- LTRC Overview with Community of Hope Church
- LTRC Overview/Host Shelter Outreach with First Belle Glade Baptist Church
- LTRC Overview with Trinity Church International
- FDOT and PBC Division of Emergency Management meeting with District 4
- LTRC Overview with Hands Together for Haitians
- Attend Church United South Florida Gathering
- Business Resiliency Summit Planning Team with FAU
- Actively engaged in Florida Emergency Preparedness Association (FEPA) working groups
- Conducted 18 Special Needs Shelter training sessions



Planning

- 7 plans revised, re-written and approved, including:
 - * Post Disaster Redevelopment Plan (PDRP)
 - * Domestic Security Hazard Specific Plan
 - * Integrated Preparedness Plan
 - * Resource Management Plan
 - * Hazardous Materials Hazard Specific Plan
 - * Special Needs Shelter Coordinating Procedure
 - * Community Outreach Plan
- Implemented a risk-based pilot project to catalog 71 facilities in PBC which store or utilize toxic inhalation chemicals
- Developed curricula, trained, and qualified 21 new Radiation Safety Specialists
- Utilized FEMA-paid federal resources to deliver specialized radiation training to 88 responders
- NIMS Compliance Training increased from 65% in 2021 to 89% as of September 31, 2022
- Conducted an Adult CPR/AED training course for Community Emergency Response Team (CERT) members
 - * Trained 17 volunteers
- Conducted first Teen CERT class
- Project Prioritization List (PPL)
 - * Evaluated 89 mitigation projects for a total of \$287,987,294.60
- Hazard Mitigation Grant Program
 - * Hurricane Dorian
 - 6 projects approved with a total obligated amount of \$937,450.05
 - * COVID-19
 - 15 PPL projects applied for funding with a total cost of \$37,352,124.00
- 28 training and career announcements distributed



Admin/Finance

- Public Assistance Program—Daily Activity Report (DAR) training
 - * County-wide training held for supervisors and front-line staff
 - * Presented 6 trainings for various county departments
 - * 430 individuals attended the trainings



- Monthly Duty Officer meetings
 - * Re-established regular meetings for Duty Officers
- Resumed Emergency Management (EM) TEAM meetings at the Emergency Operations Center (EOC)
- Resumed Municipal TEAM meetings at the EOC
- Friday FUNdamental meetings
 - * Fundamental subjects of PBC Division of Emergency Management

is discussed to ensure the team is in unison

- Grants through Salesforce with Florida Division of Emergency Management (FDEM)
- Governor's Hurricane Conference
 - * Attended Public Assistance courses
 - * Attended course on the F-ROC program being developed by FDEM
- Public Assistance reimbursements for Hurricane Irma and Hurricane Dorian total to \$2,839,359.20
- Received \$870,758.00 in total grants
- Appeals on Public Assistance (PA) projects
 - * Submitted 2 appeals to FEMA projects that were found to be either partially or completely ineligible for reimbursement
 - Category B appeal: appealed a partial ineligibility determination of \$217,295.66 of Emergency Protective Measures Force Account Labor (FAL)
 - Category G appeal: appealed a complete ineligibility determination of \$358,384.00 of a Singer Island Repair project

Emergency Medical Services (EMS)



- Participated in the EMS Awards Ceremony in May 2022
 - * Accepted the EMS Proclamation by the Board of County Commissioners
- Completed 239 EMS inspections from October 1, 2021 - September 31, 2022
- Issued 7 County Certificates of Public Convenience and Necessity (COPCN)
 - * Includes a first time volunteer ambulance agency
- Attended two statewide EMS Meetings
- Awarded \$138,411 State EMS Grant money to be split between 11 PBC Fire Departments
- National Weather Service (NWS) Storm Ready Certification

Logistics

- Identify an alternate Continuity of Operations (COOP) site for the Emergency Operations Center (EOC)
- Overhaul of shelter kits and supplies to include Personal Protective Equipment (PPE)
- Successful mobilization of Point of Distribution (POD) for COVID-19 testing kit distribution
- Upgraded EOC Computer technology
 - * TV Control Computers
 - * County Warning Point
 - * Planning Suite
- Upgraded Division of Emergency Management (DEM) Activation Tower Lights throughout the EOC
- Replaced Broadcast Studio tables
- Upgraded video conferencing technology in EOC conference rooms
- Replaced DEM F-250 with a Ford Explorer



2021-22 Exercise Summary



Hostile Action Based Nuclear Power Plan Exercise (HABEX)

- EOC Functional Exercise, January 2022
- Field Full Scale Exercise, February 2022



CERT Full Scale
Exercise, May 2022



- Domestic Security Tabletop Exercise, May 2022
- Under Siege (Statewide Exercise) Tabletop with Municipal Partner (flood exercise), May 2022



2021 - 2022 Training Summary

CERT (Community Emergency Response Team)

January 2022

February 2022

March 2022 (x2)

May 2022 (x2)

G-191 ICS/EOC Interface

February 2022

March 2022

G-235 Emergency Planning

April 2022

G-146 Homeland Security Exercise & Evaluation Program

July 2022

G-2300 Intermediate EOC Functions

April 2022

June 2022

G-386 Mass Casualty Incident Response

March 2022

L-449 ICS Train the Trainer

October 2021

Governor's Hurricane Conference - Public Assistance course on Florida's Recovery Obligation Calculation (F-ROC) program

May 2022

Emergency Vehicle Operator Course (EVOC)

August 2022



Daily Activity Report (DAR) Training

June 2022

Division Goals



**Palm Beach County Department of Public Safety
Division of Emergency Management
June 13, 2022**



<u>GOAL 1</u>	Increase internal stakeholder knowledge of DEM capabilities, responsibilities, and resources by 2027					
Goal Champion	EM Program Coordinator—Operations					
Strategic Initiative	Knowledge, expectation, and communication					
Strategies (Desired Objectives)	Create a comprehensive division logistics and resource management database/portal by 2023 Develop a division-wide calendar for stakeholder meetings to build off of the EM Team meetings by 2023 Enhance the EOC’s capabilities through the use of professional qualifications by 2027 Research and Implement an Email Database Management System by 2023					
Estimated Cost	\$1,000 - \$5,000	Estimated Timeframe	10-1-22 to 9-30-27			
Resources	Departments within the County County asset management systems, like Parks & Recreation and FD&O Fleet, track the purchase, use of, repairs to, and disposal of county assets					
Possible Challenges	Additional staff may be needed to complete some of the action items especially ones that are ongoing Implementation of new technology may require assistance/partnership from ISS Training provided through grants funds limited by project selection process and competition with other division needs, known and unknown Comprehensive review of resource capabilities may be limited by reviewer’s expertise, experience, and knowledge. External expertise (from other PBC Depts. or elsewhere) may be needed to complete an effective gap analysis Information is kept among various locations (SharePoint, R drive, U drive, etc.) therefore, it can be difficult to find most current information					
	Commitments (Action Items)	Responsible Person	Supporting Team	Start Date	End Date	Status/Notes
1.1	Identify what we have, how we acquired it, life span, purpose/use of equipment, cost, location, and cost of maintenance within DEM	EM Program Coordinator—Logistics	Emergency Support Technician—Logistics	10/1/2022		
1.2	Identify resources to DEM through the County, including County contracts	Administrative Assistant I		10/1/2022		
1.3	Review existing reporting tools, resources and analyze validity.	EM Program Coordinators—Operations, Planning, Senior Manager, Director	All Staff	10/1/2022		

	Commitments (Action Items)	Responsible Person	Supporting Team	Start Date	End Date	Status/Notes
1.4	Create portal	EM Program Coordinator—Logistics		10/1/2022		
1.5	Connect portal with WebEOC to expose available resources to the process	EM Program Coordinator—Logistics				
2.1	Develop new technology such as portal and calendar with mobile capabilities	EM Program Coordinator—Logistics		10/1/2022		
2.2	Establish internal DEM permissions process to editing calendar (Who can add or remove Calendar appointments?)	Senior Staff		10/1/2022		
3.1	Use position task books and/or position-specific training-tracks to develop EOC professional competencies of Command Staff, Section Chiefs/Liaisons, Branch Directors, Unit Leaders, and DEM staff to meet NQS positions.	Senior Staff		10/1/2022		
3.2	Increase the offerings of trainings for the Advanced Professional Series Training as outlined at FDEM’s Training and Exercise Program	EM Program Coordinator—Planning	EM Specialist II—Planning	10/1/2022		
3.3	Perform a position-specific review of staff member’s KSAs and develop a training schedule that meet both the position’s needs, APS requirements, and other certification requirements such as FAEM or IAEM.	EM Program Coordinator—Planning	EM Specialist II—Planning	10/1/2022		
3.4	Develop position-specific training schedules. When new staff come into DEM they will have a pre-identified training regime set and can see when and how they will achieve certifications	EM Program Coordinator—Planning	EM Specialist II—Planning	10/1/2022		
4.1	Develop qualifications and specifications for a DEM email database management system. Must have the ability to segment email addresses based on opt-in interests	EM Program Coordinator—Planning	EM Specialist II—Planning	10/1/2022		

	Commitments (Action Items)	Responsible Person	Supporting Team	Start Date	End Date	Status/Notes
4.2	Research what other County departments use to effectively manage email address databases and determine if we are able to use an existing County database management system that meets DEM specifications	EM Program Coordinator— Planning, Logistics	EM Specialist II— Planning	10/1/2022		
4.3	Identify funding for a new email database management system.	Senior Manager	EM Specialist III— Admin/ Finance	10/1/2022		
4.4	Survey program participants and digitally compile survey responses to determine and measure effectiveness of programs	EM Program Coordinator— Planning	EM Specialist II— Planning	10/1/2022		
4.5	Design targeted messaging campaigns based on opt-in email segments	EM Program Coordinator— Planning	EM Specialist II— Planning	10/1/2022		
4.6	Identify a single point of repository of accomplishments within SharePoint	EM Program Coordinator— Planning	EM Specialist II— Planning	10/1/2022		
4.7	Collaborate with SME on developing a platform to share information among public and stakeholders	EM Program Coordinator— Planning	All staff	10/1/2022		
4.8	Create a marketing platform for individuals to ask / inquire about specific topic	EM Program Coordinator— Planning	EM Specialist II— Planning	10/1/2022		



Palm Beach County Department of Public Safety

Division of Emergency Management

June 13, 2022



<u>GOAL 2</u>	Utilize the risk and hazard assessments to improve PBC’s capabilities in order to address vulnerabilities and improve resilience by 2027		
GOAL Champion	EM Program Coordinator—Planning		
Strategic Initiative	Addressing Vulnerabilities		
Strategies (Desired Objectives)	<p>By 2023 develop a plan to use DEM SME assessments to review current DEM capabilities with recommendations for improvement</p> <p>Communicate disaster risk to partner agencies, stakeholders, and residence on a quarterly basis through 2027. Use identified disaster risk assessments as the basis for planning, training, and equipping DEM, partner agencies, and residence with the necessary tools, and information needed to enhance resiliency</p> <p>Review current Hazard Specific Plan’s (HSP) to determine which plans have not been tested or exercised in last five (5) years. Create a HSEEP based exercise schedule for these HSP’s from a Workshop to Functional or Full Scale Exercise as needed by 2027</p>		
Estimated Cost	Unknown	Estimated Timeframe	10-1-22 to 09-30-27
Resources	Local Mitigation Strategy Working Groups Municipal Partners		
Possible Challenges	Prioritizing what exercises need to be tested first, second, third, and so forth Grant funding limited by project selection process and competition with other DEM needs, known and unknown		

	Commitments (Action Items)	Responsible Person	Supporting Team	Start Date	End Date	Status/Notes
1.1	Utilize a FEMA ROSS program SME to participate in evaluated nuclear power plant exercises	EM Specialist III—Planning		10/1/22		
1.2	Review staff SMEs for each section/plan in DEM	Senior Staff		10/1/22		
1.3	Have DEM SME create a matrix to show how each vulnerability will be mitigated if the DEM’s capabilities are enhanced	Senior Staff	All Staff	10/1/22		
2.1	Revisit design of LMS times	EM Specialist II—Planning		10/1/22		
2.2	Identify best practices specific for Palm Beach County for partners and stakeholders to best prepare, respond, recover, and mitigate those disaster risks	Senior Staff	All Staff	10/1/22		
3.1	Review previous 5 years plans and exercises	EM Program Coordinator—Planning	EM Specialist II—Planning	10/1/22		

	Commitments (Action Items)	Responsible Person	Supporting Team	Start Date	End Date	Status/Notes
3.2	Develop exercise schedule to test plans	EM Program Coordinator—Planning	EM Specialist II—Planning	10/1/22		
3.3	Incorporate testing schedule into IPP	EM Program Coordinator—Planning	EM Specialist II—Planning	10/1/22		



**Palm Beach County Department of Public Safety
Division of Emergency Management**



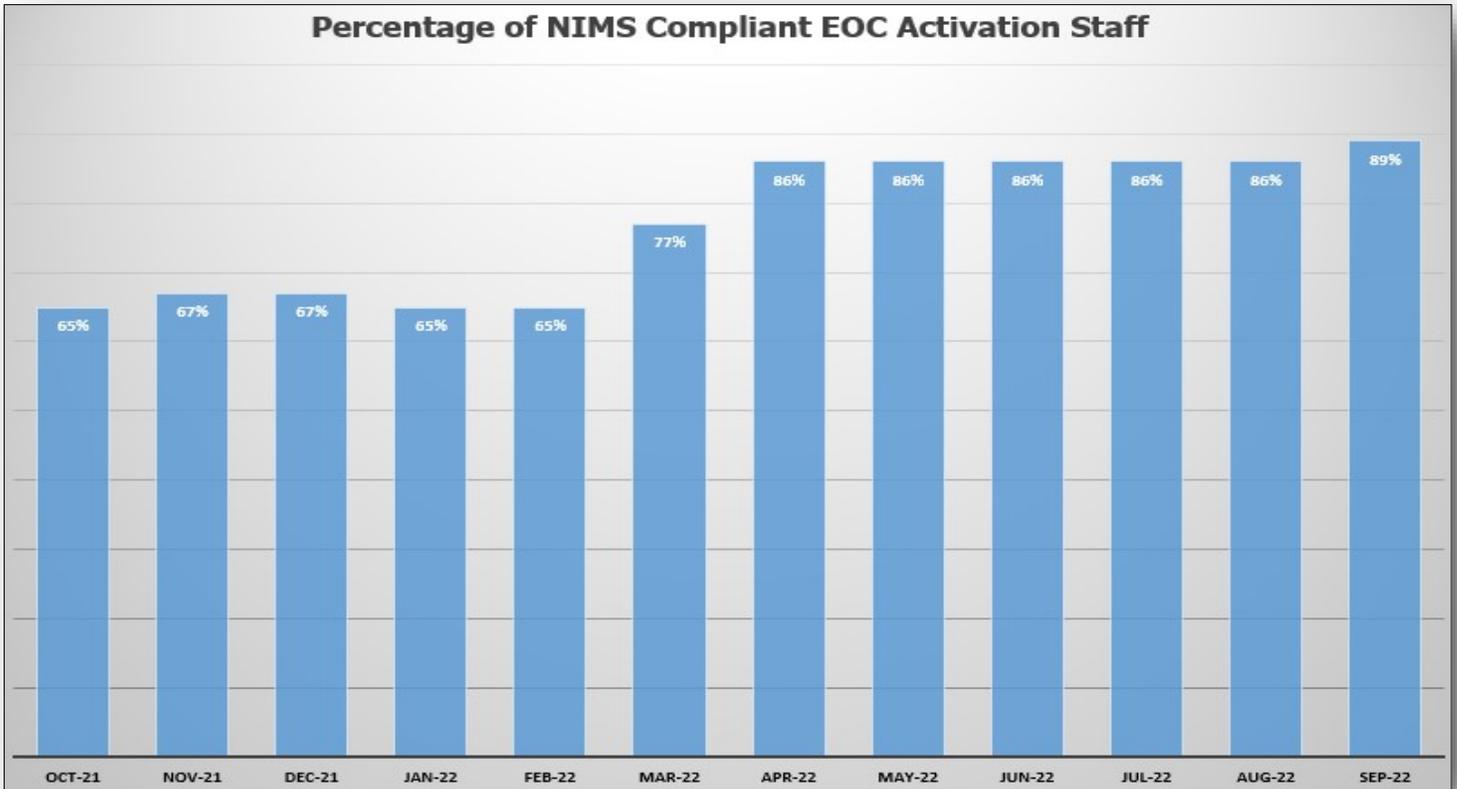
June 13, 2022

GOAL 3	Strengthen readiness of PBC to limit potential damages and loss					
GOAL Champion	EM Program Coordinator—Planning					
Strategic Initiative	Readiness; external residents					
Strategies (Desired Objectives)	<p>Engage community, to include Palm Beach County’s faith based community in disaster recovery planning, post disaster sheltering, housing and community unmet needs through 2027</p> <p>Develop a new baseline (benchmark) standard to determine the Readiness of Palm Beach County residents by December 2023</p> <p>Use outreach events, social media, website, and other technologies (e.g., YouTube, Zoom Webinars) to educate the public of the 12 Core Hazards and the whole community role in prevention, protection, mitigation, response, and recovery and increase community outreach events by 20% by 2025</p> <p>Enhance and augment the CERT Program by increasing participation by 10% each year through 2027</p> <p>Develop and implement an EM branding and education campaign by 2024</p>					
Estimated Cost	\$1,000 - \$5,000	Estimated Timeframe	10-1-22 to 09-30-27			
Resources	<p>Fire Rescue and PBSO collaboration to distribute a cohesive message to PBC residents, especially during Hurricane Season</p> <p>PBC Public Affairs</p> <p>Countywide PIO group</p>					
Possible Challenges	<p>Additional staff may be needed to fully staff identified outreach activities</p> <p>Relying on feedback from public requires consistent, easy-to-understand, and constant messaging to receive a good result</p>					
	Commitments (Action Items)	Responsible Person	Supporting Team	Start Date	End Date	Status/Notes
1.1	Direct an annual whole-community exercise to engage community and faith-based partners	EM Program Coordinator — Operations		10/1/22		
1.2	Perform analysis of what community partner agencies know about specific areas	EM Program Coordinator — Operations		10/1/22		
2.1	Develop process to identify benchmark for readiness	EM Program Coordinator —Planning	EM Specialist II— Planning	10/1/22		
2.2	Identify benchmark for readiness	EM Program Coordinator —Planning	EM Specialist II— Planning	10/1/22		
3.1	Build out DART or other county app to include outreach items and notifications when something new is added	EM Program Coordinator — Operations		10/1/22		
3.2	Develop volunteers who are able to deliver DEM messaging at outreach events	EM Specialist II— Planning		10/1/22		

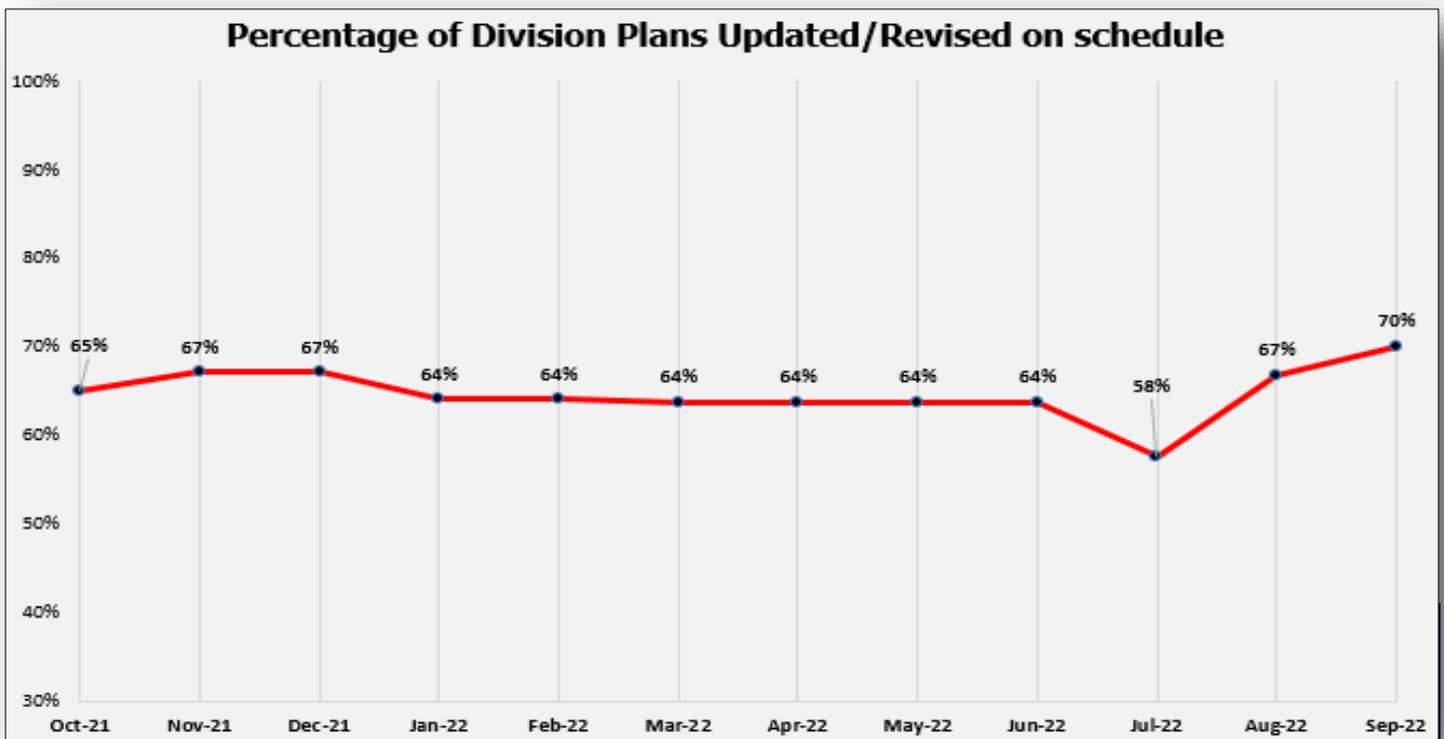
	Commitments (Action Items)	Responsible Person	Supporting Team	Start Date	End Date	Status/Notes
3.3	Identify all PBC-BOCC events and resources that are currently available to DEM for outreach and education and develop strategy to increase DEM presence ex: Booth at the 4 th of July event, promote events in Count-e-Line	EM Program Coordinator —Planning	EM Specialist II —Planning	10/1/22		
3.4	Attend and host community events and tours of the EOC. EOC Open House Day	EM Program Coordinator —Planning	All Staff	10/1/22		
3.5	Develop a system to measure and track outreach effectiveness	EM Program Coordinator —Planning				
4.1	Design a catalog of recommended ICS training courses for CERT members	EM Specialist II —Planning		10/1/22		
4.2	Increase the number of CERT teams and CERT team members through innovative outreach efforts	EM Program Coordinator —Planning	EM Specialist II —Planning	10/1/22		
4.3	Increase CERT team involvement with the Division through additional exercises and/or role in current exercise/outreach programs. i.e. “potentially radiated” evacuees during the REP exercise	EM Specialist II —Planning		10/1/22		
5.1	Designate consistent format for staff email signatures	EM Program Coordinator —Planning	EM Specialist II —Planning	10/1/2022		
5.2	Designate DEM font to be used in all printed material	EM Program Coordinator —Planning	EM Specialist II —Planning	10/1/2022		
5.3	Overhaul and streamline DEM website to ensure user friendliness and that the information provided via the DEM website is relevant and up-to-date.	EM Program Coordinator —Planning	EM Specialist II —Planning	10/1/2022		
5.4	Hire a graphics and/or social media intern.	EM Program Coordinator —Planning		10/1/2022		
5.5	Construct and promote an information-sharing network to consolidate, analyze and disseminate applicable information to strengthen community awareness	EM Program Coordinator —Planning	EM Specialist II —Planning	10/1/2022		
5.6	Use QR codes on all branding to direct to more information and surveys	EM Program Coordinator —Planning	EM Specialist II —Planning	10/1/2022		
5.7	Create consistent Storm Preparedness Messaging tools (Social Media posts, brochures, emails, etc.)	EM Program Coordinator —Planning	EM Specialist II —Planning	10/1/2022		
5.8	Create a DEM slogan/motto	EM Program Coordinator —Planning	EM Specialist II —Planning	10/1/2022		

Division Statistics

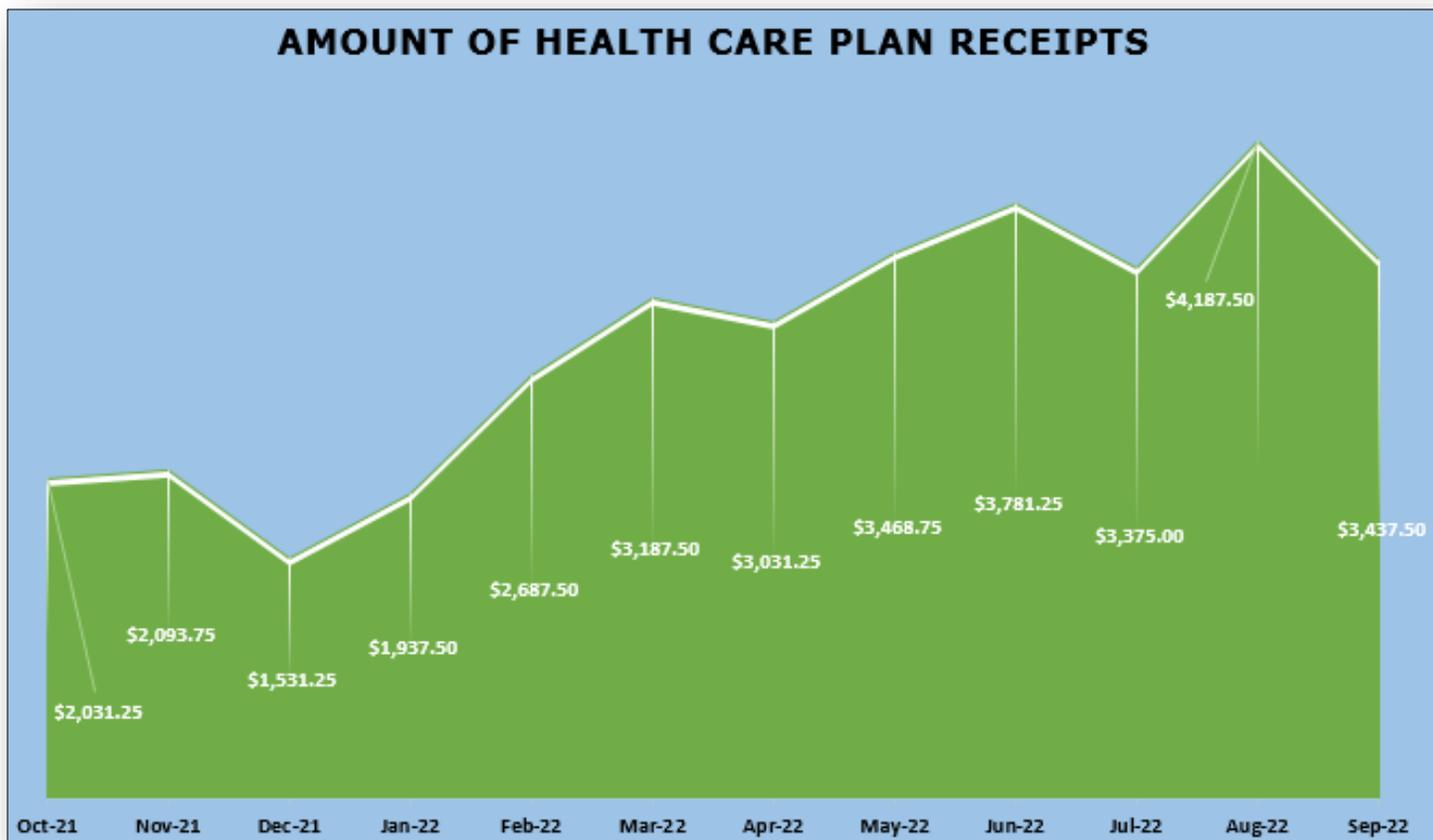
Percentage of NIMS Compliant EOC Activation Staff



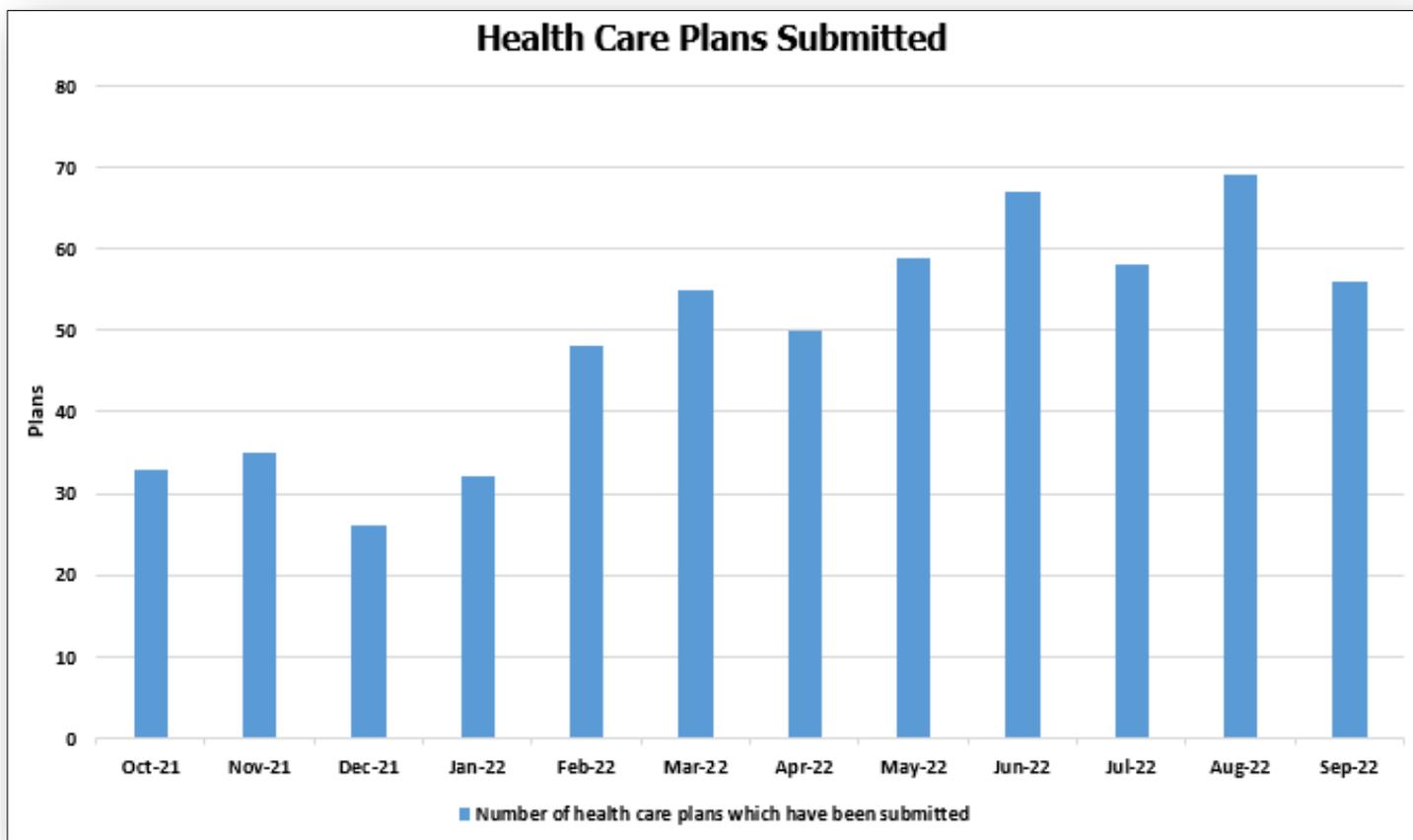
Percentage of Division Plans Updated/Revised on schedule

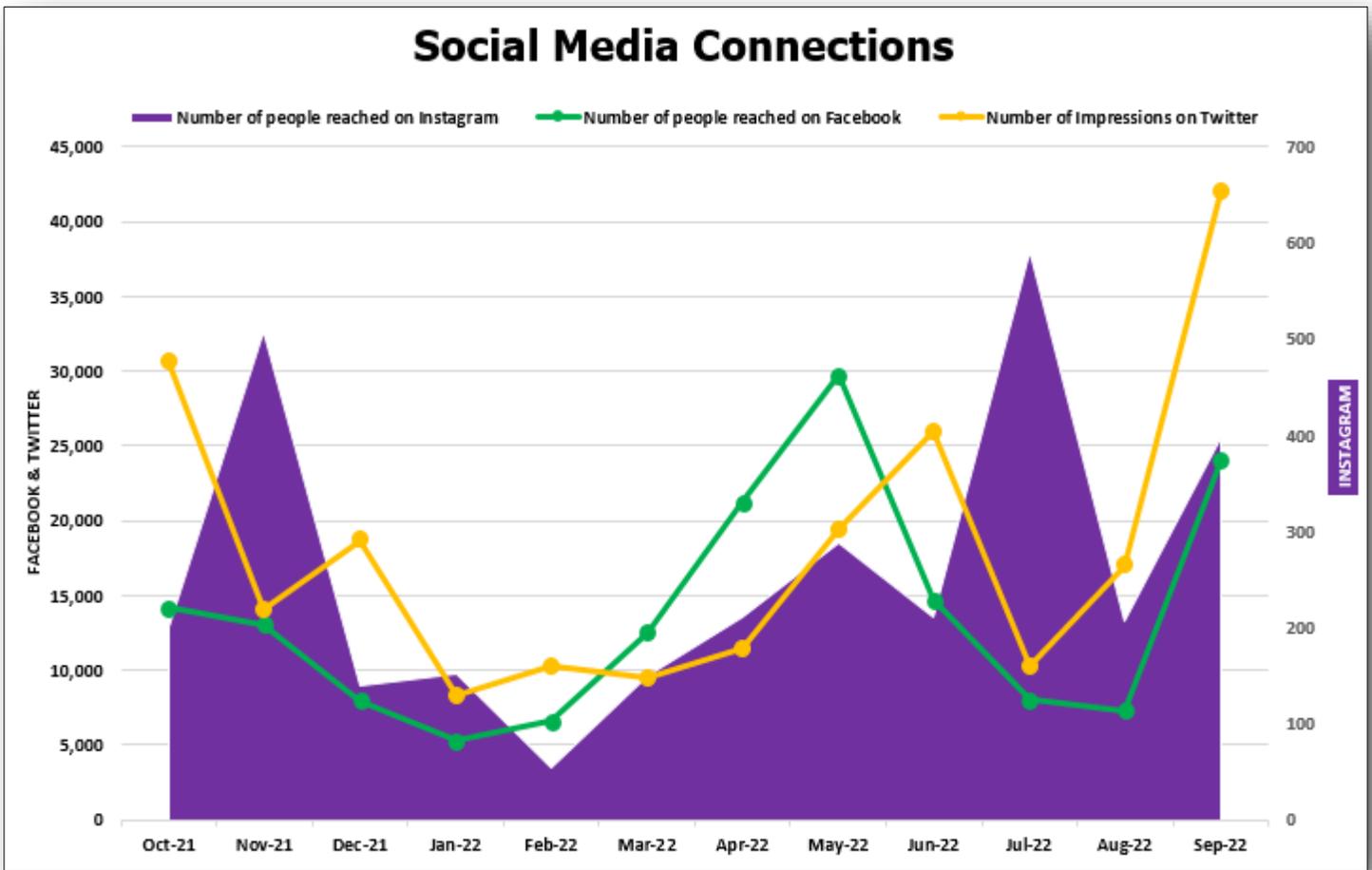
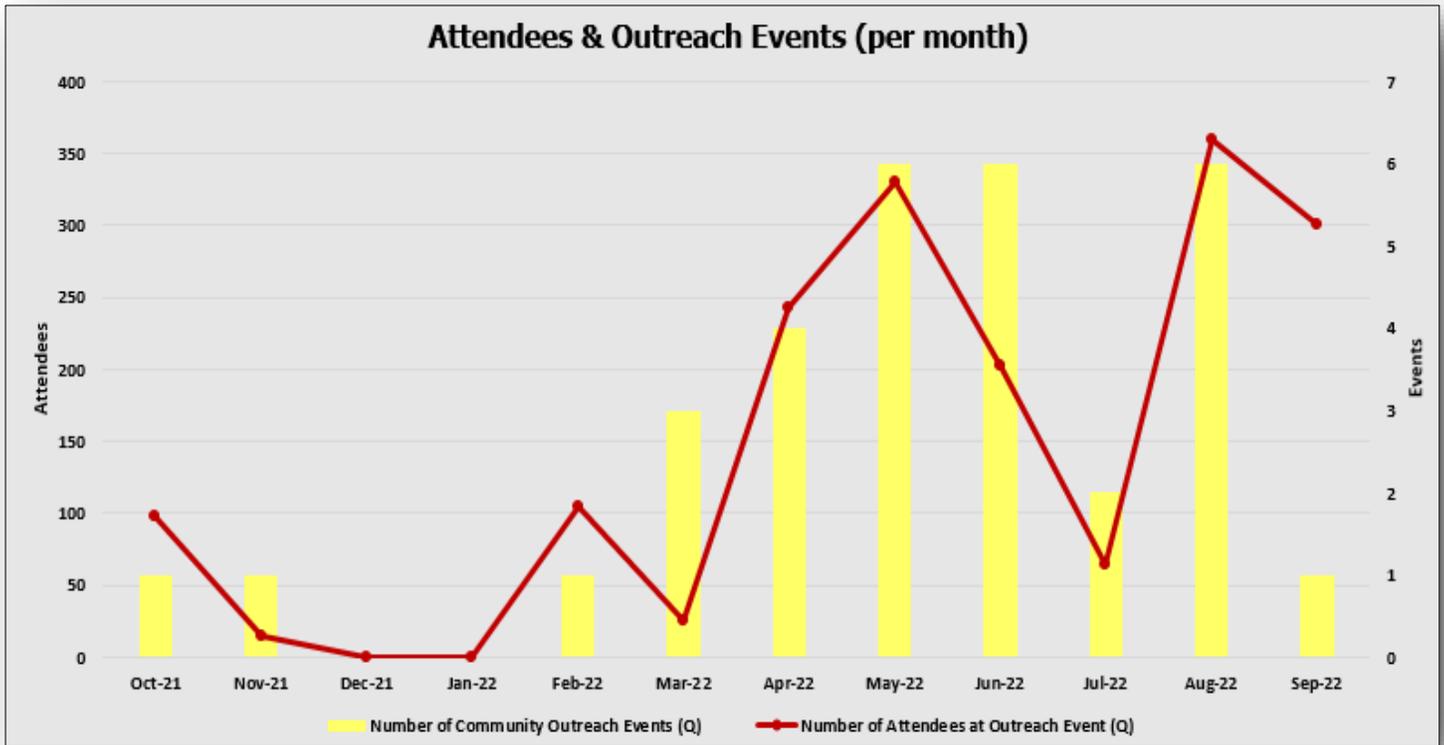


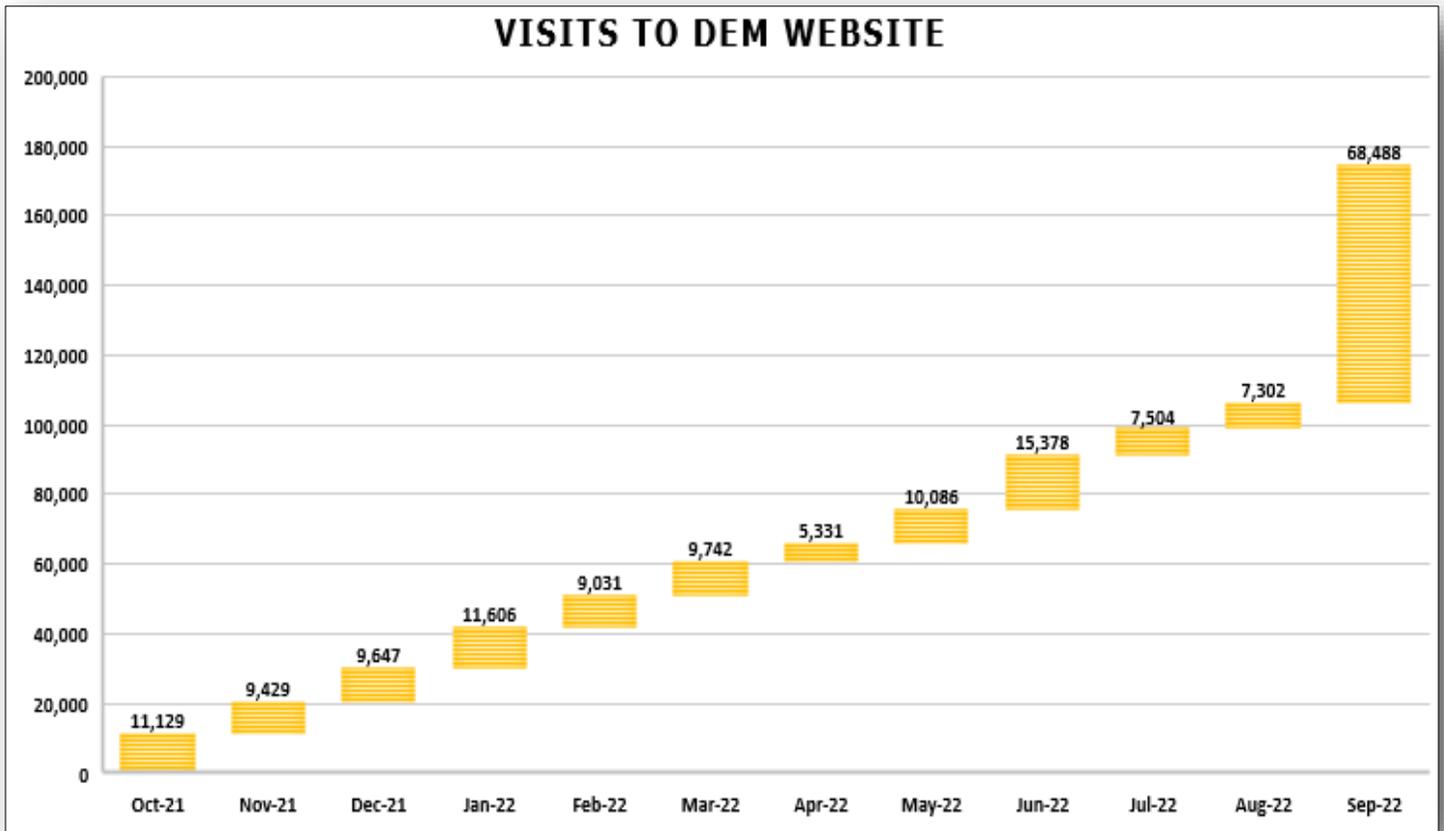
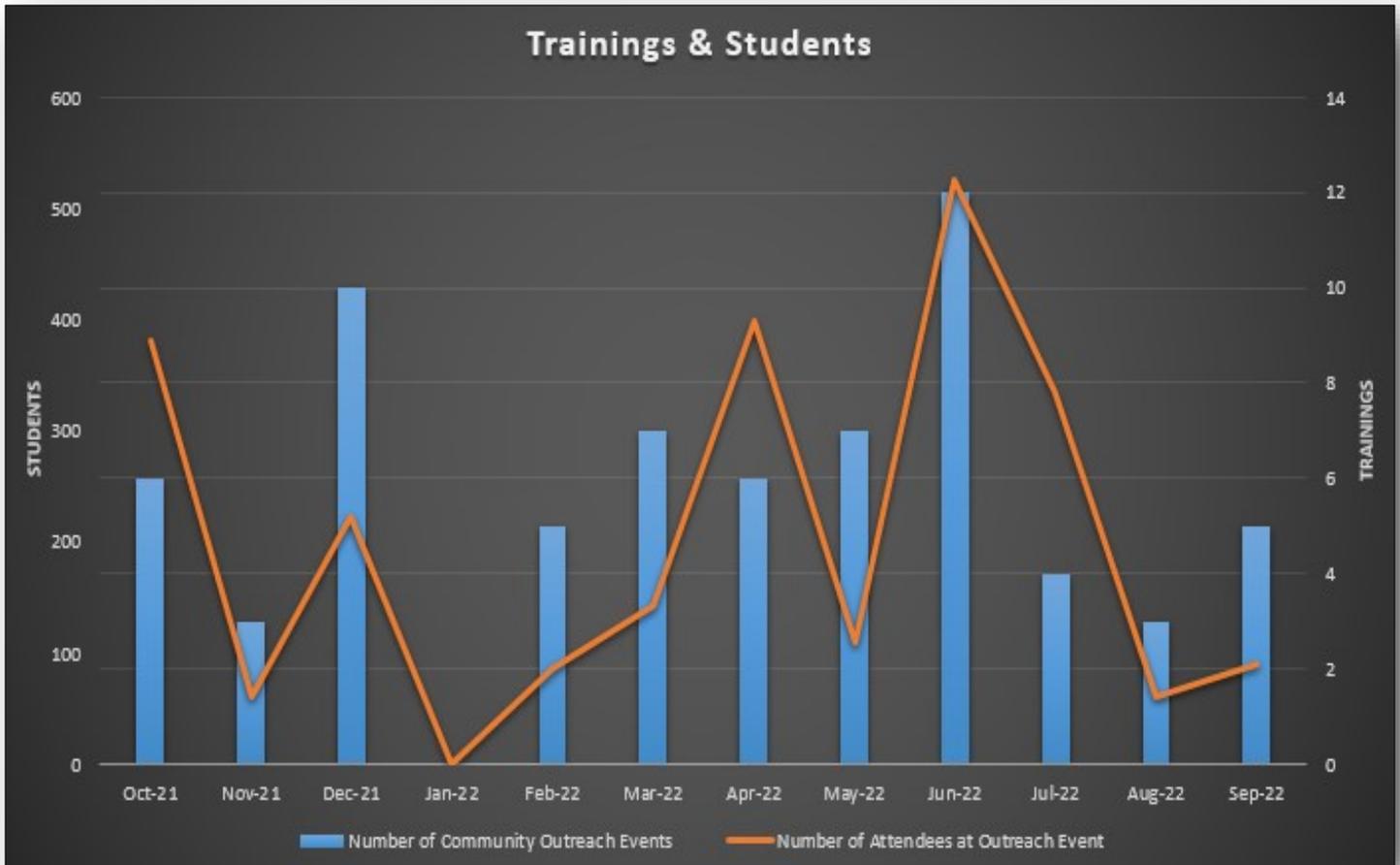
AMOUNT OF HEALTH CARE PLAN RECEIPTS



Health Care Plans Submitted







Category	Description	2019-2020	2020-2021	2021-2022	3 Year Average
Outreach	Number of Community Outreach Events	8	15	31	18
	Number of Attendees at Outreach Event	2,889	886	1,742	1,839
	Outreach event public rating score	100%	93%	99%	97%
	Volunteer Hours Worked	480	357	334	390
Special Needs	Number of special needs registrants	1,158	969	751	959
Health Care Plan Review	Number of Healthcare Facility CEMPs Received	646	610	588	615
	Average Age of Completed CEMP Reviews (New Metric)	N/A	N/A	30	30
	Healthcare Program Revenue	\$36,968.75	\$33,156.25	\$34,750.00	\$34,958.33
Preparedness and Mitigation	Percentage of Division Plans Updated/ Revised on Schedule	78%	76%	65%	73%
County Warning Point Activities	CWP Telephone Calls	40,269	37,442	41,288	39,666
	Text Activity	34,354	37,526	32,923	34,934
	CWP Radio Traffic	5,391	4,670	5,557	5,206
	CWP Fax Activity	333	438	357	376
	Notifications to State Watch Office (SWO)	1,040	307	553	633
	AlertPBC Notifications Sent	53	50	93	65
	AlertPBC Opt-In Registrations	2,193	1,647	3,334	2,391
Duty Officer	Duty Officer Notifications	1,270	1,330	1,487	1,362
	Duty Officer On Scene Responses	1	0	3	1

Category	Description	2019-2020	2020-2021	2021-2022	3 Year Average
Trainings and Exercises	Trainings Sponsored by DEM	10	32	68	37
	Students who attended trainings sponsored by DEM	637	935	2,408	1,327
	Exercises Sponsored by DEM	5	5	7	6
	Exercise Attendees	355	92	357	268
NIMS	Percentage of NIMS Compliant EOC Activation Staff	57%	65%	77.08%	66.36%
Hits to DEM's Website	Visits to DEM's Website	32,333	46,555	174,673	84,520
	Average Duration of Visits to DEM Website	3 min	2 min 20 seconds	2 min 22 seconds	2 min 34 seconds
EMS	Number of EMS Inspections	165	101	239	168
	Amount of Monthly Receipts for EMS Inspections	\$2,450	\$10,550	\$7,750	\$6,916.67