



New York State Homeland Security Strategy 2017-2020



NEW YORK STATE
Homeland Security
and Emergency Services

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***“The Safety and Security of All New Yorkers
is Our Top Priority”***

- Andrew M. Cuomo

NEW YORK STATE SNAPSHOT

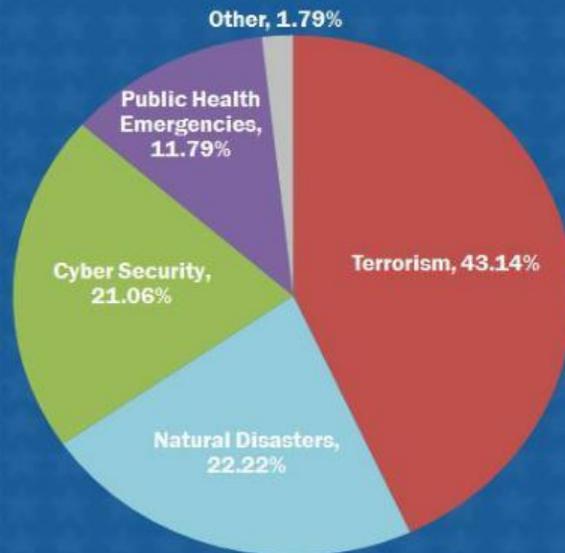
19.75
million residents



4th
most federally declared
disasters



In a recent survey, we asked New York State residents what they believed was the greatest homeland security threat facing New York State.*



*15,042 individuals completed the survey

70

federally declared disasters in New York since 1953



43

Severe Storms/Flooding



12

Severe Winter Snowstorm



11

Hurricane/Tropical Storm



2

Terrorism



1

Drought



1

Earthquake

\$29.3
billion

dollars in disaster recovery funding since 2001



\$4
billion

in homeland security preparedness grant funding



27

terrorist plots with a nexus to New York; more than any other state

The New York State Homeland Security Strategy has:

10 over **100** & **180**
goals objectives metrics

Section I: Executive Overview

Introduction

New York State has an extensive history of natural disasters and remains a high profile terrorism target. Cybersecurity, public health emergencies, extreme weather and other hazards continue to challenge the State and the nation. The threat of disasters, both natural and manmade, and the associated challenges require continuous attention and commitment from all levels of government, the private sector, and the public. New York State continues to improve preparedness and security, but given the ongoing risks we face, our work is never complete.

Purpose

This Strategy provides a comprehensive framework to guide, organize, and unify homeland security efforts in New York State over the next four years. It is a federal grant requirement to have a Homeland Security Strategy and as such, all homeland security grant funding must be spent in support of this Strategy. However, the Strategy is more than just a document to guide the use of grant funding. It is intended to serve as a roadmap to the future and to guide the implementation of homeland security related policies, priorities, and programs across the State.

Scope

Homeland security is an ongoing mission and a shared responsibility across our State. Accordingly, this document is intended to be a Statewide Strategy and not a strategy for a single agency or level of government. There are numerous stakeholders in our homeland security and emergency response efforts; all must work to implement the State Strategy by building and maintaining the capabilities critical to meeting the threats/hazards we face.

Framework for Implementing the Strategy

The Strategy and associated vision will be implemented through a series of strategic goals and objectives that will be supported by programs, initiatives and the development and sustainment of critical capabilities across the homeland security mission areas. The graphic on the right depicts this framework.

Vision

A strong, secure, and resilient New York State that is recognized as a national leader in homeland security and emergency management



New York State's Homeland Security Goals and Objectives: 2017 to 2020

New York State has identified ten homeland security goals based on our risk profile and lessons learned from major disasters like Superstorm Sandy. Each Strategy **goal** contains supporting **objectives** that further define the programs, initiatives, and steps that must be taken to meet the overarching goal. These goals and objectives are focused around the next four years (2017-2020).

To measure our progress related to the implementation of this Strategy, New York State has also developed accompanying **targets** and **metrics** for each objective; please refer to Appendix A for these details. The targets help define "success" for each objective and the metrics provide mechanisms to measure our progress against each target.

New York State's Homeland Security Goals 2017-2020

Goal 1: Strengthen Intelligence and Information Sharing Capabilities through collaborative partnerships with Federal, State, local, and private sector stakeholders to better protect against and respond to terrorist threats, both foreign and domestic, and other incidents, such as active shooter situations.

Goal 2: Strengthen Counter-Terrorism and Law Enforcement Capabilities by continuing to improve counter-terrorism operations and partnerships across New York State and by building specialized capabilities to address threats and acts of terrorism.

Goal 3: Protect Critical Infrastructure and Key Resources across New York State based on a systematic process of identifying and cataloging infrastructure, conducting site visits and risk assessments, investing in target hardening projects, and providing additional protective and mitigation measures based on the current threat environment.

Goal 4: Enhance Cyber Security Capabilities through outreach and education as well as by implementing programs and policies to identify, prevent, protect against, detect, respond to, and recover from cyber-attacks or other major cyber incidents in collaboration with key partners and stakeholders.

Goal 5: Enhance Citizen and Community Preparedness by better preparing New York State's citizens and communities for disasters and other emergencies, including the ability to sustain themselves for seven to ten days after an event and to assist their neighborhoods in the aftermath of a disaster.

Goal 6: Enhance Emergency Management and Response Capabilities through the implementation of a proactive posture to prepare for and respond to emergencies quickly and effectively.

Goal 7: Strengthen Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) Preparedness and Response Capabilities by acquiring the necessary equipment, training, and resources needed by first responders to effectively detect, interdict, and respond to acts of terrorism or accidents involving CBRNE materials and CBRNE preparedness and response capabilities.

Goal 8: Advance Interoperable and Emergency Communications through the efficient utilization and development of communication resources and procedures to ensure that first responders can effectively communicate with each other during a major incident in order to protect lives and property.

Goal 9: Support Health Emergency Preparedness by readying the State and local communities to distribute medical assistance on a large scale, and supporting the ability of the healthcare community to surge bed capacity and other resources in the event of a large numbers of sick or injured people during any incident.

Goal 10: Become More Resilient against Future Events through resiliency planning and by developing long term recovery capabilities, mitigation initiatives, and other efforts to ensure the continuity of critical systems during a crisis.

Statewide Programs and Initiatives

There are a variety of ongoing initiatives aimed at enhancing statewide security and preparedness. Listed below are just a few of the many homeland security initiatives in New York that complement the numerous local programs and initiatives underway.



NY Responds

Launched in 2015, NY Responds is a state-of-the-art online incident management system used in emergency operations centers (EOCs) to develop and maintain situational awareness and coordinate the sharing of emergency resources across the State. The NY Responds system is provided to every county in New York at no cost, and serves as a single, unified system to ensure visibility, transparency and accountability of emergency response activities and assets. In addition to NY Responds, the State maintains NY Alert as a mechanism to quickly provide emergency alerts and information to the public and others.



Specialty Response Teams

Homeland security grant funds have been used to develop a variety of specialty response teams across the State, including bomb squads, tactical teams, hazardous materials response teams and other technical rescue capabilities. The New York State Division of Homeland Security and Emergency Services (DHSES) has created a series of targeted grant programs to support and advance the capabilities of these teams.



Emergency Stockpiles

Several strategic stockpile locations have been established across the State. They contain a variety of resources often needed during a disaster, including generators, light towers, mass care supplies (e.g., cots, blankets), pumps and other assets often requested during an emergency. Additionally, the State Health Department has created medical emergency response caches across the State with durable medical goods, antibiotics, medical counter-measures and other resources for public health emergencies.



Citizen Preparedness Corps Training

Governor Cuomo's Citizen Preparedness Corps training initiative seeks to provide citizens with the training to prepare for emergencies and disasters, respond, and recover as quickly as possible to pre-disaster conditions. Training sessions are led by the New York National Guard, working with experts from the DHSES Office of Emergency Management (OEM) and Office of Fire Prevention and Control (OFPC). Trainings are conducted all across New York State. To date, more than 100,000 individuals have received training through this program.

Intelligence Network

The New York State Intelligence Center (NYSIC) is the center of the State's information sharing and intelligence network. The 16 Counter Terrorism Zones (CTZs), which coordinate information sharing and operations among local and State law enforcement, are also a key part of this network. In 2016, over 600 joint counter terrorism exercises were conducted across New York State. Under Governor Cuomo's leadership, these exercises will continue to be held in each CTZ on an annual basis. NYSIC provides training to county and local personnel through the appointment of Field Intelligence Officers (FIOs) for law enforcement and Intelligence Liaison Officers (ILOs) for the Fire/EMS community. These FIOs and ILOs are identified in every county and enhance the statewide intelligence network, which includes regional crime analysis centers.



College of Emergency Preparedness, Homeland Security and Cybersecurity

Engaging the academic community is an important component of New York State's homeland security and emergency management efforts. In May of 2015, Governor Cuomo announced the creation of the College of Emergency Preparedness, Homeland Security and Cybersecurity at the University at Albany, the nation's very first standalone college dedicated to the topics of emergency preparedness, homeland security and cybersecurity. The new college includes the National Center for Security and Preparedness (NCSP), a key partner that helps DHSES develop and deliver training at the State Preparedness Training Center (SPTC).



Early Warning Weather Detection System

Given the ongoing threats posed by extreme weather, New York State is partnering with the Center for Atmospheric Sciences at the State University of New York at Albany to create the Mesonet, an early warning weather detection system. The system will include a network of 125 weather stations across New York to provide state-of-the-art, real-time weather condition data to support emergency management, research, and condition-dependent industries vital to New York's economy, such as agriculture and energy production.



Critical Infrastructure Protection

New York State is home to a variety of critical infrastructure assets and systems which are vital to the State and the nation. To help protect these assets, the State has the capacity to provide surge support through Joint Task Force Empire Shield (JTFES)—a highly-trained National Guard unit comprised of active duty soldiers that support anti-terrorism and security missions. JTFES also provides a visible security presence at high-profile locations such as transit hubs, bridges and tunnels. In addition, the State developed the Transportation Security Training Program to train civilian employees on active shooter situations and security awareness at airports and other mass transportation locations. Furthermore, DHSES Office of Counter Terrorism (OCT) conducts a variety of critical infrastructure assessments in accordance with the agency's statutory mandates.





Cyber Incident Response Team

In 2017, Governor Cuomo created the Cyber Incident Response Team to assist State agencies, local governments, and critical infrastructure with cyber preparedness, coordination of exercises, and recommend best practices to increase their protection. The Team, which is located within the DHSES OCT, also provides comprehensive reviews of current cybersecurity policies for its client organizations, conducts vulnerability assessments and network scans, and provides second-tier support when an incident occurs, helping to guide the immediate response and lead the organization back to normal operation. Additionally, the Team serves as a single point-of-contact for critical infrastructure and local government entities to report significant cyber incidents to streamline response efforts.



Interoperable Communications

Developing effective communications systems is one of the most significant, but challenging homeland security issues that New York State's responders have had to address since 9/11. The DHSES Office of Interoperable and Emergency Communications (OIEC) has coordinated extensively with counties to encourage them to develop Regional Interoperability Consortiums and leverage significant State and federal funding dedicated to communications. Today, there are 10 Regional Consortiums in the State that have been developed with significant support from the State Interoperable Communications Grant Program (SICGP). To date, nearly \$300 million in State funds have been awarded to counties through this program.



Crude Oil Incident Readiness

New York State is engaged in a number of initiatives to improve planning, preparedness and response capabilities for any potential crude oil incident. The initiatives include an integrated multi-agency planning effort of local, state and federal agencies to develop Geographic Response Plans to support the initial response to a crude oil transportation incident. The State also established the NYS Foam Task Force to improve firefighting foam capacity in response to any incident involving crude oil or other ignitable liquids, as well as a commitment to train and prepare the State's firefighters, emergency management agencies and other emergency response personnel. Goals of the Foam Task Force include the deployment of the nineteen trailers equipped with a DEC-approved firefighting foam to local fire departments and county hazardous materials teams throughout the State, and the implementation of an aggressive inspection campaign targeting crude oil tank car and rail inspections.

Critical Capabilities and Mission Areas

New York State and local stakeholders have worked to identify a series of critical capabilities needed across the various homeland security mission areas. These capabilities align to the National Core Capabilities and will be advanced by State and local programs and initiatives. The capabilities are also a mechanism to measure our collective preparedness efforts, as they are analyzed as part of the County Emergency Preparedness Assessment (CEPA) – a statewide risk and capability assessment framework developed by the DHSES in collaboration with the local public safety community in New York State.

The homeland security mission areas are further explained below; more information on the critical capabilities and the linkages to the relevant national doctrine can be found in Appendix D.

Homeland Security Mission Areas

- **Prevention:** Prevent acts of terrorism and other human-caused events through information sharing and counter-terrorism investigations and operations.
- **Protection:** Protect the people of New York State, our critical infrastructure, and our key resources using a comprehensive risk management approach.
- **Mitigation:** Reduce the loss of life and property by lessening the impact of future disasters through coordinated mitigation efforts.
- **Response:** Respond quickly to save lives, reduce suffering, protect property, meet basic human needs, and mitigate further harm after an event.
- **Recovery:** Restore essential services in a timely manner after disasters, while also strengthening and revitalizing infrastructure and other systems in communities impacted by these disasters in order to build back better than before.

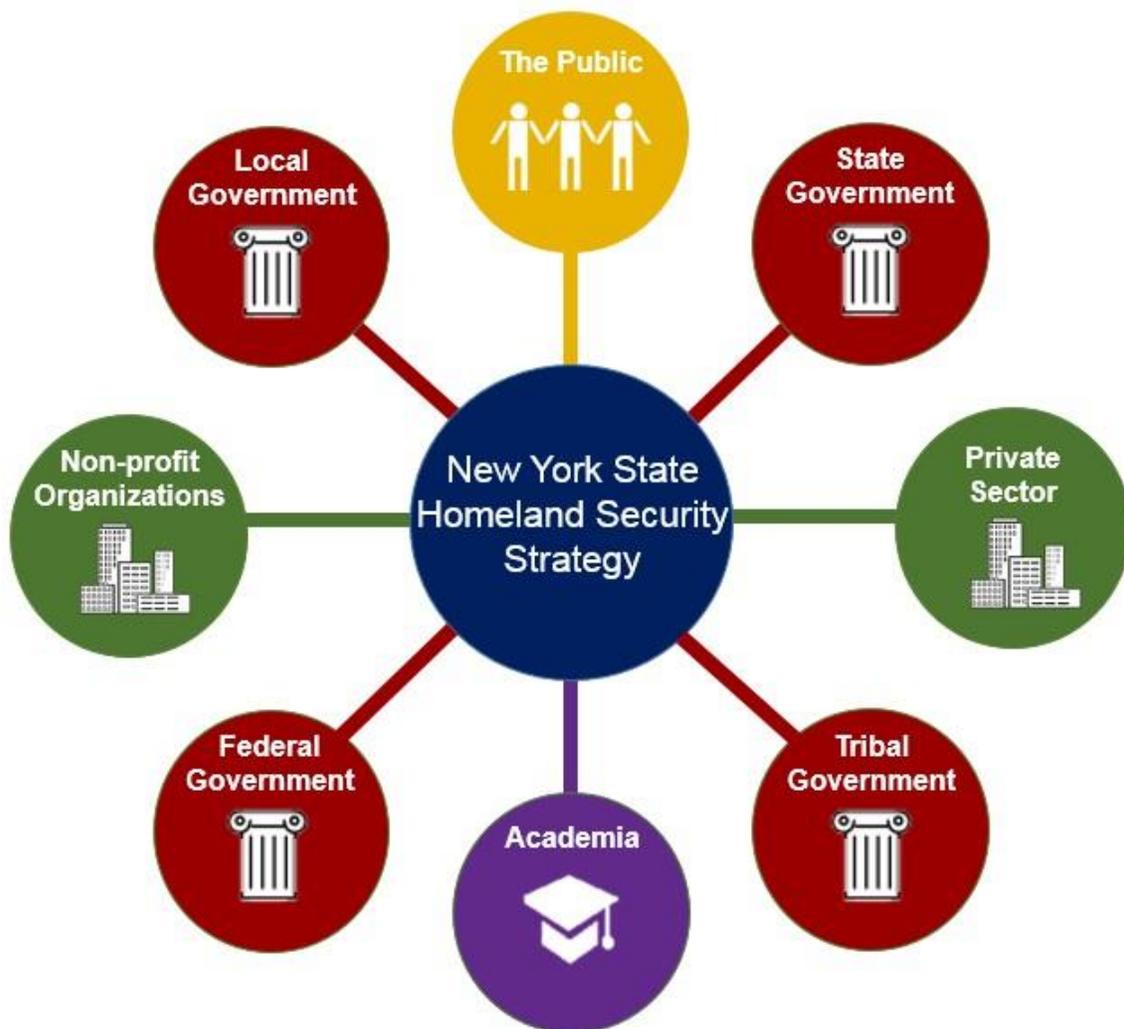


Coordination with Partners and Stakeholders

The Strategy will require coordinated planning, investment, and support from the many agencies and stakeholders involved in homeland security. Ultimately, strong collaboration and a **networked approach** are keys to the successful implementation of this Strategy.

To coordinate these activities, DHSES will work with partners statewide to ensure an integrated approach to homeland security. The Commissioner of DHSES works closely with the Governor's Office to ensure seamless communication and coordination between the Executive Chamber, DHSES, and our State and local stakeholders.

Countless State and federal agencies, first responder disciplines (e.g., law enforcement, the fire service, emergency management, public health, etc.), academia, the private sector, and non-governmental organizations play a vital role in homeland security. Local agencies and elected leaders are also critical as the vast majority of response resources exist at the local level. Regional coordination structures, including the State Emergency Management Regions, Counter-Terrorism Zones, Regional Crime Analysis Centers and Urban Area Workgroups will also be leveraged. It is also the responsibility of every citizen in the State to ensure that they and their families have taken the necessary steps to prepare for a major disaster.



In addition to leveraging critical partners and regional frameworks to implement the Strategy, New York State recognizes that our homeland security and emergency response efforts are only effective when our first responders are properly trained. This training ranges from basic level skills classes up to advanced level classes where responders are trained to handle specialized situations. The State Preparedness Training Center (SPTC) in Oriskany, and the State Fire Academy in Montour Falls are two key facilities that train thousands of responders each year. These multi-disciplinary training centers complement other types of training, including regional deliveries of key State-developed courses and locally-led training programs. Furthermore, the State continuously seeks to develop innovative training practices and venues to help responders train for unique threats and hazards, such as those caused by complex coordinated attacks and extreme weather events. For example, the SPTC has developed a “city-scape” indoor training environment for active shooter situations and is developing a state-of-the-art swift water rescue operations training simulator to improve water rescue response capabilities during severe flooding events.



State Preparedness Training Center



New York State Academy of Fire Science

Evaluating and Updating the Strategy

Measuring progress is a key component of successfully implementing the State’s Homeland Security Strategy. The effective and efficient use of public dollars is a critical part of this Strategy and requires measurable progress towards our preparedness capability goals.

The State has identified targets and related metrics for each of the objectives outlined in this Strategy; please refer to Appendix A for details. These targets and metrics provide the State with a defined mechanism to assess progress. A comprehensive assessment of the State’s Homeland Security Strategy will therefore be conducted at least once during the three year planning cycle. This assessment will be complemented by yearly evaluations of certain specialty areas of the State’s homeland security program (e.g., communications assessments, EMS preparedness assessments) and the CEPA program.

The State Strategy must remain current in order to remain relevant to the stakeholders that use it. DHSES will coordinate this process and an email account has been created (strategy@dhses.ny.gov) to ensure that there is a mechanism for stakeholders to provide feedback on the Strategy at any time.

Threats

International Terrorism

The United States, and New York State in particular, faces threats from a variety of designated foreign terrorist organizations, including:



Islamic State (ISIS/ISIL) – The foreign terrorist organization now known as the Islamic State has its origins in the al-Qa’ida affiliate in Iraq initially led by Abu Musab al-Zarqawi. In February 2014, the organization announced a split from al-Qa’ida, fracturing the global jihadist movement into two competing halves. Since the formal declaration of the Islamic State in June 2014, the organization gained significant territory in Iraq and Syria as well as other provinces declared across the Middle East, North Africa, and South Asia. The Islamic State has a dedicated external operations branch, which has been responsible for numerous attacks worldwide. These attacks include the November 2015 Paris attacks, which

left 130 victims dead and the March 2016 Brussels attacks, which left 32 victims dead. The Islamic State also maintains a strong online recruiting operation which enables and assists homegrown violent extremists in the West with attack planning. The FBI has publically stated that it has active Islamic State related cases in all 50 states.

Al-Qa’ida – Al-Qa’ida and its affiliates remain a high concern to New York State. The organization has faced numerous setbacks to its capability to strike the West in recent years. This includes the death of key leaders in drone strikes; competition for recruits, funding and media attention with the Islamic State; dwindling resources and focusing on local conflicts in Syria (Jabhat al-Nusra), Yemen (al-Qa’ida in the Arabian Peninsula), North Africa (al-Qa’ida in the Islamic Maghreb), Somalia (al-Shabaab), and South Asia (al-Qa’ida in the Indian Subcontinent). Nevertheless, al-Qa’ida and its affiliates have shown continued interest in striking Europe and the United States, including continued plotting against commercial aviation and the media, as demonstrated by the January 2015 Charlie Hebdo attacks.



Grassroots Jihadism: Homegrown Violent Extremists (HVE), Foreign Fighters, and Material Support

Homegrown violent extremists (HVEs) remain the top terrorism threat to New York State. The December 2015 San Bernardino shooting and the June 2016 Orlando shooting were the two most lethal terrorist attacks in the United States homeland since the 9/11 attacks and both were committed by HVEs. The September 2016 bombings in New Jersey and New York City highlight the continued HVE threat within New York State. Al-Qa'ida, its affiliates and the Islamic State have continued to use English language propaganda in the form of "Inspire" and "Dabiq" online magazines to encourage homegrown violent extremist attacks in the United States and Europe. While al-Qa'ida and its supporters have traditionally used password-protected forums to communicate and spread propaganda, the Islamic State has turned to a peer-to-peer terrorist recruiting model using a combination of social media and encrypted smartphone apps to increase both its target audience and security for operational details.

According to the Program on Extremism at George Washington University, from March 2014 to August 2016 there were 102 individuals arrested and charged in the United States for Islamic State-related charges. Most of these individuals are classified as homegrown violent extremists. New York State had the largest number of arrests by state, (18 of the 102 arrests), demonstrating that terrorism – and particularly homegrown violent extremism – continues to disproportionately affect New York State.

Domestic Terrorism

The threat from domestic terrorism has continued to steadily increase in the United States over recent years. According to the FBI, the major categories of domestic terrorism threats in the United States include anti-government extremists, animal and environmental rights extremists, anarchists, anti-abortion extremists, white supremacist extremists and black nationalist extremists. The most active of these groups – particularly as it relates to threats to New York State – are anti-government (including sovereign citizen), white supremacist extremists, and black nationalist extremists. While many foreign terrorist organization-directed and homegrown violent extremist attacks have shifted to civilian targets in recent years, domestic extremists still most often target the government – particularly law enforcement. The September 2014 sniper attack on Pennsylvania State Troopers by anti-government extremist Eric Frein, and the July 2016 shooting of Dallas police officers by black-nationalist extremist Micah Xavier Johnson, are only two recent examples that illustrate this trend.

Cyber

Governmental and private sector entities throughout the country continue to be impacted by cyber-attacks perpetrated by various threat actors, including nation states, hackers, and criminals. While New York must contend with the possibility of a targeted cyber-attack against critical infrastructure, more common financially-motivated cybercrimes also have the potential for disrupting business, public safety, and causing significant monetary loss. The rise of "ransomware" – malicious software that renders computer files inaccessible and demands a ransom to restore them, has affected continuity of operations at various governmental agencies and private sector entities. Further, New York is not immune from targeted intrusions into critical infrastructure entities, which have been increasingly targeted in recent years.

Cyber Attack in New York State



The compromise of the control system of the Bowman Avenue Dam in Rye Brook, New York allegedly performed by an Iranian hacker serves as warning to other entities using similar technology. Connected industrial controls are used in power plants, pipelines and the transportation sector.

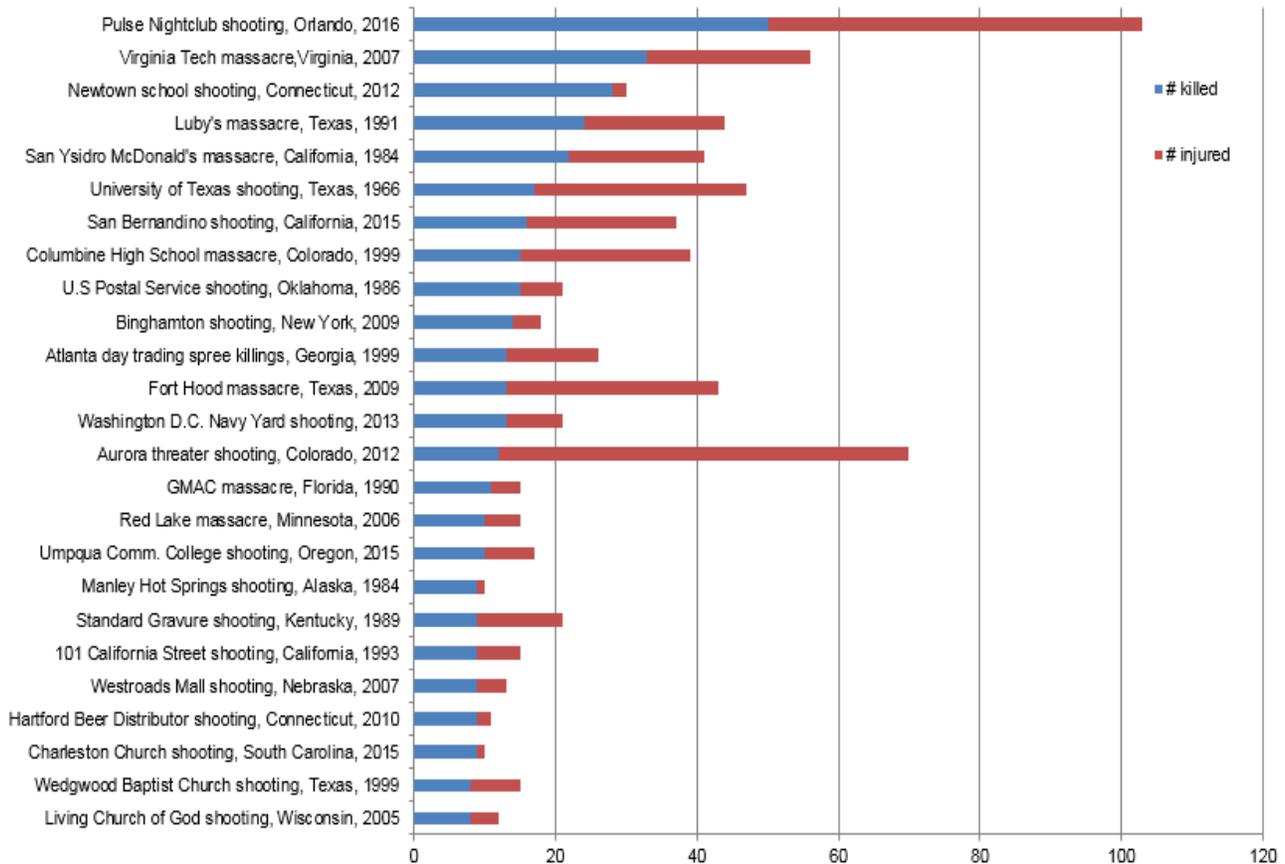
Active Shooter and Mass Killing

Active shooter and public mass killing incidents have remained a consistent threat in recent years and have been used by foreign terrorist organizations, HVEs and domestic extremists. Incidents such as the June 2016 Orlando night club shooting by Omar Mateen and June 2015 Charleston church shooting by Dylann Roof, demonstrate the seriousness of the mass-shooting threat. The April 2009 shooting at the Binghamton American Civic Association by Jiverly Wong, a naturalized U.S. citizen from Vietnam, remains the deadliest mass shooting in New York State and is in the top ten deadliest mass shootings in the United States. In addition to active shooter situations, improvised explosive devices, the use of vehicles as weapons, and other complex attack scenarios continue to pose threats that can result in mass fatalities.

Given the growing active shooter threat, including the possibility of complex coordinated terrorist attacks involving active shooters and other tactics, New York State is educating and training first responders and other stakeholders to respond to these incidents. This effort includes real-world, scenario-based training at the SPTC and the integration of law enforcement, fire, and EMS personnel to respond to complex incidents. DHSES has also established a series of targeted grant programs to help build and sustain the capabilities of local bomb squads, tactical teams, and other specialized response teams.



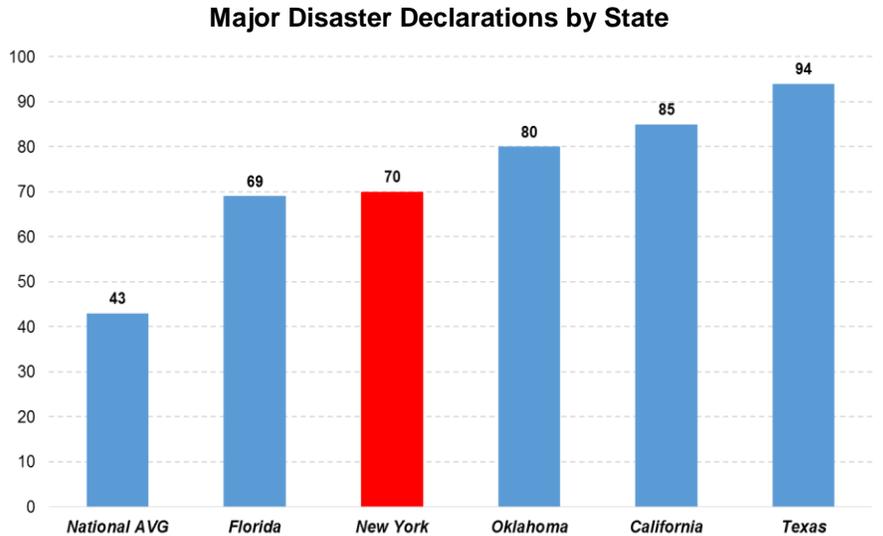
25 Deadliest Mass Shootings in the U.S



Hazards

Natural Disasters

To date, New York State has received more FEMA Major Disaster Declarations than all but three states, with 70 declarations since 1953. Although most of New York's disaster declarations have related to flooding, the State has received disaster declarations for hurricanes, tropical storms, winter/ice storms, tornadoes, drought, landslides, and an earthquake. Additionally, fires, hazardous materials incidents, and other types of hazards have resulted in emergencies all across the State.



Extreme Weather

Climate change alters characteristics of the atmosphere that increase the frequency and intensity of weather and storms. Major weather factors as a result of climate change include heavy or prolonged precipitation, snowmelt, thunderstorms, heat waves, storm surges from hurricanes and ice or debris jams. Extreme weather and climate events pose a serious threat to the health and welfare of New York residents and businesses. New York State has experienced a variety of extreme weather events in the last few years, including record setting rainfall in Long Island in 2014, a record snow event in Erie County in 2015, and major heat waves in 2016.



**Record Setting Rainfall –
Long Island
August 2014**



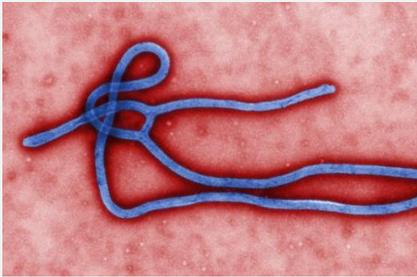
**November Blizzard –
Buffalo, NY
November 2014**



**US Northeast Heat Wave –
Long Island/ Hudson Valley
August 2016**

Public Health Emergencies

New York State must also prepare for the outbreak of communicable diseases and other public health related emergencies. The State recently experienced a variety of public health issues which required a coordinated and proactive response for the following:



**Ebola crisis-
2014**



**Legionnaire's outbreak-
2015**



**Zika Virus -
2016**

New York State must also remain proactive in addressing water quality issues, including matters ranging from lead and mercury to emerging contaminants such as perfluorooctanoic acid (PFOA) and perfluorooctanesulfonic acid (PFOS). Accordingly, Governor Cuomo created a statewide Water Quality Rapid Response Team to address critical drinking water contamination concerns.

Animal and Plant Diseases

Many parts of New York State are dependent upon agriculture industry. The spread of highly destructive animal and plant diseases could have devastating consequences to New York's agricultural crops, plants, native ecosystems, trees, animals, fruits, and pastures. Preparation and early detection of a pest or disease infestation are critical to limiting the economic, social, and environmental impacts of such incidents.

Accidental/Technological Failure

New York State is also vulnerable to technological hazards or infrastructure failures, such as communication system failures, rail accidents, hazardous material or chemical releases, and accidents at nuclear power plants.



**Gas Explosion –
East Harlem
March 2014**



**Parking Garage Collapse –
Johnson City
July 2015**



**Sinkhole –
Albany
August 2016**

Vulnerabilities

The growing demand on natural resources, changing demographics, emerging technologies, and the interdependencies on our infrastructure and systems create a variety of vulnerabilities.

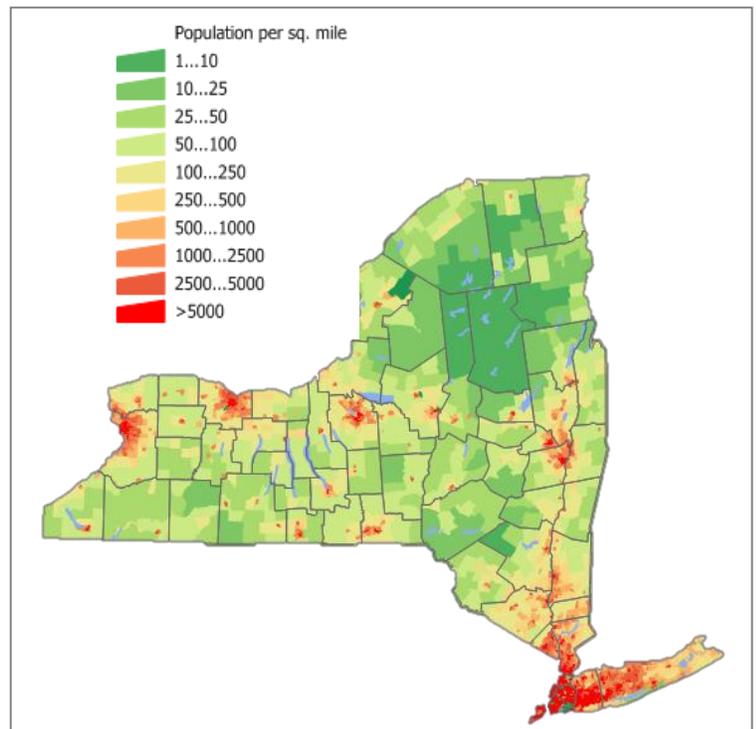
Demographics

New York State, the fourth most populous state in the nation, has more than 19 million residents and more than 50 million visitors annually. New York is home to some of the most vibrant urban areas in the United States, with 83 percent of New York's residents living within one of its five major urban regions: Albany, Buffalo, New York City, Rochester and Syracuse. In addition to our populous areas, New York State is home to a thriving agriculture industry in our rural areas. According to the US Census, 6.5 percent of New York's population is under five years of age, 24.7 percent under 18, and 12.9 percent is 65 or older, highlighting the growing need for access and functional needs support during disasters and other emergencies.

New York State shares a 445 mile international border with Canada, which provides great economic benefits and cultural exchanges, yet poses additional security challenges. New York and Canada share four of the most heavily traveled border crossings between the two countries, including Buffalo-Niagara Falls, Champlain Rouses Point, Massena, and the Thousand Islands Bridge, all of which are major trucking portals. More than \$1 billion of commerce is transported by rail daily at two international rail bridges. In addition to our border with Canada, New York State is home to numerous critical waterways, which necessitates an active maritime security posture across the State.

New York State is also home to many of our Nation's symbolic locations such as One World Trade Center, the September 11th Memorial, the Statue of Liberty, Ellis Island, the Empire State Building, Grand Central Station, the United Nations, the United States Military Academy at West Point, and Niagara Falls.

New York State also has a vast array of critical infrastructure assets and systems which are vital to both the State and nation. New York's complex critical infrastructure includes six commercial nuclear reactors, hundreds of high risk chemical facilities, an extensive transportation network (mass transit, tunnels, bridges, ports, airports, rail, and seaway), electrical grids, pipelines, and water and wastewater systems. The services provided through critical infrastructure impact all New Yorkers' daily lives.



Critical infrastructure is located throughout all of New York State's regions. In New York City, Wall Street is home to several critical financial institutions such as the New York Stock Exchange and Federal Reserve Bank. It is also home to one of the most complex and layered mass transits systems in the world. Each year, 1.6 billion people ride the New York Subway's 842 miles of track. New York City is home to more than 600 cultural institutions, including Broadway Theaters, Carnegie Hall, and Lincoln Center. Albany is the seat of New York State government and is also part of the State's growing Tech Valley, with more than \$7 billion in investment from public and private resources, including nanotechnology, biotechnology, alternative energy, and information technology. Buffalo has a significant chemical manufacturing industry and one of the largest power production facilities in the nation.

The Western New York region shares critical energy transmission infrastructure with neighboring Great Lakes states. The North Country has major power generation facilities and is home to the locks and dams of the St. Lawrence Seaway, which facilitates the movement of goods from the Great Lakes region of the United States to the rest of the world, a major economic driver for our country. The Syracuse area is home to key U.S. Department of Defense facilities, numerous industries providing support to the defense industrial base sector, and a strong industrial machine industry. It also has a cluster of major hospitals in the center of the City of Syracuse, including the region's main trauma center. Rochester has a strong optics and imaging sector. Commercial nuclear power plants are located across the State, many in close proximity to the State's urban centers, such as the Indian Point Energy Center, located just 20 miles outside of New York City.

New York State is host to many noteworthy public events and mass gathering locations. The annual New Year's Eve celebration in Times Square, the Thanksgiving and Saint Patrick's Day parades, and the NYC marathon bring millions of people to New York City and are televised events watched throughout the Nation. The State is home to several internationally recognized sport venues including Madison Square Garden, Yankee Stadium, Citi Field, Barclays Center, New Era Stadium, First Niagara Center, Nassau Coliseum, Watkins Glen International Speedway, and horse racing tracks in Saratoga, Belmont and Vernon Downs. The Great New York State Fair in Syracuse brings more than one million persons annually and the Olympic Winter Sports Complex in Lake Placid brings hundreds of thousands of visitors.



Saratoga Race Course
Saratoga, NY



New Year's Eve Celebration
New York City, NY



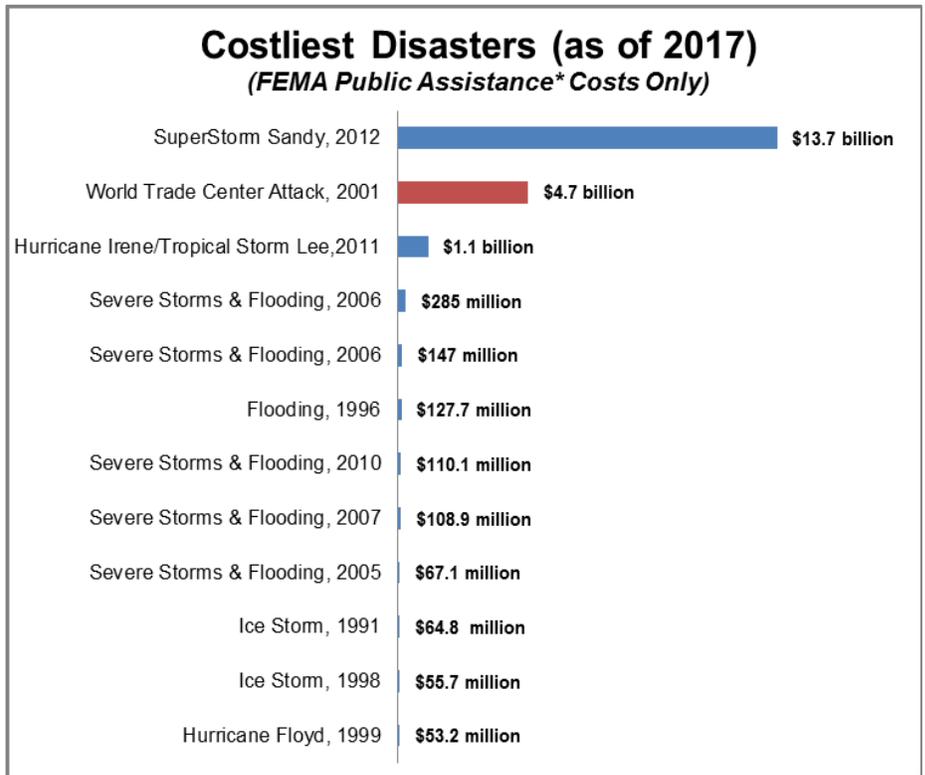
New Era Stadium
Buffalo, NY

Consequences

While New York State's economic vitality and large population are a source of great strength, this also means that human or natural disasters can have extensive and cascading long-term consequences.

Due to New York City's central position in the global economy, disruptions in economic activity would not only be felt locally, but nationally and internationally as well. This was evident after the September 11th attacks impact on the stock market, which lead to widespread economic impacts on the nation.

As we have experienced with more recent federally declared disasters, the cost of disasters has risen exponentially. The chart above depicts that the 2011 federal public assistance estimated costs for Hurricane Irene and Tropical Storm Lee were almost two and a half times more than the previously most expensive natural disaster in terms of public assistance costs. The Public assistance estimated costs for Superstorm Sandy in 2012 are nearly 13 times more than those for Hurricane Irene and Tropical Storm Lee.



** Public Assistance funding provides for the repair, replacement and restoration of disaster damaged, publicly owned facilities and infrastructure.*

Not only are disasters costly, but they can also impact broad geographic portions of the State. For example, more than half of the State experienced the effects of Hurricane Irene and Tropical Storm Lee. These widespread disasters impact large populations and can also cause cascading impacts on our infrastructure, such as wide spread power outages and fuel shortages.

Environmental degradation is one of the major factors contributing to the vulnerability of agriculture, forestry and rangelands as a result of disasters. Direct impacts include physical damage to crops, animals and vegetation. Indirect impacts include loss of potential production due to an interruption in the distributed flow of goods and services, loss of production capacities, and increased costs of production.

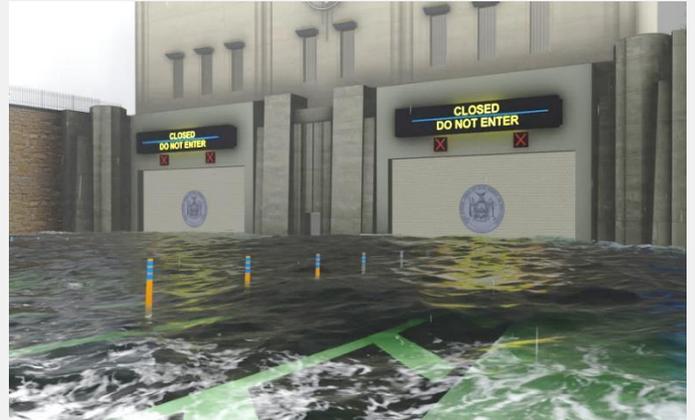
In addition to economic consequences of disasters – whether human-made, natural, or accidental, communities may be affected in a variety of other ways, such as impacts to short-and- long-term housing needs. Some impacts cannot be easily quantified, such as the psychological effects of a disaster. Natural or human-caused disasters are typically unexpected and may cause psychological injuries such as post- traumatic stress, depression, and other mental health conditions. As such, disaster mental health programs are critical and the human and emotional needs of those impacted by a disaster or emergency must always be considered.

Although risk will never be completely eliminated, we can collectively work to reduce risk and enhance resilience to the many threats and hazards facing New York State. The next section on goals and objectives will outline the State’s collective programs and initiatives to reduce risk and enhance resilience.

Examples of Mitigation Efforts Underway in New York State



A floodwall, built with hazard mitigation funds from FEMA and New York State protected a hospital in Binghamton, NY.



An artist rendering of planned flood barriers at tunnel locations in New York City.

Section III: Homeland Security Goals and Objectives for 2017-2020



Goal 1

Strengthen Intelligence and Information-Sharing Capabilities

Through collaborative partnerships with federal, state, local, and private sector stakeholders to better protect against and respond to terrorist threats, both foreign and domestic, and other incidents, such as active shooter situations.

Objective 1.1	Encourage public vigilance through “See Something, Say Something,” “See Something, Send Something,” and any other Suspicious Activity Reporting (SAR) programs
Objective 1.2	Ensure robust intelligence reporting by State and local law enforcement and first responders through the Field Intelligence Officer (FIO) and Intelligence Liaison Officer (ILO) programs and Crime Analysis Center programs respectively
Objective 1.3	Collect, analyze, and appropriately disseminate written intelligence products on current and emerging threats for law enforcement, the intelligence community, and executive stakeholders
Objective 1.4	Expand outreach efforts and knowledge share beyond traditional law enforcement and intelligence communities to include first responders (including the fire service and emergency managers) and the private sector
Objective 1.5	Provide both unclassified and classified intelligence briefings to appropriate law enforcement officials, first responders, and other key stakeholders
Objective 1.6	Foster greater information sharing through the state-sponsored Crime Analysis Centers, development of formalized plans and protocols in coordination with recognized Fusion Centers
Objective 1.7	Utilize technological systems to empower widespread information sharing between Federal, State, local, and international partners
Objective 1.8	Facilitate security clearances for personnel whose duties require access to classified information
Objective 1.9	Test intelligence and information sharing capabilities through the use of training and exercises
Objective 1.10	Ensure the New York State Intelligence Center (NYSIC) meets baseline capabilities for fusion centers, including the presence of a privacy policy



Goal 2

Strengthen Counter-Terrorism and Law Enforcement Capabilities

By continuing to improve our counter-terrorism operations and partnerships across New York State and by building specialized capabilities to address threats and acts of terrorism.

Objective 2.1	Continue support for the State’s Bomb Squads and Explosive Detection Canine Teams to further enhance our Improvised Explosive Device (IED) prevention and response efforts
Objective 2.2	Enhance existing efforts to support the State’s Tactical Teams, through capability assessments and the acquisition of equipment and training to meet State standards
Objective 2.3	Equip, train, exercise and otherwise support other specialized law enforcement response teams, such as public safety dive teams, contaminated crime scene emergency response teams, commercial vehicle enforcement units, and forensic identification units
Objective 2.4	Ensure coordination of Federal, State, and local law enforcement investigations through the Counter-Terrorism Zones (CTZs), Joint Terrorism Task Forces (JTTFs) and other related structures
Objective 2.5	Build law enforcement counter-terrorism capabilities through the purchase and sustainment of specialized equipment and technology, including license plate readers, facial recognition, social media review, mobile data terminals, and law enforcement surveillance and information sharing systems
Objective 2.6	Test security measures through the use of “Red Teams” and other exercises
Objective 2.7	Improve security at the Northern Border through intelligence-driven operations, implementation of the State’s Northern Border Security Strategy, and the continuation of related local, state, federal, and tribal partnerships
Objective 2.8	Continue initiatives to detect and curtail the use of fraudulent documents
Objective 2.9	Continue Operation Safeguard outreach from law enforcement to the public and private sector facilities on the indicators of terrorism
Objective 2.10	Conduct counter-terrorism training for law enforcement officials and other personnel on current and emerging threats and tactics
Objective 2.11	Ensure resources are in place to train for, recognize, respond, and investigate emerging threats, such as the use of small arms, knives, vehicle-ramming, and fire as a weapon
Objective 2.12	Enhance multi-disciplinary preparedness and response capabilities to address active shooter events



Goal 3

Protect Critical Infrastructure and Key Resources

Across New York State based on a systematic process of identifying and cataloguing infrastructure, conducting site visits and risk assessments, investing in target hardening projects, and providing additional protective and mitigation measures based on the current threat environment.

Objective 3.1	Conduct outreach to critical infrastructure owners and operators to support protection and emergency response efforts
Objective 3.2	Continue identifying and cataloging critical infrastructure and key resources (CIKR) site information
Objective 3.3	Work with local, state, and federal agencies and private entities to conduct critical infrastructure site visits
Objective 3.4	Assess and analyze threats, vulnerabilities, and consequences of critical locations through the completion of risk assessments
Objective 3.5	Implement physical security enhancements and target hardening activities to reduce identified risk at critical infrastructure locations, including emergency service and public safety facilities
Objective 3.6	Continue surge deployments of personnel at critical locations and mass gathering sites in accordance with the threat environment, such as Task Force Empire Shield and Transit Operational Response Canine Heavy (TORCH) weapons teams in the New York City Metropolitan Area
Objective 3.7	Leverage the use of technological platforms and database applications, such as geospatial information systems (GIS) and risk-based modeling software, to support CIKR analysis
Objective 3.8	Promote, enhance and execute safety efforts at schools, universities and other special hazard occupancies in New York State, both directly and in conjunction with local public safety agencies
Objective 3.9	Provide terrorism and security awareness training at critical transportation hubs and other key infrastructure locations



Goal 4
Enhance Cyber Security Capabilities

Through outreach and education as well as implementing programs and policies to identify, prevent, protect against, detect, respond to, and recover from cyber-attacks or other major cyber incidents in collaboration with key partners and stakeholders.

Objective 4.1	Enhance cyber security awareness through outreach and education efforts to relevant stakeholders
Objective 4.2	Conduct, support, and attend relevant cyber security trainings to improve technical capabilities
Objective 4.3	Expand partnerships with federal, other state, local governments, private sector, non-governmental organizations, and academia to foster situational awareness and advance cyber security efforts in New York State
Objective 4.4	Conduct cyber risk assessments and other efforts to examine threats, vulnerabilities, and consequences in accordance with relevant standards (e.g., National Institute of Standards and Technology)
Objective 4.5	Analyze cyber threats and conduct forensic cyber investigations
Objective 4.6	Develop and disseminate cyber security alerts and advisories to relevant stakeholders
Objective 4.7	Implement, maintain, and update cyber security governance frameworks, policies and standards for NYS government entities, and monitor compliance
Objective 4.8	Incorporate cyber security into exercises to build and test capabilities
Objective 4.9	Ensure New York State has a sustainable cyber workforce through improved workforce development and succession planning efforts
Objective 4.10	Strengthen networking infrastructure by upgrading outdated infrastructure and introducing new technologies that vastly improve security within state and local government agencies



Goal 5

Enhance Citizen and Community Preparedness Capabilities

Enhance Citizen and Community Preparedness by better preparing New York State's citizens and communities for disasters and other emergencies, including the ability to sustain themselves for seven to ten days after an event and to assist their neighborhoods in the aftermath of a disaster.

Objective 5.1	Establish a statewide citizen preparedness training program to educate New Yorkers on how to prepare themselves, their families, and their neighbors for disasters
Objective 5.2	Engage in various formal citizen preparedness campaigns that utilizes both traditional and new forms of outreach
Objective 5.3	Conduct annual citizen preparedness surveys to gauge the preparedness levels of New Yorkers
Objective 5.4	Integrate community and non-profit organizations into disaster preparedness and response efforts
Objective 5.5	Enhance surge and mass care sheltering capacity through partnerships with community organizations and other entities
Objective 5.6	Ensure that the needs of vulnerable populations in our communities are integrated into disaster preparedness and response efforts
Objective 5.7	Identify and support community preparedness groups, including citizen corps councils, community emergency response teams, and medical reserve corps
Objective 5.8	Establish and maintain a system(s) to accept/receive donations of food, supplies, and other goods and services in the event of a disaster
Objective 5.9	Enhance efforts to understand and mitigate the psychological impacts that emergencies have on both first responders and the general public
Objective 5.10	Establish, promote and integrate programs to engage younger populations regarding disaster preparedness and safety



Goal 6 Enhance Emergency Management and Response Capabilities

Through the implementation of a proactive posture to prepare for and respond to emergencies quickly and effectively.

Objective 6.1	Work with state and local emergency preparedness stakeholders to develop and maintain a wide variety of preparedness and response plans, to include Comprehensive Emergency Management Plans (CEMPs) and relevant annexes
Objective 6.2	Maintain support for the completion of standardized threat and hazard assessments at the state and county level and a statewide system to assess state and local emergency preparedness capabilities
Objective 6.3	Build and maintain state, regional, and local response capabilities needed to save lives, reduce suffering, and protect property
Objective 6.4	Build and maintain specialty response team capabilities to augment emergency response efforts, such as the Incident Management Team (IMT) and technical rescue teams
Objective 6.5	Maintain a proactive regional response posture through the enhancement and deployment of regional response capabilities, such as regional personnel and teams as well as assets from the state’s regional stockpile locations
Objective 6.6	Coordinate disaster response activities with the use and enhancement of the New York Responds system
Objective 6.7	Participate in formal mutual aid agreements such as the Intrastate Mutual Aid Program (IMAP), Fire Mobilization and Mutual Aid Plan, and the Emergency Management Assistance Compact (EMAC)
Objective 6.8	Strengthen alert and warning capabilities through enhanced participation in emergency notification systems such as NY Alert and the Integrated Public Alert and Warning System (IPAWS)
Objective 6.9	Maintain specialized training for emergency response stakeholders, including first responders, emergency managers, elected officials, etc., and offer state-of-the-art multidisciplinary training facilities such as the State Preparedness Training Center and the State Fire Academy
Objective 6.10	Promote the advancement of the emergency management profession through official accreditation programs such as the Emergency Management Accreditation Program (EMAP) and the New York Emergency Management Accreditation Program
Objective 6.11	Leverage new and emerging technology, to include Unmanned Aircraft Systems to enhance emergency response capabilities



Goal 7
Strengthen CBRNE Preparedness and Response Capabilities

By acquiring the necessary equipment, training, and other resources needed by first responders to effectively detect, interdict, and respond to acts of terrorism or accidents involving CBRNE materials or agents, CBRNE preparedness and response capabilities.

Objective 7.1	Ensure CBRNE response plans, including county and New York City HazMat Plans, are updated regularly and include planning for catastrophic events that overwhelm statewide capabilities
Objective 7.2	Based on capability analyses, identify, purchase, and maintain equipment for responders to safely detect, identify, and respond to CBRNE events
Objective 7.3	Identify training shortfalls and conduct training to ensure first responders have the knowledge, skills, and abilities to recognize and safely respond to a CBRNE event
Objective 7.4	Conduct exercises to test CBRNE plans, procedures, and response protocols
Objective 7.5	Enhance capacity for decontamination, both on-scene and at secondary locations (such as hospitals), including triage, medical management, antidote administration and care of non-ambulatory and ambulatory contaminated patients
Objective 7.6	Maintain and support HazMat regional partnerships in New York State
Objective 7.7	Enhance radiological detection capabilities, to include wirelessly mapping radiological readings and utilizing environmental surveillance equipment, through continued participation in the “Secure the Cities” initiative and other related efforts
Objective 7.8	Ensure off-site preparedness activities in areas surrounding nuclear sites in New York State
Objective 7.9	Develop a statewide capability to monitor and assess environmental health impacts of a CBRNE event
Objective 7.10	Ensure that all regional HazMat partnerships undertake a self- assessment of team capabilities annually, as part of the HazMat Accreditation Program
Objective 7.11	Improve statewide capability to respond to rail emergencies involving ignitable liquids (e.g., crude oil, ethanol, etc.)

Goal 8

Advance Interoperable and Emergency Communication Capabilities

Through the implementation of a proactive posture to prepare for worst case/catastrophic scenarios at all levels of government.

Objective 8.1	Maintain the State Communications Interoperability Plan (SCIP)
Objective 8.2	Develop and maintain communications Standard Operating Procedures (SOPs) that are integrated with the National Incident Management System (NIMS)
Objective 8.3	Develop and maintain governance structures for interoperability that are consistent with the Statewide Communications Interoperability Plan (SCIP)
Objective 8.4	Conduct communications asset surveys and needs assessments with all New York State counties to improve interoperable communications planning
Objective 8.5	Develop and maintain a Statewide Field Operations Guide and distribute among communication specialists and first responders
Objective 8.6	Develop and implement Statewide Public Safety Network Common Internet Protocol (NCIP) for communication systems
Objective 8.7	Assure deployment of open standards-based technologies (e.g., P-25 for digital systems) to ensure interoperability
Objective 8.8	Provide communications leadership and technical training to improve communications planning and execution
Objective 8.9	Conduct multi-jurisdictional, multi-disciplinary communications training and exercises to evaluate interoperability
Objective 8.10	Develop and implement Next Generation 911 (NG911) statewide
Objective 8.11	Implement the State and Local Implementation Grant Program, which further advances development of the public safety broadband network (FirstNet).
Objective 8.12	Enhance mobile, back-up and/or redundant communications capabilities



Goal 9
Support Health Emergency Preparedness

Support Health Emergency Preparedness by readying the State and local communities to distribute medical assistance on a large scale, and supporting the ability of the healthcare community to surge bed capacity and other resources in the event of a large numbers of sick or injured people during any incident.

Objective 9.1	Enhance local, regional, state, and federal cross-disciplinary planning efforts to prepare for and respond to a health emergency
Objective 9.2	Maintain laboratory capability and capacity for the detection of CBRNE agents
Objective 9.3	Support public health surveillance capabilities to more effectively deter and monitor outbreaks of disease
Objective 9.4	Advance triage and pre-hospital treatment capabilities, including medical triage, decontamination, and the administration of countermeasures, through support and personal protective measures for emergency medical service (EMS) providers
Objective 9.5	Enhance medical emergency response capabilities including medical triage, decontamination, continuity of operations (COOP) and surge capabilities at healthcare facilities
Objective 9.6	Ensure the availability, viability, and access to mass prophylaxis and other medical countermeasures statewide
Objective 9.7	Enhance mass fatality management capabilities statewide
Objective 9.8	Expand health emergency preparedness through training and exercise efforts across the State
Objective 9.9	Maintain a patient tracking system statewide



Goal 10

Become More Resilient Against Future Events

Through resiliency planning and by developing long term recovery capabilities, mitigation initiatives, and other efforts to ensure the continuity of critical systems during a crisis.

Objective 10.1	Develop and maintain disaster recovery plans, to include individual assistance resource-based plans as well as long term recovery plans, in communities impacted by major disasters
Objective 10.2	Create or leverage disaster recovery committees in communities impacted by major disasters
Objective 10.3	Identify, administer, and ensure the integration of disaster recovery programs/projects
Objective 10.4	Develop and maintain capabilities to restore critical services (e.g., power, utilities, fuel) to communities as soon as possible post disaster
Objective 10.5	Develop and maintain State and regional hazard mitigation plans to help reduce the impact of future disasters
Objective 10.6	Proactively identify opportunities to increase resiliency through smarter building codes, urban planning, and other associated infrastructure improvements
Objective 10.7	Provide training and exercises aimed at enhancing disaster recovery and resiliency efforts
Objective 10.8	Support the case management needs of New Yorkers, in conjunction with FEMA, the Human Needs Task Force, state/local governments, and volunteer organizations active in disasters
Objective 10.9	Advance Continuity of Operations (COOP) and Continuity of Government (COG) planning to ensure seamless operations after a major disaster occurs
Objective 10.10	Enhance use of data to inform risk, policy decisions, and develop best practices/lessons learned

Section IV: Appendices

Appendix A: Homeland Security Targets and Metrics

This appendix lists key targets and metrics for the objectives previously outlined in this Strategy. These targets and metrics provide the State with concrete mechanisms to measure progress in terms of the implementation of this Strategy. The data will be collected and analyzed by DHSES, in conjunction with appropriate stakeholders.

Appendix B: Key Regional Maps

Maps of the DHSES Office of Emergency Management (OEM) Response Regions and the Counter-Terrorism Zones (CTZs) are provided. These are two of the major regional structures that will be leveraged in the implementation of this Strategy.

Appendix C: Key New York State Legal Authorities for Homeland Security

Since the 9/11 terrorist attacks, there has been a growing body of legal guidelines that frame the State's efforts in terms of homeland security and emergency response. This appendix provides a brief synopsis of the legal authorities that govern the State's efforts in this area.

Appendix D: Key Linkages between Strategy Goals and National Preparedness Doctrine

This appendix provides a matrix which links the ten goals in this Strategy to the FEMA Mission Areas (e.g., Prevention, Respond), FEMA's Core Capabilities, and also the New York State Critical Capabilities List. This matrix clearly demonstrates that this Strategy supports existing National Preparedness concepts.

Appendix A: Homeland Security Targets and Metrics

Goal 1		
Strengthen Intelligence and Information-Sharing Capabilities		
Objectives	Targets	Metrics
1.1) Encourage public vigilance through "See Something, Say Something," "See Something, Send Something," and any other Suspicious Activity Reporting (SAR) programs	<ul style="list-style-type: none"> Tips reporting is provided to NYSIC from law enforcement agencies within all Counter-Terrorism Zones (CTZs) 	<ul style="list-style-type: none"> % CTZs providing tips to NYSIC % tips that become SARs # adopted for investigation
1.2) Ensure robust intelligence reporting by State and local law enforcement and first responders through the Field Intelligence Officer (FIO) and Intelligence Liaison Officer (ILO) programs and Crime Analysis Center programs respectively	<ul style="list-style-type: none"> Maintain a FIO regional coordinator in each NYS county, excluding NYC (57 total) 100% of FIO Regional Coordinators attend at least one Annual FIO Regional Coordinator Conference within the next 3 years FIO Basic Training Course is offered in each State Police Troop over the next 3 years At least 1 Fire/EMS ILO is identified per county 1,000 Fire/EMS personnel attend ILO Training 	<ul style="list-style-type: none"> # of FIO Regional Coordinators % of FIO Regional Coordinators that attend Coordinator Training and % of FIOs that attend basic training/refreshers each year # of counties with ILOs # of ILO trainings and # trained each year
1.3) Collect, analyze, and appropriately disseminate written intelligence products on current and emerging threats for law enforcement, the intelligence community, and executive stakeholders	<ul style="list-style-type: none"> Ensure distribution of intelligence products to law enforcement stakeholders based on threat information and regular production schedules. 	<ul style="list-style-type: none"> # Law Enforcement (LE) products issued # of LE customers who received products
1.4) Expand outreach efforts and knowledge share beyond traditional law enforcement and intelligence communities to include first responders (including the Fire Service and Emergency Managers) and the private sector	<ul style="list-style-type: none"> Ensure distribution of intelligence products to non-law enforcement stakeholders based on threat information and regular production schedules 	<ul style="list-style-type: none"> # of non-LE products issued # of non-LE customers received products
1.5) Provide both unclassified and classified intelligence briefings to appropriate law enforcement officials, first responders, and other key stakeholders	<ul style="list-style-type: none"> Conduct annual Threat Briefing to the NYS Legislature Coordinate classified briefs as necessary with federal partners Provide unclassified briefings to relevant stakeholders as dictated by threat environment 	<ul style="list-style-type: none"> Annual Threat Briefing is provided to the NYS Legislature (Y/N) # of briefing provided to relevant stakeholders
1.6) Foster greater information sharing through the state-sponsored Crime Analysis Centers, development of formalized plans and protocols in coordination with recognized Fusion Centers	<ul style="list-style-type: none"> Formal Plans/Protocols Exist Implementation and continued update of DHS/NYS Standing Information Needs (SINs) 	<ul style="list-style-type: none"> Formal Plans Exist at the NYSIC (Y/N) Required NYSIC products include Standing Information Needs (SINs) (Y/N) SINs reviewed and updated as necessary on annual basis (Y/N)
1.7) Utilize technological systems to empower wide spread information sharing between Federal, State, local, and international partners	<ul style="list-style-type: none"> Intelligence products are shared via the new Homeland Security Information Network (HSIN) 3.0 platform Appropriate NYS personnel have Homeland Security Data Net (HSDN) access 	<ul style="list-style-type: none"> % intelligence products posted to HSIN 3.0 # of HSDN terminals in NYS
1.8) Facilitate security clearances for personnel whose duties require access to classified information	<ul style="list-style-type: none"> Appropriate NYS personnel hold clearances 	<ul style="list-style-type: none"> # of security clearances maintained by appropriate personnel
1.9) Test intelligence and information sharing capabilities through the use of training and exercises	<ul style="list-style-type: none"> Participate in at least 2 major exercises annually that stress intelligence functionality 	<ul style="list-style-type: none"> # of trainings/exercises each year
1.10) Ensure the New York State Intelligence Center (NYSIC) meets baseline capabilities for fusion centers, including the presence of a privacy policy	<ul style="list-style-type: none"> A privacy policy exists at the NYSIC The NYSIC receives a satisfactory score each year on their DHS Fusion Center Assessment. 	<ul style="list-style-type: none"> A privacy policy exists at the NYSIC (Y/N) NYSIC scores satisfactory on their DHS Fusion Center Assessment (Y/N)

Goal 2
Strengthen Counter-Terrorism and Law Enforcement Capabilities

Objectives	Targets	Metrics
2.1) Continue support for the State's Bomb Squads and Explosive Detection Canine Teams to further enhance our Improvised Explosive Device (IED) prevention and response efforts	<ul style="list-style-type: none"> • 100% of Bomb Squads are considered a "Type 1" or "Type 2" (most capable) based on NIMS Typing Standards • 100% of Explosive Canine Teams in the State have assessed their capabilities through the DHS Office for Bombing Prevention • 100% of Bomb Calls are reported through the Bomb Arson Tracking System (BATS) 	<ul style="list-style-type: none"> • % of Bomb Squads that are Type 1 or Type 2 • % of ED Canine Teams that have had their capabilities assessed through OBP • % of Bomb Squads and ED Canine Teams that report calls through BATS
2.2) Enhance existing efforts to support the State's Tactical Teams, through capability assessments and the acquisition of equipment and training to meet State standards	<ul style="list-style-type: none"> • 100% of Tactical Teams have assessed their capabilities through the DHS Office for Bombing Prevention and have completed NIMS Typing assessments • 25% of Tactical Teams meet identified standards developed by the Municipal Police Training Council (MPTC) 	<ul style="list-style-type: none"> • %, # of Tactical Teams that have had their capabilities assessed via OBP and NIMS • %, # of Tactical Teams that meet MPTC standards
2.3) Equip, train, exercise and otherwise support other specialized law enforcement response teams, such as Public Safety Dive Teams, Contaminated Crime Scene Emergency Response Teams (CCSERTs), Commercial Vehicle Enforcement Units (CVEUs), and Forensic Identification Units	<ul style="list-style-type: none"> • Catalogue other law enforcement specialty teams and identify associated team standards 	<ul style="list-style-type: none"> • # of other law enforcement specialty teams identified
2.4) Ensure coordination of federal, state, and local law enforcement investigations through the Counter-Terrorism Zones (CTZs), Joint Terrorism Task Forces (JTTFs) and other related structures	<ul style="list-style-type: none"> • 100% of CTZs meet at least on an annual basis. • 100% of JTTFs active in New York State contain State and Local participation 	<ul style="list-style-type: none"> • % of CTZs that meet at least annually • % of JTTFs active in NYS that contain State and local participation
2.5) Build law enforcement counter-terrorism capabilities through the purchase and sustainment of specialized equipment and technology, including License Plate Readers (LPRs), Facial Recognition, Social Media Review, Mobile Data Terminals (MDTs), and law enforcement surveillance and information sharing systems	<ul style="list-style-type: none"> • Identify and quantify the amount of grant-funded resources dedicated to law enforcement IT-based specialty systems 	<ul style="list-style-type: none"> • \$ amount dedicated to law enforcement IT-based specialty systems using federal grant funds each fiscal year
2.6) Test security measures through the use of "Red Teams" and other related exercises	<ul style="list-style-type: none"> • 100% of CTZs participate in a Red Team or other Counter Terrorism-related exercise on an annual basis 	<ul style="list-style-type: none"> • % of CTZs that participate in a Red Team or Counter Terrorism-related exercise annually
2.7) Improve security at the Northern Border through intelligence-driven operations, implementation of the State's Northern Border Security Strategy, and the continuation of related local, State, federal, and tribal partnerships	<ul style="list-style-type: none"> • Conduct 15 Border Security Operations (e.g., SPIDER, StoneGarden) annually • Ensure State and Local Participation in 100% of Integrated Border Enforcement Teams (IBETs) and related coordination bodies • Conduct cross-border crime meeting with law enforcement officials from Canada and the United States 	<ul style="list-style-type: none"> • # of Border Security Operations • # of IBETs and related coordination bodies that have State and Local Participation • Have meetings taken place (Y/N)
2.8) Continue initiatives to detect and curtail the use of fraudulent documents	<ul style="list-style-type: none"> • Ensure the continued use of Facial Recognition software and other technology systems to deter the use of fraudulent documents 	<ul style="list-style-type: none"> • # of related arrests and the # of fraudulent IDs confiscated
2.9) Continue Operation Safeguard outreach from law enforcement to the public and private sector facilities on the indicators of terrorism	<ul style="list-style-type: none"> • Conduct at least 2,000 Operation Safeguard visits per year 	<ul style="list-style-type: none"> • # of Operation Safeguard visits per year
2.10) Conduct counter-terrorism training for law enforcement officials and other personnel on current and emerging threats and tactics	<ul style="list-style-type: none"> • FIO Basic Training Course is offered in each State Police Troop over the next 3 years (corresponds with Objective 3.2) • Hold Annual State Intelligence Summit for law enforcement audience 	<ul style="list-style-type: none"> • # of courses in support of each troop • Hold annual SIS (Y/N)
2.11) Ensure resources are in place to train for, recognize, respond, and investigate emerging threats, such as the use of small arms, knives, vehicle-ramming, and fire as a weapon	<ul style="list-style-type: none"> • Analyze emerging threats and ensure information on emerging threats is incorporated into relevant training and briefings 	<ul style="list-style-type: none"> • Emerging threats are analyzed and incorporated into relevant trainings and briefings (Y/N)
2.12) Enhance multi-disciplinary preparedness and response capabilities to address Active Shooter Events	<ul style="list-style-type: none"> • Develop and deliver active shooter training to responders from every county. • Provided integrated training opportunities for regional teams of law enforcement, fire, and EMS personnel 	<ul style="list-style-type: none"> • # of Active Shooter courses provided at (or by) the SPTC and the # of students trained • # of responders trained by county • # of regions taking advantage of integrated training opportunities

**Goal 3
Protect Critical Infrastructure and Key Resources**

Objectives	Targets	Metrics
3.1) Conduct outreach to critical infrastructure owners and operators to support protection and emergency response efforts	<ul style="list-style-type: none"> • Maintain defined Points of Contact (POCs) for owners/operators of prioritized Critical Infrastructure sites in the State • Assist CI owners with developing site specific emergency plans 	<ul style="list-style-type: none"> • A list of POCs for owners/operators of prioritized Critical Infrastructure Sites is maintained by DHSES (Y/N) • # of site specific plans developed
3.2) Continue identifying and cataloging CIKR site information	<ul style="list-style-type: none"> • A State-Level list of CIKR is developed and cataloged • Each county maintains an inventory of critical buildings and facilities • City and County Computer Aided Dispatch (CAD) systems contain non-sensitive CI identifying information 	<ul style="list-style-type: none"> • A State-Level list of CIKR is developed and cataloged (Y/N) • 100% of counties have an inventory of their critical infrastructure (via their Hazard Mitigation Plans) • # of localities that include non-sensitive CI identifying information in CAD system
3.3) Work with local, State, and Federal agencies and private entities to conduct critical infrastructure site visits	<ul style="list-style-type: none"> • DHSES to conduct or participate in 45-60 site visits annually in NYS • Include analysis of cyber security risk in site visit 	<ul style="list-style-type: none"> • # of site visits • # of site visits that include cyber security risk analysis
3.4) Assess and analyze threats, vulnerabilities, and consequences of critical locations through the completion of risk assessments	<ul style="list-style-type: none"> • Completed risk assessments for CIKR sites are documented, reproducible, and defensible 	<ul style="list-style-type: none"> • 100% of DHSES Office of Counter Terrorism (OCT) risk assessments are documented, reproducible, and defensible • 100% of the funded Critical Infrastructure Grant Program applications are documented, reproducible, and defensible
3.5) Implement physical security enhancements and target hardening activities to reduce identified risk at critical infrastructure locations, including emergency service and public safety facilities	<ul style="list-style-type: none"> • Grant funding is dedicated to physical security enhancements and target hardening activities 	<ul style="list-style-type: none"> • \$ amount of federal grant funding allocated in each fiscal year for target hardening activities
3.6) Continue surge deployments of personnel at critical locations and mass gathering sites in accordance with the threat environment, such as Task Force Empire Shield and Transit Operational Response Canine Heavy (TORCH) weapons teams in the New York City metropolitan area	<ul style="list-style-type: none"> • NYS will have personnel deployed to critical locations and mass gathering sites in support of local efforts 	<ul style="list-style-type: none"> • # of people deployed at # of locations and the approximate length of deployments
3.7) Leverage the use of technological platforms and database applications, such as Geospatial Information Systems (GIS) and risk-based modeling software, to support CIKR analysis	<ul style="list-style-type: none"> • Facilitate access to Federal and State infrastructure protection data systems • 12 Enhanced Visual Assessment Program (EVAP) products are produced each year 	<ul style="list-style-type: none"> • # of users in DHS IP Gateway • # of users for the Critical Infrastructure Response Information System (CIRIS) • # of EVAP products produced by DHSES
3.8) Promote, enhance and execute safety efforts at schools, universities and other special hazard occupancies in New York State, both directly and in conjunction with local public safety agencies	<ul style="list-style-type: none"> • Perform fire and life safety inspections in all colleges, universities and other special hazard occupancies • Support development of school safety plans in K-12 schools 	<ul style="list-style-type: none"> • 100% of the properties subject to fire and life safety inspection receive such evaluation at least annually • # of K-12 schools with school safety plans
3.9) Provide terrorism and security awareness training at critical transportation hubs and other key infrastructure locations	<ul style="list-style-type: none"> • Launch Transportation Security Training Program • Promote terrorism awareness and suspicious activity reporting at critical infrastructure locations 	<ul style="list-style-type: none"> • Program launched (Y/N) • # of employees trained • # of outreach events at critical CIKR locations

**Goal 4
Enhance Cyber Security Capabilities**

Objectives	Targets	Metrics
4.1) Enhance cyber security awareness through outreach and education efforts to relevant stakeholders	<ul style="list-style-type: none"> • Hold annual NYS Cyber Security Conference • 100% NYS workforce completes cyber security online training 	<ul style="list-style-type: none"> • Cyber Security Conference held (Y/N) • % accomplished
4.2) Conduct, support, and attend relevant cyber security trainings to improve technical capabilities	<ul style="list-style-type: none"> • At least one major cyber training conducted, supported, and attended by relevant personnel at the State-level • Make cyber security training available for local (e.g., county) stakeholders and the public 	<ul style="list-style-type: none"> • Target achieved (Y/N) • # of trainings
4.3) Expand partnerships with Federal, other state, local governments, private sector, non-governmental organizations, and academia to foster situational awareness and advance cyber security efforts in New York State	<ul style="list-style-type: none"> • Ensure local government participation in NYS cyber security programs • Maintain relationship with FBI and DHS Cyber, including access to classified cyber security products • Partner with academic community to provide cyber internships 	<ul style="list-style-type: none"> • Local government participation (Y/N), # of local governments • Access to Federal cyber security information maintained (Y/N), • # classified briefings attended • Cyber internships awarded (Y/N), # of internships
4.4) Conduct cyber risk assessments and other efforts to examine threats, vulnerabilities, and consequences in accordance with relevant standards (e.g., National Institute of Standards and Technology)	<ul style="list-style-type: none"> • Participate in annual national cyber review • Provide state support to complete state and local cyber risk assessments 	<ul style="list-style-type: none"> • # of state and local agencies participating • # of cyber risk assessments completed
4.5) Analyze cyber threats and conduct forensic cyber investigations	<ul style="list-style-type: none"> • Maintain technical security capabilities to identify potential cyber security incidents • Investigate and respond to relevant incidents 	<ul style="list-style-type: none"> • # actionable events identified through managed security services (MSS) • # incidents investigated or responded to
4.6) Develop and disseminate cyber security alerts and advisories to relevant stakeholders	<ul style="list-style-type: none"> • Develop capability to disseminate actionable, strategic and officer safety related cyber products from the NYSIC • Ensure dissemination of cyber security alerts and bulletins to stakeholders based on threat information and regular production schedules 	<ul style="list-style-type: none"> • NYSIC capability established (Y/N) • # alerts/bulletins issued
4.7) Implement, maintain, and update cyber security governance frameworks, policies and standards for NYS government entities, and monitor compliance	<ul style="list-style-type: none"> • Formal policies/standards are reviewed and updated as necessary on at least an annual basis • Process in place to assess compliance with policies/standards as determined by ITS • Conduct risk assessments of high-risk potential systems and applications 	<ul style="list-style-type: none"> • Formal policies/standards reviewed and updated (Y/N) • Process implemented (Y/N) • # of risk assessments conducted
4.8) Incorporate cyber security into exercises to build and test capabilities	<ul style="list-style-type: none"> • Conduct at least 8 table top exercises per year • Participate in other relevant cyber security exercises 	<ul style="list-style-type: none"> • # of table top exercises held • # other exercises held or participated in
4.9) Ensure New York State has a sustainable cyber workforce through improved workforce development and succession planning efforts	<ul style="list-style-type: none"> • Maintain a low vacancy rate within information technology positions • Identify programs that result in a sustainable workforce 	<ul style="list-style-type: none"> • Workforce goal maintained (Y/N), • % of information technology titles vacant
4.10) Strengthen networking infrastructure by upgrading outdated infrastructure and introducing new technologies that vastly improve security within State and local government agencies	<ul style="list-style-type: none"> • Outdated infrastructure is replaced with new technology that is more secure and resilient 	<ul style="list-style-type: none"> • Grant funding allocated each fiscal year to support new cyber security infrastructure and programming

Goal 5
Enhance Citizen and Community Preparedness Capabilities

Objectives	Targets	Metrics
5.1) Maintain a statewide citizen preparedness training program to educate New Yorkers on how to prepare themselves, their families, and their neighbors for disasters	<ul style="list-style-type: none"> • Maintain a statewide training program • Continue to provide training for New Yorkers through in-person and online training opportunities 	<ul style="list-style-type: none"> • Training Program is maintained (Y/N) • # of New Yorkers trained
5.2) Engage in various formal citizen preparedness campaigns that utilizes both traditional and new forms of outreach	<ul style="list-style-type: none"> • Conduct targeted public fire and life safety programs to both a general audience as well as targeted audiences (I.E. high risk groups such as seniors and college students) 	<ul style="list-style-type: none"> • # of programs conducted and # of people educated
5.3) Conduct annual citizen preparedness surveys to gauge the preparedness levels of New Yorkers	<ul style="list-style-type: none"> • An annual survey is completed to gauge preparedness levels 	<ul style="list-style-type: none"> • Annual survey completed (Y/N) • # of survey respondents
5.4) Integrate community and non-profit organizations into disaster preparedness and response efforts	<ul style="list-style-type: none"> • 100% of counties report partnerships with community and non-profit organizations 	<ul style="list-style-type: none"> • % of counties that report these partnerships
5.5) Enhance surge and mass care sheltering capacity through partnerships with community organizations and other entities	<ul style="list-style-type: none"> • 100% of counties have mass care/sheltering plans 	<ul style="list-style-type: none"> • % of counties with mass care/sheltering plans
5.6) Ensure that the needs of vulnerable populations in our communities are integrated into disaster preparedness and response efforts	<ul style="list-style-type: none"> • 100% of counties have worked to incorporate the needs of vulnerable populations into their CEMPs • Provide vital documents, including public documents, forms and instructions in the six most common non-English languages 	<ul style="list-style-type: none"> • % of counties that have incorporated the needs of vulnerable populations into their CEMPs • Have language access needs of the public been met (Y/N)
5.7) Identify and develop community preparedness groups, including Citizen Corps Councils, Community Emergency Response Teams, and Medical Reserve Corps	<ul style="list-style-type: none"> • Community preparedness organizations exist statewide 	<ul style="list-style-type: none"> • # of community organizations (e.g., CERTs, CCCs) and the % of the population they serve
5.8) Establish and maintain a system(s) to accept/receive/distribute donations of food, supplies, and other goods and services in the event of a disaster	<ul style="list-style-type: none"> • System is maintained and exercised. • 100% of counties have donations management plans 	<ul style="list-style-type: none"> • State System is maintained (Y/N) and used • % of counties with donations management plans
5.9) Enhance efforts to understand and mitigate the psychological impacts that emergencies have on both first responders and the general public	<ul style="list-style-type: none"> • Hold annual disaster mental health conference to educate and engage stakeholders. • Provide psychological first aid and other disaster mental health training 	<ul style="list-style-type: none"> • Annual conference is held (Y/N) • # of attendees • Has training been provided (Y/N) • # trained
5.10) Establish, promote and integrate programs to engage younger populations regarding disaster preparedness and safety	<ul style="list-style-type: none"> • Establish programs to engage and educate school-aged students 	<ul style="list-style-type: none"> • Program established (Y/N) • # of presentations

**Goal 6
Enhance Emergency Management and Response Capabilities**

Objectives	Targets	Metrics
6.1) Work with state and local emergency preparedness stakeholders to develop and maintain a wide variety of preparedness and response plans, to include Comprehensive Emergency Management Plans (CEMPs) and relevant annexes	<ul style="list-style-type: none"> NYS has an updated CEMP with relevant annexes 100% of counties have a CEMP with relevant annexes 	<ul style="list-style-type: none"> NYS has updated CEMP/Annexes (Y/N) % of counties with CEMP and relevant annexes
6.2) Maintain support for the completion of standardized threat and hazard assessments at the State and county level and a statewide system to assess state and local emergency preparedness capabilities	<ul style="list-style-type: none"> NYS has a standardized threat and hazard assessment methodology for the State and local level A statewide system exists to assess state and local preparedness capabilities 	<ul style="list-style-type: none"> Standardized threat and hazard assessment methodology exists (Y/N) Statewide system exists to assess State and local preparedness capabilities (Y/N)
6.3) Build and maintain state, regional, and local response capabilities needed to save lives, reduce suffering, and protect property	<ul style="list-style-type: none"> Funding supports state, regional, and local response capabilities 100% of counties receiving funding to build and maintain local response capabilities. 100% of counties have a dedicated emergency manager 	<ul style="list-style-type: none"> Funding made available to support emergency response capabilities (Y/N) % of counties receiving funding to support emergency response capabilities % of counties with dedicated emergency manager
6.4) Build and maintain specialty response team capabilities to augment emergency response efforts, such as the Incident Management Team (IMT) and Technical Rescue Teams	<ul style="list-style-type: none"> 100% of jurisdictions are served (directly or regionally) by the appropriate type of specialized response team; specialty teams are equipped to address designated hazards Emergency response teams are typed, accredited, and credentialed. 	<ul style="list-style-type: none"> # and type of response teams (e.g., Technical Rescue, Incident Management) that exist in the State % of teams that have been typed, accredited, and credentialed
6.5) Maintain a proactive regional response posture through the enhancement and deployment of regional response capabilities, such as regional personnel and teams as well as assets from the State's Regional Stockpile locations	<ul style="list-style-type: none"> All approved requests for personnel and stockpile assets are fulfilled Ensure full staffing complement in each NYS OEM region (steady state) 	<ul style="list-style-type: none"> # of approved requests/ #of fulfilled requests # of OEM staff in each region (steady state)
6.6) Coordinate disaster response activities with the use and enhancement of New York Responds.	<ul style="list-style-type: none"> 100% of counties are using the NY Responds Systems for disaster response activities 	<ul style="list-style-type: none"> % of counties using NY Responds system
6.7) Participate in formal Mutual Aid Agreements such as the Intrastate Mutual Aid Program (IMAP), Fire Mobilization and Mutual Aid Plan, and the Emergency Management Assistance Compact (EMAC)	<ul style="list-style-type: none"> Maintain the Intrastate Mutual Aid Program Coordinate with contiguous and other states on the National Emergency Management Assistance Compact Maintain and support the State Fire Mobilization and Mutual Aid Plan 	<ul style="list-style-type: none"> IMAP is instituted (Y/N) EMAC is instituted (Y/N) SFMMA is maintained (Y/N)
6.8) Strengthen alert and warning capabilities through enhanced participation in emergency notification systems such as NY Alert and the Integrated Public Alert and Warning System	<ul style="list-style-type: none"> 100% of counties have an emergency alerting system 100% of counties use IPAWS 	<ul style="list-style-type: none"> % of counties with alerting system % of counties using IPAWS
6.9) Maintain specialized training for emergency response stakeholders, including first responders, emergency managers, elected officials, etc., and offer state-of-the-art multidisciplinary training facilities such as the State Preparedness Training Center and the State Fire Academy	<ul style="list-style-type: none"> Train at least 10,000 students annually at or by the SPTC. Train at least 5,000 students annually at the State Fire Academy. OFPC will train 40,000 students annually in local and regional settings 	<ul style="list-style-type: none"> # of students trained at or by the SPTC and the Fire Academy \$ amount of resources invested at the SPTC and the Fire Academy # of students OFPC trains annually in local and regional settings
6.10) Promote the advancement of the emergency management profession through official accreditation programs such as the Emergency Management Accreditation Program (EMAP) and the New York Emergency Management Accreditation Program	<ul style="list-style-type: none"> 100% of counties are eligible to seek accreditation through an official accreditation program NYS maintains EMAP accreditation 	<ul style="list-style-type: none"> # of counties obtaining accreditation NYS EMAP Accreditation maintained (Y/N)
6.11) Leverage new and emerging technology, to include Unmanned Aircraft Systems (UAS) to enhance emergency response capabilities	<ul style="list-style-type: none"> Develop State UAS program and capabilities Develop UAS training program 	<ul style="list-style-type: none"> Program developed (Y/N) # trained in UAS operations

**Goal 7
Strengthen CBRNE Preparedness and Response Capabilities**

Objectives	Targets	Metrics
7.1) Ensure CBRNE response plans, including County and NYC HazMat Plans, are updated regularly and include planning for catastrophic events that overwhelm statewide capabilities	<ul style="list-style-type: none"> 100% of counties (and NYC) have a HazMat Plan that has been updated in the past three years 	<ul style="list-style-type: none"> % of counties that have a HazMat Plan that has been updated in the past three years
7.2) Based on capability analyses, identify, purchase, and maintain equipment for responders to safely detect, identify, and respond to CBRNE events	<ul style="list-style-type: none"> 100% of appropriate first responders have the equipment needed to effectively respond to a CBRNE event (based on the unique needs of each individual event) 	<ul style="list-style-type: none"> \$ amount of federal grant funding allocated in each fiscal year for CBRNE equipment
7.3) Identify training shortfalls and conduct training to ensure first responders have the knowledge, skills, and abilities to recognize and safely respond to a CBRNE event	<ul style="list-style-type: none"> Responders in 100% of the counties receive training to safely respond to a CBRNE event 	<ul style="list-style-type: none"> # of CBRNE courses taught annually and the # of responders trained (Note: Courses range from awareness-level courses to advanced radiological and biological courses) % of counties with responders trained in CBRNE
7.4) Conduct exercises to test CBRNE plans, procedures, and response protocols	<ul style="list-style-type: none"> 100% of counties participate in an exercise with a CBRNE component each year 	<ul style="list-style-type: none"> % of counties that participate in a CBRNE exercise each year
7.5) Enhance capacity for decontamination, both on-scene and at secondary locations (such as hospitals), including triage, medical management, antidote administration and care of non-ambulatory and ambulatory contaminated patients	<ul style="list-style-type: none"> Ensure counties include mass decontamination efforts in their CBRNE planning considerations 	<ul style="list-style-type: none"> % of counties that include mass decontamination in their CBRNE planning considerations
7.6) Maintain and support HazMat regional partnerships in New York State	<ul style="list-style-type: none"> Maintain at least 18 regional HazMat Teams in New York State Maintain FDNY's Tiered Response Matrix Program 	<ul style="list-style-type: none"> # of regional HazMat partnerships in NYS \$ amount for targeted HazMat Grant Program in each fiscal year \$ amount for the FDNY's Tiered Response Matrix in each fiscal year
7.7) Enhance radiological detection capabilities, to include wirelessly mapping radiological readings and utilizing environmental surveillance equipment, through continued participation in the "Secure the Cities" initiative and other related efforts	<ul style="list-style-type: none"> Maintain the Secure the Cities program, in collaboration with involved local, State, and Federal partners Ensure a baseline statewide capability to identify radiological materials 	<ul style="list-style-type: none"> \$ amount for STC Amount and types of equipment deployed via the State Radiation Program
7.8) Ensure off-site preparedness activities in areas surrounding the nuclear sites in New York State	<ul style="list-style-type: none"> Maintain the State's Radiological Plan Ensure that the appropriate counties have Radiological Emergency Preparedness (REP) plans 	<ul style="list-style-type: none"> State's Radiological Plan is maintained (Y/N) Appropriate counties have up-to-date REP plans (Y/N)
7.9) Develop and maintain a statewide capability to monitor and assess environmental health impacts of a CBRNE event	<ul style="list-style-type: none"> Develop and maintain a plan (or annex) outlining the State's plan to monitor environmental health impacts after a CBRNE event 	<ul style="list-style-type: none"> A plan (or annex) is developed and maintained (Y/N)
7.10) Ensure that all regional HazMat partnerships undertake a self- assessment of team capabilities annually, as part of the HazMat Accreditation Program	<ul style="list-style-type: none"> 100% of regional partnerships submit the self- assessment documents each year 	<ul style="list-style-type: none"> % of teams that submit the self-assessment documents # of teams by typing levels, determined through the self-assessment (Type 1-4)
7.11) Improve statewide capability to respond to rail emergencies involving ignitable liquids	<ul style="list-style-type: none"> Develop, maintain and exercise Geographic Response Plans (GRP) to support initial operations at an incident involving transportation of ignitable liquids by rail Expand GRP development statewide to address ethanol transportation by rail Acquire and deploy foam trailers, capable of responding to rail emergencies across the State within 2 hours 	<ul style="list-style-type: none"> Develop GRP for the 21 counties crossed by the primary corridors used to transport crude oil by rail (# of plans developed) # of exercises conducted to validate and maintain these plans Deploy and sustain 19 foam trailers across the State and provide training to local first responders responsible to utilize these resources in emergencies (# of assets deployed)

**Goal 8
Advance Interoperable and Emergency Communications Capabilities**

Objectives	Targets	Metrics
8.1) Maintain the State Communications Interoperability Plan (SCIP)	<ul style="list-style-type: none"> The SCIP is updated annually. 	<ul style="list-style-type: none"> Annual SCIP updates are completed (Y/N)
8.2) Develop and maintain communications Standard Operating Procedures (SOPs) that are integrated with the National Incident Management System (NIMS)	<ul style="list-style-type: none"> 100% of counties have the appropriate SOPs for communications 	<ul style="list-style-type: none"> #, % of counties with the appropriate communications SOPs
8.3) Develop and maintain governance structures for interoperability that are consistent with the Statewide Communications Interoperability Plan (SCIP)	<ul style="list-style-type: none"> 100% of counties have governance structures based on the SCIP 	<ul style="list-style-type: none"> #, % of counties with an Interoperability Coordinator
8.4) Conduct communications asset surveys and needs assessments with all New York State counties to improve interoperable communications planning	<ul style="list-style-type: none"> 100% of county participation in asset surveys and needs assessments 100% of appropriate state agency participation in asset surveys and needs assessments 	<ul style="list-style-type: none"> #, % of counties responding to survey #, % of appropriate state agencies responding the survey
8.5) Develop and maintain a Statewide Field Operations Guide (FOG) and distribute among communication specialists and first responders	<ul style="list-style-type: none"> NYS FOG is completed by the end of 2017 	<ul style="list-style-type: none"> % of completion and distribution of NYSFOG
8.6) Develop and implement Statewide Public Safety Network Common Internet Protocol (NCIP) for communication systems	<ul style="list-style-type: none"> 100% NCIP completion is achieved. NCIP is included as a State guideline 	<ul style="list-style-type: none"> % of NCIP completion NCIP adopted
8.7) Assure deployment of open standards--based technologies (e.g., P--25 for digital systems) to ensure interoperability	<ul style="list-style-type: none"> 100% of counties deploy open standards--based technologies to achieve interoperability 100% of appropriate state agencies deploy open standards--based technologies to achieve interoperability 	<ul style="list-style-type: none"> % of counties utilizing open--standards technologies % of appropriate state agencies utilizing open--standards technologies
8.8) Provide communications leadership and technical training to improve communications planning and execution	<ul style="list-style-type: none"> 100% of counties provided with COML resources 100% of counties provided with COMT resources 	<ul style="list-style-type: none"> % of NYS counties with personnel certified in COML (and # of COML trained personnel) % of NYS counties with personnel certified in COMT (and # of COMT trained personnel)
8.9) Conduct multi--jurisdictional, multi--disciplinary communications training and exercises to evaluate interoperability	<ul style="list-style-type: none"> 1 exercise per year in 100% of counties and appropriate state agencies 	<ul style="list-style-type: none"> (%/per year) of counties and appropriate state agencies participating in exercises
8.10) Develop and implement Next Generation 911 (NG911) statewide	<ul style="list-style-type: none"> 100% of counties implement NG911 capabilities 	<ul style="list-style-type: none"> % of counties transitioning to Next Generation 911 capability by 2021
8.11) Implement the State and local Implementation Grant Program, which further advances development of the public safety broadband network (FirstNet).	<ul style="list-style-type: none"> SLIGP is implemented in accordance with the schedule and grant requirements set forward by NTIA (National Telecommunications and Information Administration) 	<ul style="list-style-type: none"> SLICGP implementation is in accordance with the schedule and grant requirements (Y/N)
8.12) Enhance mobile, back--up and/or redundant communications capabilities	<ul style="list-style-type: none"> 100% of counties have mobile, back--up, and/or redundant communications in place. 	<ul style="list-style-type: none"> % of counties have access and capability to utilize mobile, back--up and/or redundant communications

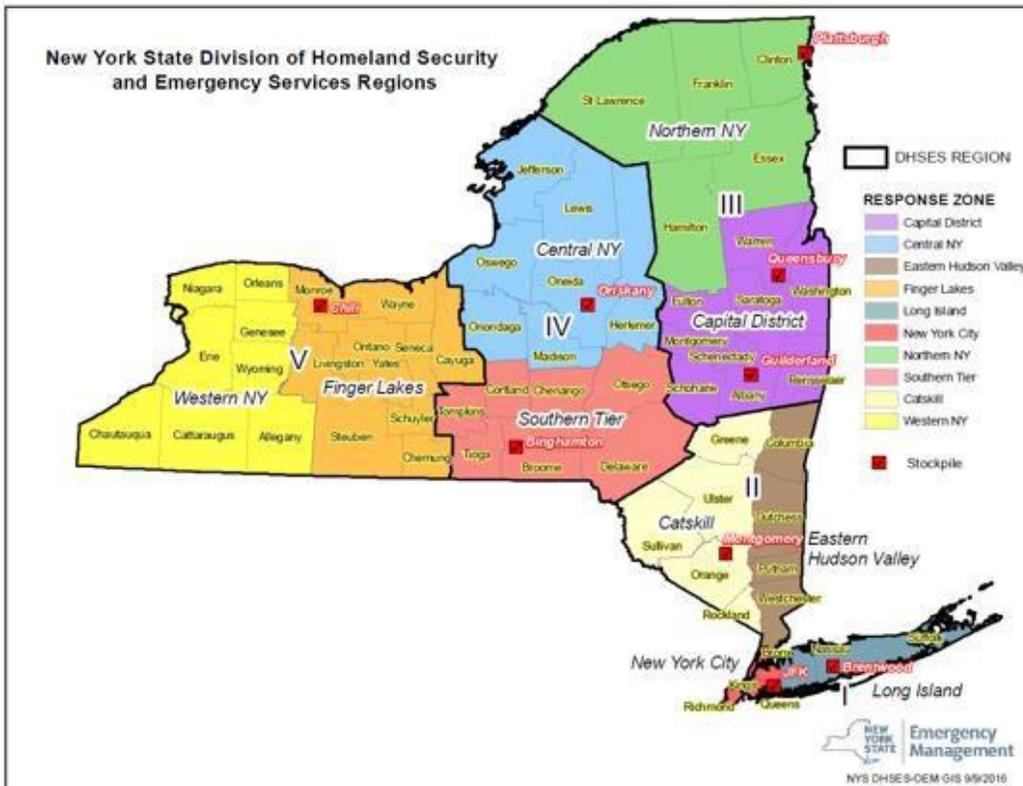
Goal 9
Support Health Emergency Preparedness

Objectives	Targets	Metrics
9.1) Enhance local, regional, State, and Federal cross-disciplinary planning efforts to prepare for and respond to a health emergency	<ul style="list-style-type: none"> 100% of counties have public health preparedness plans that have been updated in the past three years 	<ul style="list-style-type: none"> % of counties that have updated their plans in the past three years
9.2) Maintain laboratory capability and capacity for the detection of CBRNE agents	<ul style="list-style-type: none"> Wadsworth Laboratory has achieved their annual proficiency testing through the Centers for Disease Control (CDC) (Y/N) 	<ul style="list-style-type: none"> Wadsworth Laboratory has achieved their annual proficiency testing through the Centers for Disease Control (CDC) (Y/N)
9.3) Support public health surveillance capabilities to more effectively deter and monitor outbreaks of disease	<ul style="list-style-type: none"> Robust public health surveillance systems are in place at the State-Level and in major urban areas in the State, as evidenced by timely and complete investigations 	<ul style="list-style-type: none"> Timeliness: 100% of Category 1 investigations investigation in 24 hours, 90% of Category 2 investigations in 3 business days, and 85% of Category 3 investigations in 5 business days Completeness: 100% of Category A investigations will be complete, 90% of Category B will be complete, and 85% of Category C will be complete
9.4) Advance triage and pre-hospital treatment capabilities, including medical triage, decontamination, and the administration of countermeasures, through support and personal protective measures for Emergency Medical Service (EMS) providers	<ul style="list-style-type: none"> Provide specialized training to EMS providers at or by the State Preparedness Training Center (SPTC) Work with the EMS community to ensure they have access to critical equipment and supplies to support their operations Maintain Statewide EMS Mobilization Plan 	<ul style="list-style-type: none"> # of EMS focused courses provided annually at or by the SPTC and # of responders trained % of EMS providers (in a survey) that report having appropriate hemorrhage control supplies Has plan been maintained (Y/N)
9.5) Enhance medical emergency response capabilities including medical triage, decontamination, COOP and surge capabilities at healthcare facilities	<ul style="list-style-type: none"> 100% of health care facilities (139 total) that contract with the State Department of Health (DOH) have plans updated within in the past three years 	<ul style="list-style-type: none"> % of health care facilities that contract with the State Department of Health (DOH) with plans updated within the past 3 years State-level Burn plan is in place (Y/N)
9.6) Ensure the availability, viability, and access to mass prophylaxis and other medical countermeasures statewide	<ul style="list-style-type: none"> State Medical Emergency Response Cache (MERC) contains the needed medical countermeasures as determined by the State Department of Health 	<ul style="list-style-type: none"> MERC inventory is analyzed annually to determine gaps in the State's medical countermeasures strategy (Y/N)
9.7) Enhance mass fatality management capabilities statewide	<ul style="list-style-type: none"> 100% of counties have a mass fatality plan as part of their CEMP that has been updated in the past three years 	<ul style="list-style-type: none"> % of counties that have a mass fatality plan as part of their CEMP that has been updated in the past three years
9.8) Expand health emergency preparedness through training and exercise efforts across the State	<ul style="list-style-type: none"> Conduct a full-scale exercise in each DOH region one time every five years 100% of Local Health Departments (LHDs) meet annual training goals as set by DOH 	<ul style="list-style-type: none"> % of DOH regions that conduct one full-scale exercise every five years % of LHDs that meet annual training goals
9.9) Maintain a patient tracking system statewide	<ul style="list-style-type: none"> eFINDS training sessions are offered to 100% of NYSDOH regulated healthcare facilities 	<ul style="list-style-type: none"> # of NYSDOH regulated healthcare facilities that have participated in eFINDS training sessions

**Goal 10
Become More Resilient Against Future Events**

Objectives	Targets	Metrics
10.1) Develop and maintain disaster recovery plans, to include individual assistance resource-based plans as well as long term recovery plans, in communities impacted by major disasters	<ul style="list-style-type: none"> • Develop a State Disaster Recovery Plan • Ensure 100% of CEMPs have recovery components to include mitigation for both pre and post disaster actions. • Develop a formalized Individual Assistance Guide 	<ul style="list-style-type: none"> • State Recovery Plan in place (Y/N) • % of CEMPs with recovery components • Individual Assistance Guide in place (Y/N) • % of post disaster repair projects with mitigation added
10.2) Create or leverage disaster recovery committees in communities impacted by major disasters	<ul style="list-style-type: none"> • 100% of communities selected for the NY Rising initiative have a recovery committee in place • Each Community Reconstruction Zone (CRZ) publishes a plan outlining how they will use Hazard Mitigation Grant Program (HMGP) and Community Development Block Grant (CDBG) funds. • Further integrate and build existing and developing Voluntary Organizations Active in Disasters (VOAD) and Long Term Recovery Groups (LTRG) through outreach and planning efforts. 	<ul style="list-style-type: none"> • # of committees • % of CRZ communities with a recovery committee • # of plans completed by these committees • # of active VOADs and LTRGs
10.3) Identify, administer, and ensure the integration of disaster recovery programs/projects	<ul style="list-style-type: none"> • Identify programs to support housing/individual needs, infrastructure and economic recovery • Ensure each program has an operational dashboard or metrics to track progress 	<ul style="list-style-type: none"> • # of programs • \$ of resources • # of metrics
10.4) Develop and maintain capabilities to restore critical services (e.g., power, utilities, fuel) to communities as soon as possible post disaster	<ul style="list-style-type: none"> • Establish and maintain a strategic fuel reserve for the State • Ensure that gas stations pre-identified by the State are able to accept emergency generation 	<ul style="list-style-type: none"> • Strategic fuel reserve is established and maintained (Y/N) • #, % of pre-identified gas stations that can accept emergency generation
10.5) Develop and maintain State and regional hazard mitigation plans to help reduce the impact of future disasters	<ul style="list-style-type: none"> • State Mitigation Plan is updated every 5 years • Regional (i.e. County-Level) mitigation plans are updated every 5 years 	<ul style="list-style-type: none"> • State Mitigation Plan is up-to-date (Y/N) • % of counties that have an up-to-date mitigation plan
10.6) Proactively identify opportunities to increase resiliency through smarter building codes, urban planning, and other associated infrastructure improvements	<ul style="list-style-type: none"> • Catalogue changes to resiliency efforts and other best practices in terms of building design that have been done in the post-Sandyera 	<ul style="list-style-type: none"> • # of mitigation/resiliency projects or initiatives
10.7) Provide training and exercises aimed at enhancing disaster recovery and resiliency efforts	<ul style="list-style-type: none"> • Conduct annual training/exercise disaster recovery events 	<ul style="list-style-type: none"> • # of training programs/students • # of exercise efforts aimed at recovery
10.8) Support the case management needs of New Yorkers, in conjunction with FEMA, the Human Needs Task Force, State and local governments, and Volunteer Organizations Active in Disasters	<ul style="list-style-type: none"> • Provide timely assistance to New Yorkers with case management needs (based on the timeframes associated with each program) 	<ul style="list-style-type: none"> • # of cases managed
10.9) Advance Continuity of Operations (COOP) and Continuity of Government (COG) planning to ensure seamless operations after a major disaster occurs	<ul style="list-style-type: none"> • 100% of state agencies maintain a COOP/COG plan • 100% of counties maintain a COOP/Cog plan 	<ul style="list-style-type: none"> • % of state agencies with a COOP/COG plan • % of counties with a COOP/COG plan
10.10) Enhance use of data to inform risk, policy decisions, and develop best practice/lessons learned	<ul style="list-style-type: none"> • Identify ways for data sharing (i.e. agreements) between State and local governments • Analyze known recovery to identify elements driving increase of costs • Develop ways to measure impact of reducing costs, injuries, loss of life, and damage for future events 	<ul style="list-style-type: none"> • # of agreements • # of lessons learned/best practices meetings between State agencies

Appendix B: Key Regional Maps



Appendix C: Key New York State Legal Authorities for Homeland Security

New York State Disaster Preparedness and Counter-Terrorism Laws

Executive Law Article 2-B

Article 2-B of the New York State Executive Law, enacted in 1978, created the New York State Disaster Preparedness Commission (DPC). It shifted emphasis from civil defense to all-hazards preparedness.

This law provides that:

- local government and emergency service organizations continue their essential role as the first line of defense in times of disaster;
- the State provide appropriate supportive services to the extent necessary;
- local government officials take an active role in the development and implementation of disaster preparedness programs;
- State and local natural disaster and emergency response functions be coordinated in order to bring the fullest protection and benefit to the people;
- State resources be organized and prepared for immediate effective response to disasters which are beyond the capability of local governments and emergency service organizations; and
- Upon a finding by the DPC that a local government is unable to manage a local disaster, and with the approval of the Governor, the State assume temporary direction over local disaster operations.

Upon the declaration of a State disaster emergency, the DPC is charged with directing and coordinating disaster operations among the various federal, State, municipal and private agencies involved. The DPC is made up of officials from 29 State agencies, offices, and authorities and the American Red Cross, with the Commissioner of the Division of Homeland Security and Emergency Services (DHSES) serving as the permanent chair. The State Office of Emergency Management (OEM) acts as the operational arm of the DPC. OEM is the focal point for all emergency management programs including maintaining the State Emergency Operations Center, coordinating and directing State Agencies and providing assets in response to an emergency.

Article 2-B outlines the requirements for State and local disaster plans, which are authorized but not mandated. The DPC is responsible for maintaining the State's Comprehensive Emergency Management Plan (CEMP) and its functional annexes. The CEMP is composed of the State's Multi-Hazard Mitigation Plan, Response and Short-Term Recovery Plan and Long-Term Recovery Plan. More detail on Article 2-B can be found at: <http://www.dhSES.ny.us>

Creation of the Division of Homeland Security and Emergency Services, Office of Counter Terrorism, and Office of Interoperable and Emergency Communications

Chapter 56 of 2010 created the Division of Homeland Security and Emergency Services by consolidating the powers and responsibilities of the Office of Homeland Security, State Emergency Management Office (renamed the Office of Emergency Management), Office of Fire Prevention and Control (formerly within the Department of State), and Office of Cyber Security and Critical Infrastructure Coordination (renamed the Office of Cyber Security). The law dissolved the Office of Homeland Security and established two new offices within the Division: the Office of Counterterrorism and the Office of Interoperable and Emergency Communications. These changes were achieved through amendments to Articles 2-B, 6-C, and 26 of the Executive Law. The Office of Cyber Security was subsequently removed from the Division of Homeland Security and Emergency Services and integrated into the Office of Information Technology Services by Chapter 55 of 2013.

The Anti-Terrorism Act of 2001

Chapter 300 of 2001, the “Anti-Terrorism Act of 2001,” amended the Penal law by creating the following new State-level terrorism crimes: i) soliciting or providing support for an act of terrorism in the first and second degrees; ii) crime of terrorism; iii) making a terroristic threat; and iv) hindering prosecution of terrorism in the first and second degrees. These additions make it unlawful for a person to commit terrorist acts, make terrorist threats and render assistance to terrorists in New York State.

Water Supply Vulnerability to Terrorist Attack

Chapter 405 of 2002 amended the Public Health Law to require public and private water suppliers to establish emergency plans and conduct an analysis of their vulnerability to a terrorist attack. The law requires that the Commissioner of Health retain a copy of each plan. Chapter 516 of 2016 required the vulnerability assessments to include an analysis of cyber-attacks as well. Chapter 516 also required DHSES to review the vulnerability analysis assessments and issue recommendations or general guidance to water suppliers based on the review of the assessments.

Energy Generating and Transmission Facility Security

Chapter 403 of 2003 directed what was then the Office of Public Security (later the Division of Homeland Security and Emergency Services) to review and analyze any measures being taken by the Public Service Commission (PSC), State agencies, authorities, political subdivisions, and federal entities to protect the security of critical infrastructure related to energy generation and transmission located within the State. The law requires periodic reporting to the Governor, the Temporary President of the Senate, the Assembly Speaker, the Chairman of the PSC, and the chief executive of any security measures being taken, their effectiveness, and recommendations to improve security for all affected transmission or generating facilities. These reports are not available to the public.

The Anti-Terrorism Preparedness Act of 2004

Chapter 1 of 2004, the “Anti-Terrorism Preparedness Act of 2004,” renamed the Office of Public Security as the Office of Homeland Security (later assimilated into the Division of Homeland Security and Emergency Services). The Division of Homeland Security and Emergency Services is charged with overseeing and coordinating the State’s homeland security resources and counter-terrorism strategies.

The law also requires the Commissioner of the Division of Homeland Security and Emergency Services to review, analyze, and report on security measures at chemical plants and storage facilities to ensure proper security at these critical sites; requires general aviation airports to register with the Department of Transportation to document their security procedures in a written security plan and to implement additional security measures; and mandates more frequent training for first responders in dealing with hazardous materials incidents.

The law created new crimes relating to the possession or use of a chemical or biological weapon and money laundering in support of terrorism.

Ammonium Nitrate Security

Chapter 620 of 2005 directed the Office of Homeland Security (now the Division of Homeland Security and Emergency Services), in conjunction with the Department of Agriculture and Markets, to develop rules and regulations to ensure that: 1) Ammonium nitrate retailers be registered with the State and maintain accurate records for a minimum of two years; and record the date of sale and quantity purchased along with a valid State or federal picture identification card number and the name, current physical address and telephone number for the purchaser; and 2) Ammonium nitrate storage facilities are appropriately secured against vandalism, theft, or other unauthorized access.

Pets Evacuation and Transportation Standards Act of 2006

Chapter 677 of 2006 enacted the “Pets Evacuation and Transportation Standards Act of 2006,” requiring disaster preparedness plans in New York State to take into account the needs of individuals with domesticated pets and service animals following a disaster emergency.

Pipeline Security Review

Chapter 630 of 2007 directed the Office of Homeland Security (now the Division of Homeland Security and Emergency Services) to review security measures taken by the New York State Public Service Commission for commercial aviation fuel, petroleum and natural gas transmission facilities and pipelines and issue periodic reports based on the findings. These reports are not available to the public.

The Freedom to Report Terrorism Act of 2007

Chapter 651 of 2007, the “Freedom to Report Terrorism Act,” provides protections against litigation for individuals who report potential terrorist activities. This act is based on the premise that fear of lawsuits may dissuade honest citizens from reporting suspicious, potentially terrorist activity. The law shields persons from civil and criminal liability in New York courts if they act in “good faith” and with the reasonable belief that an individual is acting in furtherance of a crime or an act of terrorism. Malicious reports of suspicious behavior to law enforcement are not protected by the law.

Nursing Home/Assisted Living Facility Disaster Preparedness

Chapter 589 of 2008 requires the Disaster Preparedness Commission to issue disaster preparedness standards for nursing homes and assisted living facilities and for the Department of Health to continue in its role of working with the individual facilities and reviewing their plans.

Executive Order 26

In 1996, Governor Pataki issued Executive Order No. 26 establishing the *National Interagency Incident Management System (NIIMS)* – Incident Command System (ICS) as the State standard command and control system that will be utilized during emergency operations. This Executive Order was updated by Governor Spitzer via Executive Order 26.1 of 2006 to reflect the change to the National Incident Management system (NIMS) and was continued by Governor Paterson’s Executive Order No. 9. Governor Cuomo continued the Order by issuing Executive Order 2 in 2011.

Safe Schools Against Violence in Education Act (Project SAVE)

Education Law Article 55 Section 2801-a and Education Commissioner’s Regulation 155.17 require a multi-hazard district-wide school safety plan and a building-level emergency response plan for each building in the school district. Project SAVE includes, but is not limited to, requirements to develop procedures for school cancellation, early dismissal, evacuation, and sheltering; to define the chain of command in a manner consistent with the incident command system; annual multi-hazard school safety training for staff and students; an annual review of the plans and the conduct of exercises to test components of the emergency response plan; and policies and procedures for securing and restricting access to a crime scene on school property.

Intrastate Mutual Aid Program

Chapter 56 of 2010 established the Intrastate Mutual Aid Program (IMAP) under Article 2-B of the Executive Law. Through IMAP, participating local governments can expedite requests for and offers of assistance to other governments during a declared state disaster emergency. Local governments are permitted to affirmatively opt out of the program.

The program was intended to help facilitate cooperation among local governments during disasters by providing guidelines on how costs and resources are distributed. However, the law in its initial form did not prescribe procedures on payment and reimbursement, intending for such determinations to be made through the promulgation of rules and regulations. Those guidelines were eventually codified under Chapter 55 of 2012. Chapter 55 of 2013 again amended the program in order to admit school districts as participants.

State Interoperable and Emergency Communications Board

Chapter 56 of 2010 created the State Interoperable and Emergency Communications Board, which subsumed the previously established 911 Board. In addition to the 911 Board's responsibilities, the Interoperable and Emergency Communications Board was tasked with making recommendations to the Commissioner of Homeland Security and Emergency Services on the development, coordination and implementation of policies, plans, standards, programs and services, as well as the expenditure of grants and other funding programs related to interoperable and emergency communications. The Board has 25 members, with the Director of the Office of Interoperable and Emergency Communications serving as the permanent chair.

Succession of Leadership

In the event of a state disaster emergency, the Governor, Lieutenant Governor, and Commissioner of the Division of Homeland Security and Emergency Services have the authority to oversee the Director of the Office of Emergency Management. If the Director of OEM is unable to carry out his or her duties, then such authority is given to the next official willing and able to do so in the following order: Executive Deputy Commissioner of DHSES, Superintendent of the Division of State Police, State Fire Administrator, and the Director of the Office of Counterterrorism. This succession was added to Section 21 of the Executive Law through Chapter 55 of 2012.

Voluntary Surveillance Access Database

Chapter 287 of 2012 added Section 718 to the Executive Law which requires the Division of Homeland Security and Emergency Services to establish a voluntary surveillance access database. Homeowners and business owners who operate closed-circuit television or other video surveillance systems may choose to register their contact information and the location of their surveillance systems with the Division. The information is entered into the database for the sole purpose of assisting criminal investigations and is otherwise kept confidential.

Emergency Response Plans for Utilities Corporations

Chapter 57 of 2013 instituted a requirement for electricity corporations in the State to prepare and implement emergency response plans. The law grants the Public Services Commission the authority to review, investigate, and certify the plans to the Division of Homeland Security and Emergency Services.

Emergency Response and Restoration Plans for Electric Corporations

Chapter 57 of 2013 grants the Public Service Commission the power to review the capability of electric corporations to implement emergency response and restoration plans in order to ensure the provision of safe, adequate, and reliable service.

Alternate Generated Power Source at Retail Gasoline Outlets

Chapter 58 of 2013 added Section 192-h to the Agriculture and Markets Law requiring most downstate gas stations located within one-half mile of a controlled access highway exit or evacuation route to install a transfer switch so a backup generator may be connected in the event of an energy emergency. Additionally, some large gas station chains must install transfer switches at 30% more of their gas stations located beyond one-half mile of a controlled access highway exit or evacuation route. Gas stations that sold less than 75,000 gallons on average per month in the year prior to the Law are exempt from compliance.

Donations Management

Chapter 101 of 2013 enacted a provision permitting DHSES to accept non-monetary gifts in preparation for, or in response and recovery from, a state disaster emergency. The law provides flexibility to the State's disaster response efforts by allowing the State to accept help which, under normal circumstances, might create a conflict of interests. To the extent possible, DHSES should distribute accepted donations in consultation with local governments, not-for-profit organizations, and other disaster response organizations. Additionally, DHSES must maintain a database of all assistance it accepts, and it must make the information in the database available to the public on its website.

Fire Mobilization and Mutual Aid Plan

Section 209-e of the General Municipal Law, originally enacted in 1946 and amended most recently by chapter 101 of 2013, instructs the State Fire Administrator to prepare a plan to provide for the mobilization of fire service resources across the State. The plan is activated following the request of a local government, upon the determination of the Governor that such activation is in the interest of the public, or in response to an emergency involving hazardous materials. Under the law and accompanying regulations, the State Fire Administrator may divide the State into mutual aid and hazardous materials response zones. Additionally, the State Fire Administrator is authorized to direct and coordinate manpower and equipment of regional fire service departments following activation of the plan. Finally, the law provides for a process by which local fire service departments may be reimbursed for the use of their resources in accordance with the plan.

Disaster Assistance Reporting

Chapter 413 of 2015 requires the office of the Governor, in cooperation with the Commissioner of Homeland Security and Emergency services, and the Executive Director of the Governor's Office of Storm Recovery, to produce quarterly reports, which shall detail the claims, and status of all such claims, for disaster assistance, and which are presently pending before, or being assisted by, the Governor's Office of Storm Recovery and/or the New York rising community reconstruction plans program. The report shall further detail all the activities during the previous months of the Governor's Office of Storm Recovery and the New York rising community reconstruction plans program. The report shall be provided to the Temporary President of the Senate, and the Speaker of the Assembly.

Photo Citations

For a list of the citations for the photographs used in this Strategy, please contact DHSES at strategy@dhSES.ny.gov.

Information Cut-Off Disclaimer

The information cut-off date for the New York State Homeland Security Strategy is: May 31, 2017.

Appendix D: NYS Critical Capabilities and Key Linkages between Strategy Goals and National Preparedness Doctrine

Common Capabilities

- **Planning:** *The ability to develop, validate, and maintain plans to address identified threats and hazards.*
- **Interoperable and Emergency Communications:** *The ability to ensure public safety agencies and other community partners can communicate with one another on demand, in real time, when needed, and when authorized.*
- **Public Information and Warning:** *The ability to deliver coordinated, prompt, and actionable information to the public through the use of clear, consistent approaches and leveraging multiple delivery methods.*
- **Citizen Awareness and Preparedness:** *The ability to ensure citizens are fully aware, trained, and practiced on how to prevent, protect, prepare for, respond to, and recover from any threat or hazard.*
- **Continuity of Operations/Continuity of Government (COOP/COG):** *The ability to develop and implement plans and programs to maintain essential operations and government services during an emergency.*
- **Private Sector/Non-Governmental Organizations (NGO):** *The ability to coordinate with the private sector and other non-governmental organizations to leverage their resources and subject-matter expertise.*

Prevention and Protection Capabilities

- **Information sharing and Intelligence Analysis:** *The ability to receive, analyze and distribute accurate, timely, and actionable information and intelligence to agencies and key stakeholders, including the private sector.*
- **Critical Infrastructure/Key Resources Protection:** *The ability to identify and protect critical infrastructure and key resource sites through risk management and by improving protections against all threats and hazards.*
- **Cyber Security:** *The ability to protect cyber networks and services from damage, unauthorized use, and exploitation and restore systems that are compromised.*
- **CBRNE Detection and Interdiction:** *The ability to detect and interdict CBRNE materials at points of manufacture, transport, and use.*
- **Law Enforcement Counter-Terrorism Operations:** *The ability to support the range of activities taken by law enforcement to detect, investigate, and conduct operations related to potential terrorist activities.*

Response Capabilities

- **EOC Management:** *The ability to establish and operate an Emergency Operations Center to support onsite incident management activities during an event.*
- **Onsite Incident Management:** *The ability to establish a unified and coordinated operational structure at the scene of an incident.*
- **CBRNE Response and Decontamination:** *The ability to assess and manage the consequences of a hazardous materials release, either accidental or intentional.*
- **Search and Rescue Operations:** *The ability to deliver search and rescue capabilities and assets to affected communities, with the goal of saving the greatest number of endangered lives in the shortest time possible.*
- **Law Enforcement Response Operations:** *The ability to leverage law enforcement assets and specialty teams (e.g., Bomb Squads, SWAT Teams, Dive Teams) to support site security and response to terrorist attacks and other hazards.*

- **Firefighting Support and Operations:** *The ability to coordinate and implement fire suppression operations and support mutual aid within the fire service.*
- **Mass Care and Sheltering:** *The ability to provide life-sustaining services to communities in need, with a focus on evacuating, sheltering, hydrating, and feeding the individuals most impacted during an event, including special needs populations.*
- **Transportation:** *The ability to prioritize transportation infrastructure restoration to provide for the efficient movement of citizens, responders, and goods into and out of areas impacted during an event through the utilization of various transportation systems and routes.*
- **Health Emergency Preparedness:** *The ability to support health emergency preparedness by developing and maintaining the ability to identify public health threats, provide medical countermeasures, and surge the hospital system to manage large numbers of sick or injured during any incident.*
- **Emergency Medical Services (EMS) Operations:** *The ability to dispatch the appropriate EMS resources, provide immediate triage and pre-hospital treatment, communicate and provide transportation to an appropriate healthcare facility.*
- **Fatality Management:** *The ability to provide effective, efficient mass fatality services to communities in need, including body recovery and victim identification, the development of temporary mortuary solutions, and coordination with victims' families.*
- **Logistics and Resource Management:** *The ability to identify, inventory, mobilize, and dispatch available critical resources (including those obtained via mutual aid and donations) and human capital throughout the duration of an incident.*

Disaster Recovery/Mitigation Capabilities

- **Damage Assessment:** *The ability to conduct damage assessments in conjunction with partners at multiple levels of government to help inform resources needed to ensure an efficient recovery from an incident.*
- **Debris Management:** *The ability to develop and maintain debris management plans to restore public services and ensure public health and safety in the aftermath of a disaster.*
- **Restoration of Infrastructure and Critical Services:** *The ability to initiate and sustain the restoration of critical services to affected communities, including drinking water, wastewater, electricity, transportation services, and economic services through effective planning and other related efforts.*
- **Recovery:** *The ability to provide ongoing support to communities after a major incident occurs to help re-build affected areas and to increase their resiliency to face future incidents to include long-term housing, disaster mental health, and unmet needs.*
- **Mitigation:** *The ability to, through traditional mitigation programs and other efforts, build and sustain resilient systems, communities, and infrastructure to reduce their vulnerability to any threat or hazard.*

Key Linkages between the 10 Goals in the New York State Homeland Security Strategy and key FEMA National Preparedness Doctrine (*the Mission Areas and Core Capabilities*).

State Strategy Goals	Linkages to Mission Areas	Linkages to National Core Capabilities	Linkages to NYS Critical Capabilities
Goal 1: Strengthen Intelligence and Information Sharing Capabilities	Prevent	<ul style="list-style-type: none"> • Intelligence and Information Sharing 	<ul style="list-style-type: none"> • Information Sharing and Intelligence Analysis
Goal 2: Strengthen Counter-Terrorism and Law Enforcement Capabilities	Prevent, Protect, Respond	<ul style="list-style-type: none"> • Forensics and Attribution, • Interdiction and Disruption, • Screening/Search/Detection, • On-Scene Security and Protection and Law Enforcement 	<ul style="list-style-type: none"> • Law Enforcement Counter-Terrorism Operations, • Law Enforcement Response Operations
Goal 3: Protect Critical Infrastructure and Key Resources	Protect	<ul style="list-style-type: none"> • Access Control and Identity Verification, • Physical Protective Measures, • Risk Management for Protection Programs and Activities, • Infrastructure Systems 	<ul style="list-style-type: none"> • Critical Infrastructure/Key Resources Protection
Goal 4: Enhance Cyber Security Capabilities	Prevent, Respond, Recover, Mitigate	<ul style="list-style-type: none"> • Cyber Security 	<ul style="list-style-type: none"> • Cyber Security
Goal 5: Enhance Citizen and Community Preparedness	Prevent, Respond, Recover	<ul style="list-style-type: none"> • Community Resilience 	<ul style="list-style-type: none"> • Citizen Preparedness and Awareness, • Mass Care and Sheltering
Goal 6: Enhance Emergency Management and Response Capabilities	Respond, Recover, Mitigate	<ul style="list-style-type: none"> • Planning, Public Information and Warning, • Operational Coordination, • Critical Transportation, • Fatality Management Services, • Mass Search and Rescue Operations 	<ul style="list-style-type: none"> • Planning, • Public Information and Warning, • EOC Management, • Onsite Incident Management, • Search and Rescue Operations, • Transportation, • Damage Assessment, • Debris Management, • Private Sector/NGO Coordination
Goal 7: Strengthen CBRNE Preparedness and Response Capabilities	Prevent, Respond	<ul style="list-style-type: none"> • Interdiction and Disruption, • Environmental Response/Health and Safety, • Fire Management and Suppression 	<ul style="list-style-type: none"> • CBRNE Detection and Interdiction, • CBRNE Response and Decontamination, • Firefighting Support Operations
Goal 8: Advance Interoperable and Emergency Communications	Respond	<ul style="list-style-type: none"> • Operational Communications 	<ul style="list-style-type: none"> • Interoperable and Emergency Communications
Goal 9: Support Health Emergency Preparedness	Prevent, Respond	<ul style="list-style-type: none"> • Mass Care Services, • Public Health, Healthcare, and Emergency Medical Services 	<ul style="list-style-type: none"> • Health Emergency Preparedness, • EMS Operations
Goal 10: Become More Resilient Against Future Events	Recover, Mitigate	<ul style="list-style-type: none"> • Logistics and Supply Chain Management, • Community Resilience, • Long-Term Vulnerability Reduction, • Risk and Disaster Resilience Assessment, • Economic Recovery, • Health and Social Services, • Housing, • Natural and Cultural Resources 	<ul style="list-style-type: none"> • COOP/COG, • Restoration of Infrastructure and Critical Services, • Recovery, • Mitigation

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