NEW YORK STATE

Homeland Security Strategy

2014 - 2016

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Section I: Executive Overview

Introduction

New York State remains the preeminent target of terrorist organizations and a State with an extensive history of natural disasters. The threat of **catastrophic events**, both natural and manmade, requires continuous attention and commitment from all levels of government, the private sector, and the general public.

In November 2012, Governor Cuomo stated, ***"Over the past two years, New York State has been hit by some of the most destructive storms in our State's history, causing untold damage and the tragic loss of many lives. Regardless of the cause of these storms, New York State must undertake major reforms to adapt to the reality that storms such as Sandy, Irene, and Lee can hit the State at any time."*** Given this reality, emergency preparedness is recognized as a top priority in the State by the Cuomo Administration.

New York State has already made great efforts to improve preparedness and security; that said, given the State's robust risk profile, preparing for catastrophic events is still critically important. This Strategy provides a framework to focus these efforts over the next two years.

Vision

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

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Purpose

This Strategy provides a comprehensive framework to guide, organize, and unify homeland security efforts in New York State over the next two years.[1] All homeland security grant funding must be spent in support of this Strategy; however, this is more than just a document to guide the use of grant funding. Rather, this Strategy will serve as a roadmap to the future and a focal point for implementing homeland security and emergency response policies, priorities, and programs across the State.

Scope

Homeland security is an ongoing mission and a shared responsibility across our entire 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 public (which include local, State, and Federal government partners) and private sector stakeholders that play a role 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.

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[1] The federal Department of Homeland Security (DHS) requires that Strategies be updated every two years.
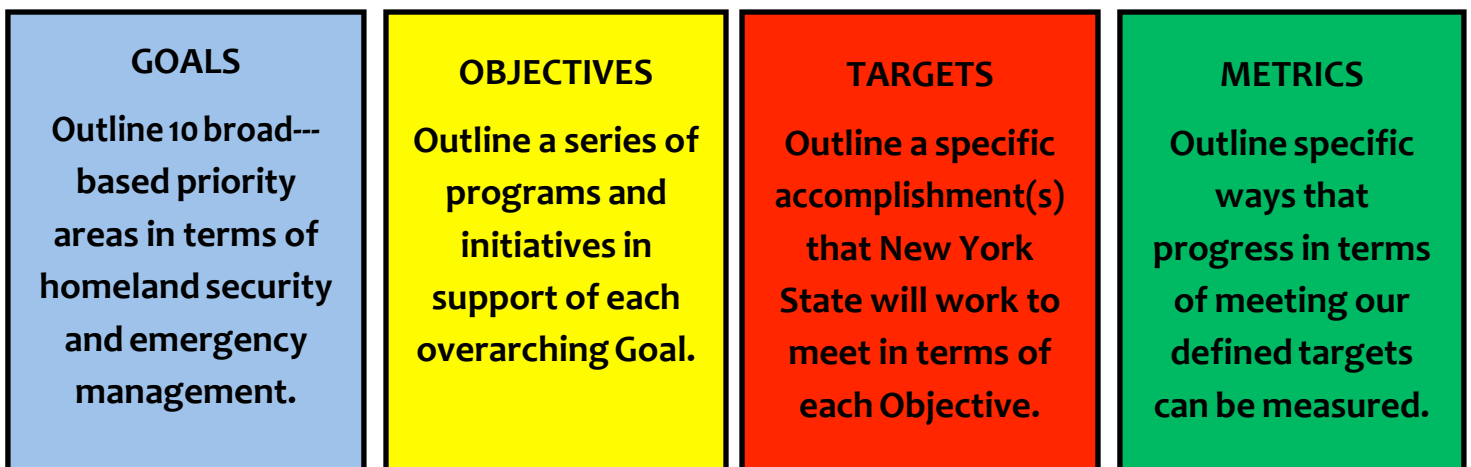
Focus

To meet our vision, New York State's efforts are focused around five 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

New York State's Homeland Security Goals and Objectives – 2014 to 2016

New York State has identified ten homeland security goals (see chart on the next page) 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 two years (2014---2016).

In order 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 define in greater specificity what "success" looks like in terms of each Objective and the Metrics provide us with mechanisms to measure our progress against each Target.

GOALS	OBJECTIVES	TARGETS	METRICS
Outline 10 broad---based priority areas in terms of homeland security and emergency management.	Outline a series of programs and initiatives in support of each overarching Goal.	Outline a specific accomplishment(s) that New York State will work to meet in terms of each Objective.	Outline specific ways that progress in terms of meeting our defined targets can be measured.

New York State's Homeland Security Goals
2014---2016

Goal 1: 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.

Goal 2: 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 3: 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 4: 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.

Goal 5: Enhance Emergency Management and Response Capabilities through the implementation of a proactive posture to prepare for worst case/catastrophic scenarios at all levels of government.

Goal 6: Advance Interoperable and Emergency Communications through the efficient utilization and development of communication resources and procedures to ensure that our first responders can effectively communicate with each other during a major incident in order to protect lives and property.

Goal 7: Promote Citizen and Community Preparedness by better preparing New York State's citizens and communities to be ready 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 8: Build Back Better from Disasters and Become More Resilient Against Future Events through thoughtful resiliency planning and by developing long term recovery capabilities, mitigation initiatives, and other efforts to ensure the continuity of critical systems during a crisis.

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

Goal 10: Enhance Cyber Security Capabilities though outreach and education as well as by implementing programs and policies to prevent, protect against, respond to, and recover from cyber attacks or other major cyber incidents in collaboration with key partners and stakeholders.

Together, New York State's Goals, Objectives, Targets and Metrics meet the "**SMART**" standards for Strategies, as recommended by the Government Accountability Office (GAO), the Department of Homeland Security (DHS) Inspector General, and others.

- **S**pecific: The Targets that support each Objective are very specific.

- **M**easurable: Each Target has one or more defined Metrics that accompany it.

- **A**chievable: The Goals, Objectives, and Targets defined in the Strategy are all achievable, but they will require long---term support and resources to be maintained.

- **R**esults---**Oriented**:   Together, the Goals, Objectives, Targets, and Metrics are all directed towards ensuring measurable results through the implementation of the Strategy.

- **T**ime---**Bound**: Each Objective is based on a two---year framework (2014---2016).

Framework for Implementing the Strategy

New York State will implement this Strategy through an integrated series of programs, policies, and projects that support our defined Goals and Objectives. The key to the effective implementation of this Strategy will be coordinated planning, investment, and support from the many agencies and stakeholders involved in homeland security.

To coordinate these efforts, the New York State Division of Homeland Security and Emergency Services (DHSES) will work with partners statewide to ensure an integrated approach to homeland security. The Division was created in 2010 through a merger which brought together the Office of Counter Terrorism (OCT), the Office of Emergency Management (OEM), the Office of Fire Prevention and Control (OFPC), and the Office of Interoperable and Emergency Communications (OIEC). The Commissioner of DHSES works closely with the Governor's Office to ensure seamless communication and coordination between the Executive Chamber, DHSES, and our numerous State and local stakeholders.

Critical Partners in the Implementation of the Strategy

Countless State Agencies, First Responder Disciplines (e.g. Law Enforcement, the Fire Service, Emergency Management, Public Health), and non---governmental organizations play a vital role in homeland security, in coordination with DHSES. These critical partners include:

- **Disaster Preparedness Commission (DPC):** To coordinate State---Level efforts, the DPC is the primary multi--- agency homeland security committee. The DPC currently includes 30 State Agencies and Authorities, the New York City Office of Emergency Management, as well as the American Red Cross. The DPC is chaired by the Commissioner of DHSES and it serves as the Governor's policy oversight group for emergency management, facilitating collaboration between the numerous State Agencies involved in disaster preparedness and response activities.

- o **Homeland Security Senior Advisory Committee:** To complement the efforts of the DPC, DHSES recently convened the new NYS Homeland Security Senior Advisory Committee (HSSAC). The HSSAC is comprised of mid---to---high level managers who will address strategic planning issues related to homeland security grant funding and other preparedness issues.

- **Local Elected Officials and First Responders:** Statewide coordination with local elected officials and first responders is critical to the effective implementation of this Strategy. On a daily basis, the State is coordinating with local Law Enforcement, Emergency Management, the Fire Service, Public Health Officials, Emergency Medical Services, and other first responders on preparedness and response initiatives. All disasters start and end locally, but the State is greatly enhancing its efforts to assist local jurisdictions before and during disasters. This philosophy, which is part of the Governor's "Lean Forward" initiative, is critical to protecting the lives and property of New Yorkers. **The "Lean Forward" concept is most effective when robust State and local partnerships are in place prior to major events.**

- **Urban Area Working Groups (UAWGs):** New York State is home to one federally---defined high---risk Urban Area – the New York City Urban Area. This area includes the City of New York; Nassau, Suffolk, and Westchester Counties; the City of Yonkers; the Port Authority of New York and New Jersey (PANYNJ); and the Metropolitan Transportation Authority (MTA). The region's homeland security activities are coordinated through their Urban Area Working Group (UAWG), which is chaired by the Commissioner of the NYC Office of Emergency Management (OEM). DHSES attends each UAWG meeting in order to ensure a strong "City---State" partnership. In addition to the NYC Urban Area, UAWGs are still meeting in each of the State's former Urban Areas (Buffalo---Erie---Niagara, Central New York/Syracuse, Monroe/Rochester, and Albany---Schenectady---Troy). While these Urban Areas no longer receive dedicated Urban Areas Security Initiative (UASI) funding from the US Department of Homeland Security (DHS), they are still critical to the State's homeland security efforts.

- **Federal Partners:** The Federal government is a critical partner in the State's homeland security and emergency management efforts, particularly when catastrophic incidents (such as an Improvised Nuclear Device) are considered. New York State works closely with the US Department of Homeland Security (DHS), the Department of Defense (DOD), the Department of Health and Human Services (HHS) and a number of other Federal agencies to prepare for, respond to, and recover from all types of hazards.

- **Nonprofit Organizations:** Effective partnerships with nonprofit organizations are critical to the implementation of the State's Homeland Security Strategy. Organizations like the American Red Cross, the Salvation Army, and other Volunteer Organizations Active in Disasters (VOADs) provide essential services to the public during disasters. Additionally, many Emergency Medical Services (EMS) providers operate as nonprofits (or private sector organizations) – The State's Emergency Medical Technicians (EMTs) are a critical component in response operations, ranging from day---to---day events to larger mass casualty incidents.

- **Tribal Partners:** Within the footprint of New York State, there are seven Federally---recognized and two State---recognized tribal nations. The State recognizes that these nations are not immune from disasters and other emergencies; thus, these tribal nations are included in New York State's planning, preparedness, and response efforts.

- **Border Security Partners:** Our 445 mile border with Canada provides countless opportunities for economic and cultural growth, but there are also shared security concerns that must be addressed. New York State has developed a Northern Border Security Strategy to help coordinate these efforts among local, State, Federal, Tribal, and Canadian stakeholders.

- **Private Sector:** In addition to governmental partners, the private sector must also be a full partner in our homeland security efforts. As the nation's principal providers of goods and services, and the owners or operators of a significant amount of the nation's critical infrastructure, the private sector has an interest in ensuring their own security, the security of their customers, and the preparedness of their employees. The importance of effective public---private partnerships was on display most recently during Superstorm Sandy – two of the most critical issues (gas shortages and long---term power outages) required extensive coordination between State and local governments and our private sector partners. New York State is actively working to develop and enhance strategic partnerships with the private sector, including major retail organizations, utilities and other key stakeholders.

- **Academic Community:** Engaging the academic community is an important component of New York State's homeland security and emergency management efforts. For example, DHSES works closely with the National Center for Security and Preparedness (NCSP) at Rockefeller College, located within the State University of New York at Albany, to coordinate training at the State Preparedness Training Program (SPTC). A series of colleges and universities in New York (including New York University and Columbia University) are also partnering with the State to develop the NYS Resiliency Institute for Storms and Emergencies (RISE). Most recently, Governor Cuomo proposed the development of a college within the State University System dedicated exclusively to homeland security, emergency management, and cyber security.

- **General Public:** The general public has a critical role to play in the implementation of the State's Homeland Security Strategy. It is the responsibility of every citizen in the State to ensure that they and their families have taken the necessary steps needed to prepare for a major disaster. After our recent experiences with Sandy, Irene, and Lee, New Yorkers know all too well the impacts that disasters can have on the general public; that said, far too many citizens have not adequately prepared themselves for this reality. Governor Cuomo has made citizen preparedness a priority and New York State will work to further empower citizens by providing them with the information they need to be aware and prepared for disasters. The National Guard and other key partners, such as non---profit and community groups, will be leveraged to promote the preparedness message. This Strategy (and Goal 7 in particular) emphasizes the importance of New Yorkers being active, aware, and prepared.

A Regional Approach to Implementing the Strategy

The current environment, from both a budgetary and threat perspective, demands that regional partnerships be leveraged in order to successfully implement the State's Homeland Security Strategy. From a fiscal standpoint, regionalization offers jurisdictions an opportunity to share resources and knowledge while minimizing or sharing costs. Moreover, recent incidents (including Superstorm Sandy in 2012, the Active Shooter Events in Monroe and Herkimer counties in 2012/2013, and the Mohawk Valley Flooding in 2013) have highlighted the fact that today's complex incidents require a regional response to best protect the lives and property of New Yorkers. In order to support regional efforts in the State, a number of different constructs are leveraged, including:

- **New York State Emergency Management Response Regions:** Under Governor Cuomo's leadership, ten new Emergency Management Response Regions were created in the State; see Appendix B for a map. These regions are led by a Regional Director from the DHSES Office of Emergency Management (OEM) and a dedicated Lieutenant from the New York State Police. These regional staff work with their State counterparts and local partners on a daily basis to understand their threats/hazards and capabilities and to be a first set of "boots on the ground" from the State in the event of an emergency. Additional coordination is done regionally in conjunction with the NYS Emergency Management Association (NYSEMA), which hosts regular meetings in regions across the State.

- **The Role of the Fire Service:** In addition to Emergency Management and Law Enforcement officials, the Fire Service also plays a critical role in emergency response operations in regions across the State. There are roughly 100,000 members of the Fire Service in New York State (both career and volunteer) and these responders are on the "front line" of incidents each day. In addition, specialty teams based out of the Fire Service are integral to emergency response operations. For example, flooding is one of the most commonly---occurring natural disasters in the State. Swiftwater rescue teams, which are generally housed within the Fire Service, play a critical role in saving lives in flooding events. This capability was demonstrated in many recent events, including Superstorm Sandy (2012) and recent flooding in the Mohawk Valley (2013). Additionally, most Hazardous Materials (HazMat) response teams are based out of the Fire Service. New York State has coordinated with local jurisdictions to develop 18 unique HazMat regions across the State. The individual HazMat Teams within these broader regional partnerships coordinate on preparedness and response efforts.

- **Counter---Terrorism Zones (CTZs) and Other Partners in the Intelligence Community:** In the aftermath of the 9/11 terrorist attacks, New York State created 16 Counter Terrorism Zones (CTZs) to coordinate information---sharing and operational coordination among local and State law enforcement agencies in the State. The efforts of the CTZs are coordinated with the State through the Executive Committee on Counter Terrorism (ECCT). The ECCT and CTZs work closely with the State's designated Fusion Center – the New York State Intelligence Center (NYSIC) – to ensure information is collected, analyzed, and disseminated in a timely manner to involved stakeholders.

- **Regional Transit Security Working Group (RTSWG)**: Mass transportation is critical to the people and economy of the New York City Urban Area. Mass transportation is also a publicly accessible target that has historically been attractive to terrorist organizations; hence, the safety and security of the State's mass transit systems is of the utmost importance. The New York/New Jersey/Connecticut Regional Transit Security Working Group (RTSWG) was created in 2005 to coordinate security among transit systems in the region and to manage Transit Security Grant Program (TSGP) funds provided by DHS. The region's RTSWG continues to meet regularly to coordinate operations and plans and to share information on terrorist tactics, techniques, and procedures. The State supports the efforts of the RTSWG through Task Force Empire Shield (TFES), which uses State Active Duty members of the National Guard to prevent and deter acts of terrorism at major transportation hubs (e.g. Grand Central Terminal, Penn Station) and other critical infrastructure in the New York City metropolitan area.

- **Area Maritime Security Committees (AMSCs)**: The Port of New York and New Jersey is the 3rd largest port in the United States and carries over $130 billion in imports and exports each year, thus making it critical to the region's, State's, and nation's economic vitality. To coordinate security measures in the port, including the use of Port Security Grant Program (PSGP) funds, the region has an Active Maritime Security Committee (AMSC). The region's AMSC is nationally---recognized for its efforts to assess risks to the Port using the Maritime Security Risk Analysis Model. AMSCs also exist in other large ports in New York State (e.g. Buffalo) to ensure effective security coordination as well. This organizational structure is also encouraged for smaller ports in the State, many of which have limited security measures in place.

- **Other New York City Metropolitan Area Work Groups**: In addition to the RTSWG and the AMSC, there are several other key coordinating bodies in the New York City metropolitan area, including the Interagency Communications Committee (ICC), the Regional Catastrophic Planning Team (RCPT), and the Securing the Cities (STC) Work Group. The ICC is a subcommittee within the NYC UAWG and helps to coordinate interoperable communications systems that serve the region. The RCPT works to improve regional security and resilience through planning initiatives for jurisdictions across New York, New Jersey, Connecticut, and Pennsylvania; the RCPT serves more than 22 million Americans in this effort. The STC Working Group works to detect and interdict radiological and nuclear materials across the New York City region.

- **Regional Interoperability Consortiums**: The development of effective communications systems is one of the most significant, but challenging, issues that New York State's responders have had to address in terms of homeland security 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 to leverage a significant amount of State and Federal funding dedicated to communications to do so. Today, there are 12 Regional Consortiums in the State. These consortiums have been developed with significant support from the State through the State Interoperable Communications Grant Program (SICGP). Between 2010---2013, nearly $200 million in SICGP was allocated to support these partnerships.

In a change from the 2009 State Homeland Security Strategy, there is not a dedicated Goal in support of regionalization; however, regional components were built into each of the ten Goals in this updated Strategy, thus ensuring that regionalization is considered across each of our main priority areas.

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 skills classes where responders are trained to handle specialized responses. To facilitate training efforts in the State, 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 in the State each year. These multi---disciplinary training centers complement other types of training that occur regularly in the State, including regional deliveries of key State---developed courses and locally---led training programs.

State Preparedness Training Center

State Fire Academy

Evaluating and Updating the Strategy

Measuring progress is a key component of the successful implementation of the State's Homeland Security Strategy. The effective and efficient use of public dollars is a critical part of our Strategy and requires the use of metrics to measure our progress towards increasing our preparedness capabilities and achieving our Goals.

To support this effort, 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 related to this Strategy and represent a significant enhancement from our 2009 Strategy.

To evaluate progress, a comprehensive assessment of the State's Homeland Security Strategy will be conducted every two years. This biennial 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). Moreover, the State is developing a broad---based statewide assessment program – the County Emergency Preparedness Assessment (CEPA) – in order to obtain qualitative information on critical emergency preparedness capabilities statewide.

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

Section II: Risk Profile

New Yorkers know the risks associated with terrorism and natural disasters all too well. It is critical for New York State to make risk‑‑‑informed decisions to direct finite resources including money, time, and people. This Risk Profile directly ties to other State efforts to understand our risks, including our Threat/Hazard Identification and Risk Assessment[2].

Risk is expressed as a function of threat, vulnerability, and consequences. Addressing each of these three components of risk enables New York State to develop a cohesive strategy and subsequently to reduce the risks that it faces. By continually attempting to minimize the threats, reduce vulnerabilities, and mitigate consequences of disasters, New York State can ensure that it is the safest and most prosperous State in the nation.

> *Threat* is a natural or man‑‑‑made occurrence or action that has or indicates the potential to cause harm to life, information, property, operations, and/or the environment.
>
> *Vulnerability* is a physical feature or operational attribute that renders an entity open to exploitation or susceptible to a given hazard.
>
> *Consequence* is the effect of an event, incident, or occurrence.
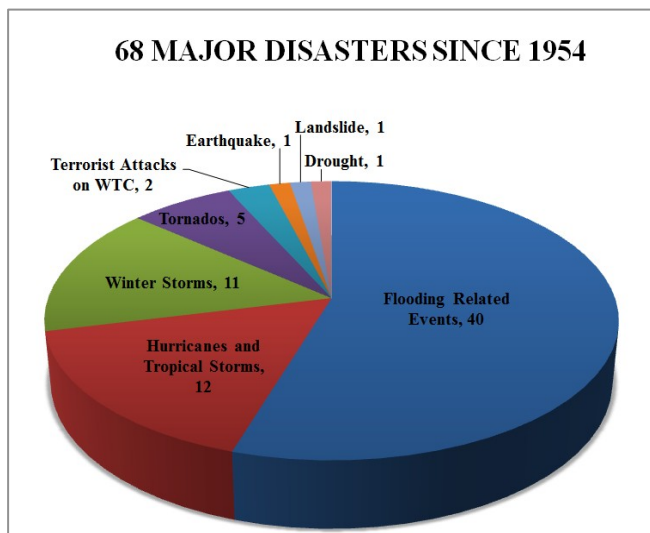
Threats and Hazards

Natural Disasters

The natural beauty and tremendous diversity of the geography and topography of New York State brings with it diverse weather‑‑‑related challenges, including hurricanes and tropical storms, inland flooding, snowstorms, ice storms, tornadoes, heat waves, and earthquakes.

New York State has received more Presidential Disaster Declarations than all but three (3) states. Since 2010, New York State received eleven (11) Presidential Declarations, including ten (10) Major Disaster Declarations and three (3) Emergency Declarations. These declarations have been in response to hurricanes, tropical storms, flooding, and winter storms.

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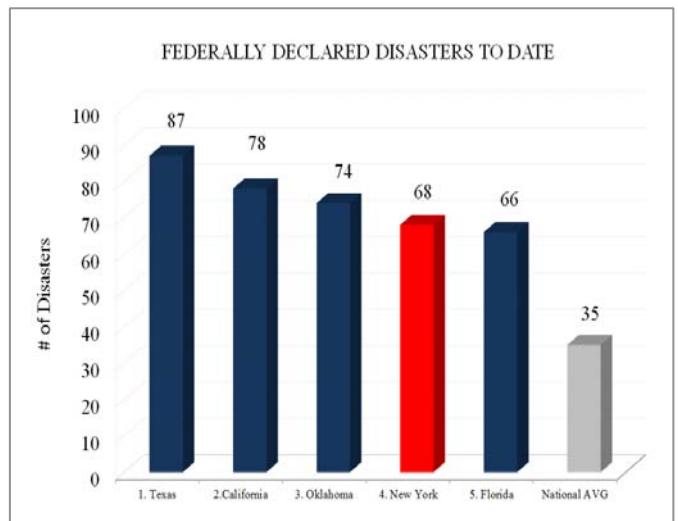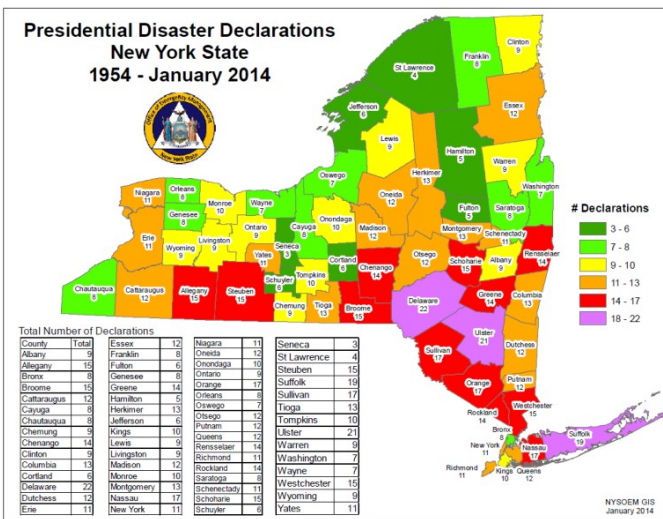
[2] The THIRA is a federal hazard/capability assessment that the State must complete in order to receive grant funding.

Natural disasters occur frequently in New York State and their impacts are often devastating. In less than two years,

68 MAJOR DISASTERS SINCE 1954

- Landslide, 1
- Earthquake, 1
- Drought, 1
- Terrorist Attacks on WTC, 2
- Tornados, 5
- Winter Storms, 11
- Hurricanes and Tropical Storms, 12
- Flooding Related Events, 40

the State has endured tremendous losses from Hurricane Irene, Tropical Storm Lee, Superstorm Sandy, and flooding in the Mohawk Valley. New York is most vulnerable to flooding and the impact of hurricanes and tropical storms, but the State also regularly endures major winter storms and ice storms. Other hazards faced include severe storms (such as tornadoes) and earthquakes.

Looking forward, many elected officials, emergency managers, scientists, and other experts anticipate that New York State will continue to see extreme weather on a more frequent basis as a result of climate change. In October 2012, in the wake of Sandy, Governor Cuomo stated, "Climate change is a reality, extreme weather is a reality, and it is a reality that we are vulnerable." In the coming years, New York State will be challenged to find new ways to mitigate the effects of extreme weather and to increase the resiliency of the State's economy and infrastructure. This effort will be done in partnership with all levels of government, along with the private sector, non---governmental organizations, and the general public.
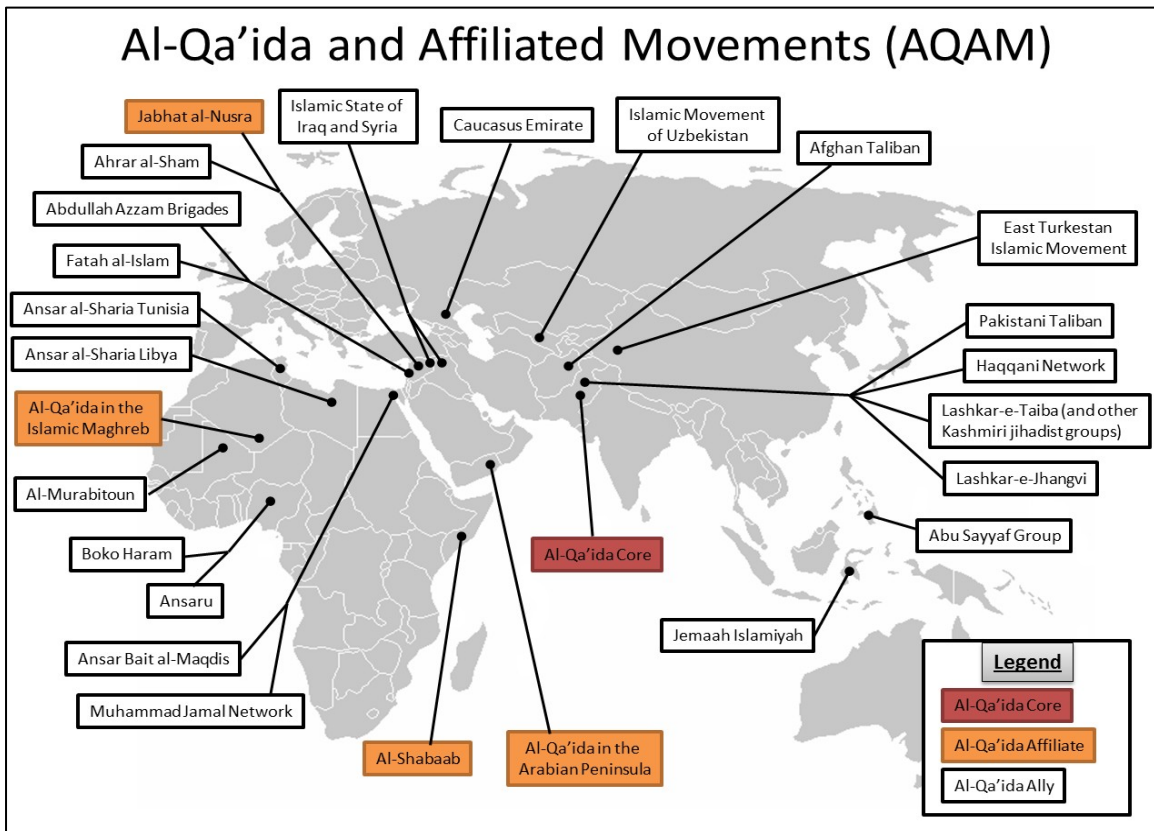
Terrorism

Over a decade after the 9/11 attacks, New York continues to be identified as the most likely target of terrorism within the United States. According to the New York State Intelligence Center (NYSIC) product, *The Vigilance Project*, since 9/11, seventeen (17) identified jihadi terrorist plots have targeted New York State and seven (7) other cases had some nexus to New York State.

Foreign Terrorist Organizations

The United States, and New York State in particular, faces threats from a variety of international actors including:

Hezbollah -- A Lebanese Shia terrorist organization used as a terrorist proxy by Iran. The threat that Hezbollah poses to the United States was demonstrated by the 2011 Iranian sponsored plot to assassinate the Saudi Arabian ambassador to the United States by detonating a bomb in a Washington, D.C. restaurant. New York is a particularly likely target of such action due to its significant Jewish population, a group which Iran and Hezbollah have targeted overseas in recent years in attacks such as the 2012 Burgas, Bulgaria bus bombing.

Al---Qa'ida -- Al---Qa'ida remains of high concern in New York State, although the nature of the threat has shifted as al---Qa'ida has evolved from the relatively centralized organization that launched the 9/11 attacks into a decentralized network of groups and movements. This is often referred to as al---Qa'ida and Affiliated Movements (AQAM), which includes al---Qa'ida Core, its affiliates, and its allies. New York City remains a particularly attractive target due to its symbolic significance and large number of important and symbolic sites.

Al-Qa'ida and Affiliated Movements (AQAM)

Jabhat al-Nusra
Islamic State of Iraq and Syria
Caucasus Emirate
Islamic Movement of Uzbekistan
Afghan Taliban
Ahrar al-Sham
Abdullah Azzam Brigades
Fatah al-Islam
Ansar al-Sharia Tunisia
Ansar al-Sharia Libya
Al-Qa'ida in the Islamic Maghreb
Al-Murabitoun
Boko Haram
Ansaru
Ansar Bait al-Maqdis
Muhammad Jamal Network
Al-Shabaab
Al-Qa'ida in the Arabian Peninsula
Al-Qa'ida Core
East Turkestan Islamic Movement
Pakistani Taliban
Haqqani Network
Lashkar-e-Taiba (and other Kashmiri jihadist groups)
Lashkar-e-Jhangvi
Abu Sayyaf Group
Jemaah Islamiyah

Legend
Al-Qa'ida Core
Al-Qa'ida Affiliate
Al-Qa'ida Ally

Homegrown Violent Extremists (HVEs)

As the ability of al--Qa'ida and its affiliates to strike the United States has diminished due to counterterrorism efforts in recent years, those groups have sought to attack the Homeland by radicalizing United States citizens to become HVEs. Al--Qa'ida in the Arabian Peninsula has been particularly successful in this regard with the publication of its English language magazine, *Inspire*, and through propaganda videos released by radical cleric and United States citizen Anwar al--Awlaki, who was killed by a United States drone strike in Yemen on September 30, 2011.

According to *The Vigilance Project*, ten (10) of the seventeen (17) plots targeting New York State were carried out by HVEs, including most recently a November 2012 plot by brothers Raees Alam Qazi and Sheheryar Alam Qazi (naturalized United States citizens) to detonate an improvised explosive device (IED) at potential targets including Times Square, Wall Street, and Broadway theaters.

The HVE Threat…

…At Home

Tsarnaev Brothers, both Chechens born in Soviet countries, successfully detonated two pressure cooker IEDs at the 2013 Boston Marathon, killing 3 and wounding 264.

Tamerlan likely self radicalized online with possible influence from family members or friends and likely radicalized brother, Dzhokhar, a naturalized U.S. citizen.

…Overseas Travel

Chesser, a U.S. citizen born in Charlottesville, VA, self radicalized online after graduating high school in 2008.

Arrested in July 2012 when attempting to travel to Somalia to become foreign fighter with al-Shabaab.

Other Tactics

While Improvised Explosive Devices (IEDs) and Vehicle Borne Improvised Explosive Devises (VBIEDs) are the most common tactic used by terrorists in the United States, both foreign and domestic, there has been an increased focus on simpler methods of attack. Articles published in *Inspire* magazine have encouraged the use of firearms, fire/arson as a weapon, and even killing people using motor vehicles.

Since the success of the 2008 Mumbai attacks in India, terrorists and HVEs have increasingly sought to use small arms attacks. The most successful to date in the United States was the November 2009 shooting at Fort Hood by Major Nidal Hasan, who killed 13 and wounded at least 30 soldiers and civilians.
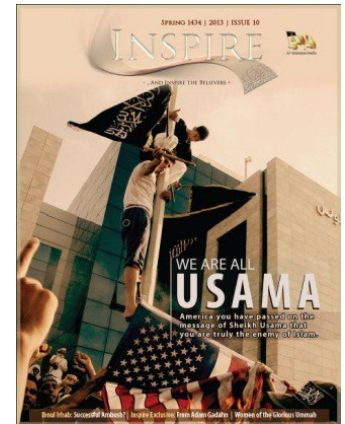
Active Shooter

Active shooter and public mass shooting incidents have become increasingly common in recent years and pose a serious threat to various types of facilities and events. A recent study by the NYSIC, *An Analysis of Active Shooter Events in the United States: January 2011---March 2013,* found that an active shooter's target is more closely linked to

where the assailant lives, with shooters living less than eight miles from their target in approximately 75% of the cases studied. This means the location of active shooter events are more diffuse and harder to predict than that of traditional terrorism, which tends to cluster in metropolitan areas with large populations and that have a higher proportion of symbolic targets. In 90% of the cases studied, active shooter events took place in public locations such as schools, malls, or movie theaters.

New York State experienced two tragic active shooter incidents in recent years: one in Webster in December 2012 and one in Herkimer/Mohawk in March 2013.

Other Hazards

New York State faces a variety of other natural and manmade threats and hazards, including but not limited to cyber--attacks and communicable diseases.

The number of cyber---attacks in the United States has grown exponentially in recent years and New York State is not immune to this threat. Government entities, private sector businesses, and ordinary citizens in the State have all been impacted by cybercrime. In particular, New York State is the economic capital of the country and a global center for finance and media. As such, it contains numerous high---profile high---impact targets for cyber criminals. To address this issue and enhance cyber threat analysis, the State's Fusion Center (the New York State Intelligence Center) was co---located with the Multi---State Information---Sharing and Analysis Center (MS---ISAC) in October 2013. The MS---ISAC is the focal point for cyber threat prevention, protection, response and recovery for the nation's state, local, tribal, and territorial (SLTT) governments. The MS---ISAC cyber security operations center, which operates 24/7, provides real---time network monitoring, early cyber threat warnings and advisories, vulnerability identification and mitigation and incident response. The NYSIC and the Enterprise Information Security Office in the Office of Information Technology Services, which is responsible for protecting the State's cyber infrastructure, are coordinating their efforts to maximize the effectiveness of available resources. Moreover, in recognition of the cyber threat, Governor Cuomo also created a new Cyber Security Advisory Board in October 2013 to further address these issues.

Protecting our population also means considering emerging communicable diseases, whether occurring domestically or abroad. The 2009 H1N1 pandemic alerted the emergency management, homeland security, and health sector officials that naturally occurring communicable diseases remain a significant threat despite tremendous advances in healthcare over the past several decades. The Center for Disease Control (CDC) recently highlighted the growing threat of antibiotic resistant diseases in a 2013 report stating, "At least 2 million people become infected with bacteria that are resistant to antibiotics and at least 23,000 people die each year as a direct result of these infections." While most attention to these antibiotic resistant diseases focused on MRSA in hospitals, the study found the majority of cases occur in the general community. The CDC has also reported on a resurgence in diseases, such as measles, brought to the United States by visitors from foreign countries; these diseases are still common and exacerbated by anti---vaccine attitudes within the United States. The ongoing threat of a pandemic and the State's position as a major international transportation hub increases the risk of a foreign---born communicable illness being introduced into the population. Enhanced planning for pandemics is a priority in the State.

New York State is also vulnerable to a variety of other technological hazards or infrastructure failures. For example dam failures, bridge collapse, communication system failures, rail accidents, hazardous material or chemical releases, and accidents at nuclear power plants are all real possibilities faced by the State.

Vulnerability

New York State is a geographically and demographically diverse State. The people, infrastructure, and events which make New York such a desirable place to live and visit also present a series of unique vulnerabilities to remain cognizant of when addressing emergency preparedness and response.

New York State, the third most populous state in the Nation, has over 19 million residents and over 50 million visitors annually. New York is home to some of the most vibrant urban areas in the United States, with 83% of New York's residents living within one of its five major urban regions: Albany, Buffalo, New York, Rochester and Syracuse. Densely populated metropolitan areas face serious vulnerabilities in terms of identified threats and challenging dynamics for emergency response, including aging infrastructure, urban search and rescue, and evacuation planning.

*There are more than **4,200** local governments in New York State including:*

> *62 counties*
> *932 towns*
> *554 villages*
> *62 cities*
> *700 school districts*

New York State shares a 445 mile (716 km) international border with Canada. Our international border provides great economic benefits and cultural exchanges yet poses 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 Island Bridge, all which are major trucking portals. Over $1 billion of commerce is transported by rail daily at two international rail bridges. A collaborative effort with Federal, State, Local, Tribal, and private entities, on both sides of the border, remains necessary to balance the flow of commerce and the security of our borders. In addition to our border with Canada, New York State is home to numerous critical waterways, including the Hudson River and two Great Lakes.

New York State is home to many of our Nation's symbolic locations, which are undeniable terrorist targets. These locations include One World Trade Center and the September 11th Memorial, the Statue of Liberty, 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 whose loss or incapacitation would have devastating consequences to the Nation's security and our overall way of life. Incapacitation or loss is not limited to terrorist threats as infrastructure can also be compromised by natural disasters, technical malfunctions, and human error. New York's complex critical infrastructure includes: six nuclear reactors, hundreds of high risk chemical facilities, an extensive transportation network

*The **16 Critical** Infrastructure Sectors are:*

> *Chemical*
>
> *Commercial Facilities*
>
> *Communications*
>
> *Critical Manufacturing*
>
> *Dams Sector*
>
> *Defense Industrial Base*
>
> *Emergency Services*
>
> *Energy*
>
> *Financial Services Food and Agriculture*
>
> *Government Facilities*
>
> *Healthcare and Public Health*
>
> *Information Technology*
>
> *Nuclear Reactors, Materials, and Waste*
>
> *Transportation Systems   Water and Wastewater Systems*

(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 of New Yorker's day to day lives. New York State, like the rest of the nation, faces challenges resulting from an aging infrastructure that was not designed to support the increased population that it does today.

Another key vulnerability that crosses all critical infrastructure sectors is their increasing reliance on computers and information technology. The threat of cyber---terrorism or other cyber---attacks is illustrative of the interdependencies of modern society. Many critical assets rely upon networked computers, data security and the Industrial Control Systems (ICS) that control infrastructure of all kinds.

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 alone is home to over 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 Syracuse area is home to key Department of Defense facilities, many industries providing support to the defense industrial base sector, and a strong industrial machine industry. It also has a cluster of major hospitals right in the center of the City of Syracuse, including the region's main trauma center. Rochester has a strong optics and imaging sector. Nuclear Power Plants are located across the State, many in close proximity to the State's urban centers, such as the Indian Point Nuclear Generation Station, located just 20 miles outside of New York City.

New York State is host to numerous special 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, the Barclays Center, Ralph Wilson Stadium, First Niagara Center, Nassau Coliseum, Watkins Glen Motor Speedway, and horse racing tracks in Saratoga, Belmont and Vernon Downs. The Great New York State Fair in Syracuse brings over one million persons annually and the Olympic Winter Sports Complex in Lake Placid brings hundreds of thousands of visitors. The tragic bombing of the Boston Marathon last April serves as a stark reminder of how mass gathering locations or events can be targeted by malicious actors with devastating results.

Finally, another key factor in assessing New York's vulnerability is identifying vulnerable populations. These are groups that are more susceptible to the impacts of disasters. Often they are immobile or more likely to be negatively impacted by a particular event. These populations include the very young, the elderly, the medically dependent or disabled, and the economically disadvantaged. Although these populations are not unique to New York, their inherent preparedness challenges require dedicated attention in the emergency planning process.

Consequence

While New York State's economic vitality and large population are a source of great strength, this also means that man---made or natural disasters such as the 9/11 attacks, Hurricane Irene, Tropical Storm Lee, and Superstorm Sandy have extensive and 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.

Superstorm Sandy acts as the most recent illustration of the types of consequences New York State can expect to face in the aftermath of a large scale disaster. On October 29, 2012, Superstorm Sandy made landfall on the New York City metropolitan area producing record

storm surge, flooding, and wind damage. Tragically, 60 New Yorkers lost their lives as a result of Sandy. Millions in the region were also impacted by flood waters: Over 300,000 homes were destroyed in the State and more than 2 million households lost power. On coastal Long Island, flood waters downed trees and inundated entire neighborhoods, creating six (6) million cubic yards of debris. In Breezy Point, Queens, several explosions and fires erupted that destroyed more than 100 homes in a small neighborhood.

Superstorm Sandy damaged critical infrastructure such as hospitals, wastewater treatment facilities, mass transit (subways/tunnels), public schools, public safety facilities, marine and port facilities, public housing, and roads and bridges in its path across New York City, Long Island, and multiple counties. Overall, fourteen (14) counties were included in the New York Presidential Declaration for Public Assistance. In response to Sandy, more than 147 shelters were operating at the peak of the response and over two (2) million meals were served or delivered. New York State opened 63 Disaster Assistance Centers, registering over 260,000 claims. The effects of Superstorm Sandy will continue to impact New York State for years to come: In particular, recovery efforts related to long---term housing present a major challenge.
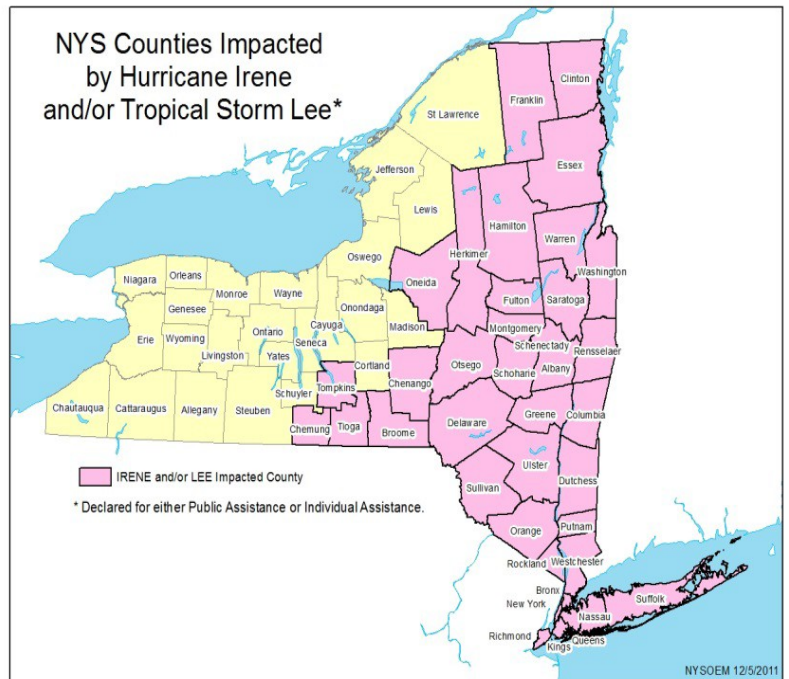
The significant risk that New York State faces as a result of diverse threats, vulnerabilities, and the consequences is unlike any other in the Nation. Because of this, it is more important than ever to improve New York State's emergency preparedness and response capabilities, as well as improve the strength and resilience of the State's infrastructure to better withstand major natural or man---made emergencies. To accomplish this, Governor Andrew M. Cuomo formed three commissions – the NYS 2100 Commission, NYS Respond Commission, and the NYS Ready Commission – charged with undertaking a comprehensive review and making specific recommendations to overhaul and improve emergency preparedness and response throughout New York State.

Disaster	FEMA Public Assistance Cost
2012 SuperStorm Sandy	$8.3 billion
2001 WTC Attack	$4.6 billion
2011: Hurricane Irene/Tropical Storm Lee	$1.5 billion
2006: Severe Storms & Flooding	$277 million
2006 Severe Storms & Flooding	$148 million
1996 Flooding	$128 million
2010 Severe Storms & Flooding	$115 million
2007 Severe Storms & Flooding	$112 milliom
2005 Severe Storms & Flooding	$66 million
1991 Ice Storm	$65 million
1998 Ice Storm	$56 million

COSTLIEST DISASTERS TO DATE - FEMA Public Assistance Costs

Public Assistance figures are based on underlined estimations for the underlined entire State.

The NYS 2100 Commission was tasked with finding ways to improve the resilience and strength of the State's infrastructure in the face of natural disasters and other emergencies. The Commission's report included short--- and long---term recommendations in the areas of energy, transportation, land use, insurance, and infrastructure financing, as well as cross---cutting recommendations that are common to these sectors. The NYS Respond Commission was tasked with finding ways to ensure that New York State is ready to respond to future weather---related disasters. The Commission made its official recommendations to Governor Cuomo to improve the planning, training, and resource commitment that must occur before the next major emergency in order for the appropriate deployment of people and resources to take place during and after the emergency or disaster. The NYS Ready Commission was tasked with finding ways to ensure critical systems and services are prepared for future natural disasters and other emergencies. **The strategic objectives outlined by both the NYS Respond and NYS 2100 Commissions were integral in the creation of this strategy.** The Governor is reviewing the recommendations as part of the overall effort to help protect New York from future storms and natural disasters.

In addition to the Commissions outlined above, New York State will work collaboratively to identify other ways to enhance our preparedness posture. For example, Governor Cuomo recently announced a new $17 billion strategy entitled, "Reimaging New York for a New Reality." This far---reaching program includes plans to build the most advanced weather detection system in the country; to replace and repair over 100 older bridges at risk due to increased flooding; to build out the Strategic Fuel Reserve upstate (as well as downstate); developing the "Citizen First Responder Corps" to better train New Yorkers to deal with emergencies and disasters; and issuing special license plates for responders to ensure more streamlined access to impacted areas during disasters.

Note: The chart above displays FEMA Public Assistance costs in terms of major disasters in New York State; it does not depict the total financial impact of these events.

Other ways to increase resiliency will continued to be identified moving forward. For example, building and fire codes can be examined to better protect infrastructure and other buildings in New York State. This can be done through the development of updated codes and the better enforcement of existing codes. Building and fire safety codes are a public safety function that can be utilized in support of our efforts to protect infrastructure and to build back better after major disasters.

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 that are designed to reduce risk and enhance resilience to these many threats and hazards.

Section III: Homeland Security Goals and Objectives for 2014---2016

The Goals in the Homeland Security Strategy outline ten broad---based priority areas in terms of homeland security and emergency management. The Objectives outline a series of programs and initiatives that support each overarching Goal. Each Objective has corresponding Targets and Metrics, which can be found in Appendix A of this document.

These Goals and Objectives were developed in direct response to the State's Risk Profile and were also based on lessons learned from recent events (like Superstorm Sandy) that the State has faced.

Goal 1: 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.*	
Objective Number	**Objective**
Objective 1.1	**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 1.2	**Based on capability analyses, identify, purchase, and maintain equipment for responders to safely detect, identify, and respond to CBRNE events**
Objective 1.3	**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 1.4	**Conduct exercises to test CBRNE plans, procedures, and response protocols**
Objective 1.5	**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 1.6	**Maintain and support HazMat regional partnerships in New York State**
Objective 1.7	**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 1.8	**Ensure off---site preparedness activities in areas surrounding nuclear sites in New York State**
Objective 1.9	**Develop a statewide capability to monitor and assess environmental health impacts of a CBRNE event**

Goal 2: 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 Number	Objective
Objective 2.1	Conduct outreach to critical infrastructure owners and operators to support protection and emergency response efforts
Objective 2.2	Continue identifying and cataloging CIKR site information
Objective 2.3	Work with local, State, and Federal agencies and private entities to conduct critical infrastructure site visits
Objective 2.4	Assess and analyze threats, vulnerabilities, and consequences of critical locations through the completion of risk assessments
Objective 2.5	Implement physical security enhancements and target hardening activities to reduce identified risk at critical infrastructure locations, including emergency service and public safety facilities
Objective 2.6	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 2.7	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 2.8	Promote safety efforts at schools and universities in New York State, in conjunction with local law enforcement agencies

Goal 3: 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 Number	Objective
Objective 3.1	Encourage public vigilance through *"See Something, Say Something"* and Suspicious Activity Reporting (SAR) programs
Objective 3.2	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, respectively
Objective 3.3	Collect, analyze, and appropriately disseminate written intelligence products on current and emerging threats for law enforcement, the intelligence community, and executive stakeholders
Objective 3.4	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 3.5	Provide both unclassified and classified intelligence briefings to appropriate law enforcement officials, first responders, and other key stakeholders
Objective 3.6	Foster greater information sharing through the development of formalized plans and protocols in coordination with recognized Fusion Centers
Objective 3.7	Utilize technological systems to empower widespread information sharing between Federal, State, local, and international partners
Objective 3.8	Facilitate security clearances for personnel whose duties require access to classified information
Objective 3.9	Test intelligence and information sharing capabilities through the use of training and exercises
Objective 3.10	Ensure the New York State Intelligence Center (NYSIC) meets baseline capabilities for fusion centers, including the presence of a privacy policy

Goal 4: 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 Number	Objective
Objective 4.1	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 4.2	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 4.3	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 (FIUs)
Objective 4.4	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 4.5	Build law enforcement counter-‐terrorism capabilities through the purchase and sustainment of specialized equipment and technology, including License Plate Readers (LPRs), Mobile Data Terminals (MDTs), and surveillance systems
Objective 4.6	Test security measures through the use of "Red Teams" and other related exercises
Objective 4.7	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 4.8	Continue initiatives to detect and curtail the use of fraudulent documents
Objective 4.9	Continue Operation Safeguard outreach from law enforcement to the public and private sector facilities on the indicators of terrorism
Objective 4.10	Conduct counter-‐terrorism training for law enforcement officials and other personnel on current and emerging threats and tactics
Objective 4.11	Ensure resources are in place to train for, recognize, respond, and investigate emerging threats, such as the use of fire as a weapon
Objective 4.12	Enhance multi-‐disciplinary preparedness and response capabilities to address Active Shooter Events

Goal 5: Enhance Emergency Management and Response Capabilities
through the implementation of a proactive posture to prepare for worst case/catastrophic scenarios at all levels of government.

Objective Number	Objective
Objective 5.1	Develop and maintain Comprehensive Emergency Management Plans (CEMPs) at all levels of government (including relevant annexes) and develop catastrophic response plans as appropriate
Objective 5.2	Institutionalize threat and hazard assessments at the State and County level
Objective 5.3	Develop disaster logistics support and regional stockpiles to enhance commodity distribution capabilities
Objective 5.4	Strengthen alert and warning capabilities through participation in emergency notification systems (e.g. NY---Alert, Notify NYC, Integrated Public Alert and Warning Systems (IPAWS))
Objective 5.5	Enhance and maintain State and local Emergency Operations Center (EOC) capabilities through targeted equipment purchases and EOC training efforts
Objective 5.6	Build and maintain specialized emergency response team capabilities to augment response efforts, including Technical Rescue Teams and Incident Management Teams
Objective 5.7	Build and maintain a statewide credentialing program for first responders
Objective 5.8	Conduct standardized Emergency Management Training for Emergency Management Practitioners, to include Elected Officials and Other Responders
Objective 5.9	Identify and build disaster response capabilities needed to save lives, reduce suffering, and protect property during the first 72 hours of a disaster
Objective 5.10	Participate in and promote formal Mutual Aid Agreements and operationalize the Intrastate Mutual Aid Program (IMAP)
Objective 5.11	Maintain and improve multi---disciplinary training facilities, including the State Preparedness Training Center and the State Fire Academy, and support other multi---disciplinary training efforts
Objective 5.12	Implement a statewide system to assess homeland security and emergency management capabilities

Goal 6: Strengthen Interoperable and Emergency Communication Capabilities

through the efficient utilization and development of communication resources and procedures to ensure that our first responders can effectively communicate with each other during a major incident in order to protect lives and property.

Objective Number	Objective
Objective 6.1	Maintain the State Communications Interoperability Plan (SCIP)
Objective 6.2	Develop communications Standard Operating Procedures (SOPs) that are integrated with the National Incident Management System (NIMS)
Objective 6.3	Develop governance structures for interoperability that are consistent with the Statewide Communications Interoperability Plan (SCIP)
Objective 6.4	Conduct communications asset surveys and needs assessments with all New York State counties to improve interoperable communications planning
Objective 6.5	Develop a Statewide Field Operations Guide (FOG) and distribute among communication specialists and first responders
Objective 6.6	Develop and implement Statewide Public Safety Network Common Internet Protocol (NCIP) for communication systems
Objective 6.7	Assure deployment of open standards---based technologies (e.g. P---25 for digital systems) to ensure interoperability
Objective 6.8	Provide communications leadership and technical training to improve communications planning and execution
Objective 6.9	Conduct multi---jurisdictional, multi---disciplinary communications training and exercises to evaluate interoperability
Objective 6.10	Encourage the development and adoption of standards for "Next Generation" 911 capabilities
Objective 6.11	Implement the State and Local Implementation Grant Program, which further advances development of the public safety broadband network (FirstNet).
Objective 6.12	Enhance mobile, back---up and/or redundant communications capabilities

Goal 7: Enhance Citizen and Community Preparedness Capabilities
by better preparing New York State's citizens and communities to be ready for disasters and other emergencies, including the ability to sustain themselves for seven to ten days and to assist their neighborhoods in the aftermath of a disaster.

Objective Number	Objective
Objective 7.1	Establish a statewide citizen preparedness training program to educate New Yorkers on how to prepare themselves, their families, and their neighbors for disasters
Objective 7.2	Engage in a formal citizen preparedness campaign that utilizes both traditional and new forms of outreach
Objective 7.3	Conduct annual citizen preparedness surveys to gauge the preparedness levels of New Yorkers
Objective 7.4	Integrate community and non---profit organizations into disaster preparedness and response efforts
Objective 7.5	Enhance surge and mass care sheltering capacity through partnerships with community organizations and other entities
Objective 7.6	Ensure that the needs of vulnerable populations in our communities are integrated into disaster preparedness and response efforts
Objective 7.7	Identify and support community preparedness groups, including Citizen Corps Councils, Community Emergency Response Teams, and Medical Reserve Corps
Objective 7.8	Establish a system(s) to accept/receive donations of food, supplies, and other goods and services in the event of a disaster
Objective 7.9	Enhance efforts to understand and mitigate the psychological impacts that emergencies have on both first responders and the general public

Goal 8:
Build Back Better from Disasters and Become More Resilient Against Future Events
through thoughtful 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 Number	Objective
Objective 8.1	Develop disaster recovery plans, including long term recovery plans, in communities impacted by major disasters
Objective 8.2	Create or leverage disaster recovery committees in communities impacted by major disasters
Objective 8.3	Identify, administer, and ensure the integration of disaster recovery programs and projects
Objective 8.4	Develop capabilities to restore critical services (e.g. power, utilities, fuel) to communities as soon as possible post---disaster
Objective 8.5	Develop State and regional hazard mitigation plans to help reduce the impact of future disasters
Objective 8.6	Proactively identify opportunities to increase resiliency through smarter building codes, urban planning, and other associated infrastructure improvements
Objective 8.7	Conduct training and exercises aimed at enhancing disaster recovery and resiliency efforts
Objective 8.8	Develop a common assessment tool for calculating housing damages statewide
Objective 8.9	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 8.10	Advance Continuity of Operations (COOP) and Continuity of Government (COG) planning to ensure seamless operations after a major disaster occurs

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

Objective Number	Objective
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, 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	Ensure medical resiliency and continuity of operations at healthcare facilities
Objective 9.9	Expand health emergency preparedness through training and exercise efforts across the State
Objective 9.10	Implement a patient tracking system statewide

Goal 10: Enhance Cyber Security Capabilities

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

Objective Number	Objective
Objective 10.1	Enhance cyber security awareness through outreach and education efforts to relevant stakeholders
Objective 10.2	Conduct, support, and attend relevant cyber security trainings to improve technical capabilities
Objective 10.3	Expand partnerships with Federal, other state, and local governments to foster situational awareness and advance cyber security efforts in New York State
Objective 10.4	Develop partnerships with academic and private sector partners to foster situational awareness and strengthen cyber security capabilities in the State
Objective 10.5	Analyze cyber threats and conduct forensic cyber investigations
Objective 10.6	Develop and disseminate cyber security alerts and advisories to relevant stakeholders
Objective 10.7	Maintain and update cyber security policies and standards for State government entities, and monitor compliance with such policies
Objective 10.8	Incorporate cyber security into exercises to build and test capabilities
Objective 10.9	Ensure New York State has a sustainable cyber workforce through improved workforce development and succession planning efforts
Objective 10.10	Strengthen networking infrastructure by upgrading outdated infrastructure and introducing technologies that vastly improve security within State and local government agencies

Section IV: Appendices

Appendix A: Homeland Security Targets and Metrics

This appendix outlines 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 is 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 CBRNE Preparedness and Response		
Objectives	**Targets**	**Metrics**
1.1 Ensure CBRNE response plans, including County and NYC HazMat Plans, are updated regularly and include planning for catastrophic events that overwhelm statewide capabilities	• 100% of counties (and NYC) have a HazMat Plan that has been updated in the past three years	• % of counties that have a HazMat Plan that has been updated in the past three years
1.2 Based on capability analyses, identify, purchase, and maintain equipment for responders to safely detect, identify, and respond to CBRNE events	• 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)	• $ amount of federal grant funding allocated in each fiscal year for CBNRE equipment
1.3 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.	• 100% of all first responders obtain the necessary training to safely respond to a CBRNE event	• # of CBRNE courses taught annually and the # of responders trained (Note: Courses range from awareness---level courses to advanced radiological and biological courses)
1.4 Conduct exercises to test CBRNE plans, procedures, and response protocols	• 100% of counties participate in an exercise with a CBRNE component each year	• % of counties that participate in a CBRNE exercise each year
1.5 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	• Ensure counties include mass decontamination efforts in their CBRNE planning considerations	• % of counties that include mass decontamination in their CBRNE planning considerations
1.6 Maintain and support HazMat regional partnerships in New York State	• Maintain at least 18 regional HazMat Teams in New York State • Maintain FDNY's Tiered Response Matrix Program	• # 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
1.7 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	• Maintain the Secure the Cities program, in collaboration with involved local, State, and Federal partners • Ensure a baseline statewide capability to identify radiological materials	• $ amount for STC • Amount and types of equipment deployed via the State Radiation Program
1.8 Ensure off---site preparedness activities in areas surrounding the nuclear sites in New York State	• Maintain the State's Radiological Plan • Ensure that the appropriate counties have Radiological Emergency Preparedness (REP) plans	• State's Radiological Plan is maintained (yes/no) • Appropriate counties have up---to---date REP plans (yes/no)
1.9 Develop a statewide capability to monitor and assess environmental health impacts of a CBRNE event.	• Develop a plan (or annex) outlining the State's plan to monitor environmental health impacts after a CBRNE event.	• A plan (or annex) is developed (yes/no)

Goal 2 : Protect Critical Infrastructure and Key Resources		
Objectives	**Targets**	**Metrics**
2.1 Conduct outreach to critical infrastructure owners and operators to support protection and emergency response efforts	• DHSES will maintain defined Points of Contact (POCs) for owners/operators of prioritized Critical Infrastructure sites in the State	• A list of POCs for owners/operators of prioritized Critical Infrastructure Sites is maintained by DHSES (yes/no)
2.2 Continue identifying and cataloging CIKR site information	• A State---Level list of CIKR is developed and cataloged. • Each county maintains an inventory of critical buildings and facilities	• A State---Level list of CIKR is developed and catalogued (yes/no) • 100% of counties have an inventory of their critical infrastructure (via their Hazard Mitigation Plans)
2.3 Work with local, State, and Federal agencies and private entities to conduct critical infrastructure site visits	• Complete at least 60 site visits annually in NYS	• # of site visits conducted
2.4 Assess and analyze threats, vulnerabilities, and consequences of critical locations through the completion of risk assessments	• Completed risk assessments for CIKR sites are documented, reproducible, and defensible.	• 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.
2.5 Implement physical security enhancements and target hardening activities to reduce identified risk at critical infrastructure locations, including emergency service and public safety facilities	• Grant funding is dedicated to physical security enhancements and target hardening activities.	• $ amount of federal grant funding allocated in each fiscal year for target hardening activities
2.6 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	• NYS will have personnel deployed to critical locations and mass gathering sites in support of local efforts.	• # of people deployed at # of locations and the approximate length of deployments
2.7 Leverage the use of technological platforms and database applications, such as Geospatial Information Systems (GIS) and risk---based modeling software, to support CIKR analysis	• Facilitate access to federal and state infrastructure protection data systems • 12 Enhanced Visual Assessment Program (EVAP) products are produced each year.	• # of users in DHS IP Gateway • # of users for the Critical Infrastructure Response Information System (CIRIS) • # of EVAP products produced by DHSES
2.8: Promote safety efforts at schools and universities in New York State, in conjunction with local law enforcement agencies	• 100% of K---12 schools have a School Safety Plan in place.	• % of K---12 schools that have a School Safety Plan in place.

Goal 3: Strengthen Intelligence and Information Sharing Capabilities		
Objectives	**Targets**	**Metrics**
3.1. Encourage public vigilance through "*See Something, Say Something*" and Suspicious Activity Reporting (SAR) programs	• Tips reporting is provided to NYSIC from all Counter---Terrorism Zones (CTZs)	• % CTZs providing tips to NYSIC • % tips that become SARs • # adopted for investigation
3.2. 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, respectively	• Maintain a FIO regional coordinator in each NYS county, excluding NYC (57 total) • 100% of FIO Regional Coordinators attend Coordinator Training in April 2014 and 100% of FIOs attend a training/refresher in the next 2 years • At least 1 Fire/EMS ILO is identified per county • 2,000 Fire/EMS personnel attend ILO Training	• # 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
3.3. Collect, analyze, and appropriately disseminate written intelligence products on current and emerging threats for law enforcement, the intelligence community, and executive stakeholders	• Ensure distribution of intelligence products to law enforcement stakeholders based on threat information and regular production schedules.	• # Law Enforcement (LE) products issued • # of LE customers who received products
3.4. 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	• Ensure distribution of intelligence products to non---law enforcement stakeholders based on threat information and regular production schedules.	• # of non---LE products issued • # of non---LE customers received products
3.5. Provide both unclassified and classified intelligence briefings to appropriate law enforcement officials, first responders, and other key stakeholders	• Conduct annual Threat Briefing to the NYS Legislature • Conduct Quarterly Briefings to DHSES staff • Provide at least one classified briefing annually	• Annual Threat Briefing is provided to the NYS Legislature (yes/no) • % Quarterly Threat Briefings done for DHSES staff • # of classified briefings given
3.6. Foster greater information sharing through the development of formalized plans and protocols in coordination with recognized Fusion Centers	• Formal Plans/Protocols Exist • Implementation and continued update of DHS/NYS Standing Information Needs (SINs)	• Formal Plans Exist at the NYSIC (yes/no) • Required NYSIC products include Standing Information Needs (SINs) (yes/no) • SINs reviewed and updated as necessary on annual basis (yes/no)
3.7. Utilize technological systems to empower wide spread information sharing between Federal, State, local, and international partners	• 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	• % intelligence products posted to HSIN 3.0 • # of HSDN terminals in NYS
3.8. Facilitate security clearances for personnel whose duties require access to classified information	• Appropriate NYS personnel hold clearances • Clearance Holder(s) are maintained in each CTZ	• Security clearances are maintained by appropriate personnel (yes/no) • Clearance Holder(s) are in each CTZ (yes/no)
3.9. Test intelligence and information sharing capabilities through the use of training and exercises	• Conduct at least 4 trainings and/or exercises per CTZ each year	• # of trainings/exercises in each CTZ each year
3.10. Ensure the New York State Intelligence Center (NYSIC) meets baseline capabilities for fusion centers, including the presence of a privacy policy	• A privacy policy exists at the NYSIC • The NYSIC receives a score of 90% or better each year on their DHS Fusion Center Assessment.	• A privacy policy exists at the NYSIC (yes/no) • NYSIC scores 90% or better on their DHS Fusion Center Assessment (yes/no)

Goal 4: Strengthen Counter Terrorism and Law Enforcement Capabilities		
Objectives	**Targets**	**Metrics**
4.1 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	• 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)	• % 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
4.2 Enhance existing efforts to support the State's Tactical Teams, through capability assessments and the acquisition of equipment and training to meet State standards	• 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)	• %, # of Tactical Teams that have had their capabilities assessed via OBP and NIMS • %, # of Tactical Teams that meet MPTC standards
4.3 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 (FIUs)	• Catalogue other law enforcement specialty teams and identify associated team standards	• # of other law enforcement specialty teams identified
4.4 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	• 100% of CTZs meet at least on a quarterly basis. • 100% of JTTFs active in New York State contain State and Local participation	• % of CTZs that meet at least quarterly • % of JTTFs active in NYS that contain State and Local participation
4.5 Build law enforcement counter-‐‐terrorism capabilities through the purchase and sustainment of specialized equipment and technology, including License Plate Readers (LPRs), Mobile Data Terminals (MDTs), and surveillance systems	• Identify and quantify the amount of grant-‐‐funded resources dedicated to law enforcement IT-‐‐based specialty systems	• $ amount dedicated to law enforcement IT-‐‐based specialty systems using federal grant funds each fiscal year
4.6 Test security measures through the use of "Red Teams" and other related exercises	• 100% of CTZs participate in a Red Team or other Counter Terrorism-‐‐related exercise on an annual basis	• % of CTZs that participate in a Red Team or Counter Terrorism-‐‐related exercise annually
4.7 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	• 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	• # of Border Security Operations • # of IBETs and related coordination bodies that have State and Local Participation

4.8 Continue initiatives to detect and curtail the use of fraudulent documents	• Ensure the continued use of Facial Recognition software and other technology systems to deter the use of fraudulent documents	• # of related arrests and the # of fraudulent IDs confiscated
4.9 Continue Operation Safeguard outreach from law enforcement to the public and private sector facilities on the indicators of terrorism	• Conduct at least 2,500 Operation Safeguard visits per year	• # of Operation Safeguard visits per year
4.10 Conduct counter---terrorism training for law enforcement officials and other personnel on current and emerging threats and tactics	• Conduct four courses per year per CTZ (corresponds with Objective 3.9)	• # of courses in support of each CTZ each year
4.11 Ensure resources are in place to train for, recognize, respond, and investigate emerging threats, such as the use of fire as a weapon	• 100% of the appropriate personnel are provided with the needed equipment and training to recognize, respond to, and investigate incidents involving fire as a weapon	• $ amount for grant projects addressing fire as a weapon in each fiscal year
4.12 Enhance multi---disciplinary preparedness and response capabilities to address Active Shooter Events	• 100% of appropriate responders and homeland security officials are provided with Active Shooter training • NYSIC's Analysis of Active Shooter Events is updated annually	• # of Active Shooter courses provided at (or by) the SPTC and the # of students trained • NYSIC's Analysis of Active Shooter Events is updated annually (yes/no)

Goal 5: Enhance Emergency Management and Response Capabilities		
Objectives	**Targets**	**Metrics**
5.1 Develop and maintain Comprehensive Emergency Management Plans (CEMPs) at all levels of government (including relevant annexes) and develop catastrophic response plans as appropriate	• 100% of counties have a CEMP that has been updated within the past year • New York State has a Catastrophic Response Framework in place • Operational plans for first responder agencies are in place to complement their broader CEMPs	• %, # of counties that have an up---to---date CEMP • State CEMP included a Catastrophic Response Framework (yes/no)
5.2 Institutionalize threat and hazard assessments at the State and County level	• 100% of counties have updated their HAZNY (or other risk assessments) within the past three years • A Threat/Hazard Identification and Risk Assessment (THIRA) is completed annually by the State	• %, # of counties that have conducted a HAZNY (or other risk assessment) in the past three years • State THIRA is completed (yes/no)
5.3 Develop disaster logistics support and regional stockpiles to enhance commodity distribution capabilities	• Develop 9 Regional State---owned stockpiles • Develop an asset tracking system to ensure resources deployed can be effectively tracked and maintained	• 9 State---owned stockpiles are operational (yes/no) • An asset tracking system is developed and utilized to track resources (yes/no)
5.4 Strengthen alert and warning capabilities through participation in emergency notification systems (e.g. NY---Alert, Notify NYC, Integrated Public Alert and Warning Systems (IPAWS))	• 100% of counties can receive emergency information from DHSES	• # of NY---Alert subscribers • % of counties w/alerting capabilities
5.5 Enhance and maintain State and local Emergency Operations Center (EOC) capabilities through targeted equipment purchases and EOC training efforts	• State EOC is technologically advanced and capable of coordinating response to catastrophic disasters • Local EOCs are operational and capable of coordinating disaster response (based on local needs)	• State EOC is fully functional and capable of managing operations 24/7 for a long---term event (yes/no) • # of counties with adequate EOC capabilities (based on county assessments, such as CEPA).
5.6 Build and maintain specialized emergency response team capabilities to augment response efforts, including Technical Rescue Teams and Incident Management Teams	• 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.	• # 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.
5.7 Build and maintain a statewide credentialing program for first responders	• 100% of first responders (beginning with Fire, Police, Emergency Management, and EMS) are included in a statewide credentialing program	• % of first responders covered by the credentialing program

5.8 Conduct standardized Emergency Management Training for Emergency Management Practitioners, to include Elected Officials and Other Responders	• Conduct standardized emergency management and response training for officials in all counties	• 100% of all Emergency Managers and County Leaders have completed this training (yes/no) • 100% of Emergency Responder Training Requests have been met
5.9 Identify and build disaster response capabilities needed to save lives, reduce suffering, and protect property during the first 72 hours of a disaster	• The County Emergency Preparedness Assessment (CEPA) step that requires counties to detail their capacity for the response---related capabilities is completed by all counties in the State.	• #/% of counties that complete the capacity elements of the CEPA process.
5.10 Participate in and promote formal Mutual Aid Agreements and operationalize the Intrastate Mutual Aid Program (IMAP)	• Fully develop the Intrastate Mutual Aid Program (IMAP) • Coordinate with contiguous and other states on the National Emergency Management Assistance Compact (EMAC) • Maintain and support the State Fire Mobilization and Mutual Aid Plan	• IMAP is instituted (yes/no) • EMAC is instituted (yes/no) • SFMMA is maintained (yes/no)
5.11 Maintain and improve multi---disciplinary training facilities, including the State Preparedness Training Center and the State Fire Academy, and support other multi---disciplinary training efforts	• 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	• # 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
5.12 Implement a statewide system to assess homeland security and emergency management capabilities	• The County Emergency Preparedness Assessment (CEPA) process is completed in all counties in NYS	• #/% of counties that complete CEPA assessments

Goal 6: Strengthen Interoperable and Emergency Communications Capabilities		
Objectives	**Targets**	**Metrics**
6.1 Maintain the State Communications Interoperability Plan (SCIP)	• The SCIP is updated annually.	• Annual SCIP updates are completed (yes/no)
6.2 Develop communications Standard Operating Procedures (SOPs) that are integrated with the National Incident Management System (NIMS)	• 100% of counties have the appropriate SOPs for communications	• #, % of counties with the appropriate communications SOPs
6.3 Develop governance structures for interoperability that are consistent with the Statewide Communications Interoperability Plan (SCIP)	• 100% of counties have governance structures based on the SCIP	• #, % of counties with an Interoperability Coordinator
6.4 Conduct communications asset surveys and needs assessments with all New York State counties to improve interoperable communications planning	• 100% of county participation in asset surveys and needs assessments • 100% of appropriate state agency participation in asset surveys and needs assessments	• #, % of counties responding to survey • #, % of appropriate state agencies responding the survey
6.5 Develop a Statewide Field Operations Guide (FOG) and distribute among communication specialists and first responders	• NYS FOG is completed by the end of 2015	• % of completion and distribution of NYSFOG
6.6 Develop and implement Statewide Public Safety Network Common Internet Protocol (NCIP) for communication systems	• 100% NCIP completion is achieved. • Adoption by the State Interoperable Communications Board (SICB) by the end of 2013 • NCIP is included in the 2014 SCIP update	• % of NCIP completion • Adoption by the Statewide Interoperability Communications Board (SIBC) (yes/no) • NCIP inclusion in the SCIP document (yes/no)
6.7 Assure deployment of open standards-based technologies (e.g. P-25 for digital systems) to ensure interoperability	• 100% of counties deploy open standards-based technologies to achieve interoperability • 100% of appropriate state agencies deploy open standards-based technologies to achieve interoperability	• % of counties utilizing open-standards technologies • % of appropriate state agencies utilizing open-standards technologies
6.8 Provide communications leadership and technical training to improve communications planning and execution	• 100% of counties provided with COML • 100% of counties provided with COMT	• % 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)
6.9 Conduct multi-jurisdictional, multi-disciplinary communications training and exercises to evaluate interoperability	• 1 exercise per year in 100% of counties and appropriate state agencies	• (%/per year) of counties and appropriate state agencies participating in exercises
6.10 Encourage the development and adoption of standards for "Next Generation" 911 capabilities	• 100% of counties adopt standards for "Next Generation" 911 capabilities	• % of counties adopting Next Generation 911 standards

6.11 Implement the State and Local Implementation Grant Program, which further advances development of the public safety broadband network (FirstNet).	• SLIGP is implemented in accordance with the schedule and grant requirements set forward by NTIA (National Telecommunications and Information Administration)	• SLICGP implementation is in accordance with the schedule and grant requirements (yes/no)
6.12 Enhance mobile, back‑‑‑up and/or redundant communications capabilities	• 100% of counties have mobile, back‑‑‑up, and/or redundant communications in place. • 100% of appropriate state agencies have mobile, back‑‑‑up, and/or redundant communications in place.	• % of counties have access and capability to utilize mobile, back‑‑‑up and/or redundant communications • % of appropriate state agencies have access and capability to utilize mobile, back‑‑‑up and/or redundant communications

Goal 7: Enhance Citizen and Community Preparedness Activities		
Objectives	**Targets**	**Metrics**
7.1 Establish a statewide citizen preparedness training program to educate New Yorkers on how to prepare themselves, their families, and their neighbors for disasters	• Establish a statewide training program • Conduct training for 100,000 New Yorkers by December 2014 through the Citizen Preparedness Corps	• Training Program is established (yes/no) • # of New Yorkers trained
7.2 Engage in a formal citizen preparedness campaign that utilizes both traditional and new forms of outreach	• Establishment of a statewide campaign • Utilize social media platforms to engage more New Yorkers in this campaign	• Establishment of a statewide campaign (yes/no) • # of social media (e.g. Twitter) followers engaged
7.3 Conduct annual citizen preparedness surveys to gauge the preparedness levels of New Yorkers	• An annual survey is completed to gauge preparedness levels	• Annual survey completed (yes/no)
7.4 Integrate community and non---profit organizations into disaster preparedness and response efforts	• 100% of counties report partnerships with community and non---profit organizations	• % of counties that report these partnerships
7.5 Enhance surge and mass care sheltering capacity through partnerships with community organizations and other entities	• 100% of counties in the State have the ability to shelter up to 5% of their population after a disaster	• % of counties that are able to shelter 5% of their population after a disaster
7.6 Ensure that the needs of vulnerable populations in our communities are integrated into disaster preparedness and response efforts	• 100% of counties have special needs considerations integrated into their CEMPs	• % of counties that have special needs registry considerations integrated into their CEMPs
7.7 Identify and develop community preparedness groups, including Citizen Corps Councils, Community Emergency Response Teams, and Medical Reserve Corps	• Community preparedness organizations exist statewide	• # of community organizations (e.g. CERTs, CCCs) and the % of the population they serve
7.8 Establish a system(s) to accept/receive/distribute donations of food, supplies, and other goods and services in the event of a disaster	• State System is established.	• State System is established (yes/no)
7.9 Enhance efforts to understand and mitigate the psychological impacts that emergencies have on both first responders and the general public	• Provide training to first responders and other officials on how to address and manage the psychological impacts of emergencies	• # of trainings offered and # of first responders and other officials trained

| Goal 8: Build back better from Disasters and Become More Resilient Against Future Events		
Objectives	**Targets**	**Metrics**
8.1 Develop disaster recovery plans, including long term recovery plans, in communities impacted by major disasters	• Develop a State Disaster Recovery Plan • Ensure 100% of CEMPs have recovery components	• State Recovery Plan in place (yes/no) • % of CEMPs with recovery components
8.2 Create or leverage disaster recovery committees in communities impacted by major disasters	• 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.	• # of committees • % of CRZ communities with a recovery committee • # of plans completed by these committees
8.3 Identify, administer, and ensure the integration of disaster recovery programs/projects	• Identify programs to support housing/individual needs, infrastructure and economic recovery • Ensure each program has an operational dashboard or metrics to track progress	• # of programs • $ of resources • # of metrics
8.4 Develop capabilities to restore critical services (e.g. power, utilities, fuel) to communities as soon as possible post disaster	• Establish a strategic fuel reserve for the State • Ensure that gas stations pre---identified by the State are able to accept emergency generation	• Strategic fuel reserve is established (yes/no) • #,% of pre---identified gas stations that can accept emergency generation
8.5 Develop State and regional hazard mitigation plans to help reduce the impact of future disasters	• State Mitigation Plan is updated every 3 years • Regional (i.e. County---Level) mitigation plans are updated every 5 years	• State Mitigation Plan is up---to---date (yes/no) • % of counties that have an up---to---date mitigation plan
8.6 Proactively identify opportunities to increase resiliency through smarter building codes, urban planning, and other associated infrastructure improvements	• Catalogue changes to resiliency efforts and other best practices in terms of building design that have been done in the post---Sandy era	• # of mitigation/resiliency projects or initiatives
8.7 Provide training and exercises aimed at enhancing disaster recovery and resiliency efforts	• Conduct at least 12 disaster recovery training/exercise events annually	• # of training programs/students • # of exercise efforts aimed at recovery
8.8 Develop a common assessment tool for calculating housing damages statewide	• Common assessment tool is developed • Train code enforcement officers to use the common assessment tool	• Common assessment tool is developed (yes/no) • # of code enforcement officers trained to use the common assessment tool
8.9 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	• Provide timely assistance to New Yorkers with case management needs (based on the timeframes associated with each program)	• # of cases managed
8.10 Advance Continuity of Operations (COOP) and Continuity of Government (COG) planning to ensure seamless operations after a major disaster occurs	• 100% of State Agencies maintain a COOP/COG plan • 100% of counties maintain a COOP/Cog plan	• % of State Agencies with a COOP/COG plan • % of counties with a COOP/COG plan

Goal 9: 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	• 100% of counties have public health preparedness plans that have been updated in the past three years	• % 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	• Wadsworth Laboratory has achieved their annual proficiency testing through the Centers for Disease Control (CDC) (yes/no)	• Wadsworth Laboratory has achieved their annual proficiency testing through the Centers for Disease Control (CDC) (yes/no)
9.3 Support public health surveillance capabilities to more effectively deter and monitor outbreaks of disease	• 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	• 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	• 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	• # 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
9.5 Enhance medical emergency response capabilities including medical triage, decontamination, and surge capabilities at healthcare facilities	• 100% of health care facilities (142 total) that contract with the State Department of Health (DOH) that has been updated in the past three years	• 100% of health care facilities that contract with the State Department of Health (DOH) that has been updated in the past 3 years
9.6 Ensure the availability, viability, and access to mass prophylaxis and other medical countermeasures statewide	• State Medical Emergency Response Cache (MERC) contains the needed medical countermeasures as determined by the State Department of Health	• MERC inventory is analyzed annually to determine gaps in the State's medical countermeasures strategy (yes/no)
9.7 Enhance mass fatality management capabilities statewide	• 100% of counties have a mass fatality plan as part of their CEMP that has been updated in the past three years	• % of counties that have a mass fatality plan as part of their CEMP that has been updated in the past three years • State---Level Mass Fatality Plan is in place (yes/no) •

9.8 Ensure medical resiliency and continuity of operations at healthcare facilities	• Passage of regulations for healthcare facilities to meet FEMA's 500---year flood plain standards for new construction	• Regulations are passed (yes/no)
9.9 Expand health emergency preparedness through training and exercise efforts across the State	• 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 the State Department of Health (DOH)	• % of DOH regions that conduct one full---scale exercise every five years • % of LHDs that meet annual training goals
9.10 Implement a patient tracking system statewide	• e---FINDS System is used by nursing homes, adult care facilities, and hospitals overseen regulated by the State of New York	• # of facilities that have defined responsibility roles for the e---FINDS System in the Healthcare Communications Directory

| Goal 10: Enhance Cyber Security Capabilities		
Objectives	**Targets**	**Metrics**
10.1 Enhance cyber security awareness through outreach and education efforts to relevant stakeholders	• Hold annual NYS Cyber Security Conference • 100% NYS workforce completes cyber security online training	• Cyber Security Conference held (yes/no) • % accomplished
10.2 Conduct, support, and attend relevant cyber security trainings to improve technical capabilities	• At least one major cyber training conducted, supported, and attended by relevant personnel at the State---Level	• Target achieved (yes/no), # of trainings
10.3 Expand partnerships with Federal, other state, and local governments to foster situational awareness and advance cyber security efforts in New York State	• Ensure local government participation in NYS cyber security programs • Maintain relationship with FBI and DHS Cyber, including access to classified cyber security products	• Local government participation (yes/no), # of local governments • Access to Federal cyber security information maintained (yes/no), • # classified briefings attended
10.4 Develop partnerships with academic and private sector partners to foster situational awareness and strengthen cyber security capabilities in the State	• NYSIC Colocation with MS---ISAC/Center for Internet Security • Utilize NYS internship portal to provide cyber internships	• Colocation achieved (yes/no) • Cyber internships awarded (yes/no), # of internships
10.5 Analyze cyber threats and conduct forensic cyber investigations	• Maintain technical security capabilities to identify potential cyber security incidents • Investigate and respond to relevant incidents	• # actionable events identified through managed security services (MSS) • # incidents investigated or responded to
10.6 Develop and disseminate cyber security alerts and advisories to relevant stakeholders	• Develop capability to disseminate strategic and officer safety related cyber products from the NYSIC • Ensure dissemination of cyber security alerts to stakeholders based on threat information and regular production schedules	• NYSIC capability established (yes/no) • # alerts issued
10.7 Maintain and update cyber security policies and standards for NYS government entities, and monitor compliance with such policies	• 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	• Formal policies/standards reviewed and updated (yes/no) • Process implemented (yes/no)
10.8 Incorporate cyber security into exercises to build and test capabilities	• Conduct at least 8 table top exercises per year • Participate in other relevant cyber security exercises	• # of table top exercises held • # other exercises held or participated in
10.9 Ensure New York State has a sustainable cyber workforce through improved workforce development and succession planning efforts	• Maintain a low vacancy rate within information technology positions • Identify programs that result in a sustainable workforce	• Workforce goal maintained (yes/no), % of information technology titles vacant
10.10 **S**trengthen networking infrastructure by upgrading outdated infrastructure and introducing technologies that vastly improve security within State and local government agencies	• Outdated infrastructure is replaced with new technology that is more secure and resilient	• Grant funding allocated each fiscal year to support new cyber security infrastructure and programming

New York State Division of Homeland Security and Emergency Services Regions

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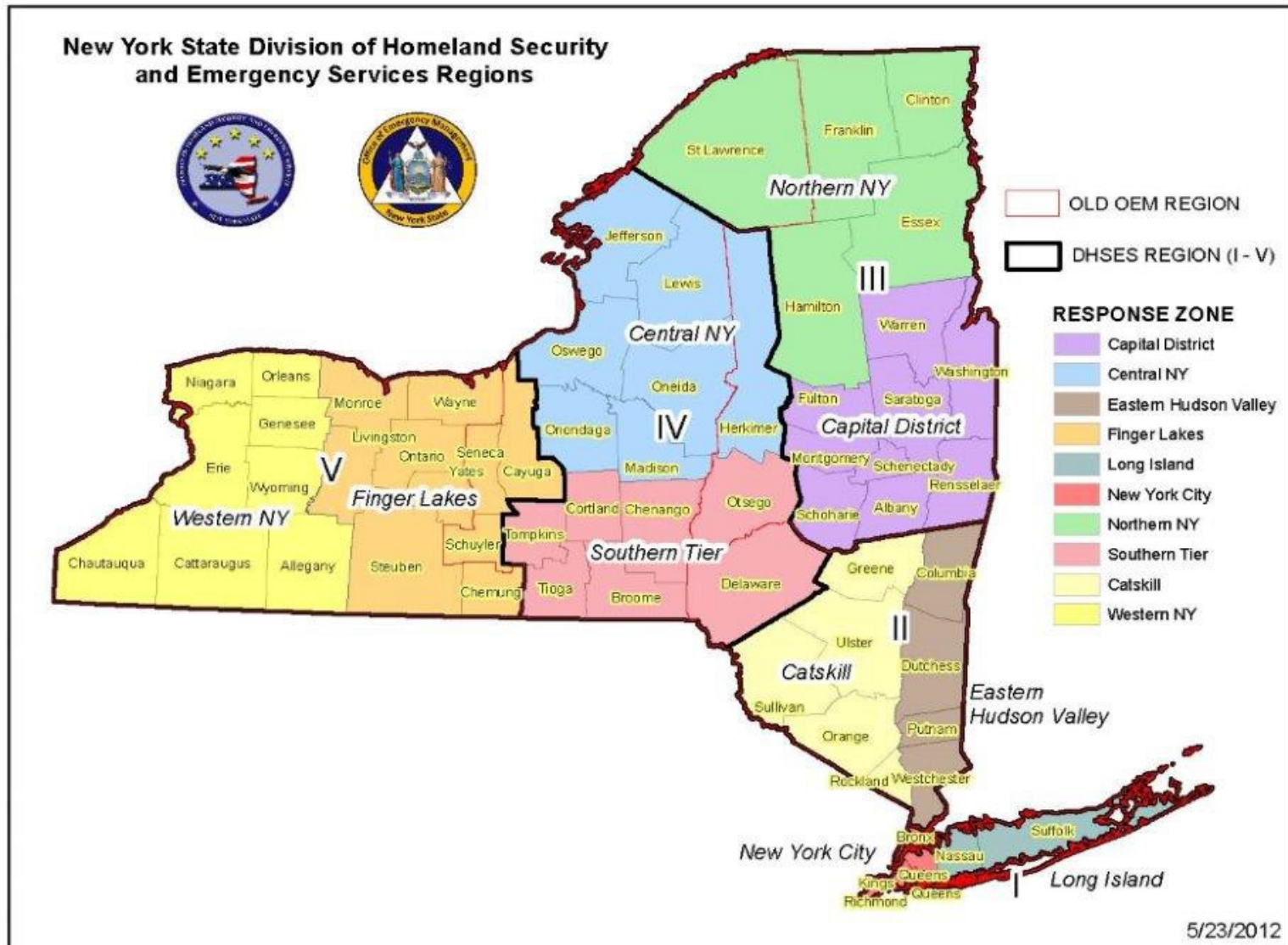
NYS COUNTER TERRORISM ZONES
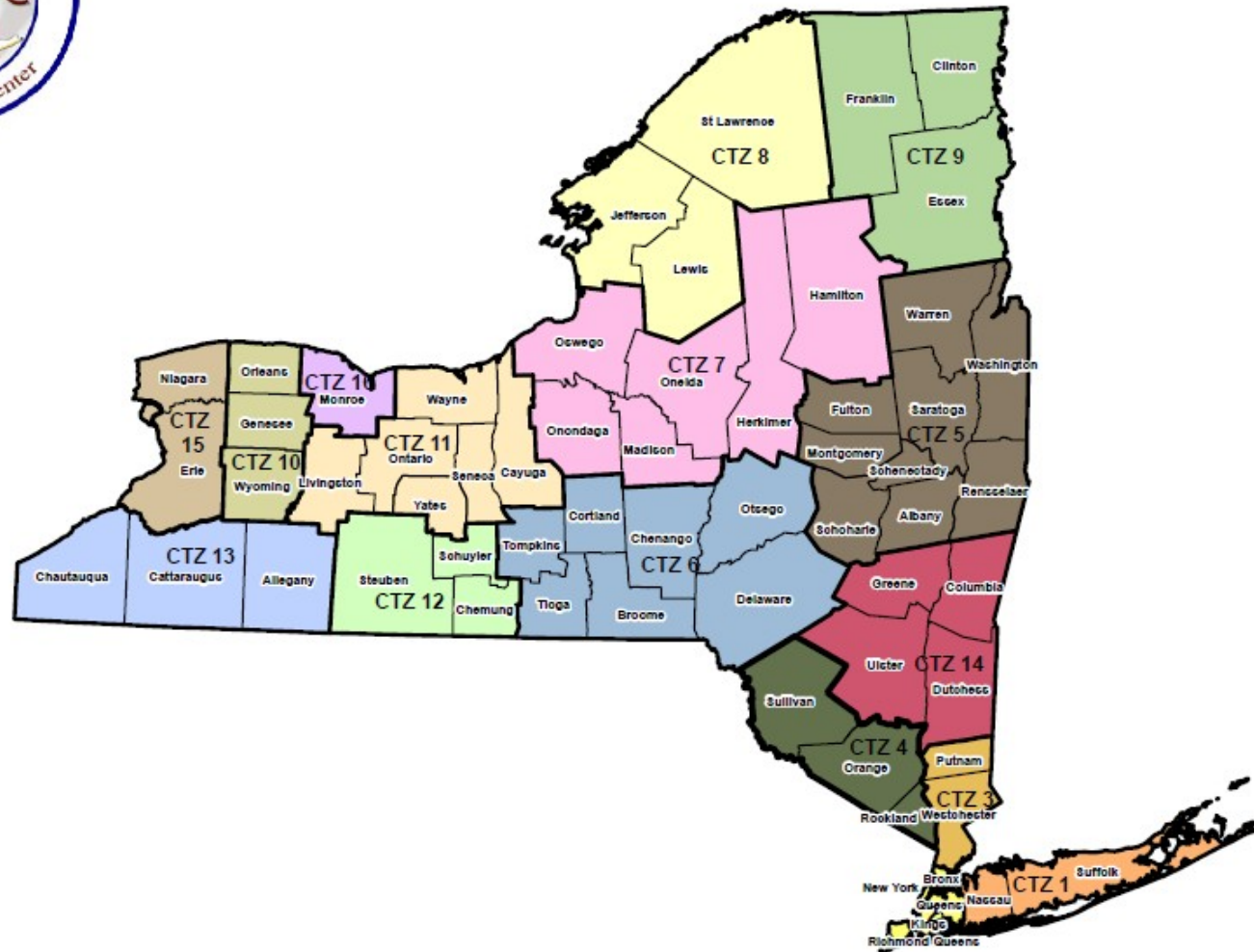
Appendix C: Key New York State Legal Authorities for Homeland Security

**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 30 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 assets in response to a disaster emergency, and administering Federal disaster relief funds.

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.

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 all downstate gas stations located within one---half mile of a highway exit or disaster evacuation route to install backup generator capabilities. Additionally, any chain of ten or more affiliated, commonly controlled gas stations must install backup generator capabilities in thirty percent of its gas stations not covered by the provisions described above.

Donations Management
Chapter 101 of 2013 enacted a provision permitting the State Office of Emergency Management 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, OEM should distribute accepted donations in consultation with local governments, not---for---profit organizations, and other disaster response organizations. Additionally, OEM 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.

Photo Citations

For a list of the citations for the photographs used in this Strategy, please contact DHSES at strategy@dhses.ny.gov. The Strategy Word Cloud (on page 3) was developed using Tagxedo.

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

The following matrix outlines linkages between the 10 Goals in the New York State Homeland Security Strategy and key FEMA National Preparedness Doctrine (the FEMA Mission Areas and Core Capabilities). Linkages to the State's own list of Critical Capabilities for Homeland Security are also included.

State Strategy Goals	Linkages to FEMA Mission Areas	Linkages to FEMA Core Capabilities	Linkages to NYS Critical Capabilities
Goal 1: Strengthen CBRNE Preparedness and Response Capabilities	Prevent, Respond	Interdiction and Disruption, Environmental Response/Health and Safety,	CBRNE Detection and Interdiction, CBRNE Response and Decontamination
Goal 2: Protect Critical Infrastructure and Key Resources	Protect	Access Control and Identity Verification, Physical Protective Measures, Risk Management for Protection Programs and Activities, Infrastructure Systems,	Critical Infrastructure/Key Resources Protection
Goal 3: Strengthen Intelligence and Information Sharing Capabilities	Prevent	Intelligence and Information Sharing	Information Sharing and Intelligence Analysis
Goal 4: Strengthen Counter---Terrorism and Law Enforcement Capabilities	Prevent, Protect, Respond	Forensics and Attribution, Interdiction and Disruption, Screening/Search/Detection, On---Scene Security and Protection	Law Enforcement Counter---Terrorism Operations, Law Enforcement Response Operations,
Goal 5: Enhance Emergency Management and Response Capabilities	Respond, Recover, Mitigate	Planning, Public Information and Warning, Operational Coordination, Critical Transportation, Fatality Management, Mass Search and Rescue Operations, Public and Private Services and Resources, Situational Assessment	Planning, Public Information and Warning, EOC Management, Onsite Incident Management, Search and Rescue Operations, Transportation, Damage Assessment, Debris Management, Private Sector/NGO Coordination
Goal 6: Advance Interoperable and Emergency Communications	Respond	Operational Communications	Interoperable and Emergency Communications,
Goal 7: Promote Citizen and Community Preparedness	Prevent, Respond, Recover	Community Resilience,	Citizen Preparedness and Awareness, Mass Care and Sheltering
Goal 8: Build Back Better from Disasters and Become More Resilient Against Future Events	Recover, Mitigate	Supply Chain Integrity and Security, Community Resilience, Long---Term Vulnerability Disruption, Risk and Disaster Resilience Assessment, Economic Recovery, Health and Social Services, Housing, Natural and Cultural Resources	COOP/COG, Restoration of Infrastructure and Critical Services, Recovery, Mitigation
Goal 9: Support Health Emergency Preparedness	Prevent, Respond	Mass Care Services, Public Health and Medical Services	Health Emergency Preparedness, EMS Operations,
Goal 10: Enhance Cyber Security Capabilities	Prevent, Respond, Recover, Mitigate	Cyber Security	Cyber Security