



Homeland Security and Emergency Services

Division of Homeland Security and Emergency Services (DHSES) Strategic Plan 2018-2020



Andrew M. Cuomo
Governor

Roger L. Parrino Sr.
Commissioner



NEVER FORGET

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Table of Contents

Message from the Commissioner	4
DHSES by the Numbers	5
Executive Overview	6
Introduction.....	6
Purpose and Scope	6
Stakeholders.....	6
Mission and Core Values	7
Strategic Goals.....	8
Organizational Structure.....	9
Functional Roles and Responsibilities	10
Strategic Goals and Objectives.....	11
Goal 1: Prevent, Protect Against, and/or Mitigate Man-Made Threats and Natural Hazards	12
Goal 2: Prepare First Responders and other Stakeholders with the Capabilities Needed to Address Threats and Hazards	13
Goal 3: Respond to and Recover from Incidents, Emergencies, and Disasters.....	13
Goal 4: Enhance Outreach, Education and Partnerships.....	15
Goal 5: Ensure an Integrated and Effective DHSES	16



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Message from the Commissioner



Roger L. Parrino, Sr.

Commissioner

It is my distinct honor and pleasure to lead the Division of Homeland Security and Emergency Services (DHSES), and I am happy to present this strategic plan to the agency and our stakeholders. This plan outlines the DHSES mission, values, strategic goals, and associated objectives that will help guide the agency's efforts.

DHSES is still a relatively new agency having been created in 2010 through a merger of several previously separate offices and functions. Since that time, the agency has continued to evolve to meet the changing risk environment and Governor Cuomo's vision for DHSES.

One of my priorities is to ensure that all parts of the agency are working together, particularly during times of crisis, to do everything we can for the people of New York State. I am continually impressed by the talented and hardworking men and women at DHSES and appreciate everything they do to support our mission. I also value the many partnerships we have and look forward to building and maintaining these relationships.

Natural disasters, terrorism, and numerous other hazards threaten our State, but time and time again we rise to the occasion to meet these challenges. Together, we can make a difference in people's lives and help make New York State stronger and better prepared for the disasters and emergencies we face. Thank you to the DHSES employees and our partners for your commitment and dedication.



DHSES by the Numbers



19.8 million

New York State residents

73

Major Disaster
Declarations in
New York State
(since 1954)

500+

Full-time DHSES
employees

29

Terrorist plots
(since 9/11)

60,000+

First responders trained
annually

10

Emergency stockpile
locations

\$4 billion+

Grants delivered to
support state and local
preparedness
(since 2001)

\$21 billion+

Administered to local
governments in disaster
recovery payments
(since 1999)



Executive Overview

Introduction

New York State is home to more than 19 million residents, countless visitors, and a variety of critical infrastructure and key resources. New York was the site of the 1993 and 2001 terrorist attacks on the World Trade Center. Additionally, there have been over two dozen terrorist plots since 2001 and New York is recognized as the number one terrorist target in the country. In addition to the threat of terrorism, the State regularly experiences a significant occurrence of major fires, floods, storms, and other natural disasters. Cyber-attacks, public health emergencies, and other emerging threats also warrant continued vigilance. As the agency responsible for helping New Yorkers prepare for, respond to, and recover from these various threats and hazards, DHSES must have a well-organized, coordinated, and comprehensive strategic plan.

Purpose and Scope

This plan is intended to help guide and organize DHSES to meet its mission and the associated strategic goals and objectives. Through this plan, every employee should be able to clearly see how their work supports the agency's mission. In addition to serving as a strategic guidance document, the plan includes

information on how the agency is organized and should serve as a valuable resource and reference tool for DHSES staff and other stakeholders.

Whereas the initial strategic plan in 2011 was intended to help unite the new agency and document the various programs and initiatives, the intent of this strategic plan is to advance the agency's agenda and to meet a variety of specific objectives over the next three years. This plan complements other broader strategic planning efforts, such as the State Homeland Security Strategy. However, unlike the State Homeland Security Strategy, the DHSES Strategic Plan is focused only on DHSES and not the larger homeland security community in New York State. This plan will be reviewed regularly and updated at least once every three years.

Stakeholders

DHSES has numerous stakeholders, to include the public, first responders, State agency partners, and others with a vested interest in the agency's activities. However, DHSES staff are the most important stakeholder, because they are responsible for the agency's programs and services and without them the agency would not be able to meet its mission.



Mission and Core Values

Our Mission

“The Division of Homeland Security and Emergency Services provides leadership, coordination, and support to prevent, protect against, prepare for, respond to, recover from, and mitigate man-made and natural disasters and other emergencies.”

Core Values



Leadership

Serve as a trusted leader and innovator in homeland security and emergency services.



Integrity

Conduct operations and missions in a legal and ethical way.



Professionalism

Provide the highest levels of service to our many stakeholders.



Partnership

Identify new partners while enhancing existing relationships.



Communication

Share information with DHSES staff and other stakeholders.



Strategic Goals

DHSES has several high-level strategic goals to help guide the agency's activities. Each goal is supported by a series of more specific objectives. Although not every program area has an objective exclusive to their function, each program area should see how their work supports the strategic goals and overall mission of DHSES.

Goal 1: Prevent, Protect Against, and/or Mitigate Man-Made Threats & Natural Hazards:

Continually assess and understand our threats, vulnerabilities, and consequences; encourage information and intelligence sharing among our many stakeholders; and take proactive measures to lessen the likelihood and impact of incidents, emergencies and disasters.

Goal 2: Prepare First Responders and other Stakeholders with the Capabilities Needed to Address Threats and Hazards:

Build and maintain our collective preparedness capabilities through planning, training, exercises, equipment, and the use of grant resources.

Goal 3: Respond to and Recover from Incidents, Emergencies, and Disasters: *Deploy personnel and other resources to assist and coordinate response efforts, and provide ongoing support to help communities recover from incidents, emergencies, and disasters.*

Goal 4: Enhance Outreach, Education, and Partnerships:

Actively engage, inform, educate, and build relationships with the public and our many stakeholders.

Goal 5: Ensure an Integrated and Effective DHSES:

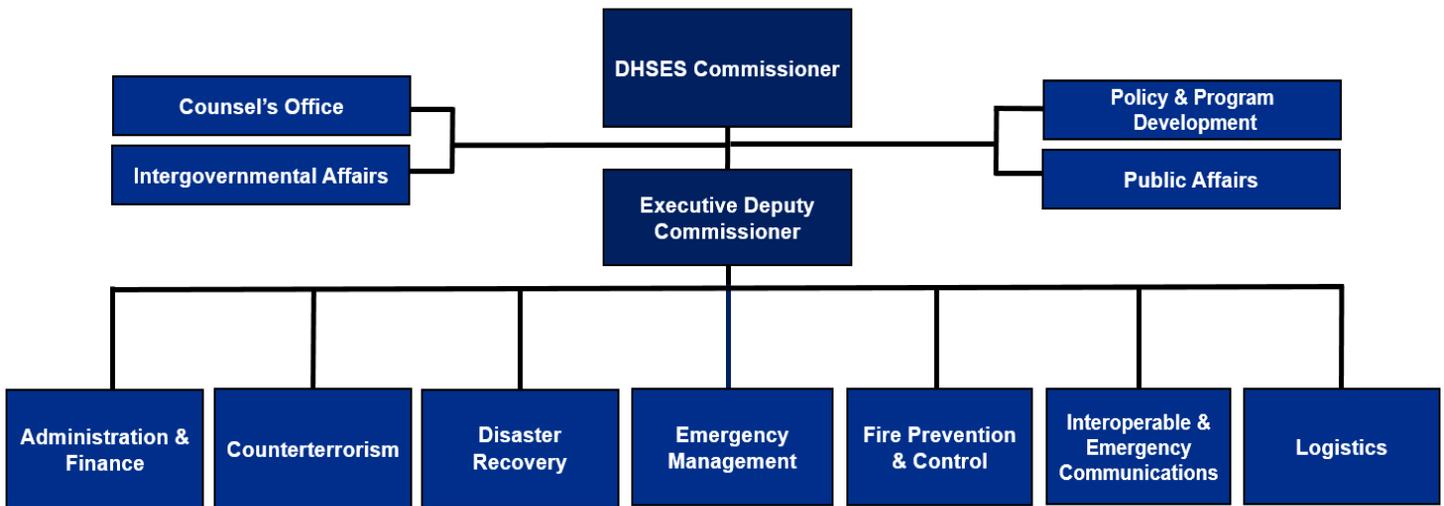
Ensure compliance with statutory and other requirements, effectively communicate and collaborate across the Division, provide professional development opportunities for staff, and explore other ways to improve agency operations.

More detail on the agency's strategic goals and the associated objectives can be found in Section Two.



Organizational Structure

DHSES is currently organized into eleven major functional areas. The organizational chart below outlines the agency's current structure and reporting relationships.





Functional Roles and Responsibilities

DHSES Commissioner: The DHSES Commissioner is a cabinet level official, appointed by the Governor and confirmed by the New York State Senate. The Commissioner is responsible for the overall direction and leadership of the agency. By law, the Commissioner also serves as Chairman of the State Disaster Preparedness Commissioner (DPC), which includes 29 State agencies and the American Red Cross. The DPC is responsible for the preparation of state disaster plans, the direction of state disaster operations, coordinating with local government operations, and the coordination of federal, state, and private recovery efforts.

DHSES Executive Deputy Commissioner: The Executive Deputy Commissioner is the second highest ranking official at DHSES and serves as the agency's chief operating officer, helping to ensure coordination across the agency. The Executive Deputy Commissioner also works to ensure the effective implementation of guidance and directives from the Commissioner and Executive Chamber.

Administration and Finance: Led by a Deputy Commissioner, Administration and Finance manages the agency's finances and day-to-day administrative activities. Administration and Finance also oversees the administration of various State and federal homeland security grant programs and associated grant requirements.

Counsel's Office: Led by the agency's General Counsel, this Office is focused on providing legal guidance for the DHSES Commissioner and DHSES components.

Counterterrorism: Led by a Director, DHSES' Counterterrorism functions are coordinated by the Office of Counter Terrorism (OCT). OCT supports federal, State, local, tribal and private sector efforts to prevent, protect against and prepare for acts and threats of terrorism. The Cyber Incident Response Team (CIRT) is also housed within OCT.

Disaster Recovery: Led by a Deputy Commissioner, Disaster Recovery manages programs to help individuals and communities rebuild, recover, and become more resilient after a disaster. Recovery also works with FEMA and other federal partners on recovery issues and processes disaster recovery payments for communities receiving grants for repairs and/or mitigation projects.

Emergency Management: Led by a Director, the Office of Emergency Management (OEM) serves as the operational arm of the DPC and coordinates the State's emergency response activities, including the management of the State Emergency Operations Center, State Watch Center, and deployment of emergency response resources. OEM also supports State and local planning, training, and exercise efforts, including radiological emergency preparedness and maintenance of the State's Comprehensive Emergency Management (CEMP) plan.

Fire Prevention and Control: Led by the State Fire Administrator, the Office of Fire Prevention and Control (OFPC) provides training, technical assistance, and other support to the fire service across New York State. OFPC also coordinates the deployment of firefighting related mutual aid during emergencies. In addition, OFPC conducts fire and life safety inspections at State-owned and State-regulated facilities, as well as fire investigations.

Intergovernmental Affairs: The Director of Intergovernmental Affairs interfaces with the Legislature, elected officials, and other intergovernmental affairs stakeholders.

Interoperable and Emergency Communications: Led by a Director, the Office of Interoperable and Emergency Communications (OIEC) is the lead State agency for all interoperable and emergency communications issues, which oversees and directs the development, coordination, and implementation of policies, plans, standards, programs, and services related to such public safety communications. The Director of OIEC also serves as the Statewide Interoperable and Emergency Communications Coordinator and Chair of the Statewide Interoperable Emergency Communications Board.

Public Affairs: Public Affairs serves as the primary point of contact for and responds to inquiries from the media and the public. Public Affairs also collaborates with the Governor's Press Office to promote and publicize agency programs and public outreach activities. The Director of Public Information serves as the agency's Chief Public Information Officer (PIO).

Logistics: Led by a Deputy Commissioner, Logistics manages the DHSES stockpile program and the Division's facilities and fleet of vehicles. Logistics also oversees the operations and development of training at the State Preparedness Training Center (SPTC).

Policy and Program Development: Led by the Senior Policy Advisor, this unit develops and coordinates major policy, project, and program initiatives, including the agency's strategic planning efforts. This unit also conducts research and analysis on current and emerging issues of interest to the agency.

Strategic Goals and Objectives

For each strategic goal, there are a series of priority objectives. While they may not account for every agency activity, these objectives serve as a framework to help guide agency efforts and a mechanism to assess and measure progress over time. Performance targets and associated metrics will be developed for each of the objectives as well.

Goal 1: Prevent, Protect Against, and/or Mitigate Man-Made Threats and Natural Hazards

- Strengthen the State’s capabilities to assess and respond to cyber security threats and vulnerabilities.
- Conduct Red Team exercises in every county annually.
- Maintain a robust critical infrastructure fieldwork program that informs legislative reports and helps strengthen the security of high-risk sectors in New York, identified based on an analysis of threats, vulnerabilities, and consequences.
- Continue to evolve grant programs administered by DHSES to reflect the changing threat picture.
- Develop an enhanced State Hazard Mitigation Plan.
- Promote terrorism awareness, suspicious activity reporting, and information sharing with the agency’s stakeholders.
- Support the State’s capabilities to detect and interdict the use of Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) materials.
- Mitigate threats through proactive counterterrorism and active-shooter training and exercises.
- Support and strengthen fire education, inspection, and investigation programs to maximize the effectiveness of DHSES’ efforts to protect lives and property in the State of New York from fire.



Goal 2: Prepare First Responders and other Stakeholders with the Capabilities Needed to Address Threats and Hazards

- Conduct assessments to better understand State and local capabilities and work to advance accreditation programs (e.g., emergency management, Hazmat).
- Update and maintain State plans, such as the CEMP and Continuity of Operations Plans (COOP); conduct planning workshops and provide other planning assistance to State and local partners.
- Conduct training and exercises for emergency response personnel, elected leaders, and other key stakeholders; ensure training and exercises are relevant and meet the needs of the first responder community in New York State, including fire, emergency management, communications, and law enforcement partners.
- Expand and diversify training and curriculum at the SPTC in all disciplines.
- Fully implement the airport/transportation security and emergency preparedness training program.
- Complete the Swift-water and Flood Training (SWFT) facility and other key projects at the SPTC and Fire Academy.
- Enhance the capabilities of State and local first responders and nonprofit agencies through a comprehensive approach to grants management by providing collaborative programmatic and fiscal oversight.
- Coordinate the planning and implementation of public safety broadband and the National Public Safety Broadband Network, FirstNet, within New York State.
- Continue to support public safety operations through the State Interoperable Communications Grants and the Public Safety Answering Point Grants.
- Continue to develop detailed virtual tour models of infrastructure to assist with response.



Goal 3: Respond to and Recover from Incidents, Emergencies, and Disasters

- Integrate Emergency Support Functions (ESF), Recovery Support Functions (RSF), and associated procedures.
- Ensure stockpile program maintains a state of readiness and leverage stockpile locations for pre-positioning/staging areas.
- Utilize NY Responds statewide to manage resource requests and maintain situational awareness.
- Continue to develop and deploy resources and personnel, including the Division's specialty teams (e.g., Incident Management, Urban Search and Rescue).
- Continue to develop internal capability to support full-scale activations of the State Emergency Operations Center (EOC) and provide EOC training to DHSES staff.
- Enhance the delivery of 9-1-1 services within New York State through broadband initiatives and Next Generation technologies.
- Develop a Voluntary Organizations Active in Disaster (VOAD) network in each of the Emergency Services Regions.
- Continue to identify, develop, and implement best practices for emergency purchasing and procurement.
- Conduct training and increase site visits for federal recovery funding.



Goal 4: Enhance Outreach, Education, and Partnerships

- Engage and educate the public regarding disaster preparedness through the Citizen Preparedness Corps Training program and expand the program to reach children and other vulnerable populations.
- Increase the agency's following on social media and leverage all types of media platforms (e.g., apps, podcasts, videos) to broaden the agency's audience.
- Partner with academia on internships, research, professional development opportunities, and other initiatives.
- Increase public outreach and education related to active shooter readiness.
- Maintain positive relationships with elected officials and respond to inquiries in a timely fashion.
- Implement an active communications unit (COMU) program maintaining a Statewide Interoperable Communications Plan, communications guidelines, and communications training, to include trained communications personnel available throughout the State.
- Continue to support, attend, and participate in conferences, symposiums, and other forums to promote the agency's mission and strengthen professional networks.
- Develop new partnerships and strengthen existing partnerships with critical infrastructure owners and operators across the State through site visits, information-sharing, exercises/trainings, and presentations.



Goal 5: Ensure an Integrated and Effective DHSES

- Improve internal communication across the agency and promote cross-agency cooperation and collaboration.
- Ensure completion of mandated employee training and provide employees with other training opportunities.
- Continue employee recognition and the development of professional development programs.
- Increase diversity at DHSES through employee recruitment and retention initiatives.
- Conduct annual review of the agency’s statutory authority and responsibilities to identify potential new policy or legislative initiatives.
- Conduct an employee engagement survey annually.
- Continue developing common and consistent policies and procedures and use the agency dashboard to share this information.
- Identify “Lean” process improvement projects and other opportunities to improve efficiency.
- Better leverage research, data, and new technology to advance the agency's mission.
- Establish DHSES South HQ (at Creedmoor) and complete current and future capital projects.
- Provide a comprehensive approach to federal and State grant planning, management, and oversight through the integration of programmatic and fiscal monitoring.
- Prioritize resources to advance agency goals and work to identify and mitigate risks to agency operations through effective internal controls and risk management efforts.





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