

# NEW YORK STATE HOMELAND SECURITY STRATEGY

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## 2022-2025

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**GOVERNOR**  
**KATHY HOCHUL**



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# MESSAGE FROM DHSES COMMISSIONER JACKIE BRAY

No mission is more important than keeping our residents safe. As the risks faced by New Yorkers has increased, local, state, and federal agencies, along with our private and not-for-profit sector partners, have expanded our collective capabilities to stay ahead of the growing threats. Two decades ago, 'homeland security' meant protecting each other from the threat of foreign terrorist organizations. Today's challenges are different: the Federal Bureau of Investigation reports that racially and ethnically motivated domestic violent extremism is the number one terrorist threat; we are coming off two years confronting a viral pandemic that has taken the lives of over 67,000 New Yorkers; the effects of climate change have made extreme weather events routine across the globe including here in New York; and experts continue to state it is a matter of when, not if, a major cyber attack happens. These threats are real. The disruption they cause and the effects they have on communities cannot be overstated. That's why our work to secure and protect New Yorkers from their impacts is so critical.



***"These threats are real. The disruption they cause and the effects they have on communities cannot be overstated. That's why our work to secure and protect New Yorkers from their impacts is so critical."***

In this New York State Homeland Security Strategy for 2022-2025, you will find an analysis of the risks facing our state, including the threats that energize our work, and the vulnerabilities we are charged with mitigating. We lay out ten goals that will guide our efforts and include metrics with specific targets to hold ourselves accountable. An overview of our existing response capabilities is also provided.

As your Commissioner of New York State's Division of Homeland Security and Emergency Services (DHSES), it is my job to collaborate, coordinate, facilitate, and resource the missions of local agencies and partners who are on the frontlines protecting New Yorkers. I look forward to working with all of you to advance this strategy and to pursue our vision of a safe, prepared, and resilient New York State.



# EXECUTIVE OVERVIEW

"Our Vision is a **safe, prepared, and resilient** New York State."

New York State faces a wide variety of threats and hazards which requires the development of a comprehensive and coordinated Homeland Security Strategy. Our State remains one of the top terrorist targets in the world and also contends with forms of targeted violence, cyber attacks, public health emergencies, and devastating natural disasters. New York has experienced several major storms in the past decade such as Tropical Storms Irene and Lee, Hurricane Ida, and Superstorm Sandy. Homes have been devastated by flooding along Lake Ontario and record snowfall has been seen in Buffalo. More recently, New Yorkers have fought against the spread of COVID-19, which is like no challenge faced in over a century. The threat of catastrophic events requires continuous attention, coordination, trust, and commitment from all levels of government, the private sector, and the public. Equity remains a guiding principle in how New York State supports individuals and communities before, during, and after a disaster. A commitment to continuous improvement paves the way to enhanced preparedness across all areas and levels of government. It is vital to remain focused on working as a unified team to ensure the State is best prepared to tackle the severe risks our communities face.

## PURPOSE

Every day, individuals across the State advance the strategic goals and objectives defined within this document to keep our communities safe, secure, and resilient. This Strategy establishes a comprehensive framework to guide, organize, and analyze homeland security efforts in New York State over the next four years. Recipients of homeland security grant funding must continue to spend in support of this Strategy. However, the Strategy is more than a document to guide the use of grant funding. It charts our course and vision for New York and serves as a roadmap to guide the implementation of homeland security related policies, priorities, and programs across the State. Additionally, the Strategy helps New York State maintain compliance with Emergency Management Accreditation Program (EMAP) and other federal requirements.

## SCOPE

New Yorkers continue to experience a trend of increasing frequency, impact, duration, and cost in the disasters we face. The threat environment continues to evolve and now firmly includes the cyber domain. New Yorkers recognize homeland security as a shared, ongoing mission that requires constant coordination. Accordingly, this document serves as an overarching statewide Strategy, not a Strategy for any single agency or level of government. There are many stakeholders in our homeland security and emergency response efforts supporting the whole of government approach. Our focus is to implement this Strategy by building and maintaining the capabilities needed to address the threats and hazards we face.

## FRAMEWORK FOR IMPLEMENTING THIS STRATEGY

The vision contained within this strategy, of creating a safe, prepared, and resilient New York State, will be implemented through a series of strategic goals and objectives. These goals are supported by programs, initiatives, and the development and sustainment of critical capabilities across all homeland security mission areas including preparedness, response, recovery, prevention, and mitigation.





# NEW YORK STATE'S HOMELAND SECURITY GOALS: 2022-2025

New York State has identified **ten homeland security goals** which recognize the risk profile, lessons learned, and best practices from major incidents such as COVID-19, the NYC subway station bombing, Lake Ontario flooding, and multiple tropical storms and hurricanes. Each Strategy goal contains supporting **objectives** that further define the programs, initiatives, and steps required to meet the goal. These goals and objectives will guide the State's focus over the next four years.

To measure progress related to the implementation of this Strategy, New York State has developed accompanying **targets** and **metrics** for each objective. These measures define success for each objective and the metrics provide mechanisms to measure progress against each target. Additional information on these goals, objectives, targets, and metrics can be found in Appendix A.

**01: Strengthen Intelligence and Information Sharing Capabilities** through collaborative partnerships with federal, state, local, and private sector stakeholders to better protect against and respond to natural and human-made disasters, cyber threats, foreign and domestic terrorism, and other acts of targeted violence, such as active attacker situations.

**02: Strengthen Counter Terrorism and Law Enforcement Capabilities** by continuing to improve counterterrorism operations, training, and partnerships across New York State and by building specialized capabilities to address evolving terrorism threats.

**03: 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.

**04: Enhance Statewide Cybersecurity** through outreach and education, and by working with federal, state, and local partners to develop and implement programs and policies to prevent, protect against, detect, respond to, and recover from cyber-attacks.

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

**06: Enhance Emergency Management and Response Capabilities** through the implementation of a proactive posture to prepare for and respond to emergencies quickly and effectively in support of local partners.

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

**08: Advance Interoperable and Emergency Communications** through the efficient development and utilization of communication resources, training, and procedures. This helps to ensure first responders can effectively communicate with each other during major incidents and planned events to protect lives and property.

**09: Support Health Emergency Preparedness and Response** by readying the State and local communities to distribute medical assistance on a large scale to include the ability of the healthcare community to surge personnel, bed capacity, and other resources in the event of a significant mass casualty incident.

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





## STATEWIDE PROGRAMS AND INITIATIVES

There are a variety of ongoing statewide initiatives and programs aimed at enhancing statewide security, preparedness, and resiliency. New York State recognizes the importance of supporting the development and sustainment of capabilities through coordinated training efforts, competitive and non-competitive grants, enhancement of technology, and strengthening relationships with all stakeholders. Listed below are just some of the many initiatives in New York that complement and support the Strategy.

**Deployable Equipment Packages**, containing various deployable equipment (e.g., generators and swift water rescue equipment) are organized and transported by the State, to increase and modernize statewide emergency response capacity and are utilized in a variety of emergency response activities to include flooding, snowstorms, hazmat response, communications failure, and mass gathering events. These packages are staged strategically throughout the State for rapid deployment by the Department of Transportation (DOT), Thruway Authority, Department of Corrections and Community Supervision (DOCCS), and many others, when needed and complement the State's larger stockpile program.



*Mobile Vehicle Barriers Blocking a Road During a Planned Event*

The **New York State Intelligence Center (NYSIC)** is a multi-agency, all-crimes fusion center that identifies, prevents, and protects New York against emerging domestic and international terrorist and criminal threats through information collection, analysis, and dissemination of intelligence. The New York State Police (NYSP) oversees the NYSIC and is a key partner ensuring the safety of residents and visitors of New York State. The NYSIC provides

investigative and analytic resources, subject matter expertise, and information to detect, prevent and respond to both criminal and terrorist activity.

**Unmanned Aircraft Systems (UAS)** used by DHSES and many other public safety agencies enhance emergency response efforts. UAS are an effective tool in responding to emergencies and disasters through damage assessments, maintaining situational awareness during mass gathering events, conducting fire investigations, performing search and rescue operations, and conducting infrastructure assessments. DHSES has a series of UAS training courses to help public safety agencies develop their own UAS programs and train UAS operators.



*UAS Flight at the State Preparedness Training Center*

**Next Generation 911 (NG911)** continues to enhance the public's ability to communicate with first responders in emergency situations. NG911 is a nationwide effort to integrate new technology to allow the public to share more detailed data such as videos, images, and texts with 911 call centers. It also enhances the ability of 911 call centers to communicate with each other and improve system resiliency. DHSES' Office of



Interoperable and Emergency Communications (OIEC) serves as the coordinating point for modernizing the State's 911, revolutionizing how the public communicates with officials during emergencies and how quickly emergency services are deployed. Since 2010, over \$582 million in grant funding has been awarded to New York State counties to build out and enhance emergency communications.



*DHSES Emergency Communications Mobile Units Supporting a Planned Event*

The expansion of the **Cyber Incident Response Team (CIRT)** expansion ensures the State successfully addresses and mitigates cyber threats and provides cybersecurity related support to local governments, state authorities, non-Executive agencies, and certain critical infrastructure entities. The CIRT provides risk assessments, assistance with post-assessment remediation plan development, offers training and exercise support, helps finance cybersecurity risk remediation grants, and provides incident response capacity in the event of a cybersecurity emergency. The State's newly created Joint Operations Security Center (JSOC) further strengthens cybersecurity by connecting local, state, and federal cybersecurity experts across the State in a first-of-its-kind hub to coordinate efforts like data collection, response, and information sharing.

The **Local Emergency Management Accreditation** provides local emergency management offices in the State a mechanism to evaluate and enhance the overall proficiency of their agency. Accreditation is a formal recognition that policies and practices meet or

exceed standards in all aspects of preparedness, response, recovery, and mitigation and represents the strong collaboration and partnership with New York State's Emergency Management Association.



*Nassau County's Accreditation Ceremony*

The **Swift Water and Flood Training (SWFT) Facility** at the State Preparedness Training Center (SPTC) to improve the State's ability to respond to natural disasters. SWFT features a swift water channel, an urban flood simulator, a three-acre pond, and a high-angle rope rescue tower. DHSES' Office of Fire Prevention and Control (OFPC) develops, executes, and evaluates high-impact water rescue training at the SWFT venue for first responders statewide.



*SWFT Facility at the State Preparedness Training Center*

**Red Team Activities** are pre-planned, unannounced exercises to test infrastructure and businesses the intelligence community considers especially at risk and provides information on suspicious activity awareness and reporting. Law enforcement tests sectors that could be exploited by criminals and terrorists to obtain chemicals or materials to create explosives and sites prone to terrorist



activity. Since launching in 2016, DHSES has tested more than 3,500 locations by working with law enforcement in all parts of the State. Red Teams significantly strengthen statewide partnerships between DHSES, NYSP, NYSIC, local law enforcement, and the private sector, and have led to a noticeable increase in the number of suspicious activity reports submitted to the NYS Terrorism Tips Hotline.

**Annual Public Outreach and Education Efforts** are key to an informed, safe, and resilient public. New York State provides awareness training to provide residents with the knowledge and tools they need to prepare for emergencies and disasters, respond accordingly, and recover as quickly as possible to pre-disaster conditions. The Citizens Preparedness Corps covers a broad range of topics, including how to develop a family emergency plan, stocking up on emergency supplies, fire safety, cyber security awareness, and active attacker training. New York State conducts consistent outreach to schools, businesses, local governments, faith-based organizations, and residents in all parts of the State. Educational resources are shared via social media, websites, brochures, contests, booth engagements, and year-round presentations. The Great New York State Fair held each August provides another opportunity to engage residents in dialogue on programs, services, and information on relevant topics. Public outreach and education events like these help to strengthen relationships, foster confidence, and build resiliency in our communities.



*Public Outreach at the Great New York State Fair*

Engaging in **Critical Infrastructure Assessments** ensures the protection of critical systems across the State. DHSES works with federal, state, local, and private sector organizations to identify, categorize, and assess the most critical assets. Owners and operators share information and best practices based on current threat assessments. Fieldwork now includes the integration of the CIRT to review and analyze critical systems and cybersecurity vulnerabilities. In addition to reviewing, assessing, and reporting on legislatively mandated critical infrastructure sectors, the State also assesses globally recognizable locations like One World Trade Center, the September 11 Memorial & Museum, and large-scale planned events (e.g., 2023 World University Games in Lake Placid, NY).



*September 11, 2001, Memorial Pools in New York City*

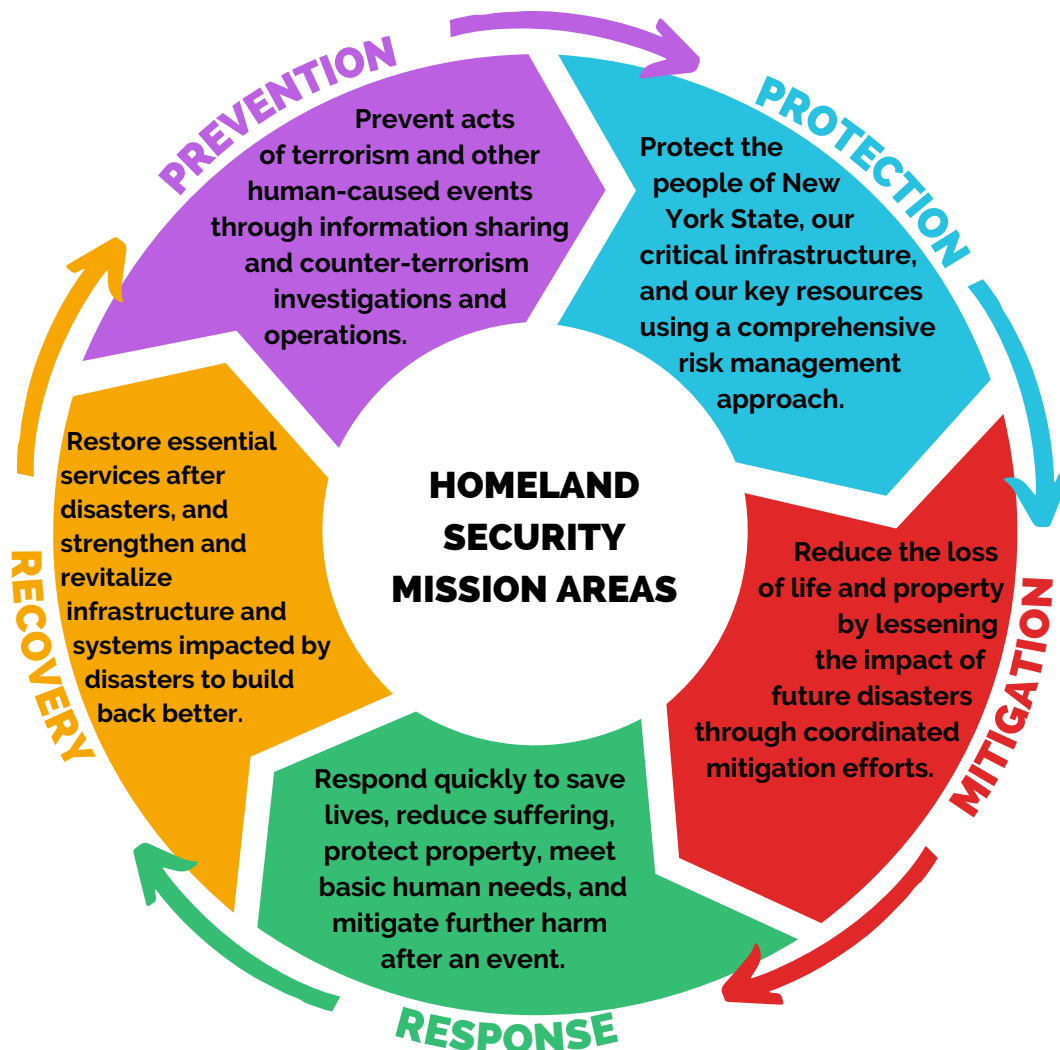
New York State's **Securing Communities Against Hate Crimes (SCAHC) Grant Program** ensures the safety and equal treatment of all residents and visitors against hate crimes. SCAHC helps boost safety and security at non-public, non-profit schools, non-profit day care centers, non-profit community centers, non-profit cultural museums, non-profit residential camps, and non-profit day camps at risk of hate crimes or attacks because of their ideology, beliefs, or mission. To date, over \$67 million in grant funding has been awarded to at-risk facilities, with more funding being made available to nonprofit organizations on a statewide basis. Additionally, the State's Office of Victim Services (OVS) advocates for and provides direct services and compensation for the rights and benefits of all victims of crime.



# CRITICAL CAPABILITIES AND MISSION AREAS

New York State and key partners must measure progress against mission areas and critical capabilities to chart our collective progress. These capabilities align to the National Core Capabilities identified by the Federal Emergency Management Agency (FEMA) and advance state and local programs and initiatives. The capabilities provide a mechanism to measure collective preparedness efforts, as part of the County Emergency Preparedness Assessment (CEPA) Program – a statewide risk and capability assessment framework developed by DHSES in collaboration with the local first responder community in New York State. CEPA allows counties to evaluate the risks facing their communities and provides a standardized and repeatable process to assess capabilities. The assessment culminates in a better understanding of collective statewide preparedness and provides decision makers with a snapshot of strengths and gaps within the five mission areas and of critical capabilities.

Additional information on the critical capabilities and the linkages to the relevant national doctrine can be found in Appendix B.





## COORDINATION WITH KEY PARTNERS AND STAKEHOLDERS

The Strategy requires coordinated planning, investment, and support from state, local, and federal agencies and stakeholders involved in homeland security. Ultimately, strong collaboration and a networked approach are key to the successful implementation of this Strategy. To coordinate these activities, DHSES works with the Disaster Preparedness Commission (DPC) and other partners statewide to ensure an integrated approach to homeland security. The DHSES Commissioner works closely with the Governor's Office to ensure consistent leadership, as well as seamless communication and coordination between the Executive Chamber, DHSES, and our state and local stakeholders.

Equity remains a guiding principle in how New York State supports individuals and communities before, during, and after a disaster. To achieve the vision of a safe, prepared, and resilient New York State, a whole community approach is taken where residents, first responder agencies, community and faith-based leaders, and elected officials work together. Engagement and dialogue should be an ongoing activity to build strong relationships and foster trust and confidence in these

partnerships. Local government and its leaders are critical as most response resources exist at the county and municipal level. To compliment these efforts, regional coordination structures in a variety of disciplines including emergency management, law enforcement, fire service, emergency communications, specialty response teams (e.g., HazMat), transportation, and public health guide the optimization of funding, staffing, and resource availability.

It is critically important to continually provide New York State residents the information and resources needed to prepare for any type of disaster facing their family or community including individuals with disabilities and access and functional needs. However, there is a need to increase the availability of government services to all members of the public. It is of the utmost importance to conduct outreach to every community in New York, given the diversity of language and ethnicity of our State. Personal and family preparedness is key to achieving the vision outlined in this Strategy, and this is only possible if all New Yorkers are engaged through the collective efforts of government.

## EVALUATING AND UPDATING THE STRATEGY

To successfully implement the New York State Homeland Security Strategy, we must evaluate progress. Each iteration of the Strategy builds from the previous version and aims to:

- Advance equity before, during, and after disasters.
- Incorporate best practices.
- Address areas for enhancement.
- Analyze progress in key areas.

The effective and efficient use of public funds is a critical part of this Strategy and requires measurable progress towards the preparedness capability goals. New York State identified targets, objectives, and metrics for each of the goals outlined in this Strategy (Appendix A). These targets and metrics allow for a standardized approach to assess progress. A comprehensive evaluation and review of the Strategy will take place at least once during the planning cycle. The assessment will include the annual evaluations of certain specialty areas of the State's homeland security programs.

New York State will maintain an updated Strategy to serve as a roadmap to guide implementation of homeland security related policies, priorities, and programs across the State. Stakeholders may share feedback on the Strategy by emailing DHSES ([strategy@dhses.ny.gov](mailto:strategy@dhses.ny.gov)) at any time.



# OVERVIEW OF NEW YORK STATE

New York is home to more than 19 million residents, making it the fourth most populous state in the nation behind California, Texas, and Florida. The U.S. Census Bureau reports 5.8 percent of the State's population is under five years of age, 20.7 percent under 18 years, and 16.9 percent is 65 years or older. Ranked as one of the top five most diverse states, approximately 22.6 percent identify as foreign born and 30.5 percent speak a language other than English at home, both of which are considerably higher than the nationwide totals of 13.6 and 21.6 percent, respectively. New York also has some of the most vibrant urban areas in the United States, with 83 percent of New York's residents living within one of its five major urban regions of Albany, Buffalo, New York City, Rochester, and Syracuse. Notably, New York City is home to over 8.8 million residents, which is approximately 46 percent of New York State's population. It is the most populated city in the nation and one of the most populated metropolitan areas in the world.

Many of the nation's most symbolic locations are in New York, to include the September 11th Memorial, Statue of Liberty, Ellis Island, the United Nations, and the United States Military Academy at West Point. A well-known hub for tourism and commerce, millions of people visit the State each year – in 2019 alone, a record-high of 265.5 million people visited, with New York City hosting 66.6 million of them. From the shores of Long Island to the mighty Niagara Falls, New York's 180 state parks were visited by over 78 million visitors in 2020. The Adirondack Park region is an all-weather destination, bringing in approximately 12.4 million visitors each year. The nearly 6-million-acre park has numerous outdoor recreational activities year-round and is the one of the largest protected natural areas in the United States.

New York State is also home to many noteworthy public events and mass gatherings. The annual New Year's Eve celebration in Times Square, the United Nations General Assembly (UNGA), Macy's Thanksgiving Day and St. Patrick's Day parades, and the NYC marathon bring millions of people to New York City and are televised events watched by millions of people throughout the world. The State is home to several internationally recognized sport venues including Madison Square Garden, Yankee Stadium, Citi Field, Barclays Center, Highmark Stadium, First Niagara Center, Nassau Coliseum, Watkins Glen International Speedway, and horse racing tracks in Saratoga, Belmont, and Vernon Downs. The Great New York State Fair in Syracuse brings more than 1 million visitors annually, further showcasing the rich history, commerce, and sense of community within New York.



*Adirondack Park*



*New York City Skyline*



# RISK PROFILE

New York has been at the epicenter of homeland security and emergency management for the first two decades of the 21st century. Starting with the September 11, 2001, terrorist attacks which ushered in the new era of terrorism and most recently, in March 2020, with the explosion of COVID-19 in the Western Hemisphere, New Yorkers understand the risks associated with natural disasters and human-caused incidents like terrorism. All levels of government continually prepare for increasingly complex challenges that test traditional approaches to homeland security, emergency preparedness, and response. The threats and hazards facing our State are evolving and demand purposeful action and a forward-thinking approach to preparedness and response efforts. Since New York faces a wide variety of natural, human-caused, and accidental-type threats and hazards, the State maintains an “all hazards” approach to addressing these threats and hazards by developing and maintaining the capabilities necessary to prevent or mitigate all types of disasters.

This risk profile serves to inform decision-makers. It ties directly into other efforts to understand our risk, including FEMA's annual Threat and Hazard Identification and Risk Assessment (THIRA) requirements. Risk is most commonly expressed as a function of threats and hazards, vulnerabilities, and consequences. By minimizing threats, reducing vulnerabilities, and mitigating consequences, New York is taking meaningful steps to ensure that it is the safest and most prosperous state in the nation.



*Ground Zero of the September 11, 2001, Terrorist Attacks*



# PRIMARY THREATS

## TERRORISM

In recent years, the threat of terrorism has become more diffuse, with the primary threat coming from individuals or small groups motivated to commit violence by a diverse set of extremist ideologies and conspiracy theories. Even as the motivation and tactics have evolved, New York remains one of the top terrorism targets in the world. These trends highlight the importance of maintaining statewide partnerships between state, local, and federal law enforcement and communities to protect our residents and most critical infrastructure and systems.

**Domestic Violent Extremists (DVE)** have emerged in recent years as a primary terrorist threat to the U.S. homeland, with real or perceived grievances exacerbated by major political and societal events including the COVID-19 pandemic and associated government mandates, violence during otherwise lawful racial justice protests, and conspiracy theories related to the 2020 Presidential Election. While DVEs include a diverse set of ideologies, the violent threat is highest from Racially Motivated Violent Extremists who hold white supremacist beliefs (RMVE-WS), Anti-Government Militia Violent Extremists (MVEs), and Anarchist Violent Extremists (AVEs).

According to the NYSIC, RMVE-WS have engaged in a range of activities across New York State including vandalism, posting flyers, recruiting, direct or implied threats, intimidation, harassment, incitement of violence at events, and acts of violence or attempted violence. RMVE-WS who commit violence are often spontaneous, opportunistic, and unaffiliated with a group, which can limit intervention by law enforcement. Traditional targeting by RMVE-WS includes racial and religious minorities and immigrant populations, and to a lesser extent, law enforcement and government targets.

*In May 2020, an individual from Queens, NY, was arrested by federal law enforcement officers for buying illegally defaced weapons. The subject had a history of posting racist and anti-Semitic threats on the internet. In his social media postings, he “glorified acts of murder and terrorism against racial, ethnic, and religious groups” and posted a photograph of the entrance to a Jewish Community Center in Queens.*

Anti-government MVE activity often includes stockpiling weapons and ammunition, and conducting paramilitary training, while a small minority purchase or build illegal weapons to violently resist perceived government oppression or to violently overthrow the U.S. government. MVEs have also been known to provide, or attempt to provide, what they perceive as “security” during lawful protests in which agitators engage in clashes with political opponents or the police. MVEs have historically targeted the government and law enforcement; however, in recent years, they have increasingly threatened, plotted, or attacked individuals at mass gathering events and critical infrastructure as well. MVEs have increasingly been motivated to violence by grievances and conspiracy theories related to COVID-19, associated mandates, and the 2020 Presidential Election.

*In January 2019, four individuals from the Rochester area, were arrested for plotting an attack against a Muslim community near Hancock, NY. Law enforcement found three improvised explosive devices (IEDs) and 23 firearms during a search of the subjects’ residences.*

*On January 6, 2021, DVEs motivated by 2020 Presidential Election and Q-Anon conspiracy theories attacked the U.S. Capitol in an attempt to stop the certification of the election. Participants included organized individuals affiliated with known groups, such as the Oath Keepers and Proud Boys, as well*



*as unaffiliated individuals who participated in the mob violence. As of November 2021, 50 NYS residents have been arrested on federal charges ranging from trespassing and illegal entry to conspiracy and assaulting police in connection with the attack.*

*In March 2021, four individuals from the NYS Capital Region and one individual from Massachusetts pleaded guilty to various weapons and disorderly conduct charges after attending a protest last year in Troy, NY, while dressed in military style body armor, with some carrying weapons. After their arrest, police discovered “a tactical manual tying the group to the New England Minutemen militia.”*

AVEs continue to pose a significant threat of targeted assaults against law enforcement, government buildings, and police vehicles according to the Federal Bureau of Investigation (FBI), Department of Homeland Security (DHS), and the National Counterterrorism Center (NCTC). AVEs also target perceived symbols of capitalism, globalization, and authoritarianism, as well as individuals with ideologies contrary to their own. In recent years, AVEs were mostly encountered at protests or other first amendment protected events, including social justice and police reform protests and at events believed to be attended or hosted by white supremacists or fascists. Criminal activity conducted by AVEs at these protests include property damage, vandalism, harassment, and assaults. AVEs most often use weapons brought to the event or improvised from objects found at an event like pipes, bricks, bike locks, or wooden dowels, and improvised incendiary devices like Molotov cocktails and fireworks.

*In August 2020, a suspected AVE was arrested and charged with intentionally setting fire to a New York Police Department (NYPD) van. The subject was allegedly caught on video smashing the vehicles window with a blunt object, pouring gasoline*

*into the interior, and setting the vehicle on fire before fleeing.*

*In January 2021, at a similarly themed rally occurring at the time of the U.S. Capitol Riot, a suspected AVE was arrested for stabbing two self-identified Proud Boys during a confrontation at a protest at the NYS Capitol in Albany. A total of 35 people were involved in the melee and ultimately 6 individuals were arrested with charges ranging from first-degree assault for stabbing to third-degree assault for fighting. Others were also charged with minor offenses, including two counter-protesters armed with expandable batons.*

**Homegrown Violent Extremists (HVE)** remain the most immediate international terrorism-related threat to the U.S. homeland despite a drop in the number of plots in recent years. HVEs may engage in a range of activities in support of foreign terrorist organizations – primarily al-Qa’ida, the Islamic State, and their affiliates – including plotting, traveling overseas to conflict zones, and material support. While there has been a notable decrease in terrorist-created English language propaganda, jihadist supported media groups create new content and continue to circulate old propaganda across several platforms, most prominently Telegram. Because HVEs mobilize to violence independently of FTOs and online activity has moved to encrypted platforms, detection of HVE plotting has become more difficult in recent years. HVEs are likely to continue focusing on plotting to soft targets, such as mass gatherings and special events, as well as police and military targets. HVEs are likely to continue using a wide array of tactics to carry out attacks, including simple IEDs, firearms, edged weapons, and vehicle ramming. Since 2001, HVE attacks in the U.S. have killed at least 100 people and injured approximately 800 others. According to the Program on Extremism

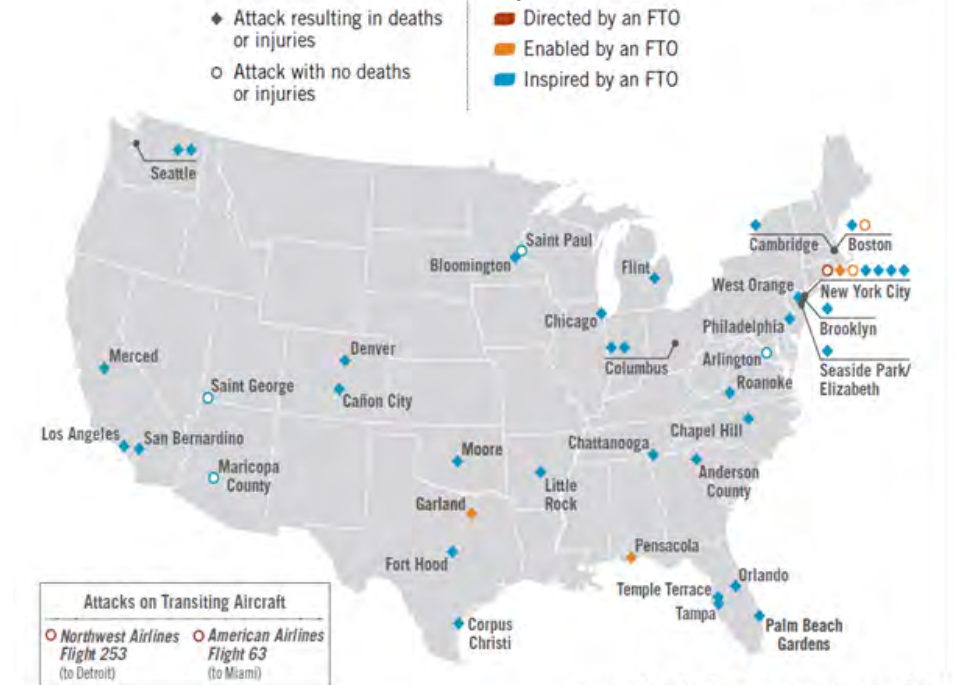


at George Washington University from March 2014 to September 2021, there were 231 individuals arrested and charged in the U.S. for Islamic State-related charges, many of whom are classified as HVEs. New York State had the largest number of arrests by state (36 of the 231), demonstrating that terrorism, especially homegrown violent extremism, continues to disproportionately affect New York State.

*In June 2020, a HVE used a knife to stab NYPD officers and stole an officer's handgun to open fire on other NYPD officers in Brooklyn, New York, wounding three.*

*In January 2021, a HVE from Ohio was arrested for providing training and guidance to purported Islamic State fighters who were plotting attacks, including providing advice about potential targets in New York City, such as the September 11, 2001, Memorial.*

#### Attacks in the U.S. since 9/11 Inspired, Enabled, or Directed by Foreign Terrorists (as of January 2021)



Source: The National Counterterrorism Center

**Foreign Terrorist Organizations (FTO)** – namely al-Qa’ida, the Islamic State, and their affiliates – remain committed to attacking the U.S. homeland, although the primary threat from these groups comes from HVEs inspired to commit violence on behalf of, but independently from, these groups. The U.S. withdrawal from Afghanistan in August 2021 and subsequent takeover of the country by the Taliban may create circumstances by which al-Qa’ida and the Islamic State are able to rebuild capabilities in Afghanistan, including external operations capabilities to target the U.S. and New York.

The NCTC assesses the Islamic State continues to seek out and conduct external operations against the West, although coordinated counter terrorism pressure has diminished the group’s ability to execute operations on the scale of previous attacks in Paris and Brussels due to

losses of territory, key leaders, and access to Western operatives. While the Islamic State lost control of its territory across Syria and Iraq, it has continued to spread through new affiliates, most notably across Africa and in Afghanistan. Likewise, the NCTC assesses that al-Qa’ida and its affiliates remain committed to attacking the U.S. homeland and U.S. interests abroad, although counter terrorism pressure has likely diminished their ability to strike.

*In December 2019, the terrorist attack by a Royal Saudi Air Force officer at the Naval Air Station in Pensacola, Florida, which killed three and injured eight, is a reminder that al-Qa’ida and its affiliates will use whatever means available to strike the U.S. Al-Qa’ida in the Arabian Peninsula (AQAP) claimed credit for the attack, and an investigation revealed that the attacker was in frequent contact with AQAP operatives.*



**Active Attacker and Other Mass Killings** have remained a consistent threat in recent years, used by a range of threat actors including DVEs, HVEs, and FTOs. Events such as the Route 91 Harvest music festival shooting in Las Vegas in October 2017, the Sutherland Springs church shooting in Texas in November 2017, and the Marjory Stoneman-Douglas High School shooting in Florida in 2018 all demonstrate the severity of the mass-killing threat.

Five of the ten deadliest shootings in modern American history have occurred since 2016. The April 2009 shooting at the Binghamton American Civic Association in New York remains the deadliest mass shooting in the State's history, resulting in the deaths of 13 people. In addition to active attacker situations, IEDs, the use of vehicles as weapons, and other complex attack scenarios continue to pose threats that can result in mass fatalities. Given the constant active attacker threat, including the possibility of complex coordinated terrorist attacks involving active shooters and other tactics, New York State is educating and training first responders and other stakeholders to respond to these incidents. This effort includes real-world, scenario-based training at the SPTC and the integration of law enforcement, fire, and EMS personnel to respond to complex incidents. DHSES has also established a series of targeted grant programs to help build and sustain the capabilities of local bomb squads, tactical teams, and other specialized response teams.



Source: Federal Bureau of Investigation (FBI)

## CYBER THREAT ACTORS

Cyber compromises are increasing rapidly as technology evolves and cyber actors continue to find creative ways to exploit vulnerabilities of these technologies. Governments and the private sector are not immune to this risk and are often targeted by nefarious cyber actors. For state and local governments, these threats pose unique challenges for many reasons, to include asymmetric cybersecurity practices across the private and public sectors. The COVID-19 crisis has amplified this problem through rapid deployment of technology to support a largely remote workforce as well as shifting business practices. Threat actors have leveraged these changes to exploit increasing vulnerabilities through a variety of means.

Cyber threat actors are diverse and have a variety of motivations. Key players include cybercriminals and nation-state actors. Cybercriminals are mostly motivated by financial gain, though some are backed by foreign governments and others identify as "hacktivists" who conduct cyber activities to achieve their own social or political goals. Nation-state actors attempt to reach their objectives by attacking critical infrastructure, conducting complex information operations, gathering intelligence, stealing intellectual property on a large scale, meddling in elections, and financial gain.





The rate of cyber attacks perpetuated by these threat actors continues to rise and the impact has become more disruptive and costly. These different threat actors achieve their respective objectives through a variety of cyber operations and activities that often vary in sophistication making it difficult for cyber defenders to protect against. Ransomware is one of the most common and effective cyber attacks used – two current trends have made ransomware readily available to non-sophisticated actors and have increased the effectiveness of standard ransomware campaigns.

*Ransomware-as-a-Service, or RaaS, is a subscription that allows affiliates to use ransomware tools that are already developed to carry out ransomware attacks. It also allows them to extend their reach and the decentralized nature of the attacks makes it difficult for the authorities to shut down the attack. Additionally, the creators of these tools take a percentage of each successful ransom payment.*

*Ransomware groups are also increasingly turning to **Data Exfiltration and Data Release Extortion**, or double extortion attempts with stolen data while maintaining the traditional network encryption and ransom routine. Ransomware groups continue to exfiltrate data during intrusions, provide proof of exfiltration, and threaten to release the data if the ransom is not paid.*

Nation-states and domestic actors often conduct disinformation or misinformation campaigns by injecting false narratives on a wide scale, leveraging social media platforms to cause confusion and polarize social narratives, to undermine public trust in government. Disinformation and misinformation campaigns have the potential of galvanizing individuals around false narratives resulting in real-world impacts.

The persistent and growing threat of corporate and intellectual property espionage from nation-state actors is also a concern, and is an ongoing issue for New York businesses and universities. Continued efforts to educate and train businesses and residents on recognizing, preventing, and reporting these types of incidents will remain a focus for years to come.

New York is not immune from intrusions into critical infrastructure entities either, which are increasingly becoming a desirable target. In the past year, the emerging trend of supply chain attacks has had a large impact on critical infrastructure and the third party sources or vendors that support the entity.

*Targeting Software and IT Service Providers and using them to spread malware to customers is increasingly common for its effectiveness, as evidenced by the Kaseya, SolarWinds Orion, and Hafnium Microsoft Exchange server attacks.*

*Targeting physical **Supply Chains**, such as vendors and third parties or critical infrastructure in lifeline sectors, is desirable among many cyber threat actors. In 2021, the ransomware attack against the Colonial Pipeline disrupted all pipeline operations causing widespread panic and fuel shortages.*

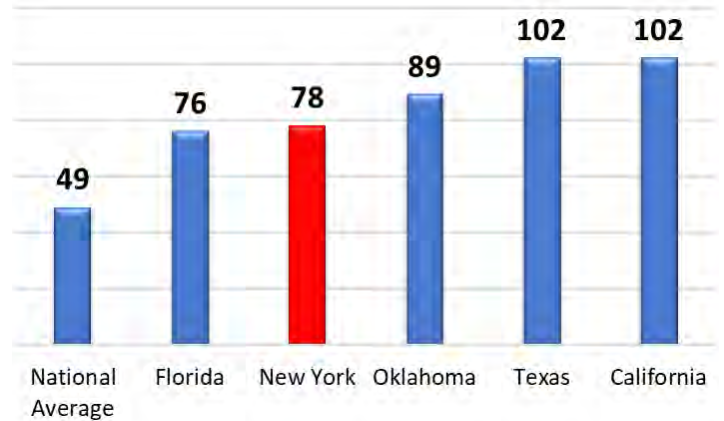


## NATURAL DISASTERS

New York State has received 78 Major Disaster Declarations since 1953, the fourth highest in the nation and far exceeding the national average of 49. Most declarations are for weather-related events including flooding, hurricanes, tropical storms, and winter storms. Declarations have also been received for tornadoes, landslides, and an earthquake. The risk level to New York from all types of hazards appears to be accelerating; almost a quarter of all major disaster declarations in New York have occurred in the last decade.

**Extreme weather** and climate-related events pose a severe threat to the health and welfare of New York residents and businesses. New York State has experienced a variety of extreme weather events across all regions in recent years including Hurricanes and Tropical Storms Ida and Fred (2021), Henri (2021), and Isaias (2020). Severe storms, including record-setting shoreline and inland flooding continue to impact the State. New York City experienced several historic rainfall events in 2021 including the rainiest hour on record (3.15 inches), the second-rainiest summer on record (23.36 inches), and 8.05 inches of rain in Central Park within a 36-hour period. Winter snowstorms and high wind events have also wreaked havoc throughout the State on multiple occasions in recent years. Over the past decade, on average New York experiences 8 tornadoes per year but in November 2021, there were 7 confirmed tornadoes within 48 hours. Little or no-notice events such as tornadoes that require quick response times introduce distinct challenges to the residents of the State and first responders. Extreme temperatures across the State are becoming more common and are often accompanied by the opening of warming and cooling centers. Due to climate change, events similar in nature to these will likely increase in frequency and intensity.

Total Number of Major Disaster Declarations



Source: Federal Emergency Management Agency (FEMA)



Flooding on the Lake Ontario Shoreline

**Fire** is one of the most preventable but deadliest risks New Yorker's face. In fact, approximately 3,500 people die every year in the United States as the result of fire, and another 15,200 are injured. In 2021, New York experienced 20,600 residential fires resulting in 378 injuries and 46 fatalities. Each year, fire kills more Americans than all other natural disasters combined and results in approximately \$21.9 billion in property damage annually. Statistics show that cooking, heating, careless smoking, and arson are the leading causes of home fires and fatalities. Senior citizens and children under the age of 5 have the greatest risk of fire death which highlights the importance of continued fire education, maintaining functional smoke alarms, and conducting fire safety inspections.





*First Responders at the Bronx Apartment Fire in January 2022*

## PUBLIC HEALTH EMERGENCIES

The experience of the COVID-19 global pandemic highlights the need for New York State to be prepared for the outbreak of communicable diseases and other public health related emergencies. New York has also experienced outbreaks of measles, mumps, Legionnaires' disease, and seasonal influenza in recent years. Events of this nature may require the immediate scaling up of testing procedures, increases to hospital capacity, the creation of new logistical operations, mass fatality actions, and vaccination operations. State and local partners actively work together to ensure our front-line workers have the critical supplies and support needed to keep communities safe.

Since the beginning of COVID-19, over 82 million individuals have been tested, and 30.5 million individuals have received a vaccination. Approximately 20% of New Yorkers received their vaccine at one of the 36 state-operated vaccination sites, which were strategically located across the State. Sadly, over 69,000 New Yorkers lost their lives during the COVID-19 pandemic, and the State is continuing to learn the lessons of this global event. New York State remains proactive in applying these lessons learned to address public health emergencies of the future. The COVID-19 pandemic highlighted the importance of being aware of novel viruses and diseases found across the globe, and New York State will continue coordination with federal, state, and local partners to address public health emergencies.

New York State must also remain proactive in addressing water quality issues, including matters ranging from lead and mercury to emerging contaminants such as perfluorooctanoic acid (PFOA) and perfluorooctanesulfonic acid (PFOS).



*USNS Comfort in New York Harbor to Support the COVID-19 Response in 2020*



*Groundwater Testing by the NYS Department of Environmental Conservation in Hoosick Falls, NY*



## ANIMAL AND PLANT DISEASES

Many parts of New York State are dependent upon the agricultural industry and the spread of highly destructive animal and plant diseases could result in devastating consequences to crops, plants, native ecosystems, trees, animals, fruits, and pastures. Harmful Algal Blooms (HABs) have been detected on bodies of water throughout the State and pose risks to both humans and animals that come into contact with them. Preparation and early detection of animal and plant diseases are critical to limiting the economic, social, and environmental impacts of such incidents.



*The NYS Department of Environmental Conservation  
Harvesting Invasive Water Chestnut*



*Invasive Spotted Lanternfly identified in various locations of  
the State by the NY Department of Agriculture and Markets*

## ACCIDENTAL AND TECHNOLOGICAL FAILURE

New York State remains vulnerable to a range of technological hazards and infrastructure failures. Hazardous material releases, rail accidents, and the potential for incidents at the six nuclear power plants in the State pose considerable risks. Further, aging infrastructure is prone to failure and continues to be a growing concern throughout the State. The growing threat posed by cyber attacks has also increased the risk to vital technological systems, including 911 systems.



*The NYS Department of Environmental Conservation  
Responding to a Tanker Spill*



*R.E. Ginna Nuclear Power Plant in Ontario, NY*



# VULNERABILITIES

The varied natural and human-caused hazards faced by New York State, shifting demographics, and increasing reliance on infrastructure and systems in the daily lives of residents pose a variety of challenges for disaster response and recovery. Data shows that lower-income communities and those with disabilities and access and functional needs are disproportionately affected by emergencies. Individuals most directly impacted by these types of incidents may experience adverse psychological impacts including emotional and mental health challenges. These factors highlight the importance of identifying the key vulnerabilities, or the inherent characteristics, of the State potentially inhibiting our collective resiliency. These key vulnerabilities are assigned to four main domains: physical, social, economic, and environmental.

Physical vulnerabilities include the tangible resources the State has to offer, whether natural or built, such as geography, population density, and critical infrastructure and key resources. Social vulnerabilities include any shared community-level experiences such as the capacity of an individual, household, or community to be resilient in the face of a disaster. Economic vulnerabilities are defined as the resilience of an individual or larger community to external shocks in the economy. Last are environmental vulnerabilities, which are the direct result of any positive or negative interventions in climatic conditions.



*The Metropolitan Transportation Authority's (MTA)  
Pascack Valley Line*



## PHYSICAL VULNERABILITIES

The varied physical components of New York State create inherent challenges due to the reliance placed upon them. Of note is the land mass of New York itself, which has both dense urban areas, quaint rural communities, and rough, wooded terrain in between. In the more rural regions to the north, New York has a 445-mile international border with Canada. This border creates significant economic benefits and cultural exchanges as well as challenges in maintaining security and preparedness. Four of the most heavily traveled border crossings between the two countries are in New York, including Buffalo-Niagara Falls, Champlain Rouses Point, Massena, and the Thousand Islands Bridge. More than \$1.8 billion of commerce is transported on rails each day at two of these international rail bridges. Also in the northern region of the State is the Adirondack Park, complete with wooded, mountainous terrain spread across 6 million acres. New York is also home to numerous critical waterways which support economic growth and trade and the State's bustling tourism industry. The Long Island Sound and other channels surrounding the New York City metropolitan area, Lakes Ontario, Erie, and Champlain, shared with Canada and neighboring states, and the Hudson River, all necessitate an active maritime security posture.

The State's critical infrastructure includes six nuclear power plants, to include four commercial and two Naval nuclear facilities, hundreds of high-risk chemical facilities, symbolic or culturally significant commercial facilities, and an extensive network of electrical grids, pipelines, and water and wastewater systems. Each region of the State indirectly supports different sectors and as such, has varied needs in the event of a disaster. In the New York City metropolitan area, 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, layered mass transit systems in the world, transporting approximately 640 million people annually. New York City holds more than 600 cultural institutions within its boroughs, including Broadway Theaters, Carnegie Hall, and Lincoln Center.



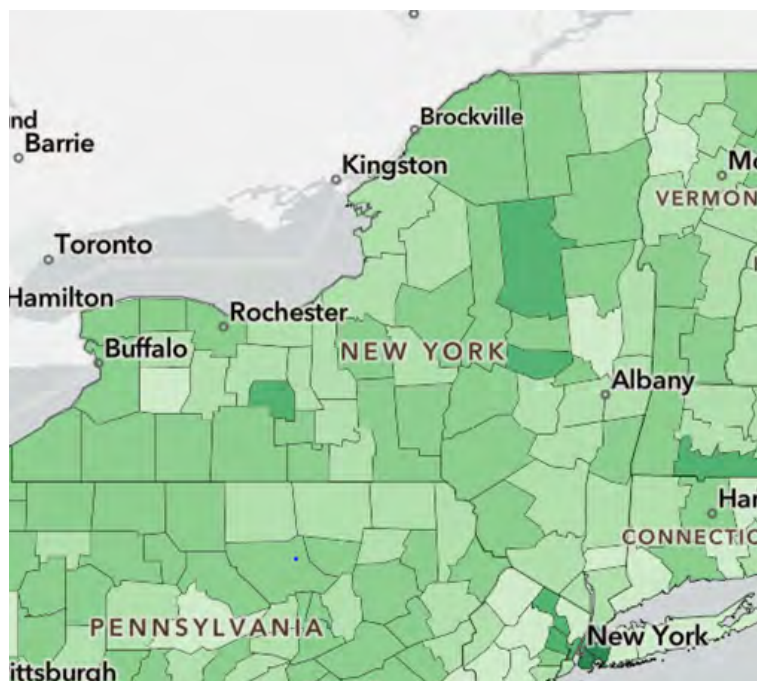
*The New York Stock Exchange (NYSE) in New York City*

The Capital Region holds 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. In addition to Buffalo operating a significant number of chemical manufacturing plants that support the nation, the entire Western New York region shares critical energy transmission infrastructure with neighboring Great Lakes states. The Syracuse area is home to key U.S. Department of Defense (DOD) facilities, numerous hospitals and associated higher education institutions, and a strong industrial machine industry. Rochester has a strong optics and imaging sector, as well as many higher education institutions that further contribute to the State's economic development. In addition to our urban areas, rural communities greatly support the State's tourism and economic output. The North County is home to major power generation facilities and the locks and dams of the St. Lawrence Seaway, which facilitate the movement of goods from the Great Lakes region of the United States to the rest of the world. New York State residents, visitors, businesses, and communities rely on these industries and services – without them, the daily lives of residents may suffer.



## SOCIAL VULNERABILITIES

A key measure of social vulnerability is the Social Vulnerability Index (SVI), which measures factors such as a community's racial and ethnic majority, median income or percent living in poverty, highest education level, and access to lifelines like transportation and communication systems. As outlined in FEMA's National Risk Index, New York State's average SVI score is 37.43, just below the national average of 38.35. Most of the State falls under 'Relatively Low' or 'Moderate' SVI, meaning most communities are susceptible to disasters but are resilient with proper support and resources. Few regions fall under the 'Relatively High' SVI measure, including some rural communities and New York City, which is the most high-risk area in the State. These communities are more likely to suffer or be put in harm's way, and as such, require a more concentrated level of support to ensure each community's safety and well-being.



Source: Federal Emergency Management Agency's (FEMA) National Risk Index

## ECONOMIC VULNERABILITIES

New York's economy is the third largest in the country, behind only California and Texas, and is dominated by the New York City metropolitan area. According to the New York State's Comptroller, the leading industries include Financial Services, which accounts for over 30 percent of annual Gross Domestic Product (GDP), Leisure and Hospitality, Professional and Business Services, and Transportation, Trade, and Utilities. New York is also a leading agricultural state and is considered the fourth largest producer of dairy in the country and a top five producer for cattle, maple syrup, apples, cabbage, beets, among other goods. According to New York State's Department of Agriculture and Markets, New York operates over 33,000 farms and 20% of state land, or approximately 6.8 million acres, is farmland.



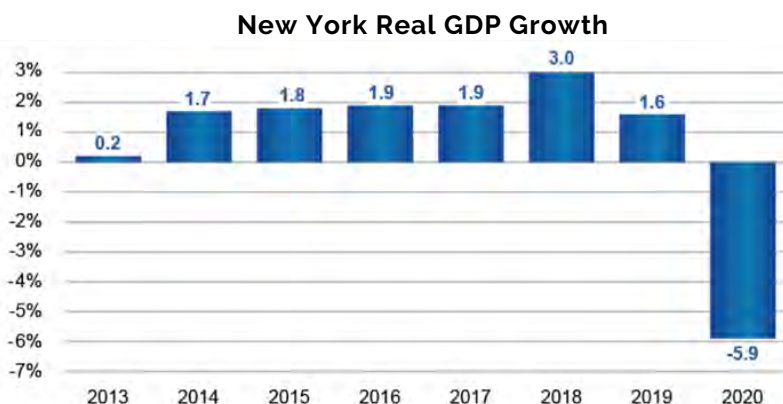
*New York Apple Orchard*



*New York Dairy Farm*



Typically, the State's annual GDP is approximately \$1.7 trillion, or roughly 8 percent of the United State's total GDP. The COVID-19 pandemic significantly strained the economy, highlighting vulnerability to external shocks. In 2020, New York ranked second for job losses, losing 995,000 jobs, and fourth for the largest drop in GDP in the nation, down approximately \$300 billion from an average year. Leisure and Hospitality was the hardest hit industry with respect to job losses and wage declines, which includes accommodations and restaurant/food services. On a positive note, the average New Yorkers' personal wealth increased in 2020, growing by approximately 4.7 percent, supporting individual and community resiliency in the future.



Source: NY Office of the State Comptroller

## ENVIRONMENTAL VULNERABILITIES

Climate change and global warming are widely considered one of the greatest threats faced by national and international authorities including the DOD, DHS, Environmental Protection Agency (EPA), Office of the Director of National Intelligence (ODNI), United Nations (UN), and World Health Organization (WHO). Climate change impacts every function of society and acts as a “threat-multiplier,” according to the DOD, as it directly influences territorial integrity, socioeconomic well-being, and social stability.

New York State is particularly at risk of the negative effects of climate change. New York's large urban areas and population density is contributing to increased deforestation, overcrowding, and depletion of natural resources. Rural communities are not exempt from the pressures on the ecosystem – despite advancements in climate-friendly farming practices like reducing tillage and organic soil amendments, there is still excessive fertilizer and animal manure emitting large amounts of greenhouse gases every day. New York contains approximately 2,626 miles of coastline with nearly 520 miles surrounding the New York City metropolitan area alone. According to New York's Department of Environmental Conservation (DEC), more than half of New Yorkers live along the coast, leaving these communities most at risk to degradation of terrain, rising sea levels, and decreasing access

to fresh groundwater. Most notably, the conditions of climate change creates for more frequent and severe storms, as evidenced by the destructive impacts of Hurricane Sandy in 2012 and most recently, Hurricane Ida in 2021. These modern-day storms also cost more – according to the National Climatic Data Center (NCDC), natural disasters cost approximately \$18.7 billion in 1980 and \$100.2 billion in 2020, a difference of \$78 billion in just forty-one years.



*Coastal Erosion in Staten Island after Superstorm Sandy*



# CONSEQUENCES

By understanding the physical, social, economic, and environmental vulnerabilities faced, the State is better able to examine the resulting consequences, or the impacts and worst-case scenarios created from a disaster.

Programs are established to mitigate the impact of hazards and, in the process, protect our residents, communities, and infrastructure moving forward. While New York State's economic vitality and large population are a source of great strength, it also means the impacts of any type of disaster can lead to cascading, long-term consequences.

New York City's central position in the global economy makes it a target for a variety of bad actors, and any disruption to daily activity would be felt at both the national and international levels. The national economic consequences of events impacting New York City have been observed following incidents such as the September 11 terrorist attacks in 2001, Superstorm Sandy in 2012, and more recently, the COVID-19 pandemic in 2020 and Hurricane Ida in 2021.



*Aftermath of Superstorm Sandy on Long Island in 2012*



The effects of climate change are contributing to an increasing frequency and intensity of disasters. The annual average temperature statewide has risen roughly 2.4 degrees Fahrenheit since 1970 and sea levels along New York's coast have already risen more than a foot since 1900. It is highly likely that the impacts of climate-related disasters will continue to worsen in the coming years. These impacts could include more extreme rainfall events and/or longer periods between rainfall, higher water levels, increased temperatures, and increased frequency of incidents previously uncommon in New York State, such as brush fires and tornadoes.



*Brush Fire in Beacon, NY*

As the frequency and intensity of disasters continues to increase, the economic cost of disasters does too. 2021 is the seventh consecutive year in which 10 or more billion-dollar weather and climate disaster events have impacted the United States. This trend is readily observed in New York, as six of the ten costliest disasters recorded to impact the State have occurred since 2010.

Disasters also impact broad geographic portions of the State for prolonged periods of time. For example, COVID-19 has impacted the entire state, and all counties along the Lake Ontario

shoreline have experienced flooding in recent years. These types of widespread disasters impact large populations and can cause severe strain to infrastructure such as the power grid, supply chains, and the provision of healthcare services. The prolonged nature of events such as these also places considerable strain upon the public safety community charged with managing response activities.

Alongside the economic and physical consequences of disasters, communities can be impacted in a variety of other ways, including psychologically. Natural or human-caused disasters are typically unexpected and may cause psychological injuries such as post-traumatic stress, depression, anxiety, and other mental health conditions. The COVID-19 pandemic has been associated with a considerable rise in the number of individuals suffering from mental illness. As such, disaster mental health programs are vital components of any response and the emotional needs of those impacted by a disaster must always be considered.

## MITIGATION EFFORTS

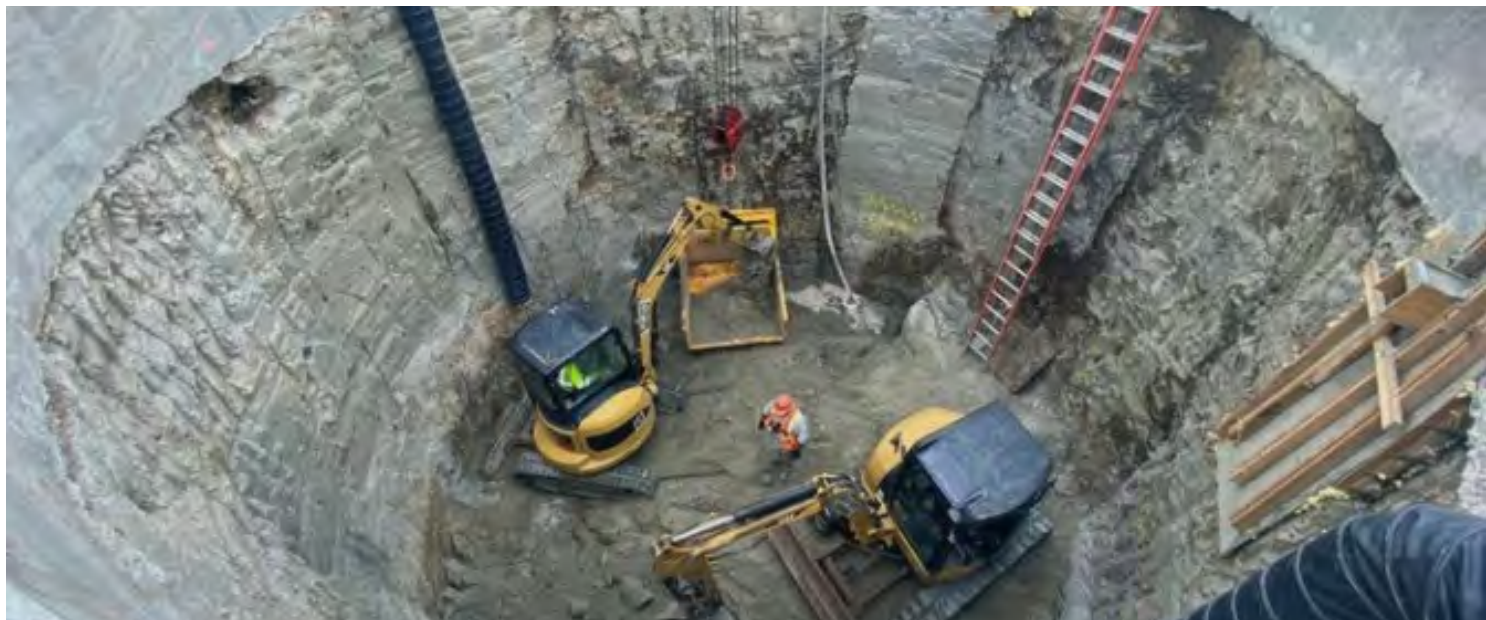
Although risk is never completely eliminated, collective work to reduce risk and enhance resilience to the many threats and hazards facing New York State is ongoing. The State continually seeks to reduce fatalities, injuries, and economic losses stemming from natural hazards, and lead by example in fostering community resilience and protecting the environment in the face of future events to improve the lives of residents. The benefits of investing in mitigation are widespread: future losses are reduced and disruptions are minimized. Data shows every \$1 invested in disaster mitigation saves society up to \$6 in response and recovery costs. Communities can adopt a range of strategies aimed at mitigating the impacts of increasingly frequent disasters. Potential actions available to communities include buying and demolishing flood prone structures, elevating homes above flood zones, and upgrading culverts to handle increased water capacity during high rainfall events.



Several large mitigation projects aimed at reducing the impacts of future disasters are taking place across New York State. Projects to upgrade wastewater management infrastructure are underway on Long Island to help protect coastal communities from storm surge and sea level rise. Resiliency projects aimed at mitigating the impacts of flooding and erosion along the Lake Ontario shoreline are also taking place. Interagency coordination is the key to delivering a comprehensive mitigation strategy designed to reduce New York State's overall risk.



*Newly Constructed MacIntyre Road Bridge in Cayuga County*



*Bay Park Conveyance Project in Nassau County*



# APPENDICES

## **Appendix A: NYS Homeland Security Strategy Goals, Objectives, Targets and Metrics**

This appendix outlines the State's Homeland Security goals, objectives, targets, and metrics for 2022-2025. These targets and metrics measure progress in the implementation of this Strategy. DHSES will collect and analyze the data in conjunction with appropriate stakeholders.

## **Appendix B: Key Linkages between the NYS Homeland Security Strategy and FEMA National Preparedness Doctrine**

This appendix provides a list and matrix, describing and linking the ten goals in this Strategy to FEMA's Mission Areas (Prevention, Protection, Mitigation, Response and Recovery), FEMA's Core Capabilities, and New York State's Critical Capabilities List. This matrix clearly demonstrates this Strategy supports established National Preparedness concepts.



# APPENDIX A: NYS HOMELAND SECURITY STRATEGY GOALS, OBJECTIVES, TARGETS AND METRICS

GOAL 1: STRENGTHEN INTELLIGENCE AND INFORMATION SHARING CAPABILITIES		
OBJECTIVES	TARGETS	METRICS
1.1) Encourage public vigilance through "See Something, Say Something," "See Something, Send Something," and any other Suspicious Activity Reporting (SAR) programs	Encourage tip reporting to the NYSIC from all Counter-Terrorism Zones (CTZs)	• % CTZs providing tips to NYSIC
		• # adopted for investigation
1.2) Ensure robust intelligence reporting by state and local law enforcement and first responders through the Field Intelligence Officer (FIO) and Intelligence Liaison Officer (ILO) programs and Crime Analysis Center (CAC) programs	Maintain a FIO regional coordinator in each county, excluding NYC	• # FIO Regional Coordinators
	Host an annual FIO and ILO Regional Coordinator Conference	• Hosted FIO/ILO Conference (Y/N)
	Ensure of the availability of the FIO Basic Training Course in each State Police Troop	• FIO course offered in each NYSP Troop (Y/N)
	Identify at least 1 Fire/EMS ILO per county	• Ensure all participating counties have at least 1 ILO
	Attain attendance of more than 1,000 Fire/EMS personnel at ILO Trainings	• # ILO trainings and # trained each year
	Maintain State Police presence at each Crime Analysis Center (CAC)	• % CACs with NYSP assigned
1.3) Collect, analyze, and appropriately disseminate written intelligence products on current and emerging threats for law enforcement, the intelligence community, cybersecurity professionals and executive stakeholders while maintaining outreach efforts to non-law enforcement stakeholders (e.g., fire service, emergency management and the private sector)	Ensure distribution of intelligence products to law enforcement stakeholders based on threat information	• # Law Enforcement (LE) products issued
	Produce an Annual Statewide Threat Assessment	• Annual Statewide Threat Assessment is conducted (Y/N)
	Ensure distribution of intelligence products to non-law enforcement stakeholders based on threat information and regular production schedules	• # CrossFire products issued
1.4) 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	• Annual Threat Briefing is provided to the NYS Legislature (Y/N)
	Provide unclassified briefings to relevant stakeholders as dictated by threat environment at various workshops, exercises and meetings including Counter Terrorism Zones (CTZs), Executive Committee on Counter Terrorism (ECCT), Homeland Security Senior Advisory Council (HSSAC), and Regional Grant Workshops	• Briefings requests met relevant stakeholders in classified and unclassified settings (Y/N)
	Coordinate classified briefs as necessary with federal partners	• NYSIC Annual Conference is held (Y/N)

*Goal 1 Continues on Next Page*



OBJECTIVES	TARGETS	METRICS
1.5) Foster greater information sharing through the state-sponsored Crime Analysis Centers, development of formalized plans and protocols in coordination with recognized Fusion Centers	Review plans annually and provide updates as necessary	<ul style="list-style-type: none"> <li>Plans are reviewed and updated on an annual basis (Y/N)</li> </ul>
	Continue to update of DHS/NYS Standing Information Needs (SINs)	<ul style="list-style-type: none"> <li>Required NYSIC products include Standing Information Needs (SINs) (Y/N)</li> <li>SINs reviewed and updated as necessary on annual basis (Y/N)</li> </ul>
	Continue build out of electronic connectivity of law enforcement record management systems between CAC's and local LE agencies across the state	<ul style="list-style-type: none"> <li># agencies added to the network</li> </ul>
1.6) Utilize technological systems to ease the sharing of classified and unclassified information and intelligence between federal (i.e., DHS), state, local, and international partners, as applicable	Share intelligence products via Homeland Security Information Network (HSIN)	<ul style="list-style-type: none"> <li>% analytical Intelligence products posted to HSIN (Y/N)</li> </ul>
	Provide access to appropriate NYS personnel to the Homeland Security Data Net (HSDN) and other classified federal systems, as appropriate	<ul style="list-style-type: none"> <li>NYSIC maintains access to HSDN terminals (Y/N)</li> </ul>
	Facilitate security clearances for personnel whose duties require access to classified information	<ul style="list-style-type: none"> <li># security clearances maintained by appropriate personnel</li> </ul>
1.7) Test intelligence and information sharing capabilities through the use of training and exercises	Participate in at least 2 major exercises annually that stress intelligence functionality	<ul style="list-style-type: none"> <li># trainings/exercises each year</li> </ul>
1.8) Ensure the New York State Intelligence Center (NYSIC) meets baseline capabilities for fusion centers	Ensure the NYSIC receives a satisfactory score each year on their DHS Fusion Center Assessment	<ul style="list-style-type: none"> <li>NYSIC scores satisfactory on their DHS Fusion Center Assessment (Y/N)</li> </ul>
	Ensure the NYSICs privacy policy is reviewed annually to ensure it meets current standards and appropriate personnel participate in annual privacy trainings	<ul style="list-style-type: none"> <li>Privacy policy is reviewed annually and updated as necessary (Y/N)</li> </ul>



## GOAL 2: STRENGTHEN COUNTERTERRORISM AND LAW ENFORCEMENT CAPABILITIES

OBJECTIVES	TARGETS	METRICS
2.1) Continue support for the State's Bomb Squads and Explosive Detection (ED) Canine Teams to further enhance our Improvised Explosive Device (IED) prevention and response efforts	Ensure 100% of Bomb Squads are considered a "Type 1", or "Type 2" based on NIMS Typing Standards	<ul style="list-style-type: none"> <li>% Bomb Squads that are Type 1 or Type 2</li> </ul>
	Ensure 100% of ED Canine Teams in the State have assessed their capabilities through the DHS Office for Bombing Prevention	<ul style="list-style-type: none"> <li>% ED Canine Teams that have had their capabilities assessed through OBP</li> </ul>
	Ensure 100% of bomb calls are reported through the Bomb Arson Tracking System (BATS)	<ul style="list-style-type: none"> <li>% Bomb Squads and ED Canine Teams that report calls through BATS</li> </ul>
2.2) Enhance existing efforts to support the State's Tactical Teams, through capability assessments and the acquisition of equipment and training to meet State standards	Ensure 100% of Tactical Teams have assessed their capabilities through the DHS Office for Bombing Prevention and have completed NIMS Typing assessments	<ul style="list-style-type: none"> <li>%, # Tactical Teams that have had their capabilities assessed via OBP and NIMS</li> </ul>
	Ensure 50% of Tactical Teams meet identified standards developed by the Municipal Police Training Council (MPTC)	<ul style="list-style-type: none"> <li>%, # of DJCS certified Tactical Teams</li> </ul>
2.3) Equip, train, exercise and support specialized law enforcement response teams, such as Dive Teams, Contaminated Crime Scene Emergency Response Teams (CCSERTs), Commercial Vehicle Enforcement Units (CVEUs), and Forensic Identification Units	Catalogue law enforcement specialty teams and identify associated team standards	<ul style="list-style-type: none"> <li># of other law enforcement specialty teams identified</li> </ul>
2.4) Ensure coordination of federal, state, and local law enforcement investigations through the Counter-Terrorism Zones (CTZs), Joint Terrorism Task Forces (JTTFs) and other related structures	Ensure 100% of CTZs meet at least on an annual basis	<ul style="list-style-type: none"> <li>% CTZs that meet at least annually</li> </ul>
	Ensure 100% of JTTFs active in New York State contain state and local participation	<ul style="list-style-type: none"> <li>% JTTFs active in NYS that contain state and local participation</li> </ul>
2.5) Build law enforcement counter-terrorism capabilities through the purchase and sustainment of law enforcement specialized equipment and technology, including license plate readers (LPRs), facial recognition, social media review, mobile data terminals (MDTs), and law enforcement surveillance and information sharing systems	Identify and quantify grant-funded resources dedicated to law enforcement specialty systems and technology to enhance intelligence and information sharing	<ul style="list-style-type: none"> <li>\$ dedicated to law enforcement IT-based specialty systems using federal grant funds each fiscal year</li> </ul>
	Ensure the continued use of Facial Recognition software and other technology systems to deter the use of fraudulent documents	<ul style="list-style-type: none"> <li>Facial recognition software and associated technologies are used and updated as necessary (Y/N)</li> </ul>
	Conduct assessment to determine LPRs in use and the integration of LPR data statewide	<ul style="list-style-type: none"> <li>Assessment has been conducted (Y/N)</li> </ul>
2.6) Test security measures through the use of "Red Teams" and other related exercises	Ensure 100% of CTZs participate in a Red Team or other counter terrorism-related exercise on an annual basis	<ul style="list-style-type: none"> <li>% CTZs that participate in a Red Team or counter terrorism-related exercise annually</li> </ul>
	Partner with federal, state and county agencies to conduct specialized Red Team exercises	<ul style="list-style-type: none"> <li># specialized exercises held annually</li> </ul>

**Goal 2 Continues on Next Page**



OBJECTIVES	TARGETS	METRICS
2.7) Improve security at the Northern Border through intelligence-driven operations, implementation of the State's Northern Border Security Strategy, and the continuation of related local, State, federal, and tribal partnerships	Conduct 15 Border Security Operations (e.g., SPIDER, Stone Garden) annually	• # Border Security Operations
	Ensure state and local participation in 100% of Integrated Border Enforcement Teams (IBETs) and related coordination bodies	• % IBETs and related coordination bodies that have state and local participation
	Conduct cross-border crime meeting with law enforcement officials from Canada and the United States	• Have meetings taken place (Y/N)
2.8) Continue Operation Safeguard outreach from law enforcement to the public and private sector facilities on the indicators of terrorism	Conduct at least 1,200 Operation Safeguard visits per year	• # Operation Safeguard visits per year
2.9) Provide counter-terrorism education and training to law enforcement officials and other personnel on current and emerging threats and tactics	Hold annual counter terrorism and intelligence conferences for law enforcement partners	• Annual State Intelligence Summit, FIO Conference, CTIU Training is held (Y/N)
	Hold an annual conference(s) for Bomb Squads, Explosive Detection Canine (EDC) Handlers and Tactical Teams	• Annual conference is held (Y/N)
2.10) Ensure resources are in place to train for, recognize, respond, and investigate threats, such as the use of small arms, knives, vehicle-ramming, UASs and fire as a weapon	Analyze traditional as well as emerging threats and ensure information on emerging threats is incorporated into relevant training and briefings	• Threats are analyzed and incorporated into relevant trainings and briefings (Y/N)
	Provide opportunities for federal, state and local first-responder agencies to share UAS best practices and lessons learned on counter terrorism/emergency response capabilities at an annual UAS Summit	• Annual UAS Summit is held (Y/N)
2.11) Enhance multi-disciplinary preparedness and response capabilities to address active attacker incidents (e.g., Rescue Task Force) with an emphasis on education for the residents of New York State	Deliver active shooter training for first responders across New York State	• # active shooter courses provided by the SPTC
		• # students trained
	Provide integrated training opportunities for law enforcement, fire, and EMS personnel	• # contact hours with students
	Ensure members of the state work force to complete the annual active shooter training	• Active shooter training is made available to all state workers (Y/N)
2.12) Enhance measures to prevent targeted violence to include gun violence in New York State through a model of education, disruption, and mitigation in coordination with support of federal, state, and local partners	Develop a Targeted Violence Prevention Statewide Strategy	• Has a strategy been developed (Y/N)
	Provide education to stakeholders and share information on preventing targeted violence	• # of stakeholders engaged
	Encourage the development and enhancement of the Threat Assessment Model (TAM) in regions across New York State	• # TAM teams supported/created
	Provide direct services, compensation and advocacy for the rights and benefits of all victims of crime	• Support is provided to all victims of crime (Y/N)



## GOAL 3: PROTECT CRITICAL INFRASTRUCTURE AND KEY RESOURCES

OBJECTIVES	TARGETS	METRICS
3.1) Conduct outreach to critical infrastructure owners and operators to support protection and emergency response efforts	Maintain defined points of contact (POCs) for owners/operators of prioritized critical Infrastructure sites in the State	<ul style="list-style-type: none"> <li>A list of POCs for owners/operators of prioritized critical infrastructure sites is maintained by DHSES (Y/N)</li> </ul>
	Review and provide feedback on site specific emergency plans to CI owners	<ul style="list-style-type: none"> <li>Maintain capacity and capability to review plans, as needed or requested (Y/N)</li> </ul>
3.2) Continue to identify and catalog CIKR site information	Develop and catalogue a state-level list of CIKR	<ul style="list-style-type: none"> <li>A state-level list of CIKR is developed and catalogued (Y/N)</li> </ul>
	Annually review and provide feedback on the National Critical Infrastructure Prioritization Program (NCIPP) and Special Event Assessment Rating (SEAR) events within New York State	<ul style="list-style-type: none"> <li>The NCIPP list is reviewed annually (Y/N)</li> <li>The SEAR list is reviewed annually (Y/N)</li> </ul>
	Develop and catalog communication assets and locations	<ul style="list-style-type: none"> <li>A state-level list of CIKR is developed and catalogued (Y/N)</li> </ul>
3.3) Work with local, state, and federal agencies and private entities to conduct critical infrastructure site visits	Conduct or participate in 45-60 site visits annually within NYS	<ul style="list-style-type: none"> <li># site visits</li> </ul>
	Analyze cybersecurity as part of the site visits	<ul style="list-style-type: none"> <li># site visits that include cybersecurity risk analysis</li> </ul>
3.4) Assess and analyze threats, vulnerabilities, and consequences of critical infrastructure through the completion of risk assessments	Ensure completed risk assessments for legislative mandated CIKR sites and sectors prioritized by DHSES	<ul style="list-style-type: none"> <li># risk assessments completed annually</li> </ul>
	Provide dedicated grant funding for the completion of risk assessments of critical infrastructure sites, emergency and public safety facilities, and mass gathering events	<ul style="list-style-type: none"> <li>\$ provided for the Critical Infrastructure Grant Program (Y/N)</li> </ul>
	More fully integrate cyber risk assessment capabilities with physical risk assessment capabilities to create a more comprehensive risk assessment approach	<ul style="list-style-type: none"> <li>A framework for incorporating cyber and physical risk assessments has been implemented (Y/N)</li> </ul>
3.5) Implement physical and cybersecurity enhancements and target hardening activities to reduce identified risk at soft target and critical infrastructure locations, including emergency service/public safety facilities, election sites, and mass gathering events	Provide dedicated grant funding for physical security enhancements and target hardening activities through the Critical Infrastructure Grant Program (CIGP) and Nonprofit Security Grant Program (NSGP)	<ul style="list-style-type: none"> <li>\$ amount of federal grant funding allocated in each fiscal year for target hardening activities</li> </ul>
	Maintain a stockpile of mobile barriers available for deployment for mass gathering and special events	<ul style="list-style-type: none"> <li>% mobile barrier requests fulfilled</li> </ul>
3.6) Continue surge deployments of personnel at critical locations and mass gathering sites in accordance with the threat environment	Ensure operational readiness of Joint Task Force Empire Shield to meet deployment needs	<ul style="list-style-type: none"> <li>Personnel are assigned to support deployments of Joint Task Force Empire Shield (Y/N)</li> </ul>
	Ensure operational readiness of Operation NY S.E.C.U.R.E to meet deployment needs	<ul style="list-style-type: none"> <li>Personnel are assigned to support deployments of NY S.E.C.U.R.E (Y/N)</li> </ul>
	Ensure operational readiness of Transit Operational Response Canine Heavy (TORCH) weapons teams to meet deployment needs	<ul style="list-style-type: none"> <li>Personnel are assigned to support Transit Operational Response Canine Heavy (TORCH) weapons teams (Y/N)</li> </ul>

**Goal 3 Continues on Next Page**



OBJECTIVES	TARGETS	METRICS
3.7) Leverage the use of technological platforms and database applications, such as Geospatial Information Systems (GIS) and risk-based modeling software to support CIKR analysis	Facilitate access to federal and state infrastructure protection data systems	<ul style="list-style-type: none"> <li>DHSES OCT maintains access to DHS IP Gateway (Y/N)</li> </ul>
	Produce 10 Enhanced Visual Assessment Program (EVAP) products per year	<ul style="list-style-type: none"> <li># EVAP products produced by DHSES annually</li> </ul>
	Ensure Critical Infrastructure Response Information System (CIRIS) is updated with latest data layers	<ul style="list-style-type: none"> <li>Users have access to the Critical Infrastructure Response Information System (CIRIS) (Y/N)</li> </ul>
3.8) Promote, enhance, and execute safety efforts at schools, universities and other special hazard occupancies in New York State, both directly and in conjunction with local public safety agencies	Perform fire and life safety inspections at all colleges, universities, and other special hazard occupancies	<ul style="list-style-type: none"> <li>100% of the properties subject to fire and life safety inspection receive such evaluation at least annually</li> </ul>
	Support development of school safety plans in K-12 schools	<ul style="list-style-type: none"> <li>% K-12 schools with school safety plans</li> </ul>
3.9) Provide terrorism and security awareness training at critical transportation hubs and other key infrastructure locations	Promote terrorism awareness and suspicious activity reporting at critical infrastructure locations across New York State	<ul style="list-style-type: none"> <li>Training is provided to personnel working at transportation hubs (Y/N)</li> </ul>



## GOAL 4: ENHANCE STATEWIDE CYBERSECURITY

OBJECTIVES	TARGETS	METRICS
4.1) Enhance cybersecurity awareness through outreach and education efforts to relevant stakeholders	Attend and participate in at least 15 trainings for NYS local governments to include presentations, tabletops, and phishing exercises	<ul style="list-style-type: none"> <li>Attend and participate in at least 15 trainings (Y/N)</li> </ul>
	Attain increased attendance year-over-year at the annual NYS Cybersecurity Conference	<ul style="list-style-type: none"> <li>Attain 90% of facility capacity year over year (Y/N)</li> <li>Increase in attendees participating in virtual option (year-over-year) (Y/N)</li> </ul>
	100% NYS workforce completes cybersecurity online training	<ul style="list-style-type: none"> <li>% State workforce completing online training</li> </ul>
	Ensure grant funding is made available to local government and state agencies	<ul style="list-style-type: none"> <li># counties meeting National Priority spending targets related to cybersecurity</li> </ul>
	Increase participation in NYS Kids Safe Online poster contest for K-12	<ul style="list-style-type: none"> <li>% increase in student participation year-over-year</li> </ul>
4.2) Conduct, support, and attend relevant cybersecurity efforts to improve technical security capabilities and cyber threat awareness	Ensure staff is current on cybersecurity training, certifications, and qualifications	<ul style="list-style-type: none"> <li>% infosec staff that hold certifications</li> </ul>
	Ensure staff serving in an information security role meet State standards for continuing professional education	<ul style="list-style-type: none"> <li>% state infosec staff meeting Continuing Professional Education (CPE) standards</li> </ul>
4.3) Expand partnerships with federal, other state, local governments, private sector, non-governmental organizations, and academia to foster situational awareness and advance cybersecurity efforts in New York State	Ensure local government participation in NYS cybersecurity programs	<ul style="list-style-type: none"> <li>Regular meetings with local government groups? (Y/N)</li> <li>Local government participation in CIRT hotline (Y/N)</li> <li>Increase NYS government participation in the MS-ISAC</li> </ul>
		<ul style="list-style-type: none"> <li>Access to Federal cybersecurity information maintained (Y/N)</li> <li># classified briefings attended</li> <li>Staff members participate in federal task forces (Y/N)</li> </ul>
		<ul style="list-style-type: none"> <li># cybersecurity scholarships supported (annually)</li> </ul>
	Maintain relationship with FBI and CISA, including access to classified cybersecurity products	<ul style="list-style-type: none"> <li># professional organization memberships</li> </ul>
	Partner with UAlbany academic community to provide cyber scholarships	
	Participate in professional organizations, to include other states and private sector, to ensure innovation and sharing of best practices related to cyber	
4.4) Conduct cyber risk assessments and other efforts to examine threats, vulnerabilities, and consequences in accordance with relevant standards (e.g., CIS Controls, National Institute of Standards and Technology)	Participate in annual national cyber review	<ul style="list-style-type: none"> <li># participating state and local agencies</li> </ul>
	Provide state and local governments with cyber risk assessments and/or system security reviews	<ul style="list-style-type: none"> <li># cyber risk assessments completed</li> </ul>
	Ensure security participation in IT projects	<ul style="list-style-type: none"> <li>% high priority projects with security engagement</li> </ul>
	Reduce vulnerabilities on externally facing state systems	<ul style="list-style-type: none"> <li>% externally facing web applications showing one or more urgent or critical vulnerabilities</li> </ul>
	Reduce vulnerabilities on externally facing local government systems	<ul style="list-style-type: none"> <li>Encourage and facilitate participation of local governments in CISA/DHS CyHy program (Y/N)</li> </ul>

**Goal 4 Continues on Next Page**



OBJECTIVES	TARGETS	METRICS
4.5) Maintain sufficient capacity to respond to cyber incidents throughout the state	Investigate and respond to relevant incidents	<ul style="list-style-type: none"> <li>% incidents reported to NYS that were responded to</li> </ul>
4.6) Develop and disseminate cybersecurity alerts and advisories to relevant stakeholders	Ensure dissemination of cybersecurity alerts and bulletins to stakeholders based on threat information and regular production schedules	<ul style="list-style-type: none"> <li>% unclassified federal and industry bulletins released to stakeholders</li> </ul>
4.7) Implement, maintain, and update cybersecurity governance frameworks, policies, and standards for NYS government entities	Review and update policies/standards as necessary, or at least on an annual basis	<ul style="list-style-type: none"> <li>Formal policies/standards reviewed and updated (Y/N)</li> </ul>
	Ensure security exceptions are filed for non-compliance with policy	<ul style="list-style-type: none"> <li># approved security exceptions filed</li> </ul>
	Conduct security reviews of high-risk potential systems and applications	<ul style="list-style-type: none"> <li># security reviews conducted</li> </ul>
4.8) Incorporate cybersecurity into exercises to build and test capabilities	Conduct or participate in tabletop exercises testing multiple casualty vectors including cyber	<ul style="list-style-type: none"> <li># tabletop exercises held</li> </ul>
	Participate in other relevant cybersecurity exercises	<ul style="list-style-type: none"> <li>% exercises participated in</li> </ul>
4.9) Ensure New York State has a sustainable cyber workforce through improved workforce development and succession planning efforts	Maintain a low vacancy rate of <10% within information security positions	<ul style="list-style-type: none"> <li>Vacancy rate is less than 10% (Y/N)</li> </ul>
	Ensure cyber offices have sufficient staffing to address ongoing and emerging challenges	<ul style="list-style-type: none"> <li># infosec staff</li> </ul>
4.10) Strengthen IT and networking infrastructure by upgrading outdated equipment and introducing new technologies to improve security within state and local government agencies	Support localities in identifying investment opportunities to improve cybersecurity, election security posturing and cyber awareness and education	<ul style="list-style-type: none"> <li>\$ devoted to cybersecurity</li> </ul>
	Ensure State agencies and local governments maintain a schedule to replace end-of-life hardware and software	<ul style="list-style-type: none"> <li>Percent decrease in # of servers with end-of-life operating systems</li> </ul>
		<ul style="list-style-type: none"> <li>% State workstations with Endpoint Detection and Response (EDR) technology</li> </ul>
		<ul style="list-style-type: none"> <li>% State servers with EDR technology</li> </ul>
		<ul style="list-style-type: none"> <li>% employee network/email remote access accounts (O365/VPN/VDI) requiring multi factor authentication (MFA)</li> </ul>



## GOAL 5: ENHANCE CITIZEN AND COMMUNITY PREPAREDNESS

OBJECTIVES	TARGETS	METRICS
5.1) Maintain a statewide citizen preparedness training program to educate New Yorkers on how to prepare themselves, their families, and their neighbors for any type of disaster to include public health emergencies	Maintain a statewide training program	<ul style="list-style-type: none"> <li>• Training Program is maintained (Y/N)</li> </ul>
	Provide training for New Yorkers through in-person and online training opportunities as part of the Citizen's Preparedness Corps (CPC)	<ul style="list-style-type: none"> <li>• # New Yorkers trained</li> </ul>
5.2) Engage in various formal citizen preparedness campaigns utilizing both traditional and new forms of outreach	Conduct targeted public fire and life safety programs to both a general audience as well as targeted audiences (i.e., high risk groups including seniors and college students)	<ul style="list-style-type: none"> <li>• # programs conducted</li> </ul>
	Leverage social media (i.e., Twitter) to inform and educate individuals on best practices and precautions to take during a variety of emergency situations (e.g., active attacker, hurricanes, snowstorms, flooding, fires, etc.)	<ul style="list-style-type: none"> <li>• Social media is used to educate and inform the public (Y/N)</li> </ul>
5.3) Integrate community and non-profit organizations into disaster preparedness and response efforts	Ensure 100% of counties have partnerships with community and non-profit organizations	<ul style="list-style-type: none"> <li>• % counties reporting these partnerships</li> </ul>
5.4) Enhance surge and mass care sheltering capacity through partnerships with community organizations and other entities	Ensure 100% of counties have mass care/sheltering plans	<ul style="list-style-type: none"> <li>• % counties with mass care/sheltering plans</li> </ul>
5.5) Ensure the needs of vulnerable populations in our communities are integrated into disaster preparedness and response efforts	Ensure 100% of counties have worked to incorporate the needs of vulnerable populations into their CEMPs	<ul style="list-style-type: none"> <li>• % counties that have incorporated the needs of vulnerable populations into their CEMPs</li> </ul>
	Provide vital documents, including public documents, forms, and instructions in the ten most common non-English languages on official NYS government webpages	<ul style="list-style-type: none"> <li>• NYS government webpages can be translated (Y/N)</li> </ul>
	Ensure all state agencies providing direct service to New York State residents maintain a Language Access Plan which sets forth actions to be taken to ensure meaningful access to their services	<ul style="list-style-type: none"> <li>• # state agencies with a Language Access Plan (updated every two years)</li> </ul>
5.6) Support the development and engagement of Citizen Corps Partner Programs to include Medical Reserve Corps	Ensure community preparedness organizations exist statewide	<ul style="list-style-type: none"> <li>• Citizen Preparedness Training offerings are made available locally/online (Y/N)</li> </ul>
		<ul style="list-style-type: none"> <li>• # Medical Reserve Corps (MRCs)</li> </ul>
5.7) Maintain a system(s) to accept, receive, distribute donations of money, food, supplies, and other goods and services in the event of a disaster	Donations management system is established and tested	<ul style="list-style-type: none"> <li>• State System is maintained (Y/N) and used</li> <li>• Donations Management Plan is updated (every two years) (Y/N)</li> </ul>
	100% of counties have donations management plans	<ul style="list-style-type: none"> <li>• % counties with donations management plans</li> </ul>

**Goal 5 Continues on Next Page**



OBJECTIVES	TARGETS	METRICS
5.8) Enhance efforts to understand and mitigate the mental health impacts emergencies have on first responders and the public	Hold an annual disaster mental health conference to educate and engage stakeholders	<ul style="list-style-type: none"> <li>Annual conference is held (Y/N)</li> </ul>
	Provide training in Psychological First Aid and post-traumatic stress disorder (PTSD) and other disaster mental health training to the first responder community and community preparedness organizations statewide	<ul style="list-style-type: none"> <li>Training is provided (Y/N)</li> </ul>
5.9) Establish, promote, and integrate programs to engage younger populations regarding disaster preparedness and safety	Provide programs to engage and educate students in grade school through college	<ul style="list-style-type: none"> <li>Programing and education is available on fire safety (Y/N)</li> </ul>
		<ul style="list-style-type: none"> <li>Programing and education is available on personal preparedness (Y/N)</li> </ul>
5.10) Enhance partnerships with professional first-responder associations (Emergency Management, Emergency Medical Services (EMS), Law Enforcement, 911, Fire, Public Health)	Maintain regular coordination and communication with professional first-responder associations	<ul style="list-style-type: none"> <li>Ongoing coordination is maintained with associations (Y/N)</li> </ul>
		<ul style="list-style-type: none"> <li># associations</li> </ul>



## GOAL 6: ENHANCE EMERGENCY MANAGEMENT AND RESPONSE CAPABILITIES

OBJECTIVES	TARGETS	METRICS
6.1) Work with state and local emergency preparedness stakeholders to develop and maintain a wide variety of preparedness and response plans, to include Comprehensive Emergency Management Plans (CEMPs), Continuity of Operations Plans (COOPs), Emergency Management Operations Protocol (EMOP) and relevant plans	Ensure NYS has an updated CEMP with relevant annexes	<ul style="list-style-type: none"> <li>NYS has updated CEMP/Annexes (Y/N)</li> </ul>
	Ensure 100% of counties have a CEMP with relevant annexes	<ul style="list-style-type: none"> <li>% counties with CEMP and relevant annexes</li> </ul>
	Ensure state agencies maintain an Emergency Management Operations Protocol (EMOP) to ensure proficient and effective operations and streamline communication and coordination	<ul style="list-style-type: none"> <li># state agencies with an approved EMOP</li> </ul>
		<ul style="list-style-type: none"> <li>Emergency reporting processes and procedures are defined and updated as necessary (Y/N)</li> </ul>
	Develop action triggers to enhance coordination of public notification, road closures and State of Emergency declarations	<ul style="list-style-type: none"> <li>Establish a taskforce to provide recommendations on action trigger implementation.</li> </ul>
	Maintain and annually review the State's Distribution Management Plan	<ul style="list-style-type: none"> <li>Plan is reviewed annually (Y/N)</li> </ul>
	Ensure Regional Catastrophic Preparedness Program urban areas build and sustain capabilities to enhance catastrophic incident preparedness	<ul style="list-style-type: none"> <li>\$ provided to support the Regional Catastrophic Preparedness Grant Program</li> </ul>
6.2) Maintain support for the completion of standardized threat and hazard assessments at the State and county level and a statewide system to assess state and local emergency preparedness capabilities	Maintain a standardized threat and hazard assessment methodology to be leveraged at the State and local level	<ul style="list-style-type: none"> <li>Standardized threat and hazard assessment methodology exists (Y/N)</li> </ul>
	Ensure 100% of counties and DPC agencies participate in an assessment of preparedness capabilities	<ul style="list-style-type: none"> <li>% entities participating in preparedness assessments.</li> </ul>
6.3) Build, maintain and sustain state, regional, and local response capabilities needed to save lives, reduce suffering, and protect property	Provide funding to support state, regional, and local response capabilities	<ul style="list-style-type: none"> <li>Funding remains available to support emergency response capabilities (Y/N)</li> </ul>
	Ensure 100% of counties receive funding to build, maintain and sustain local response capabilities	<ul style="list-style-type: none"> <li>% of counties receiving funding to support emergency response capabilities</li> </ul>
	Ensure 100% of counties have a dedicated emergency manager	<ul style="list-style-type: none"> <li>% counties with dedicated emergency manager</li> </ul>
	Provide grant management and fiscal monitoring support to all counties	<ul style="list-style-type: none"> <li>% counties supported by DHSES in grants management and fiscal monitoring</li> </ul>
6.4) Build and maintain state specialty response team capabilities to augment local emergency response efforts, such as Incident Management Teams (IMT), Technical Rescue Teams and Flood Incident Strike Teams (FIST)	Ensure 100% of jurisdictions are served (directly or regionally) by the appropriate type of specialized response teams	<ul style="list-style-type: none"> <li>Personnel are accredited and equipment is maintained/ready for deployment (Y/N)</li> </ul>
	Ensure emergency response teams are NIMS typed, credentialed accredited (if applicable)	<ul style="list-style-type: none"> <li>% teams that have been typed, credentialed accredited</li> </ul>
6.5) Maintain a proactive regional response posture through the enhancement and deployment of regional response capabilities, such as regional personnel/teams and assets from the State's regional and mobile stockpiles	Ensure all approved requests entered into NY Responds is acted upon	<ul style="list-style-type: none"> <li>% fulfilled requests</li> </ul>
	Ensure full staffing complement in each NYS OEM region (steady state)	<ul style="list-style-type: none"> <li># OEM staff across all regions (steady state)</li> </ul>
	Ensure DHSES' stockpile program is prepared to support state and local requests for assets	<ul style="list-style-type: none"> <li># assets issued annually</li> </ul>
	Ensure New York Military Forces (NYMF) assets including personnel remain operationally ready to support needs as they arise	<ul style="list-style-type: none"> <li>Assets including personnel are operationally ready (Y/N)</li> </ul>

*Goal 6 Continues on Next Page*



OBJECTIVES	TARGETS	METRICS
6.6) Coordinate disaster response statewide at the State's Emergency Operations Center (EOC) through the use of Emergency Support Functions (ESFs)	Ensure 100% of counties use NY Responds for disaster response and request activities	<ul style="list-style-type: none"> <li># requests submitted by counties through NY Responds annually</li> </ul>
	Ensure ESFs are well-positioned to support preparedness, response, and recovery efforts with the state	<ul style="list-style-type: none"> <li># state agencies supporting the ESFs</li> </ul>
6.7) Participate in formal mutual aid agreements such as the Intrastate Mutual Aid Program (IMAP), State Fire Mobilization and Mutual Aid Plan (SFMMA), and the Emergency Management Assistance Compact (EMAC)	Maintain the Intrastate Mutual Aid Program	<ul style="list-style-type: none"> <li>% counties participating in IMAP</li> </ul>
	Coordinate with contiguous and other states on the National Emergency Management Assistance Compact	<ul style="list-style-type: none"> <li># EMAC requests accepted and fulfilled annually</li> </ul>
	Maintain and support the State Fire Mobilization and Mutual Aid Plan	<ul style="list-style-type: none"> <li>SFMMA is maintained (Y/N)</li> </ul>
6.8) Strengthen alert and warning capabilities through enhanced participation in emergency notification systems such as NY Alert and the Integrated Public Alert and Warning System (IPAWS)	Ensure 100% of counties have an emergency alerting system	<ul style="list-style-type: none"> <li>% counties with alerting system</li> </ul>
	Ensure 100% of counties use IPAWS	<ul style="list-style-type: none"> <li>% counties using IPAWS</li> </ul>
6.9) Maintain specialized training for emergency response stakeholders, including first responders, emergency managers, elected officials and others at multidisciplinary training facilities such as the State Preparedness Training Center and the Academy of Fire Science	Train at least 10,000 students annually at the SPTC	<ul style="list-style-type: none"> <li># students trained at or by the SPTC</li> </ul>
		<ul style="list-style-type: none"> <li>\$ resources invested at the SPTC</li> </ul>
	Train at least 5,000 students annually at the Fire Academy.	<ul style="list-style-type: none"> <li># students trained at or by the Fire Academy</li> </ul>
		<ul style="list-style-type: none"> <li>\$ resources invested at the Academy of Fire Science</li> </ul>
	Train 30,000 students in fire response and operations annually in local and regional settings	<ul style="list-style-type: none"> <li># students OFPC trains annually in local and regional settings</li> </ul>
6.10) Promote the advancement of the emergency management profession through official accreditation programs such as the Emergency Management Accreditation Program (EMAP) and the Local Emergency Management Accreditation Program	Provide general and targeted outreach to counties and encourage the pursuit of official accreditation programs to include the Local Emergency Management Accreditation Program	<ul style="list-style-type: none"> <li># counties obtaining accreditation</li> </ul>
	Ensure EMAPs strategic planning standards are maintained	<ul style="list-style-type: none"> <li>NYS EMAP Accreditation maintained (Y/N)</li> </ul>
6.11) Leverage new and emerging technology and forecasting services to enhance emergency response capabilities.	Maintain and enhance State UAS program and capabilities	<ul style="list-style-type: none"> <li># missions flown annually</li> </ul>
	Maintain and enhance UAS training program	<ul style="list-style-type: none"> <li># trained in UAS operations annually</li> </ul>
	Evaluate weather forecasting services and work with subject matter experts to augment the State's meteorology forecasting capacity	<ul style="list-style-type: none"> <li>NYS has evaluated forecasting services (Y/N)</li> </ul>



## GOAL 7: STRENGTHEN CHEMICAL, BIOLOGICAL, RADIOLOGICAL, NUCLEAR AND EXPLOSIVES (CBRNE) PREPAREDNESS AND RESPONSE CAPABILITIES

OBJECTIVES	TARGETS	METRICS
7.1) Ensure CBRNE response plans, including county and NYC HazMat Plans, are updated regularly and include planning for catastrophic events	Provide ongoing planning support to counties updating their HazMat Plans	<ul style="list-style-type: none"> <li>Support is provided to counties (Y/N)</li> </ul>
7.2) Based on capability analysis, identify, purchase, and maintain equipment for responders to safely detect, identify, and respond to CBRNE events	Ensure 100% of appropriate first responders have the equipment needed to effectively respond to a CBRNE event.	<ul style="list-style-type: none"> <li>\$ federal grant funding allocated in each fiscal year for CBNRE equipment</li> </ul>
7.3) Identify training shortfalls and conduct training to ensure first responders have the knowledge, skills, and abilities to recognize and safely respond to a CBRNE event	Ensure 100% responders in counties appropriate receive training to safely respond to a CBRNE event	<ul style="list-style-type: none"> <li># HazMat Ops and Basic Exterior Firefighting Operations (BEFO) courses taught annually</li> </ul>
		<ul style="list-style-type: none"> <li>% counties with responders trained in CBRNE</li> </ul>
7.4) Test CBRNE plans, procedures and response protocols through exercises and real-world incidents.	Support consortiums in planning and delivering CBRNE exercises	<ul style="list-style-type: none"> <li>Support is provided to consortiums (Y/N)</li> </ul>
7.5) Enhance capacity for decontamination, both on-scene and at secondary locations (such as hospitals), including triage, medical management, antidote administration and care of non-ambulatory and ambulatory contaminated patients	Ensure consortiums include mass decontamination efforts as part of CBRNE planning considerations	<ul style="list-style-type: none"> <li>% consortiums including mass decontamination as part of CBRNE planning considerations</li> </ul>
7.6) Maintain and support HazMat regional partnerships in New York State	Support the enhancement and sustainment of regional HazMat teams in New York State.	<ul style="list-style-type: none"> <li># regional HazMat partnerships in NYS (18 in total)</li> </ul>
	Support regional HazMat teams as they maintain their HazMat Accreditation	<ul style="list-style-type: none"> <li># accredited HazMat teams (18 in total)</li> </ul>
		<ul style="list-style-type: none"> <li>\$ for targeted HazMat Grant Program (fiscal year)</li> </ul>
		<ul style="list-style-type: none"> <li>\$ for the FDNY's Tiered Response Matrix Program (fiscal year)</li> </ul>
	Maintain FDNY's Tiered Response Matrix Program	

***Goal 7 Continues on Next Page***



OBJECTIVES	TARGETS	METRICS
7.7) Enhance radiological detection capabilities, to include wirelessly mapping radiological readings and utilizing environmental surveillance equipment, through continued participation in the "Secure the Cities" initiative and other related efforts	Maintain the Secure the Cities program, in collaboration with involved local, state, and federal partners	<ul style="list-style-type: none"> <li>• \$ provided for STC</li> </ul>
	Ensure a baseline statewide capability to identify radiological materials	<ul style="list-style-type: none"> <li>• Equipment is maintained to ensure operational readiness (Y/N)</li> </ul>
7.8) Ensure off-site preparedness activities in areas surrounding the nuclear sites in New York State	Maintain the State's Radiological Plan	<ul style="list-style-type: none"> <li>• State's Radiological Plan is maintained and updated as necessary (Y/N)</li> </ul>
	Ensure that the appropriate counties have Radiological Emergency Preparedness (REP) plans	<ul style="list-style-type: none"> <li>• REP plans maintained and updated every two years (Y/N)</li> </ul>
7.9) Develop and maintain a statewide capability to monitor and assess environmental health impacts of a CBRNE event	Develop and maintain a plan (or annex) outlining the State's plan to monitor environmental health impacts after a CBRNE event	<ul style="list-style-type: none"> <li>• A plan (or annex) is developed and maintained (Y/N)</li> </ul>
7.10) Ensure all regional HazMat partnerships undertake a self-assessment of team capabilities annually, as part of the HazMat Accreditation Program	Ensure 100% of regional partnerships submit the self-assessment documents each year	<ul style="list-style-type: none"> <li>• % teams that submit the self-assessment documents</li> </ul>
7.11) Improve statewide capability to respond to rail emergencies involving ignitable liquids	Maintain and exercise Geographic Response Plans (GRP) to support initial operations at an incident involving transportation of ignitable liquids by rail.	<ul style="list-style-type: none"> <li>• GRPs for the 21 counties are reviewed/updated every 5 years (Y/N)</li> </ul>
	Maintain and ensure operational readiness of foam trailers, capable of responding to rail emergencies across the State within 2 hours	<ul style="list-style-type: none"> <li>• Maintain and sustain foam trailers and supplemental equipment across the State and provide training to local first responders responsible to utilize these resources in emergencies (# of assets deployed)</li> </ul>
		<ul style="list-style-type: none"> <li>• Provide training to local first responders responsible for utilizing these resources in emergencies (Y/N)</li> </ul>



## GOAL 8: ADVANCE INTEROPERABLE AND EMERGENCY COMMUNICATIONS

OBJECTIVES	TARGETS	METRICS
8.1) Maintain the State Communications Interoperability Plan (SCIP)	Review and update the SCIP annually	<ul style="list-style-type: none"> <li>Annual SCIP updates are completed (Y/N)</li> </ul>
8.2) Maintain communications Standard Operating Procedures (SOPs) that are integrated with the National Incident Management System (NIMS)	Ensure 100% of counties have the appropriate SOPs for communications	<ul style="list-style-type: none"> <li>#, % counties with the appropriate communications SOPs</li> </ul>
8.3) Maintain governance structures for interoperability that are consistent with the Statewide Communications Interoperability Plan (SCIP)	Ensure 100% of counties have governance structures based on the SCIP	<ul style="list-style-type: none"> <li>% counties with an Interoperability Coordinator</li> </ul>
8.4) Conduct communications asset surveys and needs assessments with all counties to improve interoperable communications planning	Ensure 100% county participation in asset surveys and needs assessments	<ul style="list-style-type: none"> <li>#, % counties responding to survey</li> </ul>
	Ensure 100% of appropriate state agency participation in asset surveys and needs assessments	<ul style="list-style-type: none"> <li>#, % state agencies responding the survey</li> </ul>
8.5) Maintain a Statewide Field Operations Guide (FOG) and distribute among communication specialists and first responders	Ensure the NYS FOG is maintained and updated as necessary.	<ul style="list-style-type: none"> <li>% stakeholders with access to the NYSFOG</li> </ul>
8.6) Implement the Statewide Network IP Addressing for Public Safety Communications Systems	Ensure the State Network IP Addressing is implemented and included as State guidance	<ul style="list-style-type: none"> <li>Network IP Addressing for Public Safety Communications Systems is adopted and accessible to all state and county partners (Y/N)</li> </ul>
8.7) Assure deployment of open standards--based technologies (e.g., P--25 for digital systems) to ensure interoperability	Ensure 100% of counties deploy open standards-- based technologies to achieve interoperability	<ul style="list-style-type: none"> <li>% counties utilizing open-standards technologies</li> </ul>
	Ensure 100% of appropriate state agencies deploy open standards--based technologies to achieve interoperability	<ul style="list-style-type: none"> <li>% state agencies utilizing open-standards technologies</li> </ul>
8.8) Provide communications guidance and technical training to improve communications planning and execution	Ensure 100% of counties provided with COML resources	<ul style="list-style-type: none"> <li># regions with COML credentialed personnel</li> </ul>
	100% of counties provided with COMT resources	<ul style="list-style-type: none"> <li># regions with COMT credentialed personnel</li> </ul>

*Goal 8 Continues on Next Page*



OBJECTIVES	TARGETS	METRICS
8.9) Conduct multi-jurisdictional, multi-disciplinary communications training and exercises to evaluate interoperability	Ensure 1 exercise is held each year in 100% of regions and appropriate state agencies participate	<ul style="list-style-type: none"> <li>• (%/per year) regions and appropriate state agencies participating in exercises</li> </ul>
8.10) Develop and implement Next Generation 911 (NG911) statewide	Ensure 100% of Public Safety Answering Point's (PSAP's) have implement NG911 capabilities by 2026	<ul style="list-style-type: none"> <li>• % counties with plans to transition to Next Generation 911 capability by 2026</li> </ul>
8.11) Enhance mobile, back-up and/or redundant communications capabilities	100% of counties have mobile, back-up, and/or redundant communications in place including Land Mobile Radio (LMR) and PSAP's.	<ul style="list-style-type: none"> <li>• % counties have access and capability to utilize mobile, back-up and/or redundant communications for LMR</li> </ul>
		<ul style="list-style-type: none"> <li>• % counties have access and capability to utilize mobile, back-up and/or redundant communications for PSAPs</li> </ul>



## GOAL 9: SUPPORT HEALTH EMERGENCY PREPAREDNESS AND RESPONSE

OBJECTIVES	TARGETS	METRICS
9.1) Enhance local, regional, state, and federal cross-disciplinary planning efforts to prepare for and respond health emergencies	Ensure 100% of counties have public health preparedness plans that have been updated in the past three years	<ul style="list-style-type: none"> <li>% counties that have updated their plans in the past three years</li> </ul>
	Ensure planning efforts are inclusive of mental health considerations	<ul style="list-style-type: none"> <li>Plans are inclusive of mental health considerations (Y/N)</li> </ul>
9.2) Maintain laboratory capability and capacity for the detection of CBRNE agents and other infectious diseases (i.e., COVID-19), as necessary	Ensure Wadsworth Laboratory has achieved their annual proficiency testing through the Centers for Disease Control (CDC)	<ul style="list-style-type: none"> <li>Wadsworth Laboratory has achieved their annual proficiency testing through the CDC (Y/N)</li> </ul>
9.3) Support public health surveillance capabilities to more effectively deter and monitor outbreaks of disease	Maintain robust public health surveillance systems at the state-level and in major urban areas, as evidenced by timely investigations	<ul style="list-style-type: none"> <li>Timeliness: 100% of Category 1 investigations investigation in 24 hours</li> </ul>
		<ul style="list-style-type: none"> <li>Timeliness: 90% of Category 2 investigations in 3 business days, and 85% of Category 3 investigations in 5 business days</li> </ul>
		<ul style="list-style-type: none"> <li>Timeliness: 85% of Category 3 investigations in 5 business days</li> </ul>
	Maintain robust public health surveillance systems at the state-level and in major urban areas, as evidenced by complete investigations	<ul style="list-style-type: none"> <li>Completeness: 100% of Category A investigations will be complete</li> <li>Completeness: 90% of Category B will be complete</li> <li>Completeness: 85% of Category C will be complete</li> </ul>
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 SPTC	<ul style="list-style-type: none"> <li># EMS focused courses provided annually at or by the SPTC</li> <li># EMS responders trained</li> </ul>
	Work with the EMS community to ensure they have access to critical equipment and supplies to support their operations	<ul style="list-style-type: none"> <li>% EMS providers having appropriate hemorrhage control supplies</li> </ul>
	Maintain Statewide EMS Mobilization Plan	<ul style="list-style-type: none"> <li>Has plan been maintained and updated as necessary (Y/N)</li> </ul>
9.5) Enhance medical emergency response capabilities including medical triage, decontamination, COOP, and surge capabilities at healthcare facilities	Ensure 100% of health care facilities that contract with the NYS Department of Health (DOH) have plans updated within in the past three years	<ul style="list-style-type: none"> <li>% health care facilities that contract with the NYS DOH with plans updated within the past 3 years</li> <li>State-level Burn plan is in place (Y/N)</li> </ul>
9.6) Ensure the availability, viability, and access to mass prophylaxis and other medical countermeasures statewide	Ensure the State Medical Emergency Response Cache (MERC) contains the needed medical countermeasures as determined by the State Department of Health	<ul style="list-style-type: none"> <li>MERC inventory is analyzed annually to determine gaps in the State's medical countermeasures strategy (Y/N)</li> </ul>

**Goal 9 Continues on Next Page**



OBJECTIVES	TARGETS	METRICS
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	• % counties that have a mass fatality plan that has been updated in the past three years
	Ensure local health departments (LHD) maintain a mass fatality plan	• % LHDs with a mass fatality plan
	Develop a statewide system to increase morgue capacity on a regional basis.	• Plan is developed and sites are identified (Y/N)
9.8) Expand health emergency preparedness through training and exercise efforts across the State	Conduct a full-scale exercise in each DOH region once every five years	• % DOH regions that conduct one full-scale exercise every five years
	Ensure 100% of Local Health Departments (LHDs) meet annual training goals as set by DOH	• % LHDs that meet annual training goals
9.9) Maintain a patient tracking system statewide	Provide eFINDS training sessions to 100% of NYSDOH regulated healthcare facilities	• # NYSDOH regulated healthcare facilities that have participated in eFINDS training sessions



## GOAL 10: BECOME MORE RESILIENT AGAINST FUTURE EVENTS

OBJECTIVES	TARGETS	METRICS
10.1) Develop and maintain disaster recovery plans, to include individual assistance resource-based plans and long-term recovery plans in communities impacted by major disasters	Maintain the State's short and long-term recovery Plans	<ul style="list-style-type: none"> <li>State's Recovery plans are reviewed annually (Y/N)</li> </ul>
	Ensure availability of Individual Assistance Guide and update as necessary	<ul style="list-style-type: none"> <li>Program areas comply with Program Guidance as issued by FEMA (Y/N)</li> </ul>
	Ensure 100% of CEMPs have recovery components to include mitigation for both pre and post disaster actions	<ul style="list-style-type: none"> <li>Provide planning support to counties (Y/N)</li> </ul>
10.2) Create and leverage disaster recovery committees in communities impacted by major disasters	Provide Resiliency & Economic Development Initiative (REDI) regions with support and funding to increase the resilience of shoreline communities on Lake Ontario and the St. Lawrence River	<ul style="list-style-type: none"> <li>\$ provided to regions (Y/N)</li> </ul>
	Further integrate and build upon existing and developing Community Organizations Active in Disasters (COAD) and Long-Term Recovery Groups (LTRG) through outreach and planning efforts	<ul style="list-style-type: none"> <li># active COADs and LTRGs</li> </ul>
10.3) Identify, administer, and ensure the integration of disaster recovery programs and projects through the use of the National Emergency Management Information System (NEMIS), Emergency Management Mission Integrated Environment (EMMIE) the Grants Portal and other associated databases	Identify programs supporting housing/individual needs, infrastructure, and economic recovery	<ul style="list-style-type: none"> <li># programs</li> </ul>
		<ul style="list-style-type: none"> <li>\$ resources made available</li> </ul>
	Ensure each program has established metrics to track progress	<ul style="list-style-type: none"> <li>Each program has identified metrics to track progress (Y/N)</li> </ul>
10.4) Develop and maintain capabilities to restore critical services (e.g., power, utilities, fuel) to communities as soon as possible post disaster	Ensure designated critical gas stations have back-up generation to minimize disruption to the availability of gasoline and diesel fuel as part of the Fuel NY Initiative	<ul style="list-style-type: none"> <li>Gas stations are in compliance with generator law (Y/N)</li> </ul>
	Ensure New York State maintains the capability to provide additional fuel supply, if necessary	<ul style="list-style-type: none"> <li>Strategic fuel reserve is maintained (Y/N)</li> </ul>
	Ensure operators identify critical infrastructure facilities vulnerable to flooding and other natural hazards and have determined appropriate mitigation efforts in their plans	<ul style="list-style-type: none"> <li>Plans include appropriate mitigation efforts (Y/N)</li> </ul>
10.5) Maintain State and regional hazard mitigation plans and identify projects to help reduce the impact of future disasters	Ensure the State's Mitigation Plan is updated every 5 years	<ul style="list-style-type: none"> <li>State Mitigation Plan is up to date (Y/N)</li> </ul>
	Ensure regional (i.e., county) mitigation plans are updated every 5 years and approved by FEMA	<ul style="list-style-type: none"> <li>% counties with an up-to-date, approved mitigation plan</li> </ul>
	Support state and local government, not-for-profit and non-governmental organizations as they develop, submit, and implement mitigation initiatives	<ul style="list-style-type: none"> <li>Support is provided through the mitigation project process (Y/N)</li> </ul>

*Goal 10 Continues on Next Page*



OBJECTIVES	TARGETS	METRICS
10.6) Proactively identify opportunities to increase resiliency in the face of climate change through smarter building codes, urban planning, eco-friendly equipment, and other associated infrastructure improvements	Catalogue changes to resiliency efforts as amended by the Consensus-Based Codes, Specifications and Standards (CBCS) for Public Assistance that incorporates the latest hazard-resistant designs and establishes minimum acceptable criteria for the design, construction, and maintenance of residential structures and facilities	<ul style="list-style-type: none"> <li>Disaster applicants are educated on and informed of changes to CBCS policy (Y/N)</li> </ul>
	Identify cost effective opportunities to acquire or use equipment that reduces negative impacts on the environment.	<ul style="list-style-type: none"> <li>Environmental impacts are considered during procurement (Y/N)</li> </ul>
10.7) Provide training and exercises aimed at enhancing hazard mitigation, disaster recovery and resiliency efforts	Provide training and support exercises in disaster recovery to communities across New York State, as requested	<ul style="list-style-type: none"> <li># trainings</li> </ul>
		<ul style="list-style-type: none"> <li># attendees</li> </ul>
10.8) Advance Continuity of Operations (COOP) and Continuity of Government (COG) planning to ensure critical functions can continue to operate during and after a crisis	Ensure 100% of DPC agencies maintain a COOP plan meeting OEM/EMAP requirements	<ul style="list-style-type: none"> <li>% DPC agencies with an approved COOP plan</li> </ul>
	Ensure 100% of counties maintain a COOP plan	<ul style="list-style-type: none"> <li>% counties with a COOP/COG plan</li> </ul>
10.9) Enhance the use of data to inform risk, policy decisions, and develop best practice/lessons learned	Identify ways for data sharing (i.e., agreements) between State and local governments	<ul style="list-style-type: none"> <li># of agreements</li> </ul>
	Develop ways to measure impact of reducing costs, injuries, loss of life and damage for future events	<ul style="list-style-type: none"> <li>Track infrastructure projects, acquisitions, and elevations (Y/N)</li> </ul>
	Support food pantries during emergencies by conducting feeding capacity surveys and coordinating the identification of critical resources (e.g., hand sanitizer, face masks)	<ul style="list-style-type: none"> <li>Maintain the ability to conduct feeding capacity surveys (Y/N)</li> </ul>
		<ul style="list-style-type: none"> <li>List of food pantries in New York State is reviewed and updated as necessary (Y/N)</li> </ul>



# APPENDIX B: KEY LINKAGES BETWEEN THE NYS HOMELAND SECURITY STRATEGY AND FEMA NATIONAL PREPAREDNESS DOCTRINE

## COMMON CAPABILITIES

**Planning:** The ability to develop, validate, and maintain plans to address identified threats and hazards.

**Interoperable and Emergency Communications:** The ability to ensure public safety agencies and other community partners can communicate with one another on demand, in real time, when needed, and when authorized.

**Public Information and Warning:** The ability to deliver coordinated, prompt, and actionable information to the public through the use of clear, consistent approaches and leveraging multiple delivery methods.

**Citizen Awareness and Preparedness:** The ability to ensure citizens are fully aware, trained, and practiced on how to prevent, protect, prepare for, respond to, and recover from any threat or hazard.

**Continuity of Operations/Continuity of Government (COOP/COG):** The ability to develop and implement plans and programs to maintain essential operations and government services during an emergency.

**Private Sector/Non-Governmental Organizations (NGO):** The ability to coordinate with the private sector and other non-governmental organizations to leverage their resources and subject-matter expertise.

## PREVENTION AND PROTECTION CAPABILITIES

**Information-Sharing and Intelligence Analysis:** The ability to receive, analyze and distribute accurate, timely, and actionable information and intelligence to agencies and key stakeholders, including the private sector.

**Critical Infrastructure/Key Resources Protection:** The ability to identify and protect critical infrastructure and key resource sites through risk management and by improving protections against all threats and hazards.

**Cyber Security:** The ability to protect cyber networks and services from damage, unauthorized use, and exploitation and restore systems that are compromised.

**CBRNE Detection and Interdiction:** The ability to detect and interdict CBRNE materials at points of manufacture, transport, and use. (CBRNE: Chemical, Biological, Radiological, Nuclear and Explosives)

**Law Enforcement Counter-Terrorism Operations:** The ability to support the range of activities taken by law enforcement to detect, investigate, and conduct operations related to potential terrorist activities.

## RESPONSE CAPABILITIES

**Emergency Operations Center (EOC) Management:** The ability to establish and operate an EOC to support onsite incident management activities during an event.

**Onsite Incident Management:** The ability to establish a unified and coordinated operational structure at the scene of an incident.

**CBRNE Response and Decontamination:** The ability to assess and manage the consequences of a hazardous materials release, either accidental or intentional.



**Search and Rescue Operations:** The ability to deliver search and rescue capabilities and assets to affected communities, with the goal of saving the greatest number of endangered lives in the shortest time possible.

**Law Enforcement Response Operations:** The ability to leverage law enforcement assets and specialty teams (e.g., Bomb Squads, SWAT Teams, Dive Teams) to support site security and response to terrorist attacks and other hazards.

**Firefighting Support and Operations:** The ability to coordinate and implement fire suppression operations and support mutual aid within the fire service.

**Mass Care and Sheltering:** The ability to provide life-sustaining services to communities in need, with a focus on evacuating, sheltering, hydrating, and feeding the individuals most impacted during an event, including special needs populations.

**Transportation:** The ability to prioritize transportation infrastructure restoration to provide for the efficient movement of citizens, responders, and goods into and out of areas impacted during an event through the utilization of various transportation systems and routes.

**Health Emergency Preparedness:** The ability to support health emergency preparedness by developing and maintaining the ability to identify public health threats, provide medical countermeasures, and surge the hospital system to manage large numbers of sick or injured during any incident.

**Emergency Medical Services (EMS) Operations:** The ability to dispatch the appropriate EMS resources, provide immediate triage and pre-hospital treatment, communicate and provide transportation to an appropriate healthcare facility.

**Fatality Management:** The ability to provide effective, efficient mass fatality services to communities in need, including body recovery and victim identification, the development of temporary mortuary solutions, and coordination with victims' families.

**Logistics and Resource Management:** The ability to identify, inventory, mobilize, and dispatch available critical resources (including those obtained via mutual aid and donations) and human capital throughout the duration of an incident.

### **DISASTER RECOVERY/MITIGATION CAPABILITIES**

**Damage Assessment:** The ability to conduct damage assessments in conjunction with partners at multiple levels of government to help inform resources needed to ensure an efficient recovery from an incident.

**Debris Management:** The ability to develop and maintain debris management plans to restore public services and ensure public health and safety in the aftermath of a disaster.

**Restoration of Infrastructure and Critical Services:** The ability to initiate and sustain the restoration of critical services to affected communities, including drinking water, wastewater, electricity, transportation services, and economic services through effective planning and other related efforts.

**Recovery:** The ability to provide ongoing support to communities after a major incident occurs to help rebuild affected areas and to increase their resiliency to face future incidents to include long-term housing and infrastructure replacement.

**Mitigation:** The ability to, through traditional mitigation programs and other efforts build and sustain resilient systems, communities, and infrastructure to reduce their vulnerability to any threat or hazard.



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



