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)

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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	• Plans are reviewed and updated on an annual basis (Y/N)
	Continue to update of DHS/NYS Standing Information Needs (SINs)	• Required NYSIC products include Standing Information Needs (SINs) (Y/N)
		• SINs reviewed and updated as necessary on annual basis (Y/N)
	Continue build out of electronic connectivity of law enforcement record management systems between CAC's and local LE agencies across the state	• # agencies added to the network
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)	• % analytical Intelligence products posted to HSIN (Y/N)
	Provide access to appropriate NYS personnel to the Homeland Security Data Net (HSDN) and other classified federal systems, as appropriate	• NYSIC maintains access to HSDN terminals (Y/N)
	Facilitate security clearances for personnel whose duties require access to classified information	• # security clearances maintained by appropriate personnel
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	• # trainings/exercises each year
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	• NYSIC scores satisfactory on their DHS Fusion Center Assessment (Y/N)
	Ensure the NYSICs privacy policy is reviewed annually to ensure it meets current standards and appropriate personnel participate in annual privacy trainings	• Privacy policy is reviewed annually and updated as necessary (Y/N)

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	• % Bomb Squads that are Type 1 or Type 2
	Ensure 100% of ED Canine Teams in the State have assessed their capabilities through the DHS Office for Bombing Prevention	• % ED Canine Teams that have had their capabilities assessed through OBP
	Ensure 100% of bomb calls are reported through the Bomb Arson Tracking System (BATS)	• % Bomb Squads and ED Canine Teams that report calls through BATS
2.2) Enhance existing efforts to support the State's Tactical Teams, through capability assessments and the acquisition of equipment and training to meet State standards	Ensure 100% of Tactical Teams have assessed their capabilities through the DHS Office for Bombing Prevention and have completed NIMS Typing assessments	• %, # Tactical Teams that have had their capabilities assessed via OBP and NIMS
	Ensure 50% of Tactical Teams meet identified standards developed by the Municipal Police Training Council (MPTC)	• %, # of DJCS certified Tactical Teams
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	• # of other law enforcement specialty teams identified
2.4) Ensure coordination of federal, state, and local law enforcement investigations through the Counter-Terrorism Zones (CTZs), Joint Terrorism Task Forces (JTTFs) and other related structures	Ensure 100% of CTZs meet at least on an annual basis	• % CTZs that meet at least annually
	Ensure 100% of JTTFs active in New York State contain state and local participation	• % JTTFs active in NYS that contain state and local participation
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	• $ dedicated to law enforcement IT-based specialty systems using federal grant funds each fiscal year
	Ensure the continued use of Facial Recognition software and other technology systems to deter the use of fraudulent documents	• Facial recognition software and associated technologies are used and updated as necessary (Y/N)
	Conduct assessment to determine LPRs in use and the integration of LPR data statewide	• Assessment has been conducted (Y/N)
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	• % CTZs that participate in a Red Team or counter terrorism-related exercise annually
	Partner with federal, state and county agencies to conduct specialized Red Team exercises	• # specialized exercises held annually

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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	• A list of POCs for owners/operators of prioritized critical infrastructure sites is maintained by DHSES (Y/N)
	Review and provide feedback on site specific emergency plans to CI owners	• Maintain capacity and capability to review plans, as needed or requested (Y/N)
3.2) Continue to identify and catalog CIKR site information	Develop and catalogue a state-level list of CIKR	• A state-level list of CIKR is developed and catalogued (Y/N)
	Annually review and provide feedback on the National Critical Infrastructure Prioritization Program (NCIPP) and Special Event Assessment Rating (SEAR) events within New York State	• The NCIPP list is reviewed annually (Y/N)
		• The SEAR list is reviewed annually (Y/N)
	Develop and catalog communication assets and locations	• A state-level list of CIKR is developed and catalogued (Y/N)
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	• # site visits
	Analyze cybersecurity as part of the site visits	• # site visits that include cybersecurity risk analysis
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	• # risk assessments completed annually
	Provide dedicated grant funding for the completion of risk assessments of critical infrastructure sites, emergency and public safety facilities, and mass gathering events	• $ provided for the Critical Infrastructure Grant Program (Y/N)
	More fully integrate cyber risk assessment capabilities with physical risk assessment capabilities to create a more comprehensive risk assessment approach	• A framework for incorporating cyber and physical risk assessments has been implemented (Y/N)
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)	• $ amount of federal grant funding allocated in each fiscal year for target hardening activities
	Maintain a stockpile of mobile barriers available for deployment for mass gathering and special events	• % mobile barrier requests fulfilled
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	• Personnel are assigned to support deployments of Joint Task Force Empire Shield (Y/N)
	Ensure operational readiness of Operation NY S.E.C.U.R.E to meet deployment needs	• Personnel are assigned to support deployments of NY S.E.C.U.R.E (Y/N)
	Ensure operational readiness of Transit Operational Response Canine Heavy (TORCH) weapons teams to meet deployment needs	• Personnel are assigned to support Transit Operational Response Canine Heavy (TORCH) weapons teams (Y/N)

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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	• DHSES OCT maintains access to DHS IP Gateway (Y/N)
	Produce 10 Enhanced Visual Assessment Program (EVAP) products per year	• # EVAP products produced by DHSES annually
	Ensure Critical Infrastructure Response Information System (CIRIS) is updated with latest data layers	• Users have access to the Critical Infrastructure Response Information System (CIRIS) (Y/N)
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	• 100% of the properties subject to fire and life safety inspection receive such evaluation at least annually
	Support development of school safety plans in K-12 schools	• % K-12 schools with school safety plans
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	• Training is provided to personnel working at transportation hubs (Y/N)

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	• Attend and participate in at least 15 trainings (Y/N)
	Attain increased attendance year-over-year at the annual NYS Cybersecurity Conference	• Attain 90% of facility capacity year over year (Y/N) • Increase in attendees participating in virtual option (year-over-year) (Y/N)
	100% NYS workforce completes cybersecurity online training	• % State workforce completing online training
	Ensure grant funding is made available to local government and state agencies	• # counties meeting National Priority spending targets related to cybersecurity
	Increase participation in NYS Kids Safe Online poster contest for K-12	• % increase in student participation year-over -year
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	• % infosec staff that hold certifications
	Ensure staff serving in an information security role meet State standards for continuing professional education	• % state infosec staff meeting Continuing Professional Education (CPE) standards
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	• Regular meetings with local government groups? (Y/N) • Local government participation in CIRT hotline (Y/N) • Increase NYS government participation in the MS-ISAC
	Maintain relationship with FBI and CISA, including access to classified cybersecurity products	• Access to Federal cybersecurity information maintained (Y/N) • # classified briefings attended • Staff members participate in federal task forces (Y/N)
	Partner with UAlbany academic community to provide cyber scholarships	• # cybersecurity scholarships supported (annually)
	Participate in professional organizations, to include other states and private sector, to ensure innovation and sharing of best practices related to cyber	• # professional organization memberships
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	• # participating state and local agencies
	Provide state and local governments with cyber risk assessments and/or system security reviews	• # cyber risk assessments completed
	Ensure security participation in IT projects	• % high priority projects with security engagement
	Reduce vulnerabilities on externally facing state systems	• % externally facing web applications showing one or more urgent or critical vulnerabilities
	Reduce vulnerabilities on externally facing local government systems	• Encourage and facilitate participation of local governments in CISA/DHS CyHy program (Y/N)

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OBJECTIVES	TARGETS	METRICS
4.5) Maintain sufficient capacity to respond to cyber incidents throughout the state	Investigate and respond to relevant incidents	• % incidents reported to NYS that were responded to
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	• % unclassified federal and industry bulletins released to stakeholders
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	• Formal policies/standards reviewed and updated (Y/N)
	Ensure security exceptions are filed for non-compliance with policy	• # approved security exceptions filed
	Conduct security reviews of high-risk potential systems and applications	• # security reviews conducted
4.8) Incorporate cybersecurity into exercises to build and test capabilities	Conduct or participate in tabletop exercises testing multiple casualty vectors including cyber	• # tabletop exercises held
	Participate in other relevant cybersecurity exercises	• % exercises participated in
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	• Vacancy rate is less than 10% (Y/N)
	Ensure cyber offices have sufficient staffing to address ongoing and emerging challenges	• # infosec staff
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	• $ devoted to cybersecurity
	Ensure State agencies and local governments maintain a schedule to replace end-of-life hardware and software	• Percent decrease in # of servers with end-of-life operating systems
		• % State workstations with Endpoint Detection and Response (EDR) technology
		• % State servers with EDR technology
		• % employee network/email remote access accounts (O365/VPN/VDI) requiring multi factor authentication (MFA)

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	• Training Program is maintained (Y/N)
	Provide training for New Yorkers through in-person and online training opportunities as part of the Citizen's Preparedness Corps (CPC)	• # New Yorkers trained
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)	• # programs conducted
	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.)	• Social media is used to educate and inform the public (Y/N)
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	• % counties reporting these partnerships
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	• % counties with mass care/sheltering plans
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	• % counties that have incorporated the needs of vulnerable populations into their CEMPs
	Provide vital documents, including public documents, forms, and instructions in the ten most common non-English languages on official NYS government webpages	• NYS government webpages can be translated (Y/N)
	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	• # state agencies with a Language Access Plan (updated every two years)
5.6) Support the development and engagement of Citizen Corps Partner Programs to include Medical Reserve Corps	Ensure community preparedness organizations exist statewide	• Citizen Preparedness Training offerings are made available locally/online (Y/N)
		• # Medical Reserve Corps (MRCs)
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	• State System is maintained (Y/N) and used
		• Donations Management Plan is updated (every two years) (Y/N)
	100% of counties have donations management plans	• % counties with donations management plans

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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	• Annual conference is held (Y/N)
	Provide training in Psychological First Aid and post-traumatic stress disaster (PTSD) and other disaster mental health training to the first responder community and community preparedness organizations statewide	• Training is provided (Y/N)
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	• Programing and education is available on fire safety (Y/N) • Programing and education is available on personal preparedness (Y/N)
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	• Ongoing coordination is maintained with associations (Y/N) • # associations

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	• NYS has updated CEMP/Annexes (Y/N)
	Ensure 100% of counties have a CEMP with relevant annexes	• % counties with CEMP and relevant annexes
	Ensure state agencies maintain an Emergency Management Operations Protocol (EMOP) to ensure proficient and effective operations and streamline communication and coordination	• # state agencies with an approved EMOP
		• Emergency reporting processes and procedures are defined and updated as necessary (Y/N)
	Develop action triggers to enhance coordination of public notification, road closures and State of Emergency declarations	• Establish a taskforce to provide recommendations on action trigger implementation.
	Maintain and annually review the State's Distribution Management Plan	• Plan is reviewed annually (Y/N)
	Ensure Regional Catastrophic Preparedness Program urban areas build and sustain capabilities to enhance catastrophic incident preparedness	• $ provided to support the Regional Catastrophic Preparedness Grant Program
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	• Standardized threat and hazard assessment methodology exists (Y/N)
	Ensure 100% of counties and DPC agencies participate in an assessment of preparedness capabilities	• % entities participating in preparedness assessments.
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	• Funding remains available to support emergency response capabilities (Y/N)
	Ensure 100% of counties receive funding to build, maintain and sustain local response capabilities	• % of counties receiving funding to support emergency response capabilities
	Ensure 100% of counties have a dedicated emergency manager	• % counties with dedicated emergency manager
	Provide grant management and fiscal monitoring support to all counties	• % counties supported by DHSES in grants management and fiscal monitoring
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	• Personnel are accredited and equipment is maintained/ready for deployment (Y/N)
	Ensure emergency response teams are NIMS typed, credentialed accredited (if applicable)	• % teams that have been typed, credentialed accredited
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	• % fulfilled requests
	Ensure full staffing complement in each NYS OEM region (steady state)	• # OEM staff across all regions (steady state)
	Ensure DHSES' stockpile program is prepared to support state and local requests for assets	• # assets issued annually
	Ensure New York Military Forces (NYMF) assets including personnel remain operationally ready to support needs as they arise	• Assets including personnel are operationally ready (Y/N)

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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	• # requests submitted by counties through NY Responds annually
	Ensure ESFs are well-positioned to support preparedness, response, and recovery efforts with the state	• # state agencies supporting the ESFs
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	• % counties participating in IMAP
	Coordinate with contiguous and other states on the National Emergency Management Assistance Compact	• # EMAC requests accepted and fulfilled annually
	Maintain and support the State Fire Mobilization and Mutual Aid Plan	• SFMMA is maintained (Y/N)
6.8) Strengthen alert and warning capabilities through enhanced participation in emergency notification systems such as NY Alert and the Integrated Public Alert and Warning System (IPAWS)	Ensure 100% of counties have an emergency alerting system	• % counties with alerting system
	Ensure 100% of counties use IPAWS	• % counties using IPAWS
6.9) Maintain specialized training for emergency response stakeholders, including first responders, emergency mangers, 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	• # students trained at or by the SPTC
		• $ resources invested at the SPTC
	Train at least 5,000 students annually at the Fire Academy.	• # students trained at or by the Fire Academy
		• $ resources invested at the Academy of Fire Science
	Train 30,000 students in fire response and operations annually in local and regional settings	• # students OFPC trains annually in local and regional settings
	Leverage a learning management system to provide a standardized and consistent training experience to all students participating in DHSES offered trainings	• # active users within the learning management system
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	• # counties obtaining accreditation
	Ensure EMAPs strategic planning standards are maintained	• NYS EMAP Accreditation maintained (Y/N)
6.11) Leverage new and emerging technology and forecasting services to enhance emergency response capabilities.	Maintain and enhance State UAS program and capabilities	• # missions flown annually
	Maintain and enhance UAS training program	• # trained in UAS operations annually
	Evaluate weather forecasting services and work with subject matter experts to augment the State's meteorology forecasting capacity	• NYS has evaluated forecasting services (Y/N)

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	• Support is provided to counties (Y/N)
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.	• $ federal grant funding allocated in each fiscal year for CBNRE equipment
7.3) Identify training shortfalls and conduct training to ensure first responders have the knowledge, skills, and abilities to recognize and safely respond to a CBRNE event	Ensure 100% responders in counties appropriate receive training to safely respond to a CBRNE event	• # HazMat Ops and Basic Exterior Firefighting Operations (BEFO) courses taught annually
		• % counties with responders trained in CBRNE
7.4) Test CBRNE plans, procedures and response protocols through exercises and real-world incidents.	Support consortiums in planning and delivering CBRNE exercises	• Support is provided to consortiums (Y/N)
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	• % consortiums including mass decontamination as part of CBRNE planning considerations
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.	• # regional HazMat partnerships in NYS (18 in total)
	Support regional HazMat teams as they maintain their HazMat Accreditation	• # accredited HazMat teams (18 in total)
		• $ for targeted HazMat Grant Program (fiscal year)
	Maintain FDNY's Tiered Response Matrix Program	• $ for the FDNY's Tiered Response Matrix (fiscal year)

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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	• $ provided for STC
	Ensure a baseline statewide capability to identify radiological materials	• Equipment is maintained to ensure operational readiness (Y/N)
7.8) Ensure off-site preparedness activities in areas surrounding the nuclear sites in New York State	Maintain the State's Radiological Plan	• State's Radiological Plan is maintained and updated as necessary (Y/N)
	Ensure that the appropriate counties have Radiological Emergency Preparedness (REP) plans	• REP plans maintained and updated every two years (Y/N)
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	• A plan (or annex) is developed and maintained (Y/N)
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	• % teams that submit the self-assessment documents
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.	• GRPs for the 21 counties are reviewed/updated every 5 years (Y/N)
	Maintain and ensure operational readiness of foam trailers, capable of responding to rail emergencies across the State within 2 hours	• 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)
		• Provide training to local first responders responsible for utilizing these resources in emergencies (Y/N)

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	• Annual SCIP updates are completed (Y/N)
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	• #, % counties with the appropriate communications SOPs
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	• % counties with an Interoperability Coordinator
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	• #, % counties responding to survey
	Ensure 100% of appropriate state agency participation in asset surveys and needs assessments	• #, % state agencies responding the survey
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.	• % stakeholders with access to the NYSFOG
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	• Network IP Addressing for Public Safety Communications Systems is adopted and accessible to all state and county partners (Y/N)
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	• % counties utilizing open-standards technologies
	Ensure 100% of appropriate state agencies deploy open standards--based technologies to achieve interoperability	• % state agencies utilizing open-standards technologies
8.8) Provide communications guidance and technical training to improve communications planning and execution	Ensure 100% of counties provided with COML resources	• # regions with COML credentialed personnel
	100% of counties provided with COMT resources	• # regions with COMT credentialed personnel

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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	• (%/per year) regions and appropriate state agencies participating in exercises
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	• % counties with plans to transition to Next Generation 911 capability by 2026
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.	• % counties have access and capability to utilize mobile, back-up and/or redundant communications for LMR
		• % counties have access and capability to utilize mobile, back-up and/or redundant communications for PSAPs

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	• % counties that have updated their plans in the past three years
	Ensure planning efforts are inclusive of mental health considerations	• Plans are inclusive of mental health considerations (Y/N)
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)	• Wadsworth Laboratory has achieved their annual proficiency testing through the CDC (Y/N)
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	• Timeliness: 100% of Category 1 investigations investigation in 24 hours
		• Timeliness: 90% of Category 2 investigations in 3 business days, and 85% of Category 3 investigations in 5 business days
		• Timeliness: 85% of Category 3 investigations in 5 business days
	Maintain robust public health surveillance systems at the state-level and in major urban areas, as evidenced by complete investigations	• Completeness: 100% of Category A investigations will be complete
		• Completeness: 90% of Category B will be complete
		• Completeness: 85% of Category C will be complete
9.4) Advance triage and pre-hospital treatment capabilities, including medical triage, decontamination, and the administration of countermeasures, through support and personal protective measures for Emergency Medical Service (EMS) providers	Provide specialized training to EMS providers at or by the SPTC	• # EMS focused courses provided annually at or by the SPTC
		• # EMS responders trained
	Work with the EMS community to ensure they have access to critical equipment and supplies to support their operations	• % EMS providers having appropriate hemorrhage control supplies
	Maintain Statewide EMS Mobilization Plan	• Has plan been maintained and updated as necessary (Y/N)
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	• % health care facilities that contract with the NYS DOH with plans updated within the past 3 years
		• State-level Burn plan is in place (Y/N)
9.6) Ensure the availability, viability, and access to mass prophylaxis and other medical countermeasures statewide	Ensure the State Medical Emergency Response Cache (MERC) contains the needed medical countermeasures as determined by the State Department of Health	• MERC inventory is analyzed annually to determine gaps in the State's medical countermeasures strategy (Y/N)

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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	• State's Recovery plans are reviewed annually (Y/N)
	Ensure availability of Individual Assistance Guide and update as necessary	• Program areas comply with Program Guidance as issued by FEMA (Y/N)
	Ensure 100% of CEMPs have recovery components to include mitigation for both pre and post disaster actions	• Provide planning support to counties (Y/N)
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	• $ provided to regions (Y/N)
	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	• # active COADs and LTRGs
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	• # programs
		• $ resources made available
	Ensure each program has established metrics to track progress	• Each program has identified metrics to track progress (Y/N)
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	• Gas stations are in compliance with generator law (Y/N)
	Ensure New York State maintains the capability to provide additional fuel supply, if necessary	• Strategic fuel reserve is maintained (Y/N)
	Ensure operators identify critical infrastructure facilities vulnerable to flooding and other natural hazards and have determined appropriate mitigation efforts in their plans	• Plans include appropriate mitigation efforts (Y/N)
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	• State Mitigation Plan is up to date (Y/N)
	Ensure regional (i.e., county) mitigation plans are updated every 5 years and approved by FEMA	• % counties with an up-to-date, approved mitigation plan
	Support state and local government, not-for-profit and non-governmental organizations as they develop, submit, and implement mitigation initiatives	• Support is provided through the mitigation project process (Y/N)

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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	• Disaster applicants are educated on and informed of changes to CBCS policy (Y/N)
	Identify cost effective opportunities to acquire or use equipment that reduces negative impacts on the environment.	• Environmental impacts are considered during procurement (Y/N)
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	• # trainings
		• # attendees
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	• % DPC agencies with an approved COOP plan
	Ensure 100% of counties maintain a COOP plan	• % counties with a COOP/COG plan
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	• # of agreements
	Develop ways to measure impact of reducing costs, injuries, loss of life and damage for future events	• Track infrastructure projects, acquisitions, and elevations (Y/N)
	Support food pantries during emergencies by conducting feeding capacity surveys and coordinating the identification of critical resources (e.g., hand sanitizer, face masks)	• Maintain the ability to conduct feeding capacity surveys (Y/N)
		• List of food pantries in New York State is reviewed and updated as necessary (Y/N)