

# New York State Homeland Security Strategy



**2009**



## **FOREWORD**

Governor Paterson is committed to New York's highest priority: protecting the residents of the Empire State. The New York State Homeland Security Strategy is an integral part of this ongoing commitment.

This Strategy recognizes both the diversity of New York State and the important role of local government. New York City is the number one terrorist target in the Nation and no city has done more to protect itself from the threat of terrorism. We also appreciate the risk of man-made and natural disasters across New York and the fact that as a home-rule State the responsibility for preparedness and response to all emergencies rests with local government. Local police, fire, EMS, emergency management and others work tirelessly to ensure the safety of their communities. New York State has a long history of partnering with local government to enhance and supplement local capabilities and the State Strategy seeks to build upon that partnership.

Our partnership extends to the federal government and members of the intelligence community with an understanding that all levels of government must share information and work together to achieve our homeland security goals. However, government cannot do it alone; active involvement from the private sector and the public is needed to ensure we are all aware of and prepared for the hazards we face.

We recognize that contemporary Homeland Security and Emergency Management programs go hand in hand. While the risk of terrorism, whether foreign or domestic, remains the predominant focus of Homeland Security, we will continue to work with the Emergency Management community to ensure the State Homeland Security Strategy supports "all hazards" preparedness.

The Homeland Security Strategy will inform all of our stakeholders of the State's approach to building the necessary capabilities to address terrorism and other man-made and natural catastrophes. It also will help guide strategic planning and investment to ensure the effective use of the federal homeland security grants and other funding sources to support local and State homeland security initiatives.

The New York State Office of Homeland Security (OHS) is responsible for coordinating the State's Strategy, but there are many local and State agencies and organizations involved in New York's homeland security efforts. OHS has solicited and incorporated their feedback into this Strategy and remains committed to a collaborative approach to Homeland Security. The Strategy is a living document that will be reviewed and updated on a regular basis.

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# SECTION I – EXECUTIVE OVERVIEW

## INTRODUCTION

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

Homeland Security is the coordinated effort to ensure we prevent, protect against, respond to and recover from acts of terrorism and other man-made or natural catastrophes. It requires a risk management process in order to properly prepare for those hazards that pose the greatest risk to the State and its critical assets.

New York State is a recognized leader in homeland security and has made great efforts in improving preparedness and security while maintaining our standards of freedom. We will build on our accomplishments, while remaining vigilant and continuing to meet the challenges going forward.

## VISION

**A strong, secure and resilient New York State that is capable of preventing, protecting against, responding to and recovering from both man-made and natural disasters.**

## PURPOSE

This Strategy provides a comprehensive framework to guide, organize and unify homeland security efforts in New York State, including strategic planning and the investment of federal homeland security grants and other applicable local, State or federal funding sources. This Strategy is intended to serve as a roadmap for the future and a focal point for implementing not only State homeland security policy and priorities, but also National homeland security policy at the State and local level. National homeland security policy is outlined in Homeland Security Presidential Directives, the National Strategy for Homeland Security, the National Preparedness Guidelines, Homeland Security Grant Guidance and several other documents referenced in the Appendix.

## SCOPE

Homeland security is an ongoing mission and a shared responsibility across our entire State. That is why this is a State Strategy and not a strategy for any single agency or level of government. There are many public and private sector stakeholders that influence the direction of homeland security; all must work to implement the Strategy by building and maintaining the necessary capabilities to meet the homeland security challenges we face. Although the Strategy is intended to help guide State and local homeland security planning, it is understood that many agencies and jurisdictions have unique needs and separate planning initiatives. The State Strategy seeks to complement and support those efforts by providing some additional guidance and perspective.

## FOCUS

To obtain our goals and realize our vision we will work collaboratively and focus our efforts to:

- **Prevent** terrorist attacks and mitigate against man-made and natural hazards
- **Protect** the people of New York, our critical infrastructure and key resources
- **Prepare** to respond to and recover from both man-made and natural disasters

## NATIONAL PRIORITIES & STATE STRATEGIC GOALS

The State’s strategic homeland security goals are based on an “all hazards” approach and purposely align with the eight National Homeland Security Priorities to ensure we are working to advance State and National preparedness capabilities. The National Priorities, set forth below, represent broad and thematic goals that the nation should strive to achieve in homeland security. Some of the State’s goals are identical to the National Priorities, while others are more tailored to meet the specific needs of New York State.

National Homeland Security Priorities
Strengthen CBRNE <sup>1</sup> Detection, Response and Decontamination Capabilities
Implement the National Infrastructure Protection Plan
Strengthen Information Sharing and Collaboration Capabilities
Implement the National Incident Management System and National Response Framework
Strengthen Interoperable and Operable Communications Capabilities
Strengthen Planning and Citizen Preparedness
Expand Regional Collaboration
Strengthen Medical Surge and Mass Prophylaxis Capabilities

Each State strategic goal includes several more specific objectives to further guide our efforts and help measure progress, recognizing that homeland security is a continuing and evolutionary process requiring constant focus and improvement. The goals and objectives are directed towards the next 1-3 years but will be reviewed and updated annually. It is likely that some of the objectives will carry over from year to year while others may be removed or updated based on our progress. The goals and objectives will also continue to be defined by risk and any identified preparedness gaps. More detailed descriptions of each strategic goal and the related objectives, including the linkages to the National Priorities, can be found in Section III.

The State’s strategic goals and objectives serve as a road map to build those capabilities needed to reduce the risk of terrorism and natural disasters and better secure our State. Collectively the goals and objectives should set the stage for meaningful preparedness measures as we move forward, with an understanding that they require a collaborative effort and are generally not the sole responsibility of any one agency or level of government.

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<sup>1</sup> CBRNE (Chemical, Biological, Radiological, Nuclear and Explosive materials)

## **New York State Strategic Goals**

***Strengthen CBRNE Detection, Response and Decontamination Capabilities*** by continuing to acquire the necessary equipment, training and other resources needed by our first responders to effectively detect, interdict and respond to acts of terrorism or accidents involving CBRNE materials or agents.

***Protect Critical Infrastructure and Key Resources*** through risk management and by improving physical protections against all threats, including terrorism, to the State's transportation and maritime systems, pipelines, chemical facilities, agricultural facilities, airports, energy generating facilities and other sectors outlined in the National Infrastructure Protection Plan.

***Strengthen Information Sharing, Collaboration and Intelligence Analysis Capabilities*** through effective information gathering, analysis and intelligence exchange through the New York State Intelligence Center. Continue supporting local intelligence fusion centers, private sector collaboration and other efforts to broaden the "all hazards" information sharing environment.

***Strengthen Counterterrorism and Law Enforcement Capabilities*** by continuing to improve our counterterrorism operations across New York and by identifying and building specialized capabilities to address threats and acts of terrorism.

***Enhance Incident Management and Response Capabilities*** by implementing the National Incident Management System/National Response Framework to ensure that every state, local, tribal and federal agency operating in New York State responds to a major incident using a common plan and playbook and that the capabilities exist to effectively respond to and manage incidents.

***Strengthen Communications and Emergency Alerting Capabilities*** by ensuring that our first responders can effectively communicate with each other and provide alerts and warnings to the public during a major incident in order to protect lives and property.

***Strengthen Emergency Planning, Citizen and Community Preparedness*** through comprehensive disaster planning efforts and by partnering with volunteer and non-profit groups to improve community and individual preparedness for any disaster.

***Enhance Regional Capabilities, Coordination and Mutual Aid*** by developing and strengthening partnerships across the State, the Northeast region and beyond, particularly in the areas of mutual aid during disasters, catastrophic planning, exercises and other multi-jurisdictional activities.

***Support Health Emergency Preparedness*** by readying the State for a potential pandemic and enhancing the medical community's ability to distribute medical countermeasures on a large scale in any public health emergency and to surge resources in order to manage large numbers of sick or injured during any incident.

***Enhance Cyber Preparedness Capabilities*** through education and outreach to improve cyber security awareness and by developing capabilities to prevent, protect, respond and recover from cyber attacks or incidents.

Building and sustaining capabilities is a recurring theme throughout this Strategy. The U.S. Department of Homeland Security (DHS) has developed the Target Capabilities List (TCL) to define the specific capabilities that all communities, the private sector, and all levels of government should collectively work towards in order to respond effectively to disasters, including terrorist attacks. There are currently 37 separate capabilities within the Prevent, Protect, Respond and Recover mission areas and some capabilities that are common to all mission areas. A capability is achieved by appropriate combinations of planning, organization, equipment, training, and exercises. The capabilities are achieved collectively and no single jurisdiction or agency is expected to have all of, or the same level of a capability.

**Target Capabilities List (Source: 2007 National Preparedness Guidelines)**

<b>Common Mission Area</b>	<b>Prevent Mission Area</b>	<b>Protect Mission Area</b>	<b>Respond Mission Area</b>	<b>Recover Mission Area</b>
Communications	CBRNE Detection	Critical Infrastructure Protection	Animal Health Emergency Support	Economic and Community Recovery
Community Preparedness and Participation	Information Gathering and Recognition of Indicators	Epidemiological Surveillance and Investigation	Citizen Evacuation and Shelter-in-Place	Restoration of Lifelines
Planning	Intelligence Analysis and Production	Food and Agriculture	Critical Resource Logistics and Distribution	Structural Damage Assessment
Risk Management	Counter-Terror Investigations and Law Enforcement	Laboratory Testing	Emergency Operations Center Management	
Intelligence/ Information Sharing and Dissemination			Emergency Public Information and Warning	
			Environmental Health	
			Explosive Device Response Operations	
			Fatality Management	
			Fire Incident Response Support	
			Isolation and Quarantine	
			Mass Care (sheltering, feeding, and related services)	
			Mass Prophylaxis	
			Medical Surge	
			Onsite Incident Management	
			Emergency Triage and Pre-Hospital Treatment	
			Search and Rescue (land based)	
			Volunteer Management and Donations	
			WMD/ Hazardous Material Response and Decontamination	
			Responder Safety and Health	
			Emergency Public Safety and Security Response	
			Medical Supplies Management and Distribution	

DHS worked with state and local officials to develop the TCL and other tools to support a capabilities-based approach to preparedness as outlined in the National Preparedness Guidelines. In addition to the TCL, 15 National Planning Scenarios have been developed to support preparedness activities between all levels of government and the private sector. There is also a Universal Task List (UTL) that includes over 1,600 unique tasks that can facilitate efforts to prevent, protect against, respond to and recover from major events that are represented by the National Planning Scenarios. The UTL identifies key tasks that support the development of essential capabilities, with an understanding that no entity will perform every task.

The TCL, National Planning Scenarios and UTL are resources to help design plans, procedures, training, and exercises. State and local planners should consider these resources to help support their preparedness efforts and continue to work with DHS and our federal partners to help design and develop future versions of these and other preparedness tools. These efforts will help to ensure that the preparedness tools are useful to the stakeholders in New York and other states.

More detail on the TCL, National Planning Scenarios and UTL can be found in the Appendix and at the following link: <http://www.ojp.usdoj.gov/odp/assessments/hspd8.htm>

## **FRAMEWORK FOR IMPLEMENTING THE STATE STRATEGY**

The State Strategy will be implemented through programs, policies, and projects that will advance our collective goals and objectives in support of the capabilities we need to be prepared for both man-made and natural hazards. In addition to Federal homeland security grants, other funding sources can and should be used to implement the Strategy. The key to the effective implementation of this State Strategy will be coordinated planning, investment and support from the many agencies and stakeholders involved in the process. This includes the State and local elected and appointed officials who are ultimately responsible for the safety of their constituents.

Under the Governor's leadership, the New York State Office of Homeland Security (OHS) works to coordinate the State's homeland security efforts, but many other State agencies and organizations (e.g. law enforcement, fire, emergency medical services, emergency management, public health) play a vital role in homeland security as well. This is especially evident with the State Emergency Management Office (SEMO). SEMO is responsible for the ongoing development and maintenance of the State Comprehensive Emergency Management Plan (CEMP) and providing support to State and local governments in their preparedness and planning efforts. During disasters, SEMO coordinates the emergency response of all State agencies thereby ensuring that the most appropriate resources are dispatched to impacted areas. SEMO also coordinates the State's disaster recovery and mitigation activities.

Since homeland security encompasses so many disciplines, several multi-agency committees, task forces and working groups are used to coordinate and organize the State's efforts. The most formal body is the State Disaster Preparedness Commission (DPC). The DPC includes 23 State agencies and the American Red Cross. New York City is currently represented as one of three appointments made by the Governor. The DPC is currently chaired by SEMO and serves as the Governor's policy oversight group for emergency management, facilitating collaboration between the many agencies involved in disaster preparedness and response activities.

OHS chairs the Homeland Security Executive Council, which brings together senior officials from the Governor's Office and many State agencies and Public Authorities to enhance communication and coordination on relevant and emerging homeland security issues. The group meets regularly and has developed several task forces to examine and provide insight on specific issues.

In addition, OHS leads the Homeland Security Strategy Working Group, consisting of program experts from a variety of State agencies that work together to develop, advance and evaluate programs and initiatives necessary to implement the State Strategy. This group plays a key role in developing the grant investment justifications needed to obtain federal homeland security funding. It also supports OHS as the State Administrative Agency responsible for the oversight of most homeland security grant programs.

OHS will continue to work with these groups as they are an invaluable resource to help ensure the State has a coordinated and consistent approach to the implementation of the State Strategy. OHS will also maintain an open dialogue with the State Legislature in an effort to identify policy gaps or other efforts in need of legislative attention.

It is equally important to coordinate and collaborate with local government as all disasters start and end locally; accordingly, 80 percent of the federal homeland security grant funds are awarded to local government. Local elected officials, emergency managers, law enforcement and other first responder agencies have the ultimate responsibility for protecting and preparing their communities, and the vast majority of response resources rest with local government, not with the State. In addition to the traditional preparedness and response functions, homeland security has broadened the role of local government to help protect critical infrastructure and prevent the next act of terrorism by sharing information on threats and suspicious activities and other relevant law enforcement information.

State and local governments must work together and understand each others' capabilities and challenges. It is essential that local stakeholders have a role in helping to develop and implement the State Homeland Security Strategy. OHS gathers feedback and insight through regional meetings, working groups, surveys and regular interaction with stakeholder groups, including the Urban Area Working Groups that help coordinate the efforts of the jurisdictions that receive funding under the DHS Urban Area Security Initiative (UASI) grant program.

New York State currently has five UASI regions: New York City, Albany-Schenectady-Troy, Syracuse, Rochester and Buffalo. In addition to the major urban areas, the UASI groupings include their contiguous counties. As part of the UASI program, the regions have developed strategies to enhance their capabilities and OHS will continue to partner with the UASI regions to ensure the State and UASI strategies are effectively coordinated. Recognizing the important role of all local government, OHS will also maintain effective outreach and coordination with the counties and jurisdictions not covered by the UASI program.

OHS will continue to work with SEMO and their five emergency management regions to help facilitate regional communication and collaboration on homeland security related issues within the emergency management community. The State's 16 Counter-Terrorism Zones (CTZ) will continue to play a vital role in coordinating and sharing terrorism-related information with New York's 70,000 State and local law enforcement officers. The CTZs and law enforcement community are well-established within our homeland security efforts, but we will continue to ensure all first responder disciplines (e.g. Fire, EMS) are integrated as well.

The tribal nations in New York State are also important stakeholders that must be considered as part of our homeland security activities. New York also understands that partnerships in homeland security extend beyond our State border, which is why we interact with other states in the Northeast Region and beyond. Additionally, our Northern border requires international cooperation with Canada which must continue to be an enduring feature of our approach to confronting terrorism, violent extremists, diseases, and other threats and hazards that transcend national boundaries. New York has established and will continue to take a leadership role in regional coordination and collaboration initiatives, working to identify partnership opportunities whenever possible.

New York State is also committed to its partnership with the federal government and members of the intelligence community, with an understanding that all levels of government must work together and share information to ensure it gets to the right people at the right time. The New York State Intelligence Center (NYSIC) is an important part of this process. Operated by the New York State Police, the NYSIC serves as the State's Fusion Center, bringing together federal, State and local agencies to analyze and share information related to terrorism and other crimes.

In addition to the various levels of government, the private sector must be a full partner in homeland security. As the Nation's principal providers of goods and services, and the owners or operators of a significant amount of the Nation's critical infrastructure, the private sector has an interest in ensuring their own security and the security of their customers. OHS works with the private sector to enhance the protection of critical infrastructure and key resources in New York State and will continue to partner with State and local agencies to do so.

The public also has an important role to play. Public awareness and preparedness are critical elements in preventing terrorist attacks and responding to disasters. New York State will work to empower citizens with the information they need to be both aware and prepared, and will find ways to partner with non-profit and other community groups to help promote the preparedness message. However, it is the responsibility of every individual to ensure they and their families have taken the necessary preparedness steps.

## **EVALUATING AND UPDATING THE STRATEGY**

Measuring progress is a key component of homeland security. The effective and efficient use of public dollars is a critical part of our Strategy and requires the use of metrics to measure our progress towards increasing our preparedness capabilities and achieving our goals.

To report on how the State is meeting its homeland security goals, New York will utilize the federally mandated State Preparedness Report. This Report provides an assessment of our progress in meeting the National Homeland Security Priorities. Other federal preparedness measures are likely to emerge and New York State is prepared to help test and implement these programs when they become available.

In addition to the federal performance measures, OHS will also work with our State and local partners to ensure we are meeting the specific objectives outlined in the State Strategy. Our Strategy will also be tested through exercises and actual events, as they too represent opportunities to identify gaps and shape our priorities moving forward.

The State Strategy must remain current and updated with any changes. OHS will coordinate the process of updating the Strategy annually to include any changes to National Priorities, federal homeland security guidance and legislative mandates. OHS will also continue to seek feedback and insight from State and local stakeholders by providing them with the opportunity to review and comment on the State Strategy. A dedicated email account ([strategy@security.state.ny.us](mailto:strategy@security.state.ny.us)) has been established for this purpose but OHS is committed to more focused discussions and ongoing collaboration regarding the Strategy as we move forward. OHS will also work with our federal, state and local partners to identify and share homeland security best practices.

Finally, OHS will ensure the State Strategy accurately reflects the risks to New York State by working with federal, state and local agencies and the private sector to obtain and/or conduct risk assessments.

## SECTION II – RISK PROFILE

New Yorkers know, only too well, the risk associated with terrorism and natural disasters. This risk is very real and will never be completely eliminated. We can however collectively work to reduce risk and to prevent, protect against and prepare for the hazards we face. It is critical to apply a risk management approach to our planning and investment decisions because resources, including money, time and people, are limited. We must accurately assess risk and dedicate resources that will reduce risk and vulnerabilities.

### Risk

DHS defines risk as the potential for an unwanted outcome resulting from an incident, event or occurrence. The level of risk is determined by the likelihood of an event occurring and the severity of the consequences should it occur. Unwanted outcomes include loss of life, compromised essential services, economic damage, public anxiety and other social problems resulting from an attack or natural disaster. Preparedness efforts are designed to minimize the risk to the State, its infrastructure and its citizens.

The level of risk facing a region is a function of three components: threat (or hazard); vulnerability; and consequence. Addressing each of these three components of risk simultaneously enables New York State to develop a cohesive strategy and subsequently to limit the risks that it faces. By continually attempting to minimize the threats, reduce vulnerabilities and mitigate consequences of disasters, New York State can ensure that it is the safest and most prosperous State possible.

### Risk Management

Risk Management is the process by which risks are identified then prioritized by likelihood and potential impact. Actions can then be considered to minimize their occurrence and mitigate their consequences. While it is impossible to eliminate all risk, the Risk Management process allows for state and local leaders to prioritize mitigation steps that can be taken based upon the potential occurrence and impacts of risks.

Response to risk takes many forms. Increasing the capabilities of first responders, constructing and installing physical security systems, purchasing insurance, conducting public outreach campaigns and sharing intelligence are just a few of the many risk reduction strategies being pursued by New York State and its partners. The Goals and Objectives outlined in this strategy are designed to increase capabilities and thereby reduce risk and increase overall preparedness.

**Risk** is the potential for an unwanted outcome resulting from an incident, event or occurrence. Often expressed as a function of Threat (T), Vulnerability (V) and Consequence (C); such as Risk = Threat x Vulnerability x Consequence

**Threat** is a natural or man-made occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment and/or property

**Hazard** is a natural or man-made source or cause of harm or difficulty

**Vulnerability** is a physical feature or operational attribute that renders an entity open to exploitation or susceptible to a given hazard

**Consequence** is the effect of an event, incident, or occurrence

## **Risk Based Resource Allocation**

Risk management is important for the effective allocation of limited resources. Through the UASI, Port Security and Transit Security Grant Programs and others, the Department of Homeland Security provides dedicated funding to the areas of the country it deems to have a high level of risk. The New York State Office of Homeland Security (OHS) supports risk-based funding decisions and applies similar principles with grant allocations.

The State Homeland Security Program (SHSP) grant funds distributed to local jurisdictions in New York State are allocated based on a statewide assessment of risk. We continue to refine and improve our risk-based funding methodology to ensure it reflects an accurate description of threats, vulnerabilities and consequences. This methodology takes into account numerous factors of risk that impact a jurisdiction's threat, vulnerability and consequence levels. For example, these factors include population, critical infrastructure, history of natural disaster, terrorism-related suspicious activity, and other elements of risk.

Because OHS uses a risk-based formula to allocate federal homeland security funding, it is critical that local governments (including law enforcement, emergency management, fire and EMS) are active participants in the information sharing process. Making sure that local officials work with the NYSIC to share suspicious activity reports and threat information, and that OHS is aware of the unique characteristics of a jurisdiction (such as critical infrastructure) will help OHS evaluate risk appropriately in future funding cycles.

## **Threats and Hazards**

### **Terrorism**

New York State has suffered more devastating losses from terror attacks than any other state. While tremendous investments (including financial, work effort, and physical construction) have been made over the past several years, risk assessments conducted recently by the DHS and New York State, as well as academic research on the subject of contemporary terrorism, continues to identify New York City as one of the most likely targets of terrorism.

The terrorist threat to New York is not limited to Al Qaeda. In fact, New York has faced threats from members of a variety of terrorist and criminal organizations. These threats have emerged from domestic and international groups, lone individuals inspired by radical philosophies and non-state organizations. Currently, there is consensus in the intelligence community that the greatest threat of terrorism continues to be posed by the radical jihadist terrorists associated with, or inspired by, Al Qaeda. This includes the Al Qaeda franchise and affiliate organizations, as well as "homegrown" cells of self-radicalizing adherents to the Al Qaeda ideology. There are also numerous domestic groups that threaten New York State, including radical environmentalists, violent racist organizations, and various other small networks of individuals who would engage in terrorist or violent behavior against the public, government or private sector.

### **Examples of Plots, Arrests and Threats in New York State since 2001:**

**September 11 (2001):** The most deadly terrorist attack in history, when Al Qaeda operatives targeted the World Trade Center and other targets with commercial airliners, resulted in thousands of deaths in Lower Manhattan. This was the second deadly terrorist attack on the World Trade Center; Ramzi Yousef organized a truck bombing in 1993 that killed six people.

**Anthrax Letters (2001):** The mailing of letters containing weaponized Anthrax spores, mainly to media and political targets, resulted in five deaths as well as numerous injuries.

**The Lackawanna Six (2002):** A group of Yemeni-Americans from outside Buffalo, NY were convicted of providing material support to terrorism after spending time in an Al Qaeda training camp.

**Iyman Faris/Khalid Sheik Mohammed Brooklyn Bridge Plot (2003):** Iyman Faris, a truck driver who had been in contact with numerous Al Qaeda leaders, was involved in a plot to damage or destroy the Brooklyn Bridge.

**Subway Poison Gas Plot (2003):** Reports suggest that a Bahrain-based Al Qaeda cell intended to target the New York City Subway System with a device that would disperse cyanide gas.

**Herald Square Subway Plot (2004):** Two men from Queens and Staten Island, NY were convicted of conspiring to bomb the subway station at Herald Square.

**Albany Missile Sting (2004):** Two Albany, NY residents were convicted of supporting terrorism for an incident in which they agreed to help launder money to purchase a shoulder-fired missile for a militant group.

**East Coast Buildings Plot (2005):** Three British Nationals were charged with conspiring to bomb numerous buildings along the eastern seaboard of the United States, including the Citigroup Center and New York Stock Exchange.

**PATH Tunnel Plot (2006):** This plot, disrupted in early planning stages, centered on a Lebanese national and several other individuals planning to attack the Port Authority Trans Hudson Tunnel connecting New York and New Jersey.

**JFK Airport Plot (2007):** Four men from the Caribbean and South America were arrested for conspiring to bomb the fuel distribution pipeline at John F. Kennedy Airport in Queens, NY.

**Aafia Siddiqui (2008):** An American-trained neuroscientist wanted for supporting terrorism, Siddiqui was detained in South Asia with detailed information about numerous targets in New York including Times Square, the Statue of Liberty, the NY subway system, and the Plum Island biological facility.

**Upstate Explosives Arrests (2008):** Three men from the Capital Region were arrested by the Albany Joint Terrorism Task Force (JTTF) on charges of manufacturing and selling explosives. Nearly 80 homemade explosive devices were seized as part of the investigation. The investigation resulted from information obtained by the NYPD Intelligence Division.

\*\*\*This list is not designed to be a comprehensive list of all terrorism-related cases or plots; rather it is designed to be representative. These cases vary in terms of the severity and plausibility but are indicative of the ongoing threat of terrorism.

## **Natural Disasters**

The natural beauty and tremendous diversity of the geology and topography of New York State brings with it diverse weather related challenges, including strong thunderstorms in the spring and summer months, frequent localized flooding events, frequent major lake-effect snow events and extreme temperatures. These weather events are perennial threats to the well-being of the State, occurring with varying severity every year. Weather impacts are particularly serious during the winter, when freezing temperatures, snowfall and ice-storms present serious threats to essential services and sometimes to the lives of New Yorkers. In fact there are several areas of New York where the average snowfall is more than 100 inches per year, compared to a state wide average of 40 inches per year. New York State experiences an average of six tornadoes a year and over the past 150 years has experienced six damaging earthquakes, four of which registered higher than 5 on the Richter Scale. The threat of disasters is further evidenced by the fact that New York State currently ranks fifth nationally in the number of federally declared disasters, with at least one major disaster declaration in each of the last ten years and many more localized events that did not receive a federal declaration but nevertheless caused significant damage.

While the southeast United States and the Gulf States must make hurricane preparedness a way of life and maintain a culture of preparedness specific to that threat, hurricanes pose a major threat to New York as well. New York City and the surrounding region have been identified as a large urban area most at risk for a catastrophic hurricane event. There is precedent to support this concern. In 1938 a hurricane devastated Long Island and in 1972 Hurricane Agnes came ashore near New York City and stalled over the Southern Tier of the State. The resulting flooding killed dozens and caused hundreds of millions of dollars in damages. The Southern Tier and Hudson Valley continue to be flood-prone areas, with massive flooding in recent years. New York State and its local partners have spent considerable dollars and energies engaged in an aggressive coastal storm preparedness program over the past several years, recognizing that statistically we are long overdue for a major hurricane to strike New York State.

Protecting our population also means considering emerging communicable diseases, whether occurring domestically or abroad. The Severe Acute Respiratory Syndrome (SARS) outbreak, which reached near-pandemic levels between November 2002 and July 2003, provided a wake-up call to the emergency management, homeland security and health sectors that naturally occurring communicable diseases remain a significant threat, despite tremendous advances in healthcare over the past several decades. The ongoing threat of a pandemic and New York's position as a major international transportation hub increases our risk of a foreign-born communicable illness being introduced into our population. Additionally, communicable infectious diseases in non-human populations, such as the 2005 outbreak of Chronic Wasting Disease in the Mohawk Valley Region of Upstate New York, posed a significant threat to our domestic livestock and wild animal populations and required a major response by local and State government agencies to mitigate.

## **Vulnerabilities and Consequences**

New York State is the third largest state in the nation with over 19 million people. It contains 62 counties, including the 5 boroughs of New York City. There are more than 4,200 local governments, including 932 towns, 554 villages, 62 cities, and 700 school districts in New York. The size, diversity, and complexity of the State present an array of potential vulnerabilities and consequences.

### **Metropolitan Areas**

New York State is home to some of the most vibrant and urban areas in the United States. Metropolitan areas, because of their population density and concentration of infrastructure, present a series of unique vulnerabilities and potential consequences. There are specific preparedness issues that must be considered given the dynamics of a major metropolitan area, including urban search and rescue, infrastructure age and resilience and evacuation planning. New York contains numerous urban areas; including one classified as a Tier 1 Urban Area by the DHS UASI program and four classified as Tier 2 Urban Areas. These five urban areas contain 83% of New York State's population. New York City and the surrounding counties (including Long Island) are in a Tier 1 Urban Area as defined by DHS. This selection by DHS places New York City at the highest end of the risk profile spectrum. Albany, Buffalo, Rochester and Syracuse and their neighbors are all classified as Tier 2 Urban Areas, meaning they also face serious risks but not at the Tier 1 level. In addition to the UASI regions, there are many other cities in New York State that face similar types of challenges associated with preparedness in an urban environment. The lack of a UASI designation by DHS does not mean they are without risk.

### **The New York State Economy**

A 2008 World Bank report identified New York State's economy as the 15<sup>th</sup> largest in the world, larger than the economies of Brazil, South Korea and Mexico. Encompassing more than 1.1 trillion dollars in goods and services, the economy is multi-faceted and vulnerable to both naturally occurring and man-made threats. Major sectors of the economy include financial and insurance services; printing and publishing; fashion, apparel, and textiles; agriculture and food processing; optics and imaging; computer hardware and software; biomedical and chemical products; industrial machinery and systems; transportation; and the tourism and hospitality sectors.

New York City is a global city and the national, and arguably the international, capital of the financial sector. The New York Stock Exchange, the world's largest by dollar volume, is housed on Wall Street in lower Manhattan. The city is home to concentrations of several other key industries including media production, publishing and telecommunications. New York City also contains some of the most prestigious providers of professional services such as legal, accounting, marketing and medical services.

Other urban regions in New York State also have industries that are particularly central to their financial and social well-being. The Buffalo region has a significant chemical manufacturing

industry and one of the largest power production facilities in the nation. Rochester has a strong optics and imaging sector, Utica has a strong industrial machinery sector, Binghamton has computer industry, and Albany, as the State capital, has a strong public sector as well as a number of businesses associated with government.

While this economic vitality is obviously a strength of New York State, it also means that the consequences of a prolonged disruption of economic activity due to a natural or man-made disaster would be severe not only locally, but nationally and internationally, as well.

### **Critical Infrastructure**

New York State's Critical Infrastructure and Key Resources (CIKR) are as wide-ranging and important as any state in the country. Critical Infrastructure and Key Resources are assets, systems and networks, both physical and virtual, which are so vital to the New York State that the loss, destruction or incapacitation of them would have a major cascading impact on security, economic security, public health or the public safety of the State.<sup>2</sup> DHS has designated 18 CIKR sectors.

CIKR assets in New York go well beyond the 6 nuclear reactors and nearly 200 high risk chemical facilities across the State. Sites like the Statue of Liberty, the Empire State Building, Niagara Falls, Grand Central Station and the United Nations, are important because of their symbolic value to the Nation. Mass transit systems, commercial aviation, financial centers and transportation infrastructure (tunnels and bridges) have all been targeted by terrorists in New York State. Beyond those sectors which have already been the target of publicized plots, hospitals, port facilities, retail facilities, educational institutions and public utilities (e.g. electrical grids and water delivery systems) all support the day-to-day life of New Yorkers.

These sectors are not, however, just subject to terrorist threats. Critical infrastructure can also be compromised by natural disasters, human error and poor maintenance. Another key vulnerability that crosses all critical infrastructure sectors is their increasing reliance on computers and information technology. The threat of cyber-terrorism or other cyber-attack is illustrative of the interdependencies of modern society. Many critical assets rely upon networked computers, data security and the Supervisory Control and Data Acquisition (SCADA) systems that control infrastructure of all kinds.

To illustrate one CIKR area of particular concern, New York State contains one of the country's most complicated and layered transportation networks. With 112,000 miles of roadway, major

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| <p style="text-align: center;"><b><u>The 18 DHS Defined Critical Infrastructure Sectors:</u></b></p> <ul style="list-style-type: none"><li>-Agriculture and Food</li><li>-Banking and Finance</li><li>-Chemical</li><li>-Commercial Facilities</li><li>-Commercial Nuclear Reactors, Materials and Waste</li><li>-Critical Manufacturing</li><li>-Dams</li><li>-Defense Industrial Base</li><li>-Drinking Water and Water Treatment –Facilities</li><li>-Emergency Services</li><li>-Energy</li><li>-Government Facilities</li><li>-Information Technology</li><li>-National Monuments and Icons</li><li>-Postal and Shipping</li><li>-Public Health and Healthcare</li><li>-Telecommunications</li><li>-Transportation Systems</li></ul> |
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<sup>2</sup> Based on the DHS definition of CIKR as outlined in the National Infrastructure Protection Plan

mass transit systems, harbors, canals, as well as all types of private and commercial aviation, New York's transportation sector is vast. On a typical weekday, the New York City subway system carries approximately 7 million passengers. In 2007, more than 111 million passengers transited through the three major airports in the NYC Metro area. Ferry ridership (including both private carriers and the Staten Island Ferry) was over 100,000 people per day. New York Harbor handles more than 900 commercial vessels in an average day. Finally, New York has more than 800 miles of canals and linked waterways across the State. Overall, the State's transportation sector is vast, and subject to numerous threats both natural and man-made.

New York also has significant CIKR in the government facilities sector. These facilities include federal, State, local and tribal government facilities across the State, including the court system and a variety of legislative and executive office buildings. However, unlike most of the country, New York also hosts many international government facilities including, consulates, permanent missions, and the headquarters of the United Nations (with its annual General Assembly). All of these government facilities, foreign and domestic, constitute potential targets for terrorism.

### **Major Events and Mass Gatherings**

New York is home to numerous major events and mass gatherings. These range from the annual New Year's Eve celebration in Times Square to the Thanksgiving and Saint Patrick's Day Parades to major sporting events and concerts around the State. Major internationally recognized sporting centers exist in New York City, such as Yankee Stadium in the Bronx and Madison Square Garden in Manhattan. Similar venues exist all around the State as well. Examples include the Ralph Wilson Stadium and HSBC Arena in Buffalo, Nassau Coliseum in Long Island, Watkins Glen Motor Speedway; the horse tracks in Saratoga, Belmont, and Vernon Downs; the annual Harbor Fest in Oswego; the State Fair in Syracuse; and the Olympic Winter Sports complexes that bring hundreds of thousands of visitors a year to Lake Placid.

### **Additional Geographic and Demographic Concerns**

New York State's coastal and international borders are also important geographic factors to consider. The 445 mile (716 km) international border with Canada provides great benefits including economic growth and cultural exchanges. In the Buffalo/Erie/Niagara region alone, there are six international bridges between the US and Canada: four with vehicle traffic handling of 13.8 million crossings annually, and two rail bridges transporting \$1.2 billion of commerce per day. The free flow of commerce is critical to our economy, but our border also presents security challenges, such as the illegal transportation of contraband and people. Border security remains a collective, collaborative effort with federal, state, local and tribal law enforcement agencies on both sides of the border.

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

## SECTION III – STRATEGIC GOALS & OBJECTIVES

These Strategic goals and objectives were developed based on input from local and State stakeholders, but not everyone will act on all of the goals and objectives in the same way. However, all local and State homeland security activities, projects and programs should be able to support the goals and objectives in some capacity. Although these goals and objectives are collective efforts for the most part, some agencies may have more specific responsibilities than others.

GOAL 1	Associated National Priority	Primary Target Capability Areas
Strengthen CBRNE Detection, Response, and Decontamination Capabilities	Strengthen CBRNE Detection, Response, and Decontamination Capabilities	<ul style="list-style-type: none"> <li>➤ CBRNE Detection</li> <li>➤ WMD/HazMat Response and Decontamination</li> <li>➤ Explosive Device Response Operations</li> <li>➤ Responder Safety and Health</li> </ul>
Objective 1.1	Ensure that CBRNE Response Plans, including County HazMat Plans, are updated regularly	
Objective 1.2	Coordinate CBRNE response planning to address events that overwhelm jurisdictional capabilities and call for higher-level State or federal resources	
Objective 1.3	Ensure responders have appropriate Personal Protective Equipment (PPE) for safety within a CBRNE environment based on their responsibilities	
Objective 1.4	Identify CBRNE equipment needs and purchase DHS-approved equipment to close identified gaps	
Objective 1.5	Identify CBRNE training shortfalls and conduct training to close identified gaps	
Objective 1.6	Ensure responders have the appropriate knowledge, skills, ability, and equipment to recognize a true WMD situation	
Objective 1.7	Conduct multi-disciplinary, multi-jurisdictional HSEEP-compliant exercises to test CBRNE plans, protocols, and response procedures	
Objective 1.8	Maintain and/or replace equipment on the Weapons of Mass Destruction (WMD) trailers that were previously delivered to jurisdictions by the NYS Office of Homeland Security (OHS)	
Objective 1.9	Enhance capacity for decontamination both on-scene and at secondary locations, such as hospitals	
Objective 1.10	Implement regional solutions to enhance the capabilities of New York State’s local Hazardous Materials (HazMat) Response Teams	
Objective 1.11	Enhance bomb squad readiness through targeted planning, training, exercise, and equipment acquisition activities	
Objective 1.12	Enhance Improvised Explosive Device (IED) awareness and preparedness capabilities through education, detection, and target hardening activities	
Objective 1.13	Enhance radiological capabilities through continued participation in the “Securing the Cities” initiative in the NYC metropolitan area	
Objective 1.14	Using the model provided by the “Securing the Cities” initiative, develop and implement the State Radiation Defense Plan to build statewide radiological detection capabilities	
Objective 1.15	Develop and implement a Radioactive Materials Source Security Program in New York State	
Objective 1.16	Develop a statewide capability to monitor and assess environmental health impacts of a CBRNE event	
Objective 1.17	Enhance laboratory capability and capacity for the detection of chemical, biological, radiological, and nuclear threat agents	

<b>GOAL 2</b>		<b>Associated National Priority</b>	<b>Primary Target Capability Areas</b>
Protect Critical Infrastructure and Key Resources (CIKR)		Implement the National Infrastructure Protection Plan	<ul style="list-style-type: none"> <li>➤ Critical Infrastructure Protection</li> <li>➤ Risk Management</li> <li>➤ Information Sharing and Dissemination</li> <li>➤ Information Gathering and Recognition of Indicators and Warnings</li> <li>➤ Emergency Public Safety and Security Response</li> </ul>
Objective 2.1	Establish governance structures to guide public and private efforts to protect critical infrastructure and soft targets in New York State by creating a statewide critical infrastructure advisory committee and formalizing informal structures		
Objective 2.2	Identify and prioritize CIKR using technological solutions, such as the Automated Critical Asset Management System (ACAMS)		
Objective 2.3	Conduct an annual State and Regional CIKR Threat and Risk Assessment with support from local government, the private sector and the NYSIC		
Objective 2.4	Develop an information/intelligence fusion process at the NYSIC for critical infrastructure protection by modeling CI risk analysis after the DHS HITRAC (Homeland Infrastructure Threat and Risk Analysis Center)		
Objective 2.5	Leverage the use of Geographic Information Systems (GIS) and other data-based applications, such as CIRIS and other propriety databases, in support of CIKR analysis		
Objective 2.6	Establish or enhance CIKR information sharing mechanisms, through model programs and platforms, such as HSIN-NY, Health Alert Network, and NYPD SHIELD		
Objective 2.7	Work with local, state and federal agencies and private entities to conduct critical infrastructure assessments and to develop plans that may be used to promote prevention, protection and rapid recovery from all hazards		
Objective 2.8	Develop and support regional solutions to conduct CIKR site security visits by leveraging federal, State and local trained personnel		
Objective 2.9	Conduct training and HSEEP-compliant exercises to support and test critical infrastructure protection efforts		
Objective 2.10	Support target hardening through physical security measures, the creation of buffer zones, investment in cyber security, and the deployment of personnel at CIKR sites (i.e. Empire Shield, Operation Atlas)		
Objective 2.11	Promote Continuity of Operations (COOP) and Continuity of Government (COG) planning for CIKR through education and outreach		
Objective 2.12	Incorporate resiliency into critical infrastructure protection efforts to lessen the consequence from natural or man-made hazards, by encouraging private-sector investment in infrastructure resiliency and by including the private-sector in emergency planning and operation activities		

<b>GOAL 3</b>		<b>Associated National Priority</b>	<b>Primary Target Capability Areas</b>
Strengthen Information Sharing, Collaboration and Intelligence Analysis		Strengthen Information Sharing and Collaboration Capabilities	<ul style="list-style-type: none"> <li>➤ Intelligence Information Sharing and Dissemination</li> <li>➤ Intelligence Analysis and Production</li> <li>➤ Information Gathering and Recognition of Indicators and Warnings</li> <li>➤ Critical Infrastructure Protection</li> </ul>
Objective 3.1	Receive, process, and disseminate homeland security information to stakeholders in a timely manner		
Objective 3.2	Collect, fuse, and analyze all terrorism related intelligence; conduct threat and vulnerability assessments; and disseminate intelligence accordingly		
Objective 3.3	Ensure, and enhance connectivity of federal, state, and local partners to the New York State Intelligence Center (NYSIC), as well as to regional and local fusion centers in support of “all crimes” information sharing and analysis		
Objective 3.4	Expand outreach and information-sharing efforts beyond the law enforcement community, to include fire, public health, EMS, emergency management, the private sector, and other stakeholders.		
Objective 3.5	Augment private sector outreach efforts to Critical Infrastructure Sectors and at-risk businesses		
Objective 3.6	Increase public awareness and suspicious activity reporting (SAR) through ongoing outreach and education on security issues, to include community organizations, private security partners, and the general public		
Objective 3.7	Enhance statewide, regional and local planning efforts to ensure ongoing information sharing and to identify information sharing gaps through needs assessments		
Objective 3.8	Ensure the presence and security of information technology and systems to facilitate information sharing and analysis		
Objective 3.9	Conduct training and HSEEP-compliant exercises to build and test information sharing and intelligence capabilities		
Objective 3.10	Promote the hiring, training and use of intelligence analysts in support of the NYS Homeland Security Strategy		
Objective 3.11	Provide further support to statewide initiatives that foster the sharing of information and intelligence, such as the Field Intelligence Officer (FIO), the Corrections Criminal Intelligence Program (CCIP) and Intelligence Analyst Exchange programs		
Objective 3.12	Obtain security clearances for key personnel and policymakers whose duties require access to classified information		
Objective 3.13	Improve situational awareness by providing classified briefings and information to cleared personnel		
Objective 3.14	Expand information sharing and collaboration through the establishment of partnerships with academic institutions involved in homeland security, terrorism studies, intelligence and related fields of study		

<b>GOAL 4</b>		<b>Associated National Priority</b>	<b>Primary Target Capability Areas</b>
Strengthen Counterterrorism and Law Enforcement Capabilities	Multiple National Priorities		<ul style="list-style-type: none"> <li>➤ Counter-terror Investigation and Law Enforcement</li> <li>➤ Intelligence Information Sharing and Dissemination</li> <li>➤ Explosive Device Response Operations</li> </ul>
Objective 4.1	Equip, train, exercise and otherwise support special operations and tactical response units, including SWAT Teams, Bomb Squads and Explosive Detection Canine Teams		
Objective 4.2	Ensure coordination of federal, state and local law enforcement investigations through the Counter-Terrorism Zones (CTZs), Joint Terrorism Task Forces (JTTFs), Integrated Border Enforcement Teams (IBETs), and other related structures.		
Objective 4.3	Build law enforcement capabilities directly related to counterterrorism and homeland security through the purchase of specialized equipment/technology and by supporting targeted law enforcement operations		
Objective 4.4	Train law enforcement officers and personnel on current terrorist tactics, techniques and procedures (TTP)		
Objective 4.5	Develop and implement a long-term Northern Border Security Strategy in conjunction with local, state, tribal, federal, and Canadian stakeholders		
Objective 4.6	Improve security at the Northern Border using enhanced and expanded intelligence-driven law enforcement operations		
Objective 4.7	Facilitate federal, state and local security and law enforcement efforts to protect critical infrastructure		
Objective 4.8	Enhance counterterrorism efforts by continuing to support initiatives to detect and curtail the use of fraudulent identification documents		
Objective 4.9	Test security measures through the use of “Red Teams” and related planning and exercises		
Objective 4.10	Train and support local prosecutors in counter-terrorism and money laundering investigations		

<b>GOAL 5</b>	<b>Associated National Priority</b>	<b>Primary Target Capability Areas</b>
Enhance Incident Management and Response Capabilities	Implement the National Incident Management System (NIMS)/National Response Framework (NRF)	<ul style="list-style-type: none"> <li>➤ Planning</li> <li>➤ Onsite Incident Management</li> <li>➤ Emergency Operations Center Management</li> <li>➤ Critical Resource Logistics &amp; Distribution</li> <li>➤ Search and Rescue</li> </ul>
Objective 5.1	Conduct annual NIMS implementation activities	
Objective 5.2	Ensure statewide compliance with annual NIMS requirements by offering state-specific guidance, technical assistance and by promoting the use of the federal NIMSCAST reporting software	
Objective 5.3	Conduct training needs assessments to identify and fill training gaps	
Objective 5.4	Ensure agency personnel receive appropriate NIMS/ICS training	
Objective 5.5	Incorporate NIMS and Incident Command System (ICS) into all State and local training and exercises	
Objective 5.6	Provide NIMS/NRF related training and exercise opportunities to agency executives and elected officials	
Objective 5.7	Participate in HSEEP-compliant all-hazard exercise program that involves first responders from multiple disciplines	
Objective 5.8	Incorporate both exercise and incident-driven corrective actions into preparedness and response plans and procedures	
Objective 5.9	Participate in and promote mutual aid agreements	
Objective 5.10	Ensure First Responder community has the equipment necessary for multidiscipline response in an All Hazards environment	
Objective 5.11	Improve response coordination and implementation activities through a system of resource typing, capability and capacity inventory and credentialing	
Objective 5.12	Develop disaster logistics support through pre-scripted mission assignments and commodity distribution plans and protocols	
Objective 5.13	Update emergency management plans to incorporate NIMS and reflect the NRF	
Objective 5.14	Conduct a baseline inventory of existing State and local emergency response plans and capabilities	
Objective 5.15	Develop plans and response capabilities based on gaps and jurisdictional need	
Objective 5.16	Enhance the capabilities of State, regional and local Incident Management Teams	
Objective 5.17	Enhance State and local Emergency Operations Center (EOC) capabilities through targeted equipment purchases and EOC training efforts	
Objective 5.18	Develop the State Preparedness Training Center to offer multi-disciplinary preparedness training to State and local first responders and other stakeholders	
Objective 5.19	Strengthen State and local Rescue Team and Urban Search and Rescue (USAR) capabilities through targeted planning, training, exercise, and equipment acquisition activities.	
Objective 5.20	Institutionalize, within the framework of ICS, the Joint Information System (JIS) and the use of the Joint Information Center (JIC)	
Objective 5.21	Engage the private sector in preparedness and response activities, such as leveraging private sector resources for incident response	

<b>GOAL 6</b>		<b>Associated National Priority</b>	<b>Primary Target Capability Areas</b>
Strengthen Communications and Emergency Alert Capabilities		Strengthen Interoperable and Operable Communications Capabilities	<ul style="list-style-type: none"> <li>➤ Communications</li> <li>➤ Emergency Public Information and Warning</li> <li>➤ On-Site Incident Management</li> </ul>
Objective 6.1	Strengthen Alert and Warning Capabilities through participation in NY-Alert and other emergency notification systems		
Objective 6.2	Develop governance structures for interoperability that are consistent with the Statewide Communications Interoperability Plan (SCIP)		
Objective 6.3	Develop communications Standard Operating Procedures (SOPs) for individual agencies, for joint operations, for emergencies, and across regions that are integrated with the National Incident Management System (NIMS)		
Objective 6.4	Conduct communications asset surveys and needs assessments to improve interoperable communications planning		
Objective 6.5	Support State and regional planning efforts to find interoperable communications solutions		
Objective 6.6	Develop, implement, and test Tactical Interoperable Communications (TIC) Plans in the State's 5 federally-designated Urban Areas		
Objective 6.7	Acquire and deploy P-25 compliant technology that enable seamless communications across all public safety frequency bands, while ensuring that existing legacy systems remain viable and operable		
Objective 6.8	Ensure that communications systems are designed and hardened adequately to withstand the harsh conditions in which first responders operate		
Objective 6.9	Ensure that first responders can quickly establish communications during a disaster through the use of mobile command systems and equipment caches.		
Objective 6.10	Provide training for first responders on the use of interoperable communications equipment		
Objective 6.11	Provide communications leadership training to improve communications planning and policymaking		
Objective 6.12	Conduct multi-jurisdictional, multi-disciplinary HSEEP-compliant exercises to test the vitality of communications plans, SOPs, and systems in New York State		
Objective 6.13	Coordinate with other States and Canada to enhance communications capabilities in border areas		

<b>GOAL 7</b>		<b>Associated National Priority</b>	<b>Primary Target Capabilities Areas</b>
Strengthen Emergency Planning, Citizen and Community Preparedness		Strengthen Planning and Citizen Preparedness	<ul style="list-style-type: none"> <li>➤ Planning</li> <li>➤ Community Preparedness and Participation</li> <li>➤ Citizen Evacuation and Shelter-in-Place</li> <li>➤ Mass Care</li> <li>➤ Volunteer Management and Donations</li> </ul>
Objective 7.1	Develop and maintain Comprehensive Emergency Management Plans (CEMPs) at all levels of government		
Objective 7.2	Ensure CEMPs address special needs and vulnerable populations, including targeted materials and messaging for these communities		
Objective 7.3	Ensure CEMPs include disaster recovery and mitigation plans		
Objective 7.4	Develop COOP and COG plans in support of disaster recovery activities		
Objective 7.5	Integrate non-governmental, community-based, faith-based organizations and private sector stakeholders into preparedness planning, training, and exercises		
Objective 7.6	Conduct HSEEP-compliant exercises to test plans and identify opportunities for improvement		
Objective 7.7	Enhance mass care and sheltering capabilities by identifying shelter locations, obtaining mass care supplies and developing staff to support general population, functional/medical needs, and pet shelters		
Objective 7.8	Develop, equip and train volunteer corps to enhance the state's ability to safeguard animals, agriculture and food		
Objective 7.9	Identify, recruit and train disaster response volunteers by partnering with non-governmental, community-based and faith-based organizations, in accordance with respective CEMPs		
Objective 7.10	Increase disaster training and volunteer opportunities for public and private sector employees		
Objective 7.11	Encourage the growth of Citizen Corps Councils and their integration with State and local preparedness and response efforts		
Objective 7.12	Develop State and local volunteer and donations management capabilities		
Objective 7.13	Establish agreements with the private sector to provide disaster relief supplies		
Objective 7.14	Conduct public education and outreach to increase community preparedness		

<b>GOAL 8</b>		<b>Associated National Priority</b>	<b>Primary Target Capabilities Areas</b>
Enhance Regional Capabilities, Coordination and Mutual Aid		Enhance Regional Collaboration	<ul style="list-style-type: none"> <li>➤ Planning</li> <li>➤ Risk Management</li> <li>➤ Critical Resource Logistics and Distribution</li> <li>➤ Mass Care</li> </ul>
Objective 8.1	Promote a regional approach to homeland security across New York State to develop regional preparedness, response and recovery capabilities		
Objective 8.2	Participate in regional working groups and planning committees to identify gaps and develop regional security plans and preparedness solutions		
Objective 8.3	Develop formal regional and county mutual aid agreements for emergency response		
Objective 8.4	Establish a statewide mutual aid agreement to enhance preparedness and facilitate the sharing of resources across the State during major disasters		
Objective 8.5	Conduct regional multi-jurisdictional, multi-agency table top and full scale HSEEP-compliant exercises		
Objective 8.6	Support regional mass care and equipment caches to expedite the deployment of critical resources within each SEMO region		
Objective 8.7	Foster Urban Area Working Group (UAWG) collaboration and ensure appropriate representation of disciplines and sectors on UAWGs across the State		
Objective 8.8	Continue NY/NJ/CT Regional Transit Security Work Group collaboration on transit security priorities in the region		
Objective 8.9	Develop a regional catastrophic plan for the NYC UASI; enhance regional catastrophic preparedness and mass evacuation planning in other areas based on specific hazards		
Objective 8.10	Participate in Area Maritime Security Committees to address maritime security issues		
Objective 8.11	Support the annual State “Empire Exercise” to build and test regional capabilities		
Objective 8.12	Obtain local and regional input for State homeland security program and planning initiatives by establishing or collaborating with regional advisory teams or working groups		

<b>GOAL 9</b>		<b>Associated National Priority</b>	<b>Primary Target Capability Areas</b>
Support Health Emergency Preparedness	Strengthen Medical Surge and Mass Prophylaxis Capabilities		<ul style="list-style-type: none"> <li>➤ Epidemiological Surveillance and Investigation</li> <li>➤ Medical Surge</li> <li>➤ Medical Supplies Management and Distribution</li> <li>➤ Mass Prophylaxis</li> <li>➤ Emergency Triage and Pre-Hospital Treatment</li> <li>➤ Isolation and Quarantine</li> </ul>
Objective 9.1	Enhance community, regional and national cross-disciplinary planning efforts to prepare for and respond to a health emergency		
Objective 9.2	Support health emergency preparedness training and exercises to align community, regional, State and national preparedness and response activities		
Objective 9.3	Enhance epidemiological surveillance and investigation capabilities; ensuring the abilities to collect, transport, identify and analyze information or substances that will indicate a public health crisis		
Objective 9.4	Enhance medical emergency response capabilities, including medical triage, decontamination, pre-hospital treatment, medical surge and mass casualty management		
Objective 9.5	Ensure medical facility resilience and continuity of operations; including COOP planning, surge capacity, credentialing, and physical security		
Objective 9.6	Ensure the availability, viability and access to mass prophylaxes and other medical countermeasures; including related logistical systems		
Objective 9.7	Support a statewide capability to distribute and dispense medical countermeasures to include federal, regional, and local capacities		
Objective 9.8	Develop plans to identify staff, equipment, and resources to operate Alternate Care Facilities if existing capabilities are overwhelmed due to a disaster		

<b>GOAL 10</b>	<b>Associated National Priority</b>	<b>Primary Target Capability Areas</b>
Enhance Cyber Preparedness Capabilities	Implement the National Infrastructure Protection Plan (NIPP)	<ul style="list-style-type: none"> <li>➤ Critical Infrastructure Protection</li> <li>➤ Risk Management</li> <li>➤ Planning</li> <li>➤ Intelligence Information Sharing and Dissemination</li> <li>➤ Intelligence Analysis and Production</li> <li>➤ Information Gathering and Recognition of Indicators and Warnings</li> </ul>
Objective 10.1	Enhance cyber security awareness for government, business and home computer users through education and outreach activities	
Objective 10.2	Ensure situational awareness among government and private sector security partners through information sharing programs, including the Public/Private Sector Cyber Security Workgroup and the Multi-State Information Sharing and Analysis Center (MS-ISAC)	
Objective 10.3	Establish cyber security policies and standards for all New York State government entities, and ensure compliance with such policies	
Objective 10.4	Develop and implement a program for New York State and local government Information Security Officers (ISOs) and other cyber security personnel focusing on information security education, training, and exercises	
Objective 10.5	Implement systems to prevent and protect against, and ensure an effective response to and recovery from, cyber attacks and significant incidents	
Objective 10.6	Develop and implement a comprehensive Process Control/Supervisory Control and Data Acquisition (SCADA) cyber security awareness, education, and training program for the owners/operators of SCADA-controlled CIKR within NY State	

## **SECTION IV – APPENDICES**

## **Appendix 1: Authorities & Guidelines**

### **NEW YORK STATE DISASTER PREPAREDNESS AND COUNTER-TERRORISM LAWS**

#### **Executive Law Article 2-B**

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

This law provides that:

- local government and emergency service organizations continue their essential role as the first line of defense in times of disaster;
- the State provide appropriate supportive services to the extent necessary;
- local government officials take an active role in the development and implementation of disaster preparedness programs;
- State and local natural disaster and emergency response functions be coordinated in order to bring the fullest protection and benefit to the people; and
- State resources be organized and prepared for immediate effective response to disasters which are beyond the capability of local governments and emergency service organizations.

Upon the declaration of a State disaster emergency, the State Disaster Preparedness Commission (DPC) is charged with directing and coordinating disaster operations among the various federal, state, municipal and private agencies involved. The DPC includes 23 State agencies and the American Red Cross. The State Emergency Management Office (SEMO) serves as the staff arm of the DPC. SEMO is the focal point for all emergency management programs including maintaining the State Emergency Operations Center and administering federal disaster relief funds.

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

#### **The Anti-Terrorism Act of 2001**

Chapter 300 of 2001, the "Anti-Terrorism Act of 2001," created the following new State-level terrorism crimes for persons who commit terrorist acts, make terrorist threats or who render assistance to terrorists in New York State, by creating six penal law offenses: i) soliciting or providing support for an act of terrorism in the first and second degrees; ii) crime of terrorism iii) making a terroristic threat; and iv) hindering prosecution of terrorism in the first and second degrees.

## **Water Supply Vulnerability to Terrorist Attack**

Chapter 405 of 2002 amended the Public Health Law to require public and private water suppliers to provide emergency plans and an analysis of their vulnerability to terrorist attack, and to require the Commissioner of Health to retain a copy of each plan.

## **Energy Generating and Transmission Facility Security**

Chapter 403 of 2003 directed what was then the Office of Public Security (later renamed the Office of Homeland Security) to undertake a review and analysis of measures being taken to protect the security of critical infrastructure related to energy generation and transmission located within the State, by the public service commission, State agencies, authorities, political subdivisions, and by federal entities.

The law requires periodic reporting to the Governor, the Temporary President of the Senate, the Assembly Speaker, the Chairman of the Public Service Commission (PSC) and the chief executive of any affected transmission or generating facility affected on the security measures being taken, their effectiveness, and recommendations to improve security. These reports are not available to the public.

## **The Anti-Terrorism Preparedness Act of 2004**

Chapter 1 of 2004, the “Anti-Terrorism Preparedness Act of 2004,” renamed the Office of Public Security as the Office of Homeland Security. The Office of Homeland Security was charged with overseeing and coordinating the State’s homeland security resources and counter-terrorism strategies.

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

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

## **Ammonium Nitrate Security**

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

## **Pets Evacuation and Transportation Standards Act of 2006**

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

## **Pipeline Security Review**

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

## **The Freedom to Report Terrorism Act of 2007**

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

## **Nursing Home/Assisted Living Facility Disaster Preparedness**

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

## **Executive Order 26**

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

## **Safe Schools Against Violence in Education Act (Project SAVE)**

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

## RELEVANT NATIONAL STRATEGIES & PLANS

### **National Strategy for Homeland Security** (*Released: July 2002; Revised: October 2007*)

The *National Strategy for Homeland Security* recognizes that while we must continue to focus on the persistent and evolving terrorist threat, we also must address the full range of potential catastrophic events, including man-made and natural disasters, due to their implications for homeland security. The purpose of the *Strategy* is to guide, organize, and unify the Nation's homeland security efforts. This includes applying a comprehensive approach in order to enhance key components of our nation's prevention, protection, response, and recovery systems. It provides a common framework by which the entire Nation should focus its efforts on the following four National goals:

- Prevent and disrupt terrorist attacks;
- Protect the American people, our critical infrastructure, and key resources;
- Respond to and recover from incidents that do occur; and
- Continue to strengthen the foundation to ensure our long-term success.

**Weblink:** [http://www.dhs.gov/xlibrary/assets/nat\\_strat\\_homelandsecurity\\_2007.pdf](http://www.dhs.gov/xlibrary/assets/nat_strat_homelandsecurity_2007.pdf)

### **National Response Framework (NRF)** (*Released: March 2008, Replaced NRP (National Response Plan of January 2005)*)

The NRF is a guide to how the Nation conducts all-hazards response. It is built upon scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities across the Nation, linking all levels of government, nongovernmental organizations, and the private sector. It is intended to capture specific authorities and best practices for managing incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

**Weblink:** <http://www.fema.gov/pdf/emergency/nrf/nrf-core.pdf>

### **The National Incident Management System (NIMS)** (*Released: March 2004; Revised: December 2008*)

Under Homeland Security Presidential Directive 5 (HSPD-5), the Federal government has created the National Incident Management System (NIMS). This system directs the creation of a comprehensive, national approach to incident management by federal, state, territorial, Tribal and local responders involved in disaster preparedness, prevention, response, and recovery activities. "First Responders" extend beyond traditional Fire, HAZMAT, Police, and EMS to include public works, public health, emergency communications, and emergency management to name a few. This integrated system establishes a uniform set of processes, protocols, and procedures that all emergency responders, at every level of government will use to conduct response actions. The Presidential Directive also makes NIMS compliance a requirement for any of these entities wishing to receive Federal funds starting with Federal fiscal year 2007, and provides compliance guidance.

**Weblink:** [http://www.fema.gov/pdf/emergency/nims/NIMS\\_core.pdf](http://www.fema.gov/pdf/emergency/nims/NIMS_core.pdf)

### **National Preparedness Directive** (*Released: December 2003*)

This directive establishes policies to strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies by requiring a national domestic all-hazards preparedness goal, establishing mechanisms for improved delivery of Federal preparedness assistance to state and local governments, and outlining actions to strengthen preparedness capabilities of federal, state, and local entities.

**Weblink:** [http://www.dhs.gov/xabout/laws/gc\\_1215444247124.shtm](http://www.dhs.gov/xabout/laws/gc_1215444247124.shtm)

### **The National Preparedness Guidelines** (*Released: September 2007*)

The guidelines are contained in four documents: *The National Preparedness Vision*, *The National Planning Scenarios*, *The Universal Task List*, and *The Target Capabilities List*. While placing an emphasis on events which would require rapid and coordinated national action, these guidelines use an all hazards approach to address capabilities-based preparedness for the full range of homeland security missions, from prevention through recovery. In doing this, relative risks of catastrophic events are weighed, along with resources needed, to determine the most reasonable and optimal level of preparedness. The idea behind this vision is that preparedness requires a coordinated national effort involving every level of government, as well as the private sector, nongovernmental organizations, and individual citizens. The guidelines recognize that the different constituencies just iterated have worked for decades in managing natural disasters and technological emergencies, particularly with regard to response and recovery, but that our country has had “far less” experience with terrorist attacks, particularly with regard to prevention and protection.

**Weblink:** [http://www.dhs.gov/xlibrary/assets/National\\_Preparedness\\_Guidelines.pdf](http://www.dhs.gov/xlibrary/assets/National_Preparedness_Guidelines.pdf)

### **Target Capabilities List** (*Released: September 2007*)

To address national preparedness, the President issued Homeland Security Presidential Directive 8 (HSPD-8) which calls for a National Preparedness Goal that establishes measurable priorities, targets, and a common approach to developing needed capabilities. The Goal utilizes a Capabilities-Based Planning approach to help answer the questions “how prepared are we?; how prepared do we need to be?; and how do we prioritize efforts to close the gap? A central objective of Capabilities-Based Planning is the identification of target levels of capabilities that federal, state, local, and tribal entities must achieve to perform critical tasks for homeland security missions. Capabilities are combinations of resources that provide the means to achieve a measurable outcome resulting from performance of one or more critical tasks, under specified conditions and performance standards.

**Weblink:** [http://www.dhs.gov/xlibrary/assets/National\\_Preparedness\\_Guidelines.pdf](http://www.dhs.gov/xlibrary/assets/National_Preparedness_Guidelines.pdf)

## **National Planning Scenarios** *(Released: March 2007)*

The 15 Scenarios include terrorist attacks, major disasters, and other emergencies. All levels of government are encouraged to use the National Planning Scenarios as a reference to explore the potential consequences of major events and to evaluate and improve their capabilities to perform their assigned missions and tasks. However, planners are not precluded from developing their own scenarios to supplement the National Planning Scenarios. DHS will maintain and update the Scenarios periodically based on changes in the homeland security strategic environment.

<b>National Planning Scenarios</b>	
Improvised Nuclear Device	Major Earthquake
Aerosol Anthrax	Major Hurricane
Pandemic Influenza	Radiological Dispersal Device
Plague	Improvised Explosive Device
Blister Agent	Food Contamination
Toxic Industrial Chemicals	Foreign Animal Disease
Nerve Agent	Cyber Attack
Chlorine Tank Explosion	

**Weblink:** [http://www.dhs.gov/xlibrary/assets/National\\_Preparedness\\_Guidelines.pdf](http://www.dhs.gov/xlibrary/assets/National_Preparedness_Guidelines.pdf)

## **Universal Task List (UTL)** *(Released: September 2007)*

The UTL provides a menu of tasks required to prevent, protect against, respond to, and recover from major events represented by the National Planning Scenarios. Most tasks are common to many, if not all, of the Scenarios, as well as other events not covered by the Scenarios. The UTL serves as a common language and reference system that will support efforts to describe operational tasks, so that personnel from across the Nation can work together effectively when required. No single entity is expected to perform every task. The UTL was developed with federal, state, local, tribal, territorial, private sector, and nongovernmental subject-matter experts and drew on existing sources wherever possible. The UTL will be updated periodically in conjunction with the TCL.

**Weblink:** [http://www.dhs.gov/xlibrary/assets/National\\_Preparedness\\_Guidelines.pdf](http://www.dhs.gov/xlibrary/assets/National_Preparedness_Guidelines.pdf)

## **National Infrastructure Protection Plan (NIPP)** *(Released: June 2006; Updated: September 2008)*

The NIPP outlines how DHS and its stakeholders will develop and implement the national effort to protect infrastructures across all sectors. As these Critical Infrastructure Protection (CIP) efforts are developed, implemented, and refined, the NIPP will be updated to reflect this progress. The national CIP program will be an ongoing effort to protect the Nation's Critical Infrastructure and Key Resources (CIKR), which are divided into 18 sectors, each with its own Sector-Specific Plans (SSP). DHS and the Sector-Specific Agencies (SSA) will share and discuss this NIPP with critical stakeholders, working with them to develop and implement SSPs so that protective programs and limited public and private resources are targeted toward the most critical assets within and across sectors. Success will be achieved by working together through public and private sector partnerships to identify, prioritize, and protect the Nation's CIKR. A

companion document entitled “*A Guide to Critical Infrastructure and Key Resources Protection at the State, Regional, Local, Tribal and Territory Level*” (September 2008) serves as a high level guide for Homeland Security Advisors, State Administrative Agencies, Urban Area Working Groups, regional groups and coalitions, and other agency leads with responsibilities that include aspects of infrastructure protection.

**Weblink:** <http://www.dhs.gov/nipp>

**National Strategy for Maritime Security** (*Released: September 2005*)

The plan recognizes and incorporates assets from the Justice, State, Commerce and Homeland Security agencies to effect security of the nation’s maritime border. The National Strategy for Maritime Security plan covers eight supporting plans to address the specific threats and challenges of the maritime environment. These include for example the transportation restoration in the event of an emergency, vessel protection and supply chain security. The National Strategy for Maritime Security and its eight supporting plans present a comprehensive effort by the U.S. government to promote global economic stability and protect legitimate activities while preventing hostile or illegal acts within the maritime domain.

**Weblink:** [http://www.dhs.gov/xlibrary/assets/HSPD13\\_MaritimeSecurityStrategy.pdf](http://www.dhs.gov/xlibrary/assets/HSPD13_MaritimeSecurityStrategy.pdf)

**National Strategy for Combating Terrorism** (*Released: February 2003; Revised: September 2006*)

This strategy recognizes the nation is at a different kind of war and that protecting and defending the Homeland, the American people, and their livelihoods remains the first and most important obligation. From the beginning, it has been both a battle of arms and a battle of ideas. The paradigm for combating terrorism now involves the application of all elements of the nation’s power and influence. Not only is military power used but also diplomatic, financial, intelligence, and law enforcement activities to protect the Homeland and extend our defenses, disrupt terrorist operations, and deprive our nation’s enemies of what they need to operate and survive. The updated strategy sets the course for winning the War on Terror and builds directly from the National Security Strategy issued in March 2006 as well as the February 2003 National Strategy for Combating Terrorism.

**Weblink:** [http://www.globalsecurity.org/security/library/policy/national/nsct\\_sep2006.pdf](http://www.globalsecurity.org/security/library/policy/national/nsct_sep2006.pdf)

**National Strategy for Pandemic Influenza** (*Released: November 2005*)

The *National Strategy for Pandemic Influenza* provides a framework for future U.S. Government planning efforts that is consistent with *The National Security Strategy* and the *National Strategy for Homeland Security*. It guides preparedness and response efforts to an influenza pandemic, with the intent of (1) stopping, slowing or otherwise limiting the spread of a pandemic to the United States; (2) limiting the domestic spread of a pandemic, and mitigating disease, suffering and death; and (3) sustaining infrastructure and mitigating impact to the economy and the functioning of society. The nation must have a system of plans at all levels of government and in all sectors outside of government that can be integrated to address the pandemic threat.

**Weblink:** <http://www.pandemicflu.gov/>

**National Strategy for Information Sharing** (*Released: October 2007*)

The National Strategy for Information Sharing sets forth a plan to build upon progress and establish a more integrated information sharing capability to ensure that those who need information to protect our Nation from terrorism will receive it and those who have that information will share it. It is closely aligned with the National Strategy for Combating Terrorism and the National Strategy for Homeland Security. This Strategy also supports and supplements the National Implementation Plan, which is the foundational document guiding the efforts of the Directorate of Strategic Operational Planning in the National Counterterrorism Center.

**Weblink:** <http://fas.org/sgp/library/infoshare.pdf>

**National Strategy to Secure Cyberspace** (*Released: February 2003*)

The cyber security strategy is a component of the larger National Strategy for Homeland Security and offers suggestions, not mandates, to business, academic, and individual users of cyberspace to secure computer systems and networks through a number of security practices as well as promotion of cyber security education. The National Strategy to Secure Cyberspace identifies three strategic objectives: (1) Prevent cyber attacks against America's critical infrastructures; (2) Reduce national vulnerability to cyber attacks; and (3) Minimize damage and recovery time from cyber attacks that do occur.

**Weblink:** [http://www.dhs.gov/xlibrary/assets/National\\_Cyberspace\\_Strategy.pdf](http://www.dhs.gov/xlibrary/assets/National_Cyberspace_Strategy.pdf)

**The National Contingency Plan** (*First Released: 1968, latest Revisions in 1994*)

The National Oil and Hazardous Substances Pollution Contingency Plan, more commonly called the National Contingency Plan or NCP, is the federal government's blueprint for responding to both oil spills and hazardous substance releases. The National Contingency Plan is the result of our country's efforts to develop a national response capability and promote overall coordination among the hierarchy of responders and contingency plans.

**Weblink:** <http://www.epa.gov/OEM/content/lawsregs/ncpover.htm#overview>

## HOMELAND SECURITY PRESIDENTIAL DIRECTIVES (HSPDs)

HSPD #	Date	Subject	Overview
1	10/29/01	Organization and Operation of the Homeland Security Council	Establishes the Homeland Security Council (HSC) to coordinate homeland security-related efforts across executive departments and agencies of all levels throughout the country, and to implement the Department of Homeland Security's policies through eleven Policy Coordination Committees.
2	10/29/01	Combating Terrorism Through Immigration Policies	To prevent the entry of alien terrorist sympathizers and supporters into the United States and to detain, prosecute and deport those already in U.S. borders.
3	3/11/02	Homeland Security Advisory System	Creates a Homeland Security Advisory System to inform all levels of government and local authority, as well as the public, to the current risk of terrorist acts.
4	9/17/02	National Strategy to Combat Weapons of Mass Destruction	Sets forth a comprehensive strategy to counter the WMD threat in all of its dimensions.
5	2/28/03	Management of Domestic Incidents	Enhances the ability of the nation to manage domestic incidents by establishing a single, comprehensive national incident management system (NIMS) to cover the prevention, preparation, response, and recovery from terrorist attacks, major disasters, and other emergencies. The intent is to allow all levels of government throughout the nation to work efficiently and effectively together.
6	9/16/03	Integration and Use of Screening Information	State that United States policy is to develop, integrate, and maintain thorough, accurate, and current information about individuals known or appropriately suspected to be or have been engaged in conduct related to terrorism. The directive will be implemented in a manner consistent with the provisions of the Constitution and applicable laws, including those protecting the rights of all Americans.
7	12/17/03	Critical Infrastructure Identification, Prioritization, and Protection	Establishes a national policy for Federal departments and agencies to identify and prioritize United States critical infrastructure and key resources and to protect them from terrorist attacks, and to work with state and local governments and the private sector to accomplish this objective.

8	12/17/03	National Preparedness	Establishes policies to strengthen U.S. preparedness in order to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies. It requires an “all-hazards” preparedness goal, with established mechanisms for improved delivery of Federal preparedness assistance to State and local governments. It also outlines actions to strengthen preparedness capabilities of federal, state, and local entities.
9	1/30/04	Defense of United States Agriculture and Food	Establishes a national policy to defend the agriculture and food system against terrorist attacks, major disasters, and other emergencies.
10	4/28/04	Biodefense for the 21st Century	The pillars of this national biodefense program are Threat Awareness, Prevention and Protection, Surveillance and Detection, and Response and Recovery. A classified version of this directive contains specific direction to departments and agencies.
11	8/27/04	Comprehensive Terrorist-related Screening Procedures	Establishes comprehensive terrorist-related screening procedures in order to more effectively detect and interdict individuals known or reasonably suspected to be engaged in terrorist activities.
12	8/27/04	Common Identification Standard for Federal Employees and Contractors	Directs DHS to establish a federal standard for secure and reliable forms of identification for federal government employees and contractors.
13	12/21/04	Maritime Security Policy	Establishes U.S. policy, guidelines, and implementation actions to enhance U.S. national security and homeland security by protecting U.S. maritime interests.
14	4/15/05	Domestic Nuclear Detection Office	Establishes the DNDO as the organization with dedicated responsibilities to develop the global nuclear detection architecture, and support the deployment of the domestic detection system to detect and report attempts to import or transport a nuclear device or fissile or radiological material intended for illicit use.
15	3/06	U.S. Strategy and Policy in the War on Terror	A classified directive that provides guidance on coordinating various elements of the ‘War on Terrorism’ including diplomatic, legal, financial and military components of the war.
16	6/22/06	National Strategy for Aviation Security	Details a strategic vision for aviation security while recognizing ongoing efforts, and directs the production of a National Strategy for Aviation Security and supporting plans.

17	n/a	Nuclear Materials Information Program	<i>Not publicly available at this time</i>
18	1/31/07	Medical Countermeasures against Weapons of Mass Destruction	Addresses the need for preparation against an attack by terrorist forces using a weapon of mass destruction. Sets forth a two-tiered approach for development and acquisition of medical countermeasures: Tier I is a focused development of Agent-Specific Medical Countermeasures and Tier II concerns the development of a Flexible Capability for New Medical Countermeasures.
19	2/12/07	Combating Terrorist Use of Explosives in the United States	Establishes a national policy, and calls for the development of a national strategy and implementation plan, on the prevention and detection of, protection against, and response to terrorist use of explosives in the United States.
20	5/9/07	National Continuity Policy	Establishes a comprehensive national policy on the continuity of Federal Government structures and operations, and creates the position of a single National Continuity Coordinator responsible for coordinating the development and implementation of Federal continuity policies.
21	10/18/07	Public Health and Medical Preparedness	Establishes a National Strategy for Public Health and Medical Preparedness (Strategy), which builds upon principles set forth in Biodefense for the 21st Century (HSPD 10)
22	n/a	Domestic Chemical Defense	<i>Not publicly available at this time</i>
23	3/4/08	National Cyber Security Initiative	<i>Not publicly available at this time</i>
24	6/5/08	Biometrics for Identification and Screening to Enhance National Security	Establishes a framework to ensure that Federal executive departments and agencies use mutually compatible methods and procedures in the collection, storage, use, analysis, and sharing of biometric and associated biographic and contextual information of individuals in a lawful and appropriate manner

\*President Obama has recently announced a review of these Presidential Directives, which may result in changes and/or additional directives.

## Appendix 2: Glossary of Programs and Terms

**Area Maritime Security Committees (AMSC):** Led by the Captain of the Port within a specific Coast Guard Sector, the AMSC includes federal, state and local port security stakeholders that assist the Captain of the Port in the development, review, update, and exercising of the Area Maritime Security (AMS) Plan for their area of responsibility.

**Automated Critical Asset Management System (ACAMS):** A Web-enabled information services portal that helps state and local governments build critical infrastructure/key resource (CIKR) protection programs through the collection and use of CIKR asset information.

**Buffer Zones:** the area outside a critical infrastructure asset from which an attack may be launched or where pre-operational surveillance is likely to occur.

**CBRNE:** Chemical, Biological, Radiological, Nuclear and Explosive materials, also sometimes referred to as Weapons of Mass Destruction (WMD).

**Citizen Corps Councils:** Citizen Corps Councils bring community and government leaders together to coordinate community involvement in emergency preparedness, planning, mitigation, response and recovery. There are currently over 60 County and local Citizen Corps Councils in New York State.

**Continuity of Government (COG):** Refers to the preservation, maintenance, or reconstitution of the civil government's ability to carry out its constitutional responsibilities during a crisis or disaster.

**Continuity of Operations Planning (COOP):** Continuity of Operations, similar to Continuity of Government, is a planning concept that focuses on the ability for public and private sector organizations to continue essential functions during a crisis or disaster.

**Corrections Criminal Intelligence Program (CCIP):** A dedicated effort to identify and share information on inmate radicalization and recruitment.

**Critical Infrastructure Response Information System (CIRIS):** Operated by the New York State Office of Cybersecurity and Critical Infrastructure Coordination, CIRIS is a web-based application which provides the capability to search and map more than 500 datasets.

**Emergency Operations Center (EOC):** A centralized location where agencies and organizations work to coordinate disaster response activities at the strategic or operational level. The State's EOC is operated by the State Emergency Management Office and is staffed by many agencies during a disaster.

**Empire Exercise:** The State's annual full scale exercise designed to test, state, local and regional preparedness and response capabilities.

**Field Intelligence Officer (FIO):** Specially trained law enforcement officers who serve as the primary point of contact for information and intelligence collection, development, and exchange with the NYSIC.

**Health Alert Network:** A communication network among state and local public health agencies, healthcare providers, hospitals and emergency management officials.

**Homeland Infrastructure Threat and Risk Analysis Center (HITRAC):** The Department of Homeland Security's infrastructure-intelligence fusion center responsible for providing classified and unclassified, infrastructure-related threat and risk analysis to federal, state, and local authorities, and the private sector.

**Homeland Security Exercise and Evaluation Program (HSEEP):** A capabilities and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning. HSEEP constitutes a national standard for all exercises.

**Homeland Security Information Network (HSIN):** A web-based information sharing system maintained by the Department of Homeland Security. It connects all 50 states, five territories, Washington, D.C., and 50 major urban areas and allows for the collection and sharing of information between multiple agencies and organizations.

**Integrated Border Enforcement Teams (IBETs):** Multi-agency teams of law enforcement agencies from both the US and Canada that work together to target terrorism and other cross-border criminal activity. New York State has 5 of the 15 IBET teams

**Joint Information Center (JIC):** The JIC is a centralized location where public information personnel work to coordinate and share information during an incident or crisis.

**Joint Information System (JIS):** A key component of the National Incident Management System, the JIS includes the plans, protocols, procedures, and structures used to provide public information during an incident or crisis.

**Joint Task Force Empire Shield:** A standing task force of National Guard soldiers that patrol and protect critical infrastructure and provide a rapid response force to assist local first responders. Operated by the NYS Division of Military and Naval Affairs, Empire Shield also provides for the immediate access to military equipment and resources to address man-made and natural disasters.

**Joint Terrorism Task Forces (JTTF):** Led by the FBI, these Task Forces include federal, state, and local law enforcement officials dedicated exclusively to counterterrorism activities. The first JTTF was established in New York City in 1980 and today there are 100 nationwide, including at least one at each of the FBI's 56 Field Offices.

**Multi-State Information Sharing and Analysis Center (MS-ISAC):** Chaired by the New York State Office of Cybersecurity and Critical Infrastructure Coordination, the MS-ISAC includes all 50 states and U.S. territories and dozens of local governments. It provides a central resource for gathering information on cyber threats to critical infrastructure from the states and supports two-way sharing of information between and among the states and with local government.

**New York State Intelligence Center (NYSIC):** Operated by the New York State Police, the NYSIC serves as the State's Fusion Center, bringing together federal, state and local agencies to analyze and share information related to terrorism and other crimes.

**NY-Alert:** Developed by the State Emergency Management Office, NY-Alert is New York State's all-hazards alert and notification system. This web-based portal offers one-stop access through which State agencies, county and local governments, emergency services institutions and agencies of higher learning can provide emergency alerting information and private notifications to a defined audience.

**NYPD Shield:** A public-private partnership based on providing best practices, lessons learned, counterterrorism training opportunities, and information sharing. SHIELD seeks to partner with private sector security managers with the goal of protecting New York City from terrorist attacks

**Operation Atlas:** An NYPD program that provides an increased police presence or surge of law enforcement activity in support of homeland security related operations.

**P-25:** A suite of interoperable communications standards for use by federal, state and local public safety agencies. Funding for communications upgrades from the Department of Homeland Security usually requires migrating to P-25 standards.

**Red Teams:** Usually refers to a covert operation designed to test security protocols and practices.

**Regional Transit Security Work Group (RTSWG):** Regional transit security stakeholders responsible for developing and implementing a transit security strategy associated with the DHS Transit Security Grant Program.

**Securing the Cities Initiative:** A program sponsored by the Department of Homeland Security's Domestic Nuclear Detection Office which seeks to provide a 45 mile ring of radiological detection and interdiction technology around lower Manhattan.

**Supervisory Control and Data Acquisition (SCADA):** Usually refers to a centralized computer system that can monitor and control sites or systems spread out over large areas. Because SCADA systems are used to control all types of infrastructure, it is important that they have proper security protocols in place.

## Appendix 3: Homeland Security Grant Programs

### Grants Managed by the NYS Office of Homeland Security (OHS)

**State Homeland Security Program (SHSP):** The SHSP is a core homeland security assistance program that provides funds to build capabilities at the State and local levels and to implement the goals and objectives included in the State Homeland Security Strategy and the initiatives in New York's State Preparedness Report (SPR). NYS has received SHSP funding since the program's inception in 2002. Per DHS guidelines, 80% of the State's SHSP award must be given to local grantees each year; accordingly, OHS provides funding to every county across the State and the City of New York (inclusive of the five boroughs).

**Urban Areas Security Initiative (UASI):** The UASI program provides financial assistance to address the unique multi-discipline planning, organization, equipment, training, and exercise needs of high-threat, high-density Urban Areas, and to assist them in building and sustaining capabilities to prevent, protect against, respond to, and recover from threats or acts of terrorism. NYS currently has five UASI areas designated by the federal Department of Homeland Security (DHS): New York City; Buffalo; Albany-Schenectady-Troy; Rochester; and Syracuse. Each UASI area has an Urban Area Working Group (UAWG) that ensures the development and implementation of regional preparedness initiatives.

**Metropolitan Medical Response Systems (MMRS):** The MMRS program provides funding to designated localities to assist in maintaining plans, delivering training, purchasing equipment and pharmaceuticals, and conducting exercises. The mission of the MMRS is to enhance local medical incident management's ability to coordinate and respond to a mass casualty event during the crucial first hours, until significant external resources arrive and become operational. NYS currently has five MMRS cities: Buffalo, New York City, Rochester, Syracuse, and Yonkers.

**Citizen Corps Program (CCP):** The Citizen Corps mission is to bring community and government leaders together to coordinate the involvement of community members and organizations in emergency preparedness, planning, mitigation, response, and recovery. While OHS is the State Administrative Agency (SAA) for the CCP, the agency sub-allocates this funding to the State Emergency Management Office (SEMO), which is responsible for program development and implementation, in coordination with local Citizen Corps Councils.

**Non-Profit Security Grant Program (NSGP):** The NSGP provides funding for target hardening activities to protect 501c3 nonprofit organizations in federally-designated UASI areas that are at high risk of international terrorist attack. While this funding is provided specifically to high-risk nonprofit organizations, the program seeks to integrate nonprofit preparedness activities with broader state and local preparedness efforts. NSGP is also designed to promote coordination and collaboration in emergency preparedness activities among public and private community representatives.

**Emergency Operations Center (EOC) Grant Program:** The EOC Grant Program improves emergency management and preparedness capabilities by supporting flexible, sustainable, secure, and interoperable Emergency Operations Centers (EOCs) with a focus on addressing identified deficiencies and needs.

**Buffer Zone Protection Program (BZPP):** The BZPP provides grant funding to build security and risk-management capabilities at the state and local level to secure pre-designated critical infrastructure sites, including, nuclear and electric power plants, dams, stadiums, and other high-risk/high consequence facilities. OHS's Critical Infrastructure Protection (CIP) Division coordinates with local law enforcement in the jurisdictions surrounding buffer zone sites to ensure the successful implementation of this program.

**Operation Stonegarden Grant Program (OSGP):** The OSGP provides funding to designated localities to enhance cooperation and coordination between federal, state, local, and tribal law enforcement agencies in a joint mission to secure the United States borders along routes of ingress from International borders to include travel corridors in States bordering Mexico and Canada, as well as States and territories with International water borders. As the SAA for this grant program, OHS coordinates with law enforcement in border (land and water) counties and Customs and Border Patrol (CBP) to ensure a systematic, regional approach to border security through the OSGP.

**Public Safety Interoperable Communications (PSIC):** In 2007, the federal Department of Homeland Security (DHS), in coordination with the Department of Commerce (DOC), released the PSIC grant. The PSIC was a one-time formula-based, matching grant program intended to enhance interoperable communications with respect to voice, data, and/or video signals. PSIC provides public safety agencies with the opportunity to achieve meaningful and measurable improvements to the state of public safety communications interoperability through the full and efficient use of all telecommunications resources. One of the key deliverables of the PSIC grant program was the development of the Statewide Communications Interoperability Plan (SCIP). The NYS Office of Homeland Security (OHS) coordinates with the State's Office for Technology (OFT) and local units of government to ensure that communications capabilities are developed and maintained throughout the State.

**Interoperable Emergency Communications Grant (IECGP):** The IECGP provides governance, planning, training and exercise, and equipment funding to states, territories, and local and tribal governments to carry out initiatives to improve interoperable emergency communications, including communications in collective response to natural disasters, acts of terrorism, and other man-made disasters. According to the legislation that created IECGP, all proposed activities must be integral to interoperable emergency communications and must be aligned with the goals, objectives, and initiatives identified in the SCIP. Like the PSIC grant, OHS coordinates closely with OFT and local units of government on the IECGP.

**Regional Catastrophic Preparedness Grant Program (RCPGP):** The RCPGP supports coordination of regional all-hazard planning for catastrophic events, including the development of integrated planning communities, plans, protocols, and procedures to manage a catastrophic event. The New York City/Northern New Jersey RCPGP "site" is overseen programmatically by the site's Regional Catastrophic Planning Team (RCPT). OHS is the SAA for this Multi-State site.

**Emergency Management Performance Grant (EMPG):** The purpose of the EMPG is to assist State and local governments in enhancing and sustaining all-hazards emergency management capabilities. The NYS Office of Homeland Security (OHS) is the SAA for the EMPG; however, the agency sub-allocates this funding to SEMO, who is responsible for program development and implementation, in coordination with local County Emergency Managers.

### **Grants Managed directly by the federal Department of Homeland Security (DHS)**

**Port Security Grant Program (PSGP):** The PSGP provides grant funding to eligible port areas for the protection of critical port infrastructure from terrorism. PSGP funds are primarily intended to assist ports in enhancing risk management capabilities, enhanced maritime domain awareness, capabilities to prevent, detect, respond to and recover from attacks involving improvised explosive devices (IEDs) and other non conventional weapons, as well as training and exercises. Supplemental funding provided placed emphasis on expanding port-wide partnerships, regional management of risk, and Business Continuity/Resumption of trade. All activities related to the PSGP are managed by each Port Area's Area Maritime Security Committee (AMSC). In 2008, the NYS Office of Homeland Security (OHS) became the fiduciary agent for the Port of Buffalo. The NYC and Albany Ports receive funding directly from DHS under the Port Security Program.

**Transit Security Grant Program (TSGP):** The TSGP provides grant funding to the nation's key high threat urban areas to enhance security measures for the critical transit infrastructure including bus, rail systems. NYS has one Tier 1 Transit Site (NYC Metropolitan Area) and three Tier 2 Transit Sites (Albany Area, Buffalo Area, and Rochester Area) eligible to receive TSGP funding. All activities related to the TSGP are overseen by each site's Regional Transit Security Working Group (RTSWG).

**Intercity Bus Security Grant Program (IBSGP):** The IBSGP provides funding to create a sustainable program for the protection of intercity bus systems and the traveling public from terrorism. The program seeks to assist operators of fixed-route intercity and charter bus services in obtaining the resources required to support security measures such as enhanced planning, facility security upgrades, and vehicle and driver protection. The only eligible grantees for the FY 2009 IBSGP are private operators providing fixed-route or charter transportation by an over-the-road bus servicing an Urban Area Security Initiative (UASI) jurisdiction.

**Assistance to Firefighters Grant (AFG) Program:** The primary goal of the AFG is to meet the firefighting and emergency response needs of fire departments and nonaffiliated emergency medical services organizations. Since 2001, AFG has helped firefighters and other first responders to obtain critically needed equipment, protective gear, emergency vehicles, training, and other resources needed to protect the public and emergency personnel from fire and related hazards.

**Commercial Equipment Direct Assistance Program (CEDAP):** The CEDAP complements other major grants programs to enhance regional response capabilities, mutual aid, and interoperable communications by providing technology and equipment, along with the training required to operate that equipment, to law enforcement and emergency responder agencies in smaller jurisdictions and certain metropolitan areas.

**Commercial Training Grants Program (CTGP):** The CTGP awards funds to competitively selected applicants to develop and deliver innovative training programs addressing high priority national homeland security training needs. The CTGP demonstrates FEMA's commitment to work closely with the Nation's homeland security stakeholders in a unified national effort to continuously expand training opportunities that address the evolving national risk environment.

**Driver's License Security Grant Program (DLSGP):** The purpose of the DLSGP is to prevent terrorism, reduce fraud, and improve the reliability and accuracy of personal identification documents States and territories issue. Eligible applicants under the Driver's License Security Grant Program are State Motor Vehicle/Drivers License Issuing Authorities, also known as the State Motor Vehicle Administration (MVA), or the State Department of Motor Vehicles (DMV).

**Fire Prevention and Safety (FP&S) Grant:** FP&S grants support projects that enhance the safety of the public and firefighters from fire and related hazards. The primary goal is to target high-risk populations and mitigate high incidences of death and injury. Examples of the types of projects supported by FP&S include fire prevention and public safety education campaigns, juvenile firesetter interventions, media campaigns, and arson prevention and awareness programs.

**Staffing for Adequate Fire and Emergency Response (SAFER):** The SAFER (Staffing for Adequate Fire and Emergency Response) Grant was created to provide funding directly to fire departments and volunteer firefighter interest organizations in order to help them increase the number of trained, "front-line" firefighters available in their communities. The goal of SAFER is to enhance the local fire departments' abilities to comply with staffing, response and operational standards established by the National Fire Protection Association and the Federal Occupational Safety and Health Administration.

**State Homeland Security Program-Tribal:** The SHSP Tribal program provides supplemental funding to directly eligible tribes to help strengthen the Nation against risks associated with potential terrorist attacks. Pursuant to the 9/11 Act, "a directly eligible tribe applying for a grant under section 2004 [SHSP] shall designate an individual to serve as a tribal liaison with [DHS] and other federal, state, local, and regional government officials concerning preventing, preparing for, protecting against, and responding to acts of terrorism".

**Trucking Security Program (TSP):** TSP funding is used to implement security improvement measures and policies deemed valuable by DHS. These measures are primarily focused on the purchase and installation or enhancement of equipment and systems related to tractor and trailer tracking systems. Additionally, the TSP will provide funding to develop a system for DHS to monitor, collect, and analyze tracking information; and develop plans to improve the effectiveness of transportation and distribution of supplies and commodities during catastrophic events.

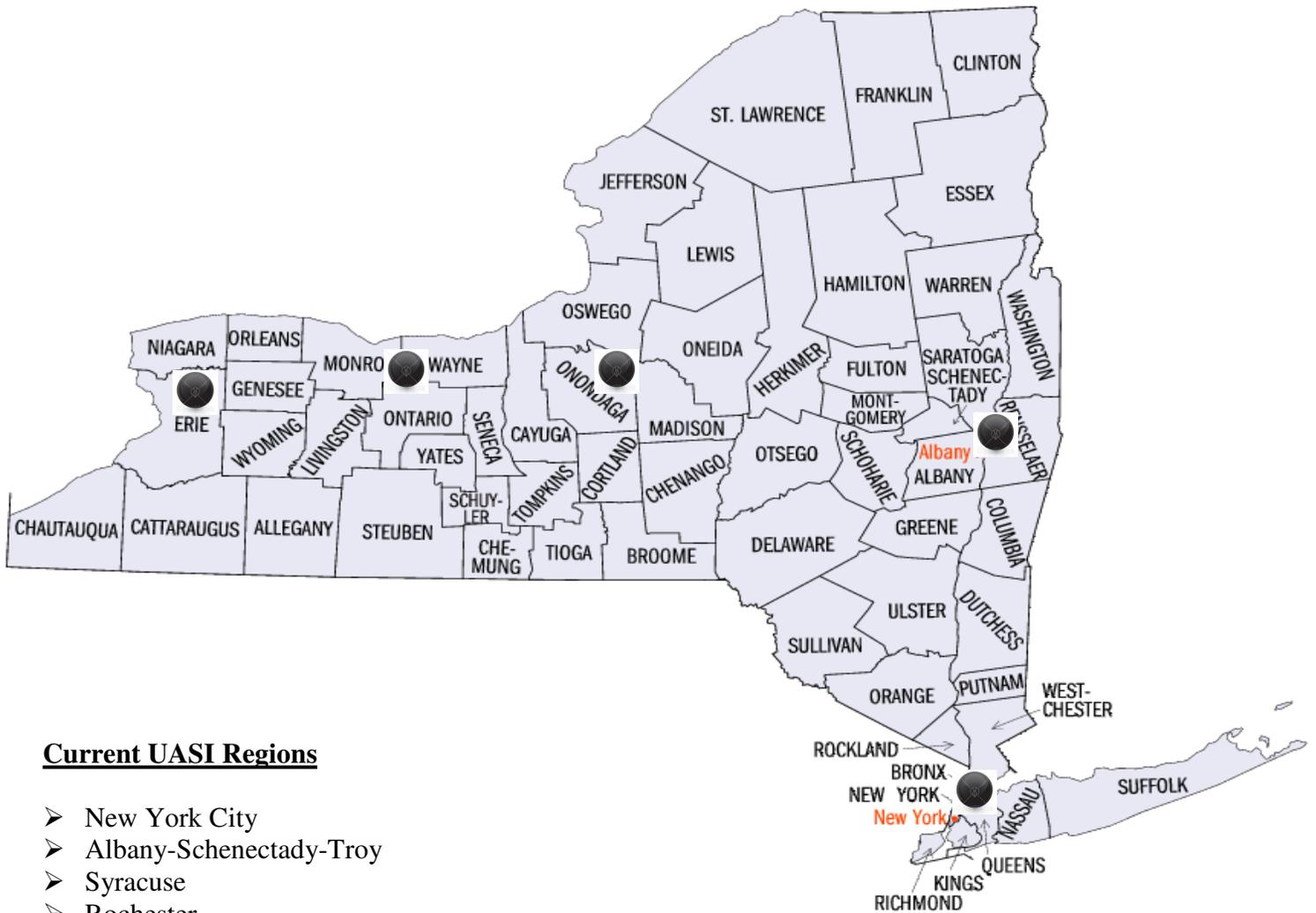
**Freight Rail Security Grant Program (FRSGP):** The FRSGP will fund security training for frontline employees, the completion of vulnerability assessments, the development of security plans within the freight rail industry and GPS tracking systems for railroad cars transporting toxic inhalation materials (TIH). Eligible applicants are divided into groups based on the types of projects they can apply for: Class I, II and III railroad carriers, and owners of railroad cars transporting TIH.

**Additional Grant Information:** For additional information on homeland security grant programs, please refer to the following websites:

- NYS Office of Homeland Security Website:  
<http://www.security.state.ny.us/>
- Federal Emergency Management Agency (FEMA) Grants Page:  
<http://www.fema.gov/government/grant/index.shtm>
- Federal Grants.Gov Website:  
<http://www.grants.gov/>



## UASI Regions in New York State



### Current UASI Regions

- New York City
- Albany-Schenectady-Troy
- Syracuse
- Rochester
- Buffalo

*Includes the major city and contiguous counties in these areas, as defined by the US Department of Homeland Security.*

## **Appendix 5: Strategy Outreach and Feedback**

The NYS Office of Homeland Security (OHS) engaged many State and local stakeholders in the process to update the State Homeland Security Strategy. In addition to numerous meetings, briefings and work sessions, feedback was obtained through a dedicated email account ([strategy@security.state.ny.us](mailto:strategy@security.state.ny.us)) and a formal review and comment period on a draft version of the State Strategy.

OHS shared the draft NYS Homeland Security Strategy with a broad stakeholder group encompassing approximately 600 people, 28 State Agencies, representatives from all 57 counties (and the City of New York) in the State, and other local stakeholders.

Specific stakeholder groups engaged include:

- County Executives
- County Emergency Managers and Local Law Enforcement
- Counter-Terrorism Zone (CTZ) Chairs
- Regional Transit Security Working Group (RTSWG) representatives
- Urban Area Working Groups (UAWGs) from the State's 5 UASI Areas (NYC, Buffalo, Albany-Schenectady-Troy, Rochester, and Syracuse)
- Metropolitan Medical Response Systems (MMRS) contacts from NYC, Yonkers, Buffalo, Syracuse, and Rochester
- NYS Homeland Security Executive Council (HSEC)
- NYS Disaster Preparedness Commission (DPC)
- Homeland Security Strategy Work Group (HSSWG)
- All NYS Office of Homeland Security (OHS) staff

63 entities provided feedback to OHS through this process. 109 individual comments from 21 State Agencies and 14 local jurisdictions (including the UASI Regions) were received. This was in addition to the nearly 200 comments received on the draft Goals and Objectives during a separate review and comment period.

OHS is committed to an ongoing dialogue with New York State's homeland security stakeholders and will work to ensure all interested parties have an opportunity to review and share their feedback on the State Homeland Security Strategy.

**OHS would like to thank the following agencies and jurisdictions for their feedback and contributions to the State Homeland Security Strategy.**

<b>Jurisdiction/Agency</b>
Albany UASI (City of Albany, Albany County, Rensselaer County, City of Schenectady, Schenectady County, City of Troy)
NYC UASI (NYC, Nassau County, Port Authority NY/NJ, Suffolk County, Westchester County, City of Yonkers)
Buffalo UASI (City of Buffalo, Erie County, Niagara County)
Syracuse UASI (City of Syracuse, Onondaga County)
Oswego County
Rockland County
NYS Department of Corrections
NYS Department of Education
NYS Department of Environmental Conservation
NYS Department of Health
NYS Department of Labor
NYS Department of Public Service
NYS Department of State
NYS Department of Transportation
NYS Division of Agriculture and Markets
NYS Division of Budget
NYS Division of Military and Naval Affairs
NYS Emergency Management Office
NYS Energy Research and Development Agency
NYS Insurance Department
NYS Office for Technology
NYS Office of Courts Administration
NYS Office of Cyber Security and Critical Infrastructure Coordination
NYS Office of Fire Prevention and Control
NYS Office of General Services
NYS Office of Homeland Security
NYS Police
NYS Thruway Authority
National Center for Security and Preparedness at SUNY Albany
Josh Filler – Filler Security Strategies