DHSES Strategic Plan

2011

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Section One: Executive Overview

Introduction

The creation of the Division of Homeland Security and Emergency Services (DHSES) represents one of the most significant public safety reorganizations in New York State history. The New York State Legislature approved the creation of DHSES with the passage of the State Public Safety Budget in June 2010. Effective July 1, 2010, four existing agencies were merged under DHSES: the Office of Homeland Security (now the Office of Counter Terrorism), the State Emergency Management Office (now the Office of Emergency Management), the Office of Fire Prevention and Control, and the Office Cyber Security and Critical Infrastructure Coordination (now the Office of Cyber Security). Additionally, as part of the merger, a new Office of Interoperable and Emergency Communications was established within DHSES.

The merger accomplished several historic changes. For the first time ever, the Office of Fire Prevention and Control (OFPC) became aligned under the State's public safety directorate, which will help OFPC better provide for the safety of New Yorkers. Additionally, the establishment of the Office of Interoperable and Emergency Communications represents New York State's commitment to one of the most important and challenging issues facing first responders, the ability to maintain operable (day-to-day) emergency communication systems and promote the development of interoperable multiagency systems that work within and across geographic and jurisdictional boundaries. These changes coupled with the unification of the state's counter terrorism, emergency management and cyber security programs will allow DHSES to better leverage the services and resources aimed at protecting New York State from terrorism and other man-made and natural disasters, threats and emergencies.

Few states confront New York's level of risk. Our state is home to more than 19 million residents, countless visitors, and a variety of critical infrastructure and key resources. New York was the site of the 1993 and 2001 terrorist attacks on the World Trade Center and is still recognized as the number one terrorist target in the country. In addition to the threat of terrorism, the state faces a significant occurrence of major fires, floods, storms and other hazards annually. As the agency responsible for helping to prepare for and respond to those risks, DHSES must have a well-organized, coordinated and comprehensive strategic plan.

The five Offices within DHSES all maintain important missions and many unique responsibilities. The DHSES Strategic Plan articulates how those efforts contribute to the broader DHSES mission. The Offices also serve many of the same customers, including the Governor, state and local first responders, our federal partners, numerous public and private sector stakeholders, and the residents of and visitors to New York State. The DHSES employees are important customers as well, and they should be able see themselves in this document and understand how their work contributes to the overarching mission of the Division.

It is with our shared customers and mission in mind that this strategic plan was developed.

Purpose and Scope

This plan is intended to help guide and organize the Division, while at the same time recognizing that each Office has its own mission, mandates and plans. It outlines the DHSES mission, vision and core values, and contains a series of strategic goals and objectives that help to further guide programs and policies. The plan also includes information on how DHSES is organized and coordinated and contains information on many key programs and initiatives. In addition to being a strategic guidance document, the plan should also serve as a valuable resource and reference tool for DHSES staff to help navigate the merger and promote unity of mission.

The DHSES Strategic Plan was developed based on a review of collective legislative responsibilities, programs, plans and strategies, including the state's Comprehensive Emergency Management Plan (CEMP) and the State Homeland Security Strategy.* However, unlike the State Homeland Security Strategy and the CEMP which are aimed at a broad group of state agencies and stakeholders, the DHSES Strategic Plan is focused only on the Division's responsibilities. Although developed largely as an internal guidance document and resource for DHSES staff, the plan may also prove to be useful to our external stakeholders, because many of the Division's responsibilities require coordination with our partners.

The various elements of the strategic plan are outlined below.

Vision

Through its collective resources and expertise, the Division of Homeland Security and Emergency Services will be a recognized leader in providing New York's residents and visitors with the highest levels of safety and security possible.

DHSES Mission Statement

The Division of Homeland Security and Emergency Services provides leadership, coordination and support for efforts to prevent, protect against, prepare for, respond to, and recover from terrorism and other man-made and natural disasters, threats, fires and other emergencies.
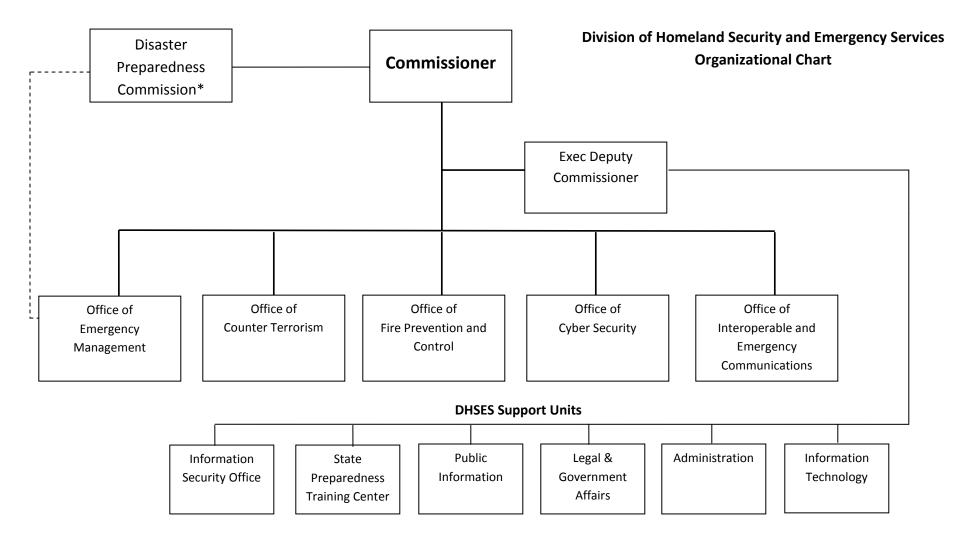
*See Appendix B for a Planning Crosswalk.

Core Values

- *Leadership:* DHSES will be an innovator and trusted leader on homeland security and emergency services issues impacting our state and nation.

- *Integrity:* Business will be conducted in an ethical, honest and transparent way.

- *Professionalism:* DHSES staff will conduct themselves professionally at all times in their behavior and commitment to duty. The Division will also emphasize the development and maintenance of subject matter expertise that supports its mission.

- *Partnership:* No one agency can do it alone and we will constantly identify new partners while we enhance and maintain our existing relationships.

- *Communication:* We will keep our internal and external stakeholders informed and always consider what they have to say.

- *Customer Service:* We will provide the highest levels of service to our many stakeholders, both internal and external.

DHSES Organization

The Division includes Offices and Support Units that work together on a shared mission. Led by the Commissioner, the DHSES Executive Staff is made up of the Directors of the Offices and Support Units; they are collectively responsible for the overall coordination of the Division's efforts. DHSES' five Offices support the DHSES mission by providing programmatic and functional leadership within their areas of responsibility, some of which extend to constituencies outside the Division, while also working collaboratively with each other on common issues across the Division. DHSES Support Units help to ensure agency effectiveness and coordination. The current Support Units represent the most immediate examples of agency integration, although DHSES will continue to identify and leverage other like functions as we move forward. An organizational chart and brief overview of the Offices and Support Units are included on the next page.

Division of Homeland Security and Emergency Services Organizational Chart

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Disaster                    Commissioner
Preparedness
Commission*

                            Exec Deputy
                            Commissioner
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Office of Emergency Management	Office of Counter Terrorism	Office of Fire Prevention and Control	Office of Cyber Security	Office of Interoperable and Emergency Communications

DHSES Support Units

Information Security Office	State Preparedness Training Center	Public Information	Legal & Government Affairs	Administration	Information Technology

*The Disaster Preparedness Commission (DPC) is comprised of the commissioners, directors or chairpersons of 33 state agencies and one volunteer organization, the American Red Cross. The DPC is chaired by the DHSES Commissioner, and all of the DHSES Office Directors are members. The responsibilities of the DPC include: the preparation of state disaster plans; the direction of state disaster operations and coordinating those with local government operations; and the coordination of federal, state and private recovery efforts. OEM serves as the staff arm of the DPC.

DHSES Offices

Office of Counter Terrorism (OCT): Supports federal, state, local, tribal and private sector efforts to prevent, protect against and prepare for acts and threats of terrorism. Although counter terrorism is OCT's primary mission, many of the OCT programs and initiatives support capabilities that can be applied to other threats and hazards as well. To carry out its mission, OCT maintains operating units dedicated to: intelligence and analysis, outreach and coordination with the first responder community, critical infrastructure protection, training and exercises, and the administration of federal homeland security grant funding.

Office of Cyber Security (OCS): Provides statewide leadership and vision in cyber security and in Geographic Information Systems (GIS). OCS is dedicated to the protection of the state's cyber security infrastructure through the identification and mitigation of vulnerabilities, deterring and responding to cyber events and promoting cyber security awareness within the state. OCS maintains the State Cyber Incident Response Team (IRT) and is responsible for statewide policies, standards, programs, and services relating to cyber security and GIS. Statewide GIS coordination is broader than public safety and seeks to ensure that all state and local agencies can take advantage of geospatial technologies to improve efficiency of their operations, through centralized creation and distribution of commonly needed GIS resources that would otherwise need to be acquired separately by each agency.

Office of Emergency Management (OEM): Coordinates activities to protect New York's communities, the state's economic well-being, and the environment from natural, man-made and technical disasters and emergencies. OEM routinely assists local governments, voluntary organizations, and the private sector through a variety of emergency management programs including hazard identification and mitigation, planning, training, exercises, operational response to emergencies, technical support, and disaster recovery (public) assistance. Additionally, OEM maintains the State Incident Management Team (IMT), the State Warning Point and the State Emergency Operations Center. OEM's five regional offices support emergency management activities across the state.

Office of Fire Prevention and Control (OFPC): Delivers a wide range of services to firefighters, other emergency responders, and local government agencies, colleges, and the citizens of New York. The Office advances public safety through firefighter training, education, fire and life safety inspections and code enforcement, fire and arson investigation, hazardous materials emergency response and technical rescue programs, and the collection and dissemination of information about fire and emergency incidents. The timely delivery of these essential services enables the Office to make significant contributions to the safety of all of New York State. OFPC is organized into six bureaus: Academy of Fire Science, Arson, Fire Prevention, Fire Services, Hazardous Materials & Homeland Security and Special Services.

Office of Interoperable and Emergency Communications (OIEC): Is the principal state agency for all interoperable and emergency communications issues and oversees and directs the development, coordination and implementation of policies, plans, standards, programs and services related to interoperable and emergency communications, including those related to land mobile radio communications. OIEC staff support communications planning, training, grants, technical assistance and outreach initiatives. OIEC also has communications staff and resources to support DHSES communications network and emergency operations.

DHSES Support Units

Administration: Maintains accountability of agency finances in accordance with state and federal requirements, and responsibility for coordinating human resource issues and other administrative functions for DHSES.

Information Security Office: The DHSES Information Security Office (ISO) is responsible for information security requirements across the Division including coordinating the development and implementation of information security policies, standards, procedures, and other control processes.

Information Technology: Develops, implements, and maintains the technology systems in support of the business needs of the Offices within the Division.

Legal and Government Affairs: Provides legal counsel for DHSES and monitors legislative developments in Congress, New York and neighboring states.

Public Information: Develops and disseminates life safety preparedness information to the public and provides timely and accurate information to the public, media and DHSES staff in times of emergency or disaster.

State Preparedness Training Center (SPTC): The SPTC is being developed as a training resource for all of DHSES and our state and local partners.

Division-wide Functions and Activities

In addition to the Support Units outlined above, there are some units within the DHSES Offices that manage functions that support the entire Division (e.g. GIS), while other activities are supported by many of the Offices (e.g. Training and Exercises, Grants, Planning). DHSES will explore efficiencies in these areas as we move forward. Some examples are included below.

Geographic Information Systems (GIS): In addition to fulfilling OCS's statutory responsibility to provide the statewide coordination of GIS resources necessary for state agencies and other public entities to effectively implement cost-saving geospatial technologies, the GIS Unit provides services to the other Offices in the Division, including aerial imagery, critical infrastructure data, and assistance with the creation, collection, and processing of geospatial data. The GIS Unit also supports OEM during emergency response situations.

Grants: Within OCT, the Federal Grant Program Administration (FGPA) Unit is responsible for the management of more than 12 federal grant programs that benefit a broad array of homeland security stakeholders. OCT collaborates with the other DHSES Offices on the various grant programs, as appropriate, to ensure coordination and to leverage their subject-matter expertise. For example, all five DHSES Offices, along with 15 other state agencies, participate on the NYS Homeland Security Strategy Work Group (HSSWG), which provides programmatic input on the State Homeland Security Program (SHSP). Although the OCT is responsible for the largest portfolio of grants within DHSES, other Offices within DHSES (e.g. OEM, OFPC, OIEC) also manage other federal and state grant programs.

Planning: OEM has the lead in developing and maintaining the State's Comprehensive Emergency Management Plan (CEMP) and other emergency planning initiatives, but the other Offices are engaged through a variety of constructs, including the Functional Branches under the CEMP. The Functional Branches serve as groupings of state agency subject matter experts used to provide insight and expertise in support of the state's preparedness and response efforts. In addition to the operational and tactical planning initiatives led by OEM, all of the Offices have representation on the DHSES Strategic Planning Work Group that supports the DHSES strategic planning activities, including the development and maintenance of the DHSES Strategic Plan.

Training and Exercises: All of the Offices deliver or support the delivery of training in some capacity. Although there is some cross-over in the customer base, the courses and consistencies differ and warrant a dedicated focus to ensure the various disciplines (e.g. Fire, EMS, Emergency Management, Law Enforcement) receive the highest level of attention possible. In addition to the traditional first responder agencies, the Offices also provide training to elected officials and other disciplines, including public works, health, technology and communications. The Offices collaborate on major training initiatives, such as the required training associated with the National Incident Management System. An exercise committee under the DPC has traditionally been used to coordinate and support exercise activities.

DHSES Coordination

The DHSES Executive Staff will meet regularly to ensure effective communication and coordination. Each Office Director will be responsible for managing their areas of responsibility and ensuring Executive guidance is shared and understood by their respective staffs. Collective DHSES Executive and Senior Staff meetings also will be used to enhance communication and coordination across the Division. Internal DHSES working groups (e.g. Strategic Planning Working Group), a DHSES Newsletter, and a common DHSES Intranet will help with communication and coordination as well.

In addition to its day-to-day operations, the Division is responsible for coordinating the state's disaster response efforts. Consistent with the Commissioner's authority in the DHSES enabling legislation and the Commissioner's role as Chairman of the DPC, during disasters and times of crisis the Commissioner will convene and coordinate the DHSES Offices and other state agencies as needed. This coordination will occur under the direction of the Office of Emergency Management as the staff arm of the DPC, utilizing the State Emergency Operations Center and other elements of the State CEMP to organize the state's response.

The DPC also will be used to coordinate and provide formal guidance to the DPC member agencies on preparedness issues beyond the immediate scope of DHSES. The Division's other legislatively-created advisory bodies will be used to help DHSES coordinate with its stakeholders as well. These bodies include the Advisory Council for Fire Prevention and Control, the Statewide Interoperable and Emergency Communication Board, and the Intrastate Mutual Aid Committee; all three were established as part of the legislation that created DHSES. Other less formal, but equally important, working groups, committees and task forces also will be used to coordinate our efforts and activities with our partners. The DHSES advisory bodies and other state-level working groups led by the DHSES Offices are further defined in Appendix A.

DHSES also plays an important role as in the coordination of federal, state, local and tribal organizations. All of the Offices manage programs and initiatives that help to bring these various parties together on homeland security and emergency services issues. Regional workshops, training, exercises, grant programs and emergency planning and response are a few examples of the types of DHSES activities that require participation and coordination from different levels of government. Federal, state, local, and tribal organizations are all important customers of DHSES and we are committed to providing superior levels of service to these partners in an effort to enhance coordination and communication across all levels of government in support of our mission.

Implementation and Evaluation

The Offices and Support Units will work collectively to implement the strategic plan and it will be used to help guide other initiatives, including more specific activities and tasks under the goals and objectives, and the development of performance measures and metrics to evaluate progress. The strategic goals and objectives will also be used to support regular and required reporting, including the DHSES annual report; reports to the Executive Chamber; and the new legislative mandates that require annual reports on our outreach activities and the progress associated with the merger. Incorporating the strategic plan into our reporting requirements will help ensure the plan remains a living and viable document.

A formal assessment of the plan by agency executives and senior managers will take place at least once annually. All formal updates to the plan will include an opportunity for DHSES staff to review and comment, and a dedicated email account (merger@dhses.ny.gov) will be maintained to gather feedback on the plan and/or other elements of the merger. Like the DHSES merger, the strategic plan will take time to fully implement and it is expected that elements of the plan may change over time.

Section Two: Strategic Goals and Objectives

The DHSES strategic goals and objectives were developed based on a review of our collective legislative responsibilities, programs, plans and strategies. The goals and objectives purposely align with our mission statement and legislative mandates. While they may not account for every activity, they should serve as a framework to guide our efforts and a mechanism to help assess and measure progress as we move forward. The goals and objectives are supported by a variety of programs and initiatives, several of which are highlighted in the charts below and further defined (including the acronyms) in Appendix A.

Strategic Goals

➢ *Prevent, Protect Against, and/or Mitigate Acts of Terrorism and Man-Made and Natural Hazards: by assessing and understanding our threats, vulnerabilities and consequences, sharing information and intelligence with our stakeholders, and taking proactive measures to lessen the likelihood or impact of incidents, emergencies and disasters.*

➢ *Prepare State and Local Responders with the Capabilities Needed to Address the Hazards We Face: through planning, training, exercises, equipment and grant resources aimed at building and maintaining our collective preparedness capabilities.*

➢ *Respond to and Recover From Incidents in Support of our Local Partners: by deploying specialized response teams and other state assets to assist with the response, facilitating mutual aid, and providing ongoing coordination and support to our local partners.*

➢ *Enhance Customer Service through Outreach and Communication Initiatives: by actively working to engage, gather feedback, and advocate for our many and varied customers.*

➢ *Ensure an Integrated and Effective DHSES: through an ongoing commitment to coordinate, communicate and unite our resources and expertise.*

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

Objective	Program and Initiative Examples
Objective 1.1: Conduct regular risk identification/assessments and hazard mitigation activities to lessen the likelihood or impact of incidents, emergencies and disasters	HAZNY, OCT Grant Risk Formula, Infrastructure Threat and Risk Assessment Center (ITRAC), Hazard Mitigation Planning/Grants, Fire Prevention, Fire Incident Data Analysis, Information Asset Classification System (IACS), NYS Information Security Gap Reporting, National Annual Special Events and CIKR Data Calls
Objective 1.2: Develop and share information and intelligence products with our state and local stakeholders, including the private sector and other non-law enforcement agencies	New York State Intelligence Center (NYSIC), OCT Intelligence Products, Cyber Advisories, CrossFire, Intelligence/Threat Briefings, Security Clearance Program, Cyber Threat Intelligence, Daily OEM Situation Briefs, OEM Incident SITREPs, Fire Incident Data Dissemination, E-Plan Tier II Chemical Inventory System.
Objective 1.3: Educate the citizens and public and private sector stakeholders on how to spot and report suspicious activity, and how to mitigate and be prepared for natural and man-made hazards	NYS Terrorism Tips Line, "See Something, Say Something" Campaign, Operation Safeguard, OEM weather awareness campaigns, Aware/Prepare Program, Fire & Life Safety Programs, OEM Hazard Mitigation Program/Plan, State Citizen Preparedness Program, Citizen Corps Program
Objective 1.4: Support programs and initiatives to enhance safety and security along the Northern Border with Canada	Project North Star, Northern Border Security Strategy, SPIDER Border Operations, Operation Stonegarden, Cross-Border Interoperable Communications
Objective 1.5: Strengthen the state's capabilities to detect and interdict the use of Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) materials	Bomb Squad Initiative Grant Program, Explosive Detection Canine Grant Program, Operation Safeguard, Secure the Cities (STC), HazMat Grant Program, Hazardous Materials Emergency Response Training
Objective 1.6: Work with local, state and federal agencies and private entities to conduct critical infrastructure assessments, perform vulnerability analysis, inspect facilities and test security procedures	Critical Infrastructure/Key Resources (CIKR) Site Visits, Cyber Security Vulnerability Scanning, Red Team Exercises, Fire Code Inspection, Testing & Maintenance of Fire Protection Systems, Integrated Rapid Visual Screening (IRVS)
Objective 1.7: Develop and implement plans, policies, guidelines, regulations, and standards to help protect people, systems and infrastructure	CEMP/Functional Annexes, SARA Title III, REP, COOP/COG, Buffer Zone Protection Program, Cyber Polices/Standards, Firefighter Criminal Histories, Cigarette Fire Safety Standards, Fire Prevention Program, Hazard Mitigation Plan
Objective 1.8: Develop, maintain and leverage technological solutions and data-based applications to identify our hazards and protect our infrastructure	Geographic Information Systems (GIS), Critical Infrastructure Response Information System (CIRIS), Automated Critical Asset Management System (ACAMS), Enhanced Visual Assessment Program (EVAP), Orthoimagery Program, IRVS, OCS Managed Security Services

Goal 2: Prepare State and Local Responders with the Capabilities Needed to Address the Hazards We Face

Objective	Program and Initiative Examples
Objective 2.1: Direct the state's Comprehensive Emergency Management Plan (CEMP) planning efforts and work to maintain, evaluate and update other plans and strategies as needed	CEMP, State Homeland Security Strategy, Northern Border Security Strategy, Fire Mobilization and Mutual Aid Plan, Statewide Communications Interoperability Plan, Hazardous Materials Incident Plan
Objective 2.2: Provide technical assistance and support to enhance local and regional planning initiatives	CEMP/and State OEM Local Planning Guidance, Regional Catastrophic Planning Team (RCPT), Fire Mutual Aid Plans, HazMat Plans, Arson Control Plans, Tactical Interoperable Communications Plans, REP Plans, Local Hazard Mitigation Plans
Objective 2.3: Develop, deliver or facilitate the delivery of all-hazards training to first responders	Counter terrorism, emergency management, cyber security/GIS, communications, fire fighter and specialized response training
Objective 2.4: Maintain and enhance DHSES response teams	Incident Management Team (IMT), Urban Search and Rescue USAR Team, Cyber Incident Response Team (IRT), Damage Assessment Response Team (DART), Arson Investigation Team, OFPC HazMat Team
Objective 2.5: Maintain and enhance DHSES training facilities	State Preparedness Training Center, State Academy of Fire Science
Objective 2.6: Identify and assess state and local first responder capabilities, training needs and resource gaps	Training Needs Assessments, State Preparedness Report, Capability Surveys/Assessments, After-Action Reports, Fire Training and Education Report, HazMat Training Initiative Report
Objective 2.7: Plan for, manage and provide oversight for federal and state grant programs aimed at enhancing state and local first responder capabilities	Federal/State Grant Programs, Homeland Security Strategy Work Group (HSSWG), Fiscal Monitoring
Objective 2.8: Identify, maintain, calibrate and inventory state response equipment to help ensure a baseline level of readiness	WMD Trailer Program, OEM Stockpile
Objective 2.9: Ensure statewide compliance with NIMS requirements	ICS/NIMS Training, NIMS Coordination, NIMS Implementation Strategy
Objective 2.10: Ensure readiness at the State Emergency Operations Center (SEOC) by building capacity to staff and operate the EOC	EOC Training Program, EOC Staffing Support
Objective 2.11: Enhance interoperable and emergency communications capabilities through training, technical assistance, standards, and funding	Communications Training/Equipment, Communications Assets Survey and Mapping (CASM), Communication Grants, Radio Amateur Civil Emergency Service (RACES)
Objective 2.12: Support radiological emergency preparedness within the nuclear industry in New York State	Radiological Emergency Preparedness (REP) Program
Objective 2.13: Coordinate, support and assist with state, local and regional exercises and after action reports	DPC Exercise Committee, REP, After Action Reports
Objective 2.14: Coordinate and support development and distribution of GIS data and training	GIS Coordinating Body, GIS Clearinghouse

Goal 3: Respond To and Recover From Incidents in Support of our Local Partners

Objective	Program and Initiative Examples
Objective 3.1: Coordinate and support state disaster and emergency response activities in accordance with the principles of NIMS and the CEMP	Multi-Agency Coordinating (MAC) Group, NYSEOC, Functional Branches, IMT, RCPT,
Objective 3.2: Assist state and local governments with the identification and deployment of resources, including fire resources and specialized response teams	IMT, USAR, Cyber IRT, Fire Mobilization & Mutual Aid, Emergency Stockpile, EMAC, Intrastate Mutual Aid, SEOC
Objective 3.3: Provide situational awareness regarding ongoing and emerging incidents	Warning Point, NYSIC
Objective 3.4: Support state and local emergency alerting capabilities and risk communication	Warning Point, NY-ALERT, Joint Information Center, SEOC
Objective 3.5: Leverage available data and information systems to support incident response	CIRIS, Orthoimagery, CIKR Data, DLAN, State Emergency Resource Locater (ERL), Fire Resource Inventory, E-Plan, ACAMS
Objective 3.6: Support, assist and conduct incident investigations and forensic analysis (cyber) in line with DHSES legislative authority; maintain requisite reporting systems	Fire and Arson Investigations, Fire Reporting System, Burn Injury Reporting System, Computer Forensics, REP incident reporting
Objective 3.7: Contribute to damage assessment activities and related efforts necessary to obtain federal disaster declarations	Preliminary Damage Assessments, DART, OEM Public Assistance Liaisons (PALs), GIS
Objective 3.8: Support the coordination of disaster recovery efforts, including federal, state and private/nonprofit recovery resources	Public Assistance, SEOC, MAC Group, Disaster Assistance Service Centers, Donations Management, Human Needs Functional Branch, CIKR Functional Branch, Voluntary Organizations Active in Disaster (VOAD), Citizen Corps Program

Goal 4: Enhance Customer Service through Outreach and Communication Initiatives

Objective	Program and Initiative Examples
Objective 4.1: Continuously engage and gather feedback from our key state and local partners and make a concerted effort to coordinate major meetings and outreach activities	Working Groups, Committees, Surveys, Focus Groups, Regional Offices/Representatives, Regional Meetings, Regional Workshops, Conferences
Objective 4.2: Maintain positive relationships with federal, state, local, and tribal agencies, and elected/appointed officials	Government Affairs, Stakeholder Conferences
Objective 4.3: Leverage all information sharing tools and strategies to communicate with our stakeholders	DHSES Website, Public Service Announcements, HSIN-NY, NY ALERT, Social Networking Tools, Public Information Office (PIO), DHSES Newsletter
Objective 4.4: Maintain robust educational programs for stakeholder groups engaged by DHSES	Cyber Security Awareness Outreach, Fire Safe Cigarette Program, J-Fire, Firewise Communities Program, TeamNY Risk Watch Coalition, Fire & Life Safety Programs
Objective 4.5: Support public outreach and coordination efforts, including initiatives aimed at special needs and vulnerable populations	State Citizen Preparedness Program, Citizen Corps, Aware Prepare, Fire and Life Safety Programs
Objective 4.6: Develop and maintain relationships with the private sector, academia, and the nonprofit and faith-based communities	OEM Business Operations Center, Intern Program, Safeguard, VOAD, Nonprofit Security Grant Program
Objective 4.7: Lead and/or support legislatively mandated committees, boards and advisory councils	Disaster Preparedness Commission, Fire Protection and Control Advisory Council, State Interoperable and Emergency Communications Governing Board
Objective 4.8: Monitor and influence federal and state legislation, policies, and regulations of interest to DHSES and our stakeholders, and ensure DHSES has a voice in national-level policy discussions	Legislative Affairs, Participation in National Level Committees and Working Groups

Goal 5: Ensure an Integrated and Effective DHSES

Objective	Program and Initiative Examples
Objective 5.1: Develop common administrative policies and procedures across the Division	Administration, Fleet, Human Resources, Budget, Personnel, Co-Location
Objective 5.2: Establish common technology policies and solutions, and provide GIS support for the Division	Information Technology, Chief Information Officer (CIO), DHSES email , DHSES Intranet, DHSES Website, GIS Standards, Information Security
Objective 5.3: Identify and catalog cost savings and operational efficiencies as a result of the merger	DHSES Annual Merger Report
Objective 5.4: Hold regular DHSES executive staff meetings and joint DHSES senior staff meetings to help ensure communication across the Division	DHSES Executive Staff Meetings, DHSES Senior Staff Meetings
Objective 5.5: Provide regular updates on merger-related initiatives and timelines to all DHSES staff; ensure staff have a mechanism to provide feedback/insight on the merger process	Regular Correspondence from DHSES Commissioner to DHSES Staff on Merger, Dedicated Merger Email Account
Objective 5.6: Integrate the DHSES Strategic Plan into DHSES operations/reporting mechanisms and conduct a formal assessment of the plan at least once annually	DHSES Strategic Plan, DHSES Strategic Planning Work Group (SPWG)
Objective 5.7: Support staff development and career advancement opportunities across the Division	Training Programs, TDY Assignments, Work Groups, Promotional Opportunities, Intern Programs
Objective 5.8: Promote DHSES programs and "best practices" across the Division	Cross-Office Briefings, DHSES Newsletter
Objective 5.9: Comply with legal mandates and statutory requirements	FOIL, Statutory Reports and Requirements

Appendix A: Programs and Initiatives

As outlined in the DHSES strategic goals and objectives, there are a variety of programs and initiatives that DHSES has developed or participates in related to homeland security and emergency services. Although not all-inclusive, many of the programs and initiatives are highlighted below.

911 Public Safety Answering Point (PSAP) Grant: Reimbursement grant for 911 PSAP centers administered by OIEC. OIEC is also is responsible for overseeing and updating standards for 911 PSAP operations, as necessary.

Academy of Fire Science: OFPC provides specialized training to firefighters and related personnel utilizing specialized facilities, props and equipment not available at local training sites. The training curriculum is based on state firefighter training standards and on national fire service professional qualifications standards. Training courses range from two days to 11 weeks in length and are conducted 7 days a week. Lodging and meals are provided to students at nominal cost.

After-Action Reports (AARs): Assessments done after an incident or exercise to evaluate performance and identify areas in need of improvement. All of the DHSES Offices participate in AAR activities in some capacity.

Agency Gap Reporting/New York State Information Security Policy: State agencies are required to report annually to OCS on compliance with the Policy by December 31st. Those agencies that have not achieved 100% compliance with Critical Defense items have an additional requirement to report quarterly.

Arson Control Plans: General Municipal Law requires each county to prepare a plan for the investigation and control of arson. The law directs plans to be submitted to OFPC for review and approval, with no plan approved unless it provides for effective coordination of local fire, law enforcement, and prosecutorial services.

Arson Criminal History Background Check: General Municipal Law requires volunteer firefighter applicants to undergo an arson criminal history check by the local Sheriff's Department prior to joining a Volunteer Fire Department. OFPC performs the checks if the Sheriff is unable to do so.

Arson Laboratory Improvement Program (ALIP): OFPC conducts a program for the improvement of arson evidence analysis and testing at forensic facilities. The crime laboratories participating in ALIP also receive financial support through a grant program coordinated by OFPC.

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 facility and asset information. ACAMS is a federal tool, but is supported and promoted by OCT.

Aware Prepare: The state's overarching preparedness campaign, which includes an interactive website with preparedness information from a variety of federal, state and local agencies and nonprofit organizations. Aware Prepare is led by OEM, but includes participation from a number of DHSES Offices.

Broadband Mapping: American Recovery and Reinvestment Act (ARRA) funded effort to map broadband service and availability statewide, as part of a national program. This effort is led by OCS, who was also charged with supporting the Governor's broadband initiative through GIS mapping and analysis.

Buffer Zone Protection Program (BZPP): The BZPP provides grant funding to build security and risk-management capabilities at the state and local levels to secure pre-designated critical infrastructure sites, including nuclear and electric power plants, dams, stadiums, and other high risk/high consequence facilities. OCT is the lead DHSES Office on the management and oversight of the BZPP.

Campus Fire Safety Program: As part of this comprehensive program and in addition to conducting fire and life safety inspection of college facilities, OFPC provides fire safety education to college and university students, faculty and staff whether by direct delivery or through "train-the-trainer' programs for campus staff.

Cigarette Fire Safety Standards: OFPC administers the world's first fire safety standard for cigarettes which limits the risk that they will ignite upholstered furniture and mattresses, reducing the number of fires, deaths and injuries from cigarette caused fires. Manufacturers of cigarettes sold in New York State must certify their cigarettes to OFPC, and must mark packs of cigarettes indicating compliance. Wholesale and retail cigarette dealers are prohibited from selling cigarettes that have not been certified.

Communications Assets Survey and Mapping (CASM): The CASM tool, developed and administered by the U.S. Government, provides an online system to inventory public safety radio assets, and provides tools to analyze the compatibility and connections between those assets. OIEC is the state-level administrator for New York.

Communications Grants: Beginning in FY2010, the state will award interoperable communications grants for eligible communications projects that further interoperability in the state. Additionally, the state continues to award a formula based grant for the operation of Public Safety Answering Points (PSAPs). DHSES is the State Administrative Agency (SAA) for numerous federal communications grants – OIEC provides programmatic expertise, while OCT has assisted in the management of interoperable communications grants.

Communications Training/Equipment: OIEC maintains an inventory of communications vehicles and test equipment that can be used in support of public safety communications needs. OIEC also facilitates communications related training, such as Communications Leader (COM-L) and Communications Technician (COM-T) 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. OEM provides COG planning guidance, training and support to state and local agencies.

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. OEM also provides COOP planning guidance, training and support.

Critical Infrastructure/Key Resource (CIKR) Site Visits: In accordance with its legislative mandates and authority, OCT works with federal, state, local and private sector partners to conduct site visits at CIKR sites in New York State, with the goal of better understanding the vulnerability and security of the various CIKR sectors. OCT has specific legislative mandates to report on the security of the energy, pipeline and chemical sectors.

Cross Border Interoperable Communications: OIEC works with state and local user agencies to address the unique treaty and technical issues related to communications across and along an international border. Staff attends the yearly Cross Border Interoperable Communications Workshop in support of this effort.

CrossFIRE: CrossFIRE is an intelligence product developed jointly by OCT, OFPC, and the NYSIC for the Fire Service, Emergency Medical Services (EMS), Emergency Managers and Hazardous Materials Teams. This product helps to ensure that additional first responder groups, beyond law enforcement, receive timely, relevant information and intelligence.

Cyber Advisory Service: This program operated by OCS provides assessments of global cyber security threats (intelligence) and vulnerabilities (Cyber Advisories), and research of innovative solutions to potential and perceived threats.

Cyber Incident Response Team (IRT): The OCS IRT responds to cyber security incidents impacting NYS government entities and conducts cyber forensics.

Cyber Training/Awareness and Outreach Program: This program provides cyber security training for state agencies and local governments. It also develops awareness materials for use by government, education, and home users. Activities organized under this program include:
- **Annual NYS Cyber Security Conference**: A self-supporting two-day event co-sponsored by the State University of NY at Albany.
- **Kids Safe Online Poster Contest**: Held during October (National Cyber Security Awareness Month) for students in Kindergarten through Grade 12.
- **Annual Cyber Security Awareness Toolkit:** Done in conjunction with the Multi-State Information Sharing Analysis Center (MS-ISAC), a collaborative state and local government-focused cyber security entity that is significantly enhancing cyber threat prevention, protection, and response and recovery throughout our nation.
- **Monthly Information Security Officers Meeting:** Allows state and local ISOs an opportunity to network while learning about the latest topics in cyber security.

Cyber Threat Intelligence Coordinating Group: This group works collectively to understand the developing trends of domestic and international cyber attacks targeting of governmental, regulatory authority and private industry infrastructure. The ability to understand these growing threats will enable the NYSIC and partners to develop information sharing mechanisms to both law enforcement and private security industry to understand vulnerabilities and help ensure continuity of operations. Both OCT and OCS participate in this group, which is led by the MS-ISAC.

Daily OEM Operations Briefs: Daily briefs that provide DHSES staff and other stakeholders with shared situational awareness of emergency response activities across the state. The briefs also include information on the weather and noteworthy news items that have or may affect normal operations of the state or its local communities.

Damage Assessment Response Team (DART): This OFPC program provides state, county and local emergency managers and code enforcement officials assistance in conducting post-event rapid visual screening of buildings for the purpose of damage assessment and immediate safety evaluation. The evaluations are used to determine if damaged or potentially damaged buildings are safe for use, or if entry should be restricted or prohibited and to support preparation of requests for presidential disaster declarations.

DHSES Strategic Planning Work Group (SPWG): As an internal working group with representatives from all of the Offices, the SPWG supports DHSES strategic planning activities, including the development and maintenance of the DHSES Strategic Plan.

Disaster Assistance Service Centers: A centralized location that brings together federal, state, local and nonprofit organizations to share disaster relief and recovery services and information. OEM coordinates the state involvement in Disaster Assistance Service Centers during the recovery phase of a response.

Disaster LAN (DLAN): An incident management software program used at the State EOC, DLAN allows for the real-time tracking of incident information, including resource requests and resource offers from state and local agencies and organizations. OEM is responsible for the maintenance of DLAN for the State Emergency Operations Center (EOC).

Donations Management: An effort to manage the flow of goods and services donated during disaster response and recovery. OEM works with the faith-based, private sector and nonprofit communities on donations management issues.

DPC Exercise Committee: A multi-agency committee under the DPC to facilitate communication and coordination on exercise activities across the state. Chaired by OEM and OCT, the Committee also works to provide technical assistance and support to local exercise initiatives.

Emergency Management Performance Grant (EMPG): The EMPG provides funding to assist state and local governments to sustain and enhance all-hazards emergency management capabilities. This program is administered by OEM.

Emergency Resource Locator Program (ERL): This program allows OFPC staff the ability to identify and request equipment needed for large-scale incidents by order of location and distance, while maintaining the integrity of the NYS Fire Mobilization and Mutual Aid plan. This program also allows the tracking of the closest OFPC staff to an incident.

Emergency Services Loan Program: Makes loans to fire departments and ambulance corps at a low interest rate for: purchasing fire apparatus; ambulances; rescue vehicles; personal protective communications or accessory equipment; repairing fire apparatus, ambulances, or rescue vehicles; and constructing or renovating facilities. Principal and interest payments made by recipients are deposited in the Revolving Loan Account and loaned again to new applicants. OFPC manages this program.

Enhanced Visual Assessment Program (EVAP): The EVAP creates visualization packages on our critical infrastructure and key resources which provide complete situational awareness and understanding of the asset as well as its significance. Through compiling critical data and images, these products enable and support tailored all hazards planning and response activities for relevant stakeholders. EVAP is managed by OCT.

E-Plan: E-Plan is a web-based chemical inventory reporting system that is managed by OEM and maintained by the University of Texas at Dallas. The program is used primarily for reporting compliance purposes on behalf of industry that is required to submit Tier II forms under Superfund Amendments and Reauthorization Act (SARA) Title III, also known as the Emergency Planning and Community Right to Know Act (EPCRA). The system provides inventory information to each county Local Emergency Planning Committee (LEPC) and fire department involved in off-site planning/response for fixed sited chemical emergencies.

Executive Committee on Counter Terrorism (ECCT): Co-Chaired by OCT and the State Police, the Executive Committee on Counter Terrorism (ECCT) includes state and local law enforcement representatives from each of the 16 Counterterrorism Zones (CTZ) in New York State. The ECCT meets quarterly to enhance communication and coordination on counter terrorism related issues impacted the state's law enforcement community.

Food and Agriculture Sector Criticality Assessment Tool (FASCAT): FASCAT was developed to identify critical food and agriculture sector assets and provide reporting mechanisms to DHS. The tool helps states determine the most critical elements, nodes, and sub-systems in the food and agriculture infrastructure. For several years OCT and NYS Agriculture and Markets have been working with DHS to utilize the Food and Agriculture Sector Criticality Assessment tool.

Fire Incident Reporting System: OFPC collects and compiles reports of more than 1.2 million fire and emergency incidents from fire departments annually. NYS is part of the National Fire Incident Reporting System (NFIRS).

Fire Investigation Technical Assistance (FITA): This program serves as an emergency assistance outreach program to the fire service, law enforcement and prosecutors where the OFPC provides investigators on a 24/7 basis conducting fire / arson investigations. The program assists communities in fire situations with a dollar loss in excess of $50,000, a fatality, or fires of unusual circumstances such as unexplained or serial fires.

Fire Mobilization and Mutual Aid: Fire department resources are dispatched, assigned and directed by OFPC to assist any fire department in the state in the event of fire, natural disaster or other emergency which exceeds local capability or capacity pursuant to the state fire mobilization and mutual aid plan prepared by the State Fire Administrator.

Fire Prevention and Code Enforcement: Colleges and universities outside of the City of New York are inspected by OFPC to determine compliance with the Uniform Fire Prevention and Building Code. Enforcement actions are taken to ensure compliance with the code. OFPC also conducts fire inspections of certain state-owned or state-regulated facilities upon request of state agencies. Fire safety education and training is provided to the state employees, college and university students and staff and the public on how to prevent fires, what to do in the event of a fire and how to safely evacuate a building in the event of a fire or other emergency.

Fire Prevention and Control Advisory Council: This council serves to advise the DHSES Commissioner and the State Fire Administrator on fire and arson prevention and control services and recommend courses of instruction and standards for training firefighters

Fire Resource Inventory System (FRIS): Is an integrated platform that allows the statewide fire department users to enter, view, maintain, and modify their resource inventory data. This user-friendly web-based system is also intended to be used during large scale emergencies to identify and locate needed resources for deployment on a statewide basis. OFPC manages this program.

Fire Safety Education and Training: OFPCs' fire safety education and awareness employ a number of means to disseminate information to elevate the public's understanding of the danger of fire, such as: pamphlets, large seminars and special events, participating in fairs, open houses and festivals. OFPC operates three mobile fire safety houses which are set up to specific fire safety principles such as home escape plans an drills, cooking fire safety, calling 911 and staying low in smoke.

Firefighter Training: Standardized training in firefighting skills is provided to more than 50,000 firefighters each year by OFPC to effectively provide emergency services and to facilitate mutual aid operations in the event of major fires or disasters which exceed the capability of any one fire department. For many volunteer firefighters this is the only training available to them. Training curricula are based on the state firefighter training standards and on national fire service professional qualifications standards. The training is conducted at the Academy of Fire Science and at local training sites. OFPC also reviews and approves fire training programs of career fire departments and certifies firefighters and related personnel who have satisfactorily met state firefighter training standards and national fire service professional qualifications standards.

Firewise Communities: The National Fire Protection Association's (NFPA) Firewise Communities program encourages local solutions for wildfire safety by involving homeowners, community leaders, planners, developers, firefighters, and others in the effort to protect people and property from the risk of wildfire. OFPC provides information and technical support to interested parties.

Frequency Management: Believing that frequency management is imperative for the development of interoperable communications, OIEC oversees the state's 700MHz frequency spectrum, frequency use with neighboring states and Canada, the coordination of interoperability channels including 700 MHz interoperability channels, and provides assistance with spectrum management and licensing to state and local agencies.

Functional Branches: A grouping of state agency subject matter experts used to provide insight and expertise in support of the state's preparedness and response efforts. There are currently 7 Functional Branches (e.g. Human Services) that operate under the auspices of the CEMP at the direction of OEM. OCT also works to leverage this expertise as part of the HSSWG's grant planning activities.

Geospatial Data Support for Critical Infrastructure Protection

- **Critical Infrastructure Response Information System (CIRIS):** CIRIS is a secure web application, administered by OCS, which makes a wide range of infrastructure and related data available via mapping and database modules.
- **Data Improvement Initiative**: OCS has also launched a related initiative to collect, catalogue, and edit infrastructure and related datasets for use by the state for emergency response functions.

Geographic Information Systems (GIS) Coordination Program: This program facilitates the development of statewide approaches to GIS solutions via the GIS Clearinghouse, the GIS Coordinating Body, and the GIS Data Cooperative. Other related GIS initiatives led by OCS include:

- **Orthoimagery and Light Detection and Ranging (LIDAR) Data**: OCS is charged with the development of accurate, high-resolution orthoimagery and LIDAR terrain data across the state.
- **Streets and Address Data**: OCS is responsible for the development of detailed statewide street centerline map data and address databases. High quality, well maintained streets and address data is essential to other parts of the DHSES and law enforcement mission such as 911 dispatch.

GIS Emergency Response Program: A program to ensure GIS preparedness and response through support at the New York State Emergency Operations Center (SEOC) and as part of the New York State Incident Management Team (IMT) during exercises and actual events. This program is coordinated by OEM and OCS.

Hazardous Materials Emergency Preparedness (HMEP) Grant Program: Required by the Superfund Amendments and Reauthorization Act or (SARA), State OEM chairs the State Emergency Response Working (SERC) Group, which oversees each county Local Emergency Planning Committee (LEPC). The program facilitates the development and implementation of county-level, multi-agency hazardous materials plans and enables a US DOT grant for planning and training.

Hazardous Materials Emergency Response Training: Firefighters are trained in hazardous materials control skills by OFPC in order to ensure they can safely and effectively mitigate intentional and unintentional releases of hazardous materials into the environment. Hazardous materials training curricula are based on the state minimum training standards for firefighters and on relevant national standards.

Hazardous Materials Response Plan: General Municipal Law (GML) requires each county to submit a Hazardous Materials Response Plan to OFPC for review. The county plans, when combined, comprise the State Hazardous Materials Response Plan. This plan spells out levels of response, command and control, and lists resources. The GML applies only to fire service planning for hazardous materials incidents, not county-level multi-agency hazardous materials plans. County-level hazardous materials plans fall under SARA Title III, maintained by OEM.

Hazardous Materials Response Team: New York State's HazMat Team, organized through OFPC, provides specialized and technical assistance to emergency responders, at their request. The HazMat team also responds at the direction of the Governor, and when requested by the New York State Department of Health (DOH) to assist with the collection of samples for laboratory analysis.

Hazards New York (HAZNY): Is an automated hazard analysis program. HAZNY asks questions concerning hazards and, based upon the responses, rates and ranks each hazard. It includes guidance on organizing a team approach in conducting the hazard analysis. OEM has used HAZNY to conduct risk assessments since the tool was developed in 1996.

Hazard Mitigation: OEM initiates and promotes mitigation planning and project implementation to protect lives and reduce the impact of disasters on developed land including roads, bridges and buildings in New York State. OEM provides project management and technical assistance for planning, project identification, application development, environmental review, and benefit cost analysis. Major mitigation programs include the Hazard Mitigation Grant Program, the Flood Mitigation Assistance Program, the Pre-Disaster Mitigation Program, and the Repetitive Flood Claims and Severe Repetitive Loss Programs. OEM also develops and maintains the State Hazard Mitigation Plan, leading a team of state, federal and academic-based partners through an on-going review and update process.

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. HSEEP use in New York State is guided by OEM and OCT.

Homeland Security Grant Program (HSGP): The Homeland Security Grant Program (HSGP) is an overarching federal assistance program for state and local stakeholders that is administered under five separate programs (see below). All HSGP programs are managed by OCT, less the Citizen Corps Program (CCP), which is managed by OEM.

- **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.
- **Urban Areas Security Initiative (UASI):** The UASI program provides financial assistance to five urban areas designated by the DHS: New York City, Buffalo, Albany-Schenectady-Troy, Rochester, and Syracuse. Each UASI area has an Urban Area Working Group (UAWG).
- **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. 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.
- **Operation Stonegarden Grant Program (OPSG):** The OPSG 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.

Homeland Security Information Network (HSIN): A web-based information sharing system maintained by the U.S. Department of Homeland Security. It connects all states, territories, and major urban areas and allows for the collection and sharing of information between multiple agencies and organizations. HSIN-NY is administered by the DHSES IT Support Unit.

Incident Command System (ICS): ICS was developed to provide federal, state, and local governments, as well as private and nonprofit entities, with a consistent framework for the preparation for, response to, and recovery from any incident or event, regardless of the size, nature, duration, location, scope, or complexity. ICS provides for interoperability, efficiency, and effectiveness through a core set of concepts, principles, terminology, and technologies encompassing all aspects of incident management. ICS and ICS training are key components of the National Incident Management System.

Incident Management Team: A specialized response team of highly trained and experienced personnel comprised of the Command and General Staff positions of an ICS organization. IMT members, typically from different agencies and jurisdictions, are pre-designated to ensure they have the necessary training and experience to fulfill the roles and responsibilities of an ICS position. The IMT is activated to manage or support the incident management activities during an event, usually on-scene or at the incident level. OEM is responsible for coordinating the training, resources and deployment of the state's IMT. OEM also supports the development of local IMT capabilities through training and other preparedness activities.

Information Asset Classification System: A secure online application for classifying the confidentiality, integrity and availability of information assets and recommending appropriate security controls. OCS maintains this system on behalf of the Division.

Information Security Management Program: Through this program, OCS develops, maintains and supports statewide cyber security policies and standards, in addition to monitoring state agency compliance. The program also provides information security "best practices" that can be adopted and implemented by state agencies and local government.

Infrastructure Threat and Risk Analysis Center (ITRAC): At the NYSIC, OCT has developed an infrastructure-intelligence fusion cell responsible for providing classified and unclassified, infrastructure-related threat and risk analysis to state and local authorities and the private sector.

Integrated Rapid Visual Screening (IRVS): An assessment tool to quickly identify, inventory, and rank buildings according to their expected safety and usability during and after disasters. OEM, OFPC and OCT are working with the U.S. Department of Homeland Security to beta-test the IRVS tool.

Interoperable Emergency Communications Grant Program (IECGP): The IECGP provides governance, planning, training and exercise, and equipment funding to state and local governments to carry out initiatives to improve interoperable emergency communications. This program is managed jointly by OIEC and OCT.

Intrastate Mutual Aid Program/Committee (IMAP): A legislatively established program to help facilitate the movement of local responders and resources within the state during a disaster. IMAP is voluntary and does not replace other mutual aid agreements. OEM is responsible for IMAP and is in the process of standing up the IMAP Committee to help govern the program. The IMAP Committee will include state and local representatives.

Joint Information Center (JIC): A centralized location where public information personnel work to coordinate and share information during an incident or crisis. The state's JIC is operated out of OEM and used to ensure the various State agencies are "speaking with one voice" during an incident.

Juvenile Fire Setter Intervention Program: Each year, fires set by juveniles account for a large percentage of property damage, injuries and deaths in the United States. Juvenile Fire Setter Intervention Programs (JFIP) teams, organized through OFPC, are available to assist children and their families in screening, education about fire and its power as well as providing an assessment for appropriate follow-up action.

Local Government Outreach Initiative: Through this program, OCS supports the NYS Local Government Workgroup where state and local government representatives establish "two-way communication" between state and local government to enhance relationships and increase understanding of key cyber security issues.

Managed Security Services Program (MSS): Through its MSS, OCS provides 24/7/365 cyber security monitoring and response for NYS agencies and public universities through their partnership with the Multi-State Information Sharing and Analysis Center (MS-ISAC).

Multi-Agency Coordination (MAC) Group: An executive level group stood up during an incident to define the executive policies in the state's response and create overarching strategies that provide general direction for participating agencies and entities. OEM coordinates the MAC Group as part of the state's response efforts.

National Critical Infrastructure Prioritization Program, Annual CIKR Data Call: In accordance with the Implementing the 9/11 Commission Recommendations Act of 2007 DHS works with state agencies and other public and private partners on a voluntary basis to identify and analyze domestic and foreign infrastructure deemed "too critical to fail", which are used to inform homeland security grants, and other infrastructure protection and incident response activities. This program is commonly referred to as the Level 1 and level 2 Annual Data Call.

National Incident Management System (NIMS): The overarching structure and guidance used to ensure agencies at all levels of government, the private sector, and non-governmental organizations work seamlessly to prepare for and respond to incidents. NIMS compliance is a requirement to receive federal homeland security grant funds. OCT currently facilitates the development and implementation of the statewide NIMS strategy, although OEM, OFPC and other agencies play a major role in training and other NIMS related activities.

NYS-ISAC portal: A collaboration and information sharing portal for cyber security information for state and local Chief Information Officers and Information Security Officers, hosted by US CERT and administered by OCS.

NY-ALERT: 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 agencies, and institutions of higher learning can provide emergency alerting information and private notifications to a defined audience.

NYS Burn Injury Reporting Program (NYSBIRS): The penal law requires the immediate reporting on patients sustaining second- or third-degree burns to OFPC's Arson Bureau. This information is disseminated to local law enforcement and fire officials.

NYS Citizen Preparedness Program: A collaborative effort between the chapters of the American Red Cross in New York State and OEM aimed at improving the emergency preparedness of individuals and communities throughout New York. The program consists of five regional and one statewide coordinators that oversee and promote state and local citizen preparedness efforts. The program also supports an annual citizen preparedness conference.

NYS Comprehensive Emergency Management Plan (CEMP): Identifies the state's overarching policies, authorities and response organizational structure that will be implemented in an emergency or disaster situation that warrants a state response. The CEMP is composed of the state's Mitigation Plan, the Response and Short Term Recovery Plan, and the Long Term Recovery Plan. OEM is responsible for maintaining the CEMP and its hazard specific and functional annexes.

NYS Homeland Security Strategy: The State Homeland Security 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. The State Strategy is coordinated through OCT.

NYS Homeland Security Strategy Work Group (HSSWG): The HSSWG, which has representatives from more than 15 state agencies, works 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, the completion of the State Preparedness Report, and other strategic grant planning functions. The HSSWG is chaired by OCT.

NYS 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. OCT has placed Intelligence Analysts at the NYSIC since its inception; more recently, OFPC has placed a staff member in the NYSIC part-time as well.

NYS Terrorism Tips Line: The NYS Terrorism Tips Line (1-866-SAFE-NYS or 1-866-723-3697) provides citizens with a mechanism to report any unusual or suspicious activity possibly related to terrorism. The Tips Line is manned 24/7 by the NYSIC, with support from the New York State Police, OCT, and other agencies.

NYS Northern Border Security Strategy: The Northern Border Security Strategy provides a framework to help guide, organize and unify the state's activities aimed at combating cross-border terrorist and criminal activity. This Strategy is coordinated through OCT.

NYS Warning Point: Operated by OEM, the Warning Point provides 24-hour monitoring for incidents and emergencies across New York State, as well as emerging national or international incidents that may affect New York State.

Nonprofit 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. This grant program is administered by OCT.

OEM Business Operations: A concerted effort by OEM to identify and incorporate the business community within the State EOC to assist with response/recovery resources and activities.

OEM Emergency Equipment Stockpile: Equipment made available on a temporary loan basis to local and state government primarily for drought relief, flooding, and emergency power and light generation. Available for loan are power generators; pumps, piping and water filters; potable water tankers; portable light towers; chainsaws; chlorinators; and sandbag-filling machines. OEM maintains New York State's Emergency Equipment Stockpile.

OEM Incident Situation Reports (SITREPs): Produced during response situations to provide DHSES leadership and the Executive Chamber with an update on state and local response activities, needs and issues.

Preliminary Damage Assessments (PDAs): A joint assessment used to determine the magnitude and impact of an event's damage. A FEMA/State team will usually visit local applicants and view their damage first-hand to assess the scope of damage and estimate repair costs. The state uses the results of the PDA to determine if the situation is beyond the combined capabilities of the state and local resources and to verify the need for supplemental federal assistance. The PDA also identifies any unmet needs that may require immediate attention. OEM's Public Assistance Liaisons (PALs) conduct PDAs.

Project North Star: Project North Star is a bi-national, multi-agency forum consisting of representatives from Canada and the United States, designed to complement and enhance bilateral coordination of law enforcement efforts along the Canada-U.S. border. Its goal is to provide an effective method for local, state/provincial and federal law enforcement agencies and associations to network, develop and exchange best practices, improve intelligence sharing and identify joint training opportunities. DHSES's participation in Project North Star is coordinated through OCT.

Public Information: DHSES develops and disseminates preparedness information for its various stakeholders and the public. During emergencies, DHSES coordinates the release of life safety information to the affected population. The Public Information Office also coordinates public information officer training for state agency and county/local public safety agencies.

Public Safety Interoperable Communications (PSIC) Grant: 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. This grant is administered jointly by OIEC and OCT.

Radio Amateur Civil Emergency Service (RACES): The RACES program is governed under FCC part 97.407. The primary objective is to provide communications to government agencies when regular government communications systems are either overloaded or unavailable.

Radiological Emergency Preparedness (REP) Program: OEM assists the seven counties surrounding New York State's three commercially-licensed nuclear power sites with federally mandated emergency planning, training and emergency response and recovery activities. OEM is also responsible for the state's REP planning efforts, coordinating the state's response to an event, and interfacing with the appropriate federal agencies.

Red Team Exercises: Red Team Exercises assess security, prevention, and response measures of NYS's commercial and private sector infrastructure to potential terrorist activity. These exercises coordinate the efforts of state and local law enforcement to assist community infrastructure owners and operators to evaluate vulnerabilities and become better prepared to prevent an act of terrorism or other criminal activity. OCT coordinates with the New York State Police and the Counter-Terrorism Zones (CTZs) to conduct Red Team Exercises.

Regional Catastrophic Preparedness Grant Program (RCPGP): The RCPGP supports the development of regional all-hazard planning for catastrophic events. The New York City/Northern New Jersey RCPGP "site" is overseen programmatically by the site's Regional Catastrophic Planning Team (RCPT), which is comprised of senior-level officials from NYS, NYC, NJ, CT, PA and more than 30 local jurisdictions in the New York Metropolitan Region. DHSES is the State Administrative Agency (SAA) for this Multi-State site. OCT provides oversight of the grant funding, while OEM is the lead in providing technical planning guidance and assistance to the RCPT and coordinating the state's planning activities associated with the program.

Regional Workshops: Each year, OCT hosts annual "Regional Workshops" across the state for local stakeholders. The primary objectives of these Workshops are to collect input from local stakeholders and to provide updates on key homeland security initiatives. The Workshops are coordinated through OCT, but in 2010, they were expanded to include participation from all five DHSES Offices.

Risk Formula – OCT Grants: To allocate local State Homeland Security Program (SHSP) funding, OCT developed a comprehensive Risk Formula that produces award amounts for each county. The Formula includes more than 30 different variables under the pillars of population risk, asset risk, and threat risk.

Safeguard New York: Safeguard New York is designed to educate community members, businesses and organizations on how to recognize suspicious activity that may be connected to crime and/or terrorism, and encourages them to take action to protect themselves. This outreach promotes early recognition and reporting of potential terrorist activity to the New York State Terrorism Tips Hotline. DHSES participation in Safeguard New York is coordinated through OCT.

Secure the Cities (STC) Initiative: A program sponsored by the DHS's Domestic Nuclear Detection Office which seeks to provide a 45-mile ring of radiological detection and interdiction technology around lower Manhattan. OCT participates in STC activities on behalf of DHSES.

Security Clearance Program: Managed by OCT, the State and Local Clearance Program is used to obtain US DHS sponsored security clearances for individuals needing access to classified information.

State Emergency Operations Center (SEOC): Located at OEM, the SEOC serves as a centralized location where state agencies and organizations work to coordinate disaster response activities at the strategic or operational level. The SEOC is operated by OEM and staffed by many agencies during a disaster or emergency.

State Preparedness Report (SPR): Each state is required to submit an annual SPR to FEMA, outlining its capability levels. In its most recent iteration (2009), the SPR consisted of a survey against each of the 37 capabilities on the Target Capability List (TCL). DHSES coordinates with other state agencies and pertinent local stakeholders to complete the SPR each year. OCT coordinates the SPR process on behalf of DHSES.

State Preparedness Training Center (SPTC): The SPTC is a multi-disciplinary, comprehensive, fully integrated modern training facility located on 700 + acres of land in Oriskany (Oneida County). The center serves New York State but also has the potential to serve as a regional and national training resource offering the training necessary to develop or sustain a high level of individual and organizational performance. The center is a resource as a training site for DHSES Offices as well as other state and local first responder agencies. Course offerings include a full range of homeland security and emergency services training targeting terrorism; including weapons of mass destruction and other man-made and natural disasters and threats. The Center places a particular emphasis on training that incorporates hands on training activities utilizing scenario based events.

Statewide Communications Interoperability Plan (SCIP): The SCIP document, which each state is required to maintain, sets forth New York State's vision and plan for interoperable communications. This document is updated yearly and undergoes a complete review every three years. The SCIP is coordinated by OIEC.

Statewide Interoperability Coordinator (SWIC): The federal government requires each state to have a SWIC to coordinate statewide interoperability efforts, including implementation of the SCIP. The SWIC works with emergency response leaders across all levels of government to implement a statewide strategic vision for interoperability. As outlined in the DHSES enabling legislation, the Director of OIEC will serve as the SWIC.

Statewide Interoperable and Emergency Communication Board (SIGB): The Board is charged with making recommendations to the Commissioner regarding the expenditure of grants and other funding programs related to interoperable and emergency communications as well as development, coordination and implementation of policies, plans, standards, programs and services related to interoperable and emergency communications, including but not limited to ensuring compliance with federal mandates for interoperable communications and compatibility with the National Incident Management System. The Director of OIEC is chair of the SIGB and OIEC serves as staff to the Board.

Strategic Police Intelligence Driven Enforcement Response (SPIDER) Operations: SPIDER is a New York State program which enhances border security along the New York/ Canadian border and applies law enforcement assets in strategic locations to disrupt and deter criminal activity and to gain valuable information and intelligence. OCT coordinates with the New York State Police, local law enforcement, and other government entities to conduct SPIDER operations.

Tactical Interoperable Communications Plans (TICP): TICPs contain detailed information regarding first responder communications plans, assets, operational procedures, legal frameworks, and contact information for the specific region. OIEC is responsible for coordinating with regions across the state to develop, implement, and update their TICPs.

TeamNY Risk Watch Coalition: OFPC working closely with educators, school administrators and institutions to adopt expand the highly acclaimed Risk Watch curriculum. The office has developed a training program for future teachers, so they can better development and implementation of meaningful fire and life safety training programs for children throughout the state.

Targeted Grants: Using SHSP funding, DHSES OCT developed five unique "Targeted Grants" to address specific capabilities across the state. Each Targeted Grant is focused on a unique specialty capability and the programs collectively emphasize regional partnerships, capability advancement and measurement, and coordination among local and state stakeholders. The five programs are outlined below – Each grant is administered by OCT, with support from OFPC (HazMat, Technical Rescue/USAR), the New York State Police (Bomb Squad, Explosive Detection Canine), and the NYS Department of Agriculture and Markets (CASE).

- **Bomb Squad Initiative:** Provides funding to New York State's 12 FBI-certified Bomb Squads to enhance their Explosive Device Response Operations (EDRO) capabilities.
- **HazMat Grant Program:** Supports the development of regional HazMat partnerships across the State through targeted funding to build WMD/HazMat Response and Decontamination capabilities.
- **Technical Rescue/Urban Search and Rescue (USAR) Grant Program:** Improves New York State's wide variety of Technical Rescue/USAR capabilities (e.g. rope rescue, structural collapse, swift-water/flood rescue) through the allocation of funding to local regional response teams.
- **Explosive Detection Canine Grant Program:** Advances the State's prevention/detection capabilities through the development of additional Explosive Detection Canine Teams in law enforcement agencies throughout New York State.
- **Companion Animal Sheltering Equipment (CASE) Grant Program:** Enhances the State's sheltering and evacuation capabilities through the acquisition of regional caches of animal sheltering equipment (with associated planning and training activities done in support).

Technical Rescue Training: Instruction in technical rescue skills to firefighters by OFPC in order to ensure they can safely and effectively rescue persons trapped in motor vehicle accidents, collapsed buildings, collapsed trenches, confined spaces, swift water, machinery and other life threatening situations. Technical rescue training curricula are based on the state minimum training standards for firefighters and on national fire service professional qualifications standards

Transit Security Grant Program (TSGP): The TSGP provides grant funding to the nation's key high threat urban areas to enhance security measures. 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). OCT participates on the RTSWG on behalf of DHSES.

Urban Search and Rescue (USAR): New York State's USAR team, led by OFPC, provides special, technical urban search and rescue services, including specially trained canines to locate persons buried in debris, and technical assistance for the rescue of persons trapped in buses, trains, collapsed buildings, collapsed trenches, confined spaces, swift water, machinery and other life threatening situations

Voluntary Organizations Active in Disaster (VOAD): A group of nonprofit, faith-based and other voluntary organizations that support disaster preparedness, response and recovery activities. OEM works very closely with the New York State VOAD.

Vulnerability Scanning Program: Under this program, OCS scans state agencies' networks and applications are scanned for vulnerabilities which can then be mitigated.

WMD Trailer Program: In 2003-2004, more than 170 WMD Trailers, with standardized equipment, were issued across the state. The state is responsible for the maintenance and calibration of equipment for these trailers, which is coordinated through our Logistics Center. OFPC and OCT provide support to the WMD Trailer Program.

Appendix B: Planning Crosswalk

The chart below provides a high-level overview of the linkages between the DHSES Strategic Plan, the State Homeland Security Strategy and the Comprehensive Emergency Management Plan (CEMP) Volume 2, which identifies the state's overarching policies, authorities and response organizational structure that will be implemented in an emergency or disaster situation that warrants a state response.

DHSES Strategic Plan Goal	State Homeland Security Strategy Goal (Primary Linkage to DHSES Strategic Goal)	CEMP Section (Primary Linkage to DHSES Strategic Goal)
Goal 1: Prevent, Protect Against, and/or Mitigate Acts of Terrorism and Man-Made and Natural Hazards	**Goal 1:** Strengthen CBRNE Detection, Response, and Decontamination Capabilities **Goal 2:** Protect Critical Infrastructure and Key Resources **Goal 3**: Strengthen Information Sharing, Collaboration, and Intelligence Analysis **Goal 4**: Strengthen Counterterrorism and Law Enforcement Capabilities **Goal 10**: Enhance Cyber Preparedness Capabilities	**Section II:** Risk Reduction
Goal 2: Prepare State and Local Responders with the Capabilities Needed to Address the Hazards we Face	**Goal 6:** Strengthen Communications and Emergency Alert Capabilities **Goal 7:** Strengthen Emergency Planning, Citizen and Community Preparedness **Goal 8**: Enhance Regional Capabilities, Coordination, and Mutual Aid **Goal 9**: Support Health Emergency Preparedness	**Section I:** General Considerations and Planning Guidelines
Goal 3: Respond To and Recover From Incidents in Support of our Local Partners	**Goal 5:** Enhance Incident Management and Response Capabilities	**Section III:** Response **Section IV:** Recovery
Goal 4: Enhance Customer Service through Outreach and Communication Initiatives	**N/A**	**N/A**
Goal 5: Ensure an Integrated and Effective DHSES	**N/A**	**N/A**

*The NYS Homeland Security Strategy can be accessed online at: http://www.security.state.ny.us/publications/2009_NYS_Homeland_Security_Strategy.pdf

**The CEMP can be accessed online at: http://www.semo.state.ny.us/uploads/Final_NYS_CEMP_Vol2_Sept_2009.pdf

Appendix C: DHSES Map

All of the DHSES Offices are headquartered in Albany, with OEM located at Building 22 on the State Campus and OCT and OIEC co-located in Building 7A. Both OFPC and OCS are currently located in downtown Albany; however, the plan is to move them to the State Campus eventually. OCS is expected to move to Building 7A in early 2011. Both OEM and OFPC maintain regional offices; OIEC currently has one staff member at the regional location in Long Island. OCT also currently has a satellite office in NYC. In addition to the regional offices, OFPC and OCT have staff at the WMD Logistics Center in Albany; OFPC maintains a USAR facility in Colonie; and OCT has staff at the NYSIC in Latham. The Academy of Fire Science is located in Montour Falls, Schuyler County, and the State Preparedness Training Center (SPTC) is located just outside of Oriskany, Oneida County. As part of the merger, DHSES will continue to analyze and explore co-location opportunities whenever possible.