

NEW YORK CITY EMERGENCY MANAGEMENT

STRATEGIC PLAN 2017-2021





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[@notifynyc](https://twitter.com/notifynyc)

Letter from the Commissioner

I am pleased to release NYC Emergency Management's first strategic plan, which will direct our agency's growth and focus through 2021. This plan combines our mission, charter responsibilities, and lessons learned into a document that offers an honest assessment of how we can better serve New York City and the millions of people who live, work, and visit every year.

New Yorkers will not soon forget the most significant emergencies and disasters of our time — including the horrific events of September 11, the destruction caused by Hurricane Sandy, and the recent bombing in Chelsea. Far less visible than the emergencies themselves is how NYC Emergency Management coordinates responses to emergencies, such as severe weather, incidents which affect the public's health and safety, and transportation disruptions. Our agency also plays a vital role in supporting the City's response to localized incidents including major fires, water main breaks, and planned events.

As emergencies increase in frequency and complexity, we have begun to think more creatively about resource needs, organizational structure, and the ability to rapidly scale up. We continue to seek ways to get big enough, fast enough, to respond to emergencies in our city.

Over the past several years, we have increased the effectiveness of our emergency plans through developing playbooks and checklists, pre-staging critical equipment ahead of emergencies, and developing closer relationships with our community partners. I am proud of the advances we have made, and I am committed to strengthening how we respond to today's emergencies while preparing our city to manage emerging threats and risks.

Last, I want to thank the staff of NYC Emergency Management, who work day and night to keep us safe, informed, and prepared. I am proud of their hard work and tireless efforts and look forward to advancing the City's capabilities to support all those we serve.



A handwritten signature in black ink that reads "Joseph J. Esposito". The signature is written in a cursive, flowing style.

Joseph J. Esposito
Commissioner

October 2016

NYC Emergency Management Mission

Established in 1996, NYC Emergency Management plans and prepares for emergencies, educates the public about preparedness, coordinates emergency response and recovery, and collects and disseminates emergency information.

Emergencies are dynamic and are changing how the City prepares for and responds to incidents. NYC Emergency Management has developed the *NYC Emergency Management Strategic Plan 2017-2021* to advance the City's emergency planning and response

capabilities, and to ensure the department grows to meet the changing environment and needs of the diverse communities it serves. This plan also aligns with the City's priorities outlined in other plans, such as OneNYC.

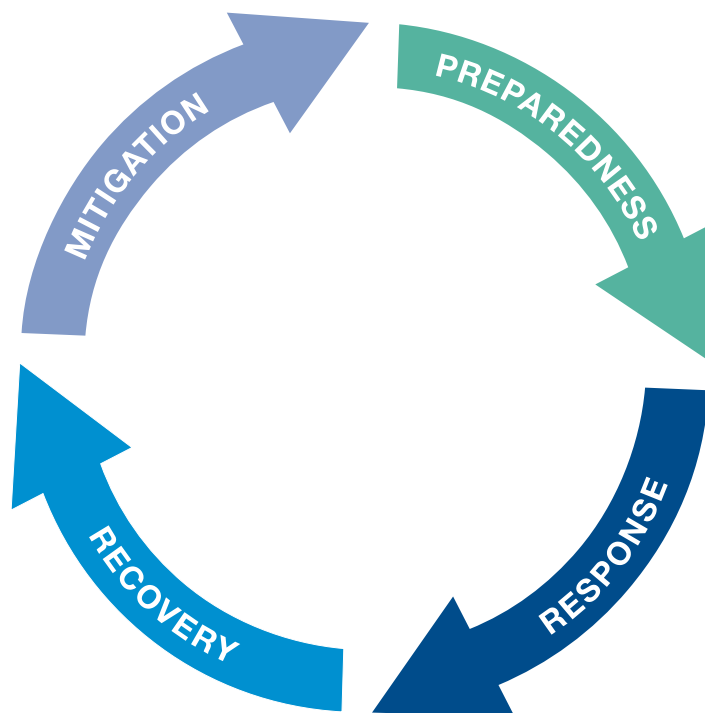
Who We Serve



Who We Are

NYC Emergency Management is staffed by more than 200 dedicated professionals with diverse backgrounds and areas of expertise, including individuals assigned from other City agencies. The agency works closely with public, private, and nonprofit partners to prepare New York City's communities for emergencies. The agency is responsible for overseeing, managing, and maintaining a number of critical functions and resources across the emergency management cycle.

THE EMERGENCY MANAGEMENT CYCLE

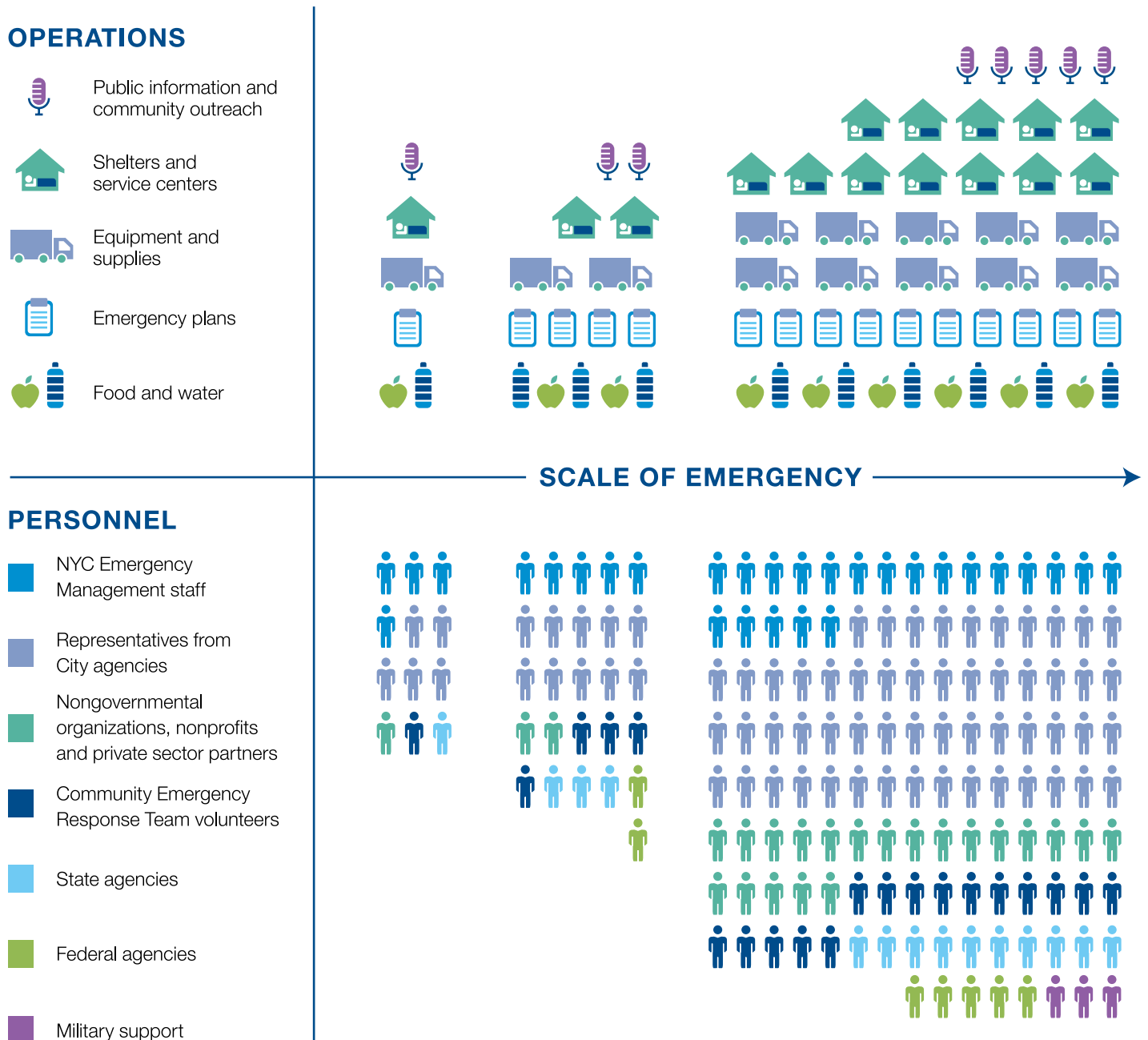


-  Educating the public on planning and preparing for emergencies
-  Developing, maintaining, and evaluating the City's emergency plans
-  Managing New York City's Urban Search and Rescue team
-  Coordinating and implementing training programs and exercises
-  Coordinating and supporting mitigation and resiliency efforts
-  Conducting logistics planning and operations
-  Providing emergency notifications and updates
-  Planning and coordinating with local, state, and federal agencies
-  Monitoring and coordinating emergency conditions and potential incidents citywide 24 hours a day, 365 days a year
-  Providing the Mayor and key decision makers with situational awareness and recommendations
-  Convening interagency meetings to share information and coordinate response
-  Operating and maintaining New York City's Emergency Operations Center (EOC)

What We Do

NYC Emergency Management serves as the coordinating agency for citywide emergency planning and response for all types and scales of emergencies. The agency is responsible for educating, notifying, and sharing information with the public before, during, and after emergencies. The agency also supports various scalable operations, from apartment fires to hurricanes, through interagency coordination and resource management.

SCALABLE RESPONSE TO EMERGENCIES



Executive Summary

Goal 1: Promote Coordination Responsibility and Strengthen Agency Identity

Continue to Enhance NYC Emergency Management's Role in Citywide Coordination, Mitigation, Planning, Response, and Recovery.

NYC Emergency Management will:

- 1.1 Continue to emphasize the City's command structure, promote agencies' core competencies, and implement emergency plans.
- 1.2 Develop interagency strategies to address unusual or complex incidents when agencies' roles and responsibilities are not defined by the Citywide Incident Management System.
- 1.3 Define and establish NYC Emergency Management and partner agencies' capacity to support short- and long-term recovery operations.
- 1.4 Collaborate with partners to develop an optimal model for collecting, integrating, analyzing, and sharing data.

Goal 2: Reinforce the City's Capacity to Manage Emergencies Through Strategic Engagement

Ensure All Phases of the Emergency Management Cycle are Comprehensive and Inclusive.

NYC Emergency Management will:

- 2.1 Strengthen and streamline collaboration in planning, response and recovery efforts with local, state, and federal agencies.
- 2.2 Expand and build partnerships with elected officials, nonprofits, and the private sector to support the City's efforts before, during, and after an emergency.
- 2.3 Enhance and promote NYC Emergency Management's community-based planning resources and expertise to increase coordination, communication, and collaboration between the City and local communities.
- 2.4 Continue planning and preparedness efforts for people with disabilities and others with access and functional needs in conjunction with community stakeholders.
- 2.5 Continue to work with partners to advocate for needed resources and improved policies and regulations that would enhance the City's ability to manage emergencies.

Goal 3: Develop Innovative Solutions to Support NYC Emergency Management's Expanding Responsibilities

Expand Internal Capabilities Through Improvements in Technology, Infrastructure, and Staffing.

NYC Emergency Management will:

- 3.1 Explore long-term structure and staffing for the agency.
- 3.2 Continue to advocate for the expansion of agency facilities and funding to meet long-term staffing, training, and emergency support needs.
- 3.3 Build and maintain innovative, tailored solutions, including data management applications and communications technology.
- 3.4 Enhance scalability of the agency to respond to an incident while maintaining continuity of daily operations.

Goal 4: Advance the Profession of Emergency Management

Position NYC Emergency Management as a Premier Emergency Management Agency by Promoting a Culture of Learning.

NYC Emergency Management will:

- 4.1 Cultivate an agency of emergency management professionals through the expansion of the NYC Emergency Management Academy, professional development, mentoring, and certifications.
- 4.2 Bolster the emergency management proficiency of agency partners through training and exercises.
- 4.3 Learn from domestic and international emergencies to improve NYC Emergency Management's ability to respond.
- 4.4 Actively participate in the state, regional, and national dialogue to advance the field of emergency management.

Goals and Objectives

Goal 1: Promote Coordination Responsibility and Strengthen Agency Identity

Continue to Enhance NYC Emergency Management's Role in Citywide Coordination, Mitigation, Planning, Response, and Recovery.



1.1 Continue to emphasize the City's command structure, promote agencies' core competencies, and implement emergency plans.

The agency's role in emergency preparedness and response is imperative for successful incident management to assist the mayor in making timely and informed decisions; to educate and train other stakeholders and the public; and to prepare the city. NYC Emergency Management writes and maintains the City's emergency response plans, trains partner agencies on these plans, and educates the public on emergency

preparedness. During emergencies, NYC Emergency Management coordinates interagency meetings, helps develop incident priorities and objectives, and manages both critical resources and other mutual aid activities.

All of these efforts rely on the Citywide Incident Management System, the incident response framework that outlines many of the roles and responsibilities of NYC Emergency Management and its agency partners and provides a foundation for a coordinated citywide response. NYC Emergency Management will continue to educate partners through frequent training and exercises to promote

NYC Emergency Management is the central point of coordination, information collection, and dissemination on behalf of the Mayor during emergencies.

understanding of their respective agencies' roles in emergencies as outlined by the Citywide Incident Management System and emergency plans.

1.2 Develop interagency strategies to address unusual or complex incidents when agencies' roles and responsibilities are not defined by the Citywide Incident Management System.

NYC Emergency Management is responsible for developing and maintaining citywide emergency plans and protocols for natural and man-made hazards such as severe weather and coastal storms, transportation and infrastructure disruptions, and acts of terrorism. New York City faces challenges that require the agency to quickly and strategically plan and implement the best approach to manage emergencies.

In most cases, consequence management — which occurs after initial public safety issues are addressed — involves multiple complex operations that require multi-agency coordination. This

includes deploying resources, proactive outreach and public messaging, and collecting and disseminating critical data to provide support for decision-making and enhance incident response and recovery.

For certain incidents, however, NYC Emergency Management has encountered challenges requiring resources and solutions that do not fall within the defined capabilities or core competencies of its partner agencies, as defined within the Citywide Incident Management System. To address these challenges and facilitate the City's operational response, NYC Emergency Management will research and seek to implement rapid planning models that can be leveraged to effectively coordinate and manage challenges in the immediate and short-term response phases.

1.3 Define and establish NYC Emergency Management and partner agencies' capacity to support short- and long-term recovery operations.

Recovery is a critical phase of the emergency management cycle. Recovery operations may include debris management, home repairs and reconstruction, and case management and cost recovery assistance for individuals, businesses, and community organizations. These operations can last from a few weeks to many years based on the scale of the incident and the needs of affected communities. Hurricane Sandy exemplified the complexities of community recovery and amplified the need for long-term recovery planning and support.

NYC Emergency Management will develop a recovery framework to identify opportunities in current recovery planning across the city by leveraging the expertise of partner organizations who have been engaged in response and recovery. During this process, NYC Emergency Management will assess its role, as well as the roles of other agencies and partners, to determine what capabilities the City has to manage and coordinate short-, medium-, and long-term recovery operations.



1.4 Collaborate with partners to develop an optimal model for collecting, integrating, analyzing, and sharing data.

NYC Emergency Management facilitates collaboration across stakeholders to collect, integrate, analyze and share data before, during, and after an emergency.

The agency will work towards the implementation of a number of data initiatives over the next five years to provide the best data to inform decision-makers. These initiatives include support for field operations and real-time data collection; improving baseline data; increasing visual data analysis, augmenting data that informs the full disaster cycle through the recovery phase; and building citywide capabilities to streamline and integrate data collection and sharing across City systems.



Goal 2: Reinforce the City's Capacity to Manage Emergencies Through Strategic Engagement

Ensure All Phases of the Emergency Management Cycle are Comprehensive and Inclusive.



2.1 Strengthen and streamline collaboration in planning, response and recovery efforts with local, state, and federal agencies.

NYC Emergency Management develops interagency plans, protocols and operational manuals to support citywide response and recovery. The City uses these tools to provide a framework and strategy for a coordinated citywide response. This includes having formally identified liaisons that are empowered to make decisions and allocate resources on behalf of their agency.

NYC Emergency Management also relies on staff detailed from partner agencies to enhance and streamline collaboration on planning and response. For example, the New York National Guard is embedded in NYC Emergency Management's Logistics Unit, working closely on resource planning and integration. In addition, the Department of Buildings is staffed in NYC Emergency Management's Watch Command — the City's 24-hour emergency coordination and situational awareness center — to serve as a conduit for more efficient response and recovery for structural incidents.

Partnerships formed before, during, and after an emergency are the core of emergency management.

The agency will augment partner support and engagement to further streamline and strengthen collaboration by developing a more effective planning process, increasing opportunities for partners to be detailed to NYC Emergency Management, and exploring a localized response strategy.

2.2 Expand and build partnerships with elected officials, nonprofits, and the private sector to support the City's efforts before, during, and after an emergency.

NYC Emergency Management works with local partners to bolster their ability to support communities during and after emergencies and is committed to expanding these partnerships.

NYC Emergency Management understands the important role nonprofit organizations play in New York City communities and will continue to work closely with these partners, including community and faith-based organizations, to collect and disseminate information and

coordinate operations to support community needs during and after an emergency.

NYC Emergency Management has developed a training program for elected officials, community boards, and their staff to augment their understanding of emergency management and preparedness. The agency will continue to build upon the program by adding similar training opportunities specially tailored for schools, small businesses, and academic partners. To increase the availability of resources and engagement opportunities, NYC Emergency Management will explore technology solutions to support these growing outreach and engagement strategies.

While the agency regularly promotes business continuity and related best practices to the private sector, NYC Emergency Management will also work with its partners to develop a citywide credentialing verification system to facilitate access to restricted locations or continue operations during an incident.

2.3 Enhance and promote NYC Emergency Management’s community-based planning resources and expertise to increase coordination, communication, and collaboration between the City and local communities.

NYC Emergency Management oversees a number of initiatives designed to strengthen community resiliency. These include the Ready New York education campaign that encourages residents to prepare for emergencies; Community Emergency Response Teams — groups of community-based volunteers trained in disaster preparedness and emergency response; and NYC Citizen Corps, which brings together leaders from government, nonprofits, volunteer organizations, and the private sector to promote preparedness at the local level.

To engage communities directly in emergency planning, NYC Emergency Management will launch a community planning toolkit that guides local groups through an inclusive community emergency planning process to share

information about City emergency plans, identify local assets and capabilities, and enhance coordination with NYC Emergency Management and other partners. The toolkit will help address barriers that are often experienced by vulnerable communities, such as people with limited English proficiency, people with disabilities and others with access and functional needs, and lower-income residents.

NYC Emergency Management will also continue to work with its partners to maintain a database of community spaces available to support local response and recovery operations. The City and its partners may use these facilities as service centers, commodity distribution points, or other localized operations that provide services to residents affected by a disaster.

To enhance its understanding of community needs and local leadership during emergency response, NYC Emergency Management will also explore a localized response strategy that will increase the number of agency staff dedicated to community outreach and response.





2.4 Continue planning and preparedness efforts for people with disabilities and others with access and functional needs in conjunction with community stakeholders.

NYC Emergency Management is coordinating many of the City's efforts to provide programs and services during emergencies that are accessible to all New Yorkers, including people with disabilities and others with access and functional needs, by working with partners such as the Mayor's Office for People with

Disabilities, members of the disability community, and service providers. These efforts include readying coastal storm shelters to meet the needs of people with disabilities; refining transportation and emergency plans that best support the evacuation of people needing assistance; and expanding training curricula to support these individuals.



2.5 Continue to work with partners to advocate for needed resources and improved policies and regulations that would enhance the City's ability to manage emergencies.

The agency continues to identify legislation and policies that may influence emergency preparedness and response at the local, state, and federal levels. NYC Emergency Management will seek opportunities to draft or shape policies and regulations that affect the broader field of emergency management (e.g.,

testimony, letters of support, and other means).

For the first time the Wireless Emergency Alert System (WEA) was used to quickly share suspect information with the public following the 2016 bombing in Chelsea. After the incident, NYC Emergency Management encouraged letters of support from City agencies and other major cities across the country to advocate for improvements to the WEA system which resulted in the adoption of proposed changes by the Federal Communications Commission.

Goal 3: Develop Innovative Solutions to Support NYC Emergency Management's Expanding Responsibilities

Expand Internal Capabilities Through Improvements in Technology, Infrastructure, and Staffing.



3.1 Explore long-term structure and staffing for the agency.

NYC Emergency Management typically experiences periods of staff growth after large disasters, when new needs, responsibilities, and strategies are identified to improve the City's preparedness. New legislative mandates

or new preparedness strategies from lessons learned have also affected the agency's organizational structure and staffing.

NYC Emergency Management will explore modifications to align its organizational structure and staffing with the needs of the agency and the City's diverse communities.

NYC Emergency Management, as a City agency, strives to reflect the diversity of the communities we serve.

3.2 Continue to advocate for the expansion of agency facilities and funding to meet long-term staffing, training, and emergency support needs.

Hurricane Sandy illustrated the need for more facility space to support the large number of personnel and task forces needed to manage critical operations. NYC Emergency Management has outgrown its current facility. The current facility is also not large enough to support the staff surge needed for large-scale emergencies. The agency will need to expand its space over the next five years as both the agency and the need for coordinated emergency operations grow in size and complexity. NYC Emergency Management will also continue to advocate for diverse funding sources to sustain and support agency growth.





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3.3 Build and maintain innovative, tailored solutions, including data management applications and communications technology.

It is essential that NYC Emergency Management use the most up-to-date tools and solutions to provide situational awareness to response coordinators and decision-makers. The agency has expanded and streamlined situational awareness through social media monitoring tools, asset management tools, and improved field data collection applications.

On a larger scale, technology plays a critical role in the agency's continuity of operations plans. Technology supporting NYC Emergency Management must be secure, reliable, redundant, and must ensure the agency's core mission and capabilities will function if there is damage to the information technology infrastructure. NYC Emergency Management continues to research and improve communications so that if critical infrastructure (e.g., cell phone towers and/or the internet) is affected, the agency can continue to carry out its roles and responsibilities.

3.4 Enhance scalability of the agency to respond to an incident while maintaining continuity of daily operations.

NYC Emergency Management's Operations Division has dedicated personnel who deploy to the scene of an emergency to manage and coordinate interagency needs through Watch Command. All NYC Emergency Management staff are trained to work in the Emergency Operations Center during an emergency. While NYC Emergency Management is structured to be both scalable and responsive, large-scale emergencies have the capacity to stress the current staffing structure. During large emergencies, it is critical for the agency to both coordinate the response and maintain its essential services and daily operations, including various outreach initiatives, training programs, and planning efforts.

Hurricane Sandy illustrated a need for additional personnel to maintain and support large-scale, long-term operations. During the storm, City staff and additional personnel from other jurisdictions were mobilized to support the Emergency Operations Center and large-scale field operations.

Over the next five years, NYC Emergency Management will continue to explore solutions to enhance coordination for citywide emergency staffing and increase response staff during disasters through mutual aid, contractors, volunteers, agency alumni, and other City employees. NYC Emergency Management also will continue to promote coordination and integration of City staff into emergency operations.





2012-2016

19,373
INCIDENTS
MONITORED &
COORDINATED BY
WATCH COMMAND

5,333
FIELD RESPONSES
COORDINATED BY
OPERATIONS DIVISION

24,706
TOTAL
INCIDENTS
MANAGED

Goal 4: Advance the Profession of Emergency Management

Position NYC Emergency Management as a Premier Emergency Management Agency by Promoting a Culture of Learning.



4.1 Cultivate an agency of emergency management professionals through the expansion of the NYC Emergency Management Academy, professional development, mentoring, and certifications.

NYC Emergency Management believes all staff should have a common understanding of core emergency management functions, such as planning and logistics, to help create a cohesive and streamlined response by professionals across the city.

The NYC Emergency Management Academy provides training and exercises to agency staff and external partners and

leverages its leadership courses to foster the development of effective emergency managers.

In an effort to enhance institutional knowledge and promote cross-divisional relationships, the NYC Emergency Management Academy has developed and launched a mentor program which encourages experienced staff members to provide coaching and professional support to new colleagues.

Over the next five years, NYC Emergency Management will continue to assess required skills and develop appropriate training. The agency plans to explore the benefits of professional emergency management certifications.

NYC Emergency Management is committed to developing strong emergency managers both internally and with our agency and community partners.

4.2 Bolster the emergency management proficiency of agency partners through training and exercises.

In addition to developing NYC Emergency Management staff, the agency is committed to training and educating its agency partners in the field of emergency management.

During emergencies, staff from different agencies with diverse backgrounds and subject matter expertise must work together for a coordinated response. The goal of the NYC Emergency Management Academy is to provide comprehensive training, exercise, and evaluation programs for internal agency staff and external partners that build and strengthen the capabilities of the City's emergency preparedness and response community.

NYC Emergency Management also provides opportunities for agency partners to expand their understanding of the emergency management field and its application through the Emergency Management Certificate Program.

This program, which began in 2012, introduces City, private sector, and nonprofit personnel to the fundamentals of emergency management and provides participants with an awareness and understanding of how the City operates and responds to emergencies. It is composed of a suite of classroom and online courses that allow individuals to develop and refine their emergency management skills. The promotion of this program will give key external agency personnel the necessary knowledge to promote a more cohesive citywide response during emergencies, and will build depth in emergency management practices at their respective home agencies.

Over the next five years, NYC Emergency Management will encourage additional participation in planning workshops for training and exercise professionals from agencies citywide. The workshops foster interagency participation, coordination, and resource sharing, while providing an opportunity to collaborate on upcoming training and exercises.

4.3 Learn from domestic and international emergencies to improve NYC Emergency Management's ability to respond.

September 11, 2001 illustrated the importance of coordination across agencies to achieve a common goal. Since then, New York City has incorporated lessons learned from Hurricane Katrina, Hurricane Sandy, the Boston Marathon bombing, and many other emergencies, to guide planning and response activities in New York City.

NYC Emergency Management leads the City's after-action process to identify best practices and areas for improvement in interagency responses. The analysis and after-action report of an incident informs

many aspects of the City's emergency preparedness and response efforts, including interagency plans, public information strategies, and training and exercises.

Over the next five years, NYC Emergency Management will continue to identify and implement best practices from other jurisdictions. The agency will also proactively reach out to its emergency management partners to offer support during times of large-scale or complex emergencies. Every emergency provides the opportunity for NYC Emergency Management to learn and adopt applicable lessons into its emergency planning and preparedness efforts, while also investing and promoting a culture of learning for NYC Emergency Management staff.

EMAC Strategy

Total National Strength

300,000 Army National Guard
100,000 Air National Guard

1. Command and Control
2. Security
3. Communications
4. Transportation
5. Aviation
6. Engineer
7. CBRN
8. Maintenance
9. Logistics
10. Other

First Response
(Levels 1-3)

First Line EMAC
(Levels 4-5)

Stand by EMAC
(Levels 6-7)

Other EMAC
(Levels 8-10)

EMAC Strategy





415

EXERCISES
COORDINATED AND
PARTICIPATED IN
SINCE 2010





13,561
TRAINING
ATTENDEES
SINCE 2010



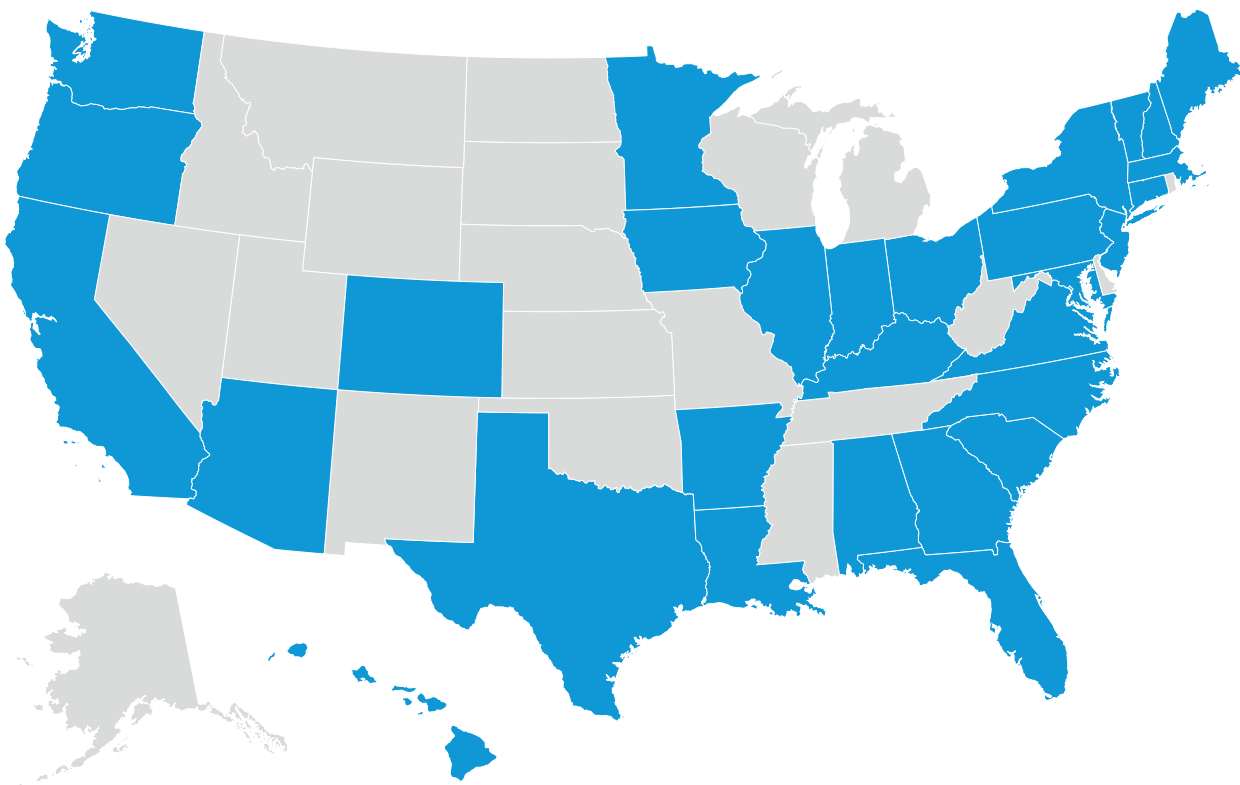
4.4 Actively participate in the state, regional, and national dialogue to advance the field of emergency management.

NYC Emergency Management has established and maintained partnerships aimed at advancing the field of emergency management and enhancing the agency's service to the city. NYC Emergency Management has created several forums for professionals to collaborate, exchange best practices,

and share resources, including the Urban Area Working Group, the Big City Emergency Managers organization, and the Citywide Exercises Working Group. The agency has also partnered with academic institutions to analyze plans and provide input on technological solutions and research trends.

Over the next five years, NYC Emergency Management will collaborate with higher education institutions to help develop future emergency managers and further

The agency has supported and advanced the emergency management profession through emergency deployments, training, exercises, and speaking engagements in 30 states.



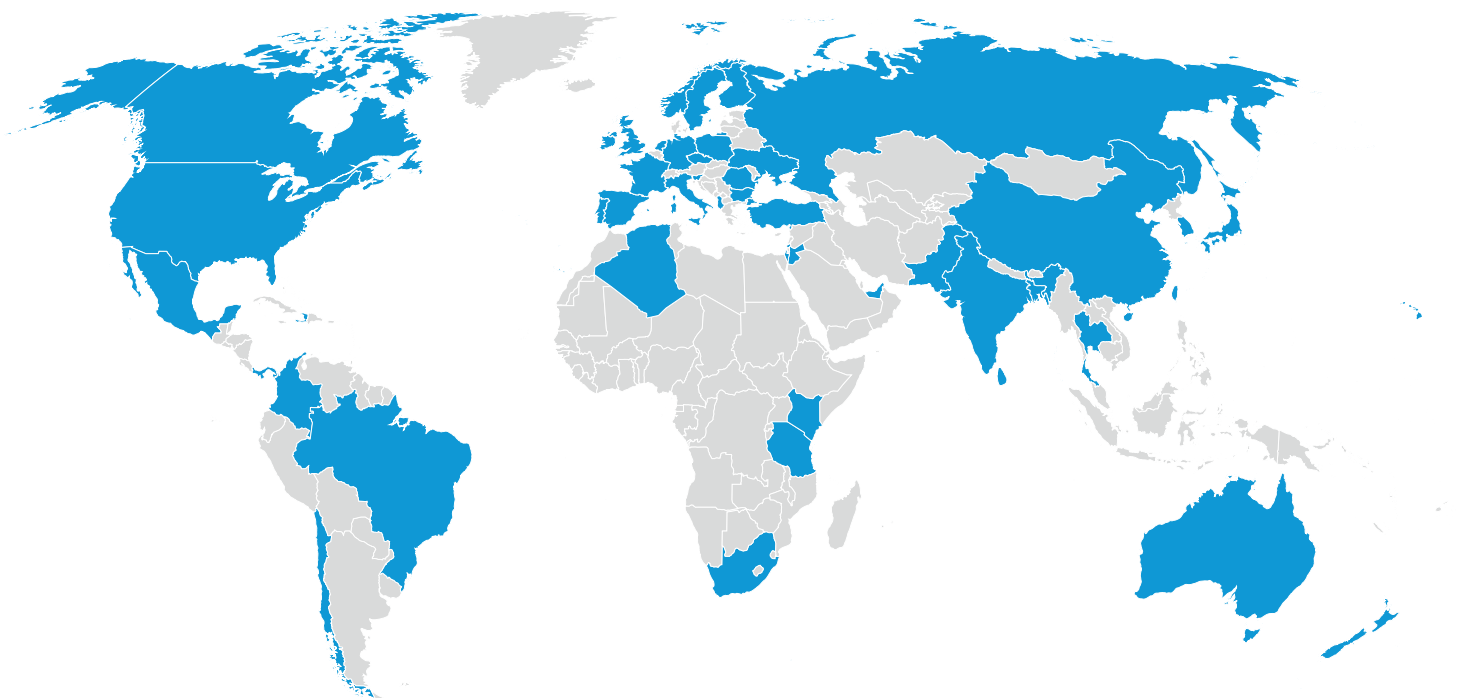
strengthen the profession, including internship and fellowship opportunities. In addition, the agency partners with local universities to provide lectures and training to students. NYC Emergency Management will further engage academia to evaluate its practices and incorporate evidence-based practices into its work.

NYC Emergency Management will also take a greater role in national and international emergency management organizations and will seek to publish in

academic journals, in order to share its practices and lend its voice to the global emergency management dialogue.

Last, NYC Emergency Management will pursue opportunities to participate in panels, forums, and working groups to advance the discipline of emergency management.

NYC Emergency Management has a wide global outreach, including visitors, deployments, and speaking engagements across 57 countries.



About the Citywide Incident Management System

Adopted in 2005, the Citywide Incident Management System (CIMS) establishes roles and responsibilities and designates authority for City, state, other government entities, and nonprofit and private sector organizations involved in emergency response. It is New York City's implementation of the National Incident Management System (NIMS). NIMS compliance is a requirement for future federal domestic preparedness funding

for local governments. While CIMS has been developed to address New York City's unique incident management requirements, its full compliance with NIMS ensures compatibility with incident command systems in use in other states and federal agencies. CIMS is designed to be scalable, and facilitates the involvement of additional organizations such as private sector and nonprofit entities.

Resources

NYC Emergency Management on the web and social media

[NYC.gov/emergencymanagement](https://www.nyc.gov/emergencymanagement)

www.facebook.com/nycemergencymanagement (Facebook)

[@nycoem](https://twitter.com/nycoem) (Twitter & Instagram)

www.linkedin.com/company/nyc-emergency-management (LinkedIn)

Notify NYC

[NYC.gov/notifynyc](https://www.nyc.gov/notifynyc)

[@notifynyc](https://twitter.com/notifynyc)

Notify NYC is the City of New York's official source for information about emergency events and important City services. The program has expanded to offer common notifications in 13 languages, American Sign Language (ASL), and audio formats. Registration is free.

Ready New York

[NYC.gov/readyny](https://www.nyc.gov/readyny)

Ready New York is NYC Emergency Management's public education campaign. Through the program New Yorkers are encouraged to learn about the hazards they may face in NYC and prepare for all types of emergencies by writing an emergency plan, choosing a meeting place, gathering supplies for their home, and preparing a Go Bag in case they need to leave their home in a hurry.

Photo Descriptions

Page 3: Mayor Bill de Blasio, NYC Emergency Management Commissioner Joseph Esposito, FDNY Commissioner Daniel Nigro and FDNY Chief of Department James Leonard survey the scene following a natural gas explosion and building collapse in the East Village in 2015.

Page 12: NYC Emergency Management Commissioner Joseph Esposito, First Deputy Mayor Anthony Shorris, and City officials participate in an exercise for a major winter storm in 2014.

Page 14: *(Top)* NYPD assisting in final evacuations before Hurricane Sandy; *(Center)* A service center established to support community recovery after Hurricane Sandy; *(Bottom)* American Red Cross, an NYC Emergency Management partner, provides mobile feeding to affected communities after Hurricane Sandy in 2012.

Page 15: NYC Emergency Management staff working in the City's Emergency Operations Center.

Page 16: NYC Emergency Management staff, Community Emergency Response Team volunteers, and the American Red Cross educating communities on preparedness.

Page 19: *(Top)* A group of Community Emergency Response Team volunteers participate in training with NYPD; *(Bottom)* NYC Emergency Management's Ready Girl educates children and families about preparedness.

Page 21-22: NYC Emergency Management Commissioner Joseph Esposito, staff and volunteers march in New York City's first Disability Pride Parade in 2015.

Page 22: Agency representatives work with NYC Emergency Management staff in the City's Emergency Operations Center to coordinate the response to Hurricane Joaquin in 2015.

Page 23: *(Top)* A warehouse that stores emergency supplies to support the City's evacuation and shelter system; *(Bottom)* NYC Emergency Management working with NYC Department of Transportation to pre-stage light towers during a Logistics Staging Area exercise in 2016.

Page 24: NYC Emergency Management's Watch Command staff monitoring and coordinating emergency response and providing public information through Notify NYC 24/7, 365 days a year.

Photo Descriptions (Continued)

Page 26: NYC Emergency Management Deputy Commissioner Frank McCarton and FDNY Captain Elizabeth Cascio brief Mayor Bill de Blasio on the City’s response to a seven-alarm warehouse fire in 2015.

Page 28: NYC Emergency Management First Deputy Commissioner Calvin Drayton stands with NYC Emergency Management staff following the completion of a five-week leadership program.

Page 31: New York National Guard provides NYC Emergency Management a pre-hurricane season operational briefing.

Pages 32-33: *(Top Left)* City agencies participate in a 2013 exercise to assess the City’s ability to respond to a radiological dispersal device; *(Top Center)* NYC Department of Parks and Recreation staff distributes food and water during a Commodity Distribution Point Plan exercise in 2015; *(Bottom Left)* NYC’s Urban Search and Rescue Team, New York Task Force 1, responds to the Haiti earthquake in 2010; *(Bottom Right)* City agencies debrief following the aforementioned radiological dispersal device exercise.

About the Strategic Planning Process

The NYC Emergency Management Strategic Plan 2017-2021 is designed to help align and ensure coordination across divisions, guide decision-making and resource allocation, and communicate the roles and responsibilities of the agency. A Strategic Planning Process Team was created in August 2015 to design and drive the planning and implementation process that engaged all staff to analyze strengths, weaknesses, opportunities, and threats to the agency. The information was then distilled into the goals and objectives of the Plan and released October 2016.



Strategic Plan 2017 - 2021

CREDITS & ACKNOWLEDGEMENTS

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**With gratitude and appreciation,
NYC Emergency Management would like to thank:**

The New York City Fire Department for sharing its expertise in strategic planning with NYC Emergency Management.

Meta Ribowsky for your guidance, support, and encouragement. NYC Emergency Management is grateful for your contribution and commitment to supporting the agency and the City of New York.



[NYC.GOV/EMERGENCYMANAGEMENT](https://www.nyc.gov/emergencymanagement)