

OEM	Plan & Prepare for Emergencies	Educate the Public	Coordinate Response & Recovery	Collect & Disseminate Information	Hurricane Sandy

Message from the Mayor

New York City's Office of Emergency Management (OEM) responds to crises of all kinds. New Yorkers see this firsthand whenever we confront a major storm, a power outage, or a water main break. This biennial report highlights OEM's comprehensive efforts to prepare for and respond to these and other emergencies.

Throughout the year, OEM coordinates our local government's work to inform the public how we can take practical steps to increase our preparedness, including registering for Notifi NYC, the city's free, real-time emergency alert system. In 2013, when Hurricane Sandy tested us as no storm ever has before, OEM had a plan in place. Well before Sandy reached our shores, we activated the OEM Situation Room and our Coastal Storm Plan. From that point forward, OEM staff worked around the clock to help New Yorkers protect themselves and their property—and to assist those who were devastated by the storm.





Commissioner's Message

Dear New Yorkers,

I am happy to present the 2012/2013 NYC Office of Emergency Management (OEM) Biennial Report, which showcases the agency's work to further its mission of planning for and responding to emergencies, information sharing, and educating New Yorkers about personal preparedness.

The past two years have been busy. The most challenging emergency to date, Hurricane Sandy, was unlike any the City had faced in recent history. Before and after the storm, the City's Emergency Operations Center (EOC), located at OEM headquarters, was home to staff from a host of City, state, and federal agencies, nonprofit organizations, and private sector and regional partners. Additionally, the EOC directed the massive flow of resources to all affected areas. Our Logistics unit managed an unprecedented volume of resource requests to support storm recovery. This was a response and recovery effort like none I have ever seen before.

What is an Emergency Manager?

In 2013, the NY-NJ-CT-PA Regional Catastroph Planning Team — managed by OEM — create "The Essential Emergency Manager" video, a simple, graphic explanation about what emergency managers do during a disaster.



Plan & Prepare for Emergencies





Post-Hurricane Irene

Following Hurricane Irene in late August 2011, OEM coordinated the Hurricane Irene After-Action Report. The report evaluated the City's response to Irene, documented what the City did well, and identified areas for improvement. OEM coordinated a range of improvements with partner agencies based on the report's 68 recommendations. These included a bridge and tunnel closure protocol, procedures for coordinating transportation during healthcare facility evacuations, a strategy for sheltering place at healthcare facilities, increased training for shelter staff and volunteers, and a social media emergency protocol.

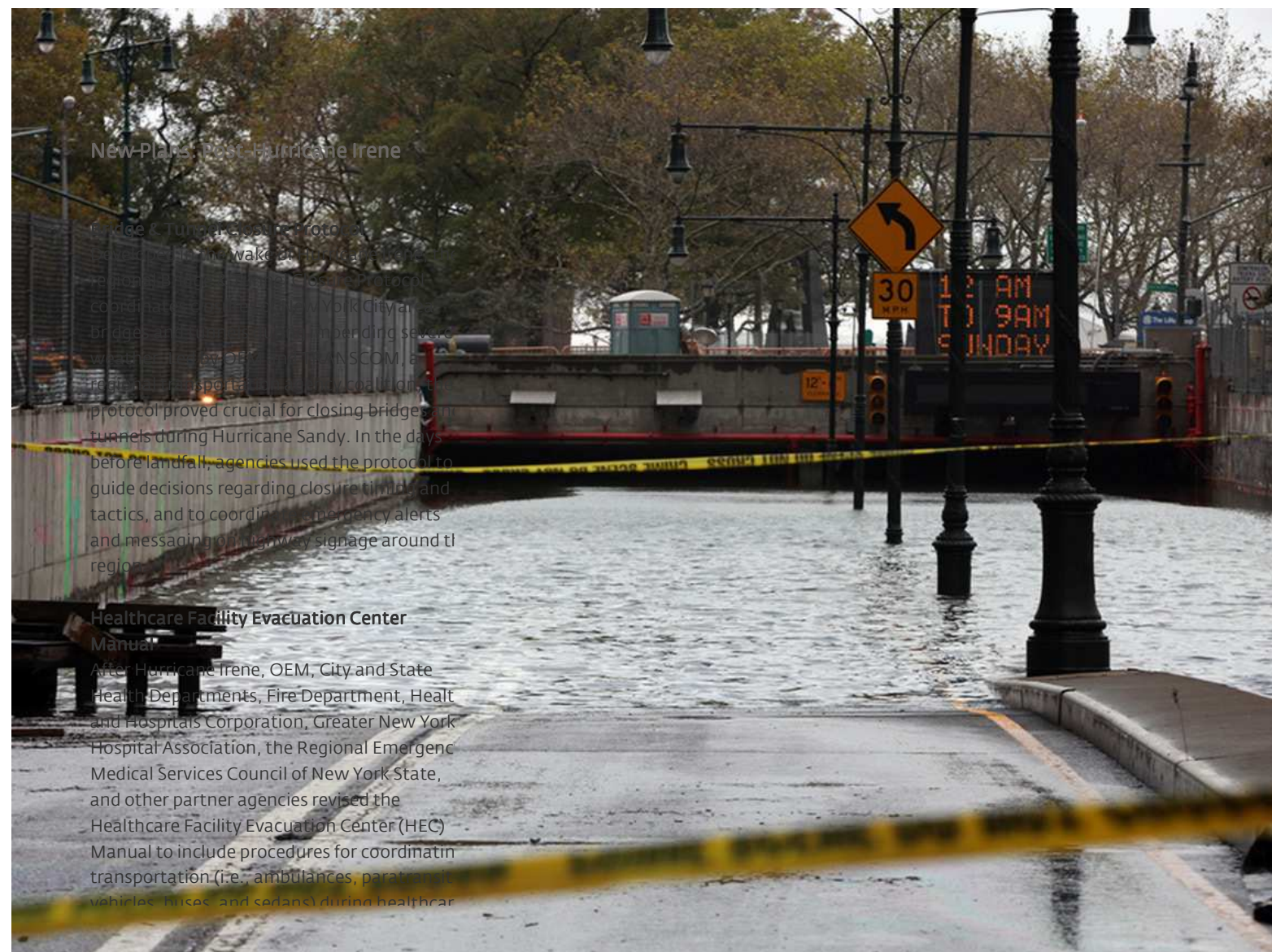
Photo Credit: Edward Reed

New Plans Post-Hurricane Irene

In the days following Hurricane Irene, OEM, City and State Health Departments, Fire Department, Health and Hospitals Corporation, Greater New York Hospital Association, the Regional Emergency Medical Services Council of New York State, and other partner agencies revised the Healthcare Facility Evacuation Center (HEC) Manual to include procedures for coordinating transportation (i.e., ambulances, paratransit vehicles, buses, and sedans) during healthcare facility evacuations. The manual also included protocols for coordinating with the New York City Department of Transportation (DOT) and the New York State Department of Transportation (NYSDOT) regarding severe weather-related road closures. The manual also included protocols for coordinating with the New York City Department of Transportation (DOT) and the New York State Department of Transportation (NYSDOT) regarding severe weather-related road closures. The manual also included protocols for coordinating with the New York City Department of Transportation (DOT) and the New York State Department of Transportation (NYSDOT) regarding severe weather-related road closures.

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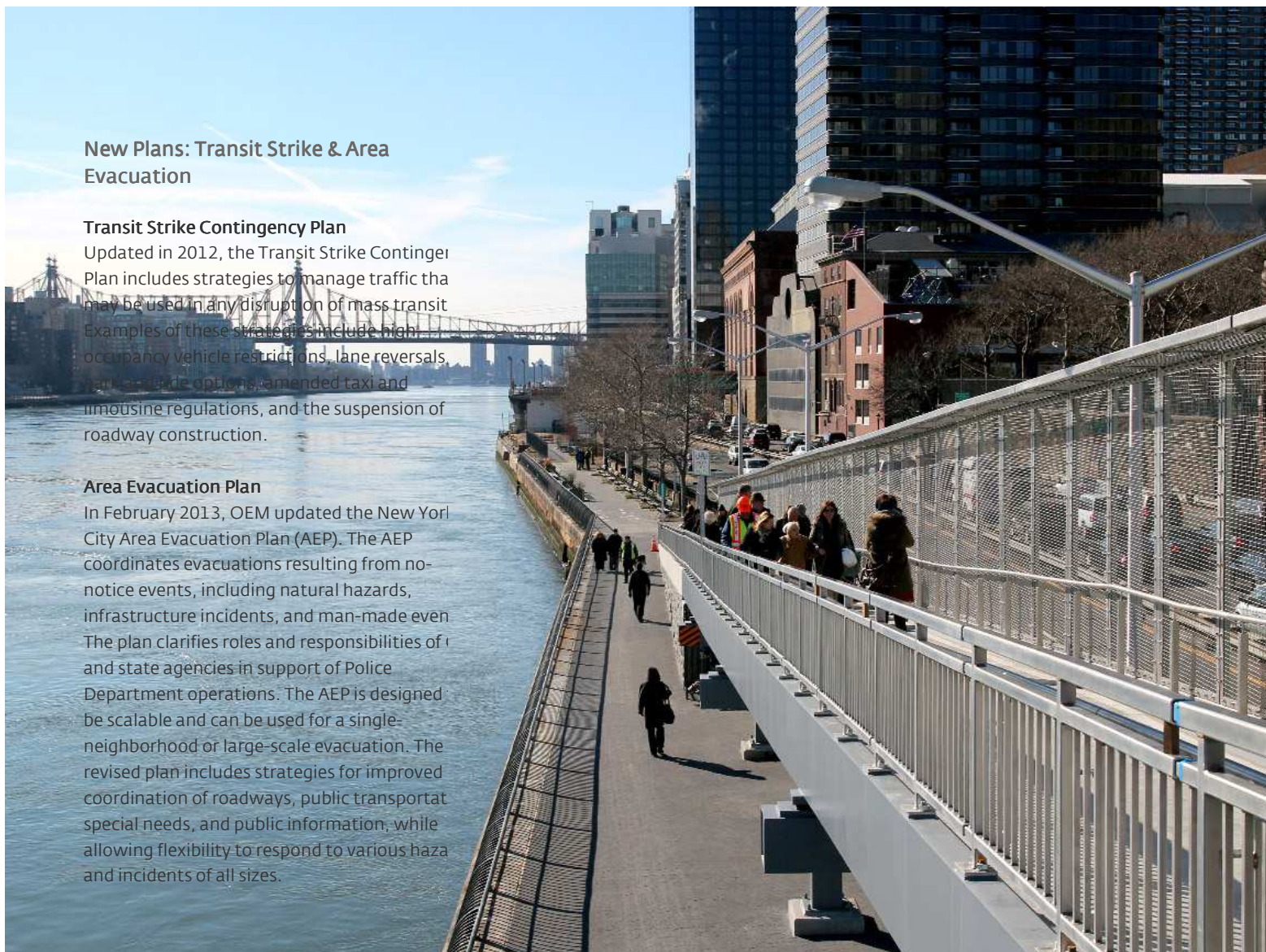
New Plans: Transit Strike & Area Evacuation

Transit Strike Contingency Plan

Updated in 2012, the Transit Strike Contingency Plan includes strategies to manage traffic that may be used in any disruption of mass transit. Examples of these strategies include high-occupancy vehicle restrictions, lane reversals, park-and-ride options, amended taxi and limousine regulations, and the suspension of roadway construction.

Area Evacuation Plan

In February 2013, OEM updated the New York City Area Evacuation Plan (AEP). The AEP coordinates evacuations resulting from no-notice events, including natural hazards, infrastructure incidents, and man-made events. The plan clarifies roles and responsibilities of federal, state, and city agencies in support of Police Department operations. The AEP is designed to be scalable and can be used for a single-neighborhood or large-scale evacuation. The revised plan includes strategies for improved coordination of roadways, public transportation, special needs, and public information, while allowing flexibility to respond to various hazards and incidents of all sizes.





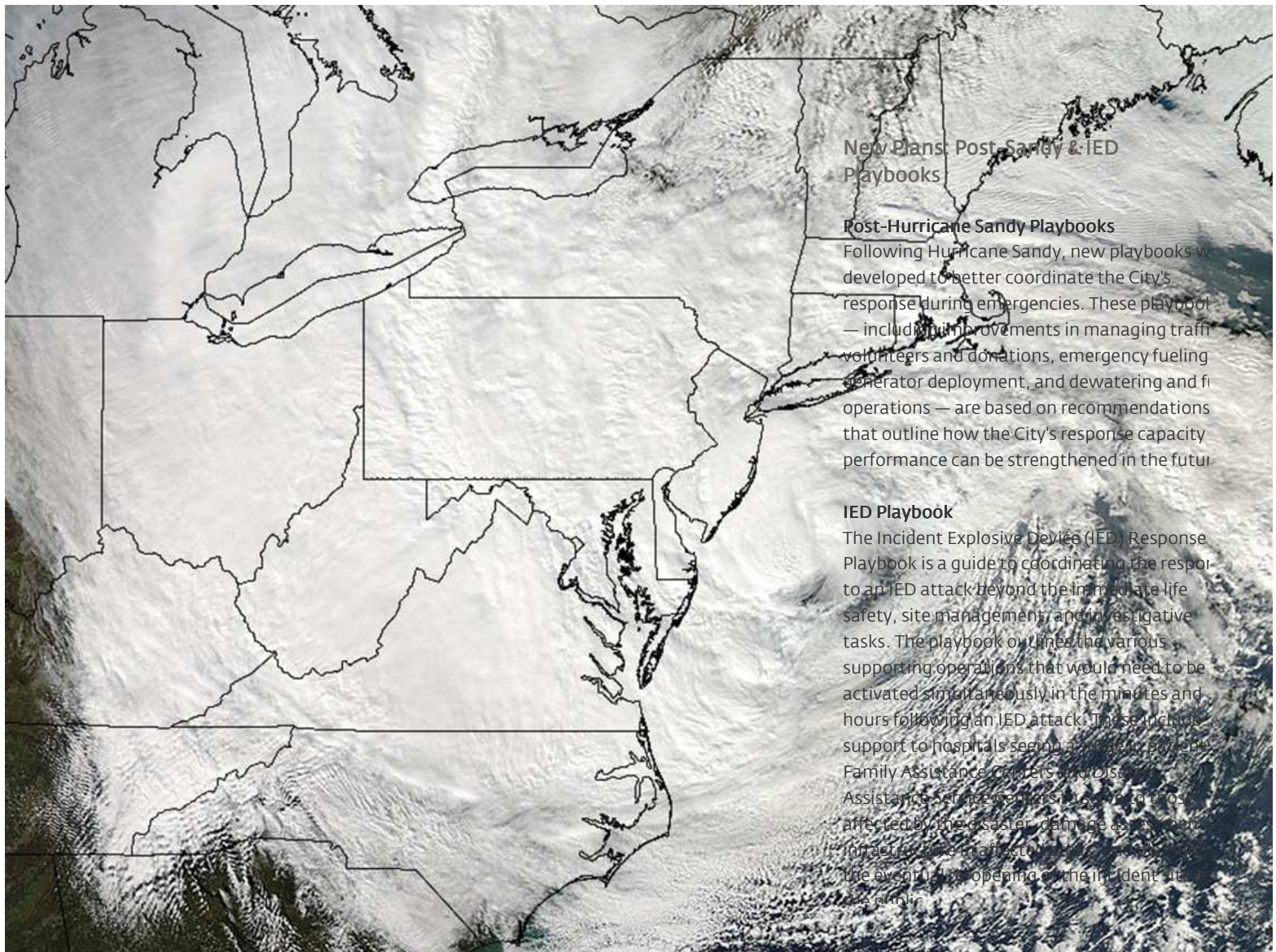


New Plans: Logistics

Logistics Shelter Support Program
The Logistics Shelter Support Program (LSSP) is an comprehensive suite of resources essential to the planning and operation of the New York City shelter system. The LSSP includes the Emergency Supply Stockpile, a variety of food service programs and contracts that provide hot meals to shelter residents, and support items for special medical needs, men's and women's supplies.

Commodity Distribution Point Plan

A Commodity Distribution Point (CDP) is a temporary site where life-sustaining commodities, including emergency meals and water, are distributed each day during an emergency. Other commodities, such as cleaning supplies, can also be distributed using the CDP model. Sites in each of the city's 59 community districts have been surveyed in cooperation with the Department of Parks and Recreation. The Police Department is creating detailed plans for staffing, security, oversight, layout, and operation of each CDP site. Online and video training materials for CDP operations and management and the CDP Field Operations Guide were finalized in August.



New Plans, Post-Sandy & IED Playbooks

Post-Hurricane Sandy Playbooks

Following Hurricane Sandy, new playbooks were developed to better coordinate the City's response during emergencies. These playbooks — including improvements in managing traffic, volunteers and donations, emergency fueling, generator deployment, and dewatering and fire operations — are based on recommendations that outline how the City's response capacity performance can be strengthened in the future.

IED Playbook

The Incident Explosive Device (IED) Response Playbook is a guide to coordinating the response to an IED attack beyond the immediate life safety, site management and investigative tasks. The playbook outlines the various supporting operations that would need to be activated simultaneously in the minutes and hours following an IED attack. These include support to hospitals seeing a surge in patients, Family Assistance Centers and Disaster Assistance Centers for victims and those affected by the disaster, damage assessment, and the eventual reopening of the incident site.

Training: Leadership, Certification & Simulator

OEM's Training & Exercises division has enhanced the way agency personnel understand and respond to emergencies through several key initiatives:

Introduced in September 2012, **OEM Academy** trains OEM personnel and agency partners in emergency management skills, protocols, and procedures, Emergency Operations Center activities, and the after-action/improvement plan process.

Launched in 2012, the **Emergency Management Certificate Program** introduce City employees, and some partners, to emergency management fundamentals and helps them gain a better understanding of how NYC operates and responds to emergencies. Through a series of courses, participants gain solid foundation in emergency management principles and how they are applied in New York City. Participants conclude the program with a tabletop exercise.

Introduced in 2008, OEM's **Advanced Disaster Management Simulator** is a virtual reality system that walks users through emergency



Exercises: Eyeing the Storm

On June 27, 2012, Deputy Mayor for Operations Caswell Holloway and OEM hosted an executive level tabletop exercise, Eyeing the Storm, to prepare agency heads for the 2012 hurricane season and review recommendations made in the Hurricane Irene After Action Report. The exercise challenged participants to make decisions regarding storm preparation, evacuation, school closures, sheltering, and post-storm operations such as damage assessment. Eyeing the Storm attendees included City and partner agencies, the National Weather Service, and Menlo, California, a telecommunications provider responsible for deploying the Emergency Supply Structure to shelters.





Exercises: Urban Search and Rescue

In April 2013, members of New York Task Force 1 (TF-1), New York City Urban Search and Rescue team, conducted a canine training and certification exercise on Staten Island. Canine search teams practiced search and rescue techniques on man-made rubble piles. Community Emergency Response Team members were placed in confined space "hides" for rescue dogs to find. The National Urban Search and Rescue Response System has 8 advanced search and rescue task forces strategically located throughout the United States. Coordinated and overseen by FEMA, the system is managed by OEM, and includes approximately 210 specially trained rescue team members from the New York City Police and Fire Departments.



Exercises: Command Post Exercises

OEM conducted a Command Post Exercise set in coordination with the NYC Police and Fire Departments to reinforce the need for unified incident command and unified operations sections in compliance with the Citywide Incident Management System. Exercises were held in every borough between July 2011 and June 2012 with each Fire division and Police patrol borough to improve communications and interagency decision-making. OEM also worked with the Fire Department and the U.S. Marine Corps during several interagency disaster drills to enhance disaster response skills, increase interoperability, and maintain crucial relationships among New York City response organizations.

Exercises: Radiological Response & Recovery Drill

In November 2013, OEM hosted a multi-agency drill in the vicinity of MCU Park in Coney Island. The exercise was a culmination of a series of workshops and tabletop exercises simulating coordinated response by multiple City agencies to a radiological dispersal device incident. The NYC Fire Department, Police Department, Department of Health and Mental Hygiene, Department of Environmental Protection and among the participating agencies, while Community Emergency Response Team volunteers contributed to the drill by playing victims.





Urban Post-Disaster Housing Prototype

As a follow-up to the [What If New York City...](#) Design Competition for Post-Disaster Provisory Housing, OEM and the [NYC Department of Design and Construction \(DDC\)](#) are developing a way to supply post-disaster housing that meets the needs of dense urban areas like New York City through the Urban Post-Disaster Housing Prototype Program. This program offers a new plan for interim housing that provides more suitable living spaces for New Yorkers displaced by disaster than conventional interim housing solutions used in other parts of the country. C and DDC, with support from the U.S. Army Corps of Engineers, FEMA, and the Regional Catastrophic Preparedness Grant Program, are building and testing a quickly deployable, three-story, multifamily prototype building at OEM's headquarters. The prototype will be occupied and studied through 2014.



**American
Red Cross**

Disaster Operations Center

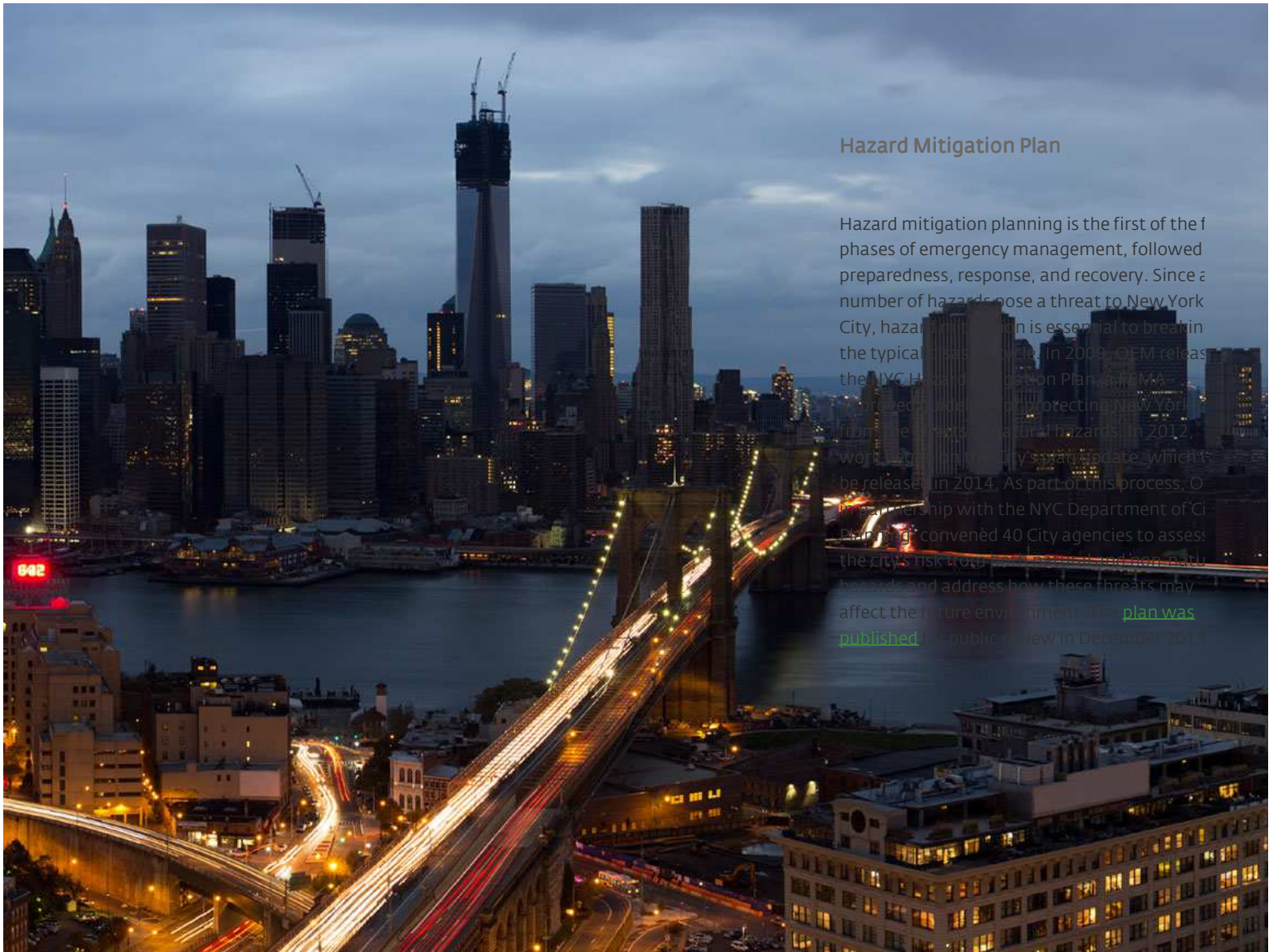
Big City Emergency Managers

OEM continues to chair the [Big City Emergency Managers](#) group, which includes emergency managers from the country's 15 largest cities, as well as representatives from FEMA. Sponsors include Target, Sprint, and ESRI; this group meets semi-annually to discuss issues affecting emergency management. Recent discussions have focused on after-action reviews of Hurricane Sandy, the 2013 Washington, D.C., Navy Yard shooting, the July 2013 Asiana Airlines Flight 214 crash landing in San Francisco, and the Urban Post-Disaster Housing Prototype. Emergency managers and FEMA representatives also discuss policy issues around grant funding, post-disaster public assistance funding, and the professionalization of the emergency management discipline.

Photo Credit: Polish Crawford

Big City Emergency Managers' Fall Meeting

The Big City Emergency Managers' Fall Meeting was held in October 2013 in Washington, D.C., at the American Red Cross National Headquarters.



Hazard Mitigation Plan

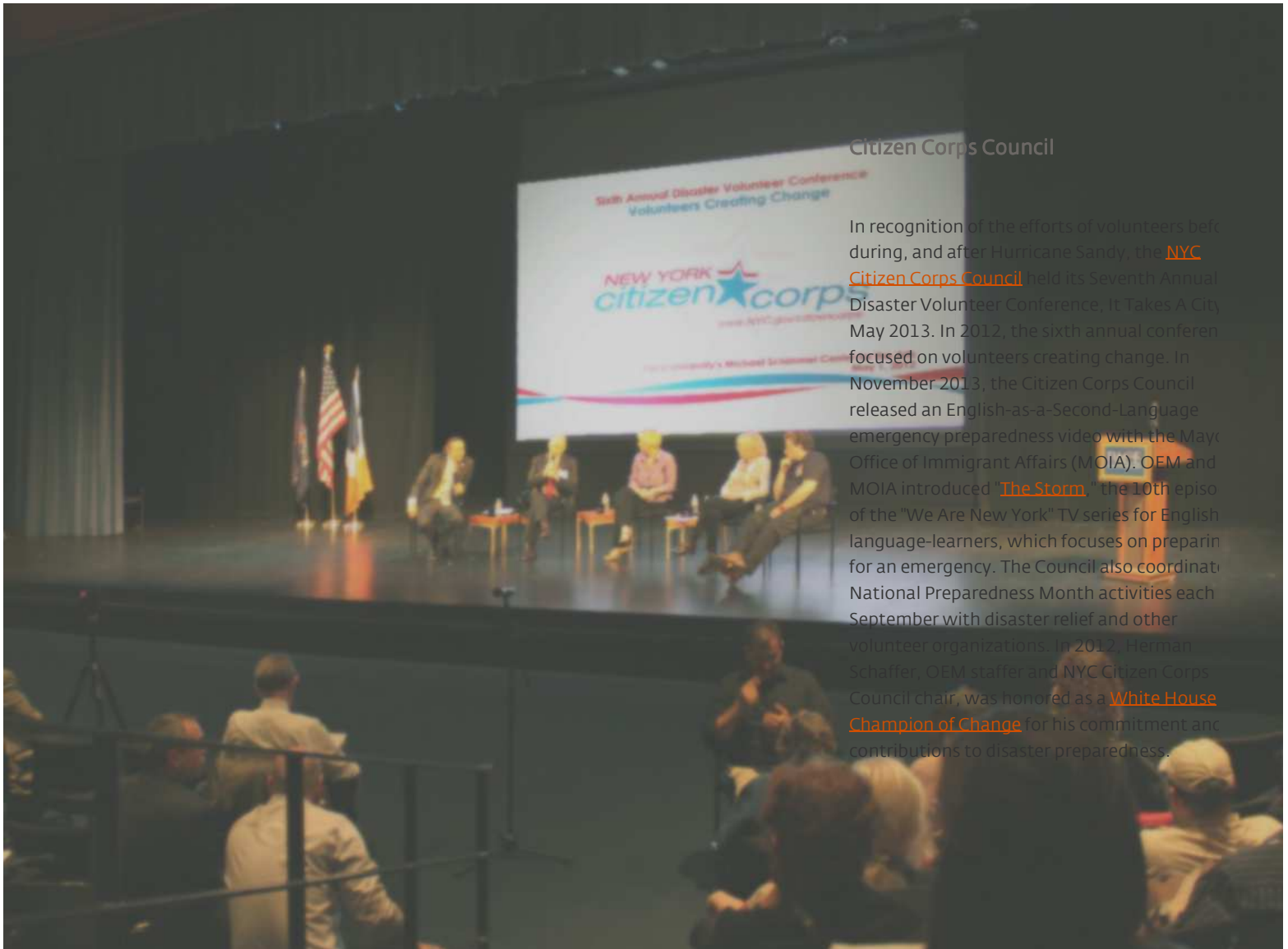
Hazard mitigation planning is the first of the five phases of emergency management, followed by preparedness, response, and recovery. Since a number of hazards pose a threat to New York City, hazard mitigation is essential to break in the typical disaster cycle. In 2009, OEM released the NYC Hazard Mitigation Plan, an MA (Major Action) for protecting New York from the effects of natural hazards. In 2012, work began on the City's plan update, which will be released in 2014. As part of this process, OEM, in partnership with the NYC Department of City Planning, convened 40 City agencies to assess the city's risk from natural and non-natural hazards and address how these threats may affect the future environment. The [plan was published](#) for public review in December 2013.





National Preparedness Month

National Preparedness Month is a month-long nationwide campaign sponsored by the U.S. Department of Homeland Security to promote emergency preparedness and encourage volunteerism — celebrated its 10th anniversary in 2013. Commissioner Bruno joined FEMA Administrator Craig Fugate to kick off National Preparedness Month 2013 at Staten Island Children's Museum. More than 1,000 children attended the event, and more than 175 volunteers distributed literature and talked to New Yorkers about emergency preparedness sites throughout all five boroughs.



Citizen Corps Council

In recognition of the efforts of volunteers before, during, and after Hurricane Sandy, the [NYC Citizen Corps Council](#) held its Seventh Annual Disaster Volunteer Conference, It Takes A City, May 2013. In 2012, the sixth annual conference focused on volunteers creating change. In November 2013, the Citizen Corps Council released an English-as-a-Second-Language emergency preparedness video with the Mayor's Office of Immigrant Affairs (MOIA). OEM and MOIA introduced "[The Storm](#)," the 10th episode of the "We Are New York" TV series for English language-learners, which focuses on preparing for an emergency. The Council also coordinates National Preparedness Month activities each September with disaster relief and other volunteer organizations. In 2012, Herman Schaffer, OEM staffer and NYC Citizen Corps Council chair, was honored as a [White House Champion of Change](#) for his commitment and contributions to disaster preparedness.



Community Emergency Response Teams (CERT)

Ten years after its inception, the [Community Emergency Response Team \(CERT\)](#) program continues to grow. CERT volunteers numbered more than 1,500 in 2013, and interest in CERT training surged following Hurricane Sandy. To meet the demand, CERT held the first-ever summer camp in 2013. Additionally, the annual John D. Solomon Emergency Preparedness Award was presented to CERT Team Chiefs Ki Teixeira and Ramona Ponce in 2012 and 2013 respectively. In 2013, OEM introduced the CE Excellence in Deployment and Emergency Response Award to recognize a team that has shown a strong history of deployment for planned and unplanned events and outstanding emergency response. Staten Island and Port Richmond CERT was honored as the award recipient.

Partners in Preparedness

Since its inception in 2011, [Partners in Preparedness](#) — a program that helps organizations prepare their employees, service and facilities for disasters — has engaged more than 500 NYC-based partners, representing more than 400,000 employees. More than 120 have completed the steps to become an official OEM Partners in Preparedness. This innovative program was awarded the 2012 FEMA Premier Partnership award and recognized by the CDC Foundation for embodying FEMA's Whole Community approach to emergency management, and received two grants to further its reach. Additionally, OEM staffer, [John Tannenbaum](#) was recognized as a 2013 [Wall Street Journal House Champion of Change](#) for his role in coordinating the Partners in Preparedness program. The 2013 Partners in Preparedness Award was presented to the NYC Department of Youth and Community Development, The Salvation Army, and the New York Stock Exchange (pictured).

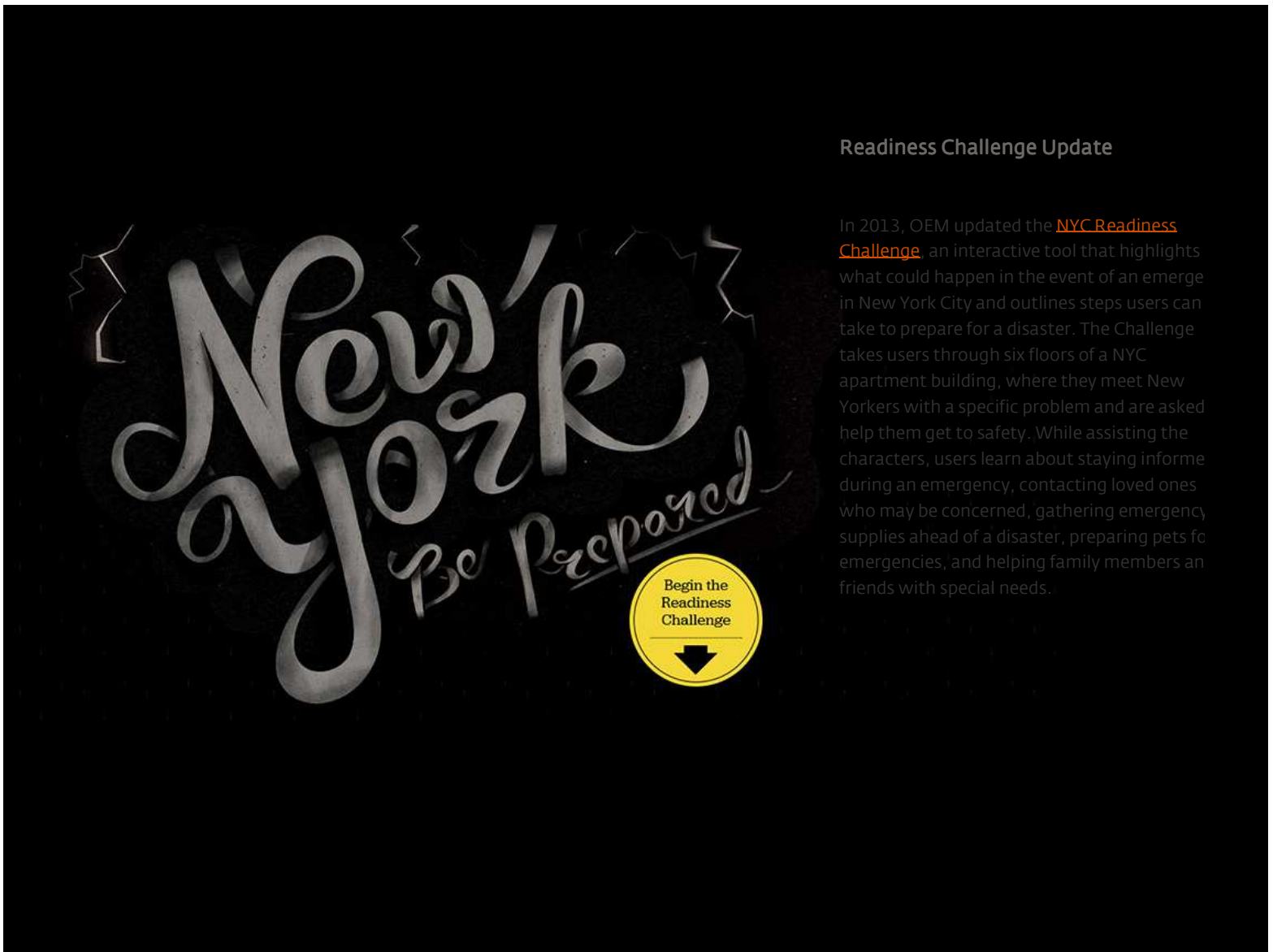




Readiness Challenge Update

In 2013, OEM updated the [NYC Readiness Challenge](#), an interactive tool that highlights what could happen in the event of an emergency in New York City and outlines steps users can take to prepare for a disaster. The Challenge takes users through six floors of a NYC apartment building, where they meet New Yorkers with a specific problem and are asked help them get to safety. While assisting the characters, users learn about staying informed during an emergency, contacting loved ones who may be concerned, gathering emergency supplies ahead of a disaster, preparing pets for emergencies, and helping family members and friends with special needs.

[Readiness Challenge](#)
[Readiness Challenge](#)
[Readiness Challenge](#)



The background image is a photograph of an outdoor event, likely the OEM Biennial 2013. It shows a woman in the foreground looking at a table covered with various items, including a hard hat and some papers. In the background, there are other people and a large tent structure. The overall tone is warm and brownish.

Ready NY Statistics

Over

278,000

New Yorkers trained in 2012-2013
and over

2.2 MILLION

Ready New York guides distributed
in 2012-2013, and

2.1 MILLION

website visitors



New Ready New York Guides

Since 2011, Ready New York's line of guides has been refreshed to include new information and resources. Noteworthy updates include the 2013 [Ready New York: Hurricanes and New York City](#) guide, which reflects the city's new hurricane evacuation zones, and [Ready New York: My Emergency Plan](#), a companion guide to Ready New York: My Emergency Plan.



**WINGING IT IS NOT AN EMERGENCY PLAN**

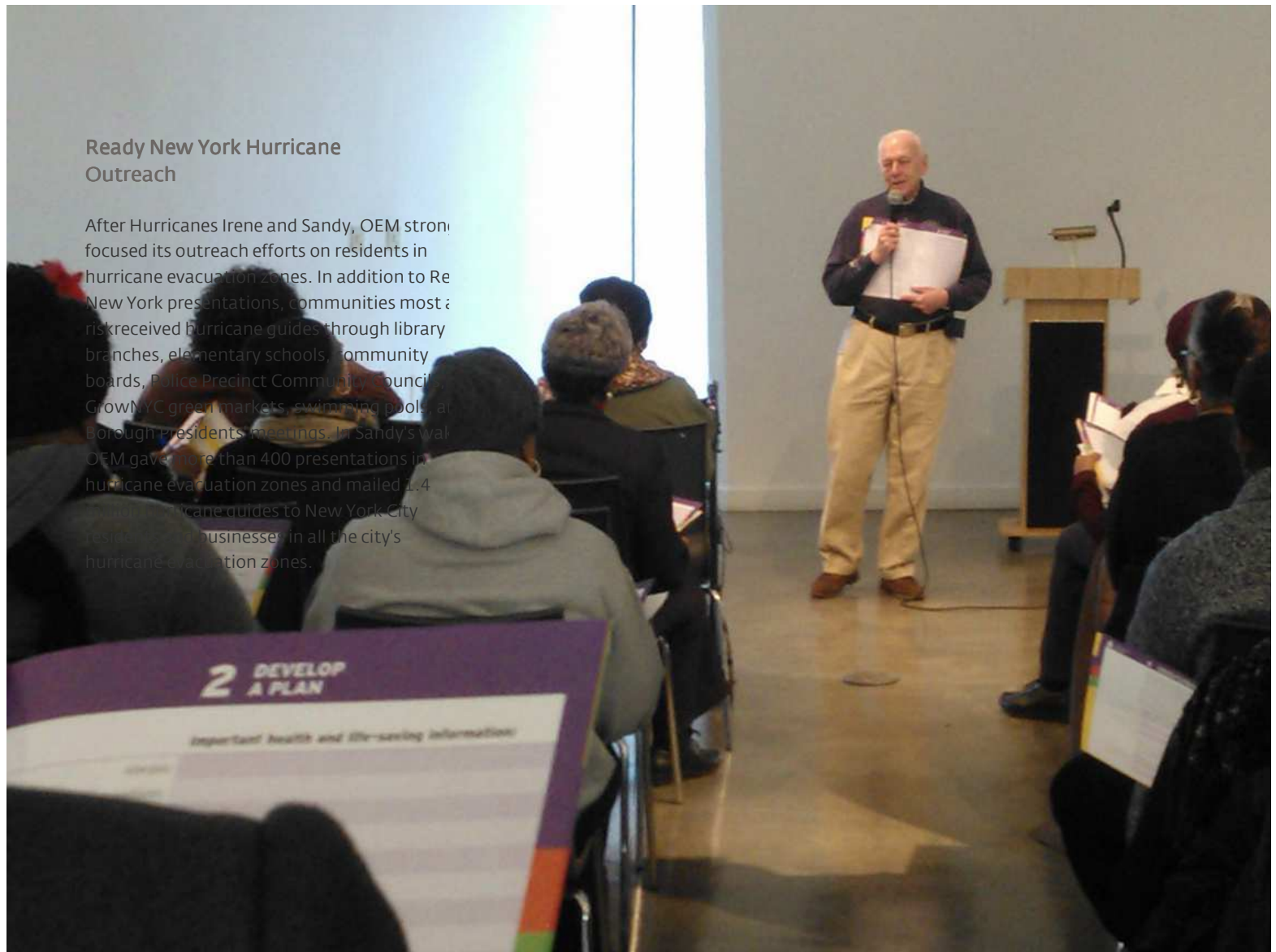
Make sure your family knows what to do during an emergency. Who to call. Where to meet. What to pack. Search Ready Kids at nyc.gov or call 311.

**New Ready New York PSAs**

In an effort to reach more New Yorkers, OEM continued its partnership with the Ad Council with new print and radio [public service announcements \(PSAs\)](#). The new PSAs, created by Deutsch in 2013 and produced in partnership with FEMA, emphasize the importance of getting children involved in the preparedness process. To date, OEM's preparedness ad campaign has received over \$23.6 million in donated media.

Ready New York Hurricane Outreach

After Hurricanes Irene and Sandy, OEM strongly focused its outreach efforts on residents in hurricane evacuation zones. In addition to Ready New York presentations, communities most at risk received hurricane guides through library branches, elementary schools, community boards, Police Precinct Community Councils, GrowNYC green markets, swimming pools, and Borough Presidents' meetings. In Sandy's wake, OEM gave more than 400 presentations in hurricane evacuation zones and mailed 1.4 million hurricane guides to New York City residents and businesses in all the city's hurricane evacuation zones.

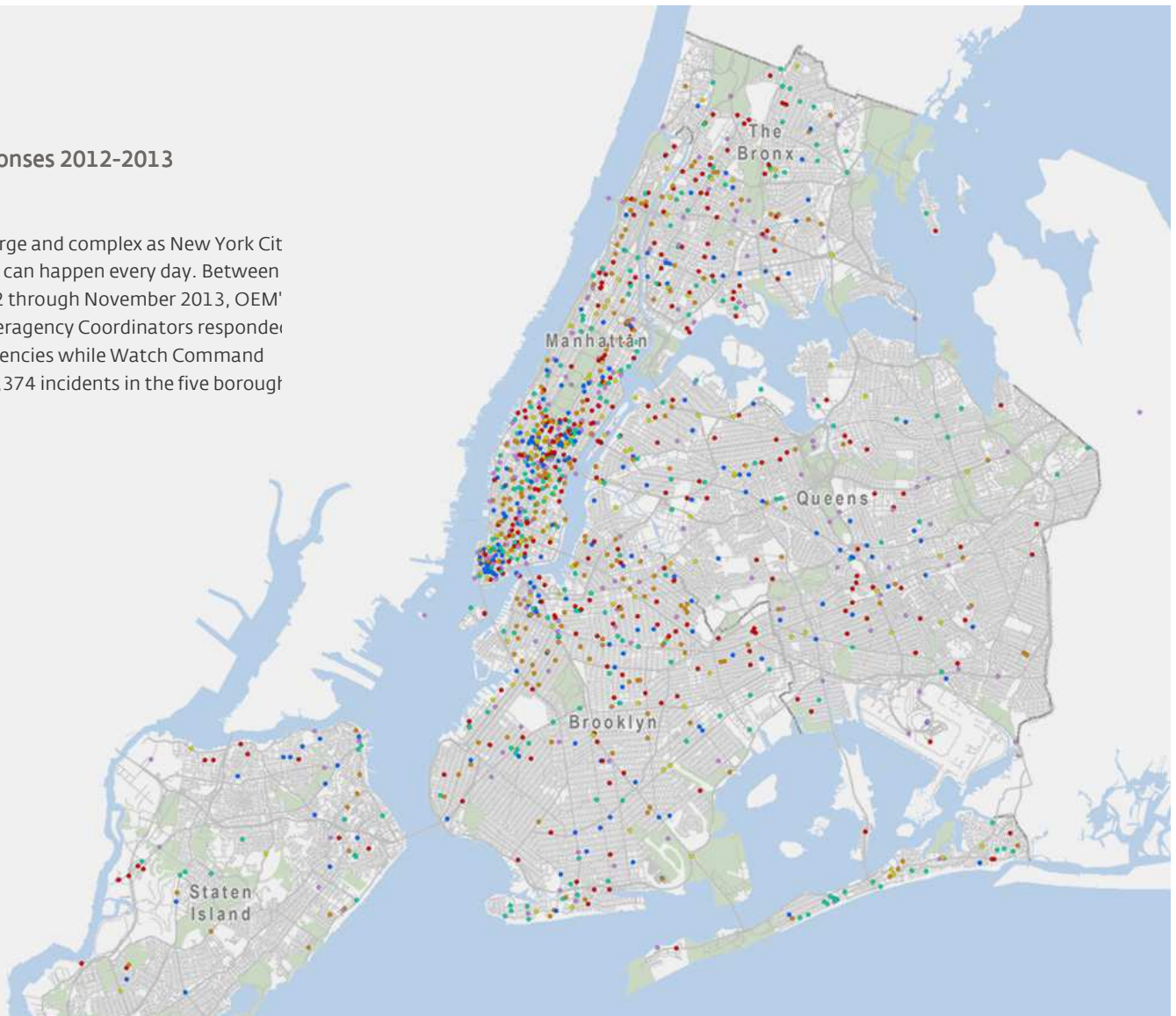




Coordinate Response & Recovery

OEM Responses 2012-2013

In a city as large and complex as New York City, emergencies can happen every day. Between January 2012 through November 2013, OEM's Citywide Interagency Coordinators responded to 1,332 emergencies while Watch Command monitored 5,374 incidents in the five boroughs.





Notable Operations: Summer 2012

Breezy Point/Canarsie Tornadoes/Water Spout

On September 8, 2012, the National Weather Service (NWS) determined that a tornado/water spout developed near Breezy Point, Queens and then developed and touched down in the Canarsie section of Brooklyn. OEM distributed NWS-issued tornado warnings through [Notify NYC](#), directing people to take shelter immediately and deployed Citywide Interagency Coordinators (CICs) to the scene. CICs responded to both Breezy Point and Canarsie to assess damage, conduct interagency meetings, and assist people affected by the storm.

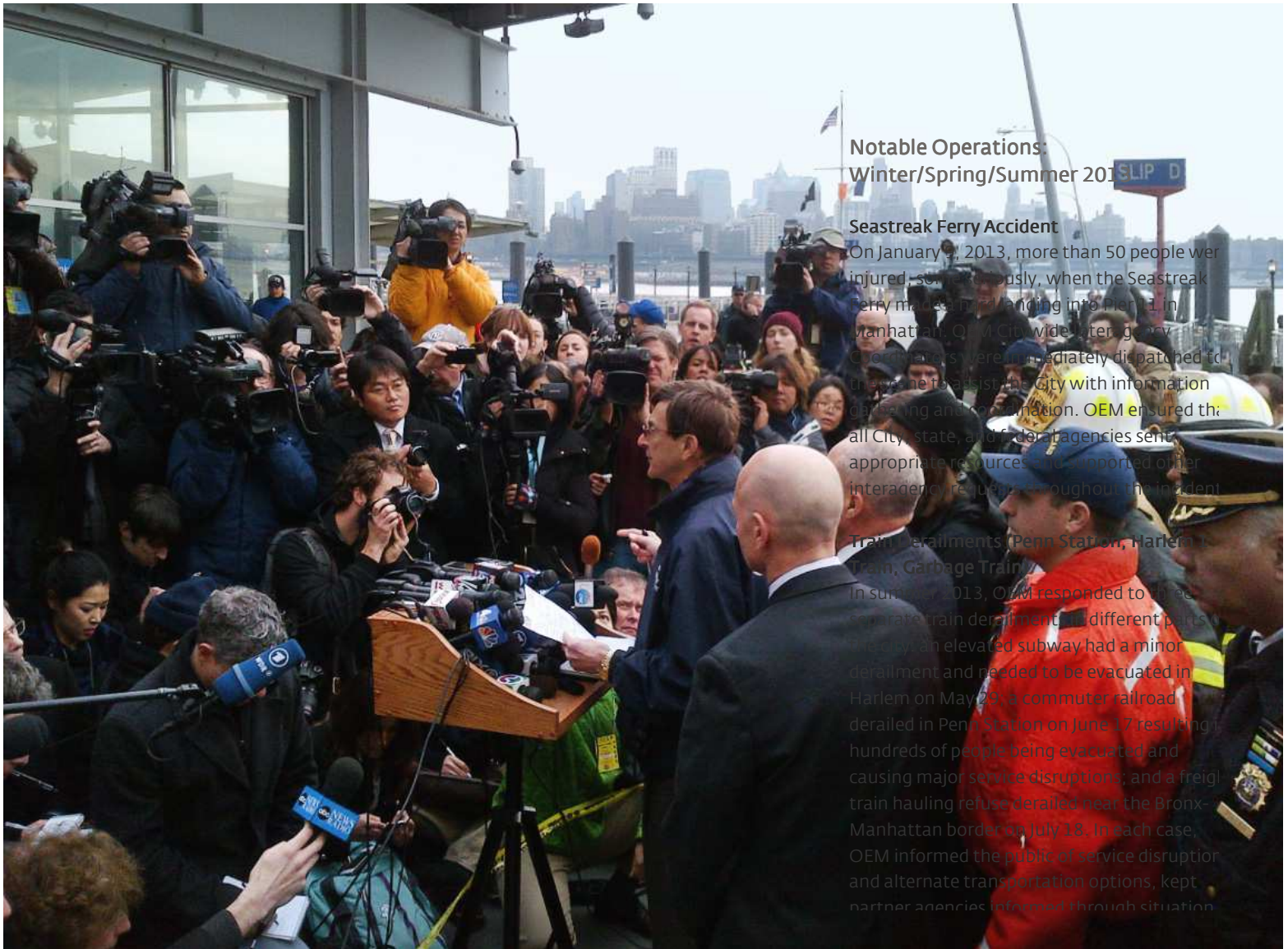
Brooklyn Residential Fire

On July 26, 2012, a fire alarm fire at 605 New York Ave. in Brooklyn brought hundreds of firefighters and scores of other emergency personnel to the 117-unit building. Due to extensive damage, the entire building was vacated and hundreds of residents were displaced. OEM facilitated interagency meetings, worked with the Department of Education to open a recreation center

Notable Operations: Summer 2012

This photo, taken in Breezy Point, captures the damage sustained by the tornadoes/water spout that affected the area on September 8, 2012.





Notable Operations:

Winter/Spring/Summer 2013

Seastreak Ferry Accident

On January 21, 2013, more than 50 people were injured, some seriously, when the Seastreak Ferry made a hard landing into Pier 11 in Manhattan. OEM Citywide Water Group Commanders were immediately dispatched to the scene to assist the city with information gathering and coordination. OEM ensured that all City, state, and federal agencies sent appropriate resources and supported other interagency requests throughout the incident.

Train Derailments: Penn Station, Harlem L Train, Garbage Train

In summer 2013, OEM responded to three separate train derailments at different parts of the city. An elevated subway had a minor derailment and needed to be evacuated in Harlem on May 29; a commuter railroad derailed in Penn Station on June 17 resulting in hundreds of people being evacuated and causing major service disruptions; and a freight train hauling refuse derailed near the Bronx-Manhattan border on July 18. In each case, OEM informed the public of service disruption and alternate transportation options, kept partner agencies informed through situation

Notable Operations: Summer 2013

LaGuardia Southwest 345 Incident

On July 22, 2013, Southwest Airlines flight 345's nose gear collapsed upon landing and the aircraft skidded down the runway at LaGuardia Airport. As a result, nearly 150 passengers and crew needed to evacuate the aircraft. Air traffic in and out of LaGuardia was suspended. OEM dispatched Citywide Interagency Coordinator to the airport, established communications with the Federal Aviation Administration, and pushed out up-to-the-minute information to City agencies. OEM worked closely with the Port Authority to ensure they had the resources to respond to the incident.

Apex Tower at Coney Island's Luna Park

On July 2, 2013, a 100-foot tower at Coney Island's Luna Park, where the Astro Tower — a 250-foot tall amusement attraction — was swaying and potentially in danger of collapse. OEM, working closely with the owners and other City agencies, including the Buildings, Fire and Police Departments and the Economic Development Corporation, facilitated an orderly evacuation and closure of the park, delivered light towers to support night operations, and secured the Coney Island area.





Notable Operations: Fall 2013

On October 1, 2013, a Metro-North Railroad passenger train derailed and overturned on its side on a steep embankment near Central Station in New York City. The train was carrying approximately 100 passengers and crew members. The accident resulted in the deaths of two people and more than 60 were injured. OEM coordinated operations with the Police, Fire, and Emergency Services (FES) to respond to the incident. The Metro-North Railroad, in coordination with the Police, Fire, and Emergency Services, set up a reception center at JFK High School to help families reunite with their loved ones. OEM also disseminated [Notify NYC](#) messages with details about Metro-North Hudson Line service suspension and alternate routes for commuters.

Facility Renovations

In an effort to maintain its robust operation, OEM's Watch Command expanded in size in 2013. The expansion included extra work stations for staffers and managers to continue monitoring incidents throughout the city 24 hours a day, seven days a week. OEM's back-office facility also received a facelift in 2013.

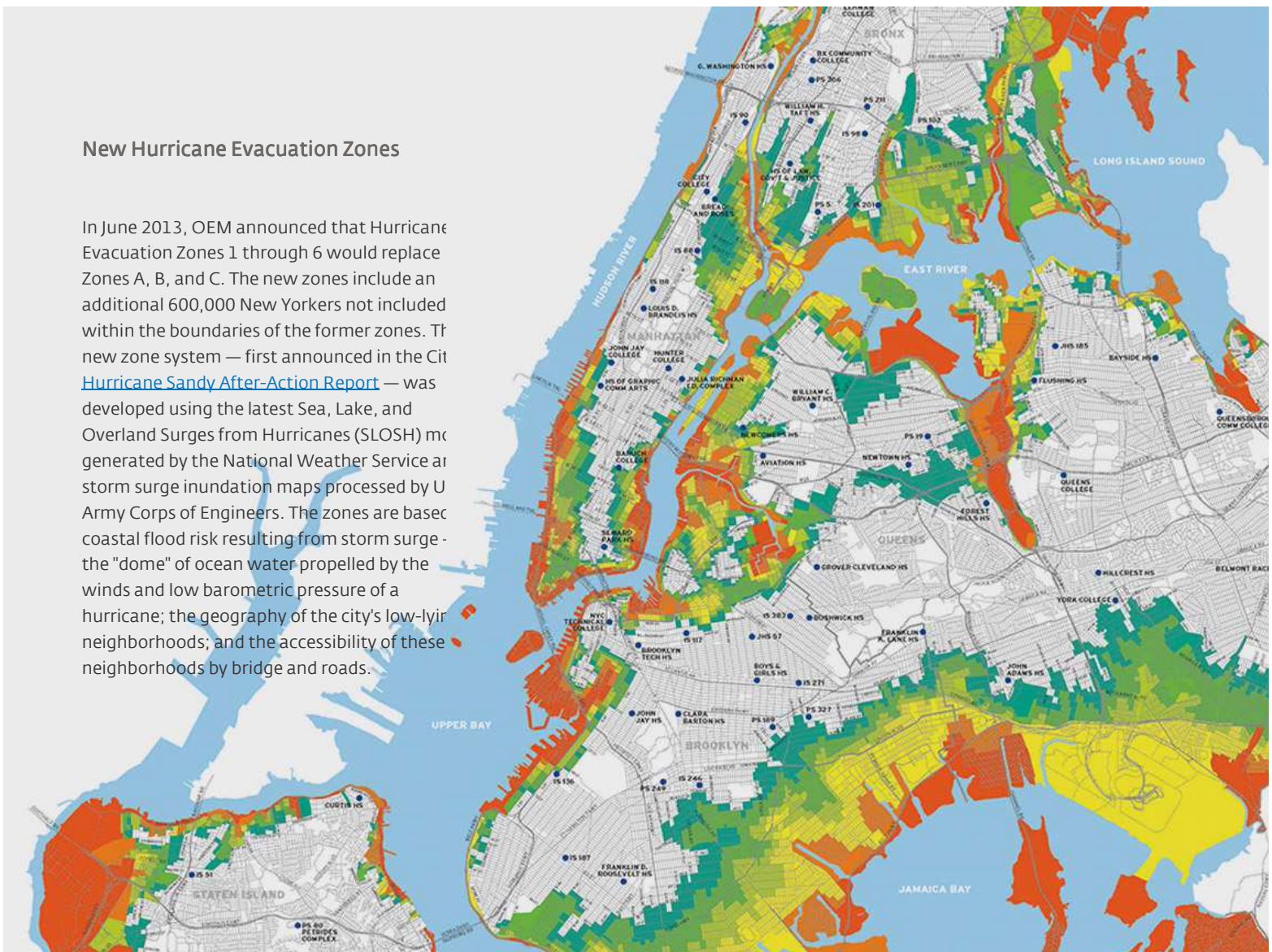






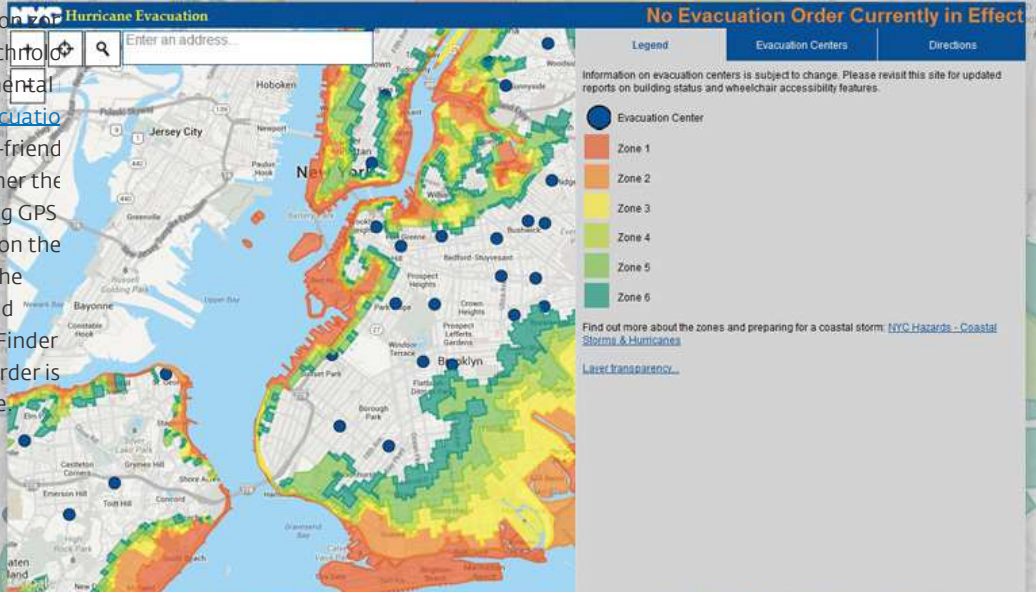
New Hurricane Evacuation Zones

In June 2013, OEM announced that Hurricane Evacuation Zones 1 through 6 would replace Zones A, B, and C. The new zones include an additional 600,000 New Yorkers not included within the boundaries of the former zones. The new zone system — first announced in the [City Hurricane Sandy After-Action Report](#) — was developed using the latest Sea, Lake, and Overland Surges from Hurricanes (SLOSH) maps generated by the National Weather Service and storm surge inundation maps processed by U.S. Army Corps of Engineers. The zones are based on coastal flood risk resulting from storm surge — the "dome" of ocean water propelled by the winds and low barometric pressure of a hurricane; the geography of the city's low-lying neighborhoods; and the accessibility of these neighborhoods by bridge and roads.



Hurricane Evacuation Zone Finder

OEM's GIS unit, which played a key part in developing the new hurricane evacuation zones and the Department of Information Technology and Telecommunications were instrumental in launching the revamped [Hurricane Evacuation Zone Finder](#) in 2013. The mobile device-friendly Finder helps residents determine whether they live in a hurricane evacuation zone using GPS location or an inputted address. Based on the user's location, the Finder determines the nearest hurricane evacuation center and provides directions to that center. The Finder also indicates whether an evacuation order is in effect and which zones should evacuate.



Continuity of Operations (COOP)

COOP, which works to ensure all City agencies can continue to provide essential public services in the event of an emergency, expanded in 2012 to include 34 agencies. In 2012, COOP proved successful during Hurricane Sandy as plans were activated and 18% of the agencies had to be relocated to alternate sites due to lack of heat/water and electricity. Activation of COOP plans during Sandy led the OEM COOP team to introduce the Small Scale Relocation Consortium, which seeks to pool together smaller workspaces and facility spaces (e.g. conference rooms, underground parking, etc.) that could be used to temporarily house another agency's displaced operations.

PRIVATE SECTOR/COOP
NYC OEM



Twitter Alerts & Other Notify NYC Updates

In 2013, OEM was invited to join the Twitter Alerts program, which is designed to help Twitter users get important and accurate information during emergencies, natural disasters or moments when other communications services aren't accessible. Both [@NotifyNYC](#) and [@nycoem](#) are part of the pilot program, which included roughly 100 agencies worldwide.

Notify NYC's redesigned [website](#) also premiered in 2013. Focusing on a user-centric experience, the website allows residents to subscribe to Notify NYC, change their subscriber notification settings, and refer others to the program.

Social Media Expansion

Since Hurricane Irene, OEM has made strides in its use of social media. The agency's social media presence has dramatically expanded with the debut of the [@nycoem](#) Twitter account in Aug 2012, followed by [LinkedIn](#) and [Instagram](#) in 2013. At the end of 2013, OEM had more than 7,900 followers for its [@nycoem](#) Twitter handle, more than 50,000 followers for its [@NotifyNY](#) Twitter handle, and over 23,600 [Facebook](#) likes.



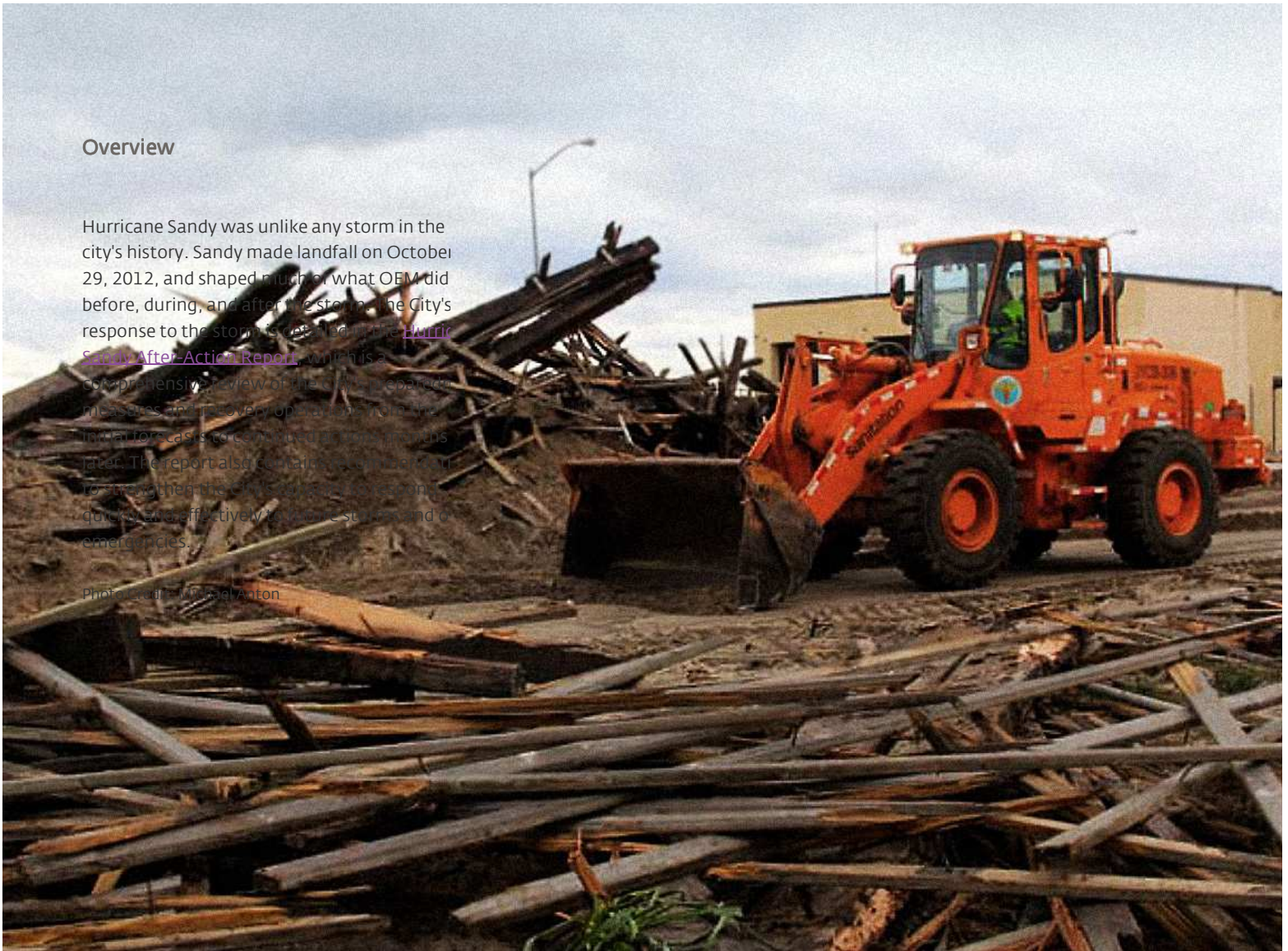
Hurricane Sandy

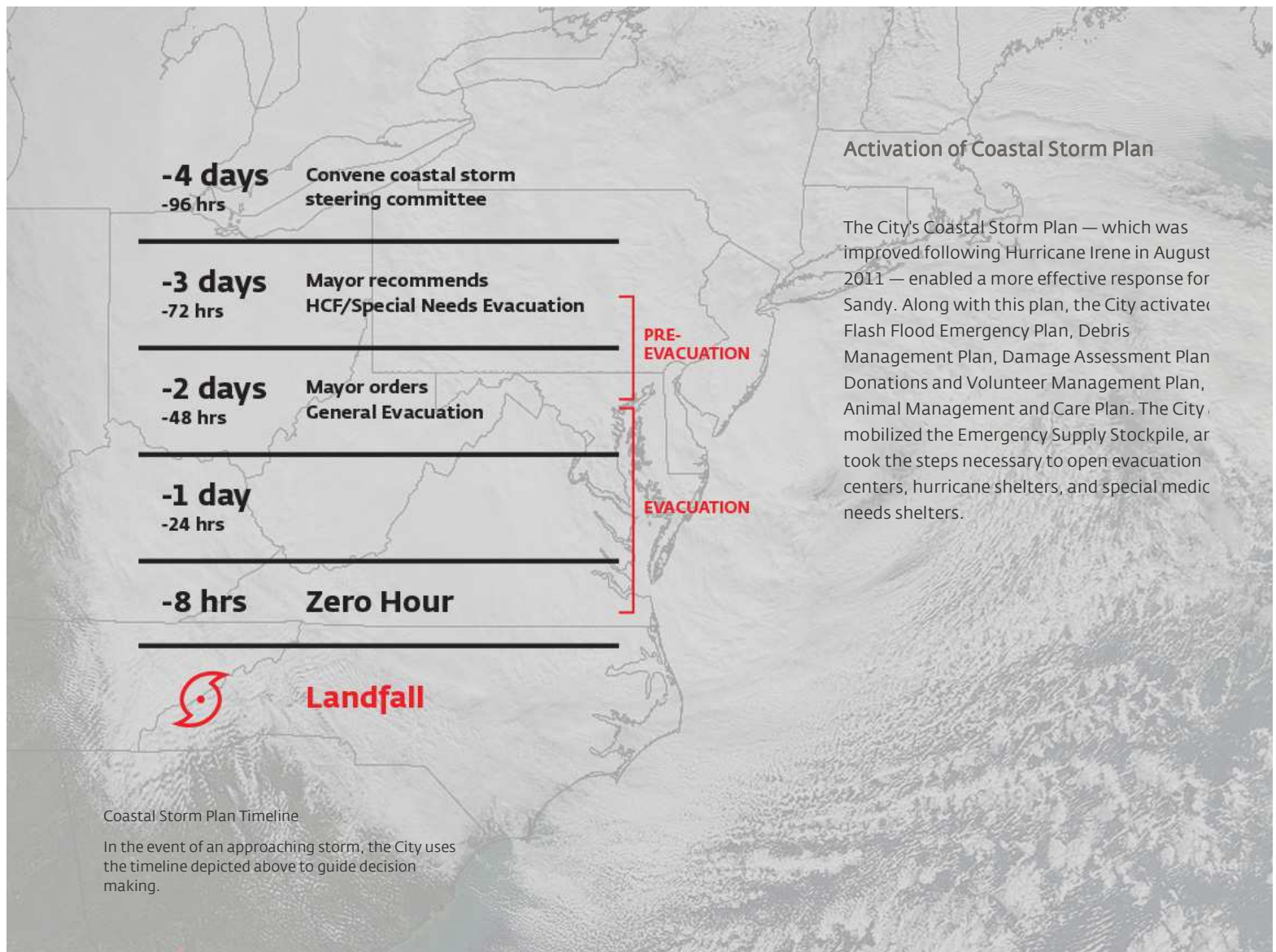


Overview

Hurricane Sandy was unlike any storm in the city's history. Sandy made landfall on October 29, 2012, and shaped much of what OEM did before, during, and after the storm. The City's response to the storm is detailed in the [Hurricane Sandy After-Action Report](#), which is a comprehensive review of the city's preparedness measures and recovery operations in the immediate forecast period and in the months later. The report also contains recommendations to strengthen the City's ability to respond quickly and effectively to future storms and emergencies.

Photo credit: Michael Anton







Emergency Supply Stockpile

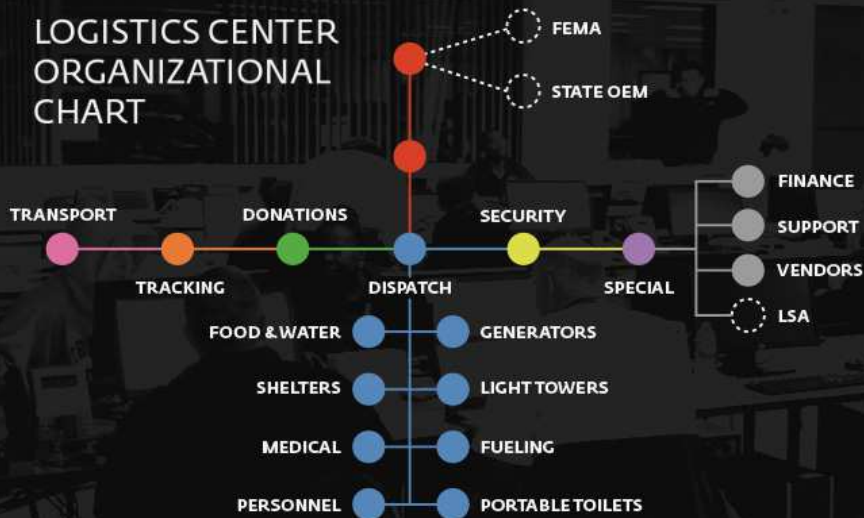
The Emergency Supply Stockpile (ESS) consists of over 1,000 pallets of medical supplies, personal care items, cots, blankets, food, water, and baby and pet supplies. While designed to be deployed over a 30-day period, the ESS was fully deployed in just 24 hours ahead of Sandy. The ESS serves as an on-call resource that can be activated quickly in the event of a coastal storm or other hazards.



Emergency Operations Center Activation

On October 26, 2012, OEM activated the Emergency Operations Center (EOC), which is used for decision-making and the management of the City's response to the storm. The EOC was staffed 24 hours a day, seven days a week for more than a month, and housed OEM personnel and many agency liaisons for 107 days.

LOGISTICS CENTER ORGANIZATIONAL CHART



Logistics Center

The Logistics Center (LC) is a scalable operation that supports resource management and movement control during emergencies in New York City. When activated, the LC is responsible for coordinating resource management and movement control, including identification, sourcing, delivery, staging, distribution, and demobilization of resources. On October 26, 2012, the LC opened at the OEM Warehouse 1 in Brooklyn. As recovery operations began to wind down, it was relocated to the Emergency Operations Center at OEM headquarters, where it remained operational through mid-February 2013. In all, the LC processed nearly 2,700 resource requests for over 1.6 million items during Sandy response and recovery efforts.

OEM's Finance and Legal divisions received approval for over \$9 million in emergency procurements to support the City's response and recovery from Hurricane Sandy.

Public Messaging: Advance Warning System

Ahead of Sandy's landfall, OEM activated the Advance Warning System (AWS), which reach more than 623,000 members of the senior and special needs communities through a network over 1,500 governmental and nongovernmental organizations. OEM sent 16 Sandy-related AV messages before, during, and after the storm.



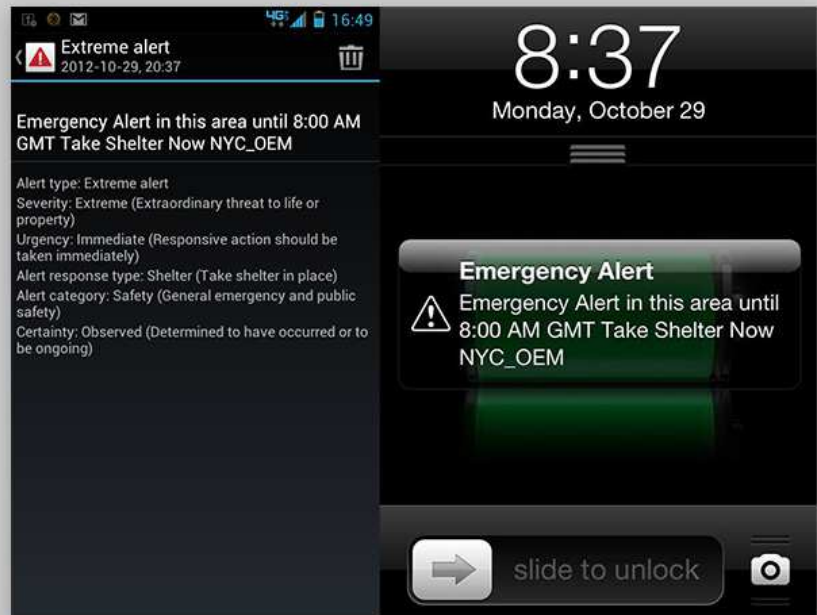
Public Messaging: Notify NYC

OEM also relayed information to the public through [Notify NYC](#), which provides real-time information about emergency events and City services. OEM sent Notify NYC alerts via phone text, email and Twitter to over 165,000 residents registered for the program. From October 27 to November 27, these subscribers received a total of 67 messages related to Hurricane Sandy. Notify NYC's reach expanded by almost 15 percent during Sandy, gaining more than 9,600 new subscribers and 12,000 Twitter followers.



Public Messaging: Wireless Emergency Alerts

In addition to traditional media outreach and social media before, during, and after Sandy, OEM sent the mandatory evacuation alert through the Wireless Emergency Alerts system (WEA), which sent an emergency text message to all equipped cell phones in New York City. It was the first time that a local municipality or state activated this alert system to disseminate an emergency message. OEM sent out two additional WEA messages on October 29: one that alerted the public to call 911 only to add a life-threatening emergency, and one that alerted the public not to use the roads.





Evacuation & Sheltering

On Sunday, October 28, Mayor Bloomberg ordered a mandatory general population evacuation for what was defined in the Coast Storm Plan as Zone A, as well as the Rockaway, Hamilton Beach, and City Island (375,000 residents). It marked the second time in New York City's history that such a mandatory evacuation was ordered. As part of this effort, the City opened 65 evacuation centers and shelters, which were staffed by more than 1,000 City workers and housed approximately 17,000 evacuees. The United Operations and Resource Center, an interagency task force led by OEM, with the Department of Homeless Services, coordinated the sheltering operation. Using a system developed by OEM, City employees notified, deployed, and tracked with over one million emails and phone calls.

Photo Credit: Kristen...

Evacuating Healthcare Facilities

As part of the City's preparations for Sandy, the Healthcare Facility Evacuation Center (HEC) opened at OEM headquarters to prepare for the potential evacuation of healthcare facilities. The decision of whether to evacuate is not taken lightly, as the risk of sheltering in place must be balanced against the potential adverse consequences of moving individuals from a healthcare facility. As healthcare facilities began to evacuate patients, the HEC arranged supplies, beds, and transportation.



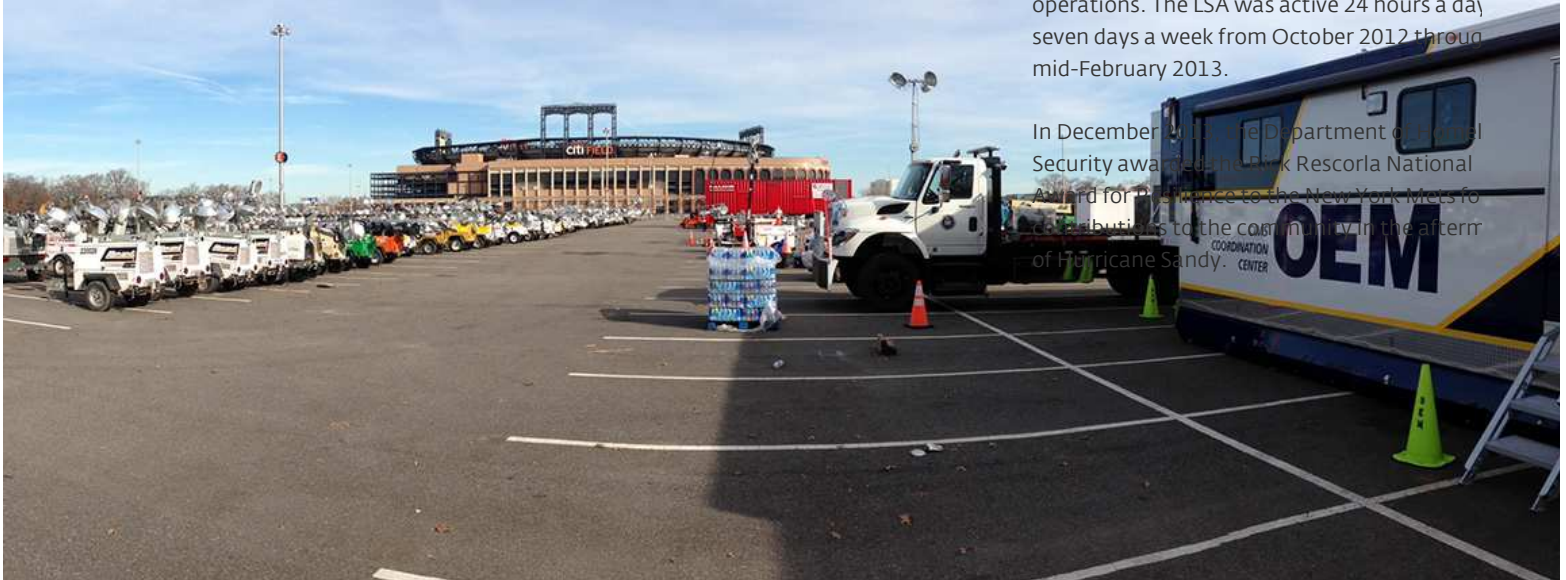
LOGISTICS STAGING AREA

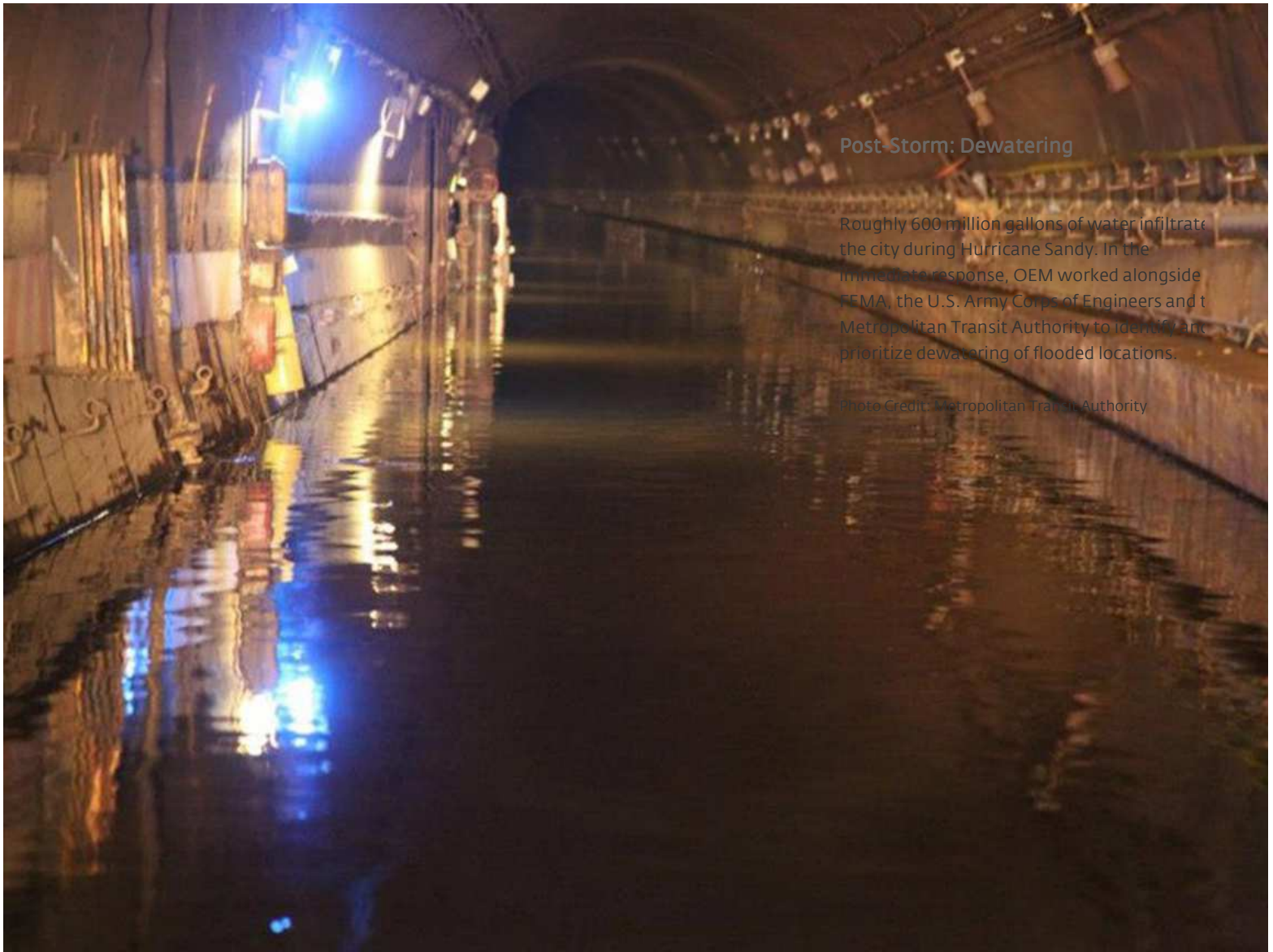


Logistics Staging Area

In 2012, OEM established a licensing agreement with the New York Mets for use of stadium parking areas at Citi Field, enabling the staging of large equipment, such as light towers, generators, and pumps that can be dispatched for critical operations. Following Sandy, OEM and New York State OEM set up a joint Logistics Staging Area (LSA), with other areas designated for Con Edison, which played a crucial role in deploying equipment for response and recovery operations. The LSA was active 24 hours a day, seven days a week from October 2012 through mid-February 2013.

In December 2012, the Department of Homeland Security awarded the Frank Rescorla National Award for Assistance to the New York Mets for contributing to the community in the aftermath of Hurricane Sandy.





Post-Storm: Dewatering

Roughly 600 million gallons of water infiltrated the city during Hurricane Sandy. In the immediate response, OEM worked alongside FEMA, the U.S. Army Corps of Engineers and the Metropolitan Transit Authority to identify and prioritize dewatering of flooded locations.

Photo Credit: Metropolitan Transit Authority



Post-Storm: Power Restoration

Sandy's salt water surge inundation knocked power to more than 700,000 customers (roughly 2.5 million people) in New York City. In response, OEM coordinated the NYC Generator Task Force and deployed 232 large generators to hospitals, nursing homes, large multi-family buildings, and New York City Housing Authority developments.

Post Storm: Debris Removal Task Force

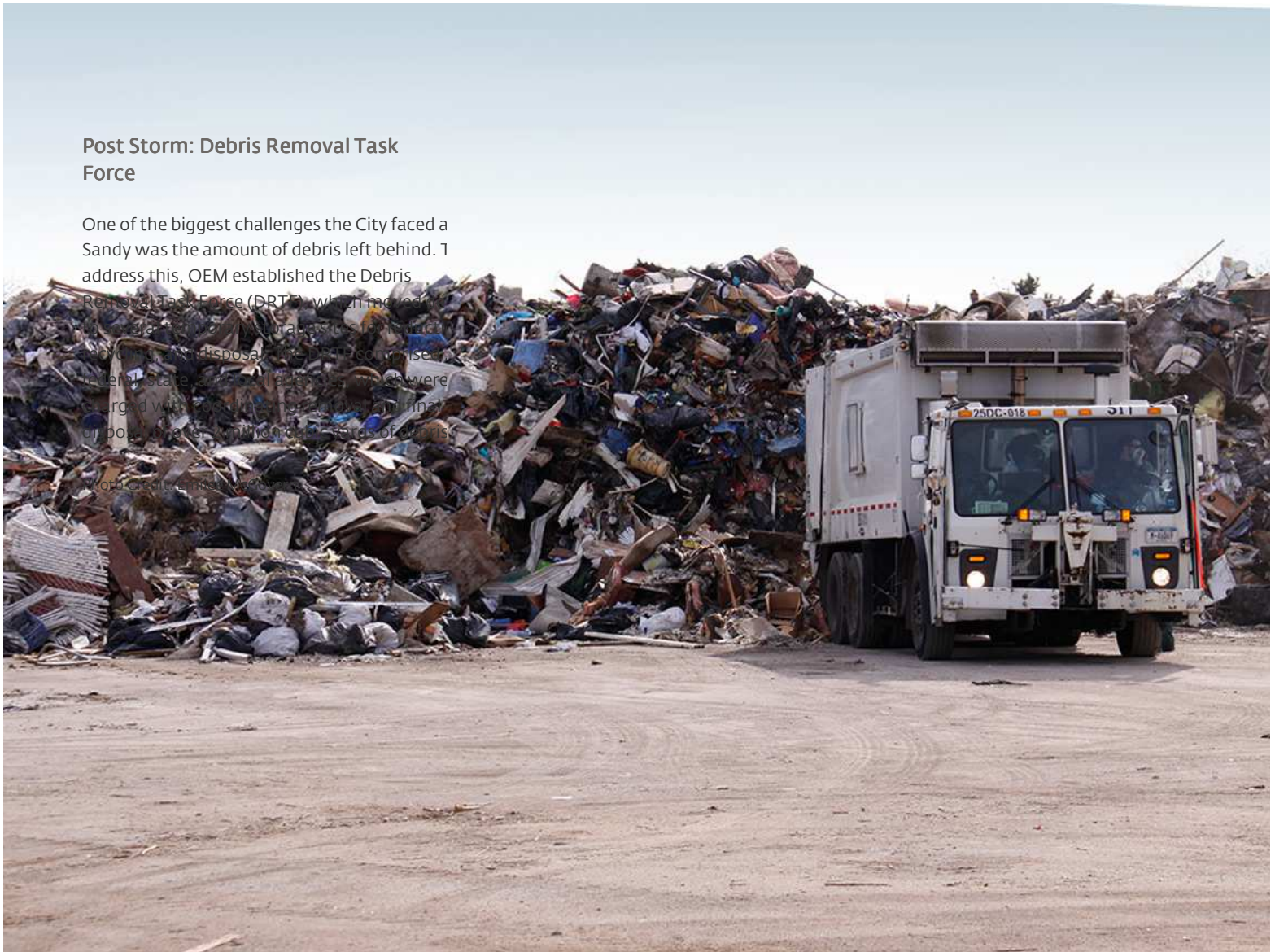
One of the biggest challenges the City faced a Sandy was the amount of debris left behind. To address this, OEM established the Debris

Removal Task Force (DRTF) which was composed of representatives from various city agencies.

The DRTF was responsible for coordinating the removal of debris from the city's streets and public spaces.

The DRTF also worked to ensure that debris was properly disposed of and that the city's infrastructure was protected.

The DRTF's efforts were instrumental in the city's recovery from Sandy and in ensuring that the city's infrastructure was protected.



Post-Storm: Debris Removal Task Force

The Debris Removal Task Force was involved in several operations, including:

Sand Renewal

Sandy's storm surge and waves eroded the city's beaches and left streets, walkways and private properties in beachfront areas covered in sand. The task force reclaimed more than 187,000 cubic yards of sand from the streets and public property, saving taxpayers over \$8 million and reducing the task force's carbon footprint by eliminating the need to transport sand to out-of-state landfills.

Boardwalk Recycling

Sandy displaced most of Rockaway Beach's 5.1-mile boardwalk, which was made of valuable tropical woods. The debris was salvaged and undamaged joists were used to create feet of decking and other materials were used in various beachfront construction projects, including boardwalk repair.

Wetland Debris Removal

Debris was pushed into the Oakwood Beach wetland in Staten Island, posing a major health



Post-Storm: Green Star Award

The NYC Debris Removal Task Force created a new model and standard for post-disaster environmental responsibility and sustainability and was nominated for the international Green Star Award by FEMA for its efforts in sand renewal, boardwalk rebuilding, wetland debris removal, reuse of vegetation, debris, and debris recycling. The commission was accepted the award in Geneva, Switzerland, in September 2013.

Photo Credit: Gosia Wieruszewska/Green Cross International



Post-Storm: Support to Residents in Their Homes

After Sandy hit, first responders initiated aggressive search, rescue, and security operations, and Urban Search and Rescue teams conducted door-to-door searches of over 30,000 homes in affected areas. Following this crisis, OEM coordinated the support to Residents in Their Homes operation with the National Fire Protection Association, the National Incident Management Team, the Department of Health and Mental Hygiene, with support from FEMA, the U.S. Department of Health and Human Services, and other NY State agencies. The effort each involved going door-to-door to check residents' well-being, distribute supplies, blankets and toiletries, providing information about available services and Restoration Centers, referring residents to medical teams, and identifying homes for repairs.





