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Strategic Plan

2022-2026



This is NYC Emergency Management's Strategic Plan.

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NYC Emergency Management Commissioner Zach Iscol

It is my distinct privilege to introduce NYC Emergency Management's second Strategic Plan as a roadmap for our agency's key priorities through 2026. This Plan combines our mission, core values, and critical lessons learned to offer a clear and tangible path forward for our agency to better serve New Yorkers before, during, and after emergencies.

New York City is no stranger to disasters. Our city's size and density mean even minor incidents have the potential to quickly affect tens of thousands of people. Our emergency managers are facing more frequent and complex disasters due to a host of issues, including climate change, social and economic inequity, aging infrastructure, cyber threats, and domestic terrorism. We must better prepare for the expanding threat landscape as it poses a number of social, economic, and environmental impacts on our city and its communities.

Notably, the COVID-19 pandemic overwhelmed our health sector, brought our economy to a standstill, exacerbated inequities, and significantly impacted many aspects of life in New York City. To address the pandemic's far-ranging challenges, City agencies worked together to rapidly scale innovative operations including healthcare facility surge, food access, and isolation hoteling. As the city continues to respond to and recover from the long-term impacts of COVID-19, NYC Emergency Management remains dedicated to supporting equitable recovery and incorporating lessons learned into future large-scale disaster operations. In this Plan, we outline our goals to foster an agile and scalable emergency management capability that responds to new and worsening threats; prioritizes equity practices; and reaches all New Yorkers – even the hardest to reach – through trusted organizations and communication channels.

NYC Emergency Management has made commendable progress in the last five years to advance the City's response capabilities. None of this work would be possible without our staff who work tirelessly to prepare for, respond to, and recover from emergencies and disasters. I thank them for their dedication in furthering our agency and continuing to keep the millions of residents, workers, and visitors in our city informed and safe.

A handwritten signature in black ink, appearing to read "Zach Iscol". The signature is fluid and cursive, with a large initial "Z" and "I".

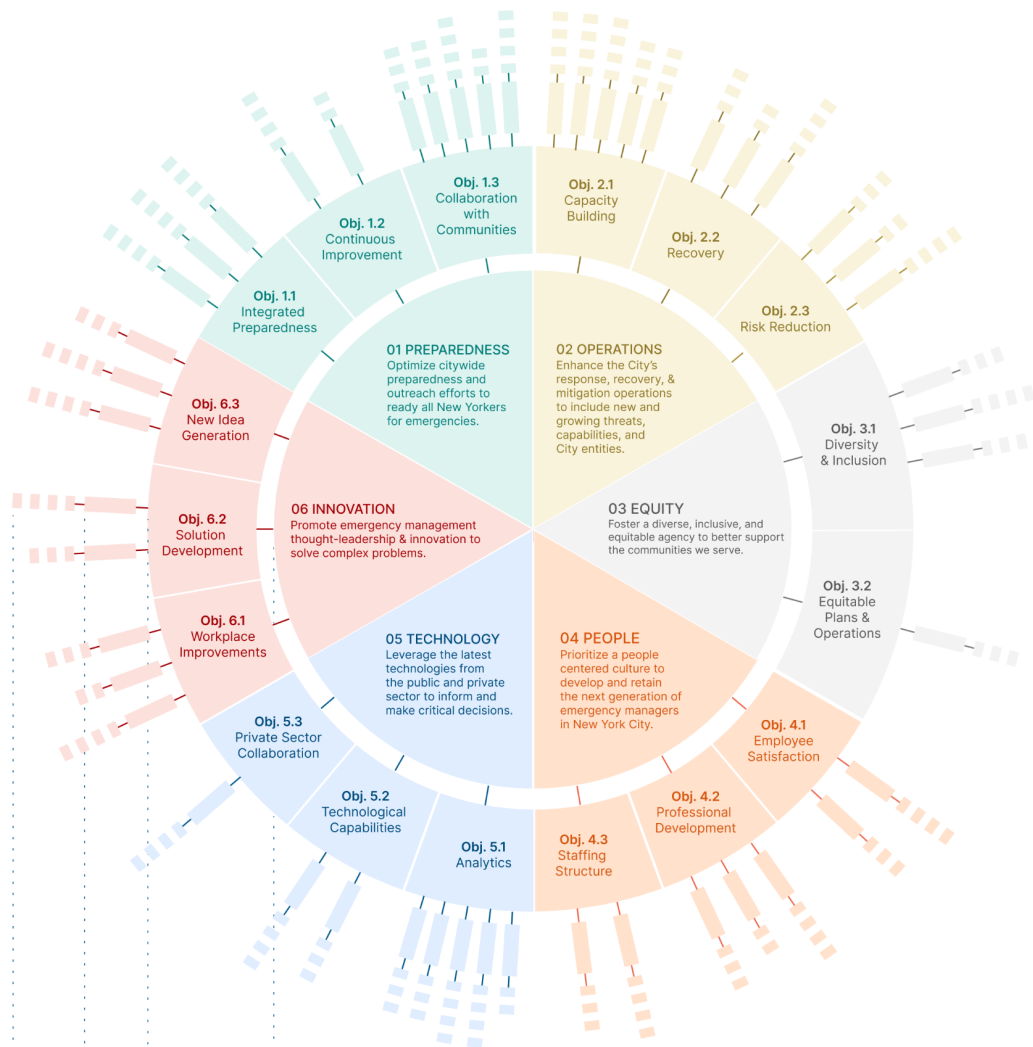
Zach Iscol
Commissioner, NYC Emergency Management



About the Strategic Planning Process

Though we cannot predict when an emergency will happen next, visible trends, such as climate change, public health emergencies, social and economic disparities, and aging infrastructure, stress the critical need for NYC Emergency Management to maintain agile and scalable preparedness, response, and recovery capabilities. This Strategic Plan serves as a roadmap to expand and improve our agency's operations, impact, and reach for any type of incident over the next four years.

To develop this Plan, NYCEM's Office of Strategic Operations solicited input from every staff level to assess the agency's progress in meeting its inaugural Strategic Plan goals; incorporated lessons learned from recent incidents – including COVID-19 and Post-Tropical Cyclone Ida; and analyzed emergency management trends across the country. The findings from these efforts were synthesized into **six goals** that serve as the overarching vision for the agency's future:



GOALS

Overarching visions for our agency's future to better serve New Yorkers before, during, and after emergencies.

OBJECTIVES

Outline the approaches our agency will take to accomplish each strategic plan goal.

TACTICS

Concrete actions, tools, or programs that will be implemented and prioritized in order to achieve each objective.

MEASURES OF SUCCESS

Specific, measurable, achievable, and time-bound metrics to track

the overall progress of accomplishing each tactic and to identify potential gaps moving forward.

These goals are supported by 17 objectives which outline the tactical steps the agency will take to achieve this vision. To objectively monitor our agency's progress in meeting outlined objectives, NYC Emergency Management will track a series of key performance metrics over the next four years and provide staff with quarterly updates.



NYC Emergency Management helps New Yorkers before, during, and after emergencies through preparedness, education, and response.

NYC Emergency Management is staffed by dedicated professionals with diverse backgrounds and areas of expertise, including individuals assigned from other City agencies. The agency is responsible for coordinating citywide emergency planning and response for all types and scales of emergencies through close collaboration with public, private, and community partners.

NYC Emergency Management is also responsible for educating, notifying, and sharing information with the public and supporting various scalable operations, from residential fires to coastal storms, through interagency coordination and resource management.

NYC Emergency Management updated its 2017 Strategic Plan to build on the progress made over the last five years and to further advance and improve programs and operations.

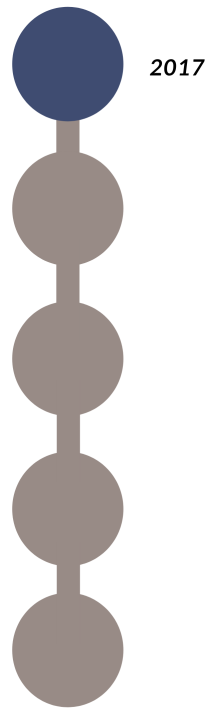
NYC Emergency Management is committed to serving all of New York City.



The number of languages spoken in NYC, residents, annual visitors, and partner agencies in planning & response



Notable Responses: 2017-2021



13 EOC activations, including:

Elmhurst Five-Alarm Fire

A large fire in a six-story dwelling resulted in vacate orders for 150+ units. The City and partners coordinated hoteling, service center operations, and case management for impacted persons.



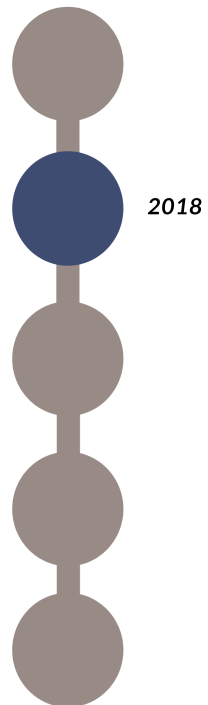
NYC Emergency Management and first responders gather on site at the Elmhurst Fire

Hurricane Maria

In response to the Category 4 hurricane that made landfall in Puerto Rico, the City deployed 304 personnel from 17 agencies to impacted areas and worked with partners to coordinate donations management and service center operations.



NYC Emergency Management staff gather during their Hurricane Maria deployment to Puerto Rico



16 EOC activations, including:

March Nor'easters

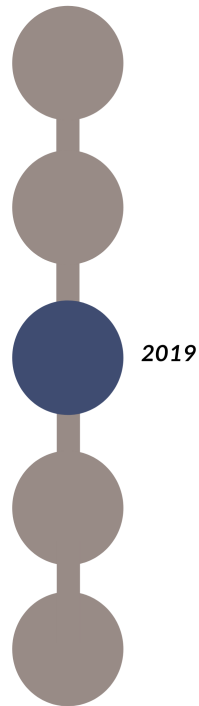
Two nor'easters – on March 2 and March 7 – with high winds led to numerous downed trees and limbs. The City activated the Downed Trees Task Force to address clearing requests.

Flatiron Steam Pipe Rupture

Due to a high pressure steam pipe rupture, 45 nearby buildings were evacuated. The City and partners coordinated the cleaning, asbestos testing and remediation, and re-occupancy clearing.



Flatiron steam pipe rupture



34 EOC activations, including:

NYCWiN Outage

Due to a network outage, 365 GPS sites (used in City traffic lights, license plate readers, etc.) became inactive. The City and partners surged technology, transportation, and data personnel to re-install sites and restore operations.

July Power Outages

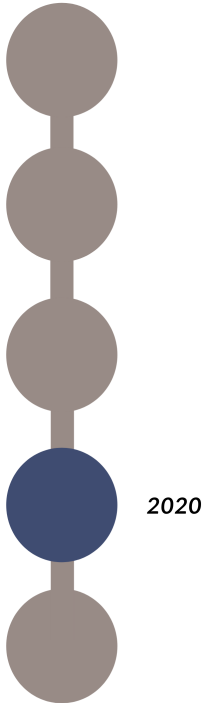
Two power outages – on July 13 and July 21 – led to widespread customer outages (110,000+ persons impacted) in Manhattan and Queens, respectively. For the events, the City and partners coordinated with critical facilities and vulnerable populations to assess impacts, deployed generators and light towers, and opened shelters.

Ozone Park Sewage Overflow

A 48-inch sewer main break caused a sewage overflow that impacted 127 residences. The City and partners coordinated hoteling, reception center operations, and clean-up operations.



NYC Emergency Management staff work in a mobile office during the Ozone Park sewage overflow



15 EOC activations (322 days activated), including:

COVID-19

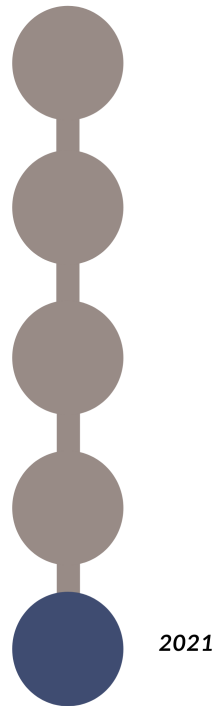
In response to the COVID-19 pandemic and the epicenter of the U.S. outbreak starting in New York City, all NYC Emergency Management staff were assigned to COVID-19 operations.



Military personnel deployed to NYC to surge City operations in response to COVID-19

Tropical Storm Isaias

In anticipation of Tropical Storm Isaias, the City and partners deployed Interim Flood Protection Measures (IFPM) in Lower Manhattan. Following the storm's damaging high winds which led to 21,400+ downed trees requests and 130,000 utility meter outages, numerous task forces were activated to address tree and damage reports and conduct vulnerable population outreach.



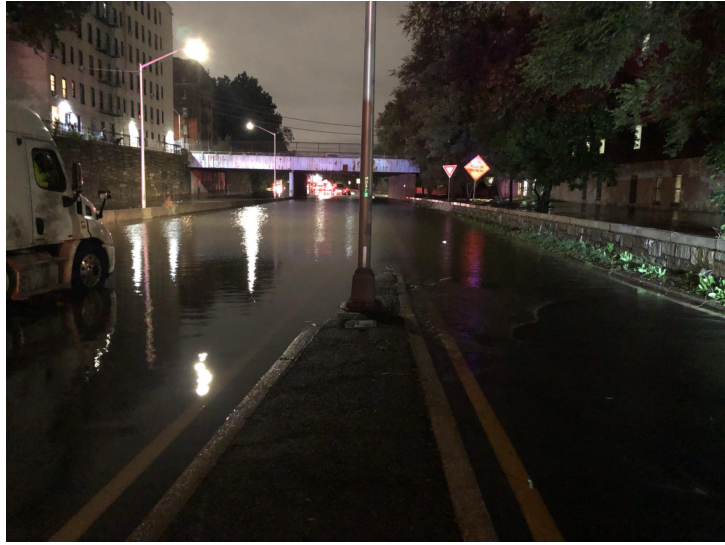
14 EOC activations (365 days activated), including:

Tropical Storm Henri

A large tropical depression brought heavy rain and strong wind to the NYC area, causing flooding and downed trees. 70+ NYCEM staff worked alongside 35 agency partners to coordinate stockpile efforts, IFPM, and sheltering needs.

Post-Tropical Cyclone Ida

The remnants of Post-Tropical Cyclone Ida impacted NYC on September 1. The storm brought record-breaking rainfall of 3.15 inches per hour, caused severe flash flooding, caused over \$38 million in damages, and tragically took the lives of 13 New Yorkers. The City stood up numerous task forces to assist with dewatering, debris removal, and muck and gut efforts, in addition to service centers in all five boroughs.



Street flooding observed during Post-Tropical Cyclone Ida in NYC

Goal 1: Optimize citywide preparedness and outreach efforts to ready all New Yorkers for emergencies.

NYC Emergency Management is responsible for leading emergency preparedness efforts. As the risk landscape for New York City evolves to include new and worsening threats, NYC Emergency Management will continue to adapt and advance emergency planning, training, and exercise programs to enhance the City's ability to prepare for, respond to, and recover from these novel challenges.

Since all disasters start and end locally, NYC Emergency Management closely coordinates with government agencies and local organizations to foster community-based emergency planning and response. NYC Emergency Management will expand its efforts to engage more grassroots and community-level organizations and continue to coordinate with cross-sector partners through outreach, engagement, and education efforts to reach every New Yorker.



67,434

**CERT VOLUNTEER
HOURS DONATED
BETWEEN FY18 AND
FY21**



Objective 1.1: Lead and implement a citywide integrated preparedness cycle to improve interagency readiness.

NYC Emergency Management develops interagency plans, training courses, and exercises to support citywide response and recovery operations. The continuous cycle of planning, training, and exercising plans to implement corrective actions aims to promote effective coordination during an emergency. To enhance the City's preparedness for the next disaster, NYC Emergency Management will implement a citywide planning cycle informed by risk assessments and emerging threats. These evidence-based analyses will help our agency prioritize planning initiatives, strategically focusing efforts on New York City's biggest threats and most underserved populations.

To assess and improve interagency readiness, NYC Emergency Management regularly coordinates with agency partners to train and exercise interagency emergency plans. Over the next four years, NYC Emergency Management will provide agency partners with additional opportunities, tools, and resources to test and bolster their capabilities and ultimately make NYC more resilient.



Objective 1.2: Incorporate the principle of continuous improvement throughout every phase of the integrated preparedness cycle.

Following an emergency, NYC Emergency Management leads interagency discussions to document best practices, lessons learned, and areas for improvement to strengthen the City's approach to future incidents. However, as increasingly severe impacts and new incidents emerge, the City must more regularly evaluate and remediate preparedness shortfalls. To foster a culture of continuous improvement, NYC Emergency Management will perform a thorough assessment of the City's preparedness programs and coordinate with agency partners to establish clearer

expectations for agency response capabilities. This effort includes the roll-out, implementation, and socialization of the Citywide Incident Management System (CIMS) update. The City's incident response framework now includes new hazards and agency capabilities to enhance coordination between City agencies during response. NYC Emergency Management will also work to build monitoring and evaluation capabilities with City agency partners to holistically track, prioritize, and address identified preparedness gaps to better and more equitably serve New Yorkers before the next incident occurs.

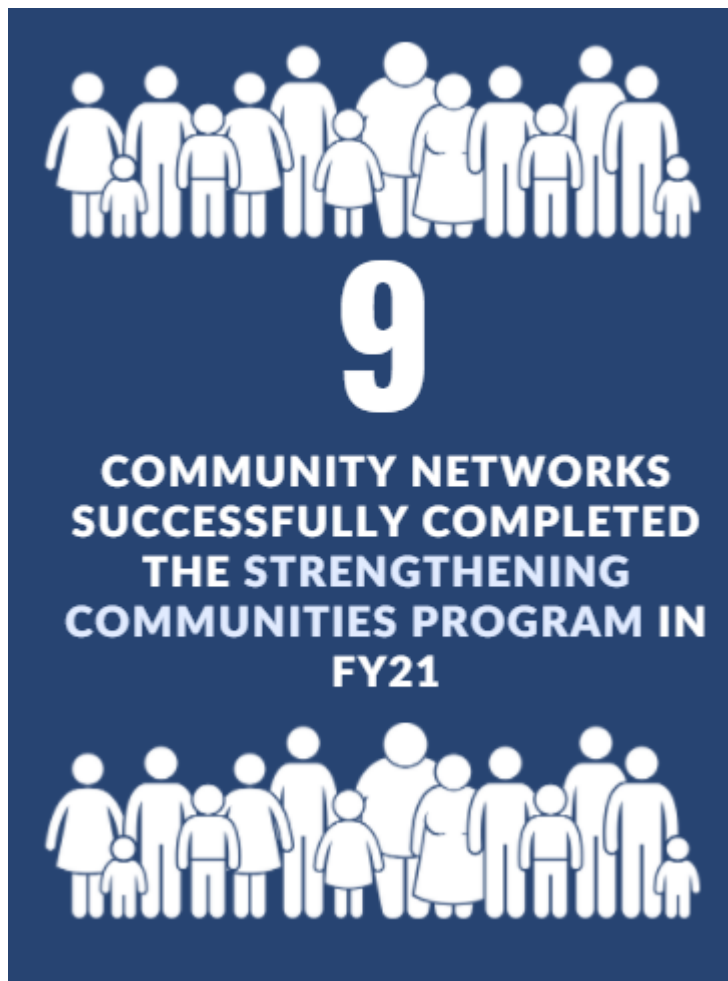


Objective 1.3: Continue to increase collaboration among NYC Emergency Management, community-based organizations (CBOs), and the communities we serve to promote citywide resiliency.



From top (left to right): Ready New York materials, Community Preparedness workshops, Ready New York outreach events

NYC Emergency Management leads several emergency preparedness education initiatives to strengthen communities. The Ready New York campaign teaches residents how to prepare for emergencies. The New York City Community Emergency Response Team (NYC CERT) program includes volunteers who are trained in disaster preparedness and emergency response. Over the last five years, NYC Emergency Management has engaged more directly with communities in emergency planning, launching several critical initiatives. The Community Emergency Planning Toolkit guides local groups through an inclusive emergency planning process, while the Strengthening Communities program funds and trains community networks to build emergency preparedness plans specific to their populations and integrates the networks into the City's response structure. To encourage enhanced preparedness planning and response integration, NYC Emergency Management will explore developing borough-based field offices for staff to more closely and frequently collaborate with community networks and partners



Nine community networks successfully completed the Strengthening Communities program in FY21

NYC Emergency Management will increase coordination efforts with CBOs, faith-based organizations, community and cultural leaders, and organizations who serve individuals with disability, access, and functional needs to better understand and address their needs. To encourage the implementation of community-based preparedness strategies, NYC Emergency Management will promote and enhance available funding mechanisms, such as grant opportunities. In addition to building community-level capabilities, NYC Emergency Management will work to integrate community partners in the City's larger response posture to encourage and strengthen citywide resiliency.



CERT Volunteers were deployed to various parts of the City to help disseminate resources to New Yorkers during the COVID-19 pandemic

**AFTER THE 2022 FIVE-ALARM
BRONX FIRE, NYC EMERGENCY
MANAGEMENT LAUNCHED THE
CITY'S TEXT NOTIFICATION
SYSTEM - FOR THE FIRST TIME IN
THREE LANGUAGES - TO PROVIDE
UPDATES TO IMPACTED
POPULATIONS**

Timely and accurate messaging is essential to preparing the public before, during, and after a disaster. To further build trust with local communities, NYC Emergency Management will continue to promote relationship building and information sharing with elected officials and develop new and innovative approaches for emergency messaging to reach all communities by incorporating non-traditional and culturally appropriate communication channels into the agency's outreach strategy.



NYC Emergency Management and City executives briefing following the 2022 Bronx Fire

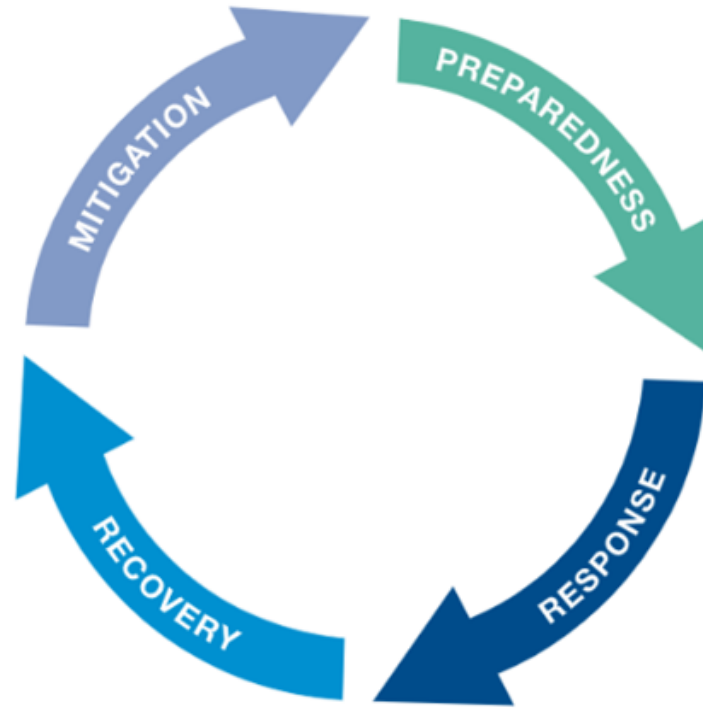
Goal 2: Enhance the City's response, recovery, and mitigation operations to include new and growing threats, capabilities, and City entities.

Along with emergency planning, NYC Emergency Management is responsible for coordinating, managing, and maintaining critical functions and resources throughout the cycle of crisis, including response, recovery, and mitigation operations.

To strengthen the City's response operations, NYC Emergency Management will work with agencies and other stakeholders to enhance planning, staffing, resource, and contracting capabilities for localized, no-notice, and citywide incidents.

Gaps identified during emergencies such as Hurricane Sandy and the COVID-19 pandemic highlighted the City's need for a long-term recovery strategy. NYC Emergency Management will leverage the City's COVID-19 and Post-Tropical Cyclone Ida recovery efforts to develop an all-hazards recovery framework to guide the City's transition from response to recovery in future large-scale incidents.

As climate change increasingly threatens New York City from rising sea levels, storm surge, more frequent and intense precipitation, and extreme heat, mitigation initiatives are critical to reducing risk. To minimize the potential impacts of disasters (and therefore, reduce the need for response and recovery operations), NYC Emergency Management will continue to build capacity for mitigation planning, analysis, and implementation to increase the city's resiliency to hazards.



Cycle of crisis



Objective 2.1: Conduct strategic engagement and capacity building to strengthen the City's response operations.



NYC Emergency Management, U.S Military, and NYC hospital systems discuss potential staffing needs during the COVID-19 pandemic

As the city's threat landscape evolves, so do the private and public sector stakeholders who play critical roles in addressing these threats. To improve the City's response posture and promote readiness, NYC Emergency Management will coordinate with new partners to codify their capabilities and responsibilities in planning documents. In addition, the agency will enhance information sharing to these partners before, during, and after emergencies to develop a common operating picture and continued engagement. However, as evidenced by the COVID-19 pandemic, emergencies may surpass the City's planning assumptions and require time-of adaptation.

To expand the City's capacity to respond to large-scale incidents, NYC Emergency Management will evaluate and recommend improvements to strengthen the emergency financial, legal, and logistical capabilities of City agencies.

The City's response posture must be flexible enough to "scale up" for citywide incidents and "scale down" for localized emergencies and impacts. Whether attributed to hazardous weather (e.g., 2021 Post-Tropical Cyclone Ida, which affected multiple neighborhoods across the city); aging infrastructure (e.g., 2019 Ozone Park sewage overflow in Queens); or a targeted attack (e.g., 2017 West Side Highway vehicular attack in Manhattan), any type of incident can necessitate an interagency hyperlocal response. NYC Emergency Management will refine its scalable response structure to enable increased agency participation and localized approaches.

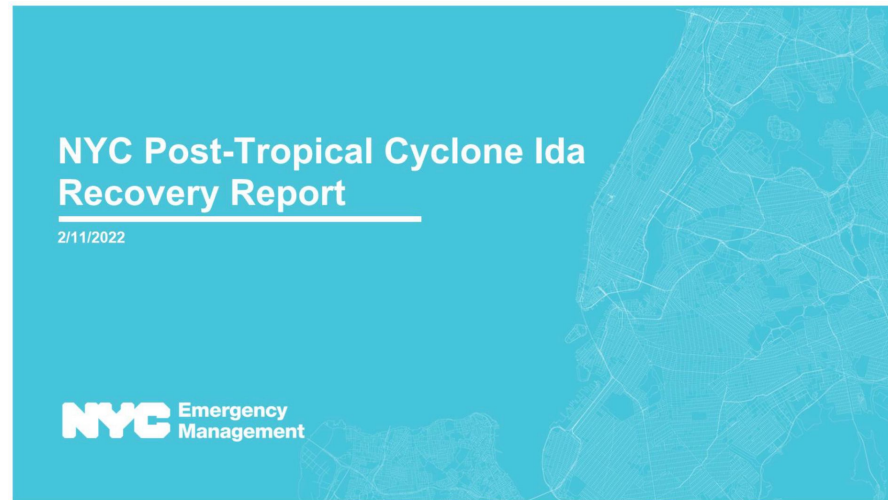


Objective 2.2: Establish interagency recovery responsibilities to improve New York City's operational transition from response to recovery.

Prior to Hurricane Sandy, no City agency was tasked with long-term recovery responsibilities which led to a time-of transition from response operations to recovery efforts. Though significant advancements have been made in recovery planning since 2012, the lasting social and economic impacts of a disaster require further recovery prioritization.

In response to the pandemic, NYC Emergency Management led agency partners in developing a draft citywide COVID-19 Recovery Framework, a comprehensive roadmap that identifies recovery actions and priorities for New York City. This Framework encourages City agencies to support long-term operations that focus on healthier and livable communities, a robust economy, and an innovative government. NYC Emergency Management plans to adapt the Framework to all-hazards incidents to guide future recovery efforts.

In addition to recovering from recent incidents, NYC Emergency Management will continue to craft and refine operational tools to support future short-and long-term recovery operations. These tools can help City agencies and the public better understand potential risk and impacts to infrastructure, underserved populations, economies, and communities by analyzing critical data and trends.

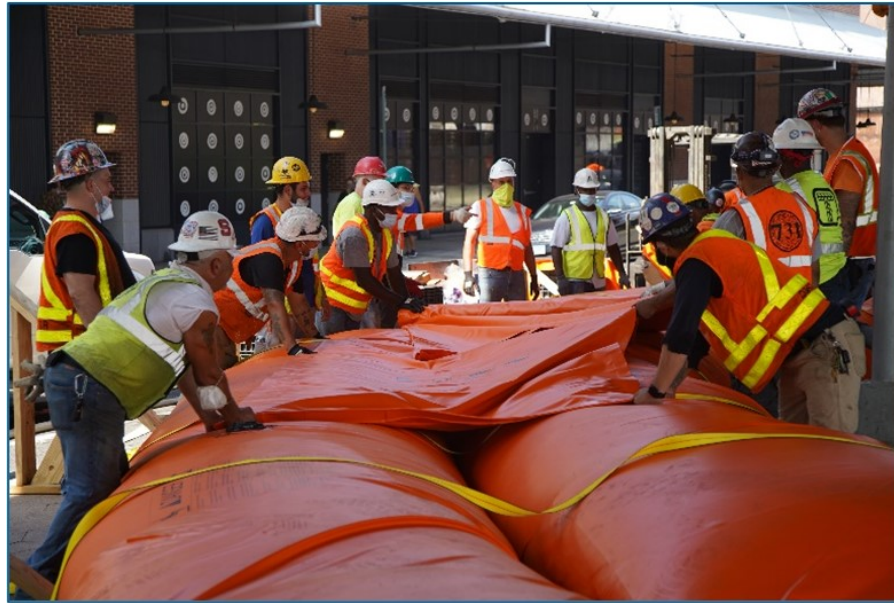


NYC Emergency Management prepared the City's recovery dashboards for Post-Tropical Cyclone Ida



Objective 2.3: Reduce risk through securing grants to fund hazard mitigation projects in New York City's most vulnerable areas.

The City must strengthen its hazard mitigation initiatives to lower the risk of damage or disruption to New Yorkers. NYC Emergency Management will continue to engage with agency partners to identify, seek funding for, and implement mitigation projects. NYC Emergency Management manages the Interim Flood Protection Measures (IFPM) Program to reduce low-level coastal flood risks while the City continues to advance long-term coastal protection needs. In addition, NYCEM will expand technical assistance for City agencies in applying for the Building Resilient Infrastructure and Communities (BRIC) and other FEMA Hazard Mitigation Assistance grants to secure successful projects. NYC Emergency Management will also explore funding opportunities for mitigation projects related to other types of hazards, including public health threats. Through NYC Emergency Management's coordination of the scoping and submission of mitigation projects, the agency will create a pipeline of opportunity and continued growth for risk reduction efforts.



IFPM 'Tiger Dams' are deployed to vulnerable areas ahead of Hurricane Isaias in August, 2020

Goal 3: Foster a diverse, inclusive, and equitable agency to better support the communities we serve.

Pre-existing social and economic inequities can contribute to more severe outcomes for the city's most underserved communities. To effectively serve New Yorkers, NYC Emergency Management aims to build an emergency management culture and program that reflects the city's diversity and range of needs.

As NYC Emergency Management strives to encourage equitable emergency planning, it is critical that its staff represent the diverse communities they serve. NYC Emergency Management will promote equity in hiring and professional development opportunities to encourage a culture of inclusion. NYC Emergency Management will also identify and incorporate diversity and inclusionary practices in all agency operations: from decision-making and planning documents to response and recovery operations, external engagement, and public messaging strategies.



Objective 3.1: Advance an inclusive and diverse citywide emergency management program.

**IN 2020, NYC EMERGENCY
MANAGEMENT PERSONNEL
CREATED THE EQUITY AND
DIVERSITY COUNCIL, AN ADVISORY
BODY TO THE COMMISSIONER
WORKING TO ADVANCE EQUITY
AND DIVERSITY IN THE AGENCY'S
WORKFORCE AND OPERATIONS**

NYC Emergency Management prioritizes a culture of diversity and professional growth for its staff. To further advance an inclusive atmosphere, NYC Emergency Management will evaluate and enhance its recruitment and hiring practices to better reach diverse groups representative of our city. In addition to workforce improvements, the agency will integrate

principles of diversity, equity, inclusion, and belonging into all aspects of operations. NYC Emergency Management recognizes that strategies to foster an inclusive and diverse culture evolve over time and is committed to regularly soliciting feedback from staff on recommendations and best practices.



NYC Emergency Management staff work in Watch Command and the EOC's Situation Room during July 4th events



Objective 3.2: Evaluate emergency management plans and operations through an equity lens to promote diversity and inclusion.

In addition to adapting emergency management operations for new and emerging threats, NYC Emergency Management will also analyze operations to ensure mitigation, preparedness, response, and recovery strategies effectively serve New York City's diverse populations. This includes focusing efforts on addressing racial, ethnic, socioeconomic, gender, age, and disability disparities, as well as consistently fine-tuning and expanding the agency's outreach to the city's underserved populations. Specifically, NYC Emergency Management will create more equitable emergency planning documents, agency projects, programs, and initiatives to better serve all New Yorkers, especially diverse and underserved communities.

Goal 4: Prioritize a people centered culture to develop and retain the next generation of emergency managers in New York City.

NYC Emergency Management's greatest asset is its staff. In addition to their day-to-day responsibilities, all NYC Emergency Management personnel are assigned a role in the City's Emergency Operations Center (EOC), a centralized command and control center where preparedness, response, and recovery operations are led for an incident. However, as a result of these dual roles, it is challenging for staff to manage mission critical day-to-day work as the number of EOC activations rises. In fact, over the last three years NYC Emergency Management has been increasingly activated for an average 265 days a year (72% of the time); this increase, which can require staff to work over nights, weekends, and holidays, has led to staff burnout. To grow and retain personnel, NYC Emergency Management will prioritize a people-centered culture that addresses staff feedback and provides career growth for all.

NYC Emergency Management staff amass institutional knowledge and build relationships with agency partners that are critically important to efficient emergency operations. To maximize staff satisfaction and retention, NYC Emergency Management will prioritize initiative implementation to improve morale and provide advancement opportunities.

NYC Emergency Management will also routinely assess its organizational structure to address staff and capability gaps to ensure we can fulfill and enhance our mission as the emergency management field evolves.



Objective 4.1: Solicit and implement initiatives to improve employee satisfaction.

During the height of COVID-19 (March 2020 – March 2021), NYC Emergency Management employees worked 107,000+ extra hours – the equivalent of a 57 additional full-time staff at the agency for one year. To address staff burnout and identify actionable steps to improve employee morale, NYC Emergency Management will routinely collect and analyze employee satisfaction data and expand mentorship, professional development, and wellness committee initiatives. In addition, to respond to emerging workplace trends, NYC Emergency Management will modernize workplace policies and optimize agency operations to remain competitive with the private sector.



NYC Emergency Management staff participate in a gardening service project in Brooklyn



Objective 4.2: Increase professional pathways at NYC Emergency Management to foster long-term career development.

The City's emergency preparedness and response posture is enhanced by institutional knowledge. Though the agency typically experiences staff growth following large disasters, NYC Emergency Management will more intentionally implement clear professional development pathways for its personnel in order to increase staff retention. To promote equitable professional growth, NYC Emergency Management will also increase transparency into promotional and professional development opportunities.



Objective 4.3: Strategically adjust NYC Emergency Management's staffing structure to sustain scalable day-to-day and emergency operations.

Though NYC Emergency Management is structured to be scalable to address both no-notice and large-scale emergencies, the increase in emergency responses limits our ability to mitigate, prepare for, respond to, and recover from **other** incidents. To adapt to emerging needs and priorities, NYC Emergency Management will continue to assess its organizational structure. This will include analyzing new personnel needs and pioneering new capabilities to maximize operations and continue serving all New Yorkers.

Goal 5: Leverage the latest technologies from the public and private sector to inform and make critical decisions.

As the City's coordinating agency during emergency incidents, NYC Emergency Management centrally collects and disseminates critical operational information to provide decision-makers with the context needed to gauge response progress and redirect resources. The City must have access to the most up-to-date technological tools and solutions to effectively and efficiently compile, analyze, and share information to drive evidence-based decisions. NYC Emergency Management, in coordination with the City's Chief Technology Officer, the Mayor's Office of Operations, and Office of Technology and Innovation, will expand the City's analytical capabilities by promoting interagency blue-sky data sharing and infrastructure development, creating a citywide emergency data visualization capability, and encouraging increased use of cutting-edge technologies to maximize operational effectiveness.

NYC Emergency Management will also implement technological solutions to expand its financial and legal operations to support large-scale emergencies. Though the agency is equipped to procure and execute contracts and purchases citywide, long-lasting incidents are challenging for an agency of NYC Emergency Management's size. For example, during the height of the COVID-19 pandemic, NYC Emergency Management's spending increased 340% and the agency executed 2.5 times more large contracts than in previous years, all with limited surge staffing. Adopting new software and data management systems to support administrative operations will enhance our ability to scale our response.

NYC Emergency Management will also explore strategies to build stronger relationships with our private sector partners before, during, and after emergencies.



Objective 5.1: Enhance the City's analytics capabilities by integrating core data collection and analysis functions to better monitor citywide conditions, analyze trends, and improve situational awareness during emergencies.

NYC Emergency Management regularly promotes citywide data governance and coordination to facilitate interagency information sharing in emergencies. However, the COVID-19 pandemic exposed data sharing gaps that were addressed time-of through the adoption of collaborative data storage and analysis platforms. To build upon these capabilities, NYC Emergency Management will collaborate with City technological leadership and agencies to increase blue-sky coordination in order to pre-identify data liaisons and implement data sharing methods that will enable real-time data flow during future incidents.

In response to lessons learned from the COVID-19 response, NYC Emergency Management created the Emergency Data Team, a group of personnel trained in data analysis and visualization, to develop operational dashboards that provide situational awareness and trend information during responses. The agency will continue to expand its capacity to produce informative visualizations through increased staffing and skilled training.



NYC Emergency Management staff conduct data collection in a mobile office during the 2018 Flatiron steam pipe rupture



Objective 5.2: Implement strategic technological capabilities to enhance NYC Emergency Management’s administrative, financial, and legal operations to support large-scale emergencies.

NYC Emergency Management is relied upon during large-scale emergencies to handle citywide procurement and contracting, including contracts for other City agencies. As a result, the demand for administrative, financial, and legal operations has increased, as has the number of record preservation and requests for information through Freedom of Information Law (FOIL) and press and audit inquiries.

To efficiently surge these capabilities, NYC Emergency Management will identify and implement new software tools to improve legal and financial operations and optimize data management systems to manage FOIL requests and record storage.



Objective 5.3: Collaborate with private sector partners to knowledge share and leverage cutting-edge technology trends.

Though NYC Emergency Management engages with the private sector in emergency planning and response, coordination with these partners can be expanded to discuss the organization’s operational challenges and potential technological solutions. Given the variety and density of private sector partners in New York City, the agency has a tremendous opportunity to learn from and pilot new software solutions to solve identified gaps. To increase our ability to leverage the latest technologies and share innovative best practices, NYC Emergency Management will identify new opportunities to engage and build new strategic partnerships with private sector partners.

Goal 6: Promote emergency management thought-leadership and innovation to solve complex problems.

Over the last five years, NYC Emergency Management responded to more than 90 emergencies, including coastal storms, infrastructure failures, cyber incidents, and the COVID-19 pandemic. The increasing impact and frequency of emergencies facing New York City stresses the agency's ability to centrally house and manage operations. To address this gap, NYC Emergency Management will foster a resilient, forward-thinking workplace and workforce.



Agencies and partners gather in the EOC for an exercise

NYC Emergency Management will identify and implement strategies to sustainably surge the City's capability to respond to large-scale emergencies.

Finally, as the nation's largest local emergency management agency, NYC Emergency Management continues to serve as a thought-leader for the field. To advance the emergency management profession and NYC Emergency Management's leadership, the agency will promote innovative idea development and implementation from staff and agency partners.

Objective 6.1: Build the emergency management headquarters of the future to meet new demands.



NYC Emergency Management vehicles that provide interagency office space deployed to the 2018 Flatiron steam pipe rupture

As detailed in NYC Emergency Management's 2017 - 2021 Strategic Plan, the agency has outgrown its current facility, both for day-to-day and emergency operations. Though agency staffing has increased following large disasters, NYC Emergency Management's headquarters and mobile command center space have not grown. Additionally, due to facility limitations, NYC Emergency Management could not centralize the management of all task forces and operations during the Hurricane Sandy or COVID-19 responses. To address these longstanding gaps, the agency will propose upgrades to its facilities and data centers to support scalable communication, coordination, and resource management capabilities.

During the COVID-19 pandemic, City agencies successfully transitioned to remote operations for more than a year. From March 2020 to February 2022, NYC Emergency Management conducted 27 EOC activations with virtual components to

coordinate safe and effective response to major incidents including Tropical Storm Isaias and Post-Tropical Cyclone Ida. To strengthen and enhance agency and citywide continuity planning, NYC Emergency Management will incorporate lessons learned from telework and virtual operations to inform future blue-sky and emergency response operations.



NYC Emergency Management's Emergency Support Center



Objective 6.2: Develop solutions to increase capacity for citywide emergencies and operations.

While City agencies plan for various hazards, a large-scale incident can overwhelm their emergency staffing and contracting capacity. During COVID-19, NYC Emergency Management staff surged by more than 200% through contractor and other City agency staff reassignment to support the large number of operations led by the agency, such as the NYC Emergency Management COVID-19 hotel program (70+ staff members) and GetFood Distribution (25+ staff members). To prepare the City to respond to multiple, large-scale emergencies, NYC Emergency Management will identify and implement citywide staffing strategies to increase the number of vetted and trained personnel to support City operations.

In addition to increased staffing, the City's emergency contracting capacity must be expanded to support disaster response. New York City created a first-of-its-kind On-call Emergency Contract (OCEC) Program of 17 different contract categories that City agencies can leverage during emergencies when existing resources are overwhelmed. Though this program has been activated three times since 2020, contracting gaps remain. To further surge resources during emergencies, NYC Emergency Management will expand the OCEC program to include additional contract categories and capabilities for City agencies conducting response and recovery operations.



Objective 6.3: Encourage creativity and new idea generation to continue to advance emergency management within the agency, City, and professional field.

While NYC Emergency Management continually assesses past operations and integrates lessons learned into our work, new idea generation can further advance the agency's ability to better prepare for and respond to emergencies. The agency will promote a culture of innovation and engage employees at all levels in developing novel improvements to internal processes, and the field of emergency management at large, through the agency's innovation program. Through

this program, any employee can propose ideas to enhance blue-sky and gray-sky operations using new approaches, creative processes, or emerging technologies.



NYC Emergency Management staff participating in the 2018 National Homeland Security Conference in New York City

NYC Emergency Management will also continue to strengthen its participation in policy forums affecting the field to increase knowledge sharing and advocacy.

Additional Resources

CIMS

Adopted in 2005, the Citywide Incident Management Systems (CIMS) establishes roles and responsibilities and designates authority for City, state, other government entities, and nonprofit and private sector organizations performing and supporting emergency response. It is New York City's implementation of the National Incident Management System (NIMS).

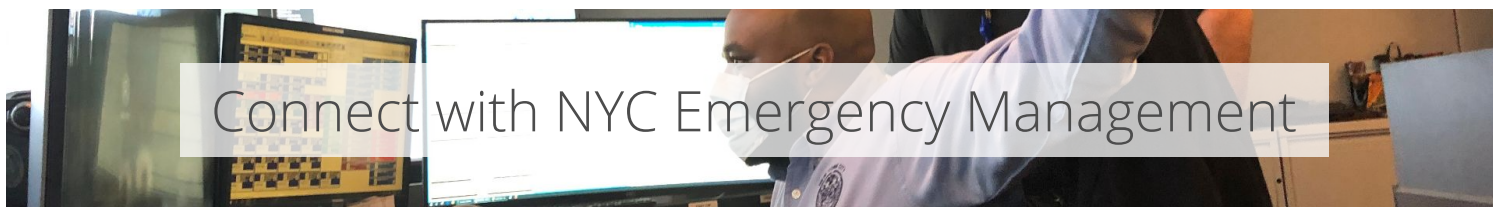
In 2021, NYC Emergency Management led a comprehensive update of CIMS to include new threats and hazards, agencies, and agency capabilities through a collaborative, multi-agency development and review process. The objective of the update was to drive a fully comprehensive approach to incident management by continuing to leverage competencies of City agencies for emerging threats and creating a framework to improve incident command for the future.

Notify NYC

Notify NYC is the City's official, free emergency communications program alerting New Yorkers if there is an emergency in their area. New Yorkers can register for emergency notifications by getting the free [Notify NYC mobile application](https://www1.nyc.gov/site/em/resources/notify-nyc-app.page) (link: <https://www1.nyc.gov/site/em/resources/notify-nyc-app.page>), visiting [NYC.gov/notifynyc](https://a858-nycnotify.nyc.gov/notifynyc/) (link: <https://a858-nycnotify.nyc.gov/notifynyc/>), contacting [311](https://portal.311.nyc.gov/) (link: <https://portal.311.nyc.gov/>) (212-639-9675 for Video Relay Service, or TTY: 212-504-4115) or following [@NotifyNYC on Twitter](https://twitter.com/notifynyc) (link: <https://twitter.com/notifynyc>). Notify NYC messages are available through many formats, including email, text messages, telephone, the Notify NYC website, RSS, Twitter, and 14 priority languages including: Arabic, Bengali, Chinese, English, French, Haitian Creole, Italian, Korean, Polish, Russian, Spanish, Urdu, Yiddish, and American Sign Language videos.

Ready New York

[Ready New York](https://www1.nyc.gov/site/em/ready/ready-new-york.page) (link: <https://www1.nyc.gov/site/em/ready/ready-new-york.page>) is NYC Emergency Management's public education campaign. Through this program, New Yorkers are encouraged to learn about the hazards they may face in the City 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.



For more information, visit [NYC.gov/emergencymanagement](https://www1.nyc.gov/site/em/index.page) (link: <https://www1.nyc.gov/site/em/index.page>), call [311](https://portal.311.nyc.gov/) (link: <https://portal.311.nyc.gov/>) (212-639-9675 for Video Relay Service, or TTY: 212-504-4115), or [follow the agency on social media](https://www1.nyc.gov/site/em/contact/contact.page#social_media) (link: https://www1.nyc.gov/site/em/contact/contact.page#social_media).



Credits & Acknowledgments

The Strategic Plan was prepared by:

Zach Iscol – Commissioner

Christina Farrell – First Deputy Commissioner

Alexandra Sassoon Hollander – Former Strategic Planning Program Manager

Lauren Mahon – Chief Strategy Officer

James Deats – Monitoring and Evaluation Program Manager

Chris Polack – Strategic Initiatives Program Manager

Allison Pennisi – Executive Director, Public Information

Nell Durfee – Communications Specialist



NYC Emergency Management - Strategic Plan

Prepare. Respond. Recover.

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[NYC Emergency Management \(link: http://www.nyc.gov/emergencymanagement\)](http://www.nyc.gov/emergencymanagement)