



Letter from the Mayor

All:

As I reflect on my first year as mayor to the most vibrant city in the world, I'm extremely proud of all that we have accomplished together. City agencies are united by our shared commitment to improving the lives of all New Yorkers by a selfless, hard-working, and dedicated workforce of public service employees. NYCEM employees are the unsung heroes who keep the magical metropolis that is New York City running, and are available and ready to assist at a moment's notice, often under dangerous conditions, to help New Yorkers during our toughest moments.



Mayor Eric Adams

NYCEM staff are essential to the role the agency plays in helping New Yorkers before, during, and after emergencies. And as the emergencies in 2022 ranged from deadly five-alarm fires, to heat activations in the summer, to non-emergency events such as supporting operations to the biggest marathon in the world, the Saint Patrick's Day parade, the July 4th fireworks, and the Macy's Thanksgiving Day Parade, NYCEM continued to help New Yorkers become more resilient for their families and their communities.

In 2022 the NYCEM Community Preparedness team doubled the number of grassroots emergency networks that completed the Strengthening Communities program, totaling 16 active networks across the five boroughs. The Public Warning and External Affairs teams worked diligently to expand the Notify NYC Program to reach more than one million New Yorkers! And with Notify NYC as the best tool for New Yorkers to be prepared and informed, NYCEM also helped other agencies build their emergency plans by launching the 2022 Cyber Workshops in coordination with the Office of Technology and Innovation, designed to enhance the readiness of City agencies to deliver their essential services during a cyber incident.

I look forward to working closely with the staff of this agency in 2023. Thank you to all NYCEM employees for their commitment to this great city.

– Mayor Eric Adams

Letter from the Commissioner

My fellow New Yorkers –

I am pleased to share NYCEM's Annual Report documenting our team's remarkable accomplishments in 2022.

As the agency serving New Yorkers before, during, and after emergencies, NYCEM coordinates the City's preparedness,

response, recovery, and mitigation efforts in an ever-evolving threat landscape. We are thankful for our government, non-profit, private-sector, and community partners for helping us serve New Yorkers as we build a more inclusive and resilient city.



Commissioner Zach Iscol

In 2022, NYCEM responded to disasters of various size and complexity, including five-alarm fires, a transit active shooter, multiple disease outbreaks, mass migrations, coastal storms and other extreme weather events, as well as deployments to other hurricane-impacted jurisdictions. Time and time again, our staff adapted plans and strategies and responded, always incorporating lessons learned from previous incidents to improve outcomes for our city. I am incredibly proud to work with the best, brightest, and hardest working emergency management professionals in the world.

While climate change, aging infrastructure, and social and economic disparities will cause disasters to increase in severity and frequency, NYCEM will continue to work tirelessly to ensure our city meets these future challenges.

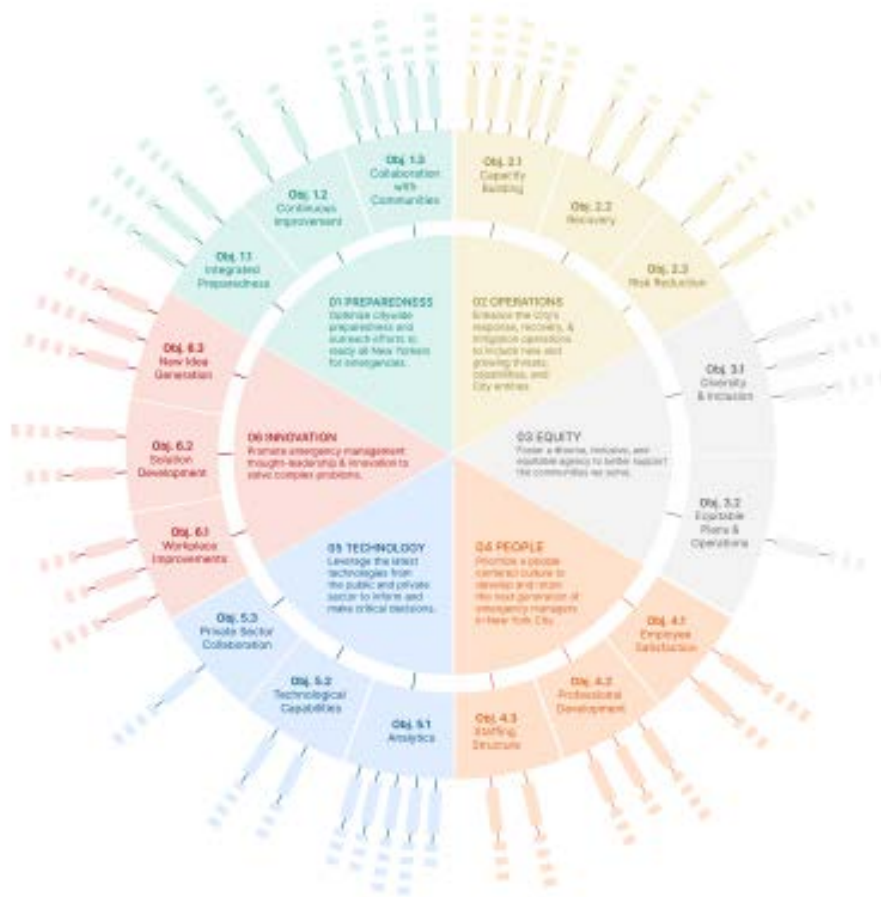
I am honored to lead this agency and look forward to continuing our progress and growth.

– Commissioner Zach Iscol, NYCEM

Introduction

To prepare for localized and citywide disasters, our agency must maintain agile and scalable preparedness, response, and recovery capabilities.

To guide flexible emergency management plans, policies, and operations, NYCEM released its 2022 – 2026 Strategic Plan in June 2022. The Plan serves as a roadmap to further expand and improve the City's emergency management capabilities, impact, and reach over the next four years through six overarching goals.



Overview of NYC Emergency Management's 2022 - 2026 Strategic Plan.

The 2022 Annual Report reviews the impressive progress NYCEM made this past year towards achieving these goals. Guided by the Strategic Plan, NYCEM continues to strive to meet the increasing challenge of keeping all New Yorkers safe in the coming years.



The Ready New York team helps prepare New Yorkers for all types of emergencies.

Goal 1: Preparedness

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

Preparing All New Yorkers for Emergencies

In 2022, NYCEM conducted 655 in-person and virtual events – reaching 37,640 New Yorkers across the five boroughs – and distributed 113,000 emergency guides through our Ready NY program. Additionally, NYCEM expanded its Ready Up NYC webinar series, hosting guest speakers to offer New Yorkers emergency preparedness information on topics such as CPR, building safety, financial preparedness, community resources, and volunteerism.



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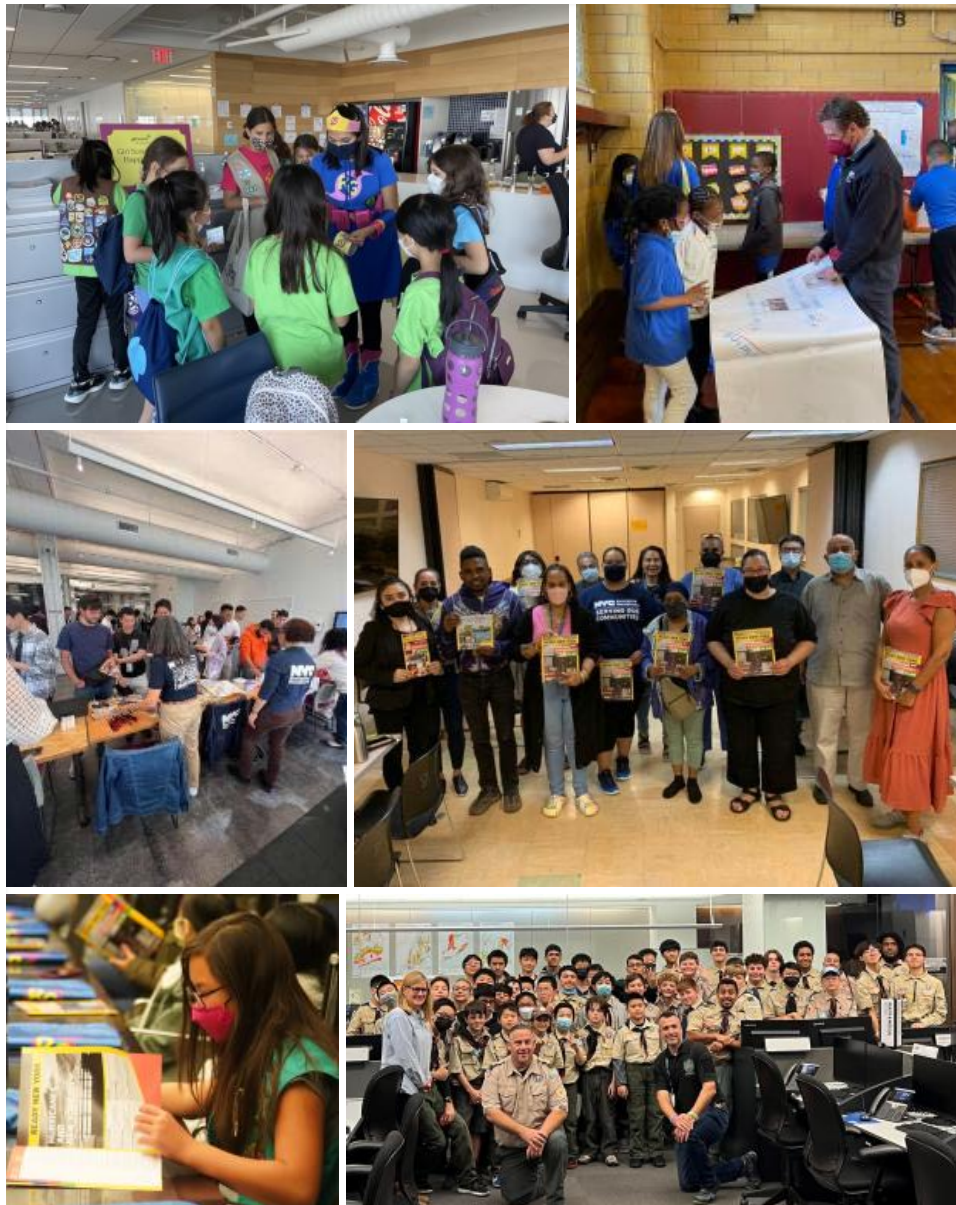
655 37,640 113,000
events New Yorkers emergency guides

Other 2022 key preparedness activities included:

- **National Preparedness Month (September):** NYCEM conducted 44 events reaching 3,300 New Yorkers with preparedness education. This included a pets and service animals event attended by over 400 New Yorkers highlighting ways to keep pets safe during emergencies.
 - Overall, 146 community- and faith-based leaders participated in the 2022 National Preparedness Month webinar series. Recordings from the webinars are available [here](#).
 - For more information on 2022 events, please see NYCEM's [National Preparedness Month Recap Video](#).
- **ReadyFest Event:** NYCEM partnered with the Virtual Senior Center to host an online preparedness event for older adults.
- **Ready NY Older Adult Center of the Year:** NYCEM and the NYC Department for the Aging (DFTA) presented the Community Agency for Senior Citizens' Cassidy Coles Older Adult Center with the Ready NY Older Adult Center of the Year Award. The 10th annual award recognized an older adult center that has made an ongoing commitment to preparing older adults for emergencies.
- **Scouting Events:** NYCEM staff served on a career panel, and Ready Girl shared preparedness tips with Scouts during Girl Scouts Day at the Federal Emergency Management Agency

(FEMA) Region 2 Headquarters. First Deputy Commissioner Farrell and Response staff also hosted more than 40 Boy Scouts from Troop 253 in Queens and Troop 4 in Staten Island to help the Scouts work on their emergency preparedness merit badges.

- **HERricane NYC Program:** NYCEM was lucky to have an amazing group of young women spend the week with us learning about what we do, why, and giving their ideas for the inaugural #HERricane NYC program in April 2022.
- **Ready School of the Year:** NYCEM Commissioner Iscol and Ready Girl visited P.S. 103, The Hector Fontanez School in the Bronx, to present students and staff with the 2022 Ready School of the Year Award. During the award presentation, students performed emergency preparedness-themed songs, poems, and skits, and toured NYCEM's Interagency Command Center Vehicle.



NYCEM hosts emergency preparedness events and collaborates with community organizations across the five boroughs to help prepare all New Yorkers for emergencies.

Working with Community and Private Sector Partners

NYCEM facilitated 63 training courses and events for 106 community organizations in 2022. NYCEM launched a new webinar on Arbor Day (April 28th) called *Treebinar: Safety and Resiliency Under the Urban Canopy*. The webinar highlighted how the urban canopy relates to emergency preparedness and response across the city; for example, participants learned how trees can keep neighborhoods cool and buffer us from storms. The

webinar also addressed how falling limbs and uprooted trees pose a hazard for recovery efforts.

NYCEM also held the 10th annual Community Preparedness Symposium in 2022, *Cultivating Community Connections for Emergencies*. With 440 participants, the event focused on how community organizers, leaders, youth, advocates, and government can better prepare for, respond to, and recover from emergencies.

Through our Partners in Preparedness program, NYCEM provided organizations with access to information from subject matter experts involved in the response to emergent events through over 30 informative webinars.

Supporting the Community through NYC CERT Volunteerism

The New York City Community Emergency Response Team (NYC CERT) volunteer program welcomed 113 new members in 2022. Following basic training, volunteers help their community and first responders and support the City's preparedness and response efforts.



**NYC CERT volunteers
completed over 10,000
hours of service in 2022.**

In 2022, the NYC CERT program reported over 10,000 volunteer hours of service to the City. This included CERT support for emergency response operations, such as:

- Assisting with canvassing operations for a sinkhole incident in the Bronx.

- Aiding asylum seeker arrivals at the Port Authority Bus Terminal Welcome Center.
- Supporting the NYC Department of Environmental Protection (DEP) by cleaning catch basins ahead of major storms.
- Measuring and reporting snow accumulation during winter storms.



NYC CERT volunteers participate in community preparedness activities and support first responders during disaster response operations.

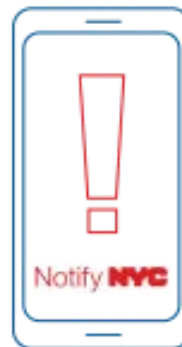
Keeping New Yorkers Informed

Notify NYC

Notify NYC, the City's free, official emergency communications program, keeps the public informed by providing emergency alerts and updates in multiple languages and formats. The program also leverages multilingual short-code messaging for localized incidents and planned events. In 2022, Notify NYC sent over 2,000 alerts to more than 1.1 million subscribers.

As of 2022, Notify NYC has more than 1.1M subscribers.

>1.1M subscribers



This past summer, NYCEM launched a new initiative to raise Notify NYC awareness and subscribers. NYCEM hosted 15 events at City parks, schools, beaches, and gatherings throughout the five boroughs to help New Yorkers learn about and sign up for Notify NYC.



The Notify NYC team conducted outreach across the city to help New Yorkers sign up for emergency alerts.

Developing New Strategies to Reach All New Yorkers

After Post-Tropical Cyclone Ida highlighted emergency alerting gaps with hard-to-reach populations, NYCEM explored new and innovative approaches to better reach diverse communities with critical life safety messaging. In March 2022, NYCEM hosted an ethnic and local media roundtable with Commissioner Iscol and First Deputy Commissioner Farrell to introduce NYCEM priorities and hear the concerns of their readers and communities to better tailor agency outreach and messaging efforts. In June 2022, NYCEM hosted another roundtable for ethnic and local media to learn more about the 2022 Atlantic hurricane season outlook, featuring forecasters from NYCEM and the National Weather

Service, to provide information to their subscribers from a trusted source.



NYCEM hosted a roundtable for local and ethnic media organizations to learn more about the 2022 Atlantic hurricane season outlook.



In 2022, NYCEM responded to 432 press inquiries, issued 60 press releases, and coordinated 85 interviews.

432
press inquiries

60
press releases

85
interviews

Podcasts

NYCEM continues to leverage new and existing initiatives to keep New Yorkers informed. The agency's "[Prep Talk](#)" podcast featured a broad range of guests and topics—from promoting diversity, equity, inclusion, and belonging in emergency management, to

honoring Women's History Month and discussing how NYCEM collaborates with other cities across the country. In 2022, "Prep Talk" episodes were played over 25,000 times in more than 50 countries.

NYCEM also continues to expand its public information resources to non-English speaking communities. In 2022, the agency released five new episodes of "[¡Prepárate!](#)," a Spanish-language podcast series that engages listeners with emergency management topics.



Video PSA: It's Hurricane Season, NYC - Know Your Zone!

Collaborating with Government Partners

NYCEM works throughout the year with elected officials to ensure preparedness resources and emergency information are available to all New Yorkers. In addition, in conjunction with the Mayor's Office of International Affairs and the U.S. Department of State, NYCEM held a briefing for over 180 foreign consulates to provide an overview of NYCEM's mission and work, discuss preparedness tips, and offer information about the agency's multilingual resources.



NYS DHSES Commissioner Jackie Bray, FEMA Region 2 Regional Administrator David Warrington, and NYCEM Commissioner Zach Iscol. All levels of government collaborate before, during, and after emergencies.

Planning and Exercising for Emergencies

To prepare New York City for evolving threats, NYCEM worked with agency partners to develop new planning documents and enhanced existing plans. NYCEM finalized 15 total planning documents in 2022. In addition, NYCEM launched a series of initiatives to improve and professionalize the City's planning process:

- **Plan Sharing Guidance Updates:** Announced a new planning document sharing process, which streamlines the process, clarifies sharing definitions, and enhances NYCEM's ability to safeguard sensitive information.
- **Plan Index:** Released the Plan Index Blurbs, summarizing each of the 150 planning documents available for partners to quickly identify relevant documentation.

Exercising Emergency Plans

In 2022, NYCEM conducted seven operations-based exercises and 28 discussion-based exercises. NYCEM also participated in 26

exercises coordinated by other City agencies. Highlights from 2022 include:

- **Unmanned Aircraft Systems (UAS) “Drone” Data and Information Sharing Exercise**, which was held to evaluate the ability of drones to coordinate and gain situational awareness for field damage assessments.
- **Active Shooter Awareness Series**, which was held as part of a continuing effort to socialize new protocols with NYCEM staff that include updated safety messaging and building hardening.
- **General Counsel Tabletop Exercise**, which was held for the first time to provide situational awareness to agency counsels and promote effective strategic collaboration between agencies during emergency incidents.
- **Emergency Public Information Exercise**, which was held to increase City agency press officer and communications staff familiarity with tools and resources for coordinating emergency communications and messaging to keep New Yorkers informed during an incident.
- **Downed Trees Task Force Tabletop Exercise**, which was held to exercise coordinated interagency response operations for the removal and disposal of downed trees after a weather event.
- **Coastal Storm Healthcare Facility Evacuation Tabletop Exercise**, which was a three-day event hosted by NYCEM and the New York State Department of Health to assess Healthcare Facility Evacuation Center (HEC) operations, including patient transfer and transport to and from facilities.



NYCEM conducted a Downed Trees Task Force tabletop exercise in 2022.



7
operations-based
exercises

28
discussion-based
exercises

**NYCEM conducted 7 operations-based exercises
and 28 discussion-based exercises in 2022.**

Preparing for Hurricane Season

In May 2022, NYCEM welcomed the National Oceanic and Atmospheric Administration (NOAA), FEMA, the New York State Department of Homeland Security and Emergency Services (NYS DHSES), and Mayor Adams for NOAA's unveiling of the 2022 Atlantic hurricane season outlook. With an expected 14 to 21 storms, it was forecast to be an above-average hurricane season for New York City. Though the 2022 coastal storm season passed without major impacts to NYC, NYCEM remains vigilant, planning and preparing to ensure we are ready for next coastal storm season.



Famin Ahmmed, NYCEM Commissioner for a Day winner, joined the NOAA Hurricane Season briefing event.

Famin submitted the winning essay for the contest, besting 52 applicants.



City officials meet on-scene in front of NYCEM's Interagency Command Center Vehicle.

Goal 2: Operations

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

Responding to Serve New Yorkers

NYCEM manages the City's Emergency Operations Center (EOC), a centralized command and control center where preparedness, response, and recovery operations are led for an incident. In 2022, the EOC was activated 19 times for winter weather, extreme heat, fires, public health threats, and more. Notably, the City's COVID-19 activation demobilized after 28 months on July 31st, concluding the City's largest and longest emergency activation to date.

Winter Weather

From January to February 2022, the City activated the EOC three times for snowfall and / or freezing rain to coordinate response activities, amplify public messaging, and reduce transportation, utility, infrastructure, and public health hazards. Of note, the January 28th winter storm brought 7-12 inches of snow across the five boroughs, and City partners worked to address transportation system impacts.

At the end of the year, the City's Situation Room was activated on December 23rd to monitor severe winter weather with moderate to major coastal flooding and extreme high tides, strong winds, and rain. Coastal flooding damaged vehicles, homes, and businesses. The City opened reception centers to provide services to affected communities and continues to support recovery efforts into 2023.



NYCEM surveyed damage in Howard Beach with Council Member Joann Ariola after the December 23rd winter storm.

Bronx Five-Alarm Fire

The January 9th Bronx Five-Alarm Fire was one of the City's most devastating fires in recent history, leading to 17 deaths, dozens of injuries, and hundreds of displaced residents. In response to the emergency, NYCEM and agency partners managed and amplified public messaging, stood-up operations to triage missing persons, organized feeding operations with non-governmental organizations, coordinated service center operations, and created a donations strategy to help residents affected by the fire.



City officials deliver a briefing after the Bronx Five-Alarm Fire.



After the 2022 Five-alarm Bronx Fire, NYCEM launched the City's text notification system – for the first time in three languages (English, Spanish, and French) – to provide updates to impacted populations.

36th Street Transit Shooting

On April 12th, a gunman opened fire on a crowded subway train as it approached the 36th Street Subway Station in Brooklyn during the morning rush hour. The devastating attack was the worst subway shooting in NYC history and led to 23 New Yorkers injured, a citywide manhunt, and significant transportation impacts. In response to the attack, agencies including NYCEM responded to the scene and City, State, and Federal agencies collaborated to conduct time-sensitive critical life safety and investigative operations. The City's Situation Room was activated to coordinate public messaging and address cascading impacts with agency partners.

Extreme Heat

In response to heat indices as high as 104 degrees for the week of July 19th, NYCEM and agency partners coordinated the City's longest heat activation since 2010. This included amplifying public messaging, and reducing transportation, utility, infrastructure, and public health hazards. In addition, the City opened more than 500 cooling centers for people and pets seeking relief from heat.



A LinkNYC kiosk displays information about nearby cooling centers.

NYCEM worked with the NYC Department of Health and Mental Hygiene (DOHMH) to pilot a new virtually administered cooling center training program that was attended by 125 partner agency liaisons and staff members.

Sinkhole in the Bronx

On July 18th, a 58 foot long, 15 feet wide, and 20 foot deep sinkhole opened up in the Bronx. City agencies, including NYCEM, immediately responded on-scene and supported operations over the next several weeks. The sinkhole damaged a water main,

cutting service to 70 homes, and impacted a sewer line. City agencies coordinated to extract vehicles from the sinkhole, conduct canvassing operations, restore water service, fix the damaged sewer line, and repair the street.



A large sinkhole opened up in the Bronx in July.

Public Health

In response to the COVID-19 Omicron surge in January, NYCEM coordinated with City agencies to source and distribute millions of at-home test kits to schools, staff, and partners to help keep our communities safe. Though the City's EOC de-activated for COVID-19 mid-year, NYCEM is proud to have supported New Yorkers through the longest activation in our agency's history which saw more than 1,200 City, State, Federal, and contractor staff surge our capabilities at peak.

NYCEM also provided coordination support for several other public health incidents in 2022 in collaboration with agency partners, including the City's response to the mpox (monkeypox) virus outbreak and monitoring the Ebola outbreak in Uganda.

In October 2022 NYCEM began monitoring the Ebola outbreak in Uganda. Working with City, State, and regional partners, NYCEM reviewed existing preparedness plans and participated in

full-scale Ebola Transport Exercises to observe the New York City Fire Department (FDNY) transport an Ebola Patient to a Regional Emerging Special Pathogen Treatment Center at NYC Health + Hospitals Bellevue.

Additionally, to provide assistance to healthcare facilities during power outages, fires, and patient evacuations, NYCEM created healthcare emergency response kits. These kits include emergency supplies such as power stations for electronic devices, back-up lighting, and hospital incident command system (ICS) materials. The City deployed these kits four times in 2022, including to assist a nursing home that lost power in July 2022.

Asylum Seeker Coordination

From August 2022 through the end of the year, NYCEM coordinated the City's efforts to support the more than 36,000 asylum seekers in NYC. City response activities include staffing a Welcome Center at the Port Authority Bus Terminal to greet newly arriving asylum seekers; working with the American Red Cross (ARC) and Catholic Charities to operate a Navigation Center to connect asylum seekers with City and non-profit services; and establishing Humanitarian Emergency Response and Relief Centers with NYC Health + Hospitals to provide short-term sheltering. NYCEM continues to closely partner with the Mayor's Office of Immigrant Affairs and other agencies to identify a long-term strategy for the influx of asylum seekers.



NYCEM coordinated the City's efforts to support asylum seekers in NYC.

Supporting other Jurisdictions

Kentucky Tornado Support

In January 2022, NYCEM deployed Logistics staff to the Kentucky State EOC to support response operations following destructive tornados that hit western Kentucky in December 2021.

Helping NYC's 'Sixth' Borough: Hurricane Fiona deployment

Just like after Hurricane Maria and the 2020 earthquakes, NYCEM aided Puerto Rico in the aftermath of Hurricane Fiona in September 2022. NYCEM deployed two teams to support ongoing relief efforts and operations in coordination with FEMA and Puerto Rico Emergency Management Bureau representatives, including helping to rebuild connectivity for smaller municipalities and assessing other needs.



NYCEM and partner agencies deployed staff to Puerto Rico in the aftermath of Hurricane Fiona.

Urban Search & Rescue – New York Task Force 1 Responds to Hurricane Ian

New York Task Force 1 (NY-TF1) is one of 28 Task Forces across the country that make up the FEMA National Urban Search and Rescue Response System. The task forces are fully trained and equipped to respond to natural, technological, and human-caused disasters. In September 2022, NY-TF1 deployed to Florida following Hurricane Ian to:

- Search 458 structures to identify the location of individuals sheltering in place, unstable structures, and various hazards;
- Conduct extensive canine search operations of the impacted area; and
- Engage in waterborne targeted searches of boats, homes, and debris in the surrounding waterways.



NY-TF1 was deployed to Florida following Hurricane Ian.

Support for Ukraine

Mayor Adams joined Commissioner Iscol and City officials at the NYCEM Emergency Support Center to send donations of surplus items from the City's Emergency Supply Stockpile to Ukraine to support ongoing humanitarian needs. From April 2022 through the end of the year, the City donated over 1.5M items to the people and government of Ukraine.



Staff at NYCEM's Emergency Support Center coordinated donations for Ukraine.

Providing Support Services to Emergency Response Activities

In 2022, NYCEM deployed light towers, command vehicles, generators, and numerous other pieces of heavy equipment to emergency incidents and major planned events across the city. NYCEM supported 49 Special Events in 2022 including the United Nations General Assembly, July 4th Fireworks, Thanksgiving Day Parade, and the Times Square New Year's Eve Celebration, totaling 101 days of on-site support.



49
Special Events

NYCEM supported 49 Special Events in 2022 including the United Nations General Assembly, July 4th Fireworks, Thanksgiving Day Parade, and New Year's Eve.



NYCEM staff provided support at the U.S. Open (left) and Saint Patrick's Day Parade (right).

Increasing our City's Resiliency

Identifying and Mitigating Hazards

NYCEM launched a *risk report* feature as part of the [Community Risk Assessment Dashboard](#), which combines data from historical events with current information to make it easy for New Yorkers to understand how different communities are affected by hazards.

NYCEM also kicked off the planning process for the 2024 Hazard Mitigation Plan (HMP), the City's plan for assessing hazards, which outlines strategies for reducing the impacts of emergency events (the 2019 HMP can be found [here](#)).

Interim Flood Protection Measures Program

In May 2022, NYCEM held the first simultaneous full-scale exercise of the Interim Flood Protection Measures (IFPM) program: a multi-day, multi-site complex deployment at three sites in Manhattan, Queens, and Staten Island. In addition, [NYCEM partnered with the Red Hook Community Justice Center](#) to install banners featuring photographs taken by local students on the IFPM Atlantic Basin site.



The Interim Flood Protection Measures program is designed to protect critical facilities, infrastructure, and low-lying areas in New York City from flooding caused by a hurricane.

Enhancing Transportation Resiliency

In November 2022, NYCCEM launched the Transportation Coordination Working Group (TCWG) with representatives from 11 City and State transportation agencies. The TCWG is the agency's first collective dedicated to addressing how people and resources move throughout the New York City region during an emergency incident.

Securing Grants

NYCEM coordinated the submission of 29 sub-applications from City agencies to New York State for FEMA's Hazard Mitigation Assistance 2022 grant rounds, including Hazard Mitigation Grant Program (HMGP), Building Resilient Infrastructure and Communities (BRIC), and Flood Mitigation Assistance (FMA). This was the largest submission from the City for hazard mitigation funds since Hurricane Sandy, with sub-applications totaling over \$920M in project costs with over \$607M in Federal grant funding requested.

NYCEM also supported 10 Hazard Mitigation sub-applications from New York City that were selected or awarded in 2022 through FEMA's HMGP, BRIC, and other grant programs. These selections

will allow the City to receive \$95.6M in Federal funding to support projects that will make New York City more resilient.



NYCEM supported agencies in the submission of 29 successful FEMA Hazard Mitigation Assistance grant sub-applications in 2022 and the selection of \$95.6M in FEMA funding from the 2021 grant cycle.

Supporting Citywide Recovery

Post-Tropical Cyclone Ida

A year after Post-Tropical Cyclone Ida caused historic flooding in New York City, NYCEM continues to support recovery efforts. The storm damage spanned all five boroughs, amounting to an estimated \$781M in repair and recovery costs to date. NYCEM compiled a [summary](#) that identifies the impacts from the storm and discusses response and recovery operations the City implemented over the last year. From October 2021 to September 2022, NYCEM also distributed 20 Post-Tropical Cyclone Ida Recovery Dashboards to provide City executives with information to monitor recovery across economic, social, and other citywide sectors and enable data-driven decision making for recovery operations. In addition, NYCEM hosted 32 Post-Tropical Cyclone Ida Recovery Working Group meetings to coordinate short to intermediate recovery with representatives from City, State, and Federal partners as well as the non-profit community.

NYCEM successfully advocated for \$12.2M in Ida recovery funding from the Federal government to support programs that will enhance our outreach, preparedness, recovery, and resiliency work in the future.

COVID-19

Beginning July 2020, NYCEM distributed 62 COVID-19 Recovery Dashboards to over 430 personnel from 50 agencies. The final report was released in April 2022.

Hurricane Sandy

2022 marked the 10-year anniversary of Hurricane Sandy, which hit New York City with a ferocity unequalled by any other storm in modern history. The City's response to Hurricane Sandy began well before the storm made landfall and in some ways continues today. NYCEM contributed to [Sandy 10-Years Later](#), which reviewed the damage, response, recovery, and resiliency efforts from Hurricane Sandy. Specifically, NYCEM:

- Led walking tours of the City's Interim Flood Protection Measures site in Red Hook with Open House NY to familiarize the public with just-in-time deployments to protect neighborhoods from coastal flooding.
- Released a ["Prep Talk"](#) podcast discussing the role that NYCEM played during the storm's preparedness, response, and recovery stages along with lessons the City has learned.
- Presented at the Sandy+10 event hosted by Columbia University for storm survivors, activists, practitioners, public servants, and academics whose life and work changed to meet the challenges of Hurricane Sandy recovery.

Climate change and the future of stronger, more frequent storms pose an ever-growing threat to New York City. NYCEM and partner agencies are committed to launching innovative, first-in-the-nation resiliency projects and are implementing them in a unique, dense urban environment.



NYCEM's Strengthening Communities program offers grants to community networks to build their emergency preparedness plans and support local community resources.

Goal 3: Equity

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

Highlighting the Agency's Equity and Diversity Council

In December 2020, NYCEM launched its Equity and Diversity Council, an employee-driven approach to facilitating discussions on issues related to diversity, equity, inclusion, and belonging, and integrating these principles into the agency's mission, operations, and strategies.

NYCEM's Equity & Diversity Council is comprised of five committees:



01
Community
& Partnerships

02
Messaging
& Data

03
Programming
& Awareness

04
Recruitment

05
Retention

The Equity and Diversity Council's major accomplishments for 2022 include:

- **Community and Partnerships:** Developed strategies to further embed equity in response operations and collaborated with staff to participate in community outreach events.
- **Messaging and Data:** Provided feedback on agency messaging, reports, guides, and surveys to ensure diverse perspectives are represented.
- **Programming and Awareness:** Created a Disability Etiquette Guide to share appropriate ways to interact with colleagues and members of the public using person and identity-first language.
- **Recruitment:** Developed an Equitable Recruitment Best Practices Guide to be more inclusive in sourcing and interviewing candidates.
- **Retention:** Conducted an agency-wide retention survey to address COVID-19 staff burn-out and implement improvements.

For more information on the Council, check out ["Prep Talk" Podcast Episode 77: Equity, Diversity, and Inclusion in Emergency Management.](#)

Incorporating Disability, Access, and Functional Needs in Emergency Management

NYCEM continues to incorporate Disabilities, Access, and Functional Needs considerations into newly developed agency policies, practices, and procedures. Specifically, NYCEM coordinates an internal monthly roundtable to promote agency inclusivity in its work with underserved populations. NYCEM also invites colleagues from other agencies and organizations to share recommendations and best practices to involve the whole community, especially those with Disabilities, Access, and Functional Needs, in mitigation, preparedness, response, and recovery.

To raise awareness on issues related to Disabilities, Access, and Functional Needs and emergency management with the legal community, NYCEM conducted its first ever Continuing Legal Education course in November 2022 for hundreds of City attorneys.

Increasing Diversity in our Work

NYCEM New Hires

In 2022, NYCEM hired 46 new staff members, with 60% from underrepresented groups.

Strengthening Communities Program

After COVID-19, NYCEM piloted the Strengthening Communities Program to provide funding to community networks in traditionally underserved neighborhoods to develop community emergency plans and integrate them into the City's EOC. Following the pilot's success in helping the City work towards more equitable response and recovery operations, particularly in previously hard-to-reach communities, NYCEM expanded this program to include a total of 16 community networks across all five boroughs in 2022. In 2023, the Community Preparedness team will be launching a third cohort of 21 community- and faith-based networks representing all five boroughs, increasing the total to 37 participating networks since program inception in 2021.



Video: NYCEM's Strengthening Communities Program - How It Works

Responding to Racism

NYCEM presented the “Responding to Racism” workshop in April 2022. Led by a facilitator from Change Impact, the workshop unpacked types of racism and how staff can promote antiracist practices.

Agency Spotlight Events

NYCEM worked to diversify our applicant pool by partnering with the NYC Department for Citywide Administrative Services’ (DCAS) Office of Citywide Equity and Inclusion and the Office of Citywide Recruiting to host a series of agency spotlight events. Through increased engagement and citywide collaboration, NYCEM added over 700 contacts to our job vacancy distribution lists.

Minority and Women-Owned Business Enterprise Engagement

NYCEM worked hard this past year to increase minority and women-owned business enterprises (M/WBE) on City contracts. We are proud that NYCEM ended Fiscal Year (FY) 2022 with double the citywide average for M/WBE contracts.



In Fiscal Year 2022, NYCEM engaged M/WBE vendors for 47% of contracts, above the citywide average of 23%.



NYCEM staff wearing pink to show support for Breast Cancer Awareness Month.

Goal 4: People

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

Prioritizing People

NYCEM implemented the agency's first paid summer internships for college aides in June 2022, onboarding six individuals. Additionally, NYCEM employed 11 high school interns. The majority of interns were engaged through New York City's Summer Youth Employment Program. The interns supported projects

across the agency and developed technical skills to advance their careers and interest in emergency management.

NYCEM continues its commitment to create the City's next generation of emergency managers. 2022 marks 11 years of the John D. Solomon Fellowship for Public Service. The program boasts 90 alumni, the majority of which have gone on to careers in local and state government. NYCEM continued its longstanding partnership with the Urban Assembly School for Emergency Management, the city's first high school dedicated to emergency management.



Mayor Adams attended the graduation ceremony for the 2021 – 2022 John D. Solomon Fellowship for Public Service in May 2022.

NYCEM also launched several successful employee engagement initiatives in 2022, including the first annual NYCEM Community Fair.



At the NYCEM Community Fair, staff showcased community-based initiatives and solicited interest in clubs, as well as professional development, volunteer, and social opportunities.

Encouraging Professional Development

Mentorship Program

NYCEM's Mentorship Program partners new staff with agency mentors who provide advice, coaching, and professional support. This enables employees to develop a one-on-one relationship with a NYCEM leader and receive personal guidance on how to advance their career goals.



In 2022, the Mentorship Program had 24 pairs of mentors and mentees.

Learning & Management Program

The NYCEM Leadership & Management Program supports mid-level manager growth and development. The 2022 Program centered on the research-based Situational Leadership Model developed by the Center for Leadership Studies. Using this model, 14 participants learned how to effectively assess and adapt to situations, opportunities, and challenges when leading others.

EOC Coaching Program

NYCEM launched the EOC Coaching program in Spring 2022, which offers employees opportunities to connect, reflect, and improve on performance after emergency operations. Coaches were assigned to each on-call team to provide advice, mentorship, and answer EOC activation questions.



NYCEM's Situation Room was named in honor of former First Deputy Commissioner Calvin Drayton (center).

Staff Development Through Training

NYCEM's Learning & Development Program offers staff access to more than 80 instructor-led and online courses. Course offerings cover a variety of topics including emergency management principles, plans and protocols, and leadership development.

In 2022, 1,665 participants completed instructor-led training sessions coordinated by NYCEM.



1,665
participants

NYCEM continues to develop new courses to adapt to emergency management's evolving landscape. New courses offered in 2022 include:

- **Introduction to Emergency Management in NYC:** This course provides a high-level overview of New York City's emergency management structure and operations for those who are new to the field, including agency partners.
- **Introduction to Plan Writing:** This course helps NYCEM staff learn more about the plan writing process and contains helpful tips for writing clear, concise, and streamlined planning documents.

Promoting Employee Wellness

In Fall 2021, NYCEM created a retention group to increase employee engagement and provide professional development resources and opportunities. In 2022, employees participated in several activities implemented by the group, including outdoor team building activities in partnership with NYC Department of Parks and Recreation (NYC Parks) and Restorative Circles facilitated by the NYC Office of Administrative Trials and Hearings (OATH).



NYCEM staff participate in teambuilding exercises at the Alley Pond Adventure Course.

NYCEM's Wellness Committee focuses on employee health, safety, and wellness and provides tools and resources to support staff. In 2022, the Wellness Committee, in collaboration with WorkWell NYC, presented "Creating Supportive Connections" for NYCEM employees. The presentation covered how supportive connections aid in stress management, strategies to combat loneliness and social isolation, and steps to strengthen social networks.



NYCEM staff organizations include a running club and gardening club.



NYCEM staff visited the NYC Department of Transportation's ferry simulator.

Goal 5: Technology

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

Deploying Cutting-Edge Technology

NYCEM worked to ensure that the agency's technology remains inventive and secure through the following initiatives:

- Upgraded or launched 15 systems, including a new incident management platform, to leverage the latest software available for agency operations.
- Debuted new cybersecurity training courses for NYCEM employees to safeguard security.
- Migrated data to new cloud-based platforms and improved remote access systems to ensure continuity.

NYCEM partnered with Everbridge to develop a state-of-the-art situational awareness tool, Crisis Management, launched in Summer 2022. This tool leverages data and automation to improve the agency's response and coordination capabilities. It also

supports the daily work of Watch Command which serves as the City's 24/7 incident monitoring and coordination center.

In addition, NYCEM enhanced Unmanned Aircraft System (UAS) capabilities to allow for live streaming, emergency mapping support, and increased incident documentation during an emergency. These new capabilities allow for greater incident command support by sharing on-scene visualizations of an emergency incident in real-time. This was tested in multiple deployments, including several large fires, infrastructure flights, and special events including the U.S. Open and United Nations General Assembly.

Making Analytical Improvements

Dashboards for Decision-Making

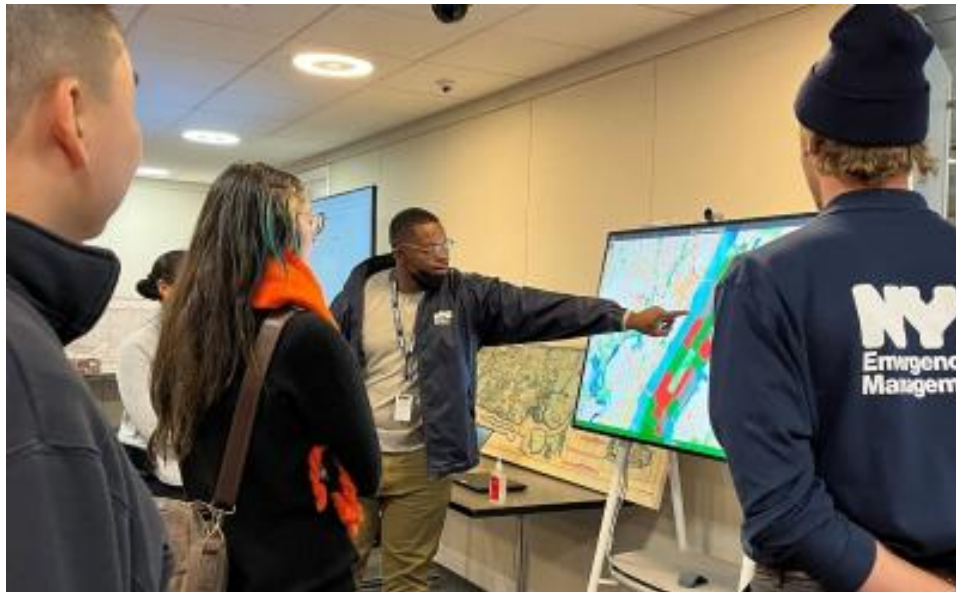
Following analytical processes implemented during COVID-19, in 2022 NYCEM worked to transition operational reporting from text-heavy word documents to high-impact data visualizations in Senior Leadership Briefing dashboards. In 2022, NYCEM finalized the City's Heat, Coastal Storm, and Winter Weather Senior Leadership Briefing dashboards to promote data-driven decision-making.



NYCEM replaced text-heavy reports with high-impact data visualizations in Heat, Winter Weather, and Coastal Storm Senior Leadership Briefing dashboards.

Emergency Data Team

In 2022, NYCEM expanded its Emergency Data Team, responsible for data collection, analysis, and visualization during an incident, to include additional staff. The Emergency Data Team also trained to develop new skillsets to bolster the agency's analytical capabilities.



NYCEM staff demo new Geographic Information Systems (GIS) tools to improve emergency response operations.

Harnessing Geographic Data

NYCEM prioritized new Geographic Information Systems (GIS) projects in 2022 to automate existing processes and improve overall efficiency. For example, by implementing new software programming techniques, a routine buildings data process which previously required hours to complete can now be carried out in 10 minutes. NYCEM also deployed a beta Interagency Geospatial Data Catalog in 2022 to improve geographic data accessibility for agency partners.



NYCEM staff joined a briefing in the Emergency Operations Center (EOC).

Goal 6: Innovation

Promote emergency management thought-leadership & innovation to solve complex problems.

Continuously Improving

Innovation Program

NYCEM announced the re-launch of the agency's Innovation Program in July 2022. The program, which was on hiatus due to COVID-19, enables NYCEM staff of any level and tenure to submit ideas to improve existing programs or suggest new projects to Commissioner Iscol and First Deputy Commissioner Farrell. We are excited to see what new ideas come to fruition!

After-Action Reports

NYCEM finalized multiple internal and interagency After-Action Reports (AARs) to document best practices, lessons learned, and areas for improvement following emergency incidents. In 2022, completed AARs notably include the City's Post-Tropical Cyclone

Ida AAR, developed with input from more than 20 City agencies and organizations.

In 2022, NYCEM, in coordination with DOHMH, NYC Health + Hospitals, and the Mayor's Office of Operations, kicked off the City's COVID-19 Response Review to evaluate City-led operations stood-up in response to the pandemic. The final Review will be released publicly in 2023.



In 2022, the City kicked off the COVID-19 Response Review to evaluate City pandemic response operations.

Novel Contracting

In August 2022, NYCEM organized and facilitated the first-ever On-call Emergency Contract Program (OCEC) tabletop exercise. With over 55 in-person participants from City agencies and the vendor community, the group identified strategies to improve the OCEC program and the City's overall response posture to more rapidly respond to a large-scale, citywide emergency.



The first On-call Emergency Contracts (OCEC) Tabletop Exercise was held in 2022.

Enhanced Continuity Planning

NYCEM continues to lead the citywide Continuity of Operations (COOP) program, ensuring City agencies can deliver essential services to New Yorkers during emergencies. NYCEM launched the Citywide COOP Forum in 2022 to enable real-time interagency coordination among City COOP teams and supported several agencies in managing COOP incidents. Throughout the year, NYCEM offered COOP planning, training, and exercise opportunities, culminating with the 2022 Citywide COOP Conference in December focused on winter weather emergencies.



NYCEM hosted the 2022 Citywide Continuity of Operations (COOP) Conference in December.

NYCEM Incident Management Team (IMT) Pilot Program

To enhance the agency's ability to respond to complex incidents, NYCEM kicked off an internal IMT pilot program. The NYCEM IMT will be deployed to coordinate and support ground operations during incidents that require a longer-term, higher-complexity response.



NYCEM staff attended training courses as part of the New York State IMT & EOC Academy at the New York State Preparedness Training Center.

Borough Command Centers

NYCEM's Queens Borough Command Center opened in March 2022 at Fort Totten, and the Staten Island Borough Command Center opened in June 2022 at the Petrides Campus. These field offices help us expand our agency's field presence and provide a greater level of service to the City. NYCEM looks forward to piloting additional borough offices in the future.



The Staten Island Borough Command Center serves as a hub for NYCCEM responders to mobilize and coordinate emergency assets during large-scale emergencies on Staten Island.

Looking Ahead

Though our city continues to face more frequent and complex disasters, NYCCEM remains committed to expanding our outreach and capabilities to better serve all New Yorkers before, during, and after emergencies. Through this work and with the help of our partners across the City, we look forward to creating a more inclusive, innovative, and resilient emergency management practice for New York City.

For more information, visit

NYC.gov/emergencymanagement, call 311 (212-639-9675 for Video Relay Service, or TTY: 212-504-4115), or follow the agency on social media.



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Prepare. Respond. Recover.

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