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NYC Emergency Management's annual report highlights the agency's accomplishments from July 2019 through June 2020, as well as outlines the vision for the agency's future.

A Letter from the Commissioner



I am pleased to present NYC Emergency Management's achievements over the past year.

Driven by our mission and core values, our role is to make New York City the most ready and resilient it can be. As our city faces an ever-evolving landscape of natural and man-made threats, coordinating the City's preparedness, response, recovery, and mitigation efforts is more critical than ever. A small agency with a big mission, we are grateful for the continued partnership and support received from government agencies, community organizations, volunteers, elected officials, and the private sector.

From power outages, to a neighborhood sewage backup, earthquakes in Puerto Rico, and a global pandemic, NYC Emergency Management faced some of its greatest challenges over the past 12 months. No matter the size, complexity or circumstances of these disasters, our staff members answered the call time and time again. Each unit took every opportunity to nimbly adapt plans, strategies, and responses, and improve and incorporate lessons learned from past outcomes. NYC Emergency Management consists of the best and brightest emergency management professionals in the world who proudly represent the communities we serve. I applaud their efforts and unwavering dedication to help all 8.6 million New Yorkers.

I have learned so much working with our agency staff, partners, and communities. I encourage you to learn more about how NYC Emergency Management ensures the City is ready for the next disaster; prepares for a resilient future; connects and engages with New York City's communities; keeps the public informed; responds to New Yorkers in need; and is making strategic changes to achieve its vision.

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

Deanne Criswell, Commissioner



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

Throughout its history, the City has been confronted with natural and man-made disasters. The agency leads the coordination for multiagency responses to emergencies and other significant incidents in New York City, and spearheads a number of interagency and public-facing programs designed to improve preparedness at the government, organizational, and individual level. This includes developing New York City emergency plans, collaborating with over 400 local, state, federal, nonprofit and other entities, educating the public about emergency preparedness, and hosting all-hazard training and exercises. NYC Emergency Management also works to advance long-term initiatives that reduce risk and increase the resiliency of New York City through mitigation planning and federal mitigation grant coordination.

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

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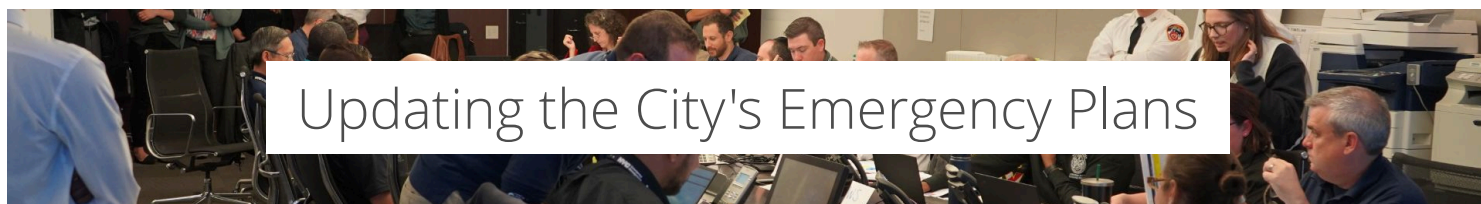
Making Sure the City is Ready for the Next Disaster



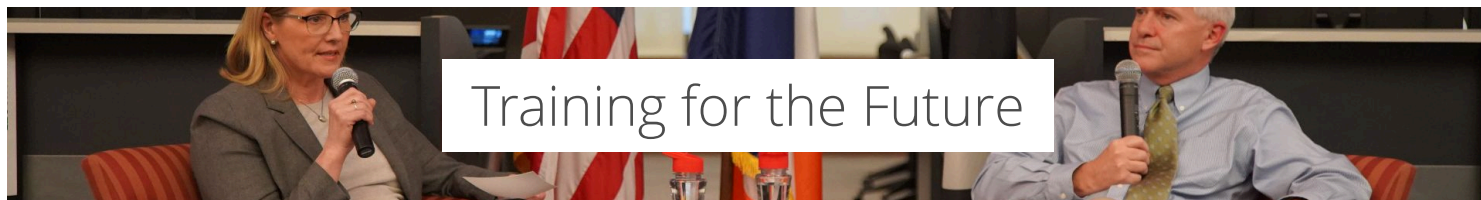
Building the City's capabilities through planning, innovation, and collaboration

Achievements by the Numbers

- *Working around the clock (24/7) to ensure the City is ready and resilient*
- *Updated seven interagency plans to guide the City's response*
- *Provided 86 in-person courses to staff and partners*
- *Trained 1,357 participants*
- *Hosted four full-scale and functional exercises and 28 tabletop exercises*



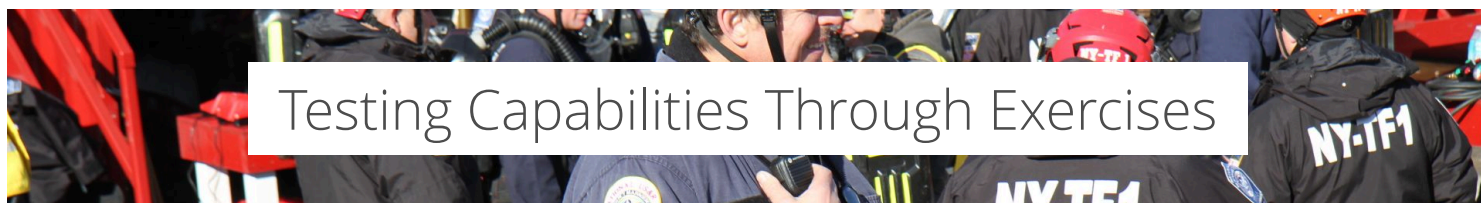
The complexity of emergency planning in New York City requires multiple stakeholder participation. As threats continue to change, plans must be agile and continually strengthened to meet this changing landscape. NYC Emergency Management leads this collaborative effort. Over the past year, a planning process toolkit was introduced to better guide the planning process. This included a virtual tool that catalogues all NYC Emergency Management planning documents — 55 plans, playbooks, and guides — and includes such details as when plans were last tested, updated, and activated.



Emergency managers must continually enhance their knowledge, skills, and abilities. Through its training unit, the agency successfully launched a new learning management system that allows the agency to effectively track internal compliance with required training, and also track partners' participation in programs like the emergency management certificate program. A competency model was also developed for the Emergency Operations Center (EOC), which sets clear expectations for staff and identifies any gaps in learning opportunities related to EOC roles.

Key training opportunities launched this year include:

- **Service center training**, which outlines how the City works with its partners to provide those affected by emergencies to access critical services in a single location;
- **Online commodity distribution point training**, which outlines the City's plan to address supply chain disruptions by distributing basic essential supplies in communities affected by an emergency; and
- **"Lessons in Leadership,"** a quarterly speaking series that highlights the professional journeys of leaders in the emergency management and public safety fields.



Testing Capabilities Through Exercises



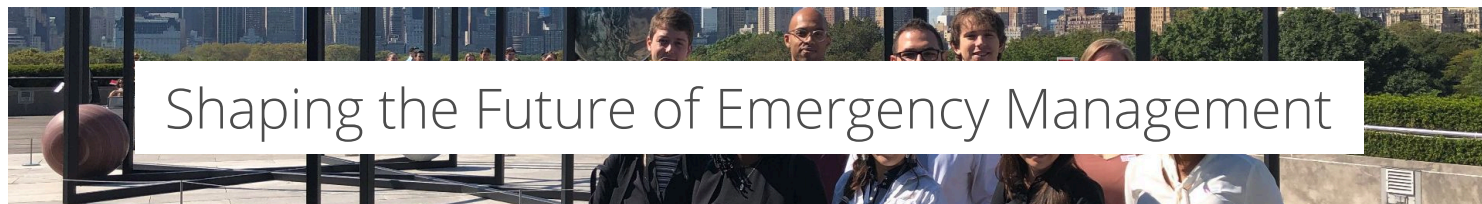
From top (left to right): Queens Guard functional exercise, COOP exercise, and TunnelEx.

Exercises provide the ability to test our level of readiness. NYC Emergency Management works with partner agencies to foster collaboration, test plans and procedures, and identify gaps to determine future needs.

This year, City partners participated in the following exercises:

- **EOC Exercise Series:** This year's Queens Guard functional exercise, held in the City's Emergency Operations Center, included a scenario featuring an "explosion" on a subway line platform, followed by additional explosions at a responding hospital, as well as neighboring cities.
- **Continuity of Operations:** The agency's continuity of operations (COOP) team celebrated its 10th conference/exercise in 2019, which highlighted the City of New York's resilience and continuity of operations for a winter weather emergency.
- **TunnelEx:** The agency worked with the City's Urban Search & Rescue team, known as New York Task Force 1 (NY-TF 1), on a two-day exercise dubbed TunnelEx. Held at FDNY's training facility on Randall's Island, TunnelEx challenged NY-TF 1's ability to effectively use re-breather apparatus during an intense disaster simulation that included both a subway tunnel explosion and a collapsed pile rescue.
- **Testing and exercising plans amid ongoing response:** Emergencies like COVID-19 have required the agency to be nimble in its planning and response. To address this, NYC Emergency Management hosted its first virtual functional

exercise to test the agency's capability to respond to an extreme heat emergency while also responding to a concurrent public health emergency.



NYC Emergency Management continues its commitment to creating the City's next generation of emergency managers. The [John D. Solomon Fellowship for Public Service](#) wrapped up its eighth year, marking 70 engaged alumni with more than 50% moving on to careers in local and state government.

NYC Emergency Management also continued its longstanding partnership with the Urban Assembly School for Emergency Management, the City's first high school dedicated to emergency management.

Actions for a Resilient Future



Taking critical steps to reduce losses after a disaster

Achievements by the Numbers

- *The Interim Flood Protection Measures Program (IFPM) expanded to 55 sites to protect critical facilities, infrastructure, and low-lying areas in New York City from flooding caused by a hurricane*
- *Assisted four City agencies seeking mitigation grants*



The newest edition of the [NYC Hazard Mitigation Plan](#), which identifies the hazards that pose a risk to the city, and actions that City agencies are taking to reduce the impacts of these hazards, was released as a digital platform in 2019. In 2020, the site was updated to include a community risk assessment dashboard, a tool that incorporates various data sets so users can determine which hazards may affect their address or neighborhood.

In line with the City's OneNYC 2050 strategic plan, NYC Emergency Management is working to ensure that communities remain resilient while facing environmental threats like climate change. As part of the ongoing [Interim Flood Protection Measures \(IFPM\) program](#), the agency partnered with the NYC Mayor's Office of Resiliency and the Manhattan Borough President's Office to beautify the flood barriers located in South Street Seaport. Local stakeholders selected the series of designs that adorn the barriers.



The IFPM Mural Arts Program allows artists to showcase their work on flood barriers. A series of designs were selected by local stakeholders for installation in South Street Seaport (pictured). Design by Brenda Berkman.



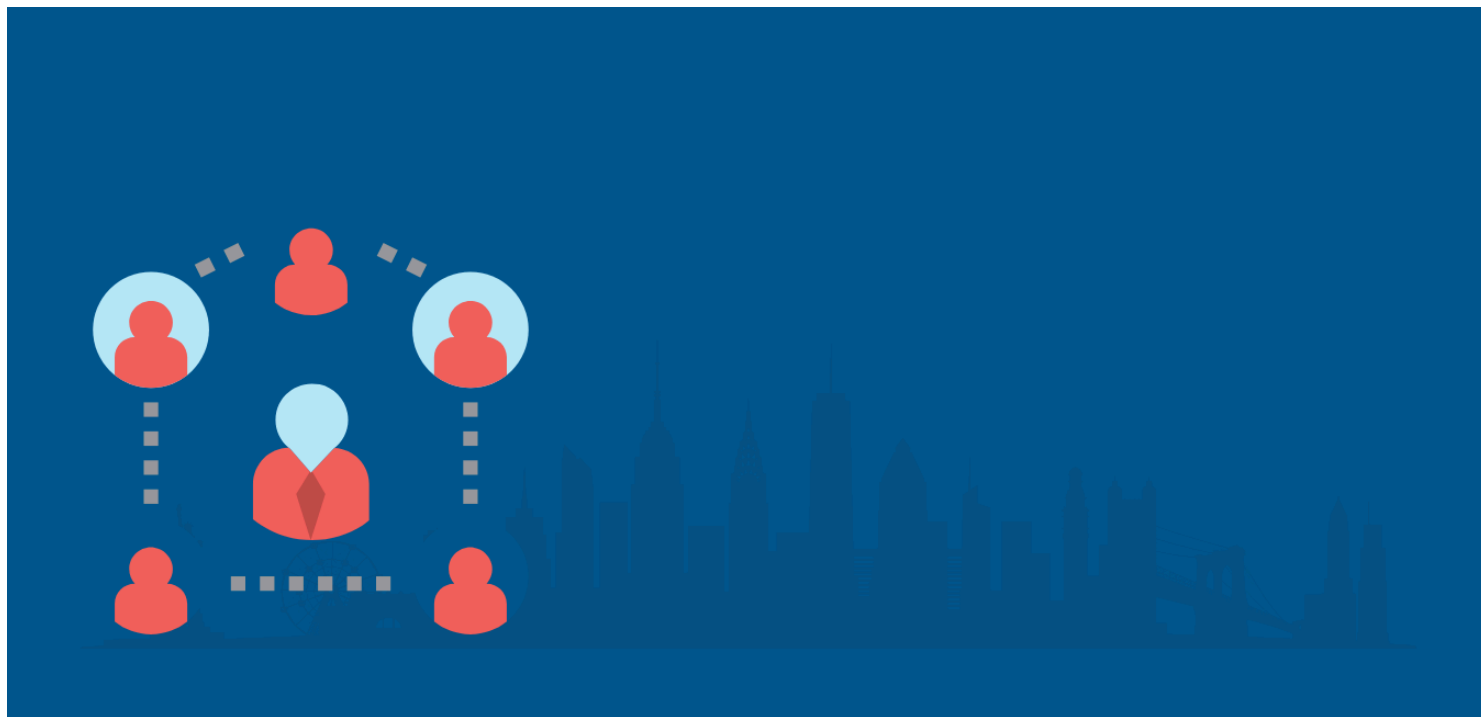
Grant Successes

Implementing risk reduction measures can eliminate the impact of future emergencies and are often made possible through grant funding. The agency had several achievements in mitigation grants through 2020:

- Secured funding for New York City Housing Authority (NYCHA)/NYC Department of Environmental Protection (DEP) stormwater resiliency study in East Harlem;
- Assisted agencies with four mitigation grant applications beginning in October 2019; and

- Launched technical assistance initiative to support agencies in developing projects in anticipation of FEMA's Building Resilient Infrastructure and Communities (BRIC) funding.

Connecting & Engaging All Communities



Better serving New Yorkers and their communities in their darkest hour

Achievements by the Numbers

- *Through the Ready New York program, hosted 567 presentations, trained more than 57,000 people, and distributed nearly 383,000 guides**
- *Led two series of the Community Emergency Planning Boot Camp, which helped 22 organizations plan and prepare for emergencies*
- *During National Preparedness Month, conducted 90 events, trained 11,452 people, and distributed 122,850 guides*

**Emergency preparedness education sessions were suspended in March due to the COVID-19 pandemic.*



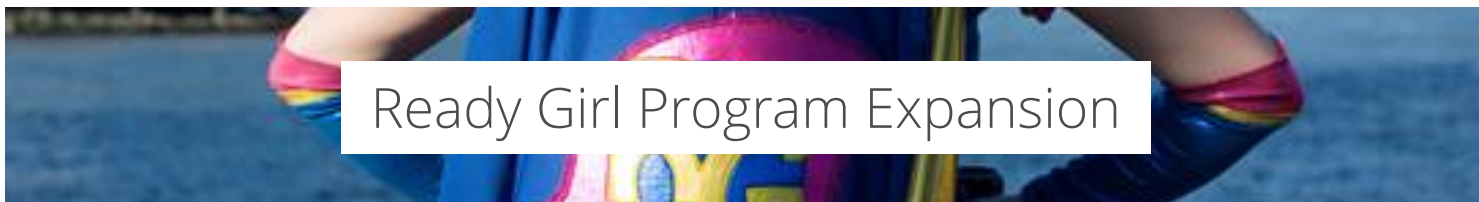


From left: A Ready New Yorker at a pet preparedness event, a Community Preparedness Boot Camp session, and CERT volunteers conducting outreach at the Staten Island's Children's Museum during National Preparedness Month.

One of the pillars of NYC Emergency Management's mission is to educate the public. Through its [Ready New York](#) program, the agency offers free emergency preparedness presentations and resources for all communities, including children, older adults, and people with disabilities, access and functional needs. Presentations are provided for schools, houses of worship, and in multiple languages.

NYC Emergency Management's [community preparedness](#) team is charged with maintaining relationships with coalitions, long-term recovery groups, and recovery organizations in the city and continues to organize and support new groups looking to develop community emergency networks.

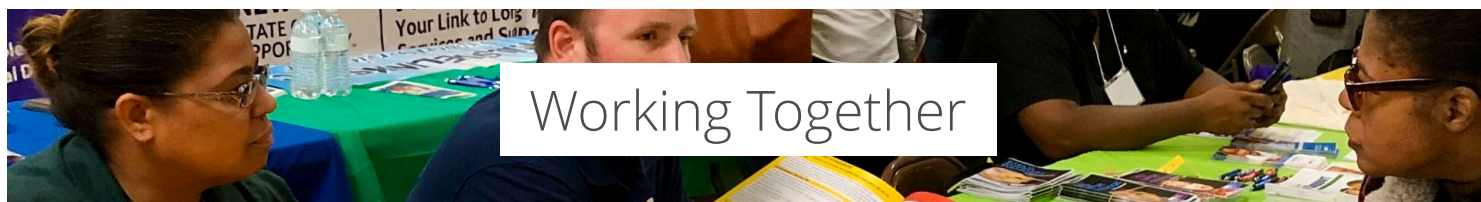
The [NYC Community Emergency Response Team \(CERT\) program](#) is always looking for new volunteers who want to help their families, friends, neighbors, and communities before, during, and after emergencies. The structure of the program was reorganized to expand its active volunteer base while still maintaining its local and community focus.





One of the program's Ready Girls (center) made an appearance at a neighborhood event to educate youth about emergency preparedness.

[Ready Girl](#), which debuted in 2015 as an additional facet of the Ready New York for Kids program, educates New York City children about the importance of emergency preparedness. In 2020, the award-winning initiative broadened its reach with [two new comic books](#) that chronicle Ready Girl's adventures as an emergency preparedness superhero. Local jurisdictions interested in educating their local youth can now adopt the program through the Ready Girl licensing agreement, including how to hire and train Ready Girl presenters and how to develop the Ready Girl character for their own use.



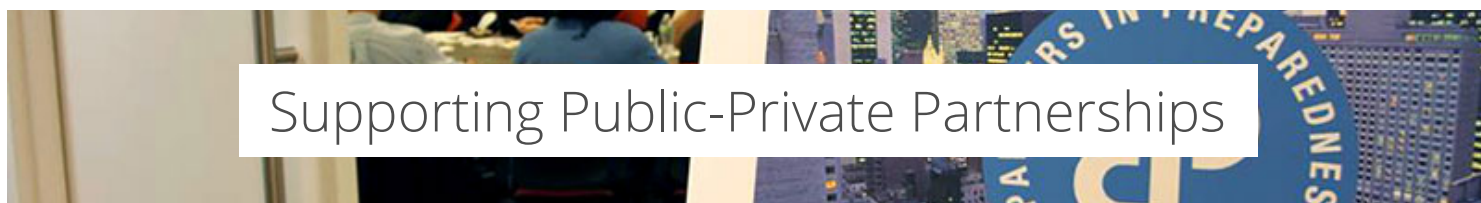
NYC Emergency Management is focused on ensuring all communities have the tools they need to be prepared and resilient, including those with [disabilities, access and functional needs](#).

In addition to completing all of the requirements of the so-order Stipulation of Settlement in the federal *BCID v. de Blasio* litigation (S.D.N.Y. 11-Civ-6690), City staff continue to fulfill commitments to support New Yorkers in their time of need.



The 2020 Symposium: Bridging the Gap to Communities centered on the principle that a connected community can help everyone (regardless of ability or available resources) be ready and resilient.

The agency supports the disability community as an active participant in the NYC Disability Pride Parade, as well as serving as the host of an annual symposium that brings together City agencies, community organizations, and volunteers to provide participants with emergency preparedness information and discuss steps communities can take to support individuals with disabilities, access and functional needs. In fact, NYC Emergency Management's 2020 Symposium: Bridging the Gap to Communities had more than 200 attendees.



To ensure that businesses of all sizes stay prepared and can continue operating during an emergency, the [Partners in Preparedness](#) program introduced new resources to its 800 participating organizations, including a tabletop exercise toolkit that guides partners through planning and responding to various scenarios, ranging from coastal storms to steam pipe ruptures.

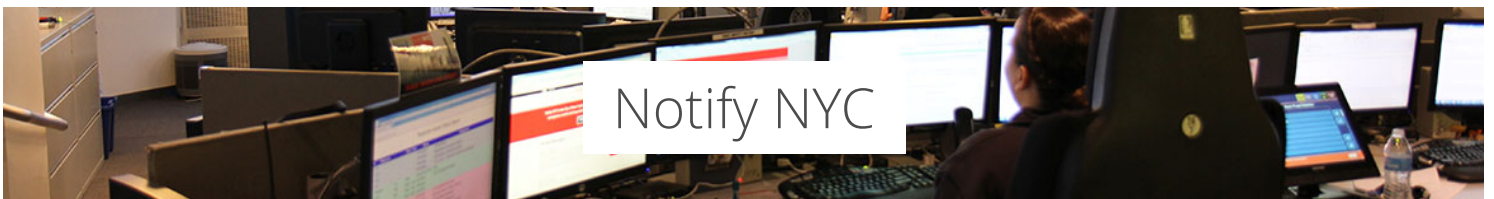
Keeping More New Yorkers Informed



Working tirelessly to provide key alerts and updates before, during, and after an incident

Achievements by the Numbers

- *Notify NYC, the City's official emergency communications program, sent 3,899 alerts to over 800,000 subscribers*
- *Record number of social media fans and followers — including over 70,000 on Twitter, 53,000 on Facebook, and 24,500 on Instagram — informed about the agency's activities before, during, and after an emergency*
- *Public service announcements garnered 8 million impressions on radio and television*
- *In line with Executive Order 47, spent 95% of advertising budget on community and ethnic media placements in the first half of the year*
- *Answered more than 1,400 press and media inquiries and disseminated more than 70 press releases*

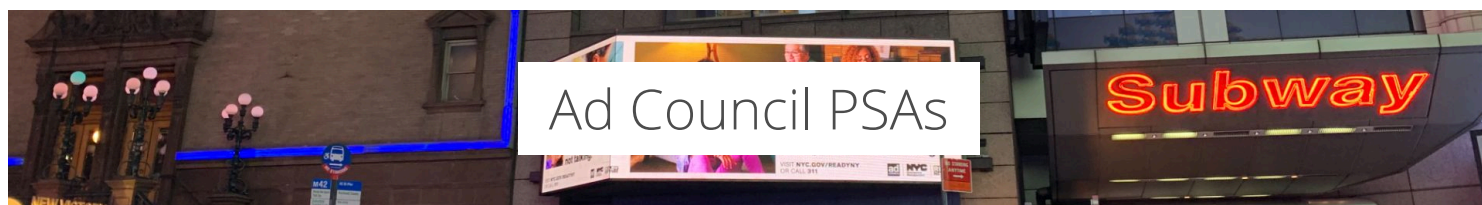




Notify NYC has expanded the ways New Yorkers can receive free emergency alerts and updates.

[Notify NYC](#), the City's official emergency communications program, continues to ensure New Yorkers stay informed and connected during critical times:

- Expanded multilingual messaging (available in 12 languages) offers key alerts and updates to non-English speaking New Yorkers; and
- Launched a new short code messaging service that provides opt-in users with alerts and updates about planned events like July 4 fireworks, parades, and New Year's Eve in Times Square, as well as emergencies like local sewage backups and the COVID-19 pandemic. Short code messages have been sent in English and Spanish, with additional messages being shared on the program's multilingual Twitter accounts.



In September 2019, NYC Emergency Management unveiled [new public service announcements \(PSAs\)](#) as part of its continuing partnership with the Ad Council. The English and Spanish-language PSAs encourage viewers to communicate when it counts by talking with their family about how to plan for an emergency. The PSAs were advertised on television, radio, outdoor media spaces, in print, and online.

Responding to New Yorkers in Need



Ensuring emergency roles and responsibilities are defined and leaders are prepared and empowered to make decisions

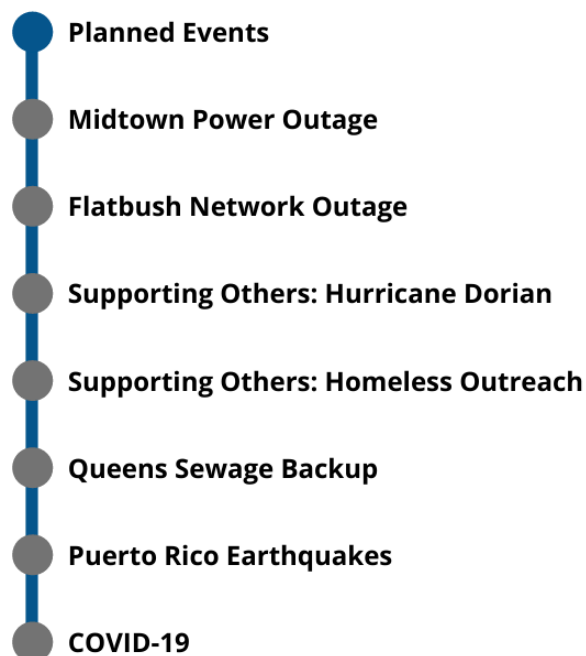
Achievements by the Numbers

- *Activated the City's Emergency Operations Center (EOC) 24 times for a total of 186 days*
- *Monitored 5,675 incidents across all five boroughs*
- *Responded to 890 emergencies over the last year*



NYC Emergency Management actively led the coordination of responses to emergencies and other significant incidents across the five boroughs and beyond.

Notable Responses



Planned Events

New York City is the backdrop of iconic events ranging from local community celebrations to major holidays. To ensure these events are safe and enjoyable for all, NYC Emergency Management provided incident coordination and support during planned events. This year also marked the first time the agency implemented a consequence management plan to guide the City's response if an emergency took place at one of these events.

The agency set up command posts on site to support incident commanders, including local, state, federal, and private-sector partners, as well as deploy [Community Emergency Response Team \(CERT\) volunteers](#) to assist first responders with such activities as traffic control. Some planned events that NYC Emergency Management responded to included:

- July 4 fireworks
- U.S. Women's National Soccer Team's Ticker Tape Parade
- UN General Assembly
- U.S. Open
- New York City Marathon
- Thanksgiving Day Parade
- New Year's Eve



On-scene coordination is seamless when command posts are set up at events.

- **Planned Events**
- **Midtown Power Outage**
- **Flatbush Network Outage**
- **Supporting Others: Hurricane Dorian**
- **Supporting Others: Homeless Outreach**
- **Queens Sewage Backup**
- **Puerto Rico Earthquakes**
- **COVID-19**

Midtown Power Outage

On July 13, 2019, a busy Saturday night in New York City quickly turned dark for Manhattan's West Side as a power outage impacted five feeder networks and spanned from West 30th Street to West 72nd Street and from the Hudson

River to Fifth Avenue. The outage resulted in 72,669 customers without power, or approximately 112,000 people.

Representatives from 26 agencies, including the American Red Cross, FDNY, NYPD, and the New York City Housing Authority, supported the response. Luckily, by 10 p.m. that evening, power began to return. Power was fully restored by 12:30 a.m.



Commissioner Criswell briefs the media in midtown Manhattan.

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Flatbush Network Outage

In mid-July, extreme heat and high electric usage led to power outages that spanned several southeast Brooklyn communities. More than 30,000 households lost power, along with nursing homes and adult care facilities. Working with agency partners, NYC Emergency Management deployed light towers, generators, air conditioners, and other critical assets to the affected areas.



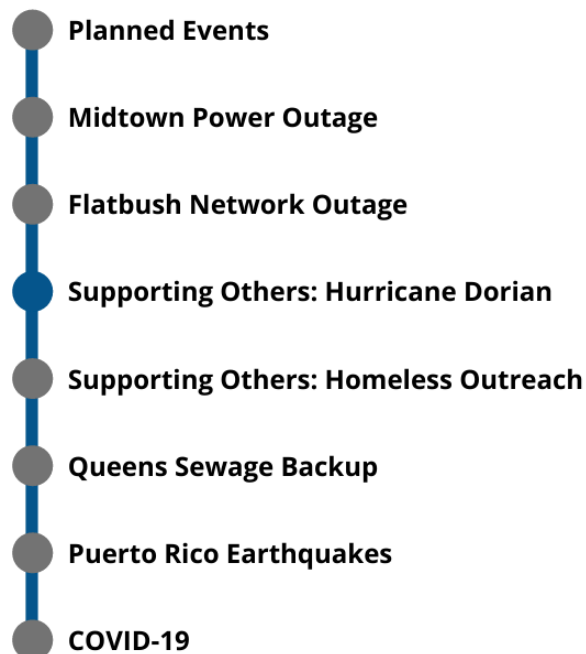
Community Emergency Response Team (CERT) volunteers supported operations in Mill Basin.

The incident prompted NYC Emergency Management and the City's utility partners to create the Power Disruption Readiness and Communications Protocol, which:

- Helps the City proactively monitor electric utilities' operating status and network conditions;
- Outlines anticipated response activities during periods of stress on the electric system; and
- Assesses the need for mobilizing City resources in response to a potential or actual power outage.



Community Emergency Response Team (CERT) volunteers brief Commissioner Criswell.

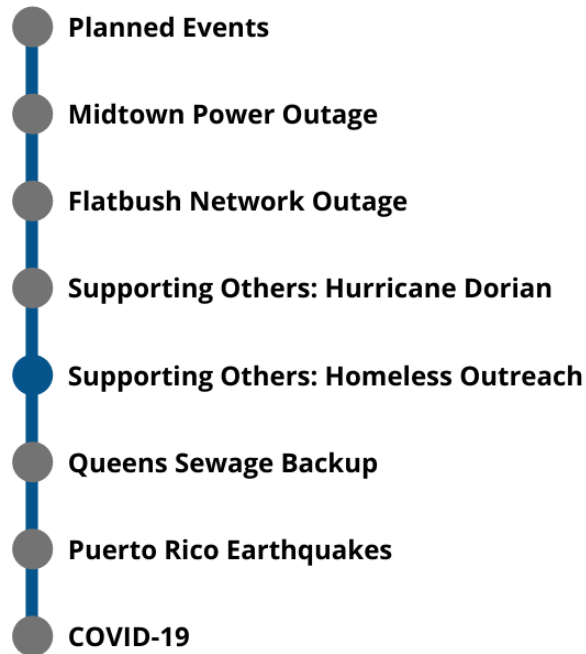


Supporting Others: Hurricane Dorian

On August 31, 2019, the City's urban search and rescue team – known as New York Task Force 1 – deployed to Jacksonville, Fla., to support response and recovery efforts following Hurricane Dorian. The 47-member team, along with three canines, deployed with various equipment and tools to support its operations, including swift water rescue boats, items to support rescues from collapsed structures and confined spaces, as well as a compilation of hazardous materials response equipment. The team safely returned to New York City on September 8.



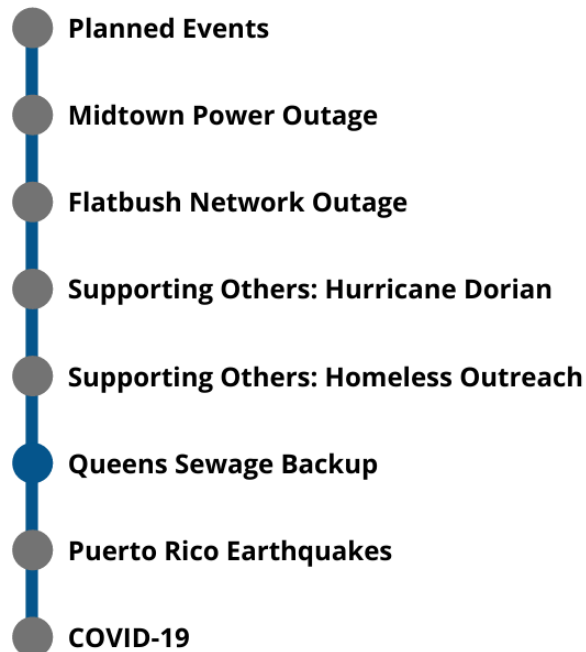
New York Task Force 1 members with Commissioner Criswell (center).



Supporting Others: Homeless Outreach

For two months, two NYC Emergency Management staff members were embedded at NYC Department of Homeless Services full time to assist the agency with the development and launch of a 24/7 Joint Coordination Center (JCC), a multiagency coordination center designed to identify and address street homelessness across the city.

NYC Emergency Management worked with City partners in the JCC to streamline data collection and sharing as well as developed workflows and reporting structures for the operation. The JCC was launched as part of the "Journey Home" initiative, which was developed to drastically reduce street homelessness in the coming years.



Queens Sewage Backup

On November 30, 2019, just two days after Thanksgiving, a 48-inch sewer main break caused a sewage backup that affected more than 100 residences from South Jamaica into South Ozone Park. The NYC Department of Environmental

Protection (DEP), NYC Emergency Management, and other City agencies and partners were involved in the response and recovery efforts:

- A reception center provided residents with an array of services, including — but not limited to — temporary housing assistance and mental health services until it closed December 20.
- Notify NYC also sent short code messages to residents about reception center hours of operation, safety tips, and more.
- Citywide Interagency Coordinators remained on scene throughout the activation and helped to continue to coordinate the response. NYC Emergency Management staff members also served as liaisons to residents to ensure those affected by the emergency were aware of the resources available to them.
- NYC Emergency Management's procurement team secured six vendors to clean up the affected homes and to remove sheet rock, carpet, and other floor materials as needed.

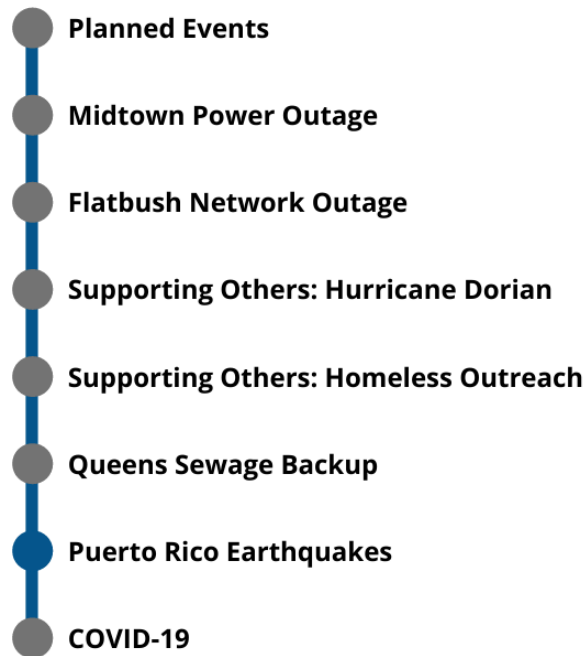
Operations continued through June 2020 on a case-by-case basis.



Mayor Bill de Blasio visited the home of a Queens resident affected by the sewage backup in South Ozone Park, Queens. (Photo courtesy of Michael Appleton/Mayoral Photography Office)



As part of its response, NYC Emergency Management set up a mobile data command center on site in Queens.



Puerto Rico Earthquakes

On January 7, 2020, a 6.4 magnitude earthquake violently shook Puerto Rico. Mayor Bill de Blasio and the City of New York responded to the crisis and pledged to help New York City's "sixth borough," sending an advance team that included personnel from NYC Emergency Management, the NYC Department of Buildings (DOB), and NYPD.

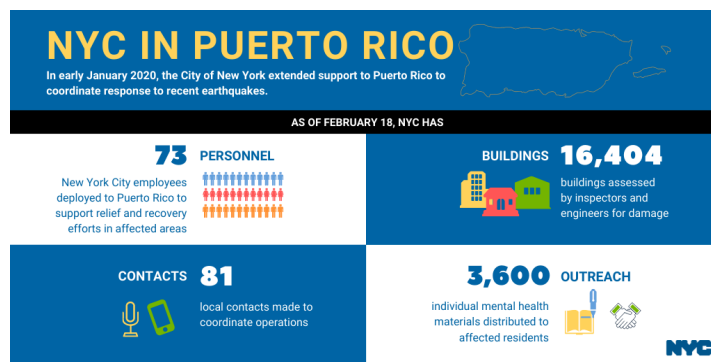


Mayor Bill de Blasio visited NYC Emergency Management's Emergency Operation Center in Brooklyn to dispatch more City building inspectors, engineers and emergency managers to Puerto Rico. (Photo courtesy of Michael Appleton/Mayoral Photography Office)



A total of 73 City personnel deployed to Puerto Rico following the earthquakes.

After the advance team supported the initial response and recovery operations in San Juan, the City deployed staff members from NYC Emergency Management, the NYC Department of Buildings (DOB), and the NYC Department of Health and Mental Hygiene (DOHMH) to coordinate several operations. Agency staff members were involved in damage assessment, addressing mental health needs, and coordinating with the Puerto Rico Emergency Management Bureau and local officials from the affected municipalities.



More than 16,400 buildings were assessed, more than 81 local contacts were made, and 3,600 pieces of outreach material were provided to those affected by this emergency.

- **Planned Events**
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- **COVID-19**

The City's response to coronavirus, also known as COVID-19, is unprecedented. As the world continues to fight this pandemic, we are reminded that while this is a time of uncertainty, we are in this together.



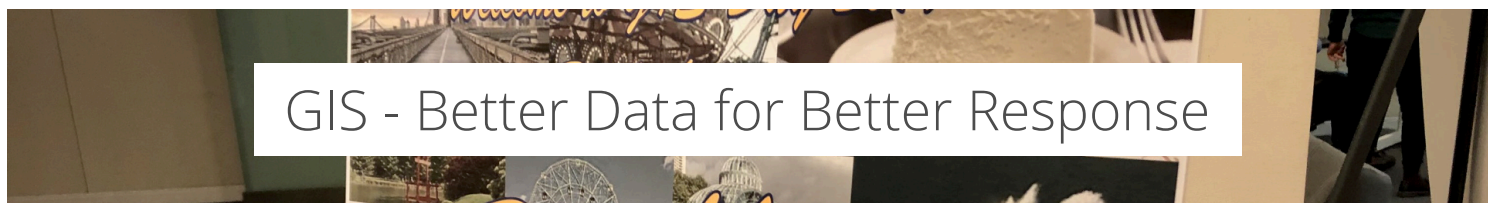
When personnel, equipment, supplies, and support are in the right place, at the right time, and in the right quantities, emergency managers effectively respond to incidents that range in size and complexity. Through the agency's logistics team, NYC Emergency Management:

- Remediated nearly 100 homes as a result of the Queens sewage backup incident;
- Deployed 79 NYC staff to support Puerto Rico earthquake recovery operations; and
- Led a full-scale activation of the Logistics Center in support of COVID-19 response operations.

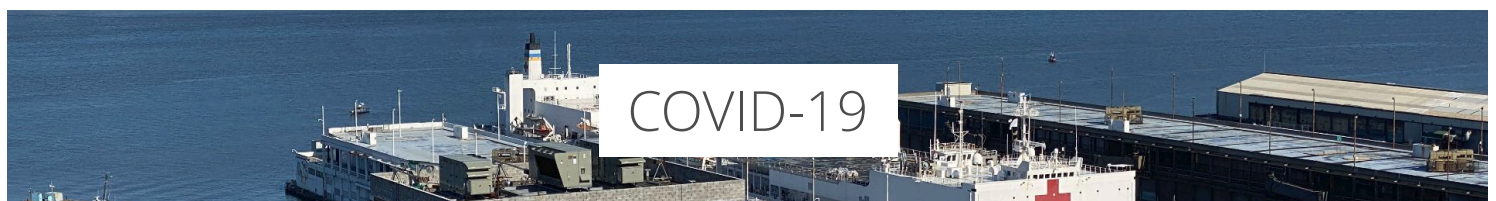
Simultaneously, the logistics team supported the primary planning for the development of the EOC deployment team, trained 24 City staff on Logistics Center operations, and completed updates to the citywide fueling plan and the shelter support protocol.



The agency is always looking for ways to improve its response to any emergency. By having an in-house meteorologist, NYC Emergency Management has enhanced situational awareness about the weather to help the City make real-time decisions during an emergency or inclement weather, including — but not limited to — flash flooding, heat waves, coastal storms, and winter weather. The in-house meteorologist also works with the agency's planning team to review the City's emergency plans and conduct research and analysis into long-term weather and climactic hazards to New York City.



NYC Emergency Management relies on accurate data management to better understand the needs of the city. Through the agency's geographic information systems (GIS) team, the agency can effectively plan for, respond to, and recover from emergencies. This year, the GIS team completed the deployment of a new interactive mapping platform and successfully automated the Cooling Center Finder data management process. During the ongoing COVID-19 activation, the unit made significant progress in the use of cloud-based platforms to enhance situational awareness and facilitate interagency data sharing.



In December 2019, cases of a novel coronavirus were confirmed in Wuhan, China. Confirmed cases quickly spread across the globe to many countries, including South Korea, Japan, Iran, Italy, and the United States. New York City began to prepare for what would become a global health crisis.

The agency held its first interagency coordination call regarding COVID-19 in January, followed by a series of tabletop exercises designed to review and discuss the citywide response to the oncoming pandemic.



COVID-19 By The Numbers Through June 2020

- *Created nearly 3,000 beds at alternate care facilities*
- *Deployed and employed thousands of medical personnel—over 2,000 volunteers, nearly 800 military, and thousands of contract medical personnel*
- *350 ambulances from 21 states responded to 29,322 calls*
- *At peak, there were 6,527 EMS calls in one day, almost twice normal volume*
- *262,852 COVID-19 related calls to 311 since February*
- *Over 875,000 users enrolled in Notify NYC COVID-19 text alerts*
- *Over 200 COVID-19 testing sites have opened citywide*
- *Nearly 44,000 hotel reservations were scheduled through the Hotel Command Center with over 682,000 room nights*
- *Over 80 million meals delivered through the food access program, including 40 million meals delivered through the Taxi & Limousine Commission program*
- *Surpassed 1 million meals delivered a single day*
- *CERT activated and volunteered more than 2,500 hours*
- *Received over 2,100 resource requests for more than 7,500 unique items*

- *Sent 6 Wireless Emergency Alert (WEA) messages*
- *Over 100 contracts, MOUs, and license agreements secured by our legal and finance teams (and counting)*



NYC Emergency Management activated the Emergency Operations Center on February 1. The first case of COVID-19 in New York City was confirmed on March 1.

A series of task forces were established to work alongside the Emergency Support Functions (ESFs). The task forces included healthcare surge/EMS, education, congregate settings, special populations, and community engagement and anti-stigma.

A cascading impacts planning team was created to adapt the City's existing emergency plans and related documents to account for operational changes required as a result of social distancing.



One of the biggest priorities of a major health emergency is supporting the healthcare system. Support operations included medical surge staffing, medical surge space, and the procurement of critical medical supplies.

NYC Emergency Management's logistics center team managed resource requests and procurement of assets that were sourced from the Emergency Supply Stockpile (ESS), City agencies, and state and federal partners, as well as from open market procurements.

As the number of COVID-19 cases continued to quickly increase, NYC Emergency Management and other City agencies coordinated the expansion of hospital operations in nontraditional medical settings. This included the Jacob K. Javits Center in Manhattan, the USTA Billie Jean King National Tennis Center in Queens, and the Brooklyn Cruise Terminal in Brooklyn.

Perhaps the highest profile patient site was the USNS Comfort. The Navy ship, which arrived at Pier 90 on March 30, with the capability to treat up to 400 patients. This ship was previously used in New York City following the September 11 terrorist attacks. Thankfully, following a steady decline in COVID-19 patients, the USNS Comfort departed on April 30.



Mayor Bill de Blasio (left) and NYC Emergency Management Commissioner Deanne Criswell (right) welcomed the USNS Comfort to New York City on March 30.

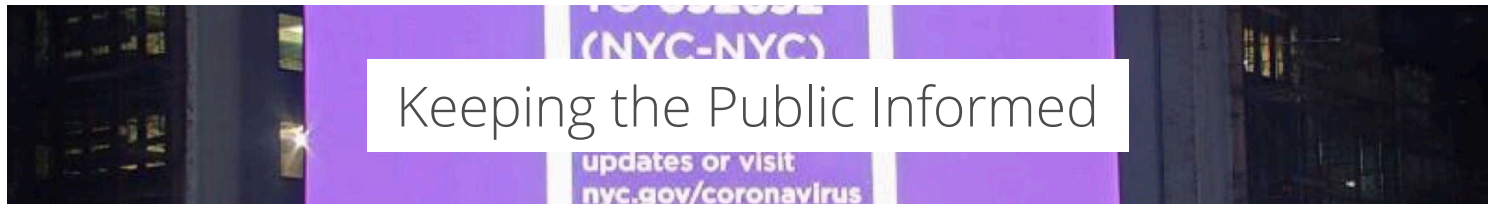


COVID-19 disrupted both the public and private sectors' ability to provide resources to New Yorkers, especially those who were most at risk for COVID-19.

Working with agency partners, NYC Emergency Management:

- Coordinated the use of hotels to house healthcare workers, individuals from congregate settings that were symptomatic, and individuals discharged from hospitals that tested positive for COVID-19 and required an isolated setting; and
- Minimized food access disruptions for vulnerable and newly vulnerable New Yorkers. This included providing home-delivered meals to people who were both food insecure and those at higher risk for COVID-19. Other programs included

the NYC Food Delivery Assistance program, Department of Education's grab-and-go meals at over 400 sites across the city, senior meal deliveries, and work with food pantries and soup kitchens in all five boroughs.

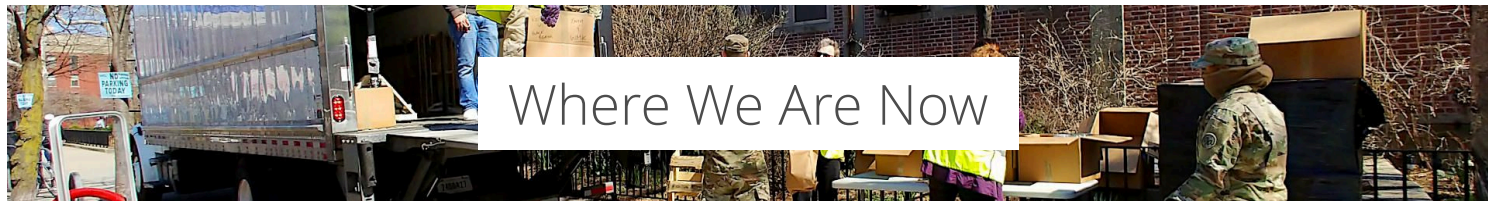


Keeping the public apprised about the City's steps to protect and support New Yorkers during this evolving incident was paramount. Public messaging expanded beyond social media and websites during this emergency.

- The agency (working with the Animal Planning Task Force) rolled out the COVID-19 Pet Hotline, a resource for pet owners who need assistance if they've been affected by the virus.
- The Notify NYC team launched a short code messaging program (known as Nixle) to ensure New Yorkers receive critical updates about the City's response to COVID-19. Participants can text "COVID" to 692692 for updates or "COVIDESP" for alerts in Spanish.
- The agency issued Wireless Emergency Alerts (WEA) messages to recruit medical personnel to volunteer in healthcare settings across the city.
- To ensure emergency communications were inclusive, NYC Emergency Management coordinated American Sign Language (ASL) interpreters for each of the Mayor's press conferences, and served as an active member of the language access task force.

During the COVID-19 pandemic, engagement with community-based and faith-based leaders continued:

- Facilitated 17 informational calls with partner agencies each week, engaging an average of 150 community and faith-based leaders;
- Held two Unity in Community meetings, allowing community and faith-based partners the opportunity to share how they are mitigating community needs and share best practices for other organizations responding in the community; and
- Developed two webinars focused on financial recovery and cost tracking for the nonprofit and faith sector, as well as guidance documentation for the nonprofit sector for applying to FEMA Public Assistance.



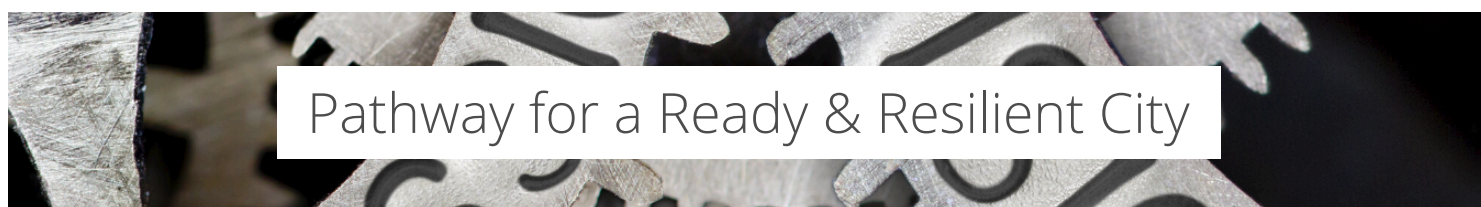
As the City forges ahead, NYC Emergency Management continues to support vulnerable New Yorkers, ensure the health and safety of its staff, and reconstitute and prepare for a possible second wave of the virus.

Through cascading impacts planning, adjustments continue to be made to various plans and operations to ensure that New Yorkers stay healthy and safe during any emergency, including severe weather, power disruptions, and more. The work continues.

The Path Forward



Making strategic changes to make New York City the most ready and resilient



To achieve the vision of becoming the most ready and resilient city in the world, NYC Emergency Management has outlined five reform priorities to better prepare for, respond to, recover from and mitigate the consequences of future incidents.

Optimize Agency Operations for Mission Effectiveness

Organizational realignment and the implementation of an integrated preparedness cycle will increase the effectiveness of NYC Emergency Management's preparedness and response operations and achieve stronger coordination across stakeholders.

Modernize the Emergency Management Governance Structure

Establishing clear governance of emergencies will aid in clarifying roles and responsibilities. NYC Emergency Management will lead the effort to update its guiding document – the Citywide Incident Management System, or CIMS – to ensure City agencies understand their roles, build and exercise their capabilities to effectively perform their functions, and collaborate to achieve the collective mission.

Connect & Align Strategy & Budget Planning

Elevating the agency's policy development and budgeting functions through clearly defined business processes will ensure the agency is achieving its mission through the strategic allocation of resources. Short- and long-term priorities will be reassessed against a changing threat environment.

Enhance the Role of Technology in Emergency Management

Developing coordinated and integrated systems and processes that exchange data will improve the City's identification of emerging threats and risks, decision-making, and overall response to emergencies. The agency will adopt and

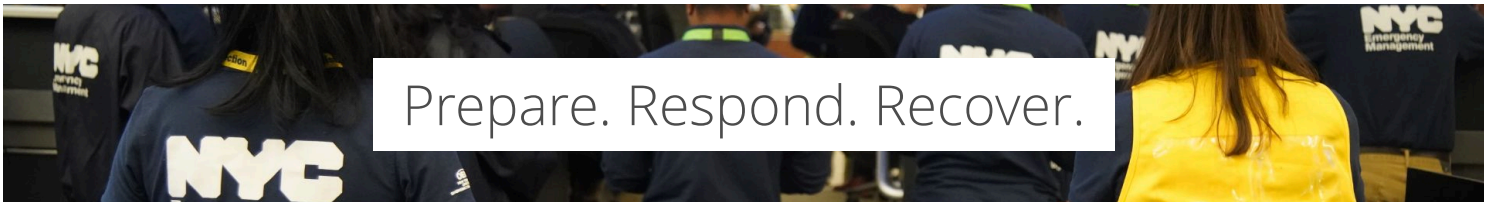
implement integrated technology solutions that perform real-time data analytics, leverage social media, and collect information from mobile devices and enable the City to more quickly disseminate information.

Institutionalize Innovation & Future-Thinking Across the Agency

Creating a culture of innovation and creativity are critical to solving complex problems and managing emerging threats. Trend and threat analyses will encourage over-the-horizon thinking, promote an anticipatory posture, and improve our ability to respond rapidly to evolving incidents.



For more information, visit [NYC.gov/emergencymanagement](https://nyc.gov/emergencymanagement),
call [311](tel:2126399675) (212-639-9675 for Video Relay Service, or TTY: 212-504-4115),
or [follow the agency on social media](#).



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