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Source of document:	FOIL Coordinator New York City Office of Emergency Management 165 Cadman Plaza East Brooklyn, New York, 11201

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New York City Office of Emergency Management
165 Cadman Plaza East
Brooklyn, New York, 11201

October 27, 2011

RE: OEM Reports 9/2001-3/2002 FOIL Request

This letter acknowledges receipt of your September 10, 2011 letter clarifying the subject Freedom of Information Law request as a request for "the cover page and first ten pages of each report concerning the administration OR management OR office space of the New York City Office of Emergency Management AND produced between September 1, 2001 and March 1, 2002."


The New York City Office of Emergency Management (OEM) searched its records – including archives – for any documents responsive to the subject request. You are herein granted access to all disclosable responsive record(s) in OEM's possession. You are, however, denied access to certain of the responsive record(s) that are exempt from disclosure pursuant to Public Officers Law section 87.

Two categories of documents that met the parameters you established in your aforementioned request fall under the statutory exemptions:

1. Situation Reports are intra-agency reports that are not final agency policy or determinations; therefore, OEM may deny access to these interagency records per section 87(2)(g).
2. OEM 2001 Transition Report, enclosed, has been redacted in accordance with applicable Public Officers Law section 87(2)(b), (e), (f) and (g).

You may appeal this determination in writing within thirty (30) days of the date of this letter by addressing such an appeal to the FOIL Appeals Officer, New York City Office of Emergency Management, 165 Cadman Plaza East, Brooklyn, New York 11201.

Sincerely,



PATRICIA EMRICH
OEM FOIL Officer

PE/cy
Enclosures

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT

TRANSITION REPORT



RUDOPH W. GIULIANI
MAYOR

RICHARD J. SHEIRER
DIRECTOR

**MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT**

Table of Contents

1. Section 1 - Agency Overview	
a. Commissioner's Statement	2
b. Agency Structure.....	4
c. Agency Budget - Expense, Capital and Grants	14
d. Agency Headcount	17
e. Technology Initiatives	21
2. Section 2 - Agency Issues	
a. Mandates	25
b. Major Litigation Issues.....	27
c. External Budget Issues	28
d. Role in Citywide Initiatives	29
e. Labor Issues.....	31
f. Critical External Audits	32
g. Contracting Issues	33
h. Legislation.....	34
3. Section 3 - Performance Measurement	
a. Performance Measurement	35
4. Section 4 – Attachments	
a. Organization Chart	36
b. Mission Statement.....	37
c. City Charter Sections	38
d. Listing of Agency Employees	39
e. Headcount	40
f. Locations.....	42
g. Agency-wide Strategic Plan	43
h. Mayoral Directive "Command and Control of Emergencies"	44

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT

SECTION 1A. COMMISSIONERS STATEMENT

On behalf of the many professionals who staff the New York City Mayor's Office of Emergency Management (OEM), it gives me great pride to submit this Transition Document outlining the many operational requirements, initiatives, achievements and accomplishments undertaken by this office during the five years it has been in existence – and to detail those resources and mandates that should be maintained if the new Department of Emergency Management (OEM) is to successfully fulfill its mission of enhancing public safety and disaster mitigation in our world-class city.

In 1996, Mayor Rudolph W. Giuliani established the New York City Mayor's Office of Emergency Management (OEM). Drawing upon a long tradition of emergency management preparedness in the City of New York, OEM was tasked with responding to those citywide emergencies that required an interagency response. For instance, in the event of a water main break (such as the February 2000 water main break which flooded a large portion of Manhattan's 14th Street), OEM would assist the New York City Fire Department (FDNY), the New York City Department of Environmental Protection (NYCDEP) and the New York City Department of Transportation (NYCDOT) with obtaining whatever resources were necessary to pump out basements, stabilize the street bed, and repair the roadway. Additionally, OEM personnel would ensure that any displaced residents or businesses were directed to those agencies and organizations (such as the American Red Cross) that could locate temporary shelter, or obtain those other resources necessary to minimize disruption and preserve public safety.

If at this time an official history of OEM were to be compiled, it would of necessity be divided into two distinct periods. The first would address those projects, initiatives and accomplishments (such as the bioterrorism plan) undertaken prior to the tragic events of September 11, 2001, while the second would relate those tasks, initiatives and accomplishments realized between September 11 and the present. This document seeks to elucidate these issues, and provide a greater understanding of the challenges and solutions inherent in each.

Even the most cursory glance at OEM's history will evidence the extraordinary work accomplished by this agency, and the many benefits the City has gained as a result of the proactive team approach employed by our staff of emergency management professionals. Between calendar years 1998 and 2000, for example, OEM responded to no fewer than 2,500 citywide emergencies, ranging from water main breaks and structural collapses, to multi-alarm fires and coastal storms. The most visible of these responses included the Conde Nast Building scaffolding failure (July 1998), the crash of Swissair Flight 111 (September 1998), Tropical Storm Floyd (August 1999), the loss of EgyptAir Flight 990 (October 1999), the New York Coliseum collapse (May 2000), the State Street, Brooklyn, gas explosion (July 2000) and the widescale power outages that plagued portions of the City during the summers of 1999 and 2001.

Owing to its broad mission and unique professional expertise, OEM was frequently charged with undertaking those projects and initiatives that because of their complexity and visibility required skillful guardianship. In July of 2001, for example, OEM worked closely with KeySpan Energy, its contractors, City agencies and local community groups to ensure that the planned implosion of two natural gas holders in Maspeth, Queens, was conducted in accordance with all applicable safety and environmental standards.

During this time, OEM further undertook several initiatives designed to protect the City's prosperity in the event of an emergency. One such initiative, known as the Corporate Access Program, was designed to allow businesses priority access to their offices in the event of an emergency.

**MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT**

Additionally, OEM's cache of highly-trained personnel have employed cutting-edge technology to enhance public safety, before, during and after an emergency. In September of 2001, OEM unveiled its Emergency Management Online Locator System, more commonly known by its acronym, EMOLS. Initially designed to facilitate the smooth evacuation of residents from those areas of the City most vulnerable to coastal storm flooding, the system was successfully adapted to assist those residents and businesses displaced by the World Trade Center disaster determine the habitability of their respective buildings, as well as access routes to and from Ground Zero.

September 11, 2001, proved an important day for both New York City and its Office of Emergency Management. The destruction of the World Trade Center complex – in which OEM was headquartered – presented the agency with a series of challenges that by virtue of their scale and severity, were virtually unparalleled in the history of emergency management. As the lead agency in the City's rescue and recovery operations, OEM was responsible for coordinating the efforts of over 150 Federal, State, City agencies and private organizations, including the Federal Emergency Management Agency (FEMA), the New York State Emergency Management Office (SEMO), and the American Red Cross (ARC). In this capacity, OEM provided operational coordination for everything from rescue and recovery, to debris management, to human services and community outreach efforts. Despite the destruction of the City's Emergency Operations Center (EOC), the agency was able to secure a new location and reconstitute the EOC in less than 48 hours.

As the tragic, catastrophic events of September 11 and the November 12 crash of American Airlines Flight 587, so horrifically illustrate, the City of New York remains at risk from a slew of natural, technological, chemical, biological and terrorist hazards. While many of these dangers are unavoidable, the City's response must remain unified and strong if we are to maintain the high standards and sterling achievements of the past. At a minimum, OEM's staffing levels should remain unchanged, and a new, permanent EOC must be constructed as soon as practicable. Additionally, OEM must be afforded the mandate and the authority to exercise its sound judgment in emergency management issues, while simultaneously maintaining the same level of accountability that has previously defined this critical operation.

Sincerely,



Richard J. Sheirer
Director
Mayor's Office of Emergency Management

Section 1



Agency Overview

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT TRANSITION REPORT

Section 1b. Agency Structure

The Director of the Mayor's Office of Emergency Management heads an organization of almost 70 professionals who work together to coordinate the City's preparedness for and response to emergency events. The events of September 11, 2001 resulted in an increase in organizational responsibilities and, accordingly, the agency structure has been modified to integrate and effectively manage these new roles.

The organization is comprised of six divisions, each headed by a Deputy Director: Operations, Planning, Health and Human Services, Administration, Special Projects, and Disaster Preparedness. The First Deputy Director manages the functions and operations of these divisions.

In addition to these divisions, there is a Chief of Staff, General Counsel, Public Information Officer and Security and Intelligence Officer who report to the Director.

First Deputy Director's Office

The First Deputy Director is the chief operating officer of the organization, overseeing the functions and operations of all divisions within the Office of Emergency Management. Assisted by an Executive Officer, an Aide and an Administrative Assistant, the First Deputy Director also performs special projects as assigned by the Director and represents the Director at various meetings and events. The First Deputy Director assumes responsibility for the agency in the absence of the Director.

Chief of Staff

The duties for the Chief of Staff to the Director include the following:

- Monitors all correspondence and invitations directed to OEM;
- Responsible for the Director's daily schedule;
- Interviews potential candidates;
- Informs the Director of critical issues, and pending projects;
- Maintains relationships with community boards, organizations, elected officials and the Police Department on local issues;
- Serves as a liaison to City Hall on special projects;
- Attends meetings on behalf of the Director; and
- Follows up on the Director's out-of-town travel requests.

General Counsel

The duties and responsibilities of the General Counsel consist of the following:

**MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT**

- Advises and provides counsel to the Director of OEM, the executive staff and the agency;
- Reviews and negotiates agreements between OEM and other entities;
- Performs legal research on issues pertaining to OEM;
- Drafts, tracks and implements legislation and regulations on issues that affect OEM and prepares memoranda outlining such legislation to the Director and the executive staff;
- Maintains the legal files on memoranda of legal research and agreements;
- Works on the legal framework necessary to create a charter agency;
- Works closely with the Law Dept, MOC, OMB, Mayor's Office of Intergovernmental Affairs and various other City agencies;
- Serves as principal legal liaison with FEMA, SEMO, and the Fire, Police, Law and Health Departments as well as various other Federal, State, and City agencies and not-for-profit agencies such as the Red Cross;
- Coordinates special projects dealing with legal issues and public policy;
- Advises and coordinates various task forces;
- Advises on labor and personnel issues; and
- Prepares and reviews regulatory permits for OEM and other City agencies.

Currently there is one attorney who is working with the Charter Revision Commission, the Law Department and other City agencies on the transformation of the office into a charter agency.

Public Information

The Public Information Office is responsible for varied responsibilities related to the swift and accurate dissemination of public information. The Office:

- Prepares press releases, media advisories, and other documentation relating to emergency management issues affecting NYC;
- Prepares correspondence for the Director related to OEM's various operations, activities and activations;
- Develops and maintains agency website content;
- Procures and archives photographs, plans, diagrams, drawings, and illustrations pertaining to OEM's operation, activities and activations;
- Schedules and monitors media appearances and interviews for the Director, as well as the agency's response activities;

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT

- Coordinates with the Mayor's Press Office pertaining to citywide emergency management issues; and
- Researches and compiles various public information plans and operational procedures, including a bioterrorism public information plan.

At present, a Deputy Director heads the Public Information Office aided by two public information officers. Since September 12, 2001, the Public Information Office has utilized the assistance of an additional 10 assistant public information officers to handle the steep increase in press inquiries.

Security and Intelligence

Owing to the sensitive nature of many of OEM's responsibilities, the Office employs a Security and Intelligence officer who performs the following functions:

- Conducts background investigations on all prospective employees and visitors;
- Oversees the general security of all OEM facilities including implementing surveillance systems, identification procedures and entrance protocols;
- Conducts intelligence gathering for the Director and agency staff, confers with local State and Federal agencies in the collection of appropriate information, disseminates information as deemed appropriate;
- Serves as liaison with NYPD Intelligence, FBI and Secret Service, as appropriate;
- Establishes security plans for all activations and drills conducted by the agency;
- Serves as PVB liaison for the agency in regards to agency vehicle; and
- Performs research on new security devices and protocols.

Operations

The Operations division of OEM is responsible for interagency coordination and communications at the scene of emergency incidents in the City of New York.

To accomplish this mission, Operations is divided into two units: *Field Operations* and *Watch Command*. Each unit is managed by a Supervisor who reports to the Deputy Director of Operations.

The Operations division maintains 24-hours-a-day, 7-days-a-week coverage in both Field Operations and Watch Command.

Field Operations:

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT

Field Operations is staffed by Citywide Interagency Coordinators (CICs) who are selected by résumé and interview, and detailed to OEM primarily from the uniformed agencies. CICs perform the following functions:

- Respond to the scene of emergency incidents to coordinate on scene interagency operations and provide timely and accurate updates from the incident to the Director through the Deputy Director of Operations.
- Ensure that all City, State and Federal agencies adhere to the Mayor's directive "Command and Control of Emergencies in New York City" (see Attachment H). They also support the designated Incident Commander with the full resources of the City.
- Maintain communication and facilitate cooperation between the Incident Commander and public/private partners in the interest of mitigating the emergency quickly and efficiently and in the City's best interest.
- Support other divisions within OEM, including Planning, Special Projects, Watch Command and Health and Human Services.

Current staffing includes one (1) Supervisor and thirteen (13) CICs.

Watch Command:

Watch Commanders are highly trained emergency response personnel detailed primarily from the City's public safety agencies including NYPD, FDNY, FDNY-EMS to OEM. Watch Commanders also occupy personnel lines from DOITT and NYCHA. Watch Commanders perform the following functions:

- Assess citywide agency emergency responses for severity and impact, and initiate OEM responses when appropriate;
- Maintain and operate OEM communications systems;
- Ensure all appropriate agencies are notified during emergency incidents;
- Operate the Watch Command facility, which is a communications center able to monitor radio communications and media outlets. Monitor communications systems from a multitude of Federal, State, and local agencies, processing ongoing emergency incidents to determine need for OEM involvement. These communications systems include [REDACTED] radio systems, in addition to the NYPD SPRINT, FDNY-MDT and FDNY-EMS computer aided dispatch systems. Using these systems, Watch Commanders can ascertain the type and location of all incoming calls to 911 from the public, in addition to monitoring the status of all NYPD, FDNY and FDNY-EMS units operating within the entire City;
- Monitor New York City meteorological conditions, coordinating with National Weather Service and OEM Staff Meteorologist, on matters of hazardous weather and issued NWS watches and warnings. Serve as central notification point of meteorological conditions to City agencies.

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT

- Staff and deploy the OEM Interagency Command Center (ICC) vehicle to the scene of major emergencies. The ICC is utilized to coordinate on scene interagency operations and communications by providing a state of the art mobile command post at the scene of an emergency. The ICC is used to hold interagency meetings, in addition to allowing for a briefing and meeting space for the Mayor and other city officials; and
- Serve as central notification point for Federal, State and regional emergency management agencies for the City of New York. Maintain a direct communications link with the New York State Emergency Management Office's Emergency Coordination Center in Albany, New York.

Current staffing includes one (1) Supervisor and thirteen (13) Watch Commanders.

Planning

The planning function is one of the core mandates of OEM and is accomplished through the collaborative efforts of two divisions: 1) The Planning division concentrates on the preparation, testing and modification of contingency plans and 2) The Health and Human Services division specializes in health-related issues affecting preparedness, planning and implementation. Special focus is paid to the issues surrounding Weapons of Mass Destruction (WMD) and Bio-Terrorism preparedness by this division.

Staff members are selected to serve in the planning area based on their analytical skills, health care and public safety experience, project management expertise, and other areas of specialization. Staff members are assigned from both divisions to work on projects based on their particular specialties and the needs of the project. Currently, there are two managers and thirteen staff members responsible for the planning efforts at OEM. In addition, there are a number of "on-loan" personnel supporting these operations as a result of increased demands related to the WTC attack.

Planning Division

The Planning division facilitates the coordination and cooperation of local, State, and Federal agencies, private entities, and subject matter experts in the development of New York City's Emergency Operation Plan. This Plan is based on an "All Hazards Planning" approach, which identifies hazards and vulnerabilities in our City and prioritizes the sequence of planning agendas.

Once identified hazards are segregated into three main categories of events: Natural events such as epidemics, coastal storms (Nor' Easter and hurricanes), earthquakes, and floods; Civil events such as terrorism (i.e. biological, chemical, nuclear attacks, and hijacking), labor unrests, and business continuity; Technological / Infrastructure events such as aviation disasters, hazardous material events, and power disruptions / failures.

Each plan is designed to address three critical areas:

- Logistics - The Logistics Planning efforts focus on ensuring that response and agent demands are met during an event. Viewed from an emergency management discipline, Logistics plans for, and operates to warehouse, stage, pre-arrange purchasing (retain),

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT

transport, and inventory resources necessary to support an efficient response and operation during an event.

- Human Services - Human Services planning efforts focus on ensuring that the needs of all persons impacted by a disaster, including those with special needs such as other languages, and marginalized populations are met during all phases of the emergency management effort. The Human Services team works with a variety of organizations, developing planning teams as needed for a particular project.
- Recovery and Mitigation - Recovery and Mitigation plans for and coordinates short and long-term recovery and mitigation activities within the City of New York. Specifically, Recovery and Mitigation develops and implements plans for physical and financial recovery after disaster events and focuses on the programmatic and fiscal aspects of hazard mitigation.

The Planning division uses this method to develop agency plans and it is coordinated using the efforts of many OEM divisions. Other focuses of the Planning division include:

- Education / Drills / Exercises - The Planning division tests and evaluates the components of each subset of New York City's Emergency Operation Plan to determine its credibility and effectiveness. OEM initiates this through dissemination of plans to key players and giving appropriate education and training. Further exercises, in the form of tabletop exercises and field operations, provide detection of deficiencies in the plan itself, agency staffing and resources, agency ability, functions and operation of equipment.
- Research - Academics - In order to enhance their ability to learn and improve their operations following major disasters and highly significant crisis situations, 'Planning' carries out very extensive and detailed efforts to gather information on how they responded, analyze that information, and distill important lessons learned. These comprehensive after-action analyses are the major means through which OEM and organizations better understand their own strengths and weaknesses. These analyses identify warranted changes to plans and procedures, provide constructive feedback to personnel and generally help OEM be more aware of what is needed to consider in preparing for future events. Post-response assessments, therefore, constitute a very important mechanism for enhancing organizational learning and future organizational performance. A strong relationship with disaster researchers, political scientists, social scientists, engineers and other specialists is maintained to facilitate these analyses.
- Weather - Charged with Incident command during weather events, OEM is staffed with a professional meteorologist who assists in writing the Coastal Storm Plan, Winter Weather Plan, and Heat Plan. The role of OEM Weather is to provide guidance to the OEM Director during significant weather events that occur in the five boroughs of New York City. This guidance is used to determine the needs and extent of a weather related citywide response. Such weather events which effect NYC include coastal storms (Nor'easters), snowstorms, heat waves, heavy rainfall, high winds, thunderstorms, drought, extreme cold, and, even, hurricanes. OEM Weather maintains a close working relationship with the National Weather Service and the National Hurricane Center. It regularly coordinates and participates in conference calls with the local NWS and representatives from the surrounding counties and upstate New York during significant weather events. OEM Weather provides detailed 36-hour and 5-day forecasts, provides specific forecasts for West Nile Virus spraying and numerous outdoor events throughout NYC, acts as an advisor to the Department of Sanitation personnel during snow and ice storms to ensure the proper use of personnel and vehicles; and issues seasonal

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT

TRANSITION REPORT

forecasts and briefings with particular emphasis given to the tropical storm and winter seasons.

- Business / Government Initiatives - OEM has been actively engaged in partnership programs and initiatives with private sector businesses for several years. These initiatives have been designed to help city businesses better prepare for, respond to and recover from a disaster or emergency situation. The Corporate Emergency Access Program (CEAS) is a pre-event credentialing system developed through a joint effort of OEM, SEMO and the Business Network of Emergency Resources (BNet). OEM has participated in numerous disaster simulations with several major New York based corporations including American Express, Lehman Brothers and Merrill Lynch. OEM is a member of the New York Clearing House Business Continuity Committee and a regular participant and guest speaker at the Contingency Planning Exchange, a City based organization of business continuity professionals.

Health and Human Services

The Health and Human Services division of OEM is responsible for coordinating preparedness, response, mitigation, special health projects and recovery initiatives with agencies and organizations that provide or support healthcare in the City of New York. The division also plans for the integration of State and Federal assets to support Health and Medical operations during disasters.

Functionally, this division focuses its efforts in the following areas:

- Prepares plans related to Weapons of Mass Destruction (Nuclear, Biological, Chemical Terrorism), casualty management, fatality management and environmental health. An example of the planning undertaken, is a model for widespread distribution of antibiotics due to a Bio-Terrorist Act. OEM has designated suitable local facilities to provide medications to large numbers of people as rapidly as possible. These so-called Points of Dispensing (PODs) will be activated in the event of a public health emergency. These local distribution centers would allow OEM to provide medication to the at-risk population before people become sick. OEM, working with Health Department professionals, has written a manual to provide guidance to the personnel assigned to manage and operate these points of distribution that may prove useful to other cities around the nation. The Health and Medical division works in close collaboration with the Human Services division on initiatives involving mental health, residential healthcare facilities (nursing homes), dialysis centers and home-based care providers.
- Human Services planning ensures that the needs of all persons impacted by a disaster, including those with special needs, other languages and marginalized populations are met during all phases of emergency management. The Human Services team works with a variety of organizations to develop planning teams for a particular project (as needed). In addition, a number of issue-specific standing committees meet regularly. Development and maintenance of a facility database (BOE, CUNY, private schools, etc.) is used for various sheltering needs. The database contains more than 400 facilities with information on location, access to hospitals, type of space available (how much interior space for hurricane shelters), and details on accessibility for people with disabilities. Health and human services is also responsible for the development of specialized sheltering strategies for various hazards including hurricanes, cold weather, snow events, excessive heat and electricity disruptions. The Hurricane Reception Center model

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT

involves coordination with NYPD, FDNY, ARC, MTA, DOT, CACC and other organizations in an effort to triage as many as 200,000 people to appropriate shelter during a hurricane evacuation.

- Provides Special Needs (SN) Coordination of industry specific Task Forces, overall planning and exercise of communication and notification systems as well as identification of critical resource needs and regulatory change recommendations for Home Based Care (HBC), Residential Health Care Facilities (RHCF) and Dialysis Network. Some of the Special Need project areas include the development and continued research about appropriate levels of medically-managed SN sheltering (Tier I SNU, Tier II and Tier III) options; continued research and resulting recommendations concerning awareness information necessary for communication to the SN population; and necessary legislative and regulatory changes to improve emergency response to the SN population. In addition, this area in works in conjunction with Health and Medical on the development of the Medical Transportation Resources Clearinghouse (MTRC) to coordinate all accessible vehicle stock during evacuations. Mental Health planning includes development and monitoring of the Communication Picture Board program and training for the community and industry on SN issues.
- Works to foster voluntary agency coordination in emergency response and planning. Voluntary Organizations Active in Disaster (NYCVOAD) is an organization that brings together a large number of national and local organizations as well as City Social Service organizations with roles in disaster response. This group meets quarterly and provides a forum for presenting OEM approaches to various hazards, identifying gaps in services and establishing relationships with regional and National Voluntary Agency counterparts. NYCVOAD projects include the development of a resource directory that outlines specific organizational roles for use during various phases of a disaster (feeding, bulk distribution, sheltering, home clean-up, long term recovery, mental health, etc.)
- Develops Human Services recovery functions. This component focuses on the development of a protocol for the coordinated use and management of spontaneous volunteers and the development of donations management plan. In addition this area coordinates service delivery after large-scale disasters (activation procedures, implementation of service centers, communication systems and conducts exercises and drills focusing on Human Services recovery.
- Manages Animal Disaster Preparedness efforts. This area develops plans that address animal issues as impacted by a disaster. It also coordinates the Animal Task Force and its planning, outreach, and response efforts

Administration

The Fiscal and Administrative Services division of OEM performs all the Fiscal, Personnel, Information Technology and Administrative functions of the agency. In addition, this division oversees all facility management issues.

The transformation of OEM into an agency presents many potential challenges to the administrative functions of the agency. The prospect of processing agency purchase orders into FMS, inputting timesheets into PMS and developing a payroll function are duties that are currently performed by other agencies (DCAS and the Mayor's Office) and would dramatically increase the workload of existing staff. The Charter transformation group determining how these functions will be handled.

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT

TRANSITION REPORT

The Administrative division, comprised of nine employees who are on-loan from various City agencies, focus on providing the following agency functions:

- The Fiscal unit manages the Agency expense and capital budgets, performs all procurement and contracting, processes vendor payments, and manages the administration of Federal, State and private grants. In addition, this division manages the inventory and distribution of Agency supplies and equipment and prepares all travel requests, arrangements and reimbursements for agency staff.
- Personnel functions include the hiring and separation of all agency staff, the monitoring and reporting of earned overtime and the processing of all agency timesheets. Also provided is the coordination of personnel matters with the various home agencies to which OEM employees belong and the maintenance of an agency personnel database.
- The Information Technology unit manages the agency's technical assets. This responsibility includes the development and support of the agency's local area network, end-user assistance for agency staff, management of various software products used by OEM and the initiation of future technological directions.
- Finally, the Administrative Services unit is responsible for the management of the agency reception area, the distribution and collection of all agency mail, the provision of copying services and supplying clerical support for agency projects and priorities. In addition, this unit oversees the coordination of all facility management issues required by the agency.

Special Projects

The OEM Special Projects division was created during October 2001 to oversee re-entry into evacuated areas and to spearhead private sector continuity efforts during the recovery to the World Trade Center incident. However, the division has functioned informally at the agency for several years. While OEM has several important, long-term planning efforts, such as terrorism and coastal storm contingency planning, events often unfold requiring short-term concentrated efforts to effectively resolve the situation. For example, many of the labor situations, such as threatened strikes by the TWU or 32 B/J, call for interdisciplinary and immediate action taken by the Special Projects division.

The division also oversees the agency's GIS efforts to ensure the mapping needs of the entire agency are met and handles on-going private sector planning efforts, including the establishment of the corporate emergency access system. Finally, the division is responsible for Special Events planning and operations.

Disaster Preparedness

OEM's Disaster Preparedness division is responsible for re-establishing the City's preparedness capabilities in light of the events of September 11, 2001. Recently developed, this division seeks to restore the City's level of preparedness to its pre-event level.

In addition, the Disaster Preparedness division oversees the City's Urban Search and Rescue (US&R) team, New York - Task Force 1, (NY-TF1). NY-TF 1 is one of twenty eight highly trained and skilled Federal US&R Task Forces. The US&R teams operate under the Response and Recovery department of the Federal Emergency Management Agency. When deployed for a

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT

catastrophic event, they will operate under Emergency Support Function (ESF-9) of the Federal Response Plan. NY-TF 1 is comprised of members from the New York City Fire Department, Police Department and FDNY Emergency Medical Services Command. This division focuses on the re-establishment of this critical resource.

Recovery and Mitigation

The Recovery and Mitigation division was established after the WTC attack to focus appropriate attention in this area. The Recovery and Mitigation division plans for and coordinates short and long-term recovery and mitigation activities within the City of New York. Specifically, the division develops and implements plans to coordinate large-scale recovery operations, long-term recovery of infrastructure, and a hazard mitigation program.

The Recovery and Mitigation division is involved in the following projects related to the World Trade Center (WTC) attack:

- Management of debris removal and disposal operations;
- Management of the City's application for reimbursement under the Federal Emergency Management Agency's (FEMA) Public Assistance (PA) Program;
- Management of the City's application for mitigation funding under FEMA's Hazard Mitigation Grant program (HMGP); and
- Coordination of long-term infrastructure redevelopment activities amongst City and State agencies and with the private sector utilities.

Currently, this division reports to the Deputy Director for Planning and the Deputy Director of Administration and includes three employees.

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT

SECTION 1C. AGENCY BUDGET

The agency's budget is comprised primarily of City tax levy funding and is supplemented by grants from federal and state agencies, as well as private foundations. Generally, the City tax levy funding is held at the Department of Citywide Administrative Services (DCAS) and the grant funding is held at the Mayor's Office (MO). In addition, there are capital funds maintained by DCAS. The following summarizes the beginning balances for FY '02:

OEM (DCAS) Expense Budget

Description	Budget Codes	Opening Balances
Supplies And Materials-Supplies		\$ 60,000.00
Medical, Surgical & Lab Supplies		\$ 496,000.00
Maintenance Supplies		
Data Processing Supplies		\$ 50,000.00
Equipment-General		\$ 5,000.00
Telecommunication Equipments		\$ 75,000.00
Motor Vehicles		\$ 60,000.00
Office Furniture		\$ 3,000.00
Security Equipment		\$ 10,000.00
Purchase Of Data Processing Equipment		\$ 100,000.00
Books-Others		\$ 3,000.00
Contractual Expenditures-General		\$ 150,000.00
Office Services		\$ 5,000.00
Rentals-Miscellaneous Equipment		
Rentals-Land, Buildings & Structures		\$ 1,757,000.00
Non Local Travel Expenditures-General		
Non Local Travel Expenditures-Special		
Other Expenditures-General		
Maintenance And Repairs-General-Contractual		\$ 437,000.00
Office Equipment Maintenance-Contractual		\$ 70,000.00
Data Processing Equipment Maintenance		\$ 50,000.00
Printing Services-Contractual		\$ 10,000.00
Security Services-Contractual		\$ 5,000.00
Total Available Funds		\$ 3,346,000.00

**MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT**

OEM (OM) Expense Budget

Description	Budget Codes	Opening Balances
Office Supplies		\$ 50,000.00
Printing Supplies		\$ 2,000.00
Medical Supplies		\$ 12,000.00
Food Supplies		\$ 1,500.00
Postage		\$ 500.00
Data Processing Supplies		\$ 75,000.00
Equipment – General		\$ 40,000.00
Telecommunication Equipment		\$ 14,000.00
Office Furniture		\$ 500.00
Office Equipment		\$ 5,000.00
Books		\$ 7,500.00
Contractual Services		\$ 3,000.00
Office Services		\$ 3,000.00
Rntl - Misc. Equipment		
Advertising		
Local Trvl – General		\$ 5,000.00
Local Trvl – Special		\$ 5,000.00
Non Local Trvl – General		\$ 50,000.00
Non Local Trvl – Special		\$ 50,000.00
General Maintenance & Repairs		
Printing Services		\$ 10,000.00
Prof. Svc. – Other		
Total Available Funds		\$ 334,000.00

OEM (DCAS) Capital Budget

Description	Allotment	Remaining Balances
Capital Projects at 7 WTC	\$2,531,000.00	\$ 2,531,000.00
Copier + Met weather stations	\$ 299,600.00	\$ 189,580.00
Infrastructure + Consultants	\$2,055,247.00	

**MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT**

OEM Grant Summary

Funding Source/Description	Allocation	Balances
DHHS Grant - FFY '99 Metro Rapid Response Team – Equipment	\$ 1,000,000.00	\$ 200,000.60
DOJ Grant - FFY '99 Preparedness Equipment Program	\$ 499,799.00	\$ 401,623.00
DOJ Grant - FFY '01 Preparedness Equipment Program	\$ 300,000.00	\$ 300,000.00
PHS - FFY '01 MMST Assessment Grant (Personnel)	\$ 50,000.00	\$ 50,000.00
SEMO - MAP '00 Hurricane Evacuation Signs	\$ 12,593.00	\$ 1,479.22
SEMO WMD '00 Hospital Assessment Program	\$ 17,800.00	\$ -
SEMO - MAP '01 Hurricane PR Campaign (Personnel)	\$ 54,000.00	\$ 11,504.00
SEMO - WMD '01 Drill Support	\$ 36,000.00	\$ 36,000.00
New York Community Trust '00 Special Needs Boards	\$ 28,000.00	\$ -
USAR (FFY 95-01) Urban Search and Rescue	\$ 522,240.00	\$ 249,897.49
	\$ 2,520,432.00	\$ 1,250,504.31

**MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT**

SECTION 1D. AGENCY HEADCOUNT

The Mayor's Office of Emergency Management does not have an authorized agency headcount. Instead, all personnel at OEM are all on-loan from other city agencies. Below is a listing of all agency personnel by home agency and a breakdown of their functional roles at OEM:

OEM HEADCOUNT BY AGENCY

DCAS	Total:	4
Clerical Aide	1	
Clerical Associate	1	
Princ. Adm. Assoc.	1	
Staff Analyst	1	
DEP	Total:	2
Admin. Staff Analyst	1	
City Planning Tech	1	
DOB	Total:	2
Assoc Staff Analyst	1	
Clerical Associate	1	
DOC	Total:	1
Correction Officer	1	
DOF	Total:	1
Clerical Associate	1	
DOITT	Total:	2
Comp Ops Mgr	1	
Telecomm Assoc.	1	
DOS	Total:	2
Graphic Artist	1	
Sanitation Worker	1	
DOT	Total:	2
Admin. Staff Analyst	1	
Princ. Adm. Assoc.	1	
FDNY	Total:	9
Captain (Fire)	3	
Fire Marshall	1	
Firefighter	2	
Lieutenant	2	
Supv Ems Spec	1	
FDNY-EMS	Total:	13
Admin. Staff Analyst	1	
EMS-EMT	7	
Fire Alarm Dispatcher	1	
Princ. Adm. Assoc.	1	
Supv Ems Mgr	1	
Supv Ems Spec	2	

**MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT**

OEM HEADCOUNT BY AGENCY

HRA	Total:	1
Admin. Staff Analyst	1	
LAW	Total:	1
Asst Corp Counsel	1	
MO	Total:	5
Admin Manager	1	
Ass Dep Mayor	1	
Director of OEM	1	
Mayoral Office Assistant	2	
NYCHA	Total:	2
City Research Scientist	1	
Community Assoc	1	
NYPD	Total:	19
Assistant Chief	1	
P.O. DA DT 1st Grade	1	
P.O. DA DT 2nd Grade	2	
P.O. DA DT 3rd Grade	1	
P.O. Det Spec	2	
Police Comm Tech	3	
Police Officer	4	
Sergeant	3	
Sergeant D/A Sp Asg	1	
Staff Analyst	1	
PARKS	Total:	1
Mayoral Office Assistant	1	

GRAND TOTAL 67

OEM HEADCOUNT BY DIVISION

Administration	9	13%
Executive Staff	13	18%
Planning	13	19%
Public Info	2	3%
Response	17	25%
Watch Command	14	21%
TOTAL	67	100%

**MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT**

TEMPORARY ON LOAN PERSONNEL

As a result of the events of September 11, 2001, OEM assumed greater roles and responsibilities. In an effort to manage these additional responsibilities, many employees were placed on loan to OEM, on a temporary basis, to manage this additional workload. Listed below are the employees, their home agency and the role they play at OEM:

Name	Agency	OEM Function
Larry Knafo	DoITT	Administration
John Baxter	Mayor's Office	Administration
Mir Bashar	Mayor's Office	Administration
Edmund Saltietro	DOC	Credentialing Unit
Donald Thompson	DOC	Credentialing Unit
Jason Thompson	DOC	Credentialing Unit
Jasmine Romero	DOC	Disaster Preparedness
Robert Brady	DOC	Disaster Preparedness
Tom Cotter	FDNY	Disaster Preparedness
Robert Athanas	FDNY	Disaster Preparedness
John Erlick	NYPD	Disaster Preparedness
	Red Cross	Disaster Preparedness
Brian Head	SEMO	Disaster Preparedness
Kathleen Keohane	DOC	Explosive Detection
Benjamin McDonald	DOC	Explosive Detection
Thomas Bartkowski	DOT	Field Operations
John Connors	DOT	Field Operations
Chris Porazzo	DOT	Field Operations
Anthony Fillbrunn	DOT	Field Operations
John Gardner	DOT	Field Operations
Frank Bocchichio	DOT	Field Operations
Charlie Messina	DOT	Field Operations
Jim McConnell	DCP	GIS
Al Lidner	DoITT	GIS

**MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT**

Name	Agency	OEM Function
Antonio Lopez	DOT	GIS
Paul Katzer	DPR	GIS
	Museum of Natural History	GIS
Tess Wilkins	DOC	Ground Zero Pass
Charles Bianco	DOC	Ground Zero Pass
	Coney Island Hospital/HHC	Health and Human Services
Jason Stanevich	DPR	Health and Human Services
Dario Gonzalez	FDNY	Health and Human Services
Neil Sweeting	FDNY	Health and Human Services
Jennifer Schenkel	FEMA Temp	Health and Human Services
Beth Warren	FEMA Temp	Health and Human Services
Lorenzo Valdez	NYCHA	Health and Human Services
Mauricio Morales	NYCHA	Health and Human Services
Rocco Devito	DHS	Logistics
Thor Kaslofsky	DHS	Logistics
Peter Morici	NYPD	Logistics
Lisa Matthews	DOT	Planning
Daniel Maye	FDNY	Planning
Kathryn Kempton	FEMA Temp	Planning
Maryl Frank	DCA	Public Info
Matthew Monahan	DDC	Public Info
Paul Wein	DOB	Public Info
John Mohan	DOC	Public Info
Michael Dendekker	DOS	Public Info
Kim Anderson	FEMA Temp	Public Info
Ed Gavin	DOC	Security Operations
Sgt. Gino Ruggieri	Sheriff's Office	Security Operations
Bobby Kimball	FDNY	Special Projects
Peter Cachia	FDNY	Vehicle Division

**MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT**

SECTION 1E. TECHNOLOGY INITIATIVES

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MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT

Emergency Management Online Locator Service (EMOLS)

OEM has introduced a new way for New York City residents to access emergency information through a unique internet-based mapping application called the Emergency Management Online Locator System (EMOLS). EMOLS is available through the city's official Internet site: www.nyc.gov. EMOLS provides meaningful information based on location data supplied by the user. Applications have already been developed for the following functions:

- Pedestrian/Vehicular Restrictions and Utility Outages for restricted sectors in Lower Manhattan.
- Coastal Storm Evacuation Center Locator Program
- Cooling Center Locator Program
- Hurricane Zone Locator Program, with evacuation routes and reception center locations.

Geographical Information Services (GIS)

GIS is the ability to produce maps with annotations for data areas of interest (boundaries, resource deployments, weather conditions, etc). OEM's GIS capabilities were very strong prior to September 11, 2001. These capabilities were lost with 7 WTC, but have been restored in a more extensive and robust GIS infrastructure at Pier 92. A dedicated GIS unit of several computers, servers, color printers and high-speed plotters operates at Pier 92 to support WTC operations. This unit quickly shifted focus to assist with the Flight 587 disaster. Plan metric data has been restored, and this unit supports ongoing GIS requirements for OEM and the EOC. Prior to September 11th, OEM primarily used the MapInfo mapping product from MapInfo Corporation. OEM had initiated a transition initiative from MapInfo to ESRI's ArcMap and ArcInfo products. With the loss of the applications and data from 7WTC, this transition was expedited and the resulting GIS operation at Pier 92 completely uses the ESRI products, which are the de facto standard for GIS operations and offer more features and interoperability. Part of the current GIS initiative is to catalog, review and organize all GIS data created since September 11th and to review functional and technical requirements going forward.

Hotsite Establishment

The WTC disaster not only resulted in the loss of the OEM's OEC facility, the disaster also rendered several buildings that housed City government functions unfit for occupancy. Several others that could be occupied lost critical infrastructure services, especially telephone service.

A temporary alternate government site was quickly established at Pier 92 on Manhattan's west side, and OEM operations, as well as operations of some city agencies, were moved to this location. The scope of the disaster, along with ongoing threats, dictated the need for an alternative site to allow emergency management and city government operations to continue should these functions no longer be able to be conducted in downtown Manhattan. A "hot site"

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT TRANSITION REPORT

was designed to provide space for the Mayor and his staff, OEM operations, and various city agencies. A technology overlay was created to update the facility's design to support OEM's technology-oriented operations, as well as to provide an alternative site for continuity of government operations. Highlights of this design include:

- 400 node high speed (100 Mbps) Local Area Network;
- High speed (T-1) internet connectivity;
- Multiple fault tolerant file servers that service the site's needs for file storage space, applications, print services, internet access, database development, and web-based application development;
- A functional audio-visual system that is capable of distributing and displaying a full range of cable television broadcasts, computer generated graphics, and Internet based weather information. This system includes several large screen wall displays and numerous cable-capable televisions with built-in VCRs and DVD players; and
- A watch command facility that includes the elements listed above, as well as citywide and agency-based radio frequencies on all bands [REDACTED] operated by the city.

Data Restoration

In the wake of the WTC disaster, OEM is rebuilding its online data store from many sources. Staff files have been retrieved from several personal laptops and media and have been reposted on the new OEM network. This project is ongoing.

Disaster Response System

As WTC operations leveled off at Pier 92 in mid-November, OEM was challenged once again with the crash of Flight 587 in the Rockaway Beach section of Queens. It was quickly decided that a Family Assistance Center would be established at the Jacob Javits Convention Center, and OEM would be responsible for establishing the network and automation support with a very short (8 hour) implementation period. A 75-node network of PCs, servers, printers, and applications was quickly implemented to support this operation. The presence of extra equipment at Pier 92 allowed us to quickly dispatch equipment and resources to JJCC. However, configuration of servers and customized applications hampered the ability to fully automate the data collection process. In order to better support these operations in the future, OEM will develop a "go" package of networking equipment, file servers, wireless network equipment, desktop PC's, laptop PC's, printers and plotters. OEM will be starting with currently on hand equipment, and supplementing this with additional requisitions. This system, referred to as a "LAN-in-a-can", will be a fully functional set of equipment that will be able to be deployed and set up remotely within hours of an incident.

Virtual Private Network (VPN)

Virtual Private Networks (VPN) are secured private network connections built on top of publicly accessible infrastructure, such as the Internet or the public telephone network. VPNs typically employ some combination of encryption, digital certificates, strong user authentication and access control to provide security to the traffic they carry.

Some advantages to using VPNs include:

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT

- The ability to securely connect high-speed remote users over broadband technology, including Cable Modems and DSL lines (which before VPNs had not been possible). VPNs will work with any last mile technology as long as IP is run over the connection;
- No administrative headache in managing direct access telephone lines, T1 or PRI lines used for data, or for the Remote Access Server (RAS) equipment (modems or other network access servers) terminating the phone calls; and
- Potential cost savings, especially if many remote users are located outside the local calling area.

By definition, a VPN generally requires configuration of some sort of access device, either software or hardware-based, to setup a secure channel using private encryption and security parameters. A casual user cannot just "use" the VPN, since some knowledge is required to allow the remote user or site access to the network or even to establish a VPN session.

Allowing VPN access only in conjunction with strong authentication also prevents an intruder from successfully authenticating to your network, even if they somehow configured/captured a VPN session.

At OEM, several uses are planned for the VPN, and are in development at this time:

- Connecting base sites, including Pier 92, OEM Hot site and Pier 36;
- Connecting remote sites established in response to disaster deployments; and
- Allowing remote OEM users to have access to our infrastructure, including email, and intranet resources. This can include responders in the field using wireless Internet devices, staff traveling in support of OEM business, and/or executive staff that need to access files on the OEM network from home.

Section 2



Agency Issues

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT

SECTION 2A. AGENCY MANDATES

The agency's mandates are based on the recently approved referendum, which charters OEM as a permanent municipal agency. (Chapter 19A of the City Charter is included in Attachment C) Generally, the agency is charged with:

- Providing interagency coordination in emergency situations;
- Preparation and refinement of citywide contingency plans; and
- The operation of a citywide, integrated Emergency Operations Center (EOC).

On-scene Interagency Coordination

On scene interagency coordination is provided through the Operations unit and fosters interagency communications through the Watch Command division and on scene coordination through the Filed Operations unit. Guided by the Mayoral Directive "Command and Control of Emergencies in New York City" (see Attachment H), OEM seeks to mitigate the effects of emergency events through a focused interagency response.

Citywide Contingency Planning

Planning focuses on the development, testing and refinement of citywide contingency plans. OEM seeks to increase the City's level of preparedness for various possible emergency events by relying on interagency coordination. These plans are developed by the Planning division, the Health and Human Services division and are supported by all other OEM divisions.

Emergency Operations Center

This facility assembles representatives from affected agencies at the local, State and Federal levels, non-governmental entities such as VOAD, the American Red Cross, public utilities, businesses and various other representatives as required. Once assembled, the assigned agencies are grouped, together with common and crossover responsibilities, into functional groups to maximize the utilization of their expertise and resources.

This concept is similar to the Emergency Support Function (ESF) concept in the Federal Response Plan. The intent of this facility and its functional groups is to allow OEM to perform the following tasks:

- Assist the Interagency Command Post. A central location (such the WTC site) – located at an emergency scene – for the development, implementation, and coordination of unified incident strategy and operations. The interagency command post communicates and coordinates on-scene activities with the Emergency Operations Center thus linking local, on-scene, field incident management with the overall strategic direction and control of the unified activities of the Emergency Operations Center.
- Coordinate response generated demands from the event to assist in executing response operations (fuel, food, clothing, shelter)

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT

- Coordinate agent-generated demands such as aerial photography, cranes for the removal of building debris, dogs to sense bombs or human remains.
- Provide a forum for policy decisions to guide the overall response to a disaster such the WTC attack.
- Operations management to address the massive array of demands.
- Serve as a clearinghouse for data including damage assessment, injuries, deaths, agency status, resource caches and depletion.
- Serves to collect accurate and up to date public information from one source.
- Coordinate logistics.
- Monitor and provide assistance for human services.
- Facilitate any / all incident action plans, specific to the event.

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT

SECTION 2B. MAJOR LITIGATION ISSUES

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
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- [REDACTED]
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- [REDACTED]
- [REDACTED]
- [REDACTED]

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT

SECTION 2C. EXTERNAL BUDGET ISSUES

Other than the generally predicted economic downturn, the only other events that could potentially affect this agency's budget might be an increase in federal funding to localities for terrorism preparedness and mitigation. Additionally, the transformation to a charter agency may result in an impact on OEM's budget resources.

**MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT**

SECTION 2D. CITYWIDE INITIATIVES

As an agency with a primary focus on interagency coordination, many of OEM's efforts involve working on citywide initiatives. Furthermore, because of its success in expediting initiatives effectively and efficiently, OEM is often called on to manage Mayoral priorities. Some of the efforts currently being managed include:

Citywide Public Access Defibrillation Program (PAD): There was a time when cardiac arrest meant certain death. Thanks to scientific and technological developments, sudden cardiac arrest (SCA) can be reversed. Many victims of sudden cardiac arrest can survive when immediate CPR and early defibrillation with an Automatic External Defibrillator (AED) is available. The number of people who die from SCA is over 450,000 per year and over 90% of these deaths occurring outside of the hospital. In January 2001, the Mayor directed that the City of New York initiate the largest Public Access Defibrillation program in the country. The program committed 4 million dollars over the next two fiscal years to develop this program and attain the goal of making city related venues safer for our citizens. The Mayor's Office of Emergency Management (OEM) was given the responsibility to develop, coordinate, manage and oversee the placement of these devices throughout the city. Working with the FDNY as the medical component of the program, OEM continues to meet with City agencies such as the DOT, DPR, DOH, HHC, NYPD and others to continue expanding this lifesaving program.

Currently over 70 different venues throughout the city, including, pools, parks, ferryboats and terminals have already had defibrillators placed in their locations. In addition, over 500 personnel have been trained to use the devices and respond if necessary to these kinds of emergencies.

Rodent Control Task Force: In June 2000, the Deputy Mayor for Operations established the Rodent Control Task Force. The Office of Emergency Management (OEM) chairs the task force. The task force meets weekly and coordinates the City's rodent control and eradication activities via Integrated Pest Management (IPM) practices. Since the establishment of the task force it has met formally over 50 times and conducted 90 field site assessments throughout the city. Utilizing IPM, each agency that has property in the area being assessed is involved in the assessment and develops and carries out its own abatement and eradication activities. The task force has also conducted the first Agency Rodent Extermination Training Seminar, developed a comprehensive public outreach campaign including public service announcements and brochures, and was instrumental in the hiring of additional exterminators at DPR for rodent control in the parks. A uniform contract for extermination services, laying out acceptable extermination practices, has been developed and is awaiting final approval. This will ensure comprehensive and effective services by all agencies. The task force is also reviewing legislation to formalize the City's rodent-control activities and continues to monitor the progress of NYCHA's Container Project. The task force continues to meet weekly and assess and address large sites as they are brought to the attention of the task force.

West Nile Virus Operations: Following the initial outbreak of West Nile virus in New York City in 1999, in preparation for the 2002 season, the Department of Health developed a comprehensive West Nile Virus disease surveillance and control plan. One facet of the plan is mosquito control through the elimination of mosquito breeding sites. As a large property holder, the City and its agencies have a need to manage mosquito control on our own properties and, when necessary, organize resources to eradicate mosquito breeding hazards on large private properties where owners have failed in their legal obligations. The Office of Emergency Management (OEM) coordinated all field operational control activities including enhancing coordination between the Department of Health and other City agencies. This includes but was not limited to planning, scheduling and monitoring staging sites, area routing, field escorts, site notifications, equipment

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT

testing locations and aviation activities. OEM will continue to provide ongoing assistance to the Department of Health with interagency coordination to support their entire range of West Nile virus control and surveillance activities.

Syndromic Surveillance is a citywide initiative that represents the first operational component of the City's anti-bio-terrorism program. On a real-time basis, it monitors unusual increases in calls to 911 with people complaining of certain symptoms. OEM is able to monitor these complaints by computer, categorize symptoms by their corresponding potential illness and compare these calls with 8 years of retrospective data. Traditional detection methods are reliant upon physician reporting and can take days or even weeks. This system can produce results in less than 24 hours and it is the first of its kind in the nation. This system is coordinated by OEM and represents the efforts of many City agencies.

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT

SECTION 2E. LABOR ISSUES

The only labor issues currently affecting the agency are related to the transformation to a charter agency. Plans are being designed with the NYC Law Department, the Office of Management and Budget (OMB) and the Office of Labor Relations (OLR) to establish an OEM headcount with personnel on-loan from other agencies. As a result, a series of memorandum of understandings (MOUs) are being established with various City agencies to address union, pension and confidential classification issues. This effort is on going.

**MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT**

SECTION 2F. CRITICAL EXTERNAL AUDITS

Although no current audits of the Office of Emergency Management are in progress or planned for the foreseeable future, the likelihood of an upcoming audit is significant. As a result of the September 11, 2001 attack, OEM will be a recipient of funds from FEMA's Public Assistance program and an audit by FEMA's Inspector General is very likely. To prepare for such an audit, OEM's Administrative and Recovery sections are keeping very detailed records on all FEMA project worksheets submitted for reimbursement.

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT

SECTION 2G. CONTRACTING ISSUES

The following contracting issues are currently being managed:

- The cancellation of all contracts and leases related to OEM's former headquarters at the 7 World Trade Center complex is in process. This effort includes the termination and negotiation of all contracts providing hardware, maintenance and service support. In many cases, contracts have been cancelled and in others they have been suspended. This effort is ongoing.
- The establishment of all contracts required for the construction and support of the Emergency Operations Center at Pier 92, the Family Assistance Center located at Pier 94 and OEM's new hot site. Requiring the processing and approval of "Emergency Declarations" in the letting of the contracts. This process is nearing conclusion.
- Before the events of September 11, 2001, OEM had released a Request for Proposal (RFP) for a Citywide Weather Monitoring System. The RFP was issued and a bidders' conference was scheduled for September 17, 2001. Due to the loss of the OEM facility, which would have served as the central hub for this new weather system, this contracting effort was suspended. The contract process will be reinitiated when a new OEM location is determined.

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT

SECTION 2H. LEGISLATION

There are no current legislative initiatives being managed this agency, or any that require OEM's involvement.

Section 3



Performance Measurement

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT

SECTION 3A. PERFORMANCE INDICATORS

As a new agency, OEM has not yet developed agency performance indicators. Efforts to develop such indicators are presently being considered.

Section 4

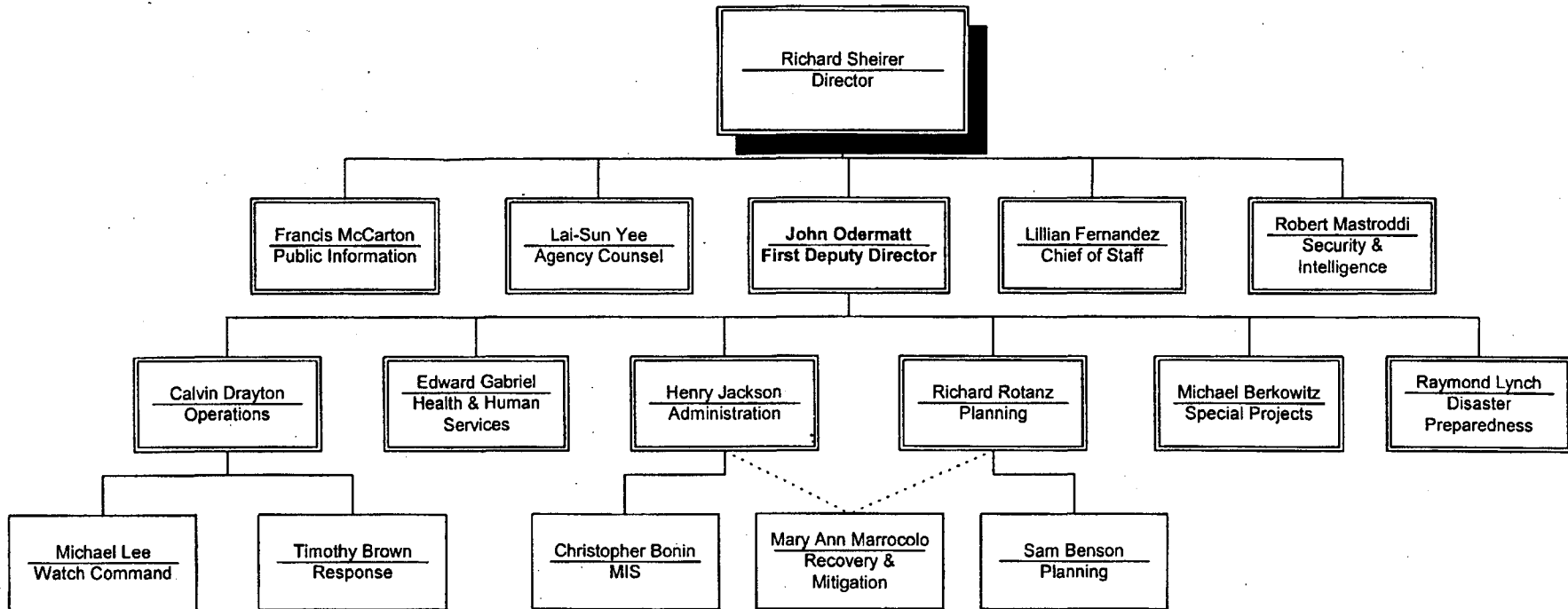


Attachments

**MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT**

SECTION 4A. ORGANIZATION CHART

**Mayor's Office of Emergency Management
December 2001**



MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT

SECTION 4B. MISSION STATEMENT

Established in 1996, the New York City Mayor's Office of Emergency Management (OEM) is responsible for providing interagency coordination in the event of a natural, technological, biological, chemical, terrorist or other emergency in the City of New York. Tasked with emergency response, hazard planning and disaster mitigation, OEM's broad, vital mission requires that it identify and use all available technological resources to provide New York City's citizens, businesses and cultural institutions with the highest and most efficient degree of emergency management preparedness.

To accomplish this critical, lifesaving mission, OEM exists on a number of different operational levels. It maintains a disciplined, well-trained corps of emergency management personnel – responders, planners, administrative and support staff – that allow the agency to identify and respond to all hazards in a swift and efficient manner. It assists Federal, State and City officials and their respective constituents with disaster response and mitigation measures. Because a close working relationship with elected officials is crucial to the success of OEM's mission, the agency serves as a repository of information for the Mayor concerning hazard identification and mitigation procedures. Through its public information arm, OEM provides the general public and media organizations with accurate, timely information regarding emergency management planning, response and hazard mitigation in the City of New York. And above all, OEM seeks to continually uphold the highest traditions and standards of courage, dedication, loyalty, efficiency and accountability in the emergency management field.

**MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT**

SECTION 4C. CITY CHARTER SECTION

Commission proposes that OEM's responsibilities be codified in the Charter, and the present office elevated to departmental level status. By consolidating emergency management functions, improving coordination between City, State, federal and private agencies, and maintaining direct mayoral control, the City will continue to implement an effective, efficient, and comprehensive approach to emergency management. As evidenced by OEM's record of skillful professionalism, innovative ability, and defined accountability, OEM's codification as a Charter agency with departmental level status would ensure that the City of New York maintains its worldwide reputation of excellence in emergency management planning and response and, most importantly, continues to save lives and property.

Proposal: The Office of Emergency Management should be codified in the Charter as an independent agency, the Emergency Management Department, to ensure the City's future success in using a comprehensive approach to emergency management.

Proposed Charter Revision:

Section 1. The New York city charter is amended by adding a new chapter 19-A to read as follows:

CHAPTER 19-A

EMERGENCY MANAGEMENT DEPARTMENT

§ 495. Department; commissioner.

§ 496. Deputies.

§ 497. Powers and duties.

§ 498. Agency cooperation.

§ 495. Department; commissioner. There shall be an emergency management department, which may also be known as the New York city office of emergency management, the head of which shall be the commissioner of emergency management. The commissioner shall be appointed by the mayor. The commissioner shall also serve as the local director of civil defense, with the powers of a local director of civil defense.

§ 496. Deputies. The commissioner shall have the power to appoint and, at pleasure, remove deputies, one to be known as first deputy commissioner. During the absence or disability of the commissioner, the first deputy commissioner, or if the first deputy commissioner shall be absent or under disability, the deputy commissioner

designated by the commissioner, shall possess all the powers and perform all the duties of the commissioner, except the power of making appointments and transfers.

§ 497. Powers and duties of the commissioner. The commissioner shall have cognizance and control of the government, administration, disposition and discipline of the department. The commissioner shall have the powers and duties to:

a. coordinate the city's response to all emergency conditions and potential incidents which require a multi-agency response, including but not limited to severe weather, threats from natural hazards and natural disasters, power and other public service outages, labor unrest other than the keeping of the peace, water main breaks, transportation and transit incidents, hazardous substance discharges, building collapses, aviation disasters, explosions, acts of terrorism and such other emergency conditions and incidents which affect public health and safety;

b. monitor on a constant basis all potential emergency conditions and potential incidents which may require a multi-agency response;

c. coordinate and implement training programs for public safety and health, including emergency response drills, to prepare for emergency conditions and potential incidents which may require a multi-agency response;

d. prepare plans for responding to emergency conditions and potential incidents, including but not limited to plans for the implementation of such emergency orders as may be approved by the mayor to protect public safety and facilitate the rapid response and mobilization of agencies and resources;

e. make recommendations to the mayor concerning the city's emergency response capabilities and concerning the city's capacity to address potential emergency conditions and potential incidents;

f. increase public awareness as to the appropriate responses by members of the public to emergency conditions and potential incidents, and review the city's systems for disseminating information to the public;

g. operate an emergency operations center to assist the city in managing emergency conditions and potential incidents that may require a multi-agency response;

h. hold regular and frequent meetings of designated emergency response personnel of all city agencies that are determined by the commissioner to have a direct

or support role in the city's management of emergency conditions and potential incidents which may require a multi-agency response;

i. acquire federal and other funding for emergency management, including but not limited to disaster relief, and civil defense, and assist other agencies in obtaining such funding;

j. coordinate with all city agencies to ensure that all such agencies develop and implement emergency response plans in connection with planning major city events;

k. coordinate with state, federal and other governmental bodies to effectuate the purposes of the department;

l. coordinate the operation of the local emergency planning committee established pursuant to Title III of the federal Superfund Amendments and Reauthorization Act;

m. coordinate New York city's civil defense effort in accordance with the provisions of the Defense Emergency Act of New York state and the city's civil defense emergency operations plan, as such plan may be amended from time to time;

n. perform all other functions previously performed by the former office of emergency management and the emergency control board; and

o. promulgate such rules and regulations as may be necessary to implement the provisions of this chapter.

§ 498. Agency cooperation. The department shall be the lead agency in the coordination and facilitation of resources in incidents involving public safety and health, including incidents which may involve acts of terrorism. All agencies shall provide the department promptly with all information relevant to the performance of the emergency management functions and shall collect and make available any information requested by the department for use in emergency planning. All agencies further shall promptly provide the department with all appropriate material, equipment and resources needed for emergency management functions, including personnel.

§ 2. The New York city charter is amended by adding a new section 398 to read as follows:

§398. Ex parte administrative warrants. If entry to a location or premises to be inspected pursuant to an agency's powers and duties is not gained on consent, or if circumstances call for entry without prior notice, the commissioner of such agency, or

his or her authorized representative, may request the corporation counsel to make an application, ex parte, in any court of competent jurisdiction for an order directing the entry and inspection of such premises or location and, in accordance with applicable law, to abate any nuisance thereon. Nothing in this section shall be construed to limit, abridge, affect or amend the power of an agency under law, including state, local or case law, to enter and inspect any location or premises or abate any nuisance thereon, either with or without a warrant, to carry out any of its functions, powers and duties.

- **Organized Crime Control Commission**

Issue: Should the various agencies that currently regulate and license public wholesale food markets, the private carting industry, and shipboard gambling be consolidated into an Organized Crime Control Commission that would continue these present functions in a more efficient organizational structure?

Relevant Charter Provisions: None.

Discussion: In certain areas of the economy, organized crime syndicates have, through threats, violence, extortion and unconscionable practices exacted an involuntary "tax" from law-abiding residents. The "mob-tax" was the increased costs paid by law-abiding citizens due to organized crime control in these industries, and this "tax" sometimes doubled or tripled the cost of services. Furthermore, this "tax" collected by organized crime groups did not pay for public services but instead, was used to reward and promote criminal activity. For all too long it was believed that this "tax" was an inescapable reality of conducting business, and that it was beyond the power of government to rectify. The City's recent efforts have demolished that myth.

Traditionally, the task of fighting organized crime was assigned primarily to criminal law-enforcement agencies such as the police department and prosecutors' offices. There were some notable successes in disrupting the activities of the organized crime families, and federal and State criminal prosecutions resulted in the incarceration of numerous participants in organized crime activities. In recent years, however, the City expanded that effort by imposing stringent regulatory and licensing requirements on public wholesale food markets and on the commercial waste carting industry.

Recognizing that criminal prosecution alone would not eliminate the influence of organized crime, the City began to regulate areas of economic activity that had long been infiltrated by organized crime. In 1995, Local Law 50 was adopted to eliminate the

NEW YORK CITY LEGISLATIVE ANNUAL

EXECUTIVE ORDER NO. 30

March 19, 1996

Establishment of Mayor's Office of Emergency Management

WHEREAS, the city of New York must be prepared for and be able to coordinate rapid and effective responses to a wide range of emergency situations; and

WHEREAS, emergency management requires inter-agency and inter-governmental coordination as well as communication with the public and the press; and

WHEREAS, performance of these functions by the City is best coordinated by the Office of the Mayor;

NOW, THEREFORE, by the powers vested in me as Mayor of the City of New York, it hereby is ordered:

Section 1. Mayor's Office of Emergency Management. The Mayor's Office of Emergency Management ("OEM") is hereby established.

§2. Director of OEM. OEM shall be headed by a Director who shall be appointed by and serve at the pleasure of the Mayor. The Director shall report to the Mayor. The Director also shall serve as the local Director of Civil Defense, with the powers of a local Director of Civil Defense under L. 1951, Ch. 784, as amended.

§3. Functions.

(a) Commencing April 1, 1996, OEM shall perform the following functions:

(1) Coordinate the City's response to all emergency conditions and potential incidents which require a multi-agency response, including but not limited to severe weather, threats from natural hazards and natural disasters, power and other public service outages, labor unrest other than the keeping of the peace, water main breaks, transportation and transit incidents, hazardous substance discharges, building collapses, and acts of terrorism;

(2) Monitor all potential emergency conditions and potential incidents which may require a multi-agency response;

(3) Coordinate and implement training programs, including emergency response drills, to prepare for emergency conditions and potential incidents which may require a multi-agency response;

(4) Prepare plans for responding to emergency conditions and potential incidents, including but not limited to plans for the implementation of such emergency orders as may be approved by the Mayor to protect public safety and facilitate the rapid response of City agencies and resources;

(5) Make recommendations to the Mayor concerning the City's emergency response capabilities and concerning the City's capacity to address potential emergency situations and potential incidents;

(6) Increase public awareness as to the appropriate responses by members of the public to emergency conditions and potential incidents, and review the City's systems for disseminating information to the public;

(7) Operate an emergency operations center to assist the City in managing emergency conditions and potential incidents which may require a multi-agency response;

(8) Hold regular and frequent meetings of designated emergency response personnel of all City agencies that are determined by the OEM director to have a direct or support role in the City's management of emergency conditions and potential incidents which may require a multi-agency response;

(9) Assist City agencies in obtaining federal and other funding for emergency management and civil defense;

INUAL

NEW YORK CITY LEGISLATIVE ANNUAL

(10) Coordinate with the Police Department to ensure that the City agencies develop and implement emergency response plans in connection with planning for major City events;

(11) Coordinate with state, federal and other governmental bodies to effectuate the purposes of OEM, and to implement this Order;

(12) Coordinate the operation of the local emergency planning committee, established pursuant to the Superfund Amendments and Reauthorization Act, Title III;

(13) Coordinate New York City's Civil Defense effort in accordance with the provisions of the Defense Emergency Act of New York State and the City's Civil Defense Emergency Operations Plan, as such plan may be amended from time to time;

(14) Carry out or delegate to other City departments responsibility for all civil defense functions mandated by the Defense Emergency Act of New York State;

(15) Perform all other functions previously performed by the former Office of Emergency Management and the Emergency Control Board; and

(16) Perform such other duties as may be directed by the Mayor.

(b) Prior to April 1, 1996, all municipal agencies and other entities with emergency management, emergency response and civil defense functions shall continue to perform such functions and, further, shall communicate and consult with the OEM Director in the performance of such functions.

(c) Commencing on the effective date of this Order, OEM shall take such steps and issue such instructions as may be necessary to assure assumption by OEM on April 1, 1996 of the emergency management functions set forth in this paragraph.

§4. Agency cooperation. All agencies shall cooperate with the OEM in all respects in the implementation of this Order and the transfer to OEM of emergency management functions by April 1, 1996, and further shall provide OEM promptly with all information relevant to the performance of the emergency management functions set forth in this Order, and to collect and make available any data or other information requested by OEM for use in emergency planning. All agencies further shall provide OEM with all appropriate material and equipment currently used for the emergency management functions that are being assumed by OEM pursuant to this Order.

§5. Emergency Command Center.

(a) Commencing April 1, 1996, OEM shall have the authority and responsibility to use the Emergency Command Center, including the Emergency Coordinating Section, (the "Command Center") presently located at Police Department headquarters, in order to manage emergency conditions and potential incidents which may require a multi-agency response.

(b) The determination to use the Command Center for OEM emergency management purposes shall be made in the discretion of the OEM Director, who shall consult with the Police Commissioner so long as the Command Center remains at Police Headquarters. The OEM Director shall have primary responsibility for the operation of the Command Center at such times as it is used for the OEM emergency management purposes set forth in this Order.

§6. Staff. The Director may appoint a staff within available appropriations. Employees of other City agencies may also be assigned to work at OEM in order to further OEM's emergency management efforts.

§7. Prior Orders Revoked. Executive Order No. 53 of 1976, Executive Order No. 83 of 1977, and Executive Order No. 107 of 1961 hereby are revoked as of April 1, 1996.

§8. Effective Date. This Order shall take effect immediately.

**MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT**

SECTION 4D. LISTING OF AGENCY MANAGERS

All managers are located at the Pier 92 temporary OEM location.

Agency Managers

Manager	Unit	Title	Telephone	Direct Reports	Indirect Reports
Berkowitz, M.	Special Operations	Acting Deputy Dir	646-756-3001	1	0
Brown, T.	Field Response	Supervisor	646-756-3001	16	0
Drayton, C.	Operations	Deputy Director	646-756-3001	2	29
Fernandez, L.	Chief of Staff	Chief of Staff	646-756-3001	0	0
Gabriel, E.	Health and Medical	Deputy Director	646-756-3001	1	0
Jackson, H.	Administration	Deputy Director	646-756-3001	8	0
Lee, M.	Watch Command	Supervisor	646-756-3001	13	0
Lynch, R.	Disaster Preparedness	Acting Deputy Dir	646-756-3001	0	0
Mastroddi, R.	Security	Security Director	646-756-3001	0	0
McCarton, F.	Public Info	Deputy Director	646-756-3001	1	0
Odermatt, J.	1st Deputy Director	1st Deputy Director	646-756-3001	5	55
Rotanz, R.	Planning	Deputy Director	646-756-3001	1	12
Sheirer, R.	Director	Director	646-756-3001	6	61
Yee, L.	General Counsel	General Counsel	646-756-3001	0	0

**MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT**

SECTION 4E. HEADCOUNT

Attached is a listing of all agency staff by title and sorted by agency division that includes specific role and home agency:

OEM Headcount

Title	Role	OEM Unit	Home Agency
Police Officer	Driver	Executive Staff	NYPD
Admin. Staff Analyst	Deputy Director	Executive Staff	HRA
Ass Dep Mayor	Chief of Staff	Executive Staff	MO
Supv Emss Mgr	Deputy Director	Executive Staff	FDNY-EMS
Clerical Associate	Executive Assistant	Executive Staff	DOF
Princ Adm Assoc	Executive Secretary	Executive Staff	DOT
PO DA DT 1 st Grade	Security Direrctor	Executive Staff	NYPD
Asst Chief	1st Deputy Director	Executive Staff	NYPD
Captain (Fire)	Deputy Director	Executive Staff	FDNY
Police Officer	Driver	Executive Staff	NYPD
Director of OEM	Director	Executive Staff	MO
General Counsel	General Counsel	Executive Staff	LAW

12

Admin Manager	Deputy Director	Administration	MO
Comp Ops Mgr	MIS Director	Administration	DOITT
Graphic Artist	Facilities Operator	Administration	DOS
Clerical Aide	Receptionist	Administration	DCAS
Clerical Associate	Admin Asst	Administration	DOB
Mayoral Office Ass't	Intern	Administration	MO
Staff Analyst	Personnel Asst	Administration	DCAS
Clerical Associate	Receptionist	Administration	DCAS
Princ. Adm. Assoc.	Quartermaster	Administration	DCAS

9

Sergeant D/A Sp Asg	Planner	Planning	NYPD
Assoc Stf Anal/Paramedic	Sr. Planner	Planning	FDNY-EMS
Princ. Adm. Assoc.	Planning Supervisor	Planning	FDNY-EMS
Sergeant	Planning	Planning	NYPD
Assoc Staff Anlayst	Planner	Planning	DOB
City Planning Tech	Planner	Planning	DEP
Staff Analyst	Sr. Planner	Planning	NYPD
Mayoral Office Assistant	Intern	Planning	PARKS
Ems-Emt	Planner	Planning	FDNY-EMS
City Research Scientist	Planner/Meterologist	Planning	NYCHA
Mayoral Office Assistant	Planner	Planning	MO

**MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT**

Title	Role	OEM Unit	Home Agency
Sergeant	Sr. Planner	Planning	NYPD
Supv Ems Spec	Planner	Planning	FDNY
13			

Admin Staff Anls	Deputy Director	Public Info	DEP
Admin Staff Anls	Public Relations Planner	Public Info	DOT
2			

PO DA Dt 2nd Grade	Responder	Response	NYPD
EMS-EMT	Responder	Response	FDNY-EMS
Supv Ems Spec	Responder	Response	FDNY-EMS
Firefighter	Responder	Response	FDNY
Sergeant	Responder	Response	NYPD
Captain (Fire)	Responder	Response	FDNY
Captain (Fire)	Responder	Response	FDNY
Correction Officer	Responder	Response	DOC
Fire Marshall	Responder	Response	FDNY
Sanitation Worker	Responder	Response	DOS
P.O. Det Spec	Responder	Response	NYPD
P.O. Det Spec	Responder	Response	NYPD
P.O. DA DT 2nd Grade	Responder	Response	NYPD
PO DA DT 3rd Grade	Responder	Response	NYPD
Firefighter	Responder	Response	FDNY
Lieutenant	Responder	Response	FDNY
Lieutenant	Responder	Response	FDNY
17			

EMS-EMT	Watch Commander	Watch Command	FDNY-EMS
EMS-EMT	Watch Commander	Watch Command	FDNY-EMS
Fire Alarm Dispatcher	Watch Commander	Watch Command	FDNY-EMS
Supv Ems Spec	Watch Command Supv	Watch Command	FDNY-EMS
EMS-EMT	Watch Commander	Watch Command	FDNY-EMS
Police Officer	Watch Commander	Watch Command	NYPD
Police Comm Tech	Watch Commander	Watch Command	NYPD
Ems-Emt	Watch Commander	Watch Command	FDNY-EMS
Pol Comm Tech	Watch Commander	Watch Command	NYPD
Police Officer	Watch Commander	Watch Command	NYPD
Police Comm Tech	Watch Commander	Watch Command	NYPD
Community Assoc	Watch Commander	Watch Command	NYCHA
Emt-Ems	Watch Commander	Watch Command	FDNY-EMS
Telecomm Asooc.	Watch Commander	Watch Command	DOITT
14			

**MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT**

SECTION 4F. AGENCY LOCATIONS

- The Office of Emergency Management lost its offices in the collapse of 7 World Trade Center on September 11, 2001. In addition to the office space, the City lost its Emergency Operations Center and Alternate Seat of Government.
- The Office of Emergency Management is currently operating at Pier 92 at 55th Street and the West Side Highway. A temporary EOC has been established along with office space for OEM employees and a Watch Command control center.
- In addition, OEM will soon complete the construction of an Alternate Seat of Government and Emergency Operations Center to be used as a disaster recovery site in the event of a catastrophic incident requiring the relocation of City government.

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT

SECTION 4G. AGENCY-WIDE STRATEGIC PLAN

As a new agency, OEM has not yet developed an agency wide strategic plan. Efforts to develop such a strategic plan are presently being considered.

MAYOR'S OFFICE OF EMERGENCY MANAGEMENT
TRANSITION REPORT

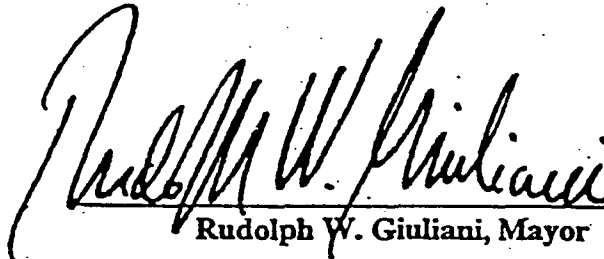
SECTION 4H. MAYORAL DIRECTIVE – COMMAND AND CONTROL OF EMERGENCIES IN NEW YORK CITY

Direction and Control of Emergencies in the City of New York

Overview:

New York City's public safety agencies are staffed by professionals who have managed natural and man-made emergencies, spontaneous and pre-planned events which may have an impact on the safety and quality of life of the people of New York City. The intent of this document is to ensure the optimum use of agency resources while at the same time eliminating potential conflict among responding agencies which may have areas of overlapping expertise and responsibility.

The "Incident Commander" is responsible for the management of the City's response to the emergency. By Executive Order, the Office of Emergency Management (OEM) is designated the "On Scene Interagency Coordinator". OEM's role is to coordinate the participation of all city agencies in resolving the event. OEM will assist the Incident Commander in his/her efforts in the development and implementation of the strategy for resolving the event. Emergencies are by nature dynamic and the role of Incident Commander can change as the event unfolds; OEM will help to ensure that any transition in Command occurs in a smooth and efficient manner. However, in those instances where an incident is so multifaceted that no one agency immediately stands out as the Incident Commander, OEM will assign the role of Incident Commander to an agency as the situation demands. The attached matrix designates the Incident Commander for the listed emergencies. All present and future plans developed by OEM will follow this guide.



Rudolph W. Giuliani, Mayor

The following chart designates the "Incident Commander" for the majority of emergencies:

Fires	FDNY
Civil Disturbances	NYPD
Bomb Threat	NYPD
Suspicious/Actual Device	NYPD
Hostage Situation	NYPD
Sniper Situation	NYPD
Hazardous Materials	FDNY
Water Rescues	NYPD
Explosions	FDNY
Water Main Breaks	DEP
Structural Collapse	FDNY
Terrorism *	
- Conventional Weapons	NYPD
- Bomb Threat	NYPD
- Chemical	NYPD or FDNY
- Biological	NYPD or FDNY
- Nuclear	NYPD or FDNY
Rail Crash	FDNY
Air Crash	FDNY
Confined Space Rescue	FDNY
Weather Emergencies **	OEM
Power/Telephone Outages **	OEM
Prison Disturbances	DOC
Special Events	NYPD ***

Emergencies are by nature dynamic and the role of Incident Commander can change as the event unfolds; OEM will help to ensure that any transition in Command occurs in a smooth and efficient manner

- **Terrorism:** The nature of this type of event is such that the Incident Command will shift as the event evolves. The handling of a threat of a chemical or biological release or the use of conventional weapons falls to the NYPD. Dealing with the consequences of the explosion or release is the responsibility of the FDNY. The investigation that follows, once the consequences of the event have been mitigated, is the responsibility of the NYPD. Any conflicts regarding the issue of Command at these incidents, will be resolved by OEM.
- ** These two types of event involve many different types of emergencies at the same time. Therefore the overall event does not itself require Command, but rather Coordination, which is OEM's role.
- *** OEM shall coordinate with the Police Department to ensure that City agencies have emergency response plans in connection with planning for major City events. For routine recurring events such as the marathon, the Mayor will decide whether there is a need for OEM's involvement.