



WESTCHESTER COUNTY

CEMP 2025

Comprehensive Emergency Management Plan

SECTION I. INTRODUCTORY MATERIAL

A. Promulgation

To all Recipients:

The County Executive for the County of Westchester, New York acknowledges that this Comprehensive Emergency Management Plan (CEMP) establishes the framework for how the County will plan for, respond to, and recover from disasters and large-scale emergencies. This plan supersedes all previous versions and serves as the County's official emergency operations guide, outlining roles and responsibilities, coordination protocols, and incident management systems consistent with the Incident Command System (ICS) and the National Incident Management System (NIMS).

The CEMP is a core component of Westchester County's all-hazards emergency management strategy, ensuring preparedness to prevent, protect against, mitigate, respond to, and recover from the hazards and threats that pose the greatest risk to the County. The Westchester County Department of Emergency Services, Emergency Management Division, is responsible for maintaining the CEMP, with support from County agencies and departments identified in the Plan. All recipients are requested to advise the Director of Emergency Management of any recommended changes that may improve the Plan's effectiveness or utility.

B. Approval and Implementation

The Westchester County CEMP is a multidisciplinary, all-hazards plan that establishes a single, comprehensive framework for the management of major emergencies and disasters affecting Westchester County. The CEMP is implemented when it becomes necessary to mobilize the resources of County departments, offices, and cooperating organizations to save lives and protect property and infrastructure. The Plan assigns major roles and responsibilities to departments, offices, and cooperating organizations.

In collaboration with representatives from county departments and agencies designated to the Emergency Preparedness Workgroup Steering Committee, Westchester County Emergency Management (WCEM) developed the CEMP and is responsible for its maintenance. No changes or updates should contradict (or override) authorities or other plans contained in statute or regulation.

This publication supersedes all previous versions of the County's CEMP. County departments and agencies will assist with the implementation of the CEMP and will strive to:

- Conduct operations in accordance with the NIMS, ICS, National Response Framework (NRF), and applicable Homeland Security Directives.
- Conduct planning and preparedness activities designed to prepare department, office, cooperating organization, and municipal staff to accomplish assigned emergency responsibilities.
- Comply with Title II of the Americans with Disabilities Act of 1990 (ADA), as amended, and Section 504 of the Rehabilitation Act of 1973. Use Chapter 7 of the ADA Best Practices Tool Kit for State and Local Government (ADA Toolkit) and the Federal Emergency Management Agency (FEMA) Functional Needs Support Services (FNSS) in General Population Shelters as best practices.
- Develop and maintain supporting plans, standard operating procedures (SOPs), and checklists to accomplish the functions assigned to the agency.
- Maintain all financial records related to emergency operations for declared emergencies in accordance with SOPs and guidance from the Department of Finance, WCEM, and other applicable County procedures.
- Establish, maintain, and exercise emergency notification procedures.
- Develop and maintain an inventory of department and office resources applicable to accomplishing assigned emergency functions.

- Provide qualified department and office staff to serve as representatives when the Emergency Operations Center (EOC) is activated.
- Participate in County and State discussion-based exercises (seminars, workshops, tabletop exercises, and games) and operations-based exercises (drills, functional exercises, and full-scale exercises).
- Maintain a department-specific Continuity of Operations Plan (COOP).
- Ensure that the County maintains at least a three-tier line of succession for their EOC representative(s) with individuals in positions of authority to make decisions for committing organizational resources when the EOC is activated.
- Safeguard all vital records including computer digital data per the department or office’s policies.
- Where appropriate, establish standby contracts for services, equipment, and other resources with private industry.
- Review all emergency plans, policies, and procedures biennially.
- Familiarize and train emergency response personnel on their emergency responsibilities and procedures per WCEM guidance and internal agency policies and procedures.
- Coordinate resolution of after-action issues assigned through the County’s Corrective Action Program (CAP) as identified through internal department or office reviews.

D. Record of Distribution

AGENCY / DEPARTMENT	CONTROL NUMBER
Westchester County Airport	
Department of Corrections	
Department of Budget	
Department of Community Mental Health	
Department of Consumer Protection	
County Clerk	
Office of County Executive	
District Attorney	
Board of Elections	
Department of Emergency Services	
Office of Energy & Sustainability	
Department of Environmental Facilities	
Department of Finance	
Department of Health	
Department of Human Resources	
Department of Human Rights	
Department of Information Technology	
Department of Labs and Research	
Department of Law	
Department of Board of Legislators	
Department of Parks, Recreation, and Conservation	
Office for People with Disabilities	
Department of Planning	
Department of Probation	
Department of Public Safety	
Department of Public Works and Transportation	
Department of Senior Programs and Services	
Department of Social Services	
Solid Waste Commission	
Tax Commission	
Taxi and Limousine Commission	
Office for Women	
New York State (NYS) Office of Emergency Management	
NYS Police, Troop K	

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SECTION II. PURPOSE, SCOPE, SITUATION OVERVIEW AND PLANNING ASSUMPTIONS

The Basic Plan (the Plan) outlines the framework for the County’s disaster coordination and resource allocation during emergency response. Operational concepts elaborate on the collaborative efforts between the County and its community agency partners during emergency response and initial recovery. It establishes the framework in which this CEMP exists and how it integrates into existing plans.

A. General

Under the authority – and on behalf of the County Executive – the **Westchester County Director of Emergency Management** is responsible for leading efforts to prevent, protect against, mitigate, respond to, and recover from emergencies and disasters. This includes coordinating activities to safeguard residents, property, infrastructure, and visitors, as well as managing the County’s overall emergency planning, preparedness, response, and recovery programs.

This section of the CEMP outlines how the County – in coordination with State and Federal agencies – directs emergency operations when an incident exceeds the scope of local, small-scale response. In such cases, the County may activate the EOC to coordinate complex, multi-agency efforts and request external resources through established channels.

As the County’s lead authority on emergency management, the Director (or designee) may assign staffing upon EOC activation. These roles may include County personnel, representatives from community organizations, and subject matter experts (SMEs) relevant to the event. Once activated, the response structure follows a scalable Incident Command System (ICS) under the Incident Support Model (ISM), starting with Level 4 preparedness activities and expanding as needed up to Level 1 full activation. Typical EOC roles include the EOC Manager, Policy Group/County Leadership, Public Information Officer (PIO), Safety Officer, Liaison Officer, and Section Chiefs for Resource, Situational Awareness, Planning, and Center Support.

Whole Community Approach

Emergency preparedness is a shared responsibility. The Whole Community Approach engages all sectors (public, private, nonprofit, and residents) to improve situational awareness, resource coordination, and resilience. Empowering communities through inclusive planning builds stronger partnerships, enhances knowledge, and ensures that emergency plans reflect the diverse needs and capabilities of Westchester County.

WCEM applies this approach by working collaboratively with stakeholders to promote preparedness across all levels. These efforts focus on community education, increased self-sufficiency, and better alignment of emergency planning with local needs.

B. Purpose and Scope

Purpose

The Basic Plan provides an all-hazard framework in the event of a disaster, major emergency, or crisis to ensure the safety, health, and welfare of Westchester County residents. It adopts the National Incident Management System (NIMS), including ICS, and applies these principles through an Incident Support Model (ISM) to guide all phases of emergency management. This alignment ensures consistent practices across Local, County, State, and Federal response systems.

Scope

The Basic Plan is activated when a disaster, major emergency, or planned event exceeds routine operational capacity. It supports coordination among County departments and complements the plans and procedures of local governments, special districts, and public, private, and nonprofit entities.

The Plan defines roles, responsibilities, and interagency coordination under a Multi-Agency Coordination (MAC) framework. County departments and agencies operating under this Plan are expected to maintain current succession plans, SOPs, as well as the training and equipment necessary to fulfill their response duties.

The Plan's primary users include WCEM personnel, Policy Group/County Leadership and EOC staff, and other stakeholders supporting emergency operations across the County.

C. Plan Organization

The CEMP is composed of four (4) main elements: 1) Basic Plan; 2) Functional Annexes; 3) Hazard-Specific Annexes; and 4) Appendices.

- 1) **Basic Plan:** Outlines Westchester County's all-hazard emergency management approach and defines roles, responsibilities, and coordination mechanisms across all mission areas. It incorporates NIMS, Unified Command, and ISM to align with County, State, and Federal standards.
- 2) **Functional Annexes:** Detail how County departments coordinate to perform cross-cutting emergency functions (e.g., communications, logistics, mass care). These annexes apply to all incidents, regardless of type.

- 3) **Hazard-Specific Annexes:** Address key hazards that require unique planning considerations (e.g., floods, pandemics, terrorism). They include targeted response tasks based on County Emergency Preparedness Assessment (CEPA) and the County’s Hazard Mitigation Plan (HMP).
- 4) **Appendices:** Contain supporting information (such as maps, contact lists, forms, and reference materials) that assist in implementing the Basic Plan and annexes. These ensure plans are operational, accessible, and tailored to Westchester County’s needs.

D. Situation Overview and Planning Assumptions

In this section of the CEMP, the County's risk environment (specific planning considerations) and the underlying assumptions that inform this plan are discussed in the preceding sections. This section ensures that, while using an all-hazards approach to emergency management, the plan reflects the specific risks the County may encounter.

Situation Overview

The County faces several hazards that have the potential to disrupt the community, cause damage, and create casualties. Westchester County is located in the southeastern portion of the State of New York (NY), north of New York City, east of the Hudson River, and west of the State of Connecticut (see **Figure 1**). The County is the seventh most populous, with a population of 1,004,457.¹

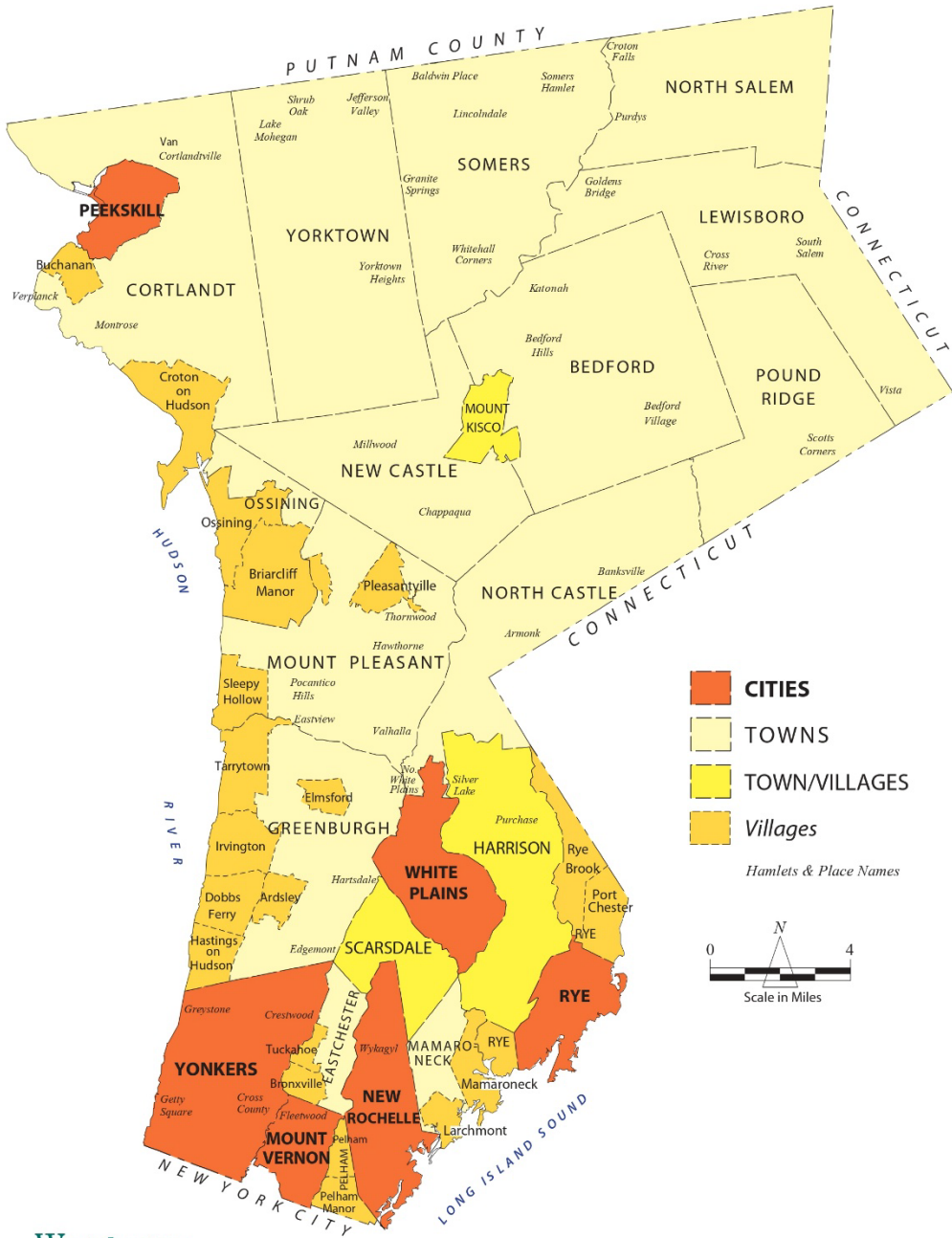
Due to its proximity to New York City, the County has numerous road and mass transit connections to the County and surrounding metropolitan areas. Several Fortune 500 companies are headquartered within the County, such as MasterCard, PepsiCo, and IBM. It is estimated that Westchester businesses generate more than \$1 billion in annual payroll costs.²

Figure 1. Map of Westchester County, New York

¹ 2020 U.S. Census

² The Catalyst: Westchester County Economic Development. <https://westchestercatalyst.com/work/>

WESTCHESTER COUNTY, NEW YORK



This situational landscape puts Westchester County at risk for natural hazards such as flooding, hurricanes and tropical storms, winter storms, extreme cold and heat, droughts, earthquakes, and human-caused hazards such as active shooters or hostile events, utility failures, transportation accidents (e.g., air, highway, rail, river), epidemics/pandemics, and hazardous materials incidents.

Community Profile

Table 1: Community Profile

POPULATION:	1,004,457
OCCUPIED HOUSING UNITS:	397,483
MEDIAN AGE:	41.5 years
HOUSING UNITS:	397,483
MEDIAN HOUSEHOLD INCOME:	\$118,411
UNEMPLOYMENT RATE:	3.4% or 34,151
EDUCATION (BACHELOR’S DEGREE OR HIGHER):	52.5% or 526,335
HOUSEHOLDS SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME:	34.3% or 136,336
PERSONS UNDER THE AGE OF 18:	21% or 210,936
PERSONS IN POVERTY:	9.3% or 93,414

CLIMATE CONSIDERATIONS

According to the Westchester County Local Government Operations Climate Action Plan³, Westchester County is already experiencing the effects of a changing climate. Specifically, the County is experiencing little to no snow in the winter months, more frequent and longer heat waves, wildfire smoke pollution, and increased coastal flooding from storms and high tides. These symptoms of a changing climate have generated cascading impacts that damage property, agriculture, the environment, and the health of its residents.

Climate change will continue to stress the County’s infrastructure and social systems as the frequency and intensity of weather events increase. Various climate factors contribute to natural hazards, including extreme heat waves, wildfires, and flooding. The environmental and economic consequences of hazards can be significant.

POPULATIONS AT INCREASED RISK

Disasters (whether natural, technological, or human-caused) often deepen existing inequities, especially for people who have historically faced systemic barriers due to race, income, or underinvestment in their communities. These individuals may encounter greater challenges in accessing the resources needed to prepare for, respond to, and recover from emergencies

³ [Westchester County Local Government Operations Climate Action Plan](#)

(physically, mentally, and economically). Westchester County is committed to building a disaster management system that reflects the needs and strengths of all residents, including people with disabilities and those with access and functional needs. By working alongside community and faith-based organizations, service providers, and local leaders, the County fosters meaningful partnerships that ensure inclusive planning and response. Equity-based approaches help guarantee that every person, regardless of background, has the opportunity to stay safe, recover fully, and thrive after a disaster. County EOC personnel consider a range of factors to support individuals with disabilities and others with access and functional needs, ensuring no one is left behind. Listed below are potential considerations that personnel with a role in the County EOC assess for people with disabilities and others with access and functional needs.

Table 2. DAFN Considerations

ACCESSIBLE TRANSPORTATION	<ul style="list-style-type: none"> – Paratransit services.
ASSISTANCE ANIMALS	<ul style="list-style-type: none"> – Service animals. – Emotional support animals.
DIETARY RESTRICTIONS AND NEEDS	<ul style="list-style-type: none"> – Food allergies and intolerances. – Medical conditions. – Religious restrictions.
ASSISTIVE EQUIPMENT AND SERVICES	<ul style="list-style-type: none"> – Adaptive eating tools. – Communication boards. – Durable medical equipment / hearing devices. – Personal care services.
ACCESSIBLE PUBLIC MESSAGING	<ul style="list-style-type: none"> – Telecommunications Relay Services. – Closed captioning and interpreting. – Large print and Braille available.
EVACUATION ASSISTANCE	<ul style="list-style-type: none"> – Door-to-door notifications. – Prioritizing assistance. – Medical devices and equipment transport. – In-home support services access.
RESTORATION OF ESSENTIAL SERVICES	<ul style="list-style-type: none"> – In-home support services. – Housing assistance. – Public programs. – Power dependency.
LANGUAGE TRANSLATION AND INTERPRETATION SERVICES	<ul style="list-style-type: none"> – Document and signage translation. – Service delivery site and press conference interpreters.
SERVICE DELIVERY SITE ADA COMPLIANCE	<ul style="list-style-type: none"> – Shelters / Mass Care sites. – Local Assistance Centers. – Points of Distribution and Dispensing.

Access to emergency services shall not be denied on the grounds of color, national origin, sex, age, sexual orientation, pregnancy status, language spoken, or functional needs. This includes individuals with Disability, Access, and Functional Needs (DAFN), such as older adults, people in

institutional or congregate care settings, individuals with limited English proficiency (LEP), individuals who are pregnant, and those with physical, mental, and/or medical care needs who may require assistance before, during, and after an emergency incident.

DAFN populations (also previously referred to as Vulnerable Populations and Special Needs Populations) are members of the community who may experience heightened challenges in accessing emergency services, receiving information, evacuating safely, or sheltering during a disaster.

People with DAFN within the County are primarily responsible for minimizing the impact of disasters through personal preparedness activities. To the greatest extent possible, Emergency Management will assist them in fulfilling this responsibility by providing accessible preparedness information, emergency public information in multiple languages and formats, and critical public services tailored to their needs.

The County will conduct emergency planning and response in a manner that complies with Title II of the ADA, which requires emergency programs, services, activities, and facilities to be accessible to people with disabilities. During an emergency, people with disabilities, older adults, people in medical or correctional institutions, individuals with limited mobility, and pregnant individuals may encounter various challenges in evacuating to safety.

Although it is the County's policy for all people to take primary responsibility for minimizing the impact of disasters through personal preparedness, it must be acknowledged that in an emergency, many individuals will have needs that exceed their personal capacities. As a result, Westchester County's emergency response agencies should identify populations at risk and plan for inclusive services that support people with disabilities, those with LEP, the elderly, people in institutional settings, and pregnant individuals.

Many traditional emergency notification methods are not accessible or usable by all community members. People who are deaf or hard of hearing cannot hear radio, television, sirens, or other audible alerts. Those who are blind or have low vision may not perceive visual cues such as flashing lights. People who do not speak English may not understand alerts that are only broadcast in English. Warning methods must be developed and implemented to ensure that all residents (regardless of ability, language, or setting) receive critical information necessary to make sound decisions and take appropriate actions.

Individuals with disabilities and others with access and functional needs face a variety of challenges in evacuating. People with a mobility disability may need assistance leaving a building. Those who are blind or have low vision may be unable to navigate based on familiar cues that have been altered or are no longer present. A lack of sufficiently accessible transportation and vehicles often presents a barrier to evacuation. Procedures should be

implemented to ensure that people with disabilities and others with functional needs can evacuate in a variety of conditions (with or without assistance).

When disasters occur, temporary shelters may be set up in schools, government buildings, churches, tents, or other locations. Although such shelters are typically prepared in advance, many have not been made accessible to people with disabilities or individuals with other access and functional needs. Individuals using wheelchairs or other mobility devices may find no accessible entrances, restrooms, or shelter areas. Additionally, people who do not speak English may not have access to interpreters or translated materials, and individuals who are pregnant may lack access to necessary medical support. Emergency planners must ensure that shelters are physically accessible, linguistically inclusive, and medically equipped to serve all members of the community.

CHILDREN & DISASTERS

Planning and preparing for the unique needs of children is of utmost concern to the County. Whenever possible, the County will consider preparedness, evacuation, shelter operations, and public outreach and education activities that identify issues particular to children.

Individuals with children have the primary responsibility for minimizing the impact of disasters on themselves and their children through personal preparedness activities. WCEM – in coordination with the Westchester County Office for People with Disabilities, Department of Social Services and Westchester County Health Department – will assist in fulfilling this responsibility by providing preparedness information, emergency public information, and critical public services.

Westchester School Districts are encouraged to prepare for all hazards, including sheltering in place for several days. The County may assist with planning and preparedness in the school (K–12) setting.

ANIMALS IN DISASTERS

While the protection of human life is paramount, the need to care for companion animals and domestic livestock plays into decisions made by people affected by disasters. Owners are responsible for preparing and caring for their animals during a disaster. However, significant disasters can impact pets, service animals, and livestock as severely as their human owners. Animals that are separated from their owners/caregivers can be the source of several issues that impact emergency response.

In a disaster, some people become more concerned about the welfare of their animals than they are for themselves, which may re-prioritize decision-making about their safety. Concern for the protection of pets and domestic animals can also lead people to reject evacuation, make re-

entry attempts before it is safe, or enter an unsafe area during active disaster response to attempt to rescue animals. Other considerations include:

- Escaped pets and livestock can also be a health hazard to people due to animal bites, severe allergies, or diseases transmitted by animals.
- Escaped livestock can also lead to traffic issues for both people who are evacuating the disaster areas and first responders.
- Due to the close relationship between some people and their animals, the loss of those animals in a disaster can result in mental health impacts.

In a disaster, saving human life is the highest priority; however, as the issues identified above show, animals cannot be viewed simply as inanimate property. The County may coordinate with local animal owners, veterinarians, and animal advocacy groups and charities sponsored by private organizations to address animal-related issues that arise during an emergency. If local resources are insufficient to meet the needs of animals during a disaster, the County may request assistance through area veterinarians, humane societies, American Red Cross (ARC), and the Medical Reserve Corps (MRC) to support the coordination and guidance for animal shelter. If animal sheltering exceeds local capacity, WCEM may reach out to NYS Office of Emergency Management (NYSOEM) for assistance from the NYS Department of Agriculture and Markets.

COMMUNITY EVENTS

Community events can have a substantial impact on the use of local resources, lead to population concentration, and exacerbate vulnerability and resource gaps during emergencies. Special Event Plans are developed to help ease disruptions during high-traffic public community events within the County that may increase traffic and close roads, as well as put a strain on public safety services. To facilitate community planning and resource allocation, the annual community events that could affect Westchester County are assessed along with their potential planning implications. Examples of potential impacts could be traffic congestion, road closures or detours, increased population of children and aging adults, and an increased need for County management of traffic control, signage, security, personnel overtime, and coordination.

Factors that may impact planning include the event's attendance volume (both locally and from surrounding areas), the demand for County resources and public infrastructure, and overall coordination.

Threat and Hazard Identification

This section describes the variety of natural, human-caused, and technological hazards that Westchester County is vulnerable to. The 2022 Westchester County Multi-Jurisdictional HMP

identified the following hazards that pose a significant threat to the County: disease outbreaks; earthquakes; extreme temperatures (cold and heat); flooding (e.g., coastal, dam failure, stormwater, riverine/flash); severe storms (e.g., high winds, tornadoes, thunderstorms, hail, hurricanes/tropical storms); severe winter weather (e.g., heavy snow, blizzards, ice storms, nor'easter); and wildfires.⁴ Impacts from these threats and hazards may result in cascading impacts on transportation, power, communications, habitability of the community, economic impacts, and delivery of essential community services. For the purposes of this CEMP, a summary is provided of each hazard and its statistical historical impacts on Westchester County. More detailed descriptions are located within the County's HMP.

HAZARD ANALYSIS SUMMARY

Westchester County is subject to a wide variety of hazards that impact public health and safety and call for Westchester County EOC activation. Natural, technological, and human-caused hazards are ranked based upon the 2021 Westchester County Emergency Preparedness Assessment (CEPA) and 2022 Multi-Jurisdictional HMP.

In **Table 3**, the likelihood and consequence scores range from Very High (score of 5) to Very Low (score of 1). These scores are then multiplied to provide the overall risk ranking based on the most recent CEPA session.

Table 3: 2021 CEPA Risk Assessment

HAZARD	LIKELIHOOD	CONSEQUENCE	RELATIVE RISK SCORE
Flooding	Very High	High	20
Cyber Attacks	High	High	16
Pandemics	High	High	16
Severe Winter Snowstorms	Medium	High	12
Hurricanes / Tropical Storms	Medium	High	12
Ice Storms (at least a ½" or more)	Medium	High	12
Vehicle Ramming Attacks	Medium	High	12
Unmanned Aircraft Systems (UAS) Incidents (Intentional / Unintentional)	Medium	High	12
Active Shooters	Medium	High	12
Improvised Explosive Devices (IEDs) / Vehicle Bombs	Medium	High	12
Major Transportation Accidents	Medium	High	12
Complex Coordinated Terrorist Attacks	Low	Very High	10

⁴ [Section 5.2 - HOC ID](#)

HAZARD	LIKELIHOOD	CONSEQUENCE	RELATIVE RISK SCORE
Earthquakes	Low	Very High	10
Improvised Nuclear Devices (INDs)	Low	Very High	10
Critical Infrastructure Failures (Bridge Failure / Collapse)	Low	Very High	10
HazMat Releases	Medium	Medium	9
Severe Wind/Tornadoes	Medium	Medium	9
Biological Agent Release	Low	High	8
Radiological Dispersal Devices (RDDs)	Low	High	8
Radiological Releases (Fixed-Site)	Low	High	8
Sustained Power Outages (three days or more)	Low	High	8
Critical Infrastructure Failures (Dams and Drinking Water)	Low	High	8
Droughts	Low	Medium	6
Wildfires	Medium	Low	6
Food Contaminations	Medium	Low	6
Major Fires (non-Wildfires)	Medium	Low	6
Landslides	Low	Low	4
Foreign Animal Diseases	Low	Low	4

In the 2022 HMP, Westchester County undertook an additional risk ranking exercise for natural hazards that are predicted to cause extensive damage to the County. This includes disease outbreaks, extreme temperatures, earthquakes, flooding (coastal, dam failures, stormwater, riverine/flash), severe storms (high winds, tornadoes, thunderstorms, hail, hurricanes/tropical storms), severe winter storms (heavy snow, blizzards, ice storms, Nor’easter), wildfires, and Chemical, Biological, Radiological, and Nuclear (CBRN). Similar to the CEPA process, the HMP process identified flooding as the number one hazard that poses risk to Westchester County.

Capability Assessment

The 2021 CEPA process included an extensive capability assessment that ranked the readiness of the County in five categories: planning, organization, equipment, training, and exercises. Each of these categories were ranked from 1-5 to establish a capability ranking. **Figure 2** displays the 2021 capability ranking for the County’s capabilities.

Capability Assessment 18

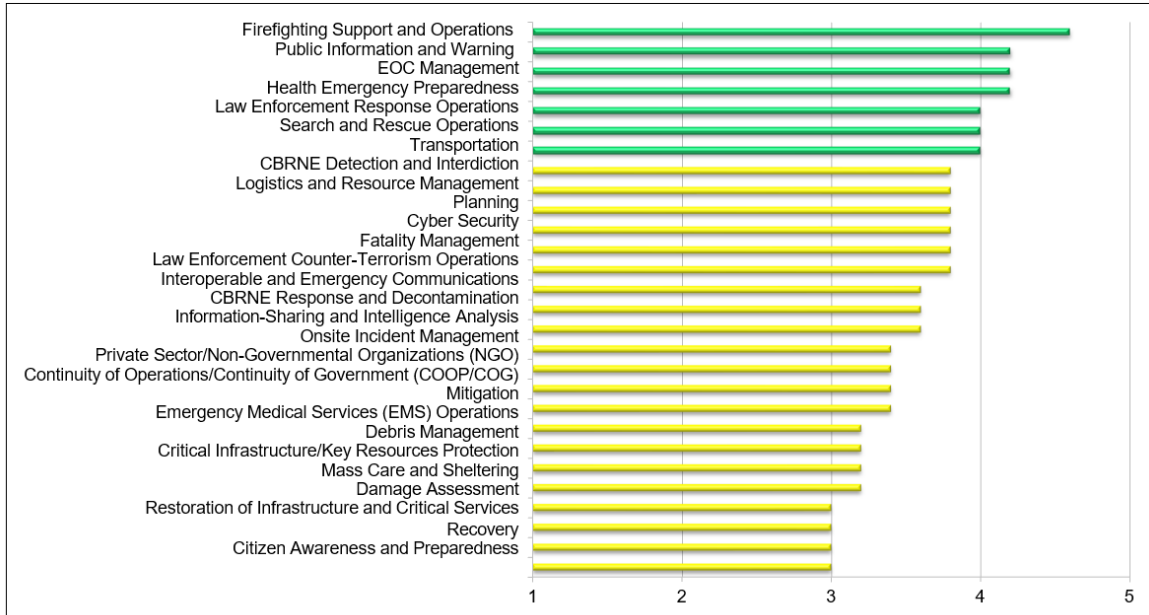


Figure 2: 2021 County Capability Ranking

Similarly, the Capability Assessment outlined in the County’s 2022 HMP identified and describes the County’s and its jurisdiction’s ability to implement the mitigation strategy and associated action items. Capabilities can be evaluated through an examination of broad categories, including existing authorities, policies, programs, funding, and resources. It identifies and describes various categories, including existing authorities, public works, County administration, policies and programs, personnel, capital projects, federal or state-funded mitigation successes, capital resources, and findings.

The 2022 County HMP highlights gaps and limitations in the County’s capacity to implement hazard mitigation actions, such as resource constraints, limited technical capabilities, planning gaps for stormwater and watershed improvements, and reliance on outside grant funding. It also discusses that jurisdictions have low participation in mitigation programs, such as the Community Rating System (CRS), and are slow to adopt higher flood standards.

CRITICAL INFRASTRUCTURE & KEY RESOURCES (CIKR)

This section describes the resources, facilities, and infrastructure that are essential for the County and its jurisdictions as well as those that could cause significant harm to the public safety, economic conditions, and environmental integrity if the County and/or its jurisdictions if damaged. Community Lifelines are the essential services in the community that support all other aspects of society and need to be stabilized after a disaster. Mitigating these facilities will increase the community’s resilience.

Westchester County identified critical facilities, organized by Community Lifeline, in the 2022 HMP. **Table 4** displays a summary of critical facilities by Community Lifeline. A full description with maps of critical facilities may be accessed in the 2022 HMP.

Table 4: Westchester County Critical Facilities

COMMUNITY LIFELINE	NUMBER AND TYPES OF CRITICAL FACILITIES
Safety and Security	<ul style="list-style-type: none"> – 259 fire stations. – 39 EMS facilities. – Six EOCs. – 39 Public Safety Answering Points. – One Westchester County OEM. – Police enforcement by local departments, NY State Police, and County Police. – One military installation: Camp Smith (Town of Cortlandt). – 223 dams classified by hazard potential, 35 are categorized as high hazard dams.
Food, Water, Shelter	<ul style="list-style-type: none"> – Most jurisdictions have potable water and wastewater systems. – Shelters: 21 designated shelter facilities.
Health and Medical	<ul style="list-style-type: none"> – 68 healthcare facilities (hospitals, clinics, etc.). – 44 nursing homes. – Seven senior centers. – Westchester Medical Center (regional hub).
Energy (Power and Fuel)	<ul style="list-style-type: none"> – 24 electric power facilities. – 11 energy facilities. – 19 electric substations. – Former nuclear plant: Indian Point (decommissioned April 2021).
Communications	<ul style="list-style-type: none"> – 1 Joint Information Center (JIC) – County-wide radio communications network. – Services by Verizon, DirectTV, Cablevision, Optimum, and others.
Transportation	<ul style="list-style-type: none"> – Over 3,200 miles of public roadways (including major interstates I-95, I-87, I-287, and I-684). – Regional transportation systems (bus, rail, airport, ferry, etc.).
Hazardous Materials	<ul style="list-style-type: none"> – Two active Superfund sites. – 21 archived Superfund sites. – 109 active hazardous material facilities (Petroleum, Oil, Chemical bulk storage). – 61 facilities in the EPA Toxic Release Inventory.

Hazard Mitigation Overview

The purpose of hazard mitigation is to reduce or eliminate long-term risk to life, property, the environment, and the economy from hazards. In alignment with FEMA’s CPG 101 and the NPG, Westchester County integrates mitigation into its overall emergency management strategy to create a safer, more resilient community.

Hazard mitigation in Westchester County is guided by the Westchester County Multi-Jurisdictional HMP, which is a FEMA-approved plan that identifies hazards, assesses vulnerabilities, and prioritizes actions to reduce future disaster impacts. The HMP aligns with the County’s CEMP and

serves as the foundation for hazard-specific mitigation actions across municipalities and jurisdictions.

Consistent with the National Preparedness Goal, Westchester County aims to:

- Reduce loss of life and property.
- Minimize disruption to essential services and infrastructure.
- Protect vulnerable populations.
- Promote sustainable land use and development practices.
- Increase community capacity to withstand and recover from disasters.

Hazard mitigation is a continuous process that occurs before, during, and after disasters. Westchester County and its partners engage in a range of mitigation activities, including:

- **Risk Identification and Assessment:** Maintain a countywide understanding of hazard risks using updated geographic information systems (GIS) data, floodplain mapping, vulnerability analyses, and CEPA results.
- **Hazard Mitigation Planning:** Support the regular update and implementation of the County HMP; integrate mitigation priorities into land use, transportation, and capital improvement plans.
- **Code Enforcement and Regulation:** Enforce building codes, zoning ordinances, and floodplain management standards that reduce exposure to hazards.
- **Structural Projects:** Support infrastructure improvements, such as flood control projects, utility hardening, and stormwater management systems.
- **Non-Structural Strategies:** Promote public education, insurance coverage (e.g., NFIP), and relocation or retrofitting of at-risk structures.
- **Funding and Grants:** Pursue state and federal mitigation funding through programs such as FEMA’s Flood Mitigation Assistance (FMA), and Hazard Mitigation Grant Program (HMGP).

Hazard mitigation supports continuity of operations and long-term resilience by reducing potential impacts that could disrupt County functions, displace residents, or damage critical infrastructure. By investing in mitigation, Westchester County enhances its ability to recover more quickly and cost-effectively from disasters.

The hazard mitigation progress is tracked through:

- Ongoing HMP implementation and progress reporting.
- Post-disaster After-Action Reports (AARs) that identify opportunities for mitigation investment.
- Updates to planning documents that reflect new risks, development, and best practices.

Hazard mitigation efforts are reviewed annually and after each major incident to identify new vulnerabilities, revise priorities, and align with updated state and federal guidance.

Planning Assumptions

This CEMP is based on the following planning assumptions and limitations:

- Essential County and jurisdictional services will be maintained if conditions permit.
- A disaster or major emergency will require prompt and effective response and recovery operations by County and jurisdictional emergency services, disaster relief, volunteer organizations, the private sector, not-for-profit organizations, and the community.
- All emergency response staff are trained and experienced in operating under the NIMS/ICS protocol.
- Each responding County and jurisdictional department will utilize existing directives and procedures in responding to major emergencies and disasters.
- Emergencies may be of a magnitude and severity that require state and federal assistance.
- Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following the event.
- Local emergency planning efforts focus on accommodating residents while preparing for changes in population trends throughout the year.
- Increases in the local population may introduce challenges in meeting the needs of non-residents and other travelers during an emergency or disaster.
- All or part of the County and its jurisdictions may be affected by environmental and technological emergencies.

SECTION III. CONCEPT OF OPERATIONS

The Concept of Operations describes how Westchester County's emergency management organization accomplishes its response mission. It provides an overview of the way response partners coordinate throughout all phases of emergency management, how the Plan is activated, the County's EOC activation levels, and the emergency declaration and notification process.

The primary responsibility for responding to emergencies in Westchester County rests with the local governments of towns, villages, and cities, as well as with their chief elected officials. Local government and emergency services organizations play an essential role as the first line of defense in responding to emergencies and disasters. When responding to an emergency or disaster, local jurisdictions are required to utilize their facilities, equipment, supplies, personnel, and resources first. The local chief elected official has the authority to direct and coordinate disaster operations and may delegate this authority to another local official, such as a police chief, fire chief, or local Emergency Manager.

When local resources are inadequate, the chief elected official of a town, village, or city may request assistance from other political subdivisions and County government. The Westchester County Executive (or designee) has the authority to coordinate the County's response to requests for assistance from the local governments within Westchester County. The County Executive (or designee) has the authority to direct and coordinate County disaster operations. The County Executive (or designee) may obtain assistance from other counties or the State of New York when the emergency disaster exceeds the resources of Westchester County.

A request for assistance to NYS will be submitted through the NYS Division of Homeland Security and Emergency Services - Office of Emergency Management (NYS DHSES-OEM) New York Responds System and presupposes the utilization of all personnel and resources at the local and County level. Consistent with the preceding paragraphs, such requests would be coordinated through (and entered by) EOC personnel. State assistance is supplemental to local emergency efforts. The NYS Disaster Preparedness Commission (DPC), coordinated by NYS DHSES-OEM, exercises direction and control of State risk reduction, response, and recovery actions. When an emergency or disaster exceeds the capabilities of a local jurisdiction, the Governor may request Federal assistance by asking the President of the United States (U.S) for a Major Presidential Declaration.

Westchester County is directly responsible for the coordination of emergency response and recovery under the authority of Section 23 of Article 2-B of the NYS Executive Law. Westchester County is required to develop a CEMP to prevent, protect, mitigate, respond to, and recover

from emergencies and disasters. To meet this responsibility, the County works cooperatively with cities, villages, towns, NYS, and federal partners to protect life, health, and safety, public property, the economy, and the environment.

WCEM programs, as defined in this CEMP, will be organized in accordance with the following five Mission Areas of the National Preparedness Goal (NPG):

- **Prevention:** Actions taken that reduce risk from human-caused incidents, primarily terrorism. Prevention planning can also help mitigate secondary or opportunistic incidents that may occur after the primary incident.
- **Mitigation:** Steps taken to reduce the impact of a potential threat. Mitigation is covered as a summary earlier in this document and in more detail in the Westchester County Multi-Jurisdictional Hazard Mitigation Plan.
- **Preparedness:** Includes planning for events that cannot be mitigated, training on plans and procedures, and exercises for the evaluation and practice of plan and procedures directives.
- **Response:** Actual activity to real emergency incidents in support of first responders or impacts from emergencies to the public and private sectors.
- **Recovery:** Returning operations or services to former capability and capacity or defining a new normal level of operations.

A. NIMS Compliance

Westchester County utilizes NIMS, ICS, and ISM for incident management. These systems ensure that those involved in incident response and recovery understand their roles in the organization, are managed as a system, and have a means of communicating and coordinating with each other.

This Plan is supplemented by functional and hazard-specific annexes. The primary agency(s), support agencies, and cooperating organizations for each Mission Area will integrate the principles of NIMS, ICS, and ISM into their respective Mission Area agency planning and response operations as well as ensure their personnel are trained in these principles.

All other response partners and municipalities will comply with the principles of NIMS, ICS, and ISM when conducting response operations with the County. This may include hospitals, schools, and other critical facilities. Municipalities and partners, such as schools, hospitals, and other critical facilities, may develop their CEMPs or Emergency Operation Plans (EOPs) that support the implementation of this Plan.

B. Plan Activation and Activation Levels

Depending on the situation potentially or actually impacting the County, the CEMP and its response organization can be activated by the County Executive, the Commissioner of Emergency Services, the Director of Emergency Management, or by a County department that has jurisdiction over the response to the emergency.

The EOC provides a location for the centralized coordination of county-wide activities from a secure location in response to disasters in accordance with the organizational chart. County agencies and other organizations represented at the EOC are organized under the direction of the EOC Manager.

Each department or agency's designated representative at the EOC will be responsible for directing or coordinating the departments or agency's resources.

When the agency is also represented at the scene in an ICS structure, the EOC representative will coordinate the application of resources with the agency representative at the scene.

If required, the EOC will be staffed to operate continuously on a 24-hour daily basis. Designation of the start time and duration of operational periods will be established as conditions warrant by the EOC manager. Each EOC agency is responsible for ensuring their respective staff are capable of 24-hour operations.

In the event that the primary EOC is unavailable, an alternate EOC will be designated and identified to all EOC responders.

Internal security at the EOC during activation will be coordinated by the Department of Public Safety in coordination with the NYS Police (NYSP) at the Hudson Valley Transportation Management Center (HVTMC). All people entering the EOC will be required to present agency credentials and additional photo identification (ID) if necessary and sign in at the EOC reception desk. **All EOC responders shall display their credentials at all times while in the EOC.**

Table 5 on the following page outlines Westchester County EOC Activation Levels.

Table 5: County EOC Activation Levels

EOC ACTIVATION LEVELS				
LEVEL	ACTIVATION TRIGGER	EM DIVISION ACTIONS	EOC ORGANIZATION	EOC ACTIVITIES
Level 4 Preparedness	Steady State	Regional situation awareness maintained.	EM Watch Command Officer (normal business hours).	All personnel, equipment, supplies, and facilities are in a state of readiness.
Level 3 Enhanced Monitoring	There is a <i>potential threat or incident identified</i> that may <i>disrupt</i> one or more Community Lifeline. <i>No immediate significant impact on life or property identified.</i>	<ul style="list-style-type: none"> – EM Watch Command Officer notifies DES Command, EM Division, and EOC Supervisors. – Situation reporting initiated. – Notification of Enhanced Monitoring to stakeholders. – Facility checks performed. 	<ul style="list-style-type: none"> – Situation Awareness Section staffed (on site / remote) – Selecting Resource Support Section staff may be placed on standby. – EOC Supervisors may be placed on stand-by. 	Standby / Virtual / Open. DES Command, pertinent agency / department heads, and other subject matter experts briefed on potential impact, and receive periodic situational awareness updates.
Level 2 Partial Activation	There is an <i>increased probability or identified threat or incident</i> that has or may <i>disrupt one or more Community Lifeline</i> ; or The potential threat or incident has grown beyond the Level 3 operations capabilities.	<ul style="list-style-type: none"> – EOC Manager and Section Chiefs assigned. – Notification to DES Command, EM Division, and EOC Supervisors for Standby. – EOC schedule developed. – Notification of EOC activation to stakeholders. 	EOC partially staffed: <ul style="list-style-type: none"> – EOC Manager – Situation Awareness – Planning – Resource Support – Center Support – Select EOC Supervisors and Agency Rep positions (or standby) as per procedure/ threat assessment. 	Open (may include virtual). <ul style="list-style-type: none"> – Resource allocation and tracking. – Situational awareness reporting / Public information. – Incident Action Planning – Center / Facility Coordination.
Level 1 Full Activation	There is an <i>imminent threat or identified incident</i> that has or will <i>disrupt more than one Community Lifeline</i> . Assistance from other jurisdictions / mutual aid may be needed. Local area disaster or multi-site incident.	<ul style="list-style-type: none"> – EOC Manager notifies DES Command, EM Division, EOC Supervisors and support agencies. – EOC schedule developed. – Notification of EOC activation to stakeholders. 	EOC Fully Staffed: <ul style="list-style-type: none"> – Command/Policy Group – Situation Awareness – Planning – Resource Support – Center Support – EOC Supervisors and Agency Reps as per procedure / threat assessment 	Open. <ul style="list-style-type: none"> – Resource allocation and tracking. – Situational awareness reporting / Public information. – Incident Action Planning. – Center / Facility Coordination.

Westchester County utilizes the Incident Support Model (ISM) as the primary organizational model for the County EOC. ISM is a variation of the ICS structure that separates the information management/situational awareness function from the ICS Planning Section and combines the functions of the ICS Operations and Logistics Sections and comptroller/purchasing functions

from the ICS Administration/Finance Section. EOC staff in jurisdictions or organizations that use an ISM structure typically focus exclusively on support functions rather than operations or managing actual response/recovery efforts.

As with the ICS/ICS-like model, the director of an ISM EOC is supported by personnel designated to key functions, subject matter experts, and technical specialists. Staff supporting the EOC Manager typically include a Public Information Officer (PIO) and may include others (such as a Legal Advisor). The General Staff sections consist of Situational Awareness, Planning Support, Resources Support, and Center Support.

Figure 3 shows the expected organization of the County EOC utilizing ISM.

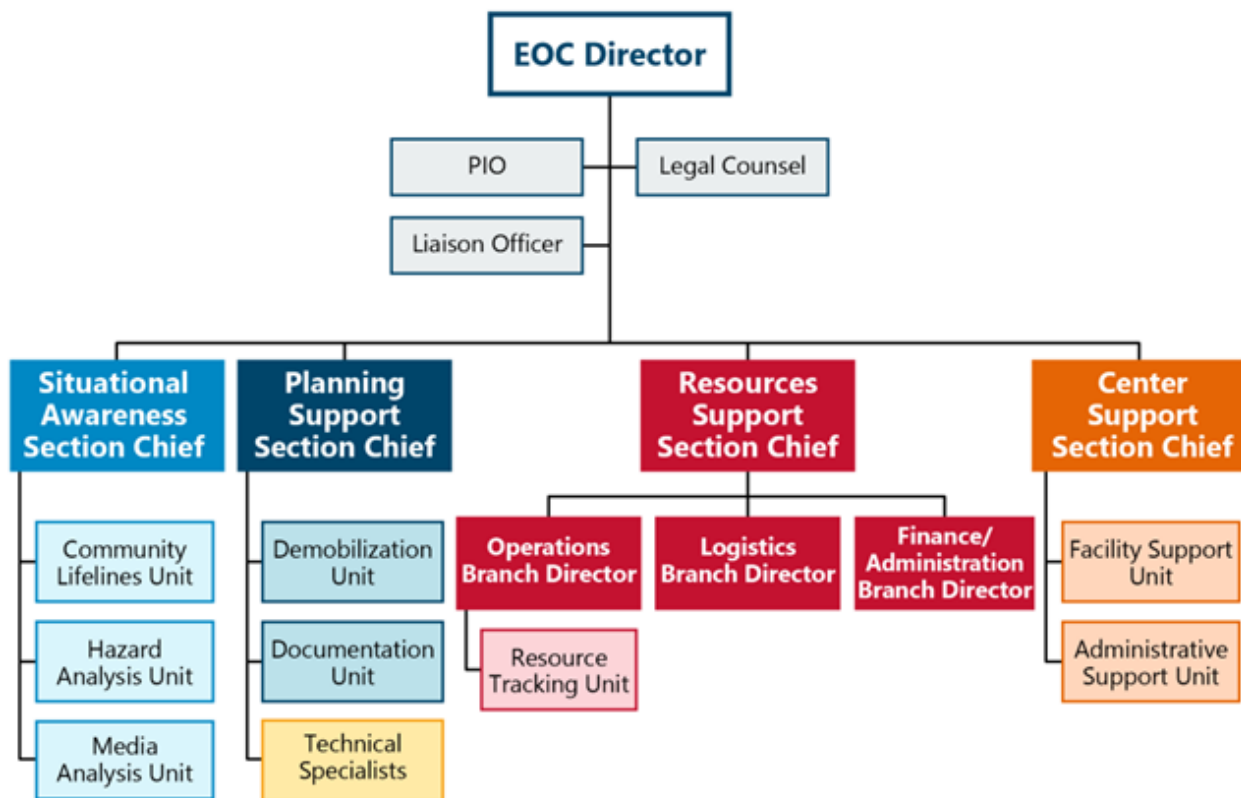


Figure 3: Expected ISM for County EOC Organization

C. Emergency Declarations

In anticipation of, or in response to an actual emergency in which public safety is imperiled and/or may affect numerous municipalities, the Westchester County Executive may declare a State of Emergency pursuant to NYS Executive Law Section 24, Article 2-B. The declaration authorizes the County Executive to utilize the full executive and legislative powers of County

government. Emergency Orders may also be issued to among to establish curfews, restrict travel, evacuate facilities and areas, close places of amusement or assembly, suspend the sale or transportation of alcoholic beverages, firearms, explosives, or flammable materials and liquids, and to temporarily suspend or enact laws, regulations, and/or ordinances.

Chief Elected Officials of cities, towns, and villages in Westchester County have the same authority to declare states of emergency and issue emergency orders within their jurisdiction. Whenever the County declares a State of Emergency or issues Emergency Orders, such actions should be coordinated with the affected municipalities. Emergency responders have implicit authority and powers to take reasonable immediate action to protect lives and property absent an emergency declaration or emergency orders.

Should the County Executive be unavailable, the Deputy County Executive can declare a State of Emergency and issue Emergency Orders.

D. Emergency Notifications and Warning / External Affairs

Timely, reliable, and effective methods to warn and inform the public of protective actions and emergency information exist amongst local, county, state, and federal governments. In all public warnings, a collaborative, multifaceted, and redundant delivery process should be used to reach the whole community.

Information and warnings to the whole community – including people with disabilities and other access and functional needs – that a threatening condition is imminent or exists can be accomplished through the use of the following technologies:

- **Integrated Public Alert and Warning System (IPAWS):** Includes the Emergency Alert System (EAS), involves the use of the broadcast media including television, radio, and cable TV and Tone Alert Radios to issue emergency warnings. IPAWS also includes Wireless Emergency Alerts (WEA), which can provide emergency information to cell phones within range of notifier selected towers. The EAS can be activated by select County officials. IPAWS can also be activated by NYS and the federal government.
- **NOAA Weather Radio (NWR):** Acts as the “Voice of the National Weather Service” providing continuous 24-hour radio broadcasts of the latest All Hazards weather information, including severe weather warnings directly from the National Weather Service.
- **Automated Telephone Callout System:** Westchester County maintains an automated telephone callout system. The system has the capability to place calls to phones in a

user- specified geographical area within the County. Certain local municipalities in the County either maintain or contract for similar services.

- **NY-ALERT:** Acts as the NYS All-Hazards Alert and Notification web-based system. NY-ALERT increases the efficacy of information delivery to the widest possible audience through the following gateways: blast faxes; emails; text messages or Short Message Services (SMSs) via cell phones and pagers; postings to the NY-ALERT website; and dial-out recorded message. County officials advocate that institutions such as schools, hospitals, nursing homes, major industries, and places of public assembly obtain and use tone-activated receivers/monitors with the capability to receive NWR.

For incidents within the auspices of county government, or upon request from and in conjunction with local Incident Command, the County Public Information Officer may coordinate the following:

- Establish and manage a Joint Information Center (JIC) where official announcements will be made to respond to inquiries from the news media.
- Authenticate all sources of information, verify accuracy of information, and control the spread of rumors.
- Provide essential information and instructions, including the appropriate protective actions to be taken by the public.
- Coordinate the release of all public information with the key departments and agencies involved both at the EOC and on stage.
- Arrange and approve interviews with emergency personnel.
- Arrange any media tours of emergency sites.

The JIC may be established at the HVTMC or at any location where information flow can be maintained – without interfering with emergency operations.

In a situation where the County takes the lead as contemplated in the CEMP (e.g. public health events, radiological emergencies), and shelter sites are necessary, notifications will be made in conjunction with the American Red Cross to provide information about shelter availability and capabilities.

E. Phases of Emergency Management

Preparedness

Westchester County's preparedness efforts are focused on enhancing the County's disaster capabilities by taking steps to ensure that personnel and organizations are adequately prepared to respond to a wide range of potential incidents. Westchester County maintains a suite of plans and procedures focused on hazard mitigation, response and recovery based on legal obligations, risks to the region and history of incidents. County preparedness activities include conducting hazard analyses; emergency planning, training, and exercises; procuring and pre-staging resources; and developing agreements with other jurisdictions or partners.

Hazard Mitigation

Hazard mitigation activities entail identifying risks and hazards to either substantially reduce or eliminate the impact of an incident – usually through structural measures. Details on the County's mitigation efforts can be found in the County's Hazard Mitigation Plan.

Prevention

Prevention includes those capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. This phase is focused on ensuring the County is optimally prepared to prevent an imminent terrorist attack within the community.

Response

Response activities are comprised of immediate actions to save lives, protect property and the environment, and meet basic human needs. The response phase can be broken down into three types: increased readiness, immediate response, and sustained response.

- **Increased Readiness:** For disasters or emergency events with an advance warning (such as a weather forecast or other pre-incident notification), actions will be taken prior to the projected impact to save lives and protect property. During this phase, warning systems may be activated, resources may be mobilized and positioned for immediate use, the EOC may be activated, and evacuations may be supported/implemented as appropriate.
- **Immediate Response:** During this phase, the emphasis will be on saving lives, controlling the situation, and minimizing the effects of the disaster. Immediate response activities are accomplished within the impacted communities by local emergency agencies, supported by mutual aid, County and private sector services. During this phase, an incident command post (ICP) may be established, the local and/or County EOC may be activated, and emergency instructions may be issued to the public.

- **Sustained Response:** As the emergency continues, assistance is provided to those affected and efforts are made to reduce secondary damage. Regional or statewide mutual aid and federal assistance may be provided. Response support facilities may be established.

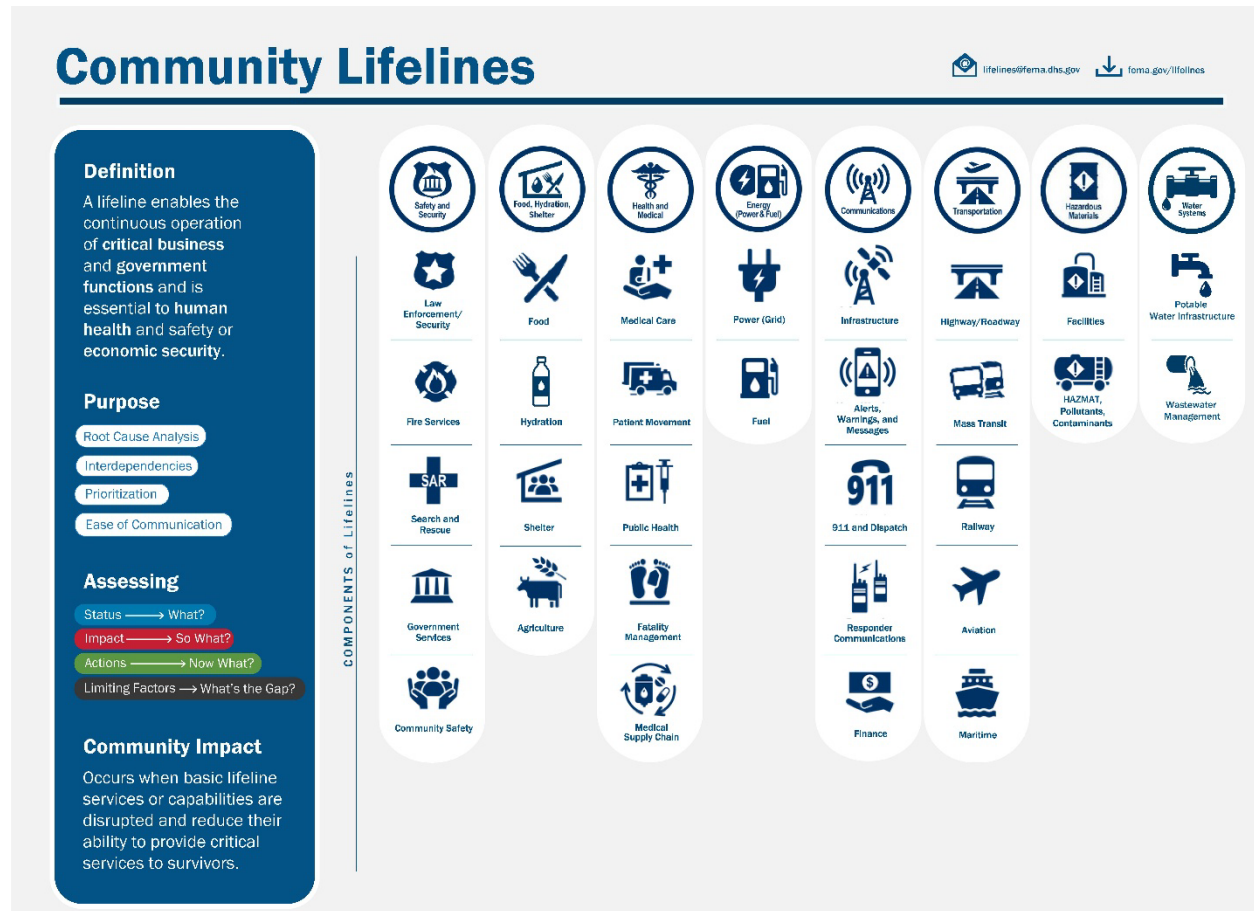
As events unfold resulting in the impacts of the emergency, the County EOC will undertake missions in support of impacted communities. These missions can include:

- Damage and Impact Assessments.
- Common Operating Picture development and notifications.
- Sheltering and Mass Care.
- Evacuations.
- Search and Rescue.
- Security.
- Donations Management.
- Continuity of Operations.

COMMUNITY LIFELINES

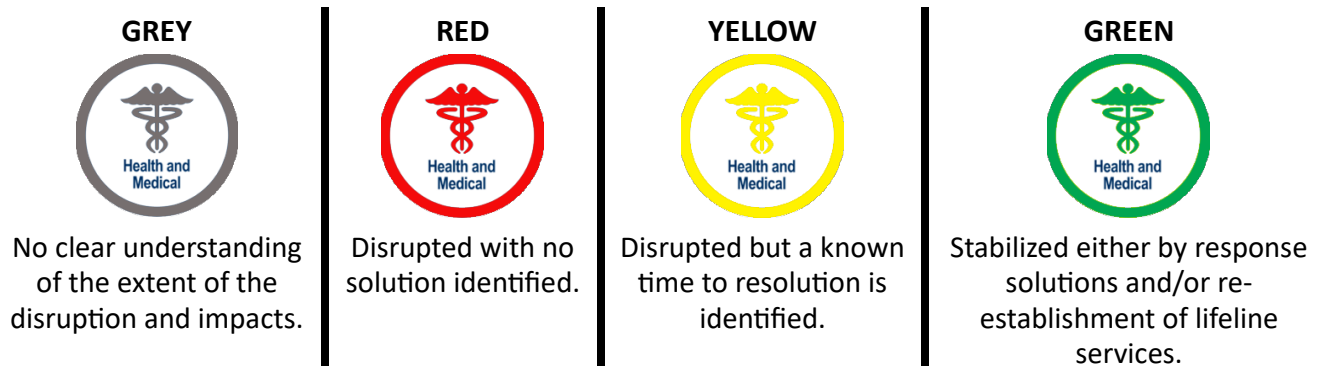
Community lifelines are essential services (such as power, water, and transportation) that support public safety, health, and economic stability. FEMA prioritizes the rapid stabilization of these lifelines after a disaster, as this restoration enables all other response and recovery efforts. When disrupted, swift and coordinated action is critical to reestablish continuity and protect the community. In Westchester County, these community lifelines support critical government and business functions essential to human health and safety as well as economic security. Services are organized as eight lifelines which are the focus of initial and ongoing assessment during emergency and disaster situations. The eight lifelines are described in **Figure 4** below.

Figure 4. Lifelines Overview



During a major emergency or disaster, EOC staff will assess the status of community lifelines (using federal criteria) to gain an understanding of what services are impacted. The assessment will examine: status (*what?*); impacts (*so what?*); actions (*now what?*); limiting factors (*what's the gap?*); and estimated time to status change and re-establishment requirements (*when?*).

The status (and corresponding color code) of each lifeline reflects the level of disruption as follows (Health and Medical shown as an example):



EOC department and agency representatives will be organized to address issues associated with lifeline interruptions.

Using the community lifelines enables emergency managers and decision makers at all levels (e.g., business and infrastructure owners and operators, economic development agencies, comptrollers, public health officials, and healthcare providers) to understand and assess impacts on a community, identify limiting factors, and quickly develop solutions following an incident. Decision makers must rapidly determine the scope, complexity, and interdependent impacts of a disaster, so applying the community lifelines construct will allow them to do the following:

- Prioritize, sequence, and focus response efforts toward maintaining or restoring the most critical services and infrastructure.
- Utilize a common lexicon to facilitate communication across various stakeholders.
- Promote a response that facilitates unity of effort among the whole community (e.g., federal government; state, county, and local governments; and private sector and non-governmental entities).
- Clarify which components of the disaster are complex (emergent) and/or complicated (difficult), requiring cross-sector coordination.

Response activities organized around the community lifelines allow local, county, state, and federal government emergency managers (along with private sector and non-governmental partners) to better align, sequence, and prioritize limited public and private sector resources. The intent is to efficiently stabilize the incident by anticipating, resourcing, and managing immediate threats to life and property as well as to set the conditions for longer-term infrastructure restoration and economic and community recovery. Community lifeline stabilization is not the end state for incident response and recovery, but rather a construct to achieve efficacy and efficiency throughout the disaster response phase.

Short-Term and Long-Term Recovery

Recovery activities involve the restoration of services to the public and rebuilding the affected area(s). Recovery activities may be both short-term and long-term, ranging from restoration of essential utilities (such as water and power) to mitigation measures designed to prevent future occurrences of a given threat facing the operational area.

Short-term recovery includes those temporary or emergency repairs needed to ensure life, health and safety, and/or protection of property. Long-term recovery includes efforts to effect permanent repair, replacement, or improvement of damaged or worn equipment or infrastructure to pre-event condition or better. Short-term recovery usually lasts for a time

frame similar to the response phase (days or weeks), while long-term recovery may require planning, resources, and personnel over months or even years. The damage assessment, short-term recovery, and long-term recovery process are shown in **Figure 5** below.

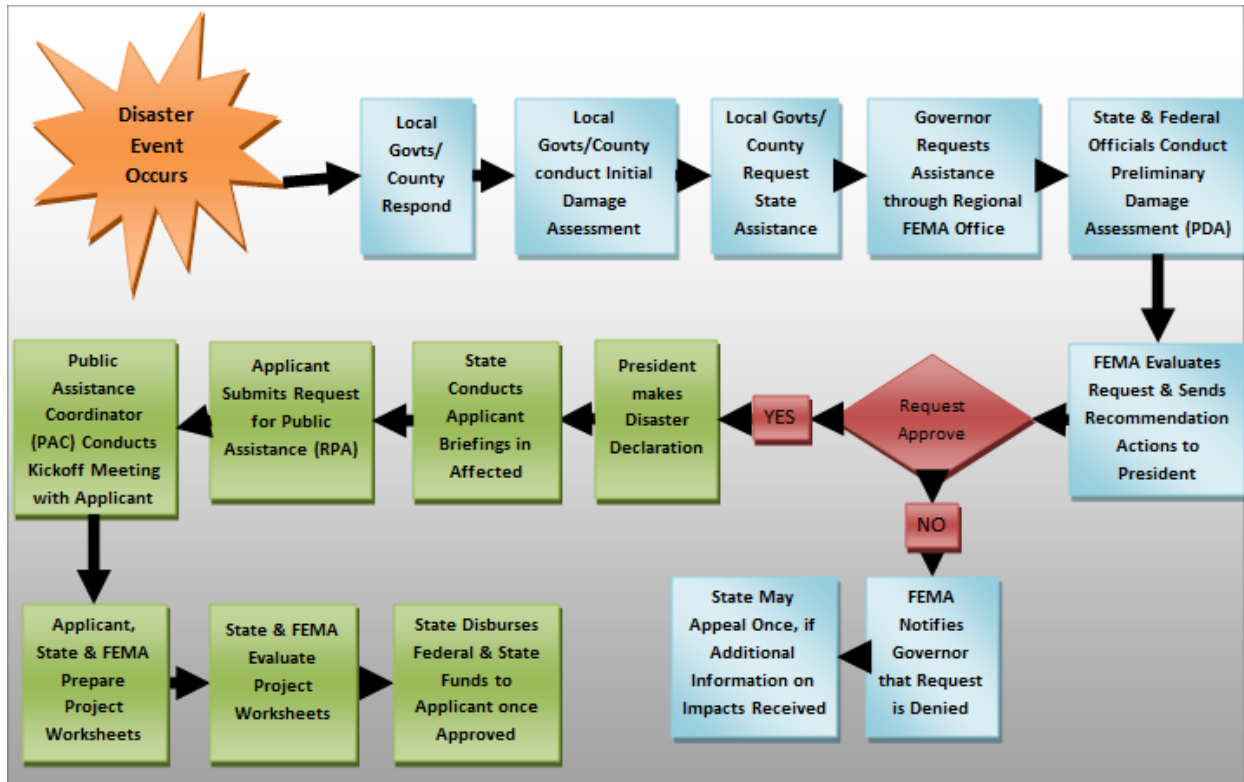


Figure 5. Short- and Long-Term Recovery Activities

DAMAGE ASSESSMENT

The EOC Manager will designate a Damage Assessment Unit and/or Supervisor to coordinate damage assessment activities. All County departments and agencies—as well as local municipalities in Westchester County will work with the Damage Assessment Unit and County Emergency Management on activities that include:

Pre-disaster:

- Identifying County agencies, personnel, and resources to assist and support damage assessment activities.
- Identifying non-government groups (such as non-profit, professional, and trade organizations).
- Fostering agreements between the local government and private sector for technical support.

- Utilizing GIS in damage assessment.
- Developing, coordinating, and participating in trainings, exercises, and trend analysis reviews.

During Disaster:

- Maintaining documents that may include maps, photos, and videos of damage.
- Reviewing procedures and forms for reporting damage to NYS DHSES and FEMA.
- Determining if state assistance is required in the damage assessment process.
- Advising the Chief Elected Officers of affected cities, towns, and villages to maintain similar detailed records of emergency expenditures and supplying them with standard documentation forms.

Post-disaster:

- Advising County departments and local municipalities of assessment requirements.
- Selecting personnel to participate in damage assessment survey teams.
- Arranging for training of selected personnel in damage assessment survey techniques.
- Identifying and prioritizing areas of damage to survey.
- Assigning survey teams to selected areas.
- Completing damage assessment survey reports and maintaining records of the reports.
- It is essential that, from the outset of emergency response activities, County response personnel keep detailed records of expenditures for:
 - Labor used, including both straight time and overtime.
 - Use of government-owned equipment as well as borrowed or rented equipment.
 - Use of materials from existing stock.
 - Contracted services for emergency response, including mutual aid.
 - Submitting damage assessment reports to County Emergency Management for forwarding to the appropriate state and/or federal agencies.

Damage assessments will be conducted by County and local government employees (such as Public Works engineers), local emergency managers, building inspectors, and assessors. There may also be instances where state and federal damage assessment resources may not be

available to the County and its local municipalities. When necessary, non-government personnel from engineering, construction, insurance, property evaluation, and related fields may also supplement the effort.

There will be two types of damage assessments:

- **Public Assistance (PA):** Damage to public property and infrastructure.
- **Individual Assistance (IA):** Impact on individuals and families, agriculture, private sector.

County and local damage assessment information will be reported to the Situational Awareness Support Section at the EOC at the end of each operational period. Personnel from County departments and agencies assigned to damage assessment-related tasks will function under the technical supervision of the Situational Awareness Support Section Chief. All assessment activities will be coordinated by the local municipal authorities and the EOC manager. County Emergency Management, in conjunction with the Situational Awareness Support Section Chief, will prepare a Damage Assessment Report containing information on:

- Private property damage in dollar loss to the extent not covered by insurance.
- Public property and infrastructure damage in dollar loss to the extent not covered by insurance.
- Agriculture damage in dollar loss to the extent not covered by insurance.
- Cost in dollar value calculated for individual assistance in the areas of:
 - Mass care.
 - Housing.
 - Individual family grants.
- Community services provided beyond normal needs.
- Debris clearance and protective measures taken (such as pumping, sandbagging, construction of warning signs and barricades, emergency levees, etc.).
- Financing overtime and labor required for emergency operations.

If the State is approved for a federal disaster declaration that includes Westchester County in accordance with the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), the County will be eligible for various types of disaster recovery assistance.

FEMA Public Assistance Program is aid provided to state and local government entities to reimburse a portion of the costs of rebuilding a community's damaged infrastructure. PA may

include debris removal, emergency protective measures, and repair of damaged public property, such as roads, buildings, parks, and bridges.

The Stafford Act authorizes FEMA to reimburse not less than 75% of eligible costs of specific types of disaster response and recovery work undertaken by eligible entities. The County may still be responsible for covering up to 25% of eligible disaster-related expenses. Generally, the PA reimbursement process takes months, if not years, to complete. The County is responsible for covering all necessary expenses up front and may not know at the time of the response whether these expenses will be eligible for reimbursement.

WCEM also coordinates with state and federal agencies to support private sector access to resources for recovery. Activities supported include potential disaster services and assistance from the Small Business Administration (SBA), FEMA Individual Assistance Program, COAD, and faith-based organizations. WCEM coordinates Preliminary Damage Assessment procedures with FEMA, NYSDHSES and communities that have been impacted. When disaster assistance program thresholds required by the Stafford Act are reached, federal assistance may be obtained through FEMA or other federal agencies.

Westchester County may be requested by NYSDHSES to collaborate to establish a Disaster Recovery Center (DRCs) for federal agencies, in partnership with state and local services to make disaster assistance available to impacted members of the public. Disaster relief may be in the form of grants, loans, food assistance, emergency unemployment benefits, or other necessary commodities. Following the disaster, the County collaborates with impacted communities, NY state, and FEMA to provide disaster assistance information to the public.

PLANNING FOR RECOVERY

The County Executive (or designee) will decide whether the recovery will be managed through existing departments with planning and coordination or by a recovery task force created exclusively for this purpose. A recovery task force will direct the recovery with the assistance of County departments and agencies coordinated by the Director of Emergency Management and prepare a local recovery and redevelopment plan, unless deemed unnecessary, pursuant to Section 28-A of the NYS Executive Law.

The recovery and redevelopment plan shall include replacement, reconstruction, removal, and relocation of damaged or destroyed infrastructures and buildings; establishment of priorities for emergency repairs to facilities, buildings and infrastructures; economic recovery and community development; and new or amended zoning ordinances, subdivision regulations, and building and sanitary codes.

The recovery and redevelopment plan will also account for (and incorporate to the extent practical) relevant existing plans and policies related to prevention and mitigation measures.

Responsibilities for recovery assigned to local governments shall depend on whether or not a state disaster declaration has been made pursuant to Article 2-B of the NYS Executive Law and guidance from NYS OEM. A plan shall be adopted by such County, city, town, or village within 10 days after receiving the comments of the DPC. The plan may be amended at any time in the same manner as originally prepared, revised and adopted.

RECONSTRUCTION

Reconstruction consists of two phases:

- **Phase 1:** Short-term reconstruction to return vital life support systems to minimum operating standards.
- **Phase 2:** Long-term reconstruction and development may continue for years after a disaster and will implement the officially adopted plans, policies, and programs for redevelopment, mitigation strategies, and risk reduction projects.

Long-term reconstruction and recovery include activities such as:

- Scheduling and planning for redevelopment.
- Analyzing existing state and federal programs.
- Conducting public meetings and hearings.
- Providing temporary housing and facilities.
- Providing public assistance.
- Monitoring the reconstruction progress.
- Preparing and submitting required progress reports.

Reconstruction operations must conform to existing state and federal laws and regulations concerning environmental impact. Reconstruction operations in and around designated historical sites must conform to existing state and federal guidelines.

DEMOBILIZATION

As the situation deescalates and initial emergency response activities are reduced, the County Executive (at the recommendation of the DES Commissioner/WCEM Director) will decide when to partially or completely deactivate the EOC. The EOC may remain partially or fully staffed if damage assessment and recovery operations require County EOC support. The WCEM will notify all activated response partners of the date and time the EOC will deactivate. When the EOC deactivates, response and recovery operations may continue under the direction of the WCEM Director and supporting departments.

SECTION IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Organization

Westchester County utilizes the Incident Support Model (ISM) to manage EOC activities. This flexible structure allows for partial or full activation to meet operational objectives, enabling efficient oversight of response operations and a smooth transition to recovery. The County's EOC aligns with the NIMS and is interoperable with local, regional, state, and federal partners.

In the field, the ICS is employed to manage on-scene operations through a standardized hierarchy, allowing multiple agencies to operate under a unified structure. ICS uses core functional sections (Operations, Planning, Logistics, and Finance/Admin) and may incorporate intelligence/investigations depending on incident complexity. When multiple agencies share authority, Unified Command ensures coordinated decision-making without a single lead agency.

The ISM structure – adapted for EOC operations – separates situational awareness from planning and combines operations, logistics, and financial support into streamlined sections:

- Situational Awareness.
- Planning Support.
- Resource Support.
- Center Support.

These sections are led by Section Chiefs and supported by Branch Directors, mirroring the County's existing departmental structure. Each department or agency assigns a senior representative responsible for coordinating its response within the EOC.

In large-scale events, **Unified Coordination Groups (UCGs)** may be formed to bring together leaders from relevant agencies and jurisdictions. Unlike Unified Command, UCGs focus on strategic support and coordination rather than direct incident operations. The UCG includes representatives with significant decision-making authority and may involve the County Executive, Deputy Executive, EOC Manager, Department Commissioners, Public Information, Legal, Risk Management, and others as needed. This structure ensures high-level policy coordination and delivery of timely, accurate public information.

A full description of ICS and ISM roles is available in the **Westchester County Incident Support EOC Handbook** (maintained separately).

These agency representatives are the liaison between the EOC and their respective department's center of operations. See EOC Full Activation, Organizational Chart (see **Figure 6**).

ICS / ISM / EOC Interface

Under the ICS, the Incident Commander (IC), typically a representative of the lead emergency response agency, is responsible for managing all aspects of the incident. The IC operates from a designated Incident Command Post (ICP), located at or near the scene, and is tasked with establishing and maintaining an effective organizational structure to carry out response operations.

The ICS/ISM/EOC interface refers to the coordination between on-scene command (ICS), the EOC, and the County's ISM. When both field and EOC operations are active, seamless integration is essential to ensure a unified and efficient response.

In this structure:

- The IC manages tactical operations at the incident scene.
- The EOC, operating under the ISM framework, supports the incident by coordinating strategic priorities, resource requests, logistics, and situational awareness.
- Agency representatives at the EOC communicate and coordinate with their field counterparts to align operations and ensure resource needs are met.

Effective integration between the field and the EOC requires:

- Clear communication channels,
- Defined roles and responsibilities, and
- Established liaison relationships between IC and EOC personnel.

The Westchester County EOC's ISM structure mirrors ICS to ensure consistency and interoperability. Section Chiefs and Branch Directors at the EOC work closely with their operational counterparts in the field to provide coordinated support.

Additional guidance on ICS-ISM integration and operational coordination is available in the Westchester County Incident Support EOC Handbook.

EOC Operations and Structure Review

Upon activation, the EOC becomes the focal point for coordinating the County's emergency response operations. County agencies and other organizations represented at the EOC will be organized according to the ISM Model. Agency representatives in the EOC are responsible for

coordinating with each other and coordinating with on-scene resources from their organization, as necessary.

WCEM has established an operational organization that responds to emergencies. It lists the types of tasks to be performed by position and organization, without the procedural details included in functional annexes. When two or more organizations perform the same kind of task, one is given primary responsibility, with the other providing a supporting role. For clarity, a matrix of organizations and areas of responsibility (including functions) summarizes the primary and supporting roles. The matrix also includes organizations not under jurisdictional control if they have defined responsibilities for responding to emergencies in the jurisdiction. **Table 6** is a crosswalk that identifies Westchester County emergency functions, core functions, primary and support departments, and general roles and responsibilities.

If necessary, the EOC can be staffed for continuous 24-hour operations. The start time and duration of operational periods will be determined based on the conditions set by the WCEM. Each agency assigned to the EOC ensures its staff can support 24-hour operations. An alternate EOC will be designated and communicated to all agency representatives if the primary EOC is unavailable. WCEM maintains a Standard Operating Procedure (SOP) for activating, staffing, and managing the EOC.

During activation, the Department of Public Safety will coordinate internal security at the EOC with the NYSP. The EOC is at the Hudson Valley Transportation Management Center (HVTMC) in Hawthorne, New York.

County departments may be assigned to one of four sections to ensure a proper span of control. Each section will have a Section Chief responsible for all activities within the section. Each County department is responsible for appointing representatives to the EOC. These representatives will serve as the liaison between the EOC and their respective department's headquarters and responders in the field. **Table 6** identifies Default Assignments for the Westchester EOC Incident Support Model.

The UCG is responsible for the Westchester County government's response. The EOC Manager/Emergency Management Director serves as the bridge between the Sections and the UCG. The Branch Directors report to the Section Chiefs.

SITUATIONAL AWARENESS SUPPORT SECTION

Situational Awareness Support Section staff collect, analyze, and disseminate incident information. Personnel in this section typically create and provide various products for EOC policy-level leadership, public affairs, and other internal and external stakeholders. The Situational Awareness Support Section effectively elevates the functions of the ICS Planning Section Situation Unit to a General Staff position in the EOC, reporting directly to the EOC

Manager. The staff in this section also processes information requests, develops reports, briefings, and presentation materials, integrates geospatial and technical data, and creates content to support public warning messages. The Situational Awareness Support Section comprises the Hazard Analysis/GIS, Community Lifelines, and Media Analysis Unit. The Situational Awareness Support Section oversees damage assessment.

PLANNING SUPPORT SECTION

The Planning Support Section staff provides various current and future planning services, including developing contingency, deactivation, and recovery plans. The staff in the Planning Support Section assist in formulating and implementing the shared goals of multiple jurisdictions and organizations involved in managing the incident. These staff also coordinate a standardized planning process to meet the objectives of the EOC leadership and promote collaboration among all organizations represented in the center. Additionally, the Planning Support Section staff work closely with the ICS Planning Section to ensure that both on-scene and EOC personnel have suitable contingency plans. The Planning Support Section encompasses the Documentation, Tech Specialist, and Demobilization Unit.

RESOURCE SUPPORT SECTION

Staff in the Resource Support Section ensure that on-scene incident management personnel receive the required resources and operational support. Resource Support Section staff source, request, order, and track all resources. This includes supplies, equipment, and personnel acquired from departments and agencies represented in the EOC, other community organizations, mutual aid/Emergency Management Assistance Compact (EMAC) sources, non-governmental partners, and items purchased or leased. The Resource Section comprises State/Federal Support Agencies and three Branches (Operations, Logistics, and Finance/Administrative). The Branches are further subdivided into Units and Groups.

Operations Branch

The most appropriate agency representative will fill the Operations Branch Director position depending on the circumstances. The Operations Branch Director is responsible for maintaining a link between the EOC and on-scene IC to ensure that on-scene personnel have the resources and operational support necessary to achieve incident objectives and address leadership priorities.

The Operations Branch Director also directs the preparation of Resource Tracking Unit operational plans, requests or releases resources, makes expedient changes to the Incident Action Plan as necessary, and reports changes to the Resources Support Section Chief.

- **Human Needs and Services Group:** Facilitates humanitarian assistance requests and coordinates mass care, emergency assistance, temporary housing, and human services

agencies when disaster survivors' needs surpass local government capabilities. Led by the County Department of Social Services, this group collaborates with local, state, and federal governmental and non-governmental organizations while referring identified services to the collaborating entities. Other organizations involved in this group include the WC Office for People with Disabilities, WC Senior Programs and Services, Community Organizations Active in Disaster (COAD), and ARC.

- **Public Health Group:** Coordinates public health and healthcare system functions at the county level to mitigate the health and medical impacts on the community resulting from a disaster. This group, managed by the County Department of Health (DOH), collaborates with local, state, federal, and non-governmental organizations that provide public health and medical services. Other organizations involved in this group include Emergency Medical Services, Community Mental Health, the Medical Examiner, and Labs and Research.
- **Public Safety/Security Group:** Coordinates County public safety, security, and emergency services assistance to local communities overwhelmed by the effects of a disaster. This group, led by the Department of Public Safety, interfaces with local, state, and federal governmental and non-governmental organizations that provide public safety, security, and emergency services. Other organizations involved in this group include Probation, Emergency Services-Fire, Department of Corrections, Schools/Board of Cooperative Educational Services (BOCES).
- **Infrastructure Group:** Coordinates public works and engineering support, prioritizes facility/roadway infrastructure repair and coordinates debris clearance and damage assessment. This group, led by the Department of Environmental Facilities, collaborates with local, state, and federal governmental and non-governmental organizations that provide infrastructure support services. Other organizations involved in this group include the Department of Public Works, Department of Parks, Recreation and Conservation, and NYS Department of Environmental Protection.
- **Transportation Group:** Supports the coordination of transportation systems and infrastructure during disasters. This group, led by the Department of Public Works and Transportation, interfaces with local, state, and federal governmental and non-governmental organizations that provide transportation services. Other organizations involved in this group include MTA-Metro North, Westchester County Airport, and Beeline/ParaTransit.
- **Utilities Group:** Determines the emergency's impact on utility infrastructure and services, providing coordination support, and technical assistance during disasters. This

group, led by the Department of Information Technology, collaborates with local, state, and federal governmental and non-governmental organizations directly involved with energy systems. This group comprises Con Edison, NYS Electric and Gas (NYSEG), Cablevision/Lightpath, and Verizon.

Logistics Branch

The Logistics Branch Director is accountable for providing facilities, services, and materials to support the incident. This role includes overseeing the resource request process and identifying or acquiring equipment, supplies, facilities, and transportation needs to fulfill both field (off-incident resource requests) and EOC operational requirements.

Finance/Administrative Branch

The Finance/Administration Branch Director is responsible for all the financial and cost analysis aspects of the incident. These responsibilities include maintaining an audit trail and overseeing billing, invoice payments, and the documentation of labor, materials, and services used during incident activities. The Finance/Administration Branch Director is also responsible for preparing documentation for cost reimbursement in the event of a federally declared disaster and investigating claims involving injuries, illnesses, and property damage due to the incident.

CENTER SUPPORT SECTION

EOCs require various types of communications, information technology (IT), administrative support, general services, and staff assistance (including food) to operate most effectively. Staff in the Center Support Section address the needs of the facility and personnel in the EOC and any associated locations, such as a JIC. In this role, Center Support Section staff communicate and gather requirements for supplies, equipment, administrative processes, security, maintenance, and other logistics to ensure that EOC personnel have the necessary resources and capabilities to fulfill their duties. This section includes the Facility Support Unit and four support groups.

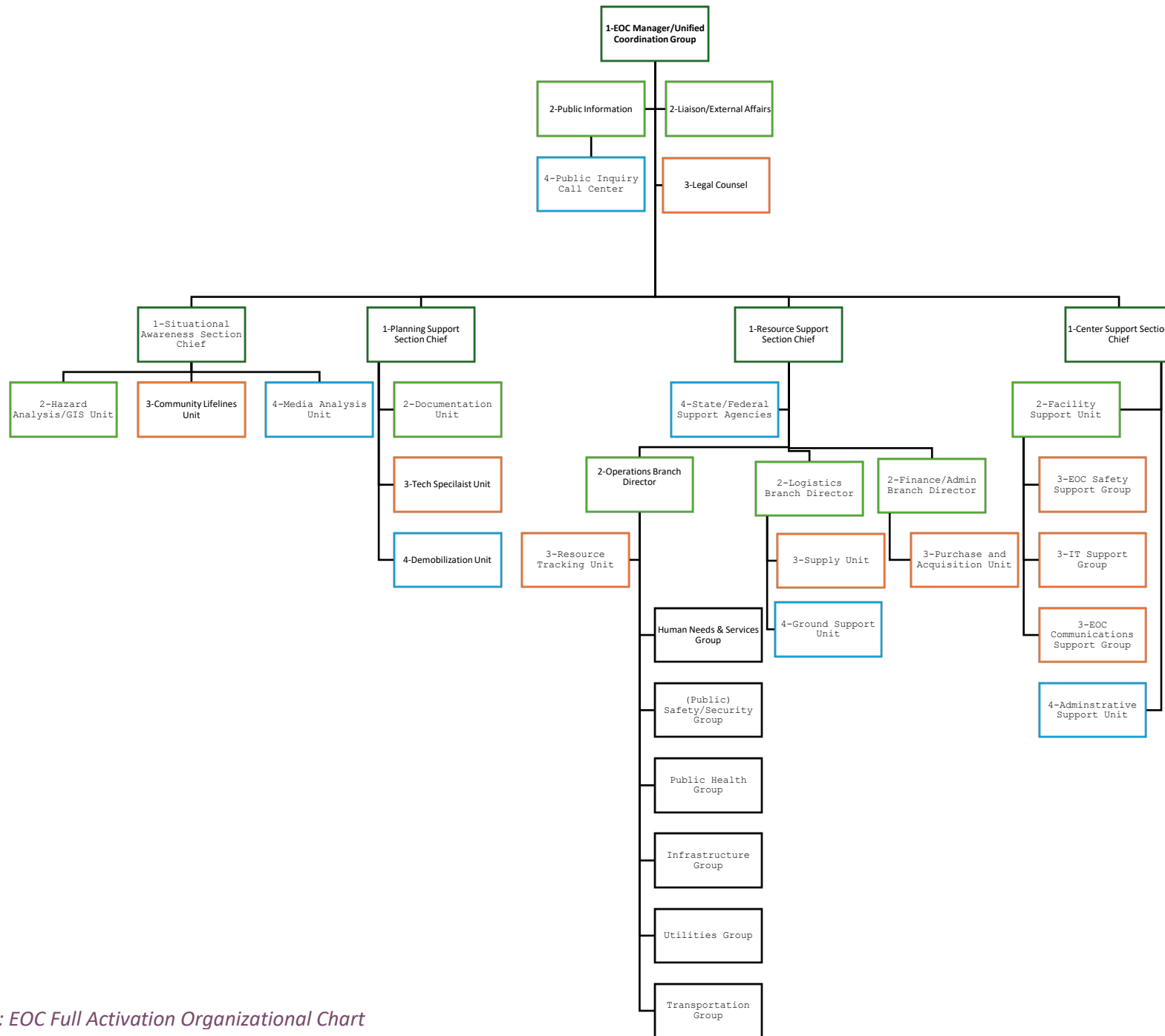


Figure 6: EOC Full Activation Organizational Chart

B. Assignment of Responsibilities

Role of County Government

This section details the basic responsibilities for emergency management operations provided by and through Westchester County. Detailed responsibilities and essential activities are found in the appropriate Functional Annexes. Department operating procedures detail how individual departments shall perform their responsibilities as described in this Plan and Annexes.

According to Section 24 of the State Executive Law or Article 2B of NY State Executive Law, the County Executive retains the authority to declare a County State of Emergency as well as to issue emergency orders in the event of an anticipated incident or an immediate threat to public safety. Whenever a State of Emergency is declared in Westchester County or emergency orders are issued, such action will be coordinated with the affected municipality.

The Director of Emergency Management will report to the County Executive and will be responsible for activating, establishing, and directing readiness, response, and short-term recovery activities in the Westchester County EOC as well as coordinating emergency management programs.

Each department and agency within Westchester County may be called upon to appoint a liaison/alternate to work with the EOC on response, recovery, mitigation, and protection issues. Each department should also make staff available to assist during emergency activations in the EOC, if requested. This shall include, but not be limited to, appropriate training for such activities as operations/response, public information support, documentation, damage assessment, and recovery. Additionally, departments and agencies should establish a process for tracking disaster costs and establishing administrative methods to preserve accurate disaster expenditure records.

This Plan identifies many prevention, protection, mitigation, response, and recovery issues. Each County department must establish internal plans, procedures, and checklists (including notification rosters) describing how it will carry out assigned tasks and departmental notifications, as identified in this Plan. In addition to participating in training and exercise programs initiated by Emergency Management, departments will conduct training and exercises on their internal plans and procedures as necessary.

COUNTY EXECUTIVE RESPONSIBILITIES, POWERS, AND SUCCESSION

The County Executive or designee is responsible for County emergency response activities and may assume personal oversight of the County emergency response organizations. The County Executive or designee controls all County-owned resources and facilities for emergency and disaster response activities. The County Executive or designee may declare a County State of

Emergency in consultation with the Commissioner of Emergency Services and the County Attorney. The County Executive or designee may also promulgate emergency orders as well as waive local laws, ordinances, and regulations.

When an incident escalates beyond the capability of county resources, the County Executive or designee may request assistance from other counties and/or from the State of New York. Additionally, the County Executive or designee may provide aid at the request of municipal governments within Westchester County, as the situation permits and requires.

WESTCHESTER COUNTY EMERGENCY MANAGEMENT (WCEM)

WCEM maintains the County EOC and coordinates County emergency response activities on behalf of the County Executive. WCEM also advises the County Executive regarding emergency activities in the County. WCEM will:

- Activate the EOC and initiate County response activities.
- Notify and brief County departments, agencies, and other organizations involved in an emergency response.
- Maintain and manage the EOC.
- Facilitate coordination between the County and the Incident Commander; municipalities within the County; private emergency support organizations; jurisdictions outside the County; the State of New York; and federal agencies.

Table 6. Westchester County EOC Organization and Assignment of Responsibilities

Functional Area	Primary Agency(s)	Support Agency(s)	Key Responsibilities	EOC Section / Operational Group
Direction, Control, and Coordination	Westchester County Executive	<ul style="list-style-type: none"> – Commissioner of Emergency Services – Westchester County Dept. of Emergency Services – Emergency Management – Westchester County Dept. Commissioners (Public Safety, Health, Public Works, etc.) – Westchester County Attorney 	<ul style="list-style-type: none"> – Overall authority for tactical and operational control – Coordination of assets during an emergency 	Unified Coordination Group / Executive Leadership
Communications	Westchester County Dept. of Emergency Services – Emergency Communications Center (ECC-60 Control); Westchester County Dept. of Public Safety (DPS) Communications Section	<ul style="list-style-type: none"> – Westchester County Dept. of Emergency Services – Westchester County Amateur Radio Emergency Service (ARES)/Radio Amateur Civil Emergency Service (RACES) – Westchester County Information Technology – Radio Group 	Assist local, state, federal, and private entities with interoperable communications during multi-jurisdictional incidents	Communications Support
Emergency Medical Services	Local Municipal EMS Agencies	<ul style="list-style-type: none"> – Westchester County Dept. of Emergency Services – Division of EMS; Westchester County EMS Agencies – Westchester County Dept. of Health – New York State Dept. of Health – Hospital Emergency Managers 	<ul style="list-style-type: none"> – Coordinate EMS transport for patients in hospitals, nursing homes, special care facilities, and mobility impaired. – Support medical communications links 	Public Health Group
Firefighting	Westchester County Municipal Fire Services	<ul style="list-style-type: none"> – Westchester County Dept. of Emergency Services – Division of Fire Services – NYS Office of Fire Control and Prevention – NYS Dept. of Environmental Conservation – NYS Division of Military and Naval Affairs – Air National Guard 	Provide and coordinate fire suppression activities under the County Mutual Aid Plan	Public Safety and Security Group
Public Works and Engineering	Westchester County Dept. of Public Works	<ul style="list-style-type: none"> – Westchester County Municipal Public Works – Westchester County Parks and Recreation – Westchester County Planning Dept. – Westchester County Dept. of Environmental Facilities – NYS Office of Parks, Recreation and Historic Preservation 	Provide engineering expertise, infrastructure repair, construction management, and other technical support during emergencies	Infrastructure Group
Public Safety and Security	Westchester County Dept. of Public Safety	<ul style="list-style-type: none"> – BOCES – Westchester County Dept. of Parks and Recreation – Westchester County Dept. of Corrections – Westchester County Dept. of Probation – New York State Police Troop K – NYS Aviation – FBI – MTA Police – Westchester County Municipal Police – Westchester County Medical Examiner/Coroner – NYS Office of Parks, Recreation and Historic Preservation – Other state/federal agencies 	Coordinate law enforcement resources to support public safety/security operations beyond mutual aid	Public Safety and Security Group
Transportation	Westchester County Dept. of Public Works and Transportation	<ul style="list-style-type: none"> – Westchester County Airport – New York State Thruway Authority – NYS Dept. of Transportation – NYS Bridge Authority; NY/NJ Port Authority – MTA (Metro-North Railroad) – NJ Transit; Westchester County GIS – Westchester County Senior Programs – U.S. Coast Guard – Westchester County Office for People with Disabilities 	Acquire and coordinate public/private transportation resources when local capacity is exceeded	Transportation Group
Emergency Management	Westchester County Dept. of Emergency Services – Emergency Management	<ul style="list-style-type: none"> – Westchester County Dept. of Emergency Services – Local Emergency Managers – Hospital Emergency Managers – NYS OEM – Federal agencies 	<ul style="list-style-type: none"> – Coordinate resources and support across multiple agencies. – Connect with state/federal emergency response systems 	Unified Coordination Group / Executive Leadership
Oil and Hazardous Materials	Westchester County Dept. of Emergency Services – Special Operations	<ul style="list-style-type: none"> – Westchester County Dept. of Emergency Services – Division of Fire Services – Westchester County Dept. of Public Safety – Special Operations – NYS – NYS OEM – NYS Dept. of Health – MTA (Metro-North) – NYS Office of Fire Prevention and Control – NYS Dept. of Environmental Conservation – Westchester County Municipalities 	Coordinate actions to respond to hazardous materials releases and mitigate environmental/public safety risks	Public Safety and Security Group
Public Health and Medical Services	Westchester County Dept. of Health	<ul style="list-style-type: none"> – Westchester County Dept. of Community Mental Health 	Provide public health and medical support to supplement local	Public Health Group

Functional Area	Primary Agency(s)	Support Agency(s)	Key Responsibilities	EOC Section / Operational Group
		<ul style="list-style-type: none"> Westchester County Dept. of Emergency Services – EMS Division NYS Dept. of Health Westchester County Medical Examiner/Coroner 	resources during emergencies	
Search and Rescue (SAR)	Westchester County Dept. of Emergency Services – Fire Service Division	<ul style="list-style-type: none"> Westchester County Dept. of Public Safety – Special Operations Unit – Technical Rescue Team NYSP Troop K; NYS Office of Fire Prevention and Control NYS Dept. of Environmental Conservation NYS National Guard; NYSP Aviation Westchester County Civil Air Patrol Westchester County 60 Control Local Fire Departments 	<ul style="list-style-type: none"> Support local SAR operations. Locate, extricate, and treat victims 	Public Safety and Security Group
Energy	Westchester County Dept. of Information Technology	<ul style="list-style-type: none"> Westchester County Dept. of Public Works and Transportation Con Edison NYSEG Verizon Lightpath/Optimum Enbridge Kinder Morgan NY Power Authority 	Coordinate support for energy infrastructure and utilities restoration	Utilities
Public Alert and Warning	Westchester County Dept. of Information Technology – 911; Westchester County Communications Office	<ul style="list-style-type: none"> Westchester County Executive’s Office Westchester County Dept. of Emergency Services – Emergency Management Division Westchester County Dept. of Public Safety Westchester County Municipal PIOs NWS/NOAA EAS NY-Alert 	Deliver timely, reliable public alerts and warnings	Public Information
Public Information	Westchester County Communications Office	<ul style="list-style-type: none"> Westchester County Executive Westchester County Dept. of Emergency Services Westchester County Dept. of Public Safety Westchester County Dept. of Emergency Services – Emergency Management Division Westchester County Municipal PIOs 	Provide public updates to protect life, property, and the environment	Public Information
Mass Care, Housing, and Human Services	Westchester County Dept. of Social Services	<ul style="list-style-type: none"> Westchester County Dept. of Health ARC Westchester County Dept. of Emergency Services – Emergency Management Westchester County Dept. of Emergency Services – EMS Westchester County Dept. of Community Mental Health Westchester County Dept. of Senior Programs Westchester County COAD 	Provide shelter, food, first aid, and support for evacuees	Human Needs and Services Group
Volunteer and Donations Management	Westchester County Dept. of Emergency Services – Emergency Management Division	<ul style="list-style-type: none"> Westchester County Dept. of Health Westchester County Dept. of Social Services Westchester County Office of the County Executive Westchester County COAD 	Coordinate volunteers and manage donations	Human Needs and Services Group
Resource Support	Westchester County Dept. of Emergency Services – Emergency Management	<ul style="list-style-type: none"> Westchester County Board of Acquisition & Contract; Westchester County Dept. of Finance Westchester County Dept. of Budget Westchester County Dept. of Public Works Westchester County Dept. of Parks, Recreation and Conservation Westchester County Dept. of Environmental Facilities Westchester County Dept. of Public Safety Westchester County Dept. of Social Services Westchester County Dept. of Health Westchester County Dept. of Corrections NYS OEM Federal agencies 	Provide resource support to local governments and departments when needs exceed available resources	Resource Support Section – Operations Branch
Agriculture and Natural Resources	Westchester County Planning Dept.	<ul style="list-style-type: none"> Westchester County Dept. of Emergency Services – Emergency Management Westchester County Dept. of Parks, Recreation, and Conservation Westchester County Dept. of Health NYS Dept. of Agriculture & Markets Cornell Cooperative Extension 	Address animal/plant diseases, infestations, and food safety issues	Infrastructure Group
Emergency Animal Care	Westchester County Dept. of Emergency Services – Emergency Management Division (coordinating entity only)	<ul style="list-style-type: none"> Humane Society of Westchester American Association of Equine Practitioners Cornell Cooperative Extension CDC Empire State Animal Response Team (ESART) Westchester County SPCA NY Extension Disaster Education Network 	Rescue, feed, and treat displaced or harmed animals	Human Needs and Services Group
Long-term Community Recovery and Mitigation	Westchester County Dept. of Emergency Services – Emergency Management	<ul style="list-style-type: none"> Westchester County Dept. of Social Services Westchester County Dept. of Community Mental Health Westchester County Budget Dept. 	<ul style="list-style-type: none"> Coordinate recovery and mitigation efforts. Secure resources 	Planning Support Section

Functional Area	Primary Agency(s)	Support Agency(s)	Key Responsibilities	EOC Section / Operational Group
		<ul style="list-style-type: none"> – Westchester County Law Dept. – Risk Management – Westchester County Office of the County Executive – Westchester County COAD – Westchester County Dept. of Public Works and Transportation – Westchester County Planning Dept. – NYS OEM – Federal agencies 	<ul style="list-style-type: none"> – Reduce risk from future incidents 	

Special Response / Operations Teams

Westchester County has established and supports the following special response and special operations teams that local jurisdictions may request to enhance operational and technical capabilities when emergency incidents exceed regional resources.

- **Westchester County Special Response Team (SRT):** A group of highly trained and specially equipped police officers who respond to emergencies requiring advanced tactics. The SRT is deployed during high-risk warrant executions, forced building entries, hostage situations, barricaded subjects, or other incidents needing specialized weapons, tactics, or equipment. The SRT is backed by a Counter Sniper/Marksman Team made up of marksmen/observers, whose main role is to support the SRT.
- **Westchester County Hazardous Materials Response Team (HMRT):** The County HMRT may respond to situations involving hazardous materials. The team consists of firefighters, EMS personnel, and industry experts, all of whom are extensively trained and equipped to tackle the threats and deployment of nuclear, chemical, or biological weapons of mass destruction. In cooperation with local fire, police, and EMS agencies, the HMRT develops community practice drills to enhance readiness and response to hazardous material emergencies.
- **Westchester County Technical Rescue Team (TRT):** The TRT program assists emergency response agencies during complex rescue emergencies in Westchester County. The team consists of firefighters, EMS professionals, and industry personnel who regularly train as a unit. The TRT provides equipment, apparatus, highly trained personnel, and logistical support to local municipalities upon request.
- **Westchester County Medical Reserve Corps (MRC):** The Westchester County Health Department, in close collaboration with the Westchester County Department of Emergency Services, manages and maintains the Westchester MRC Program. Members of the Westchester Medical Reserve Corps work alongside county public health and emergency services professionals to support the needs of Westchester County residents during public health emergencies and other disasters. The Westchester MRC consists of volunteers, with some credentialed physicians, nurses, or allied professionals (whether working, retired, or in training), while others possess organizational, office, or other valuable skills. These skill sets can be leveraged in both emergency and non-emergency situations.

Role of New York State

The State of New York establishes a methodology and operational structure to effectively and efficiently collaborate with all levels of government. In doing so, the State will maintain a strong commitment to prevent or minimize property damage, protect and save lives, and provide assistance to all citizens who are or may be threatened by an emergency or who become victims of any disaster. These services will be coordinated as much as possible with similar activities of local governments, other states, the federal government, and voluntary/private entities.

The NYS Division of Homeland Security and Emergency Services, Office of Emergency Management, State Emergency Operations Center (SEOC) coordinates all emergency management activities in the state to protect the lives and property of its citizens and preserve the environment. Furthermore, the State will take appropriate actions to mitigate the effects of, prepare the public for, respond to, and recover from the impacts of emergencies or disasters.

Whenever the Governor determines that a disaster has occurred or may be imminent, and state capabilities may be exceeded, the Governor may declare a State Disaster Emergency. If the Governor finds that the event is of such severity and magnitude that the State will be overwhelmed, the Governor can request Federal assistance. The Governor is responsible for proclaiming an emergency or disaster and coordinating State resources to address the full range of actions necessary to respond to, recover from, prepare for, and mitigate incidents in an all-hazards context, including terrorism, natural disasters, cybersecurity failures, and other contingencies.

NYS government departments and agencies provide various services (including specialized skills, equipment, and resources) to support state and local government emergency operations.

Following a Presidential Disaster Declaration, federal assistance will be provided in accordance with applicable laws, regulations, and the FEMA-State agreement (see 44 CFR 206.44 - FEMA-State Agreements). In this agreement, the Governor will designate a Governor's Authorized Representative (GAR) to administer federal disaster assistance programs on behalf of the state and coordinate local disaster assistance efforts with those of the federal government. The GAR will be an executive staff member of NYS DHSES.

Role of Federal Government

During situations when NYS is preparing for a large-scale response or when specialized resources are necessary, the Governor may request federal assistance under a presidential disaster or emergency declaration.

The federal government, through the U.S. Department of Homeland Security (DHS) and FEMA, maintains a wide range of capabilities and resources that may be necessary to handle domestic

incidents. Federal resources are utilized to save lives and protect property, the economy, and the environment.

The Secretary of Homeland Security serves as the principal federal official for domestic incident management. The designated Federal Coordinating Officer (FCO) organizes preparedness and protection activities within the U.S. to respond to and recover from terrorist attacks, major disasters, and other emergencies. In fulfilling these responsibilities, the FCO collaborates with federal entities to ensure a unified federal effort in domestic incident management. Federal response will be structured using the NRF and NIMS to support the delivery of federal assistance to states dealing with the impacts of significant emergencies and disasters. In limited situations, other federal agencies may assist without a presidential disaster declaration. This could include the U.S. Department of Commerce, Housing and Urban Development (HUD), Health and Human Services, or Department of Defense (DOD) assets, where a commander may provide resources to safeguard a civilian population when circumstances and protocols permit.

SECTION V. DIRECTION, CONTROL, AND COORDINATION

Statutory authorities and policies establish the framework for guiding emergency actions and activities within incident management. This CEMP utilizes the foundation provided by the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), the Homeland Security Act of 2002, Homeland Security Presidential Directive (HSPD) 5 -Management of Domestic Incidents, and the 2013 NRF along with NYS Executive Law and local regulations to ensure a comprehensive, all-hazards approach to incident management. Nothing in the CEMP alters the existing authorities of local jurisdictions or the County.

This CEMP establishes the coordinating structures, processes, and protocols required to integrate the specific statutory and policy authorities of various County departments and agencies in a collective framework for action, including prevention, mitigation, preparedness, response, and recovery activities. The Westchester County Executive may invoke the emergency powers and render mutual aid granted to the County Executive under NYS Article 2-B § 24.

A. General

Normal governmental organizational structures and chains of command will be preserved, as much as possible, to ensure the continuity of governmental services. The direction and coordination of disaster services outlined in this plan will occur from the EOC situated at the Hudson Valley Traffic Management Center, or, if necessary, from the alternate location, Westchester County Emergency Services.

The organizational structure of the EOC is provided in an EOC organizational chart in the Organizational and Assignment of Responsibilities section. In this model, the Emergency Manager maintains direct contact with those conducting situational awareness and information management. It streamlines resource sourcing, ordering, and tracking. Westchester County employees and volunteers trained

ADDRESSES

Westchester County EOC (Main Location)

Hudson Valley Transportation Management Center (HVTMC)
200 Bradhurst Avenue
Hawthorne, NY, 10532

Westchester County EOC (Alternate Location)

Westchester County Dept. of Emergency Services
4 Dana Road
Valhalla, NY 10595

in support procedures will manage the incident to support first responders and address consequences or impacts on local jurisdictions, and their components.

The Westchester County Executive (or designee) responsible for maintaining essential government services will provide strategic direction to the EOC under established emergency powers. The Executive will coordinate with other municipal municipalities executive leadership (Policy Group) to assist in decision-making regarding mission prioritization and strategic resource allocation.

B. Tactical vs. Strategic Direction

Westchester County employees have a very limited tactical role as first responders during an emergency. The County primarily serves in a strategic or coordination capacity. Westchester County may assist first responders by acquiring and deploying resources through the EOC Resource Support Section, providing incident-related information via the Situational Awareness Support Section, and/or assisting with planning activities through the Planning Support Section.

The responsibility for protecting the health and safety of local populations ultimately rests with each jurisdiction's chief elected official. This includes the authority to request evacuations or issue public warnings. To the extent possible, these decisions should be coordinated with the County Executive's Office. The goal is to ensure that such decisions reflect both countywide priorities and the needs of individual communities. The County Executive does not assume the role of Incident Commander for directing law enforcement, fire, or EMS first responders in the field. Rather, tactical command and control of first responders at the scene resides with the police, fire, or EMS command structure as outlined by the ICS. The County Executive may direct county personnel to support field responses. This may include personnel and equipment from the Department of Public Works, the County Department of Parks, Recreation, and Conservation, or other departments under their authority.

A notable exception to the county's directive authority is the Westchester County Department of Health Commissioner. As the chief public health official in the County, he or she has direct authority over much of the health care system in Westchester County under NYS Public Health Law and the Westchester County Charter. While this authority is typically considered strategic, it directly impacts tactical operations stemming from those policies and decisions.

The County's operational or tactical emergency response is limited to consequence management, which may include emergency protective measures (such as mass care and related efforts outlined in the annexes of this plan).

The County Executive's strategic direction may involve prioritizing support missions, providing strategic support through resource allocation, and managing consequences. Most of the

County's direction and control efforts focus on services provided by the county such as roadway maintenance, waste management, public safety/corrections, social services, and other community services.

Span of Control

State policy directs municipalities to work with their county emergency management offices when requesting support from NYS. Neither a municipality nor the county can submit a direct request for federal assistance. NYS must request federal assistance on behalf of the affected county or municipality. The coordination of federal assistance requests is typically handled by the EOC.

Coordination of emergency efforts within the county is carried out by local jurisdictions. Additionally, response organizations from the private sectors, state and federal governments, contractors, or non-governmental organizations (NGOs) may work with the County and/or local jurisdictions to facilitate emergency response efforts.

The County's span of control over activities or assets during an emergency is limited to the personnel, equipment, and systems controlled by the County.

Emergency Authorities

Under NYS Executive Law Article 2-B § 24, the Westchester County Executive has the authority to issue a State of Emergency Declaration, which grants the power to use emergency measures. These emergency powers typically include initiating evacuations, establishing curfews, restricting the sale of liquor and firearms, and other actions that may be necessary to maintain public order and safety. The Declaration may also cover emergency purchasing and resource procurement. If the Westchester County Executive is unavailable to act during an emergency, the Executive's line of succession may intervene until the Executive becomes available or a permanent replacement is appointed.

Multi-Jurisdictional Coordination

When individual jurisdictions become overwhelmed by the need for resources during an emergency, it may be necessary to coordinate the efficient and effective use of available resources to save lives and protect property. This may require collaboration between local officials to prioritize response missions with the available resources. This may become apparent during the incident as municipalities seek resources through the EOC Resource Support Section.

The CEMP outlines emergency actions that the County may take during an incident to fulfill its obligations, other documents to which the County is a signatory detail the mechanisms for inter-jurisdictional decision-making and resource sharing (i.e., mutual aid agreements).

The Westchester County EOC staff will prioritize resource acquisition to provide and achieve the following services:

- Support for alerts, warnings, and evacuations.
- Support the dissemination of emergency public information.
- Support mass care operations (including food, water, and shelters).
- Safeguarding public property and the environment
- Support search and rescue operations, victim transport, and medical care.
- Reestablish communication to assist in response actions.
- Restore access to affected areas and facilities.
- Assist in restoring critical infrastructure.
- Initiate short and long-term recovery programs.

The EOC may include a Joint Information Center (JIC), where public information officers can collaborate on the information shared with the public during an emergency. The JIC may be part of a broader effort to alert the public about an imminent threat to their safety or property.

Decision Making

Policy decisions affecting the County are made by the Policy Group, which may work from the EOC or another location. The County Executive may choose to convene with a group of advisors or make decisions based on information gathered by others. The County Executive may establish priorities affecting County services in consultation with their Commissioners/Department Heads. When decisions may impact the County's partners, the County Executive will facilitate collaboration with the chief elected officials of the impacted municipalities.

Line of Succession & Delegation of Authority

Lines of Succession refer to the formal command structure within Westchester County government. It defines the chain of command and reporting relationships within each department, office, board, or commission. Each department, office, board, or commission within Westchester County has outlined all lines of succession and delegations of authority as provided in the County's Continuity of Operations Plan (COOP).

SECTION VI. INFORMATION / INTELLIGENCE COLLECTION, ANALYSIS, AND DISSEMINATION

This section describes the critical or essential information requirements common to all operations identified before, during, and after an emergency. It identifies the type of information needed, the source of the information, who uses the information, how the information is shared, the method of providing the information, and any specific times/shifts the information is needed. This section describes information sharing between public and private sector organizations and the mechanism for information sharing between levels of government.

In emergency management, information refers to factual data collected from various sources, such as reports, observations, and data points, which are used to support decision making. Intelligence is derived from the analysis and interpretation of information, providing insights and understanding of the situation, threats, and potential outcomes. Intelligence is crucial for making informed decisions during emergencies, as it helps to identify risks, assess vulnerabilities, and develop strategies for response and recovery.

The distinction between information and intelligence is important. While information provides the raw data needed for analysis, intelligence is the processed and synthesized information that provides a deeper understanding of the situation and informs strategic decisions. This distinction is important for ensuring that emergency operations are coordinated, efficient, and effective

Westchester County uses the Westchester Incident Management System (WIMS) within the EOC to share information regarding the incident. The incident management system software has been designed to assist with resource request tracking, communication coordination, information collection, and situation awareness reporting.

A. Situational Awareness

Information / intelligence is needed to make decisions, establish priorities and timelines, request or provide resources to incident commanders or mutual aid planners, warn the public, coordinate protective actions, restore services, or de-escalate response operations. Key elements of information management include:

- Determining what information is needed.

- Collecting information.
- Identifying sources of information.
- Verifying information.
- Analyzing the information received.
- Identifying who needs the information.
- Packaging and distributing information to users.
- Recording or filing information for future use.
- Managing timelines or recurring information cycles.

Intelligence is needed to make decisions on the necessity of warning the public, the continuation of essential government services, protective actions for people, and many other time-sensitive topics. For this reason, specific and predictable information must be collected and processed as intelligence. Common Information includes:

- Recording the source of the information and any contact information for the source.
- What occurred? This may include the location or area of the incident, the nature of the hazard or threat, and any impacts such as casualties or property damage.
- Which responders are on-scene?
- What actions are currently underway?
- Who has taken charge of on-scene efforts?
- What is the current local weather?
- Expected next steps.
- Known or anticipated resource needs.

Information Collection

Information may be collected at several levels and at varying degrees of detail. First responders at a scene or supporting departments within Westchester County government (such as the Department of Public Works) collect detailed information regarding the impacts on the services they deliver.

While a granular level of detail may be needed at the field responder or department level, the EOC is usually interested in a wider perspective summary of information that can help develop a countywide picture and a common understanding of impacts. The EOC needs information to support strategic decisions and to obtain resources for responders and the continued delivery of essential services. The EOC collects information from local Incident Commanders, Municipal EOCs, Department Liaisons, Utilities, NGOs, and private sector service partners. Often, these entities will have representation in the EOC when responding to an incident.

Information or queries from the public are typically received through established communication channels, such as United Way 211. During the COVID-19 pandemic (beginning in March 2020), Westchester County set up a separate call center to field inquiries from the public. This call center was demobilized after the COVID-19 pandemic. The established JIC and/or PIO collects information from partners, the United Way 211/call center, and social media to use in media releases and JIC briefings to inform the public and address rumors.

Information may also be collected during conference calls/video conferencing with the municipalities, Westchester County officials, NYS, and other partners.

Information Verification

Information credibility is important in controlling rumors and making sound response decisions. Not all sources of information carry the same credibility. Often, it is necessary to verify key information through subject matter experts before using the information for decision-making or sharing it with others. Typically, two credible sources should corroborate information that may lead to life safety or major property protection decisions.

Information Analysis

Analysis of information and development of intelligence occurs predominantly within the EOC Situational Awareness Support Section and through supportive processes in the Operations Branch, Planning Section, and Resource Support Section, where support personnel working throughout the EOC organizational structure receive and process information.

Information / Intelligence Recipients

Decision makers need intelligence upon which to base decisions. This may include members of the public and other stakeholders who receive information from the JIC, PIO, local media, incident commanders, municipal EOCs, essential government liaisons, partners in the public or private sector, the County EOC, or the Westchester County Communications Office.

Information Packaging and Dissemination

While information may be collected from many sources and individuals in the EOC, developing intelligence and a common operating picture through formal analysis and compilation of information occurs in the Situational Awareness Support Section of the EOC. The most common documents the EOC uses to distribute or share information with partners are Situation Summaries, Status Reports, and Situation Reports, which are available through WIMS. A situation summary is a brief document generated on a scheduled interval, generally every 3 to 4 hours, which describes what has happened since the last situation summary was released. A Status Report, such as spot reports, includes vital and/or time-sensitive information. Status reports are typically function-specific, less formal than situation reports, and are not always issued on a specific schedule. There are recommended formats for these reports/summaries, but they are informally tailored to the incident.

Situation Reports are summary documents that consolidate information from the Situation Summary, Status Reports, and other sources to describe the progression of the incident over time. Situation reports are generated by the Situational Awareness Support Section of the EOC toward the latter part of an operational period, where an operational period is usually 12 hours. Text, charts, and tables are some ways information can be summarized (or a combination thereof) to provide a quick visual presentation.

Audio conference and video conferencing calls also provide a way to share information and status updates with partners and decision-makers.

Documentation

The EOC Planning Section collects Emergency Declaration(s), source documentation, activity logs, resource tracking spreadsheets, situation reports, situation summaries, press releases, and meeting notes related to the EOC's activity. Effective record keeping and documentation are crucial for obtaining federal disaster assistance, when available. All incident documentation will be saved to WIMS for long-term historical recording.

SECTION VII. COMMUNICATIONS

During an emergency when the EOC is activated, all communications should occur and be coordinated through the established Incident Support Model structure. Staff should utilize WIMS, WebEx, email, cell phones (voice and text), and multi-band radio systems as necessary to communicate during a disaster. There may be events that cause certain communications methods to be inoperable for all or part of the response. If this is the case, staff should utilize the communications tools that are available to them to effectively coordinate the response.

Whenever the EOC is activated, especially if activated virtually or in a hybrid format, it is critical that response staff utilize all communications tools available to them. Staff should utilize the County's incident management system, WIMS, whenever possible to coordinate and monitor all EOC activities. Staff activated as part of the EOC (both virtually and in person) are required to update WIMS as appropriate to ensure that comprehensive situational awareness is maintained.

The County relies upon the latest technologies such as land-based telephone lines, voice-over-internet protocol telephones (VoIP), wireless telephones, satellite telephones, two-way radios, video meeting services, and WCAG 2.0 AA compliant electronic communication via computers to facilitate communications during emergencies. Depending on the type and scope of the emergency situation, incident-related information may be communicated by the following mechanisms:

The County Emergency Communications Center (ECC) (60-Control) serves as the County's Warning Point and provides primary dispatch of fire & emergency medical services for participating fire departments and EMS agencies in Westchester County and mutual aid coordination for all County fire and EMS agencies.

The County EOC has a radio communications system capable of communicating with local, regional, State, Federal response partners.

The Department of Public Safety dispatches the County Department of Public Safety.

The public safety "hot line" system facilitates simultaneous communications links with:

- All municipal police agencies.
- NYS.
- Selected neighboring jurisdictions.

RACES (Radio Amateur Civil Emergency Service) is a volunteer organization of amateur radio operators. RACES is used to assist with communications amongst the EOC and organizations and

locations in the field, including field teams, schools, ARC, and hospitals, and other response partners.

The Westchester County Department of Emergency Services has two mobile communications units that are equipped with mobile communications capabilities similar to 60-Control and allows for the integration of local frequencies and communications systems at the scene of an emergency or ICP utilizing interoperability equipment. The ECC Incident Tactical Dispatch (ITD) teams can support field response with a cache of readily deployable interoperable radios and tactical expertise. RACES possesses a number of communications assets (vehicle, site on wheels, etc.) and is staffed by RACES volunteers. RACES personnel can supplement the ITD team to support communications upon request.

The County Warning Point and County EOC have the capability to maintain telephone and radio communication with the NYS Watch Center in Albany.

SECTION VIII. ADMINISTRATION, FINANCE, AND LOGISTICS

A. Administration

Documentation

During an emergency incident or disaster which requires the staffing of the EOC, the Situational Awareness Support, Planning Support, Resources Support, and Center Support Sections are responsible for collecting relevant information ranging from damage assessment(s) to emergency expense information. This information may be gathered from County departments, towns, villages, special districts, and the private sector. Other documents used in the EOC such as Incident Action Plans (IAP), personal activity logs, resource requests, various briefings, message forms, conference call notes, contracts, time sheets, resource request forms, resource tracking sheets, situation reports and situation summaries, are collected during each operational period. Some documentation may be available in various formats.

Documentation is organized and used to track all activities in response to a specific event. If a federal disaster declaration is issued, County documents should include the number assigned by FEMA on all related documents and files. Prior to issuance of a federal declaration number, it is good practice to establish a unique identifier for the event with the associated date.

Each department is responsible for keeping records of the name, arrival time, duration of utilization, departure time, and other information related to the service of their personnel and resources, as well as documentation of injuries, lost or damaged equipment, and any extraordinary costs. Information on costs and timekeeping should be shared daily with the EOC Finance/Administrative Branch.

Preliminary damage assessment reports from impacted local government and NGOs are generally requested by WCEM within 72 hours of incident stabilization. Time accounting is continuously maintained at each County department where their employees or volunteers may have an emergency assignment. Departmental cost accounting is also used to track items such as equipment, supplies, and contractor services.

The Documentation Unit specifically has the following responsibilities:

- Collect, organize, and file all completed emergency-related forms, to include all EOC Activity Logs (ICS-214), SITREPs, IAPs, and any other related information, just prior to the end of each operational period.

- Ensure any documentation submitted to the Documentation Unit is accurate and complete. Have reporting parties correct any errors or omissions before final submission.
- Provide document reproduction services to EOC staff.
- Distribute the EOC IAPs and other documents, as required.
- Maintain a permanent electronic archive of all SITREPs and EOC IAPs associated with the incident to establish a historical record and assist with potential cost recovery efforts.
- Assist the Director of Emergency Management in the preparation and distribution of the AAR.

Event Critique & After-Action Reports (AAR)

To document and track lessons learned from EOC activations, the EOC Manager will facilitate a review, or “hot wash,” with EOC staff after each activation. The EOC Planning Support Section (in conjunction with WCEM) will also produce an AAR, which will describe and document the results of the evaluation, including actions taken, identified equipment shortfalls, strengths, and recommendations to improve operational readiness.

Reviews and AARs will also be facilitated after planned EOC exercises are developed to assess readiness and effectiveness of response operations.

B. Finance/Administration

The Finance/Administration Branch is part of the Resource Support Section in the EOC. The Finance Unit is responsible for the collection of information and documentation of time accounting, contracting, and reporting of other financial costs during the emergency Response. Following a major incident, they may provide data for benefit-cost analysis, track expenditures for recovery funding, establish valuation of donated goods and volunteer time, or support other fiscal matters. Duties include:

- Ensure all financial records are maintained throughout the event or disaster.
- Ensure all duty time is recorded and collected for all personnel.
- Ensure continuity of the payroll process for all employees responding to the event or disaster.
- Ensure workers’ compensation claims resulting from the response are processed in a reasonable time, given the nature of the situation.

- Ensure all travel and expense claims are processed in a reasonable time, given the nature of the situation.
- Determine purchase order limits for the Logistics Branch.
- Ensure all recovery documentation is accurately maintained during the response and submitted on the appropriate forms to FEMA and/or the NYS Division of Homeland Security and Emergency Services (NYS DHSES).
- Ensure Finance/Administration Branch objectives are accomplished within the operational period or within the estimated time frame.
- Conduct periodic finance-related briefings for the Resources Support Section Chief.

C. Logistics

Logistics includes the management of inventories of equipment, supplies, personnel, and trained teams of specialists used during an emergency.

Westchester County conducts regular readiness reviews and participates in a County Emergency Preparedness Assessment (CEPA). Information gleaned from these planning processes (as well as lessons learned from past events) assist the County in identifying potential resource shortfalls before an event. During a disaster critical resources can quickly become depleted, and the County must seek resources from outside jurisdictions, including other counties, the state, or the federal government.

The County will first respond to a disaster using its own resources and assets: personnel, supplies, and equipment. If the situation escalates to the point where the County cannot effectively respond using only identified resources, resources will be requested as listed below:

- Personnel, staff, equipment, and facilities belonging to Westchester County.
- Resources available from neighboring jurisdictions through local mutual aid agreements.
- Resources available from the private sector through acquisition or purchasing.
- Resources from existing contractors and/or new emergency authorized sole source contractors.
- Resources from NYS (via NY Responds) Mutual aid resources from other states through the Emergency Management Assistance Compact.
- Mutual aid resources available through the NYS wide Mutual Aid Program.
- Resources available from the federal government.

During an incident, the County EOC may receive numerous resource requests that will be handled by the Resource Support Section (RSS). A large number of requests may result in the need to expand the capacity of the County's EOC RSS. An organized RSS allows for effective and efficient management of resource requests.

The RSS combines several functions that are normally separate (Operations, Logistics, Purchase/Acquisition) into a single section. RSS staff work to ensure that on-scene incident management personnel have the resources and operational support they need. This includes sourcing, ordering and tracking all resources (supplies, equipment, facilities and personnel).

The RSS provides a unified process for acquiring, deploying, and tracking resources and services. The departments and agencies represented in the EOC generally have access to a variety of resources that are specific to the department or agency's responsibilities. They also have some expertise in ordering resources, purchasing, contracting, and/or leasing. Funding for purchases/contract/leases or reimbursement of expenses is handled by the Finance/Administration Branch.

Resource needs, including personnel, commodities, supplies, equipment, and facilities, are identified at all operational levels and conveyed to the RSS. Staff members working in the RSS follow nine steps to receive and fulfill these requests. The resource management process focuses on receiving, verifying and fulfilling resource requests that come into the RSS.

- Anticipate resource needs and organize the RSS.
- Receive and track resource requests.
- Prioritize resource requests.
- Assign resource requests.
- Verify resource requests.
- Source resources.
- Coordinate delivery/pick up.
- Track resources.
- Close out resource requests and demobilize resources.

SECTION IX. PLAN DEVELOPMENT, MAINTENANCE, AND IMPLEMENTATION

This section outlines the plan development process, prescribes plan maintenance and improvement processes, and provides plan training and exercise requirements.

The development, maintenance, and implementation of this CEMP is the responsibility of the Director of WCEM. The Director assigns different areas of the CEMP to County departments and individual jurisdictions based on their roles and capabilities. Each department/jurisdiction is accountable for developing and maintaining the annexes and appendices related to their assigned areas of the CEMP.

A. Plan Review & Maintenance

At a minimum, this CEMP will be formally reviewed and submitted to the Disaster Preparedness Commission on an annual basis in compliance with Article 2-B of NYS Executive Law. The Director of WCEM will coordinate this review. It will include participation by members from each of the departments and jurisdictions assigned as lead agencies in this CEMP and support annexes. In addition to scheduled annual reviews, updates may be made as needed based on the following:

- After-action reviews from real-world incidents or COOP activations.
- Lessons learned through exercises or drills.
- Organizational or administrative changes that impact continuity operations.
- Updates to applicable federal, state, or local guidance and directives.

WCEM is responsible for facilitating the CEMP Plan update process. DES will coordinate with all County departments, commissions, offices, and boards to ensure their respective CEMP elements remain accurate and complete.

Following any plan update, WCEM will provide appropriate training or briefings to ensure that CEMP stakeholders are informed of any revisions and understand their roles under the updated guidance.

This structured approach to plan maintenance ensures the CEMP remains a ‘living document’ that reflects current capabilities and operational priorities across all Westchester County government entities.

Recommended changes should be forwarded to:



Westchester County Emergency Management
 200 Bradhurst Avenue
 Hawthorne, NY 10532
 ATTN: Emergency Management Director
 wcoem@westchestercountyny.gov

B. Training Program

To assist with training and preparing essential response staff and supporting personnel to incorporate ICS/NIMS concepts in all facets of an emergency, each department and jurisdiction is responsible for ensuring that critical staff are identified and trained at a level that enables the effective execution of existing response plans, procedures, and policies.

The department Leaders coordinate training for County personnel, while individual jurisdictions coordinate training for municipal staff. The Director of Emergency Management may also coordinate training opportunities and encourage employees to participate in training sessions hosted by other agencies, organizations, and jurisdictions throughout the region. Current training and operational requirements for emergency management division personnel – as set forth under NIMS – have been adopted and implemented by Emergency Management, as shown in **Table 7**.

Table 7: County EM Division Personnel Training Requirements

TRAINING COURSE	DESCRIPTION
NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)	
IS-100: Introduction to the Incident Command System	An introductory and foundational course to the ICS. Participants will learn the history, features and principles, and organizational structure of ICS. Participants will also learn the relationship between ICS and NIMS.
IS-200: Basic Incident Command System for Initial Response	Participants will learn the context for ICS within initial response, particularly for those who are likely to assume a supervisory position within ICS.
IS-700: An Introduction to the National Incident Management System	Participants will be provided with an overview of NIMS, which defines the approach to guiding the whole community to work together to prevent, protect against, mitigate, respond to, and recover from the effects of incidents.
IS-800: National Response Framework, An Introduction	The goal of this course is to provide guidance on the NRF for the whole community, especially those who are responsible for response capabilities.
FEMA PROFESSIONAL DEVELOPMENT SERIES	
IS-120.c: An Introduction to Exercises <i>Required unless 139 previously completed.</i>	This course introduces the basics of emergency management exercises. It also builds a foundation for subsequent exercise courses, which provide the specifics of the Homeland Security Exercise and Evaluation Program (HSEEP).

TRAINING COURSE	DESCRIPTION
IS-139: Exercise Design and Development (required FY11 or previous only).	<i>This course is retired.</i>
IS-230.d: Fundamentals of Emergency Management	The goal of this course is to provide all FEMA employees with basic information to prepare them for incident management and support activities. Additionally, this course will provide an overview of FEMA; introduce basic emergency management concepts; and provide a high-level look at how FEMA meets its mission.
IS- 235.c: Emergency Planning	This course is designed for EM personnel who are involved in developing an effective emergency planning system. This course offers training in the fundamentals of the emergency planning process, including the rationale behind planning. It will develop your capability for effective participation in the all-hazard emergency operations planning process to save lives and protect property threatened by disaster.
IS-240.b: Leadership and Influence	The goal of this course is to improve your leadership and influence skills. This course addresses: <ul style="list-style-type: none"> – Leadership from within. – How to facilitate change – How to build and rebuild trust – Using personal influence and political savvy. – Fostering an environment for leadership development.
IS-241.b: Decision Making and Problem Solving	The goal of this course is to enable participants to improve their decision-making skills.
IS-242.c: Effective Communication	This course is designed to improve your communication skills and addresses: <ul style="list-style-type: none"> – Basic communication skills. – How to communicate in an emergency. – How to identify community-specific communication issues. – Using technology as a communication tool. – Effective oral communication. – How to prepare an oral presentation
IS-244.b: Developing and Managing Volunteers	The goal of this course is to strengthen abilities to prepare for and manage volunteers before, during, and after a severe emergency or major disaster. This course will: <ul style="list-style-type: none"> – Provide strategies for identifying, recruiting, assigning, training, supervising, and motivating volunteers. – Include discussion of spontaneous volunteers as well as those affiliated with community-based, faith-based, and NGOs.

In addition to the training requirements for EM division personnel, individual County departments and organizations that serve in EOC support roles are required, at a minimum, to meet the following training requirements stated in **Table 8**.

Table 8: County EOC Support Personnel Training Requirements

AREA	ALL PERSONNEL	PERSONNEL WITH LEADERSHIP RESPONSIBILITY	DESIGNATED LEADERS OF SUPERVISORS IN MORE COMPLEX INCIDENTS
ICS	<p>IS-100: Introduction to the Incident Command System</p> <p>IS-700: NIMS, An Introduction</p>	<p>IS-800: National Response Framework (NRF), An Introduction</p> <p>IS-200: Basic Incident Command System for Initial Response</p>	<p>G0191: Incident Command System/Emergency Operations Center Interface</p> <p>E/L/G0300: Intermediate Incident Command System for Expanding Incidents</p> <p>E/L/G0400: Advanced ICS – Complex Incidents</p>
EOC	<p>IS-100: Introduction to the Incident Command System</p> <p>IS-700: NIMS, An Introduction</p> <p><i>Jurisdiction-specific EOC training</i></p>	<p>IS-800: National Response Framework (NRF), An Introduction</p> <p>IS-2200: Basic Emergency Operations Center Functions</p> <p>G0191: Incident Command System/Emergency Operations Center Interface</p>	<p>E/L/G02300: Intermediate Emergency Operations Center Functions</p>
JIS-ICS	<p>IS-100: Introduction to the Incident Command System</p> <p>IS-700: NIMS, An Introduction</p> <p>IS-29: Public Information Officer Awareness or IS-702: NIMS Public Information Systems or G0289: Public Information Officer Awareness Training</p>	<p>IS-800: National Response Framework (NRF), An Introduction</p> <p>IS-200: Basic Incident Command System for Initial Response</p> <p>G0290: Basic Public Information Officer Course</p>	<p>G0191: Incident Command System/Emergency Operations Center Interface</p> <p>E/L/G0300: Intermediate Incident Command System for Expanding Incidents</p> <p>E/L/G0400: Advanced ICS – Complex Incidents</p>
JIS-EOC	<p>IS-100: Introduction to the Incident Command System</p> <p>IS-700: NIMS, An Introduction</p> <p>IS-29: Public Information Officer Awareness or IS-702: NIMS Public Information Systems or G0289: Public Information Officer Awareness Training</p>	<p>IS-800: National Response Framework (NRF), An Introduction</p> <p>IS-2200: Basic Emergency Operations Center Functions</p> <p>G0290: Basic Public Information Officers Course</p>	<p>G0191: Incident Command System/Emergency Operations Center Interface</p> <p>G0291: Joint Information System/Center Planning for Tribal, State, and Local Public Information Officers</p> <p>E/L/G02300: Intermediate Emergency Operations Center Functions</p>

AREA	ALL PERSONNEL	PERSONNEL WITH LEADERSHIP RESPONSIBILITY	DESIGNATED LEADERS OF SUPERVISORS IN MORE COMPLEX INCIDENTS
MAC Group	N/A	N/A	G0402: NIMS Overview for Senior Officials

Exercise Program

The County will conduct exercises throughout the year to evaluate this CEMP. The County will coordinate with departments, agencies, organizations (nonprofit, for-profit, and volunteer), County jurisdictions, and state and federal governments to participate in joint exercises. These exercises will consist of a variety of tabletop exercises, drills, functional exercises, and full-scale exercises.

As appropriate, the County will use Homeland Security Exercise and Evaluation Program (HSEEP) procedures and tools to develop, conduct, and evaluate these exercises. See [Homeland Security Exercise and Evaluation](#) program for more information.

WCEM will work with other County and jurisdictions departments and agencies to identify and implement corrective actions and mitigation measures based on exercises conducted through Emergency Management.

Community Outreach & Preparedness Education

The County will educate the public about threats, disasters, and what to do when an emergency occurs. The County maintains an active community preparedness program and recognizes that individual preparedness and education are vital components of the County’s overall readiness.

Information about the County’s public education programs, hazard and mitigation information, and other emergency management and emergency services can be found on WCEM’s website.

Funding & Sustainment

It is a priority of the County to fund and maintain a CEMP that ensures the County’s ability to respond to and recover from disasters. The Director of Emergency Management, in conjunction with the Department of Emergency Services Commissioner, will coordinate with the County Executive, Board of Legislators, and community stakeholders to:

- Identify funding sources for emergency management programs, personnel, and equipment.

- Ensure that the Commissioner, County Executive and Board of Legislators are informed of progress toward building emergency response and recovery capabilities and is aware of gaps to be addressed.
- Leverage partnerships with local, regional, and State partners to maximize the use of scarce resources.

SECTION X. AUTHORITIES AND REFERENCES

This Plan – in whole or in part – may rely upon the following laws, among others, for the power necessary for its development and implementation.

- Robert T. Stafford Federal Disaster Relief and Emergency Assistance Act.
- Homeland Security Act of 2002.
- Homeland Security Presidential directives.
- NYS Executive Law, Article 2-B.
- NYS Defense Emergency Act, as amended.
- NYS Governor directives.
- Westchester County Charter.
- Westchester County Executive Orders.

Relationship to Other Plans and Guidance

FEDERAL PLANS

The following Federal plans guide emergency preparedness, response, and recovery at the federal level and provide support and guidance for state and local operations.

Presidential Policy Directive (PPD) 8: National Preparedness

PPD-8 establishes a coordinated approach to enhance national security and resilience against threats such as terrorism, cyberattacks, pandemics, and natural disasters.

National Preparedness Goal (NPG)

The NPG describes five mission areas and 32 core capabilities activities that address the nation's most significant risks.

- 1) Prevention** – Stop or deter imminent terrorist threats.
- 2) Protection** – Safeguard people, property, and critical infrastructure.
- 3) Mitigation** – Minimize loss of life and damage by reducing disaster impacts.
- 4) Response** – Rapidly address emergencies to save lives and stabilize conditions.

5) **Recovery** – Restore and strengthen infrastructure, services, and communities.

National Preparedness System (NPS)

The NPS outlines an organized process for everyone in the whole community to move forward with their preparedness activities and achieve the NPG. **Figure 7** (on the following page) shows the six parts of the NPS.

- 1) **Identifying and Assessing Risk:** Analyze threats and hazards.
- 2) **Estimating Capability Requirements:** Determine needed capabilities and gaps.
- 3) **Building and Sustaining Capabilities:** Prioritize resource allocation and investments.
- 4) **Planning to Deliver Capabilities:** Coordinate preparedness plans across jurisdictions.
- 5) **Validating Capabilities:** Test plans and capabilities through exercises.
- 6) **Reviewing and Updating:** Adapt plans and resources to evolving risks.

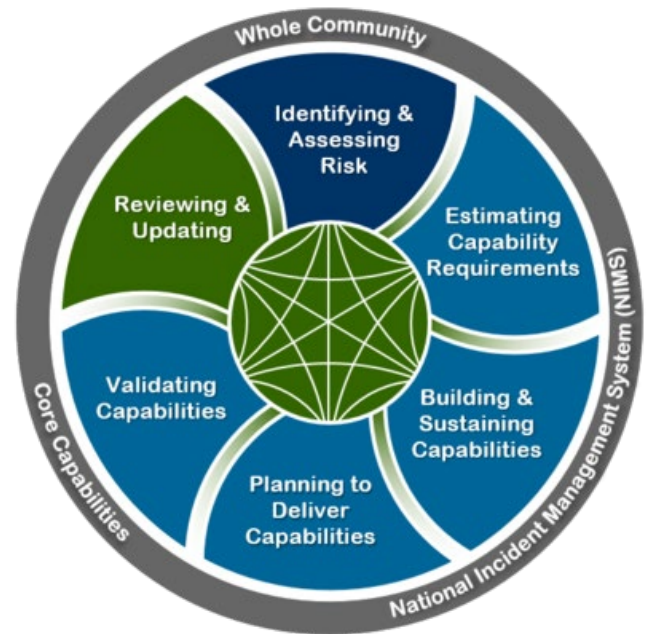


Figure 7. NPS Overview

National Preparedness Guidance (NPG)

In coordination with whole community partners, FEMA has developed a suite of national preparedness guidance documents, such as Comprehensive Preparedness Guide (CPG) 101, grounded in experience and lessons learned in preventing, protecting against, mitigating, responding to, and recovering from the threats and hazards that the nation has faced.

National Planning Framework

As part of the NPS, the national planning framework guides how the whole community works together to achieve the NPG. Each mission area has its framework to foster a shared understanding of our roles and responsibilities.

National Response Framework (NRF)

The NRF is a guide to how the nation responds to all types of incidents. It is built on scalable, flexible, and adaptable concepts identified in NIMS to align key national roles and responsibilities. The NRF describes coordinating structures and critical roles and responsibilities for integrating capabilities across the whole community to support the efforts of governments, the private sector, and nonprofits in responding to actual and potential incidents.

NIMS

NIMS is a unified system for incident management across all levels of government and sectors. It includes:

- **Resource Management** – Personnel, teams, facilities, and equipment coordination.
- **Command and Coordination** – ICS, EOC structures, and MAC groups.
- **National Qualification System (NQS)** – Personnel typing and credentialing to ensure capability in NIMS roles.

STATE PLANS

NYS CEMP (2023)

The NYS CEMP provides the overarching framework for how the State prepares for, responds to, recovers from, and mitigates the impacts of disasters. Developed and maintained by the NYS DHSES under Executive Law Article 2-B, the State CEMP is organized into three interconnected volumes, each addressing a core phase of emergency management.

- **Volume I – Mitigation Plan:** Identifies risks and strategies for hazard reduction, integrating climate, equity, and environmental justice.
- **Volume II – Response & Short-Term Recovery:** Outlines the SEOC structure, ESF coordination, and initial recovery protocols aligned with the NRF.
- **Volume III – Long-Term Recovery Plan:** Defines Recovery Support Functions (RSFs) for infrastructure, housing, health, and economic revitalization.

COUNTY PLANS

County Emergency Preparedness Assessment (CEPA) (2021)

CEPA evaluates Westchester County's preparedness across 28 core capabilities. Key hazards include flooding, pandemics, cyberattacks, and infrastructure failures.

- Seven capabilities were rated high, 21 were rated medium, and none were rated low.
- Improvements were noted in 16 areas since 2017, with continued challenges in EMS.
- Most capabilities are grant-reliant; cyber security funding needs increased.
- The County may request outside support for EMS and damage assessment during major incidents.

Westchester County has strong regional partnerships, a creative and dedicated workforce, and effective communication systems. Ongoing goals include leveraging pandemic-era partnerships, strengthening legislative coordination, and addressing staff and infrastructure gaps.

Hazard Mitigation Plan (HMP)

Westchester County, in partnership with Westchester municipalities, has developed a [countywide, multi-jurisdictional multi-hazard mitigation plan](#). The plan identifies and assesses a variety of natural and man-made hazards and describes mitigation strategies and action items to reduce future damages and better prepare for, respond to and recover from disasters. This plan is required by the FEMA for grant funding. While the CEMP focuses on preparedness, response, and recovery, the HMP addresses risk reduction. Together, these provide a comprehensive resilience strategy for the County.

SECTION XIII. APPENDICES

A. Acronyms

ACRONYM	DEFINITION
AAR	After-Action Report
ADA	Americans with Disabilities Act of 1990
ARES	Amateur Radio Emergency Service
ARC	American Red Cross
CAP	Corrective Action Program
CBRN	Chemical, Biological, Radiological, and Nuclear
CEPA	County Emergency Preparedness Assessment
CEMP	Comprehensive Emergency Management Plan
COAD	Community Organizations Active in Disaster
COOP	Continuity of Operations
CPG	Comprehensive Preparedness Guide
CRS	Community Rating System
CTDEMHS	Connecticut Division of Emergency Management and Homeland Security
DAFN	Disabilities and Access and Functional Needs
DHSES	Division of Homeland Security and Emergency Services
DHS	Department of Homeland Security
DOH	Department of Health
DPC	Disaster Preparedness Commission
DPS	Department of Public Safety
EAS	Emergency Alert System
ECC	Emergency Communications Center
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Services
EOC	Emergency Operations Center
ESF	Emergency Support Functions
FEMA	Federal Emergency Management Agency
FNSS	Functional Needs Support Services
GIS	Geographical Information Systems
HMP	Hazard Mitigation Plan

ACRONYM	DEFINITION
HSEEP	Homeland Security Exercise and Evaluation Program
IC	Incident Command
ICM	Incident Command Module
ICS	Incident Command System
IED	Improvised Explosive
JIC	Joint Information Center
JIS	Joint Information Software
NIMS	National Incident Management System
NRF	National Response Framework
OEM	Office of Emergency Management
PIO	Public Information Officer
RACES	Radio Amateur Civil Emergency Service
SOP	Standard Operating Procedure
WCEM	Westchester County Emergency Management