

Appendix D

Orange County 2018 County Emergency Preparedness Assessment (CEPA)



Homeland Security
and Emergency Services

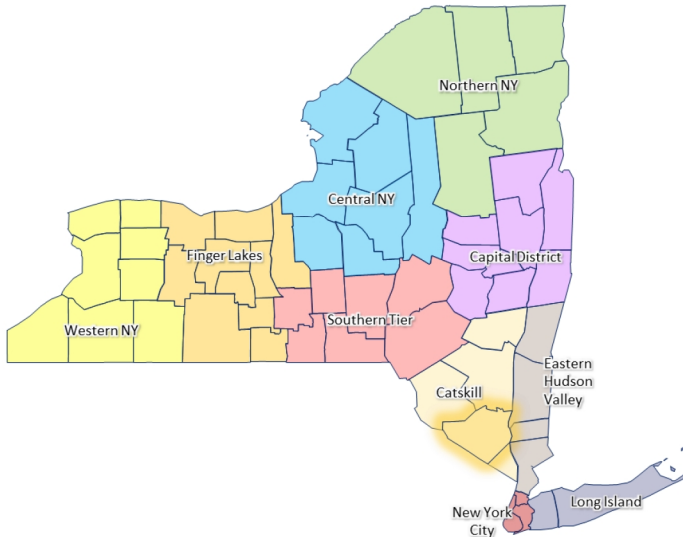
County Emergency Preparedness Assessment (CEPA)

2018 Update

Orange County

February 6th, 2018

County Overview



General Information

Population	374,512
Square Miles	811.69
Localities	42
Federally Declared Disasters	17

Response Agencies

Police Departments	33
Fire Departments	51
EMS Transport Providers	25
Total Number of Response Agencies	109

Additional Information

# of Hospitals	5
# of Nursing Homes	9
# of Colleges/Universities	6

*Includes NYSP

**West Point has own

County Overview

Geography/Topography: Orange County is located directly above the New York-New Jersey State border. Orange County is the only county in New York State that borders both the Hudson River (to the east) and Delaware River (to the west). The Wallkill River, a significant river in New York State, flows north through the center of the county. However, only the Hudson River is navigable. The New York City Department of Environmental Protection controls water releases on the Delaware River, which causes some political issues. The topography of Orange County ranges from sea level to approximately 1,300 feet above sea level and from rolling hills to low valleys. The hills in the county contain a high metal content which interferes with radio communications. There are some population centers that are isolated, reducing radio capabilities back to county, including to and from the 911 center. The county is home to two interstates currently (Routes 84 and 87), with a third interstate planned (future Route 86). Orange County is located within a 10-mile radius of the Indian Point Energy Center (aka Indian Point Nuclear Power Plant, a commercially-licensed nuclear power site), so it is designated as a "Nuclear County" because it is in the plume exposure pathway as designated by the Nuclear Regulatory Commission so it is included in the Plant's emergency planning zone.

Demographics/Population Centers: Orange County has 65,000 senior citizens and a high number of undocumented people within the population (who are not included in census numbers) and a very large and growing Hasidic community (20,000 – 25,000). The Chinese population within the County has increased in recent years, and Chinese heritage infrastructure is being developed in rural areas. Orange County hosts one of only two villages with an union free school district in New York State. There are three cities in the county: Newburgh, Port Jervis, and Middletown. The City of Newburgh per capita crime rate is proportionately higher than the rest of the County and the State, however, the City has been working with County, State and Federal agencies to target criminal activity with federal and state grants to assist their efforts.

Major Industries (Economic Drivers) and Notable Infrastructure: Agriculture is the top economic driver in Orange County, the primary crop is yellow onion. The county also has a large black dirt region, which is muck left behind from the last ice age that is un-decayed material with some top soil and clay. The county has two rail systems running through it; Metro-North and a CSX rail with oil/fuel storage facilities on the Hudson River. Orange County has Stewart International Airport, which has an agricultural reception center for imported exotic animals (USDA) which serves as a quarantine center for disease control. Stewart Airport also hosts the New York Air National Guard (with a Marine detachment co-located), and commercial operations from the airport have recently expanded. The County also has two aqueducts for the New York City water supply. There are ferry systems and various bridges such as the Newburgh Beacon Bridge and Bear Mountain Bridge. There is an increased Jehovah's Witness presence in the County, and the organizations world headquarters is now located in Warwick. A Legoland theme park is in the process of development, and a new interchange is being built to support extra traffic. A large medical distribution facility is located in the County, and a medical marijuana facility has recently opened. A new food distribution center and a CPV power plant are in the process of development. Orange County Airport is expanding for private jets, and area hospitals have also expanded. The number of stores at Woodbury Common has also increased in recent years. Interchange 131 is in the process of being redeveloped.

Mass Gathering/Special Events: The West Point Military Academy is in Orange County, which welcomes up to 40,000 visitors/fans for football games, graduations and high-profile visits (such as Presidential visits). Stewart International Airport receives the President and the President travels through the county to get to West Point. Orange County has a popular shopping center, the Woodbury Common Outlets Center, which attracts about 13 million shoppers a year. The county is host to about 12 community events a year that are considered mass gatherings (greater than 10,000 people; less than 20,000 people) and also has the Orange County speedway (about 12,000 visitors each race) and wineries that are popular tourist destinations. In western Orange County is the "Upper Delaware Scenic and Recreational River" which includes the City of Port Jervis and Town of Deerpark, on the Delaware River at the beginning of the National Park Service, which welcomes 275,000 visitors annually. The annual air show at Stewart Airport attracts around 25,000 visitors.

Emergency Services Organizational Structure

Commissioner of Emergency Services:	Brendan R. Casey
Deputy Commissioner of Emergency Management:	Alan C. Mack
Organization Structure:	The Orange County Department of Emergency Services is a county-chartered agency.
Responsibilities:	The Commissioner oversees 5 divisions: Police, Fire, EMS, Emergency Management and Emergency Communications. Each division has a Deputy Commissioner.
Staffing:	The Department has 68 FTEs, 56 are assigned to the Division of Emergency Communications. With the Division of Emergency Management, there are 5 FTEs, 4 consultants and up to 70 volunteers that can be called upon.
Reporting Structure:	The Commissioner reports to the County Executive.
Website:	https://www.orangecountygov.com/148/Emergency-Services

Orange County is susceptible to a variety of natural, accidental/technological and man-made/intentional hazards. Based on the likelihood and consequence analysis, the hazards posing the most risk include:

- HazMat Release - In Transit
- Major Transportation Accident
- Flooding (Tropical Storm)
- Cyber Attack

*Based upon recent history and further consideration, as part of the 2018 CEPA Update, Orange County has adjusted their Risk Assessment to reflect an **increased risk** of Extreme Temperatures, Ice Jams, Cyber Attack, and Severe Winter Snowstorms.*

Of the 27 capabilities examined, the following rankings were found:

- Eighteen **(18)** of the capabilities were ranked **High**
- Six **(6)** of the capabilities were ranked **Medium**
- Three **(3)** of the capabilities were ranked **Low**

Since the last CEPA session in 2014, there have been improvements in nine (9) capabilities and slight decreases in five (5) capabilities. Overall, the County has made considerable progress (e.g., Interoperable and Emergency Communication, Information Sharing and Intelligence Analysis, Law Enforcement Counter-Terrorism Operations) although some challenges remain (e.g., Fatality Management, Logistics and Resource Management).

Note: The charts on pages 7-10 show the changes for Risk, Capability and Response Capacity levels between 2014-2018.

For each of the 27 capabilities examined, Orange County determined how reliant they are on federal and/or state funds to support the capability. The following rankings were found:

- Three **(3)** of the capabilities were **Entirely** reliant on grant funding
- Twelve **(12)** of the capabilities were **Mostly** reliant on grant funding
- Five **(5)** of the capabilities were **Somewhat** reliant on grant funding
- Seven **(7)** of the capabilities were **Not At All** reliant on grant funding
- One **(1)** of the capabilities was assigned an **N/A**

Based on previous experience and pre-established plans and protocols, for a major incident, Orange County expects to exceed County capability and request outside assistance in 24 hours or less for the following:

- CBRNE Response and Decontamination
- Fatality Management
- Health Emergency Preparedness
- Emergency Medical Services (EMS) Operations
- Logistics and Resource Management
- Mass Care and Sheltering

Orange County has a strong emergency management organizational construct in place and the first responder related capabilities are generally well developed. The County has invested significant resources into Interoperable and Emergency Communications related projects. Extensive social media use reaches a wide audience in the County. While the County has recently updated many of its emergency plans, its Mass Fatality Plan needs to be revisited. Orange County should continue to address its Logistics and Resource Management capability. Addressing recruitment and retention in the fire service should also remain a focus for Orange County.

CEPA Summary Report (*Notable Differences 2014 v. 2018*)

Threat/Hazard	Years	Likelihood	Consequence	Relative Risk Score
Extreme Temperatures	2014	Medium	Low	6
	2018	High	Low	8
Cyber Attack	2014	Low	Very High	10
	2018	Medium	Very High	15
Severe Winter Snowstorms	2014	High	Low	8
	2018	High	Medium	12
Ice Jams	2014	N/A	N/A	N/A
	2018	Medium	Medium	9

Capability	Years	Response Capacity
Damage Assessment	2014	More than 96 Hours
	2018	72 Hours
Debris Management	2014	More than 96 Hours
	2018	72 Hours
Mass Care and Sheltering	2014	72 Hours
	2018	24 Hours

CEPA Summary Report (*Notable Differences 2014 v. 2018*)

Capability	Years	P	O	E	T	E	Avg.
Interoperable and Emergency Communication	2014	4	5	4	4	4	4.2
	2018	4	5	5	4	4	4.4
Public Information and Warning	2014	2	3	3	4	4	3.2
	2018	3	3	4	4	4	3.6
Continuity of Operations/Continuity of Government (COOP/COG)	2014	5	5	4	3	3	4.0
	2018	5	5	4	3	4	4.2
Information Sharing and Intelligence Analysis	2014	4	4	4	4	5	4.2
	2018	4	5	5	4	5	4.6
Critical Infrastructure/Key Resource Protection	2014	4	3	3	4	4	3.6
	2018	4	3	4	4	4	3.8

Note: Numbers in *green* indicate an improved score and numbers in *red* indicate a reduced score. 'POETE' scores are averaged together and color-coded in *high*, *medium* and *low* ranges.

CEPA Summary Report (*Notable Differences 2014 v. 2018*)

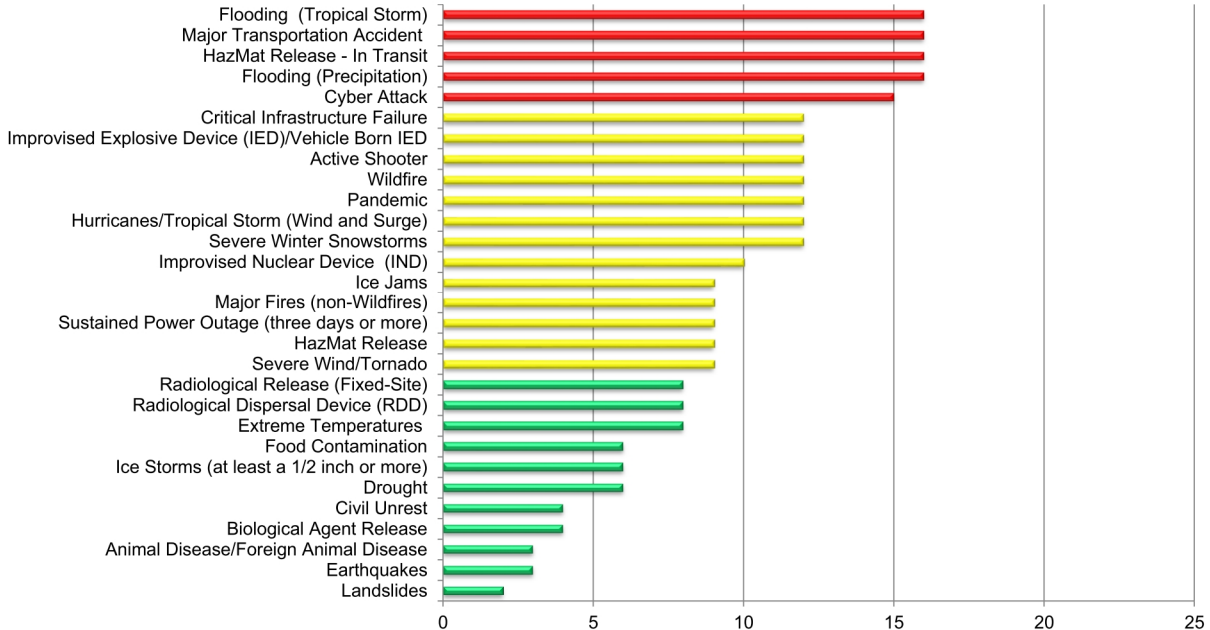
Capability	Years	P	O	E	T	E	Avg.
Law Enforcement Counter-Terrorism Operations	2014	4	5	5	4	4	4.4
	2018	5	5	5	4	5	4.8
CBRNE Response and Decontamination	2014	4	4	4	4	4	4.0
	2018	4	4	4	4	5	4.2
Search and Rescue Operations	2014	4	4	4	3	4	3.8
	2018	4	4	4	4	4	4.0
Law Enforcement Response Operations	2014	5	5	4	5	5	4.8
	2018	5	5	5	5	5	5.0
Firefighting Support and Operations	2014	5	4	5	4	4	4.4
	2018	5	3	5	4	4	4.2

Note: Numbers in *green* indicate an improved score and numbers in *red* indicate a reduced score. 'POETE' scores are averaged together and color-coded in *high*, *medium* and *low* ranges.

CEPA Summary Report (*Notable Differences 2014 v. 2018*)

Capability	Years	P	O	E	T	E	Avg.
Mass Care and Sheltering	2014	5	4	4	4	4	4.2
	2018	5	3	4	4	4	4.0
Emergency Medical Services Operations	2014	5	3	4	5	4	4.2
	2018	5	2	4	5	4	4.0
Fatality Management	2014	4	2	2	2	3	2.6
	2018	2	2	2	2	2	2.0
Damage Assessment	2014	5	4	4	4	5	4.4
	2018	5	4	4	4	4	4.2

Note: Numbers in *green* indicate an improved score and numbers in *red* indicate a reduced score. 'POETE' scores are averaged together and color-coded in *high*, *medium* and *low* ranges.



Hazard	Likelihood	Consequence	Relative Risk Score
HazMat Release - In Transit	High	High	16
Major Transportation Accident	High	High	16
Flooding (Tropical Storm)	High	High	16
Cyber Attack	Medium	Very High	15
Hurricanes/Tropical Storm (Wind and Surge)	Medium	High	12
Pandemic	Medium	High	12
Wildfire	High	Medium	12
Active Shooter	Medium	High	12
Improvised Explosive Device (IED)/Vehicle Born IED	Medium	High	12
Critical Infrastructure Failure	Medium	High	12
Severe Winter Snowstorms	High	Medium	12
Improvised Nuclear Device (IND)	Low	Very High	10
Severe Wind/Tornado	Medium	Medium	9
Ice Jams	Medium	Medium	9
HazMat Release	Medium	Medium	9
Sustained Power Outage (three days or more)	Medium	Medium	9
Major Fires (non-Wildfires)	Medium	Medium	9
Radiological Dispersal Device (RDD)	Low	High	8
Radiological Release (Fixed-Site)	Low	High	8
Extreme Temperatures	High	Low	8
Drought	Low	Medium	6
Ice Storms (at least a 1/2 inch or more)	Low	Medium	6
Food Contamination	Low	Medium	6
Biological Agent Release	Very Low	High	4
Civil Unrest	Low	Low	4
Earthquakes	Very Low	Medium	3
Animal Disease/Foreign Animal Disease	Very Low	Medium	3
Landslides	Very Low	Low	2

Capability Assessment

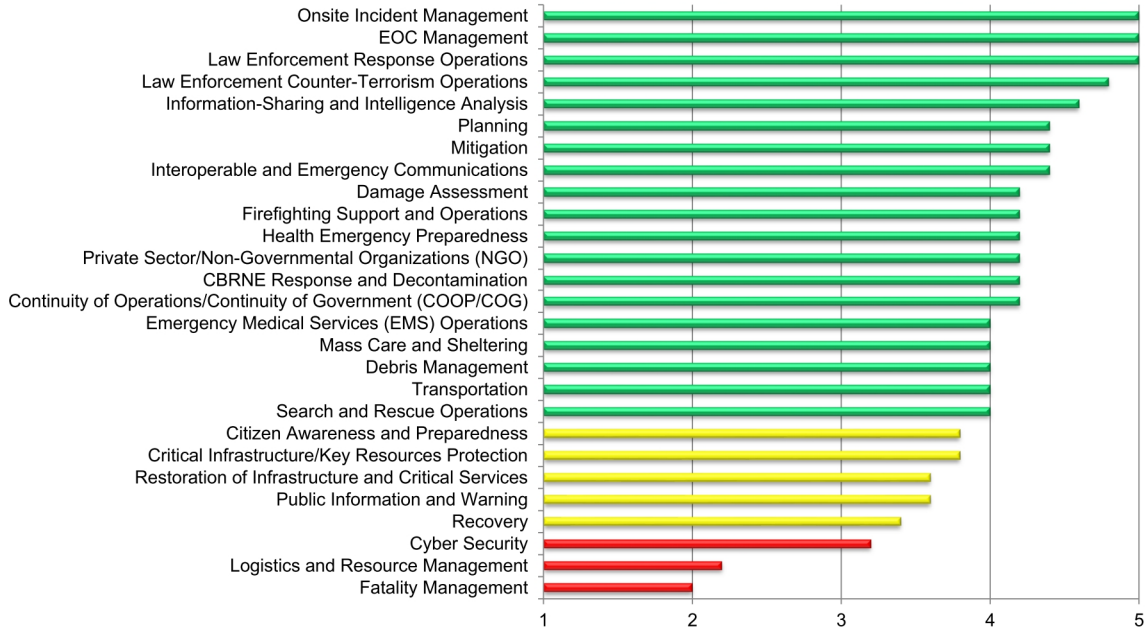
The Capability Assessment was conducted for 27 Critical Capabilities. Each capability was assessed based on a 1 – 5 ranking of the five “POETE” areas:

- **P**lanning
- **O**rganization (*to include people*)
- **E**quipment
- **T**raining
- **E**xercises (*to include real world events*)

Each POETE score is averaged to provide the overall capability ranking. *The ‘POETE’ scores are representative of the conversation that Orange County had at this most recent CEPA session.*

- *POETE numbers in ‘green’ indicate that the score increased from the 2014 assessment*
- *POETE numbers in ‘red’ indicate that the score decreased from the 2014 assessment*

For the comparison of scores between the 2014 and 2018 capability assessment scores, please refer to the summary section of the report on pages 7-10.



Common (Overarching) Capabilities

Planning

The ability to develop, validate, and maintain plans to address identified threats and hazards.

P	O	E	T	E	Avg.
4	5	5	4	4	4.4

Capability Comments:

2014 Commentary: Division of Emergency Management (DEM) is responsible for updating the County Emergency Management Plan (CEMP) and Hazard Mitigation (HM) plan, working through the State. The CEMP was updated in 2011, and the county was awarded a HM grant through the state, to the HM plan will be updated to include all local governments. Other county plans are division specific such as: 911 operation plan. Department of Mental Health (DMH) commented that special assistance needs to be more comprehensive and maintained, but is strongest in Indian Point planning zone. DEM has dedicated staff for planning and the planning department meets monthly to brief leadership. Orange County has a “Nuclear County” designation because of its proximity to Indian Point Nuclear Power Plant, which allows for federally-supplied all hazards training (this training also assist in preparing for flooding response). Each county agency understands its role in CEMP (familiar with their annex in the plan). The county is currently in transitional stage (there was a recent change in executive leadership) with turnover (staff may be different in upcoming months) which means sustainment of good planning efforts is not guaranteed. Every year the county does a county-wide exercise and has departmental across-the-board (not just response agencies) training for staff.

Additional Commentary (2018):

The County updated its CEMP in 2017 and also updated a Countywide COOP. Sufficient planning staff are in place, and there are plans to update EOC technology. The County has a Mass Casualty Plan in place. The LEPC ensures that updates are made to chemical structure plans. The County meets with the Environmental Protection Agency (EPA) to plan for hazmat and chemical incidents. DEM integrates public health into its plans and exercises. Numerous real world events and exercises have taken place within the County to include a hazmat train derailment, air shows, snowstorms, Indian Point exercises, POD exercises, and active shooter drills.

Common (Overarching) Capabilities

Interoperable and Emergency Communication

The ability to ensure public safety agencies and other community partners can communicate with one another on demand, in real time, when needed, and when authorized.

P	O	E	T	E	Avg.
4	5	5	4	4	4.4

Capability Comments:

2014 Commentary: The County is at a crossroads with regard to emergency communications: the county has secured a number of grants (about \$6 million) and plan to build out radio infrastructure, improving upon equipment they already have and developing a cross-discipline communications plan. The County legislature approved an interoperable governance board (with designated working groups) that meets regularly. DEM has created a full-time communications position and also utilizes Radio Amateur Civil Emergency Services (RACES) volunteers (county EOC has a dedicated room for amateur radio team to be in the EOC). The county is planning to go live with an Integrated Public Alert Warning System (IPAWS). The county's 911 staff works with agencies and hosts ongoing training. DEM communications division is involved and proactive and works to patch each different frequency into one interoperable network. Tactical operations pose some challenges and DEM has identified issues and is working on fixing problems, including creating a tactical operations radio plan.

Additional Commentary (2018):

\$30 million worth of radio projects are currently underway within the County. Four towers have been completed, and additional towers are being built out to give full interoperability throughout the County. Completion of a new radio system to integrate with Rockland County is expected to be completed by early 2019. New mobile radios have been purchased and there are plans to purchase additional units. A Repeater trailer has been added to the mobile communications unit and it has been used for air shows, football games at West Point, and other major events. All participating agencies have been involved in planning and the rollout of equipment. Systems are cross-patched so that agencies can all talk on the same frequency. A new Countywide text messaging program is in place for first responders. The County now operates IPAWS and CodeRed. The County plans to participate in First Net.

Common (Overarching) Capabilities

Public Information and Warning

The ability to deliver coordinated, prompt, and actionable information to the public through the use of clear, consistent approaches and leveraging multiple delivery methods.

P	O	E	T	E	Avg.
3	3	4	4	4	3.6

Capability Comments:

2014 Commentary: The county has a process underway now for finalizing plans and has a designated Public Information Officer. The county uses social media such as Facebook and Twitter (more than 20,000 followers) which was developed before Irene hit. Historically, the county hasn't experienced trouble getting information to public. The county has created a registry for the vulnerable population, but knows there is room for improvement, especially with updating. The County Executive's Office handles crisis communications. Joint Information Center (JIC) planning for Indian Point Power Plant is complete. DEM can accommodate media at the EOC and have printed materials in various languages. The county plans to go live with its Integrated Public Alert System (IPAWS) in two weeks. Agency representatives have received public information training.

Additional Commentary (2018):

CodeRed is in use and the County can access IPAWS. The County is active on social media, with 40,000 followers on Facebook/Twitter. They County has the ability to leverage Instagram, Snapchat, and Periscope to get information out to County residents. The Hootsuite social media management program is used to monitor the various platforms. The County 911 has its own Facebook account. A Public Information Officer is based within the County Executive Office. There are plans to centralize the Orange County government website to include a page for each department.

Common (Overarching) Capabilities

Citizen Awareness and Preparedness

The ability to ensure citizens are fully aware, trained, and practiced on how to prevent, protect, prepare for, respond to, and recover from any threat or hazard.

P	O	E	T	E	Avg.
3	4	4	4	4	3.8

Capability Comments:

2014 Commentary: The County has public awareness campaign designed to reach out to conduct disaster preparedness trainings and presentations, but the outreach plan needs to be formalized. DOH said the Center for Disease Control (CDC) requires DOH to plan and conduct public outreach. Sheriff's Office said there are formal plans in place for Indian Point and school safety. The county does not have Community Emergency Response Teams (CERT) yet, but is looking into creating them. DOH has a Medical Reserve Corps (MRC) that has more than 300 volunteers who meet regularly and are available for medical response. DEM works with the MRC for community outreach events. Department of Mental Health (DMH) has volunteers and about 900 were trained by the Sheriff's Office (most on critical incident stress management). DEM has a marketing ability with good handouts and presentations, but can still use materials in different languages. DEM said generally citizens of Orange County are prepared. Sheriff's Office drills with civilians, practicing lockdowns and evacuations.

Additional Commentary (2018):

Additional Citizen Preparedness Corps events have been held within the County. The Sheriff runs Operation ArchAngel, an active shooter awareness program for churches. Active shooter programs are held in cooperation with schools, and site security assessments are also conducted. Fire Departments hold fire prevention and awareness events. 80% of fire departments now do RecruitNY events for fire prevention. A civilian handgun training program has been developed to include safety training, live range firing, and tactical training. American Red Cross (ARC) aids the smoke detector program. A volunteer team is in place for mental health disaster response within the County.

Common (Overarching) Capabilities

Continuity of Operations/Continuity of Government (COOP/COG)

The ability to develop and implement plans and programs to maintain essential operations and government services during an emergency.

P	O	E	T	E	Avg.
5	5	4	3	4	4.2

Capability Comments:

2014 Commentary: The county's COOP plan is in place and was updated in the last five years. There may be a sustainment issue in the future with staffing (DEM rates 5 now, if staff changes, would be 4). County needs funding to get equipment up and running. Training across agencies is not uniform, but each agency has back-up power for its office. After Irene, the government center (located in Goshen) was flooded and needed to relocate to the EOC. The Irene After Action Report identified issues, but all of those issues identified have not been remedied for long term, but have been addressed for short term over the last 3 years. New COG and COOP procedures and protocols are to be voted on by the legislature, which contain are building-specific plans.

Additional Commentary (2018):

A major COOP update has taken place since the previous CEPA to involve every department. The plan makes arrangements for computer equipment and relocating the workforce to pre-identified alternate facilities. Arrangements are in place to maintain payroll processing during large events. The EOC can be relocated to the fire training facility if required. Desktop replacement laptops have been purchased and the mobile communications vehicle is being refurbished. The Wi-Fi system at the County park is currently being updated. The County experienced a water main break at their Goshen facility that successfully tested their COOP planning in August 2017. The return to the government center was identified as something that will test the COOP plan.

Common (Overarching) Capabilities

Private Sector/Non-Governmental Organizations (NGO)

The ability to coordinate with the private sector and other non-governmental organizations to leverage their resources and subject-matter expertise.

P	O	E	T	E	Avg.
4	4	4	4	5	4.2

Capability Comments:

2014 Commentary: The County has updated Memorandums of Understanding (MOUs) and plans in place with businesses such as Lowes, Home Depot and American Red Cross (most were in place before Sandy) and businesses have space in the EOC. Partners attend DEM trainings and there is an event with partners scheduled this month. Plans updated and changes made based on lessons learned.

Additional Commentary (2018):

Strong partnerships are in place with ARC, who recently helped place families in hotels during a flooding relocation. ARC also has some equipment for mass care. The County works well with Orange and Rockland power companies, who participate in EOC exercises and other power specific trainings and exercises. Partnerships with local schools have been developed and schools now share camera feeds through Mutualink. The County has a liaison relationship with Spectrum. A strong Radio Amateur Civil Emergency Service (RACES) group exists in the County, and they have their own room in the EOC.

Prevention/Protection Capabilities

Information Sharing and Intelligence Analysis

The ability to receive, analyze and distribute accurate, timely, and actionable information and intelligence to agencies and key stakeholders, including the private sector.

P	O	E	T	E	Avg.
4	5	5	4	5	4.6

Capability Comments:

2014 Commentary: The Sheriff's Office has procedures in place and the intelligence officers work with NYSIC, DHSES Counterterrorism Intelligence unit, State Police and has robust intelligence-sharing network. NYSDOH has system in place to inform health entities statewide (that includes private entities). Terrorism-related info gets sent to associated agencies by the Sheriff's Office. Information sharing with Indian Point is good and is a two-way street, including strong participation in exercises.

Additional Commentary (2018):

A Regional Crime Analysis Center is scheduled to open in the Emergency Services building in the coming months, which will be the eighth Crime Analysis Center in New York State. License Plate Readers and other camera systems will feed into the center. A full-time Crime Analyst has been hired by the County. The County actively participates in the Intelligence Liaison Officer (ILO) and Field Intelligence Officer (FIO) programs. Strong storm watch and warning procedures are in place in the County.

Prevention/Protection Capabilities

Critical Infrastructure/Key Resource Protection

The ability to identify and protect critical infrastructure and key resource sites through risk management and by improving protections against all threats and hazards.

P	O	E	T	E	Avg.
4	3	4	4	4	3.8

Capability Comments:

2014 Commentary: The County has plans that have been updated in the last 5 years. DEM and Sheriff's Office have a list of CIKR sites from the state, and have worked toward securing those sites. Sheriffs don't conduct assessments but do visual inspection on sites. Each site may not necessarily be inspected each year. List of sites (Tier 2) are updated annually. Protection equipment for sites varies from site to site, but most have security.

Additional Commentary (2018):

The new government center has improved security to include metal detectors and cameras. Since 2014, a paid security company has doubled the number of posts. The County Sheriff has assigned additional deputies to the County building. The Department of Public Works facility does not have cameras, but is gated and locked. Other offsite County facilities are gated and locked. Access control systems such as key fobs are in place at County facilities.

Prevention/Protection Capabilities

Cyber Security

The ability to protect cyber networks and services from damage, unauthorized use, and exploitation and restore systems that are compromised.

P	O	E	T	E	Avg.
3	3	4	3	3	3.2

Capability Comments:

2014 Commentary: The county has some cyber-security plans, but those plans need updating. The County's Department of Informational Technology (IT) said that they stop attempts at attacks every day. IT has effective firewalls and intrusion protection. IT is countywide and uniform among agencies. The IT department creates and sends out a newsletter for good cyber practices to county employees and sends alerts via e-mail to county employees. Most issues found during exercises are fixed right away.

Additional Commentary (2018):

Orange County IT is working with a consultant and they have providing recommendations on the departments plans, policies procedures. Currently the recommendations are in draft format but they will soon be reviewed, updated, submitted for approval and them implemented. It is anticipated that the new policies will be very beneficial. The IT Department has a 16 FTEs (network and desktop) that all support elements of cyber security. They are in the process of upgrading to a two-ring fiber network which will replace their current system (estimated completion of June 2018). Once that's completed, they will begin upgrading firewalls, and installing a new antivirus protection. They also plan to improve their encryptions, endpoint protections, DLP and mail archive protocols. The consultant also conducted a vulnerability test on their system and everything checked out.. It was noted that dedicated resources and funding for cyber security would help in providing full-time protection/monitoring, training and education for end-users.

Prevention/Protection Capabilities

CBRNE Detection and Interdiction

The ability to detect and interdict CBRNE materials at points of manufacture, transport, and use.

P	O	E	T	E	Avg.
N/A	N/A	N/A	N/A	N/A	N/A

Capability Comments:

Due to the County's current risk profile, CBRNE Detection and Interdiction is not a capability the County is planning to develop. The County would likely look to the State to assist with this capability if it were to be needed.

Prevention/Protection Capabilities

Law Enforcement Counter-Terrorism Operations

The ability to support the range of activities taken by law enforcement to detect, investigate, and conduct operations related to potential terrorist activities.

P	O	E	T	E	Avg.
5	5	5	4	5	4.8

Capability Comments:

2014 Commentary: The Sheriff's Office has an intelligence unit that manages criminal intelligence, Operation Safeguard and its information sharing network. The area's counterterrorism zone focus shifted toward partners training their own people as current threats called for different needs. The Sheriff's Office is involved with suspicious activity reporting through operation safeguard, coordination with the Hudson Valley FBI task force and works with the county DOH to plan for responding to biological an attack. The DEM Emergency Communications division has a procedure in place for communicating with emergency personnel in the case of a positive traffic stop. Law Enforcement Prevention Program (LETTP) grants fund equipment and the Sheriff's Office has inter-municipal agreements with localities to share LETTP funding to prepare local law enforcement for a regional response. Sheriffs conduct exercises and have conducted outreach for "See Something, Say Something."

Additional Commentary (2018):

A Regional Crime Analysis Center is scheduled to open in the County in the coming months. The County is an active CTZ participant and Sheriff's Office tactical team leaders meet frequently with CTZ representatives. Red Team exercises have been held within the County. Tactical resources MOUs are in place with Rockland and Sullivan counties, and there are plans to expand this to additional counties. The County plans to hold an active shooter training and lockdown drills at the new County government building. There is a focus on "hostile event" planning. The Sheriff's Office has participated in trainings at the SPTC, and protocols have been developed for establishing rescue task forces. Numerous tabletop exercises have been held and real world events have tested this capability. After Action procedures are conducted following real world events.

Response Capabilities

EOC Management

The ability to establish and operate an Emergency Operations Center to support onsite incident management activities during an event.

P	O	E	T	E	Avg.
5	5	5	5	5	5.0

Capability Comments:

2014 Commentary: The County invested \$42 million of general funds in 2008 to build a state of the art Emergency Center. The EOC is located high above flooding levels. There are trainings offered and agencies understand their roles for activations.

Additional Commentary (2018):

All Emergency Services offices are located at the County Emergency Center. Backup 911 facilities and a backup EOC are located at the fire training center. The County has five (5) UAS, and has the ability to broadcast UAS video through Mutualink into the EOC. There is a project underway to update the active view wall with television monitors. The mobile command center is currently being retrofitted with monitors on the sides. The mobile command center can be combined with the Sprinter van for onsite incident management. The EOC is activated during Indian Point exercises and real world events. The County uses NY Responds to request equipment and resources.

Response Capabilities

Onsite Incident Management

The ability to establish a unified and coordinated operational structure at the scene of an incident.

P	O	E	T	E	Avg.
5	5	5	5	5	5.0

Capability Comments:

2014 Commentary: High scores for this capability have a direct bearing to receiving SHSP grants to support training.

Additional Commentary (2018):

The County has a mobile communications vehicle that is being retrofitted with monitors. The mobile command center can be combined with the Sprinter van for onsite incident management. UAS video can be pushed to the EOC via Mutualink. The airshow is used to test this capability.

Response Capabilities

CBRNE Response and Decontamination

The ability to assess and manage the consequences of a hazardous materials release, either accidental or intentional.

P	O	E	T	E	Avg.
4	4	4	4	5	4.2

Capability Comments:

2014 Commentary: The county has a Type 2 HAZMAT team with a plan that is in the process of being updated (it was updated 4 years ago). There is a mutual aid plan in place. The county participates in the Regional HAZMAT working group along with Rockland, Sullivan and Ulster Counties (as well as West Point-which has a written agreement with Stewart Airport for backup equipment for HAZMAT response). The HAZMAT team is comprised of volunteers and the county is seeking specialized training, specifically field training with fire departments.

Additional Commentary (2018):

The HazMat team trains monthly, and trains quarterly with its regional partners. A new HazMat truck has been purchased. The County has an agreement with West Point for staffing. Indian Point exercises are scheduled to be held in March 2018 to test the new response plan that has recently been updated. Local departments have partnered to fulfill the decontamination component. The Sheriff's Office is equipped with suits and apparatus to respond in a CBRNE environment.

Response Capabilities

Search and Rescue Operations

The ability to deliver search and rescue capabilities and assets to affected communities, with the goal of saving the greatest number of endangered lives in the shortest time possible.

P	O	E	T	E	Avg.
4	4	4	4	4	4.0

Capability Comments:

2014 Commentary: Plans are in process of being updated. The county has a technical rescue team and is still ramping up. Sheriff's office has ATVs and night vision equipment and has trained personnel for Search and Rescue and grid and line searches. The county is looking to get classes offered more frequently.

Additional Commentary (2018):

The County has five (5) UAS platforms with infrared cameras, two (2) pilots are trained in their use. An agreement is in place with Rockland County for the use of UAS. The County is in the process of creating a mutual aid drone program to involve fire, law enforcement, and emergency management. The technical rescue team has confined space, trench, collapse, and high angle capabilities. The County has developed a Hudson River Plan. The City of Newburgh has a fire boat. The County has access to neighboring counties marine units through mutual aid agreements. Fire Departments near the Delaware River have swift water response capabilities.

Response Capabilities

Law Enforcement Response Operations

The ability to leverage law enforcement assets and specialty teams (e.g. Bomb Squads, SWAT Teams, Dive Teams) to support site security and response to terrorist attacks and other hazards.

P	O	E	T	E	Avg.
5	5	5	5	5	5.0

Capability Comments:

2014 Commentary: Sheriff's Office has policies, procedures and plans, which are coordinated with 911 center plans; SWAT plans and other specialized operational plans (i.e., canine). Some equipment is needed that will really enhance capabilities based on threat assessments (ie: CBRNE vehicle). The County has a Type 1 certified tactical team.

Additional Commentary (2018):

The Sheriff's Office has K-9's with explosive detection and arson capabilities. A BearCat has been acquired which contains medical equipment and can also be used as an ambulance. A patrol rifle program is being rolled out which will also equip officers with helmets. Medical trauma kits are available in patrol vehicles. Crisis Negotiators are also trained as Critical Incident Stress Debriefers, and this has been tested in recent incidents. The 911 center has an Incident Dispatch Team.

Response Capabilities

Firefighting Support and Operations

The ability to coordinate and implement fire suppression operations and support mutual aid within the fire service.

P	O	E	T	E	Avg.
5	3	5	4	4	4.2

Capability Comments:

2014 Commentary: County has a mutual aid plan in place and it has been reviewed in the last 5 years. The county has a fire coordinator and deputy fire coordinator who are automatically dispatched in mutual-aid situations. Plan is drilled every other year and there are monthly meetings amongst coordinators. Having volunteer firefighters increases the county's reliance on mutual aid. The county has a great training program but the county can't keep up with demand despite increasing number of instructors.

Additional Commentary (2018):

The County is in the process of revising its Fire Mobilization and Mutual Aid Plans. Recruitment and retention issues are placing a strain on the response structure.

Response Capabilities

Mass Care and Sheltering

The ability to provide life-sustaining services to communities in need, with a focus on evacuating, sheltering, hydrating, and feeding the individuals most impacted during an event, including special needs populations.

P	O	E	T	E	Avg.
5	3	4	4	4	4.0

Capability Comments:

2014 Commentary: Department of Social Services (DSS) has a plan and it is updated. DSS participates in all exercises and for real-world responses. DSS coordinates with American Red Cross for shelters at schools and to deliver shelter training. The county has 65,000 seniors and is constantly trying to find ways to capture the needs of that population. DSS works with some local law enforcement for wellness checks, but not all jurisdictions assist. The county has a voluntary special needs registry, which is updated by staff calling those on the registry. The CEMP lists designated special needs shelters and dependent on medical condition of the person with special needs, if possible, that person will be admitted to a county facility instead of a private facility. DSS hired a national consultant that created "Welcome Orange" which is an initiative that approaches special needs people with an understanding of complexity.

Additional Commentary (2018):

This capability was tested in winter 2017 when individuals living in a nursing home required housing. ARC has a list of around 20 shelters in the area that are categorized and indexed. The Sheriff's Office, Department of Social Services, Office of Aging, and Mental Health have a list of trained employees. Trainings regularly take place and the County is continuing to train additional employees. The County broadcasts information regarding cooling and warming centers to the population at large. ARC, the Salvation Army, and Catholic Charities provide the majority of resources for sheltering operations in the County. The number of people volunteering at shelters has reduced in recent years.

Response Capabilities

Transportation

The ability to prioritize transportation infrastructure restoration to provide for the efficient movement of citizens, responders, and goods into and out of areas impacted during an event through the utilization of various transportation systems and routes.

P	O	E	T	E	Avg.
4	4	4	4	4	4.0

Capability Comments:

2014 Commentary: The Sheriff's Office has participated in regular access control exercises with Indian Point. The county currently uses volunteer fire departments for temporary road closures.

Additional Commentary (2018):

The County regularly updates its trucks and vehicles. A bus transportations plan with MOUs and MOAs with three different bus companies is in place as part of Indian Point planning. Regional buses can be leveraged if they are required to transport populations. These buses are compliant with the Americans with Disabilities Act (ADA). The County owns a number of cones and variable message signs.

Response Capabilities

Health Emergency Preparedness

The ability to support health emergency preparedness by developing and maintaining the ability to identify public health threats, provide medical countermeasures, and surge the hospital system to manage large numbers of sick or injured during any incident.

P	O	E	T	E	Avg.
5	4	4	4	4	4.2

Capability Comments:

2014 Commentary: DOH has a plan that is updated annually and is socialized as best as possible. DOH finds it challenging to get buy in from other agencies. The county was recently designated by NYSDOH a City Readiness Initiative (CRI) county, which makes the county eligible for further health grants. DOH has a Medical Reserve Corps (MRC) available (more than 300 volunteers). Mutual Aid and Coordinating Entity (MACE) hospitals are involved with county initiatives. Health exercises are mandated by NYSDOH and occur regularly.

Additional Commentary (2018):

There continues to be a strong MRC in the County. A POD exercise was held in 2017, and PODs have been utilized during this years flu epidemic. A mass decontamination exercise was held in August 2017 where the Department of Health components were coordinated and tied into the ARC registration system. St. Luke's Cornwall Hospital Emergency Room has recently closed.

Response Capabilities

Emergency Medical Services (EMS) Operations

The ability to dispatch the appropriate EMS resources, provide immediate triage and pre-hospital treatment, communicate and provide transportation to an appropriate healthcare facility.

P	O	E	T	E	Avg.
5	2	4	5	4	4.0

Capability Comments:

2014 Commentary: Plan in place and exercised every day with answering calls. Staffing is an issue as only 60% are paid and there is a lack of volunteers for the remaining staff needed.

Additional Commentary (2018):

Advanced Life Support (ALS) services are provided in the western part of the County, where there are not enough calls for a paid service. It is burdensome for ALS companies to provide coverages to these areas. The EMS Summit has reported their findings regarding coverage concerns and submitted them to the Commissioner. Recruitment and retention has been an issue. The closure of a hospital emergency room has resulted in a 40-minute roundtrip to get to another emergency room. Wait times in the emergency room have lengthened. Updates were made to the MCI Plan in 2016.

Response Capabilities

Fatality Management

The ability to provide effective, efficient mass fatality services to communities in need, including body recovery and victim identification, the development of temporary mortuary solutions, and coordination with victims' families.

P	O	E	T	E	Avg.
2	2	2	2	2	2.0

Capability Comments:

2014 Commentary: There is a plan in place, but it is marginally executable at present. There are no full-time investigators, but contractors who are not eligible for many government-sponsored trainings and do not have workers' compensation, making their needed involvement when entering hazardous scenes unrealistic. Would like more resources, because currently the ME would look to borrow significantly as soon as the incident response is necessary.

Additional Commentary (2018):

The CEMP refers to the State Mass Fatality Plan. The County lacks proper facilities and does not have a mobile morgue.

Response Capabilities

Logistics and Resource Management

The ability to identify, inventory, mobilize, and dispatch available critical resources (including those obtained via mutual aid and donations) and human capital throughout the duration of an incident.

P	O	E	T	E	Avg.
3	2	2	2	2	2.2

Capability Comments:

2014 Commentary: The plan requires an update: Based on the last incident, locations have been identified to collect resources but a way to distribute the resources has not been outlined. The county noted that during an incident, priorities shift and they are looking to find a way to manage donations. During an emergency, the county would request assistance and outsource this task.

Additional Commentary (2018):

The County uses CADS to track resources. T-Cards and a badging systems are also in use. The County uses DLAN, NY Responds and Mutualink. PODs have been used in exercises and real world events. The County coordinates with key partners to acquire resources and assets. An asset and personnel tracking system is used by the fire services. A ChemPak exercise is held periodically.

Disaster Recovery/Mitigation Capabilities

Damage Assessment

The ability to conduct damage assessments in conjunction with partners at multiple levels of government to help inform resources needed to ensure an efficient recovery from an incident.

P	O	E	T	E	Avg.
5	4	4	4	4	4.2

Capability Comments:

2014 Commentary: The county hired a contractor (Adjusters International) that drafted plans and protocols, and they county coordinated with jurisdictions. The county is following Preliminary Damage Assessments (PDAs) from past disasters and have incorporated improvements to the plan. Following the last 3 disasters, the county was ready to conduct PDAs but had to wait for FEMA.

Additional Commentary (2018):

UAS was deployed in response to ice jams in January 2018. The County leverages social media for identifying damage. A public assistance and damage assessment course was offered in the County by DHSES Recovery. PDAs were conducted following Storm Stella in March 2017. Municipalities completed electronic and hard copies when conducting PDAs.

Disaster Recovery/Mitigation Capabilities

Debris Management

The ability to develop and maintain debris management plans to restore public services and ensure public health and safety in the aftermath of a disaster.

P	O	E	T	E	Avg.
4	4	4	4	4	4.0

Capability Comments:

2014 Commentary: There is a plan in place that meets NYS DEC requirements. The county has access to vendors for this capability, although DPW would like to purchase equipment instead of leasing (they have MOUs currently). The county hosts the state debris management course every year, and DEM recommends highways and DPW representatives complete the course.

Additional Commentary (2018):

The County deployed UAS in response to ice jams in January 2018. This capability has been tested through real world events.

Disaster Recovery/Mitigation Capabilities

Restoration of Infrastructure and Critical Services

The ability to initiate and sustain the restoration of critical services to affected communities, including drinking water, wastewater, electricity, transportation services, and economic services through effective planning and other related efforts.

P	O	E	T	E	Avg.
4	4	3	4	3	3.6

Capability Comments:

2014 Commentary: In the CEMP, medical facilities are and organized and categorized to enable outreach to those facilities for restoration initiatives. DOH contacts waste-water facilities (along with hospitals other facilities) in an emergency to ensure stability of those facilities. The county does not have enough portable generators for all critical services facilities but have identified places that may require emergency power.

Additional Commentary (2018):

The CEMP outlines a plan to support the water operator and identifies County, State, and Federal resources that may be available. The County requires portable generators and fixed location emergency generators for certain facilities such as gas stations and cell towers. A strong partnership is in place with utility providers, and there is space in the County EOC for them.

Disaster Recovery/Mitigation Capabilities

Recovery

The ability to provide ongoing support to communities after a major incident occurs to help re-build affected areas and to increase their resiliency to face future incidents to include long-term housing and infrastructure replacement.

P	O	E	T	E	Avg.
3	3	3	4	4	3.4

Capability Comments:

2014 Commentary: The CEMP does not include a long-term recovery plan. The county usually passes this task on to FEMA. The county has an MOU with a contractor (Adjusters International) to provide additional services.

Additional Commentary (2018):

The Governors Office of Storm Recovery has engaged in the County. Grant funding has been accessed through the NY Rising program, and there are plans to relocate individuals out of flood plains. Locations have been identified for FEMA trailers.

Disaster Recovery/Mitigation Capabilities

Mitigation

The ability to, through traditional mitigation programs and other efforts build and sustain resilient systems, communities, and infrastructure to reduce their vulnerability to any threat or hazard.

P	O	E	T	E	Avg.
5	4	4	4	5	4.4

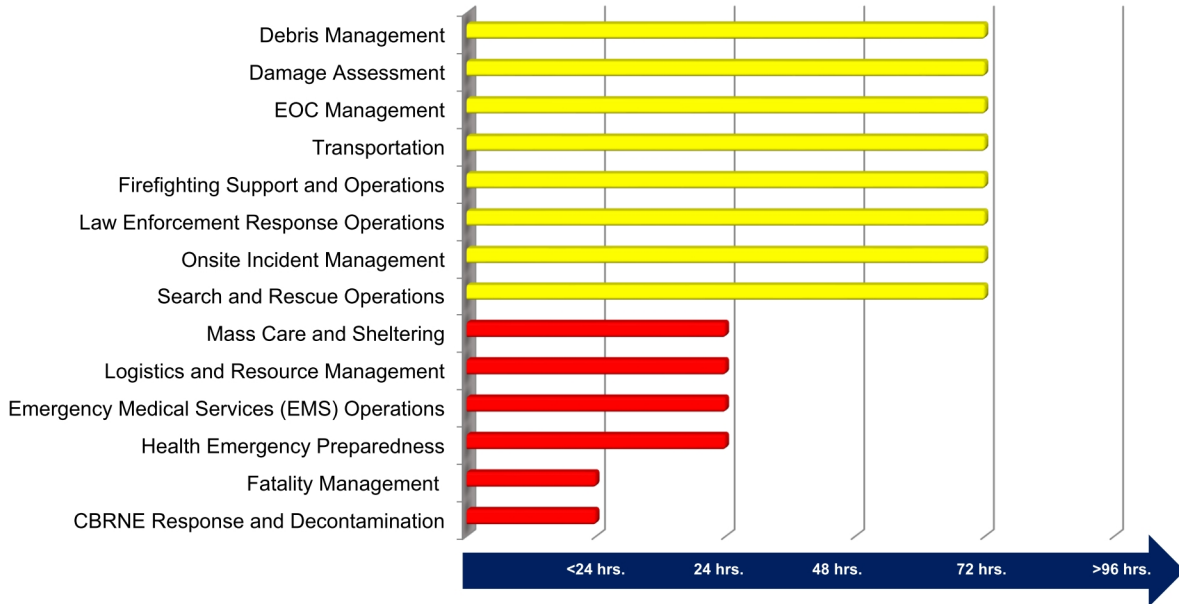
Capability Comments:

2014 Commentary: The County's Hazard Mitigation (HM) plan has been updated and approved by FEMA. The county hosts an annual training on HM. The County received a federal grant to draft another HM plan to include the local jurisdictions' plans. It will be a 2-year process to create that new for multi-jurisdictional all-hazard HM plan.

Additional Commentary (2018):

The County is currently in the process of updating its Hazard Mitigation plan. 40 local municipalities have engaged in the plan. The Village of Washingtonville has made 19 acquisitions/demolitions. A survey has been conducted of the creek basin to identify locations at risk of flooding. Projects have been funded with grants from the U.S Department of Housing and Urban Development. There's a number of other projects are underway throughout the County.

Capability	Reliance on Grants
<ul style="list-style-type: none"> • Public Information and Warning • CBRNE Response and Decontamination • Health Emergency Preparedness 	Entirely
<ul style="list-style-type: none"> • Planning • Interoperable and Emergency Communications • Information-Sharing and Intelligence Analysis • Law Enforcement Counter-Terrorism Operations • EOC Management • Onsite Incident Management • Search and Rescue Operations • Law Enforcement Response Operations • Transportation • Emergency Medical Services (EMS) Operations • Restoration of Infrastructure and Critical Services • Mitigation 	Mostly
<ul style="list-style-type: none"> • Continuity of Operations/Continuity of Government (COOP/COG) • Cyber Security • Firefighting Support and Operations • Logistics and Resource Management • Recovery 	Somewhat
<ul style="list-style-type: none"> • Citizen Awareness and Preparedness • Private Sector/Non-Governmental Organizations (NGO) • Critical Infrastructure/Key Resources Protection • Mass Care and Sheltering • Fatality Management • Damage Assessment • Debris Management 	None at all



Capability	Based on current capacity and your experiences with previous disasters, how long can you deliver this capability without assistance from outside the County?
Damage Assessment	72 Hours
Debris Management	72 Hours
Onsite Incident Management	72 Hours
Law Enforcement Response Operations	72 Hours
Firefighting Support and Operations	72 Hours
Transportation	72 Hours
EOC Management	72 Hours
Search and Rescue Operations	72 Hours
Mass Care and Sheltering	24 Hours
Health Emergency Preparedness	24 Hours
Emergency Medical Services (EMS) Operations	24 Hours
Logistics and Resource Management	24 Hours
CBRNE Response and Decontamination	Less than 24 Hours
Fatality Management	Less than 24 Hours

Resource Inventory

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Common Emergency Response Assets

Key Response Resources	# Within County	Comments
Mobile Communication Vehicles	3	Trailer, vehicle, and NYSP
Mobile Command Centers	3	County owned, some local municipalities have own (about 6-7)
Emergency Operation Centers	2	Alternate EOC located. Type 3 EOCs at next level (towns, village, fire department, all have a space that converts to EOC). West Point and Stewart Airport have own EOCs
Snow Plows	~	
<i>Additional Snow Removal Supplies</i>		
Potable Water Tankers	0	Private vendor and State
Light Towers	5	(3) Sheriff's, (2) DPW, local municipalities have own (not too many)

Mass Care Supplies

Key Response Resources	# Within County	Comments
Cots, blankets, pillows, comfort kits		ARC has a warehouse in Middletown.
Food, water	0	
Pet Sheltering Supplies (CART trailer)	0	
MCI Trailer	1	County owned, and various agency owned
Generators	2	County
Loaders	0	

Additional Resources:

Key Response Resources	# Within County	Comments
Mass Care Supplies	0	Depend on local Red Cross to supply

Response Team Inventory

<i>Key Response Resources</i>	<i># Within County</i>	<i>Comments</i>
Incident Management Team (IMT)	0	
Bomb Squad	0	State Police and MOU with Rockland Sheriff's Office
Explosive Detection K-9	6	Some local PDs have canine team (2), NYSP (3), MTA (1)
HazMat Team	1	West Point as a backup (1)
Tactical/SWAT	3	Multi-jurisdictional, Town and City of Newburgh have own, State Police has one
Other		

Technical Rescue Teams:

<i>Key Response Resources</i>	<i># Within County</i>	<i>Comments</i>
Urban Search and Rescue (USAR) Team	0	Call State in
Swift Water	2	Fire Battalion 8
Structural Collapse	1	County team
Dive Team	4	Fire: (4), NYSP divers (Cronomer Valley, Monroe, Port Jervis, Sparrowbush)
Confined Space	2	
Tech Rescue Team	1	Conducts High angle rescue , Rope rescue team-high and low angle, (volunteer-based)

Additional Teams:

<i>Key Response Resources</i>	<i># Within County</i>	<i>Comments</i>
Mental Disaster Team	1	
UAS & Pilots	5 & 2	
Foam Trailer	3	

Anticipated Resources Needed

- *Emergency Management/Fire Services:* After 72 hours have requested type 2 incident management team from state. After 72 hours have requested dewatering units from OFPC.
- *Law Enforcement:* Bomb Squads from state police. CBRNE incident response vehicle. Fixed wing and rotary aerial assets for damage assessment, debris assessments, rescues, surveillance, firefighting operations. Transportation may be requested for ChemPaks.
- *Public Health:* Additional staff for medical countermeasures activities lasting more than 24 hours.
- *Transportation/Public Works:* Request snow plows, front loaders and dump trucks.

2014 Strengths

County Strengths: *Highlight some strengths and possible best practices:*

- Orange County Sheriff's Office: the office shares Law Enforcement Prevention Program (LETP) grants with municipalities: Sharing these funds with other jurisdictions' law enforcement agencies creates an equal playing field and standardization of equipment designed for regional use.
- SHSP grants are generally used for county-wide initiatives. This state-administered funding covers the costs yearly mass-casualty drill, provides interoperable portable radios and provides an Automatic Vehicle Locating (AVL) dispatching system (which includes non-county agencies). SHSP funds were also used to purchase a new Computer-Aided Dispatch (CAD) system, including new laptops for police departments (because new CAD system has mobile license to support mobile units).
- Orange County Department of Health: the department has created and maintained the Medical Reserve Corps, which has 320 active members, that meet regularly, write and distribute newsletters and exercise often.
- Orange County Department of Social Services: Created and maintained a Special Needs registry. The department created "Welcome Orange" (using national consultant) to engage with the special needs population to help in creating and updating the registry.
- Orange County is a designated "Nuclear County" (it falls within 10 miles of Indian Point Nuclear Power facility) and has created a registry related to Indian Point.
- The county has an active 211 telephone service for residents to call in to get information.
- Orange County has an Interoperable Governance Board in place, which has the support of county legislature, and meets monthly.
- The Health Department coordinates the hospitals during response the department has a procedure in place (e-mail database) to share situational awareness with hospitals
- The County's Emergency Operations Center: In 2011, the EOC was activated 10 times within 8 weeks. The EOC is activated for planned events, notable for a recent merging of two hospitals. For that planned event, the County held three exercises prior to the event. In just over 4 hours, 413 patients were moved, ambulances moved in real time with no losses.

2018 Strengths

County Strengths: *Highlight some strengths and possible best practices:*

As part of the CEPA update, additional strengths and best practices were recognized by Orange County. They include:

- The use of a Countywide text messaging system for first responders.
- Updates to interoperability and equipment.
- Innovative approaches to social media to include the use of Snapchat and Periscope.
- Strong community engagement, evidence by the Sheriff's Office Operation ArchAngel and the civilian handgun training program.
- Updates to the County COOP/COG plan.
- Development of a UAS program.
- The frequent use of the County EOC in planned events and real world incidents.
- Upgrades to the mobile command center.
- The scheduled opening of a Regional Crime Analysis Center at the County Emergency Service building.
- The centralization of employees at the County office center.
- Improvements to HazMat response capabilities.
- Implementation of a text to 911 system.

Strategies to Enhance Preparedness

Areas for Enhancement: *Highlight some key capability areas for enhancement:*

- Enhancement to enable management of special needs populations - currently it is strongest in the Indian Point Nuclear plant communities. and weakest in more rural municipalities where residents feel family and neighbors should be source of assistance.
- Pet Shelters (currently shelter pets separate from owner).
- County-wide accountability system in the works that includes credentialing and tracking personnel.

As part of the CEPA update, additional areas for enhancement were recognized by Orange County. They include:

- The completion of interoperability projects
- Evaluating new systems to replace CodeRed and DLAN (Newbridge and WebEOC with mapping abilities).
- Continue to address Logistics and Resource Management capability.
- Work towards setting up a logistics facility
- Revisit the mass fatality plan
- Addressing staffing challenges with fire and EMS.
- Add to cadre of UAS pilots and platforms.

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Risk Assessment (based on a credible worst-case threat)

Likelihood

Very High	This event is expected to occur, without question, based on historical precedence in this county (natural/accidental hazards) or current intelligence reporting (terrorism threats).
High	It is likely that this event will occur in this county based on historical precedence (natural/accidental hazards) or current intelligence reporting (terrorism threats).
Medium	This event could occur, but it generally does not happen with any regular frequency in this county (natural/accidental hazards) and current intelligence does not indicate that it is an imminent threat (for terrorism).
Low	There is the potential for this event to occur, but it is very unlikely in this county .
Very Low	This event is not expected to occur within this county.

Consequence

Very High	This event would have a devastating (or potentially catastrophic) impact on the people, responders, property and economy in this county; all mutual aid networks (local, State, and Federal) would be immediately utilized and government functions would severely or wholly be compromised.
High	The impact of this event would be very significant on the people, responders, property and economy in this county; significant mutual aid resources would be called in from surrounding counties, the State, and the Federal government.
Medium	The impact of this event would be noticeable on the people, responders, property and economy in this county; mutual aid would likely be needed from other counties and/or the State.
Low	The impact of this event would be minimal on the people, responders, property, and economy in this county; response could generally be done without mutual aid.
Very Low	This event would cause virtually no impact on the people, responders, property and economy in this county.

Capability Assessment

POETE (Planning, Organization, Equipment, Training, and Exercises)

Score	Description	Scoring Metric
1 Very Low Capability range: 0-20%*	Recognition of the need but little or no effort or resources devoted to develop this element of the capability	<ul style="list-style-type: none"> Planning: No relevant plans, policies/procedures exist Organization: 0-20% of the required organizational structure/staffing exists Equipment: 0-20% of the required equipment exists (to include facilities and materials) Training: 0-20% of the required training has been conducted Exercises: No exercises/real-world incidents have occurred in the past 5 years
2 Low Capability range: 21-40%*	Initial efforts and resources underway to develop this element of the capability	<ul style="list-style-type: none"> Planning: plans, policies/procedures exist Organization: 21-40% of the required organizational structure/staffing exists Equipment: 21-40% of the required equipment exists (to include facilities and materials) Training: 21-40% of the required training has been conducted Exercises: Exercises/real-world incidents have occurred; areas for improvement have been identified but <u>not</u> addressed
3 Medium Capability range: 41-60%*	Moderate progress towards developing this element of the capability	<ul style="list-style-type: none"> Planning: Plans, policies/procedures are complete, but require an update or need to be formalized Organization: 41-60% of the required organizational structure/staffing exists Equipment: 41-60% of the required equipment exists (to include facilities and materials) Training: 41-60% of the required training has been conducted Exercises: Exercises/real-world incidents have occurred; <u>some</u> identified areas for improvement addressed
4 High Capability range: 61-80%*	Significant efforts underway and this element of the capability is nearly developed	<ul style="list-style-type: none"> Planning: Plans, policies/procedures are complete and have been updated within the past 5 years Organization: 61-80% of the required organizational structure/staffing exists Equipment: 61-80% of the required equipment exists (to include facilities and materials) Training: 61-80% of the required training has been conducted Exercises: Exercises/real-world incidents have occurred; <u>most</u> (more than 50%) identified areas for improvement have been addressed
5 Very High Capability range: 81-100%*	Element of the capability is fully developed and resources are devoted to sustain the effort	<ul style="list-style-type: none"> Planning: Plans, policies/procedures are complete, up-to-date, and verified through exercises or real-world events Organization: 81-100% of the required organizational structure/staffing exists Equipment: 81-100% of the required equipment exists (to include facilities and materials) Training: 81-100% of the required training has been conducted Exercises: Exercises/real-world incidents have occurred; <u>all</u> (100%) identified areas for improvement have been addressed

Reliance on Grant Funding

How reliant are you on federal and/or state grant funds to support this capability?

1 Not at all	<ul style="list-style-type: none"> None of this capability is or has been supported by grant funds. Without grant funds we could still deliver this capability without any challenges.
2 Somewhat	<ul style="list-style-type: none"> Some (less than 50%) of this capability is or has been supported by grant funds. Without grant funds our ability to deliver this capability would be somewhat impacted.
3 Mostly	<ul style="list-style-type: none"> Most (over 50%) of this capability is or has been supported by grant funds. Without grant funds our ability to deliver this capability would be significantly impacted.
4 Entirely	<ul style="list-style-type: none"> All or nearly all of this capability is or has been supported by grant funds. Without grant funds we would not be able to deliver this capability.

Response Capacity Scale

Based on current capacity and your experiences with previous disasters, how long can you deliver this capability without assistance from outside the County?

Less than 24 hours	The County would need additional support or assistance from outside the County almost immediately.
24 hours	The County would initially be able to deliver this capability for 24 hours or approximately two operational periods, but then would require support or assistance from outside the County.
48 hours	The County would be able to deliver this capability for 48 hours or approximately four operational periods, but then would require support or assistance from outside the County.
72 hours	The County would be able to deliver this capability for 72 hours, but then would require support or assistance from outside the County.
More than 96 hours	The County would be able to deliver this capability for more than 96 hours without support or assistance from outside the County.