

Strategies for National Emergency Preparedness and Response: Integrating Homeland Security

By Trina Hembree and Amy Hughes

With continued threats of terrorism facing the country, states are struggling to maintain basic public safety programs while taking on the additional responsibility — and costs — of homeland security. The year 2002 produced a National Strategy for Homeland Security and legislation creating a new federal Department of Homeland Security, but little funding has been provided to support enhanced preparedness efforts by states. It will be important for states to think and plan regionally, utilize mutual aid and leverage limited resources to meet the challenge of making communities safe from terrorism and natural disasters.

The historic reorganization of the federal government to create a new Department of Homeland Security has wide-ranging implications for state and local governments. Combining elements of 22 federal agencies and 170,000 employees will likely take years to complete, despite an aggressive timetable for reorganization. State agencies may need to rebuild the relationships they had established with their federal counterparts, as programs and funding streams are melded under one or more of the department's various directorates.

Of interest to state emergency management agencies is the inclusion of the Federal Emergency Management Agency's natural disaster mission under the Emergency Preparedness and Response Directorate. However, FEMA's terrorism consequence-management function was placed under the Border and Transportation Security Directorate. This is just one example of the new department's complex organizational structure and the intergovernmental coordination challenge states face.

While the federal government works to consolidate its homeland security and emergency management functions, states are taking different approaches to all-hazards emergency preparedness.

Emergency Management Organizations

State emergency management agencies are responsible for developing emergency operations plans and procedures for all disasters and emergencies (including homeland security); training personnel; and conducting drills and exercises with local governments, other state agencies, volunteer agencies and the federal government. Emergency management agencies are also responsible for coordinating and facilitating the provision of resources and supplemental assistance to local governments when events exceed their capabilities. In the aftermath of a disaster or emer-

gency, the emergency management agency administers the provision of disaster relief in cooperation with local governments, the federal government and volunteer agencies.

Following a disaster, the emergency management agency is responsible for coordinating public education, information and warning; damage assessment, resource management and logistics; facilitating mutual aid, sheltering and mass care; transportation and evacuation; incident management; and emergency operations center management.

The organization of state emergency management agencies varies widely. Currently, in 15 states, the emergency management agency is located within the department of public safety; in 21 states, it is located within the military department; and in 12 states, it is located within the governor's office. Regardless of the agencies' organizational structure for daily activities, emergency management ranks high among governors' priorities. In 26 states, the emergency management director is appointed by the governor. The position is appointed by the adjutant general in 15 states and by the secretary of public safety in six states.

Homeland Security Structures

The attacks on the World Trade Center and the Pentagon increased public awareness of the potential for domestic terrorism incidents and hastened preparedness efforts by all levels of government. The challenge states face is to integrate homeland security planning and response activities into their existing emergency management and response systems.

All states have designated a homeland security point of contact. Those whom governors have called on for this important job come from a variety of backgrounds, and while they will invariably differ in their approaches to homeland security, each will be asked

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to address the ability of their state governments, industries and communities to prevent, respond to and recover from acts of terrorism. In nine states, the emergency management director is the homeland security point of contact; in 11 states, it is the adjutant general; and in nine states, it is the secretary of public safety. In two states, the state police superintendent serves as the homeland security advisor and in two the lieutenant governor is the designee. Other states have established positions within the governor's office. These positions were created by a governor's executive order in 13 states and by statute in nine others. The remaining positions or offices function under the verbal authority of the governor (see Table C, "Homeland Security Structures").

To promote interagency cooperation and coordination, 47 states have created a terrorism committee or task force. These entities provide direction and focus for statewide planning efforts, funding allocations and overall preparedness activities.

Interagency Coordination

Homeland security presents several unique challenges for state emergency management. These include:

- the need for information-sharing and increased coordination among law enforcement, emergency management, public health and the medical community;
- preserving evidence and investigating the criminal aspect of terrorism while simultaneously saving lives and restoring essential services; and
- the need for specialized training and equipment to respond to events involving weapons of mass destruction and the possibility of mass casualties caused by a weapons of mass destruction event.

The relationship between state emergency management and public health agencies has been strengthened significantly since the two disciplines and law enforcement joined together during the 2001 anthrax attacks. Members of both fields cooperated to respond to threats and hoaxes, to issue guidelines and procedures for suspicious mail, to provide ongoing information to the general public, and to review and revise state plans and capabilities to deal with bioterrorism. State public health and emergency management agencies are coordinating planning efforts through the Centers for Disease Control bioterrorism preparedness grant program. They are also providing support to private hospitals and medical facilities to deal with biological or chemical attacks.

The relationship between emergency management and law enforcement agencies has also been strengthened as information-sharing about potential threats

has increased and improved. State emergency management officials need access to intelligence information on a compartmentalized, need-to-know basis. This will ensure a quick response should an event occur. The ability to anticipate and prepare for a potential event is a critical component of emergency management. To allow greater information-sharing, the federal government has plans to issue security clearances to state emergency management officials. This will facilitate the day-to-day working relationship between law enforcement and emergency management personnel. When a catastrophic event does occur, the relationships will be established, information-sharing protocols will be in place, and roles and responsibilities will be defined and understood.

Lessons Learned

Incorporating homeland security into all-hazards emergency management allows years of experience and lessons learned from past disasters to be applied to domestic terrorism events. Emergency management agencies have developed expertise in mitigating disasters, planning, training, exercising, using standardized incident management systems, and implementing mutual aid to prepare for, respond to and recover from disasters. This same emergency management infrastructure, expertise and organizational structure are easily applied to any disaster or emergency, including an incident of terrorism. The successes noted by state and local governments in the response to the September 11 terrorist attacks were attributed mainly to their experience with natural disasters and their familiarity with the existing emergency response system.

At least 23 states have integrated terrorism into an all-hazards emergency operations plan. Others have developed a terrorism annex to their all-hazards plan. Some states have developed specific response plans that augment their emergency operations plans and provide support in response to a terrorist attack. Examples of those plans include hazardous materials plans, critical target protection plans, emergency animal response plans, major aircraft crash plans and regional emergency radiological response plans. Most of these more hazard-specific plans were in place prior to September 11, 2001, and have since been reviewed or will undergo review.

The Price of Preparedness

Funding for emergency management programs has not kept pace with new missions. Federal funds for basic preparedness activities have been stagnant for the last decade. As states struggle to balance their

budgets, emergency management programs have rarely received additional resources, despite the increased national focus on public safety and growing public expectations. In fiscal year 2003, agency budgets ranged from \$459,000 to \$637 million, including state disaster appropriations. The national average was \$52.6 million, less than 1 percent of total state government budgets. These budgets support an average of 62 full-time employees. Staffing levels in individual agencies range from 13 to 512 full-time employees (see Table A, “State Emergency Management: Agency Structure, Budget and Staffing”).

Most new federal funds are being directed specifically toward homeland security activities, while ignoring the needs of basic public safety systems. The nation’s emergency management and response system can support homeland security efforts, but must be made more robust and then maintained over the long-term. States need the flexibility to direct funds where they are needed most — whether it be to develop a specialized response capability to deal with particular threats or to enhance overall emergency preparedness within the state.

In order to meet specialized preparedness and response needs, 14 states appropriated FY 2003 funds to support specific homeland security activities. These state-sponsored efforts include, but are not limited to: increased capitol security; local government planning, training and exercises; purchasing equipment for first-responders; increasing state public-health laboratory testing capacity; augmenting law enforcement; and planning for key-asset protection.

Saving for a Rainy Day

No state is immune to disaster. Therefore, governors, state legislators and budget officials must find ways to enhance and pay for mitigation, preparedness, response and recovery efforts. Even when events receive a presidential disaster declaration, which triggers federal assistance, states must pay a cost-share, sometimes totaling millions of dollars.

Governors and their states have devised several strategies to pay for disasters. Most states appropriate funds immediately following a disaster. Twenty-two states have a separate disaster fund, although many of these funds have been used to balance budget deficits over the past year. Other states have established a trust fund based on revenue received from specified sources, such as a tax on insurance policies (see Table B, “State Disaster Funding Sources”).

While federal disaster assistance can be available for large-scale disasters and emergencies, most events never receive a presidential disaster declaration and

must be handled by state and local governments. To ensure that sufficient resources are available to assist local jurisdictions and disaster victims, at least 14 states have established their own disaster-assistance programs. The programs vary in terms of eligibility requirements, local government contributions, scope and level of assistance. Each is tailored to meet the state’s specific needs. Having a state-funded disaster recovery program in place allows the governor to provide assistance to help individuals and families repair damaged homes, help small businesses reopen their doors, and help government provide for its citizens during times of crisis.

States Helping States

The sharing of resources and assistance through mutual aid is an excellent way to enhance a state’s overall emergency response capability. The Emergency Management Assistance Compact is a national interstate mutual aid agreement that allows states to share resources during times of disaster. EMAC has been in existence since 1992. To date, 48 states, two territories and the District of Columbia are signatories to EMAC. Membership requires that the compact legislation be enacted by the state legislature and signed into law by the governor.

EMAC is a proven national system for mutual aid and has been used in some of the nation’s largest disasters, including the September 11 terrorist attack on the World Trade Center and the loss of the Space Shuttle Columbia. Members base EMAC’s success on a common approach to mutual aid. Training is required for state personnel with designated EMAC responsibilities, standardized response protocols are utilized, activations for large scale disasters are reviewed on a regular basis to identify lessons learned, and refinements are made to the EMAC mutual aid system as needed.

A national movement is underway to implement intrastate mutual aid agreements, whereby all local jurisdictions within a state would formally agree to provide resources and assistance in times of need. Intrastate mutual aid agreements may be a future prerequisite for eligibility to receive federal homeland security funding. An intrastate mutual aid system can help with decision-making and resource allocation and ensures a quicker and more efficient emergency response.

Trends in State Preparedness

Trends to watch in the areas of emergency management and homeland security include the following:

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- the expansion of mutual aid agreements to include all disciplines at the state and local levels;
- the development of national emergency response standards;
- establishment of baseline emergency preparedness and response capabilities for states and additional accountability for use of federal funds;
- an increased role for the National Guard in domestic security; and
- the widening of organizations and entities included in the emergency responder community.

As the nation moves toward a more comprehensive national incident-management system to address all types of natural and man-made disasters and incidents involving terrorism, interagency and intergovernmental coordination becomes more important than ever. The past competition for funds and status must go by the wayside as all disciplines take on the challenge of meeting their day-to-day public safety responsibilities, as well as homeland security.

The long-term sustainment of federal funding for homeland security is in question, yet requirements for state and local planning and preparedness activities remain. States will need to leverage limited resources to enhance all-hazards emergency preparedness to include homeland security. Regional planning, mutual aid and a more standardized national emergency response system will assist states in achieving an appropriate level of preparedness for any disaster or emergency that may impact their communities, citizens and responders.

Homeland Security Trickle-Down Theory

The reorganization of the federal government to include the Department of Homeland Security is having a trickle-down effect on some states. By early 2003, at least 13 states were undergoing some form of reorganization to more closely mirror the federal structure. Some states have created their own department of homeland security and consolidated independent homeland security functions that may have resided in the governor's office or elsewhere into this new department. Emergency management, emergency medical services and the fire marshal's office have been relocated to the state department of homeland security. In other states, the homeland security and emergency management functions are being rolled into a larger department of public safety. Several states have chosen to co-locate homeland security with the emergency management agency.

Historically, state government reorganizations have been based on financial considerations. Governors,

state legislatures and other officials may believe that consolidating state agencies and offices will save money and provide greater efficiencies. An important consideration is the true cost of the reorganization itself, and whether in the end, government is more or less able to provide services to its citizens.

Another reason for state government reorganization may be to align itself with federal funding sources. In the case of the Department of Homeland Security, all federal homeland security and emergency management funding sources are being consolidated into a single funding stream to the states. The department is asking governors to designate a single point of contact within state government to administer the grant funds. The state will be responsible for allocating funds among state agencies and for meeting pass-through requirements for funding to local governments.

State leaders have the authority and the prerogative to organize government in ways that best meet the needs of citizens. They should consider the fact that terrorism is but one hazard that states and communities face — and while the threat is very real, natural disasters will continue to cause damage and potential loss of life. States must maintain a comprehensive approach to homeland security that includes planning for all hazards, and they must advocate to the federal government for flexibility in funding that allows for an overall emergency response capability. States are responsible for public safety in the broadest sense and should be careful not to follow the federal funding streams at the expense of basic, day-to-day public safety programs that serve citizens on a regular basis.

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**Table A
STATE EMERGENCY MANAGEMENT: AGENCY STRUCTURE, BUDGET AND STAFFING**

State or other jurisdiction	Position appointed	Appointed/selected by	Reports to	Organizational structure	Agency budget FY 2003 (dollars in thousands)	Full-time employee positions
Alabama	★	G	G	Governor's Office	\$67,957	41
Alaska	★	G	ADJ	Military Department	6,500	45
Arizona	★	ADJ	ADJ	Military Affairs	5,500	43
Arkansas	★	G	G	Governor's Office	173,000	77
California	★	G	G	Governor's Office	637,088	512
Colorado	CS	ED	Department of Local Affairs	7,665	23
Connecticut	★	G	ADJ	Military Department	3,301	31
Delaware	★	SPS	SPS	Department of Public Safety	3,700	32
Florida	★	G	GO	Department of Community Affairs	279,117	116
Georgia	★	G	G	Governor's Office	7,100	100
Hawaii	★	ADJ	ADJ	Department of Defense	1,500	25
Idaho	ADJ	ADJ	Military Division	2,423	21
Illinois	★	G	G	Governor's Office	12,546	76
Indiana	★	G	G	Governor's Office	1,337	46
Iowa	★	G	DPD	Department of Public Defense	3,700	51
Kansas	ADJ	ADJ	Adjutant General	5,837	22
Kentucky	★	G	ADJ	Adjutant General	11,500	80
Louisiana	★	G	G	Governor's Office	200,000	36
Maine	★	ADJ	ADJ	Adjutant General	1,000	18
Maryland	★	ADJ	ADJ	Adjutant General	1,887	39
Massachusetts	★	G	SPS	Office of Public Safety	31,852	75
Michigan	CS	DSP	Department of State Police	14,400	49
Minnesota	★	CPS	CPS	Department of Public Safety	60,000	57
Mississippi	★	G	G	Governor's Office	95,872	60
Missouri	★	ADJ	ADJ	Department of Public Safety	6,600	70
Montana	ADJ	ADJ	Adjutant General	1,890	21
Nebraska	★	ADJ	ADJ/G	Military Department	2,900	27
Nevada	★	G	G	Department of Public Safety	2,500	18
New Hampshire	★	G	G	Governor's Office	5,500	46
New Jersey	★	SPS	SPS	Department of Law & Public Safety	9,909	54
New Mexico	★	G	G	Department of Public Safety	12,542	27
New York	★	G	G	Adjutant General	36,786	113
North Carolina	★	CC/SPS	SPS	Crime Control & Public Safety	10,400	150
North Dakota	★	ADJ	ADJ	Adjutant General	459	20
Ohio	★	G	DPS	Department of Public Safety	35,568	96
Oklahoma	★	G	G	Governor's Office	445,000	32
Oregon	★	G	G	Governor's Office	87,000	32
Pennsylvania	★	G	G	Governor's Office	75,516	167
Rhode Island	★	ADJ	ADJ	Military Department	1,300	16
South Carolina	★	ADJ	ADJ	Adjutant General	2,045	46
South Dakota	★	ADJ	ADJ	Adjutant General	1,900	19
Tennessee	★	G	ADJ	Adjutant General	20,000	96
Texas	★	CA	CA	Department of Public Safety	3,500	74
Utah	★	CPS	CPS	Department of Public Safety	11,000	45
Vermont	★	CPS	CPS	Department of Public Safety	3,400	13
Virginia	★	G	SPS	Department of Public Safety	8,271	78
Washington	★	G	ADJ	Adjutant General	80,703	75
West Virginia	★	G	SPS	Military Affairs/Public Safety	108,698	28
Wisconsin	★	G	ADJ	Adjutant General	19,000	46
Wyoming	ADJ	ADJ	Adjutant General	1,100	24
Dist. of Columbia	★	M	DM	Department of Public Safety	2,800	39
Puerto Rico	★	G	G	Governor's Office	7,100	0
U.S. Virgin Islands	★	G	ADJ	Adjutant General	1,034	22

Source: The National Emergency Management Association, February 2003.

Key:

★ — Yes

... — No

G — Governor

GO — Governor's Office

ADJ — Adjutant General

M — Mayor

DM — Deputy Mayor

SPS — Public Safety Secretary

SCA — Secretary of Community Affairs

CPS — Commissioner of Public Safety

CA — Chief of Administration

CS — Civil Service

CC — Crime Control/Public Safety Secretary

DPD — Director of Department of Public Defense

DPS — Director of Public Safety

DSP — Director of State Police

ED — Executive Director Local Affairs

Table B
STATE DISASTER FUNDING SOURCES

<i>State</i>	<i>Legislative appropriation (a)</i>	<i>Separate fund (b)</i>	<i>Trust fund (c)</i>	<i>Multiple funds</i>	<i>Other (d)</i>
Alabama	★
Alaska	★	★	...	★	...
Arizona	★
Arkansas	★	★	★
California	★
Colorado	★	★	...	★	...
Connecticut	★
Delaware	★	★
Florida	★	...	★	★	...
Georgia	★	★
Hawaii	★	★
Idaho	★	★
Illinois	★
Indiana	★
Iowa	★	...
Kansas	★	★
Kentucky	★
Louisiana	★
Maine	★
Maryland	★	★
Massachusetts	★
Michigan	★
Minnesota	★
Mississippi	★
Missouri	★
Montana	★
Nebraska	★
Nevada	★	★	...
New Hampshire	★	★	★
New Jersey	★	★
New Mexico	★
New York	★
North Carolina	★	★
North Dakota	★	★	★
Ohio	★
Oklahoma	★
Oregon	★	★
Pennsylvania	★	★
Rhode Island	★
South Carolina	★
South Dakota	★	★
Tennessee	★
Texas	★	...	★	...
Utah	★	★	★
Vermont	★
Virginia	★
Washington	★
West Virginia	★
Wisconsin	★	...
Wyoming	★

Source: The National Emergency Management Association, February 2003.

Key:

★ — Yes

... — No

(a) Legislative appropriation: Funds are appropriated by the legislature for specific incidents after each major disaster occurs.

(b) Separate fund: A separate disaster fund exists and funds are appropri-

ated as needed to maintain adequate funding at all times.

(c) Disaster trust fund: A disaster trust fund exists in which revenues from specified sources are deposited and used as needed for a specific purpose. Examples include a tax on insurance policies or a certain percentage of tax receipts.

(d) Other: More than one fund exists and money is obligated from each fund depending upon the type of disaster or situation that has occurred.

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**Table C
STATE HOMELAND SECURITY STRUCTURES**

State	Homeland Security appropriations	State Homeland Security Advisor		Interagency coordination	
		Designated contact	Operates under authority of	Terrorism committee/council/taskforce	Operates under authority of
Alabama	...	Adjutant General	EO	★	EO
Alaska	...	Adjutant General	GA	★	GA
Arizona	...	Governor's Office Dir.	GA	★	EO
Arkansas	...	EM Director	GA	★	GA
California	★ (a)	Special Advisor	GA/SS	★	EO
Colorado	...	Public Safety Director	SS	★	GA
Connecticut	...	Dep. Comm, Protective Svc.	GA	★	SS
Delaware	...	Homeland Security Director	GA	★	GA
Florida	★ (b)	Public Safety Commissioner	SS	★	SS
Georgia	★ (c)	Public Safety Commissioner	GA	★	GA
Hawaii	...	Adjutant General	GA	★	GA
Idaho	...	Adjutant General	SS	★	EO
Illinois	★ (d)	Homeland Security Director	GA	★	EO
Indiana	...	Terrorism Council Director	SS	★	SS
Iowa	★ (e)	EM Director	SS	...	N.A.
Kansas	...	Adjutant General	GA	★	GA
Kentucky	...	Adjutant General	GA	★	GA
Louisiana	...	Adjutant General	EO	★	EO
Maine	...	Adjutant General	GA	★	GA
Maryland	...	Chief of Staff	GA	★	GA
Massachusetts	★ (f)	Homeland Security Director	GA	★	GA
Michigan	...	State Police Director	EO	★	EO
Minnesota	★ (g)	Public Safety Commissioner	GA	★	SS
Mississippi	...	EM Director	GA	★	GA
Missouri	★ (h)	Special Advisor	EO	★	EO
Montana	...	EM Director	EO	★	EO
Nebraska	...	Lieutenant Governor	GA	★	GA
Nevada	...	Special Advisor	GA	★	EO
New Hampshire	...	EM Director	GA	★	GA
New Jersey	★ (i)	Counter-Terrorism Ofc. Dir.	EO	★	EO
New Mexico	...	Public Safety Secretary	GA	★	SS
New York	★ (j)	Public Security Director	EO	★	GA
North Carolina	...	Crime Control/PS Secretary	GA	★	GA
North Dakota	...	EM Director	GA	★	EO
Ohio	★ (k)	Lieutenant Governor	GA	★	N.A.
Oklahoma	...	Safety/Security Secretary	SS	★	EO
Oregon	...	State Police Superintendent	GA	★	GA
Pennsylvania	...	Homeland Security Director	EO	★	EO
Rhode Island	...	Adjutant General	GA	...	N.A.
South Carolina	...	Homeland Security Director	SS	★	EO
South Dakota	...	Homeland Security Coord.	GA	★	GA
Tennessee	★ (l)	Deputy to the Governor	EO	★	EO
Texas	...	Lieutenant Governor	EO	...	N.A.
Utah	...	EM Director	SS	★	EO/SS
Vermont	★ (m)	Civil/Military Affairs Sec.	EO	★	EO
Virginia	...	Special Assistant to Gov.	EO	★	EO
Washington	...	Adjutant General	GA	★	EO
West Virginia	...	MA/PS Secretary	GA	...	N.A.
Wisconsin	...	EM Director	GA	★	EO
Wyoming	★ (n)	Adjutant General	EO	★	EO
Dist. of Columbia	...	Dep. Mayor, Public Safety	EO	★	N.A.

Source: The National Emergency Management Association, February 2003.
Key:

- ★ — Yes
- ... — No
- GA — Gubernatorial authority
- EO — Executive order
- SS — State statute
- N.A.— Not applicable
- (a) \$97M for highway patrol augmentation, California Anti-Terrorism Information Center, SSCOT support.
- (b) \$21.4M for exercises, training and personal protective equipment, public health, agriculture, law enforcement and capitol security.
- (c) \$358,000 to fund GEMA's efforts in Georgia Information Sharing and Analysis Center, and consequence management efforts.
- (d) \$17M for state lab testing capacity, WMD teams, videoconferencing

for EOC, backup EOC, pharmaceutical stockpile, physical security measures, direct funding to City of Chicago for pre-positioned equipment, etc.

- (e) \$1M for capitol complex security.
- (f) \$20M for equipment purchases for local fire and police departments.
- (g) \$13M for equipment, training, and capitol security.
- (h) \$371,000 for key asset protection planning.
- (i) \$8.9M for domestic preparedness activities.
- (j) \$70M
- (k) \$9.9M for first responder equipment and WMD/terrorism emergency exercises.
- (l) \$600,000 in FY 02-03 for personnel, equipment and planning for the support of local jurisdictions.
- (m) \$350,000 for three full-time positions.
- (n) Appropriation request pending the 2003 legislative session.

Emergency Preparedness (2): For programmatic purposes, WHO designates by "Emergency Preparedness and Risk Reduction" those activities that aim at preventing, mitigating and preparing for emergencies, disasters and other crises. For the purpose of this document, the following definitions should apply:

- Risk Reduction involves measures designed either to prevent hazards from creating risks or to lessen the distribution, intensity or severity of hazards. These measures include flood mitigation works and appropriate land-use planning.
- All-Hazard entails developing and implementing emergency management strategies for the full range of likely risks and emergencies (natural, biological, technological and societal). New York State continues to improve preparedness and security, but given the ongoing risks we face, our work is never complete.

Purpose. Accordingly, this document is intended to be a Statewide Strategy and not a strategy for a single agency or level of government. There are numerous stakeholders in our homeland security and emergency response efforts; all must work to implement the State Strategy by building and maintaining the capabilities critical to meeting the threats/hazards we face.

Framework for Implementing the Strategy. College of Emergency Preparedness, Homeland Security and Cybersecurity Engaging the academic community is an important component of New York State's homeland security and emergency management efforts.

Committee on homeland and national security. Co-Chairs John "Jack" Willmer, Principal Assistant Director, OSTP William Bryan, Senior Official Performing the Duties of the Under Secretary for Science and Technology, DHS. Acting Co-Chair.

Goal 5: Strengthen and Routinely Exercise NEO Impact Emergency Procedures and Action Protocols: The United States will strengthen and exercise procedures and protocols for assessing NEO threats, communication regarding threats, and response and recovery activities.

The National Near-Earth Objective Preparedness Strategy and Action Plan