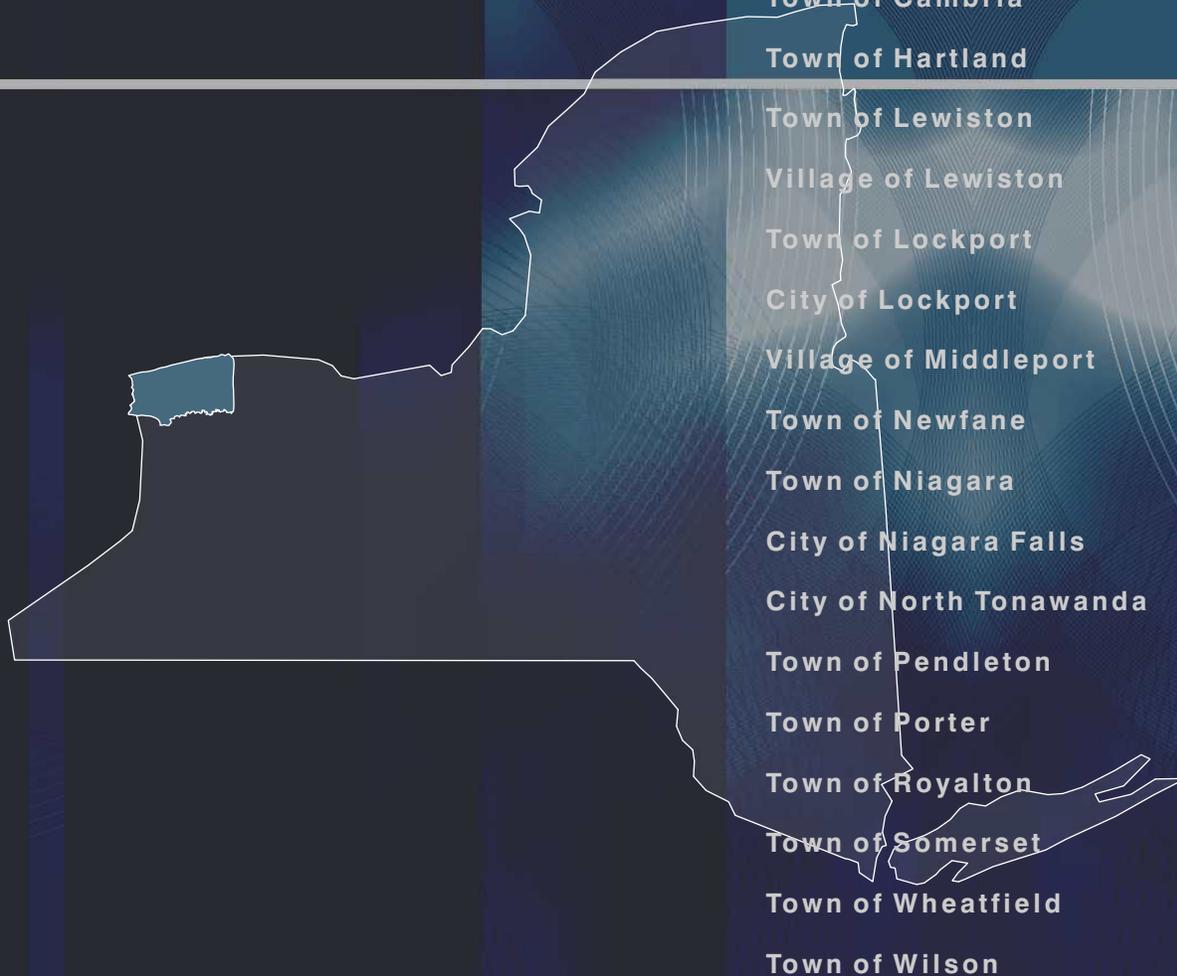


Niagara County

Strategic Security Plan

July 2005



Prepared for:
Niagara County

Prepared by:



ecology and environment, inc.
International Specialists in the Environment

Village of Wilson
Village of Youngstown

Niagara County Strategic Security Plan

July 2005

Prepared for:

NIAGARA COUNTY
59 Park Avenue
Lockport, New York 14094

Prepared by:

ECOLOGY AND ENVIRONMENT, INC.
368 Pleasant View Drive
Lancaster, New York 14086

Table of Contents

Section	Page
Executive Summary	1
1 Introduction and Purpose.....	1-1
2 Statement of Strategic Security Goals and Objectives	2-1
2.1 Preservation of the Niagara Falls Air Reserve Station.....	2-3
3 Methodology	3-1
3.1 County-wide Vulnerability, Capability, and Needs Assessments.....	3-1
3.2 Present and Future Funding Opportunities	3-2
3.2.1 Niagara County Spending History	3-2
3.2.2 Federal Funding Opportunities.....	3-3
3.3 Steps for Implementing the Plan	3-6
4 Constrained Plan Elements.....	4-1
4.1 Year 1 Priority Projects for Homeland Security Capability Development	4-2
4.1.1 Project Title: Animal Health Support.....	4-2
4.1.2 Project Title: Critical Infrastructure Protection and Risk Management.....	4-2
4.1.3 Project Title: Emergency Operations Center	4-4
4.1.4 Project Title: Emergency Response Communications	4-6
4.1.5 Project Title: Explosive Device Detection and Response Operations	4-7
4.1.6 Project Title: Fatality Management.....	4-7
4.1.7 Project Title: Firefighting Operations and Support.....	4-8
4.1.8 Project Title: Hazard and Vulnerability Analysis	4-8
4.1.9 Project Title: Isolation and Quarantine	4-9
4.1.10 Project Title: On-site Incident Management	4-9
4.1.11 Project Title: Urban Search and Rescue.....	4-10
4.1.12 Project Title: Water Search and Rescue.....	4-10
4.2 Year 2 Priority Projects for Homeland Security Capability Development	4-11
4.2.1 Project Title: All Hazards Planning	4-11
4.2.2 Project Title: Animal Health Support.....	4-12
4.2.3 Project Title: Criminal Investigation and Intervention	4-12

Table of Contents (cont.)

Section	Page
4.2.4	Project Title: Critical Resource Logistics and Distribution Security..... 4-13
4.2.5	Project Title: Emergency Public Education 4-13
4.2.6	Project Title: Engineering 4-14
4.2.7	Project Title: Fatality Management..... 4-14
4.2.8	Project Title: Food and Agriculture Safety and Security 4-16
4.2.9	Project Title: Information Collection and Threat Recognition 4-16
4.2.10	Project Title: Information Sharing and Collaboration 4-18
4.2.11	Project Title: Intelligence Fusion and Analysis 4-20
4.2.12	Project Title: Isolation and Quarantine 4-20
4.2.13	Project Title: Medical Surge 4-22
4.2.14	Project Title: Public Health Epidemiological Investigation and Laboratory Testing 4-23
4.2.15	Project Title: Restoration of Lifelines..... 4-24
4.2.16	Project Title: Volunteer Management and Donations..... 4-25
4.2.17	Project Title: Worker Health and Safety 4-25
4.3	Year 3 Priority Projects for Homeland Security Capability Development ... 4-26
4.3.1	Project Title: Animal Health Support..... 4-26
4.3.2	Critical Infrastructure Protection and Risk Management..... 4-27
4.3.3	Project Title: Emergency Evacuation..... 4-27
4.3.4	Project Title: Emergency Public Education 4-28
4.3.5	Project Title: Food and Agriculture Safety and Security 4-29
4.3.6	Project Title: Intelligence Fusion and Analysis 4-30
4.3.7	Project Title: Medical Supplies Management and Distribution..... 4-32
4.3.8	Project Title: Pre-hospital Triage and Treatment..... 4-33
4.3.9	Project Title: Restoration of Lifelines..... 4-34
4.3.10	Project Title: Volunteer Management and Donations..... 4-35
4.3.11	Project Title: Worker Health and Safety 4-37
5	Unconstrained Plan Elements.....5-1
6	Emergency Expenditures, Annual Review, and Update6-1
6.1	Additional Needs and Emergency Expenditures..... 6-1
6.2	Plan Review and Annual Update 6-2
Appendix	
A	Niagara County Border Buffer Zone and Critical Infrastructure Maps..... A-1
B	Unconstrained Plan Elements..... B-1
C	Project Team Creation Form C-1

Table of Contents (cont.)

Section	Page
D Priority Project Cost Tables	D-1



List of Tables



Table		Page
3-1	DHS Emergency Preparedness and Response Program Budgets	3-3
3-2	Key Non-DHS Emergency Preparedness and Response Programs	3-5
4-1	Estimated Annual County Budgets for Homeland Security	4-1
5-1	Niagara County Strategic Security Plan – Unconstrained Plan Elements	5-2

NIAGARA COUNTY LEGISLATURE

FROM: Community Safety & Security and DATE: 7/12/05 RESOLUTION# CSS-044-05

Administration Committees, et al.

APPROVED BY	REVIEWED BY	COMMITTEE ACTION	LEGISLATIVE ACTION
CO. ATTORNEY	CO. MANAGER	_____	Approved: Ayes _____ Abs. _____ Noes <u>0</u>
_____	_____	_____	Rejected: Ayes _____ Abs. _____ Noes _____
_____	_____	_____	Referred: _____

ACCEPTANCE OF NIAGARA COUNTY STRATEGIC SECURITY PLAN

WHEREAS, the goal of Niagara County is to provide for a properly planned, organized, equipped trained and exercised emergency response force capable of responding to the County's most likely incidents and to those incidents originating along the border that could have a significant impact on the safety and security of local residents and businesses and on the larger surrounding region, and

WHEREAS, the Niagara County Homeland Security Partnership has developed a Strategic Security Plan for Niagara County based on a comprehensive assessment of the risks and threats to critical infrastructure, current emergency response capabilities County-wide and the resources needs to effectively achieve this emergency preparedness goal, and

WHEREAS, the Niagara County Strategic Security Plan will enable the County of Niagara to pursue and obtain federal homeland security funding necessary to implement the recommended security strategies contained within the Plan and to develop adequate capabilities to respond to incidents at the US-Canadian border, to coordinate communication among local, state federal, international and private response agencies and to foster and strengthen formal collaborative systems for sharing and maximizing emergency response resources within the County and the region, and

WHEREAS, Niagara County has other homeland security and disaster preparedness needs beyond the ones identified by county and local governments and included in the Ecology and Environmental Homeland Security Study, and

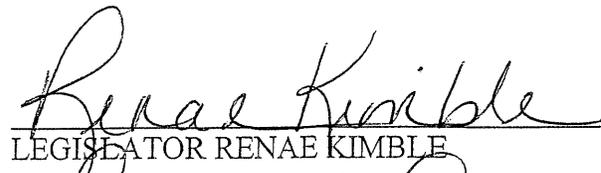
WHEREAS, Niagara County recognizes its five hospitals, DeGraff Memorial Hospital, Lockport Memorial Hospital, Mount St. Mary's Hospital, Newfane Inter-Community Hospital and Niagara Falls Memorial Medical Center, are a key component of the County's homeland security team and has conducted an initial homeland security needs assessment of the hospitals, and

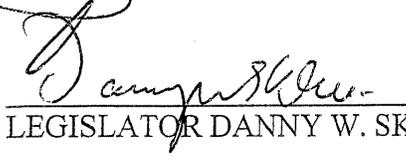
WHEREAS, Niagara County recognizes the needs of hospitals to meet the demands of homeland security and public safety, now, therefore, be it

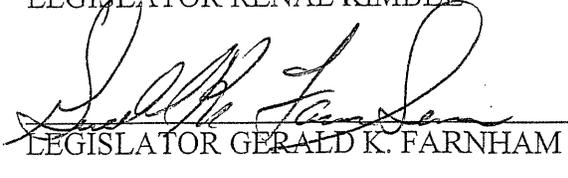
RESOLVED, that the Niagara County Legislature may take further action based on that response, and be it further

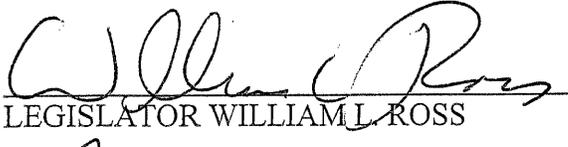
RESOLVED, that Niagara County has adopted the Niagara County Strategic Security Plan to guide its development of enhanced emergency prevention, mitigation, response and recovery capabilities to meet the security needs existing within the County and to build capabilities for effective detection of terrorism and emergency response.


LEGISLATOR SEAN J. O'CONNOR

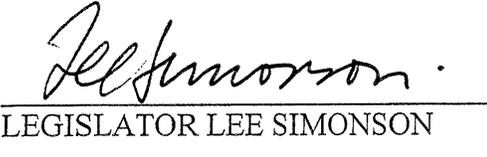

LEGISLATOR RENAE KIMBLE

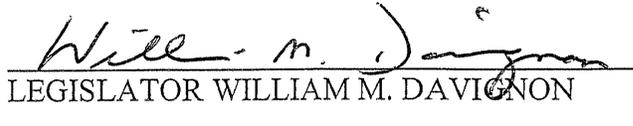

LEGISLATOR DANNY W. SKLARSKI


LEGISLATOR GERALD K. FARNHAM


LEGISLATOR WILLIAM I. ROSS

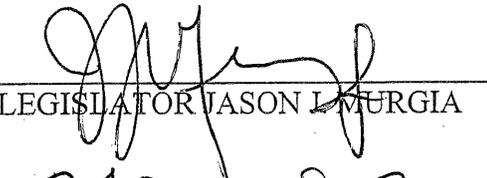

LEGISLATOR PETER E. SMOLINSKI


LEGISLATOR LEE SIMONSON

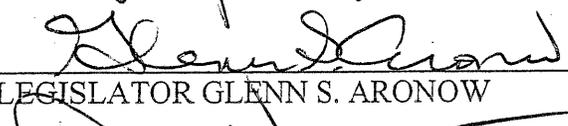

LEGISLATOR WILLIAM M. DAVIGNON

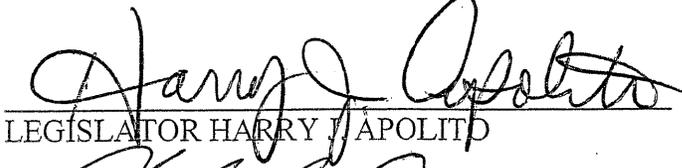

LEGISLATOR MALCOLM A. NEEDLER

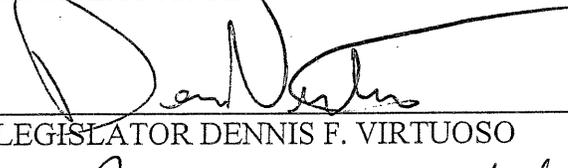

LEGISLATOR JOHN SYRACUSE

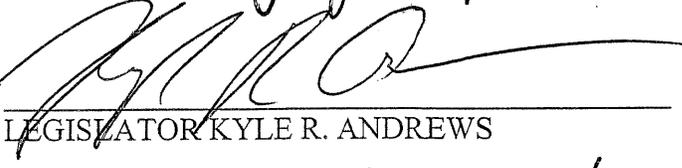

LEGISLATOR JASON L. URGIA


LEGISLATOR RICHARD E. UPDEGROVE


LEGISLATOR GLENN S. ARONOW

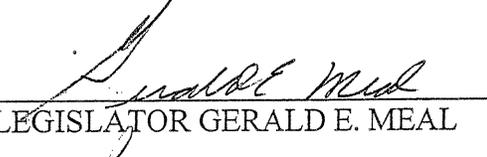

LEGISLATOR HARRY J. APOLITO

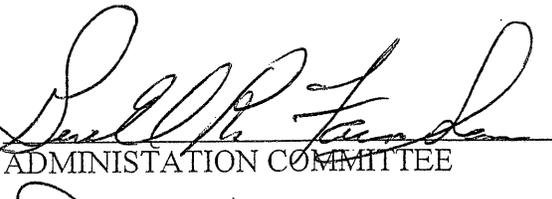

LEGISLATOR DENNIS F. VIRTUOSO


LEGISLATOR KYLE R. ANDREWS

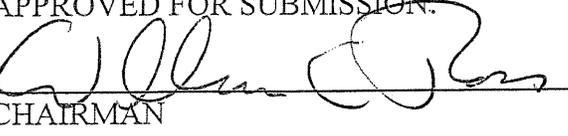

LEGISLATOR REBECCA E. CUDDAHEE

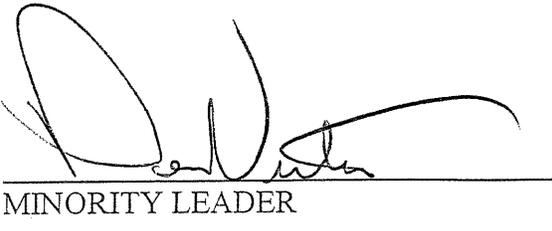

LEGISLATOR CLYDE L. BURMASTER


LEGISLATOR GERALD E. MEAL

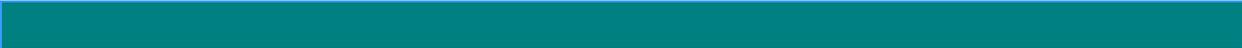

ADMINISTRATION COMMITTEE


COMMUNITY SAFETY/SECURITY COMMITTEE

APPROVED FOR SUBMISSION.

CHAIRMAN


MINORITY LEADER


MAJORITY LEADER



List of Abbreviations and Acronyms

CDC	Centers for Disease Control
CEMP	Comprehensive Emergency Management Plan
DHS	(United States) Department of Homeland Security
EMS	Emergency Medical System
EOC	Emergency Operations Center
EPA	United States Environmental Protection Agency
HHS	Health and Human Services
HRSA	Health Resources and Services Administration
NFARS	Niagara Falls Air Reserve Station
PPE	personal protective equipment
SHSG	State Homeland Security Grant
TIP	Targeted Infrastructure Protection Program
UASI	Urban Area Security Initiative
WMD	weapons of mass destruction

Executive Summary

Niagara County is located in the northwest corner of New York State and is bordered on two sides by water: Lake Ontario to the north and the Niagara River to the west. The County is uniquely situated along the undefended international border between the United States and Canada. In recent years there has been an awakening to the local vulnerabilities of the population to the hazards created by fixed storage and transported chemicals and to the vulnerability of critical infrastructure located within the County including international bridges, significant critical modes of transportation, electrical generation facilities, other public utilities and major agricultural production centers. Niagara County, in collaboration with local municipalities and first responders throughout the County, has developed a Strategic Security Plan to fill the gaps identified in current County-wide capabilities for emergency mitigation, preparedness, response, and recovery. This plan will guide the County's actions over the coming years as it acquires the resources needed to meet the security needs existing within the County and builds capabilities for effective emergency response and recovery operations.

Niagara County's primary goal for community safety and security is:

To provide for a properly planned, organized, equipped, trained, and exercised emergency response force capable of responding to the County's most likely incidents and to those incidents originating along the border that could have a significant impact on the safety and security of local residents and businesses and on the larger surrounding region.

Niagara County will work toward this goal through the pursuit of the following objectives:

- Develop adequate capabilities to mitigate, prepare for, respond to, and recover from all emergencies that may arise at or near the U.S.-Canadian border within Niagara County;
- Establish active partnerships and seamless information-sharing systems that allow for coordinated communication among local, state, federal, international, and private emergency response, law enforcement, fire fighting, and intelligence gathering communities; and
- Foster and strengthen formal, collaborative relationships with neighboring counties and cooperative systems for sharing and maximizing emergency response resources within the region.

A critical consideration in the development of this plan and in the achievement of the goal and objectives described above is the level of security risk that the County is willing to accept. It is not possible to completely eliminate all security risks that flow from the proximity of the U.S.-Canadian border, and the many vulnerable locations and high-profile critical infrastructure located within Niagara County. However, the County has determined what actions it can take to mitigate and prevent potential disasters within the County and along the border. The County has also assessed its emergency preparedness and response capabilities in comparison to the criteria set out for large jurisdictions in the Universal Task List and the Target Capabilities List, developed by the Department of Homeland Security. The County has identified and prioritized policies, programs, and projects necessary to enhance community safety and homeland security accordingly.

Although “no cost” or “low cost” approaches for filling gaps in capabilities have been given first consideration, many identified needs require the commitment of capital, equipment, and personnel resources. This plan provides order of magnitude cost estimates for the needed purchases of equipment, services, staffing, training, and exercises. This plan also identifies potential sources of revenue that may be available to the County to satisfy homeland security needs in the coming years. This information was used to establish an estimated annual planning budget for readiness and response expenditures. Given the estimated annual planning budgets and identified needs to attain the needed emergency response capabilities, Niagara County has prioritized identified needs into a fiscally constrained plan consistent with the County’s strategic security goal and objectives. This plan provides a road map for future county actions and expenditures. The plan ties needs to current federal and state programs and identifies needs for which no

current federal or state program exists. In these instances, recommendations for new initiatives or demonstration projects are identified.

The plan contains a mechanism for annual review to ensure that it is continually revised to reflect current conditions within the County, and a budgetary process to accommodate emergency expenditures for homeland security that may fall outside the planned readiness and response expenditures. This Plan is a living document that will be reviewed and amended as necessary in order to ensure that it continually reflects the County's current needs for emergency preparedness and the path that will be taken to meet these critical needs.

1

Introduction and Purpose

- **Prevention** refers to those short- or long-term activities that eliminate or reduce the number of disasters.
- Hazard **mitigation** is any action taken to reduce the risk to human life. Property and the environment posed by a hazard.
- **Response** activities are designed to minimize casualties and protect property through confinement, containment, and resolution of the problem.
- **Recovery** activities are intended to restore the community to its pre-emergency state, correct adverse conditions that may have led to the damage and protect and improve the quality of life in the community.

Niagara County is located in the northwest corner of New York State and is bordered on two sides by water: Lake Ontario to the north, and the Niagara River to the west. The County is uniquely situated along the undefended international border between the United States and Canada. Niagara County is a member of the Erie-Niagara Urban Area Working Group participating in the Urban Area Security Initiative program. In recent years there has been an awakening to the local vulnerabilities of the population to the hazards created by fixed storage and transported chemicals and to the vulnerability of critical infrastructure located within the County including international bridges, significant critical modes of transportation, electrical generation facilities, other public utilities and major agricultural production centers. Niagara County, in collaboration with local municipalities and first responders throughout the County, has developed a Strategic Security Plan to fill the gaps identified in current County-wide capabilities for emergency mitigation, preparedness, response, and recovery. This plan will guide the County's actions over the coming years as it acquires the resources needed to meet the security needs existing within the County and builds capabilities for effective emergency response and recovery operations.

A critical consideration in the development of this plan is the level of security risk that the County is willing to accept. It is not possible to completely eliminate all security risks that flow from the proximity of the U.S.-Canadian border, and the many vulnerable locations and high-profile critical infrastructure located within Niagara County. However, the County has determined what actions it can take to mitigate and prevent potential disasters within the County and along the border. The County has also assessed its emergency preparedness and response capabilities in comparison to the criteria set out for large jurisdictions in the Universal Task List and the Target Capabilities List, developed Department of Homeland Security. The County has identified and prioritized policies, programs, and projects necessary to enhance community



1. Introduction and Purpose

safety and homeland security accordingly and presents a road map for meeting these critical needs in the following sections.

2

Statement of Strategic Security Goals and Objectives

Niagara County's primary **goal for community safety and security** is to provide for a properly planned, organized, equipped, trained, and exercised emergency response force capable of responding to the County's most likely incidents and to those incidents originating along the border that could have a significant impact on the safety and security of local residents and businesses and on the larger surrounding region.

Niagara County has determined that it is critically important to ensure that County and local emergency management agencies, first responders, and other emergency response partners are capable of responding to the incidents that are most likely to impact the County as well as the credible worst-case emergency scenarios that may strike within the County. The most critical security concern existing within Niagara County is the U.S.-Canadian border. The maps included in Appendix A illustrate Niagara County's lengthy expanse of international border and the critical infrastructure that is clustered near the border, increasing the potential for a major incident that could disrupt lives and businesses within Niagara County, throughout the upstate New York region and the eastern seaboard. The massive flow of people and goods across this border help drive the local and national economies, but can also serve as a conduit for terrorists, weapons of mass destruction, illegal immigrants, contraband, and other unlawful commodities. The new threats and opportunities of the current age require that Niagara County be prepared to take proactive measures to protect the American people against all external threats, most importantly international terrorists, but also illegal narcotics, exotic disease, and other dangerous items.

Niagara County is home to the Niagara Falls Air Reserve Station (NFARS), a critical asset for homeland security and one of only two joint Guard Reserve Stations within the eight-state region¹. Niagara County must acquire and maintain adequate capabilities to coordinate with the NFARS and with all response partners within the region to establish sound border protection policies that pose as few obstacles as possible to legitimate trade and travel.

¹ The "eight-state region" referred to throughout this document includes Pennsylvania, New York, Maine, Connecticut, Rhode Island, Massachusetts, Vermont, and New Hampshire.

2. Statement of Strategic Security Goals and Objectives

Niagara County's primary goal for community safety and security is:

To provide for a properly planned, organized, equipped, trained, and exercised emergency response force capable of responding to the County's most likely incidents and to those incidents originating along the border that could have a significant impact on the safety and security of local residents and businesses and on the larger surrounding region.

Niagara County will work toward this goal through the pursuit of the following objectives:

- Develop adequate capabilities to mitigate, prepare for, respond to, and recover from all emergencies that may arise at or near the U.S.-Canadian border, within Niagara County;
- Establish active partnerships and seamless information-sharing systems that allow for coordinated communication among local, state, federal, international and private emergency response, law enforcement, fire fighting, and intelligence gathering communities; and
- Foster and strengthen formal, collaborative relationships with neighboring Counties and cooperative systems for sharing and maximizing emergency response resources within the region.

Current international conditions have highlighted the strategic role of the border and require international, federal, state, and local agencies to cooperate more than ever to ensure greater security and efficiency along the U.S.-Canadian border. The safety of the border and the efficiency of border crossing is not just an issue for those communities that are located within close proximity to the border, but rather, these issues impact a large region of the United States. Niagara County intends to develop and maintain the capabilities required to support federal and state agencies in protecting the border. The border crossings within Niagara County are a critical component of the nation's transportation infrastructure facilitating commerce between Ontario and New York State and the United States and Canada. Niagara County must partner with federal and state agencies to preserve the safe and efficient movement of goods, services, and people over the border through constant communication and collaboration. Only through such partnering can border security effectively be maintained.

2. Statement of Strategic Security Goals and Objectives

Niagara County provides critical support to federal agencies responding to incidents at the U.S. - Canadian border. On May 29, 2005, U.S. Customs and Border Protection officials suffered respiratory illnesses while examining evidence in a smuggling incident at the border. The Niagara Falls Fire Department and the Niagara Falls Air Reserve Station Hazardous Materials Team along with other **Niagara County hazardous materials teams** were called to the scene to respond, support investigations, and perform decontamination activities. The **Niagara Falls Police Department** provided traffic control at the scene. Six workers were treated for respiratory symptoms at the **Niagara Falls Memorial Medical Center.**

Niagara County recognizes that international border security is a federal priority and that work on this important issue has already begun at the federal level. On December 12, 2001, former Governor Tom Ridge, the first Secretary of the Office of Homeland Security, and John Manley, then Canada's Minister of Foreign Affairs signed the "Smart Border Declaration" a program to speed and secure the flow of people and goods between the United States and Canada. The Smart Border Declaration recognizes that "our current and future prosperity and security depend on a border that operates efficiently and effectively under all circumstances." Niagara County fully agrees with this statement and recognizes that the protection of the border requires a multifaceted approach that includes the joint activities of local first responders and emergency response personnel at and near the border. In 2002 the Smart Border Declaration was augmented to include issues of bio-security, science, and technology. Niagara County must attain a level of preparedness commensurate with the broadening scope of the Smart Border Declaration. Niagara County aims to do its part to contribute to national preparedness, starting with the protection of the local residents, workers, and tourists crossing the international border in Niagara County from acts of terrorism, natural disasters, and other hazards that threaten the safety and security of the County and the region.

2.1 Preservation of the Niagara Falls Air Reserve Station

In addition to the adoption and execution of this plan and the goal and objectives stated above, Niagara County is committed to work to preserve NFARS. NFARS is a critical asset for national security and border protection. As stated above it is one of just two facilities in the eight-state region and it hosts the Air Force's most modern tankers and tactical airlift support response for all types of disasters. In addition to the military mission at the base, NFARS serves as host to the Coast Guard aviation assets, significantly benefiting the Coast Guard's performance of border and waterway security missions in the Great Lakes Region. NFARS contributes to the safety and security of Niagara County and provides emergency response support to the local community including fire protection services for the Niagara Falls International Airport and other support to locations outside of the base. Without NFARS Niagara County and the eight-state region will suffer a severe reduction in border security and community safety. For these reasons, Niagara County strongly supports the continual operation of



2. Statement of Strategic Security Goals and Objectives

NFARS as a strategic player in Niagara County homeland security strategies.

3

Methodology

Vulnerable Critical Infrastructure within Niagara County:

A large number of locations have been identified within the County that contain potentially hazardous substances and that may be vulnerable to accidental or intentional emergency events. The **Lake Ontario Ordinance Works** is one such site covering approximately 2,500 acres of developed area and containing both hazardous waste and radioactive materials. Niagara County requires additional capabilities to safeguard against incidents at these facilities and to respond to the potential disasters that could occur at any time.

The development of this plan consisted of a multi-phase process including County-wide vulnerability, capability, and needs assessments. The information collected during these assessments was used to identify and prioritize specific gaps in critical capabilities and to identify programs, processes, and projects for filling these gaps in County-wide preparedness, response, and recovery. Once developed, these programs, processes, and projects were examined to determine potential costs, implementation time tables, primary and supporting departments, and agencies responsible for implementation. Future federal funding opportunities and County budget allocations were estimated and used to identify potential funding sources for acquiring the resources needed for each project. This process and the steps for implementation of the Plan are more fully described below.

3.1 County-wide Vulnerability, Capability, and Needs Assessments

The vulnerabilities of the County to all hazards including events of terrorism, natural, and technological hazards were assessed to determine those hazards that are of critical significance for Niagara County. Existing vulnerability assessments as well as emergency planning documents were reviewed including the vulnerability assessment conducted by the New York State Weapons of Mass Destruction Task Force, which prioritized specific locations listed within the Niagara County Critical Infrastructure Database including chemical plants, communications infrastructure, electric generation facilities, and major tourist attractions as being significant potential targets for acts of terrorism. This assessment resulted in the identification of the most vulnerable critical infrastructure within the County as well as the most likely hazards or disaster events.

The critical capabilities required for to respond to the most likely hazards or disaster events were identified and a gap analysis was conducted to determine which of these capabilities is currently

The **Target Capabilities List** was released by the Department of Homeland Security on January 31, 2005, and is a component of the Capabilities-based Planning Process currently under development by DHS. The Target Capabilities List was designed to assist jurisdictions in understanding and defining their roles in a major event and the capabilities required to perform these roles.

lacking within the County itself and within local municipalities. The capabilities demonstrated were also assessed against the criteria set out for large jurisdictions in the Target Capabilities List that was developed by the Department of Homeland Security (DHS).

In order to gather additional specific information about the existing gaps in emergency preparedness resources throughout the County all law enforcement, fire, and public health officials operating within Niagara County were contacted and invited to communicate their needs for emergency preparedness to the County. These officials were asked to consider those acts of terrorism and other disasters that are most likely to occur within their jurisdictions, to assess their ability to prevent, mitigate, or respond to those situations, to describe their organization's response deficiencies in those situations, and finally to identify and prioritize those resources they would need to address the identified deficiencies. Officials were asked to provide cost estimates where possible and to consider all needs including training, exercises, policy changes (local or state), equipment, supplies, personnel, mutual aid agreements or memoranda of understanding, and standby contracts.

3.2 Present and Future Funding Opportunities

After the County-wide vulnerabilities, capabilities, and needs were assessed, actions were identified that would contribute to the enhancement of emergency preparedness throughout the County and that would serve to fill the gaps in capabilities and the priority needs of local emergency response partners. An assessment of available funds to meet these needs and implement the identified projects was undertaken, the results of which are described below.

3.2.1 Niagara County Spending History

Niagara County recognizes that as a border community, and host to a large number of critical energy, chemical, transportation, and industrial facilities, it must be prepared to respond to significant terrorist threats and other major emergencies. Accordingly, the County has committed its resources to the development of critical capabilities with respect to homeland security. The amount of revenue expended by the County on homeland protection and emergency services and the County's fiscal spending for emergency management has steadily increased each year since 2002. Niagara County will continue to dedicate resources to the critical issues of community safety and security in the coming years.

During the 2005 budget process, County departments were organized into tiers based on priority. The top priority, Tier 1, focused on community safety and security. Each tier submitted departmen-

During the 2005 budget process County departments were organized into the following tiers based on priority:

- **Tier 1** – Community Safety and Security
- **Tier 2** – Community Services
- **Tier 3** – Public Works
- **Tier 4** – Economic Development
- **Tier 5** - Administration

tal budgets at the beginning of the 2005 budget process. To bring overall county appropriations down to an acceptable tax increase, the tiers were assigned a percentage to reduce their departmental budgets based on priority. Tier 1 was reduced the least. The County is committed to a continued focus on community safety and security as the top priority for available fiscal resources. Through this tiered budget process, the County will continue to focus its resources on homeland security, community safety, and emergency response.

3.2.2 Federal Funding Opportunities

For Niagara County, the most significant trend in the distribution of federal homeland security dollars is the renewed focus on risk-based discretionary funding programs that provide resources to those communities bearing the largest risks. This method of distribution prevents the diversion of dollars to communities facing comparatively low risk and vulnerability to terrorist events or other major emergencies of regional and national significance. Niagara County is a proponent of risk-based discretionary funding programs in order to increase homeland security throughout the nation and to provide targeted support to those communities with the most risk for terrorist attacks and other major emergencies. Only by focusing on the most critical infrastructure and likely targets such as the international borders and major industrial centers can homeland protection funding be used to achieve maximum increases in needed capabilities and reductions in critical vulnerability.

The following observations of federal spending for homeland security have been used to establish future estimated annual budgets that will constrain Niagara County's implementation of critical projects to enhance emergency preparedness. Table 3-1 presents an overview of DHS programs.

Table 3-1 DHS Emergency Preparedness and Response Program Budgets

Program	FY 2005	FY 2006
State Homeland Security Grants	\$1.06 billion	\$820 million
Urban Area Security Initiative	\$855 million	\$820 million
Transportation and Infrastructure Protection	\$303 million	\$600 million
Assistance to Firefighter Grants	\$715 million	\$500 million
Law Enforcement Terrorism Prevention	\$386 million	\$400 million
Emergency Management Performance Grants	\$174 million	\$170 million
State and Local Training Program	\$195 million	\$83 million
National Exercises	\$52 million	\$52 million
Citizen Corps Grants	\$15 million	\$50 million
Management and Administration	\$91 million	\$48 million

Table 3-1 DHS Emergency Preparedness and Response Program Budgets

Program	FY 2005	FY 2006
Evaluations Program	\$14 million	\$14 million
Technical Assistance	\$61 million	\$8 million
Equipment and Testing Program	\$50 million	—
Metropolitan Medical Response System	\$28 million	—

Source: Appendix to the fiscal year 2006 DHS Budget, Office of Management and Budget Department of Homeland Security.

Key:

FY = Fiscal year.

State Homeland Security Grant Program

In 2006 funding for the State Homeland Security Grant (SHSG) Program, which totaled \$1.06 billion in 2005 will be reduced by approximately \$40 million; however, the program will be converted from a purely formula-based program to one that focuses discretionary formula grants to communities with the most risk, vulnerability, threat, and unmet capabilities as determined by DHS.

Urban Area Security Initiative

The total amount of funds spent on the Urban Area Security Initiative Grants will also be reduced in 2006 from 2005 levels. The funds will continue to be allocated to the 50 major urban areas already designated on a discretionary basis. As with the SHSG program, recipients' risk, vulnerability, threat, and unmet capabilities will drive funding awards. This shift in the methods used to determine funding awards is likely to benefit Niagara County due to the County's position along undefended international border and the location of other critical infrastructure within the County. It should be noted that under both the SHSG Program and Urban Area Security Initiative (UASI) Grant Programs, 20% of total funding, approximately \$400 million nationwide, will be spent on grants for law enforcement terrorism prevention programs.

Targeted Infrastructure Protection Grants

The Targeted Infrastructure Protection Program (TIP) will be funded at approximately \$600 million, \$50 million of which would be used to fund buffer zone protection plans focusing on critical infrastructure and other key assets such as international bridges, significant critical modes of transportation, electrical generation facilities, and other public utilities and major agricultural production centers, all of which are present within Niagara County.

Additional DHS Programs

Additional DHS programs of note include:

- The National Exercise Program, which will be funded with approximately \$59 million to conduct federal, state, and local exercises for weapons of mass destruction (WMD) and other catastrophic events; and
- The Assistance to Firefighters Grants Program which will provide \$500 million in competitive awards to the fire agencies.

Non-DHS Funding

Several federal agencies are slated to receive significant levels of funding for homeland protection in 2006. Table 3-2 presents an overview of funding for key non-DHS emergency preparedness and response programs.

Table 3-2 Key Non-DHS Emergency Preparedness and Response Programs

Program	FY 2006
Department of Health and Human Services	
Surge Capacity Planning Program	\$483 million
Bioterrorism Training and Educational Program	\$28 million
Laboratory Capacity Building Program	\$797 million
Department of Justice	
Regional Information Sharing Systems	\$45 million
Cooperative Programs for Law Enforcement	\$20 million
State and Local Anti-Terrorism Training	\$14 million

Outside of the DHS the recipient of the largest pool of funds for homeland security is the Department of Health and Human Services (HHS). HHS will administer \$483 million to help states develop surge-capacity plans for responding to terrorist attacks or other events causing danger to the public health. This will include \$28 million for competitively awarded funds for public health agencies to develop bioterrorism training and educational programs for healthcare professionals. The Centers for Disease Control (CDC) will receive an additional \$797 million to improve state and local public health agencies' laboratory capacity. Despite these budget allocations, in 2006 the New York State Department of Health will receive \$700,000 less for the support of County public health agencies. Additionally, County allocations will be made using a population-based formula utilizing census data from 2000 further reducing the likely allocations for Niagara County.

The Department of Justice will also receive funding for homeland security-related programs such as Regional Information Sharing Systems (\$45 million), advances to state and local law enforcement to engage in cooperative activities related to terrorism (\$20

million), and state and local anti-terrorism training programs (\$14 million).

The United States Environmental Protection Agency (EPA) will also control a significant portion of the federal funds spent on homeland security, increased preparedness, and capability building projects. The EPA will see homeland security spending rise to \$285 million in 2006, an increase of 73% over 2005 spending levels, although it is unclear how much of these funds will be made available to state and local entities. Other departments that have received significant funds for homeland security include the Department of Defense and the Department of Energy, although it is unclear at this time whether these departments will utilize funding for state and local capacity building programs.

3.3 Steps for Implementing the Plan

Niagara County has used the information collected during the vulnerability, capability, and needs assessments to identify current needs and developed programs, processes, and projects for filling gaps in County-wide preparedness, response, and recovery. These actions were then prioritized based on their potential to provide for a properly planned, organized, equipped, trained, and exercised emergency response force capable of responding to the County's most likely incidents and to those incidents originating along the border that could have a significant impact on the safety and security of local residents, businesses, and the larger surrounding region. Those needs that were identified as a priority concern by local emergency response partners were also given greater priority. A table containing the project descriptions, listed in order of their priority, is included in Appendix B.

Estimated funding levels were then developed for the next three years using the information gathered and summarized in Section 3.2. Priority projects were moved into annual plans for funding over the next three years based on these fiscal constraints. These annual plans comprise the constrained elements of this plan that will be the immediate focus of the County's efforts to enhance emergency capabilities and will be funded on a priority basis. The constrained plan elements are described in detail in Section 4. Individual project teams will be created to shepherd each priority project to completion. A copy of the Project Team Creation Form is included in Appendix C. The Niagara County Homeland Security Partnership Steering Committee will review the progress of the project teams on a quarterly basis. Each year the plan will be reviewed and actions that have been accomplished will be removed, new actions that have been identified will be added, and the ac-



3. Methodology

tions within the constrained plan will be reviewed and modified according to current County-wide capabilities and funding estimates.

4

Constrained Plan Elements

Niagara County has adopted this plan to guide its homeland security expenditures over the next three years. General assumptions have been made about the availability of federal funding in the coming years for homeland security. Funding for most DHS programs is being reduced from 2005 levels and is likely to continue to shrink for many programs. It is likely, however, that an increased emphasis will be placed on methods of funding distribution that focus on risk-based criteria to determine what jurisdictions received funding. With this in mind, Niagara County has developed estimated future budgets for homeland security, which have been used to constrain this plan. These estimated planning budgets are shown in Table 4-1 and are in addition to the funds expended by the County each year for operations and maintenance (O&M) activities and functions.

Table 4-1 Estimated Annual County Budgets for Homeland Security

	Funding from County Revenue	Funding from Dedicated State and Federal Sources	Total Funding Estimate
Year 1	\$400,000.00	\$1.95 million	\$2.35 million
Year 2	\$400,000.00	\$1.7 million	\$2.1 million
Year 3	\$400,000.00	\$1.45 million	\$1.85 million

Niagara County has prioritized the actions identified during the development of this plan based on their potential to enhance capabilities to mitigate, respond to, and recover from all emergencies that may arise at or near the U.S.-Canadian border, within Niagara County, and facilitate active partnerships and seamless information-sharing systems that allow for coordinated communication among County, local, state, and international emergency response, law enforcement, and intelligence gathering communities. For several critical projects, no currently available funding source could be identified. Niagara County is committed to pursue additional funding for projects that are critical to the protection of the

4. Constrained Plan Elements

international border and critical infrastructure within Niagara County but for which no federal program has yet been established. The prioritized listing of projects including information on implementation timetable, cost, potential project funding sources, and lead and supporting parties for implementation is provided in this section. The projects are categorized and grouped according to the critical target capability that will be obtained or enhanced through implementation of the project. A project team will be chartered for each of the actions set out in the plan below and a Priority Project Team Creation form is included in Appendix C. Appendix D contains a separate table showing only estimated project costs and potential funding sources for each year.

4.1 Year 1 Priority Projects for Homeland Security Capability Development

4.1.1 Project Title: Animal Health Support

Project Description: Create a permanent program to monitor exotic and domestic animals for animal disease outbreaks and other potential human health emergencies.

Project Completion Date: The development of the program will be completed in June 2006.

Project Cost²: \$150,000

Potential Project Funding Source: Urban Area Security Initiative Grant

Project Team Leader: Niagara County Department of Public Health Designee

Project Team Members: U.S. Department of Agriculture and Markets; Sentinel Site Partners

4.1.2 Project Title: Critical Infrastructure Protection and Risk Management

Project Description, Phase I: Establish a program to implement performance-based protective measures identified during County-wide predisaster mitigation planning at critical facilities throughout the County.

² Note that all cost estimates are stated in 2005 dollars.

4. *Constrained Plan Elements*

Project Completion Date: Program to be established by December 2007.

Project Cost: \$10,000 to establish program. Cost of protective measures to be determined and identified in the 2007 budget.

Potential Project Funding Source: Urban Area Security Initiative Grant

Project Team Leader: Designee appointed by the Niagara County Department of Emergency Services; Niagara County Department of Public Works; Niagara County Sheriff's Department

Project Team Members: Local fire officials; local police officials; local city, town, and village officials; and local public works officials

Project Description, Phase II: Acquire night vision surveillance equipment for use by local law enforcement officials in ensuring security and safety at and around critical infrastructure including areas where illegal nighttime border crossings are known to occur.

Project Completion Date: December 2006.

Project Cost: \$75,000

Potential Project Funding Source: Funding for implementation to be sought from the State Homeland Security Grant Program, the Department of Homeland Security TIP

Project Team Leader: Niagara County Sheriff's Department Designee

Project Team Members: Local Police Officials

Project Description, Phase III: Create a plan to support collaboration and sharing of timely indications and warnings and information regarding terrorism relating to critical infrastructure protection among local, state, federal, and private agencies.

Project Completion Date: Plan to be developed by December 2007.

4. **Constrained Plan Elements**

Project Cost: \$50,000 for development of the plan. The costs of execution and maintenance of the plan are to be determined and allocated in subsequent budget years beginning with 2007.

Potential Project Funding Source: State Homeland Security Grant Program; DHS Targeted Infrastructure Protection Program

Project Team Leader: Designee appointed by the Niagara County Department of Emergency Services; Niagara County Department of Public Works; Niagara County Sheriff's Department

Project Team Members: Representatives from the International Bridge Commission and the NYS Power Authority; local fire officials; local police officials; city, town, and village officials; and local public works officials

4.1.3 **Project Title: Emergency Operations Center**

Project Description, Phase I: An alternate site for the County Emergency Operations Center (EOC) will be identified and established.

Project Completion Date: This project is now ongoing and will be completed by June 2006.

Project Cost: \$75,000

Potential Project Funding Source: Niagara County

Project Team Leader: Niagara County Department of Emergency Services Designee

Project Team Members: Designees from local municipalities, including local fire officials; local police officials; city, town, and village officials; and local public works officials

Project Description, Phase II: A continuity of operations plan will be established to guide emergency management personnel in the use of both primary and alternate EOC sites and relocation between them.

Project Completion Date: December 2006

Project Cost: \$25,000

Potential Project
Funding Source: Niagara County

Project Team Leader: Niagara County Department of Emergency Services Designee

Project Team Members: All response network partners that will report to the EOC during activation, including local fire officials; local police officials; city, town, and village officials; and local public works officials

Project Description, Phase III: Test and exercise all new systems implemented at the alternate EOC. Integrate solutions for communicating with Canadian entities at primary and alternative operation centers.

Project Completion Date: June 2007

Project Cost: \$65,000

Potential Project
Funding Source: DHS National Exercise Program

Project Team Leader: Niagara County Department of Emergency Services Designee

Project Team Members: All response network partners that will report to the EOC during activation, including Canadian emergency management officials; local fire officials; local police officials; city, town, and village officials; and local public works officials

4.1.4 Project Title: Emergency Response Communications

Project Description, Phase I: Identify and fill immediate needs for communications equipment including radios and pagers for first responders and other emergency response partners. Develop communications systems allowing interoperability across disciplines, mutual aid jurisdictions, and governments including state, federal, and Canadian entities.

Project Completion Date: July 2006

Project Cost: \$420,000.00

Potential Project Funding Source: State Homeland Security Grant Program

Project Team Leader: Designees appointed by the Niagara County Department of Emergency Services; Niagara County Sheriff's Department

Project Team Members: Designees from County Departments, including the Department of Health and Public Works; local fire officials; local police officials; city, town, and village officials; and local public works officials

Project Description, Phase II: Test and exercise the current communications systems.

Project Completion Date: May 2007

Project Cost: \$75,000

Potential Project Funding Source: Niagara County

Project Team Leader: Designee appointed by the Niagara County Department of Emergency Services; Niagara County Sheriff's Department

4. Constrained Plan Elements

Project Team Members: All response network partners who will utilize the new communications system, including local fire officials; local police officials; city, town, and village officials; and local public works officials

4.1.5 Project Title: Explosive Device Detection and Response Operations

Project Description: Identify first responders to provide explosive device detection and response operations for the County and provide appropriate equipment and response operations training to build capabilities until such time as a formal Explosive Ordnance Disposal team can be established.

Project Completion Date: July 2006

Project Cost: \$225,000 with additional allocations required in future years to maintain operations

Potential Project Funding Source: Niagara County

Project Team Leader: Designee appointed by the Niagara County Sheriff's Department; Niagara County Fire Officials

Project Team Members: Niagara County Department of Emergency Services; local law enforcement and fire officials

4.1.6 Project Title: Fatality Management

Project Description: Investigate the laboratory capacity needed to verify effective decontamination and the potential sources for these services.

Project Completion Date: July 2006

Project Cost: \$35,000 for investigation of capacity needed and potential sources. Funding requirements for the acquisition of the services to be determined and allocated in future years.

4. Constrained Plan Elements

Potential Project
Funding Source: Department of Health and Human Services Surge Capacity Development Program

Project Team Leader: Designee appointed by the Niagara County Coroners; Niagara County Sheriff's Department

Project Team Members: Disaster Mortuary Operational Response Teams; Niagara County Department of Public Health; Niagara County Fire and Emergency Medical System (EMS) Officials

4.1.7 Project Title: Firefighting Operations and Support

Project Description: Acquire and distribute a multifunction monitoring device and additional personal protection equipment of WMD and CBRNE response operation for fire officials in order to build capabilities to respond to likely incidents and potentially simultaneous incidents within the County and along the border.

Project Completion Date: July 2006

Project Cost: \$250,000.00

Potential Project
Funding Source: Urban Area Security Initiative Grant Program and the State Homeland Security Grant Program

Project Team Leader: Niagara County Fire Coordinator

Project Team Members: Local fire officials

4.1.8 Project Title: Hazard and Vulnerability Analysis

Project Description: Prepare a comprehensive County-wide pre-disaster mitigation plan for all hazards identifying priorities for mitigation projects reflecting risk assessment results.

Project Completion Date: June 2007

Project Cost: \$70,000

4. Constrained Plan Elements

Potential Project Funding Source: New York State Hazard Mitigation Planning Grant Program. One quarter of the project cost will be provided by the County in the form of in-kind services.

Project Team Leader: Niagara Department of Emergency Services Designee

Project Team Members: Local fire officials; local police officials; city, town, and village officials; and local public works officials

4.1.9 Project Title: Isolation and Quarantine

Project Description: Exercise County isolation and quarantine plans and procedures.

Project Completion Date: June 2006

Project Cost: \$75,000

Potential Project Funding Source: Center for Disease Control Centers for Public Health Preparedness Program

Project Team Leader: Designee appointed by the Niagara County Department of Public Health; Niagara County Sheriff's Department, Local Law Enforcement Officials and Judicial Officials

Project Team Members: Exercise participants to include regional public health alliance partners as well as hospitals located within the County

4.1.10 Project Title: On-site Incident Management

Project Description: Identify all local and County emergency personnel who require NIMS training, determine what level of training they require, establish a plan to provide access to appropriate training for the personnel identified, and develop a tool to track the completion of required training.

Project Completion Date: June 2008.

4. Constrained Plan Elements

Project Cost: \$250,000 required to develop, assess training, and track the training program. Additional funds may be required to train all personnel identified.

Potential Project Funding Source: Urban Area Security Initiative Grant Program

Project Team Leader: Niagara County Department of Emergency Services Designee

Project Team Members: Niagara County Fire Officials; Niagara County Sheriff's Department; local police and fire officials

4.1.11 Project Title: Urban Search and Rescue

Project Description: Identify first responders to provide Urban Search and Rescue operations for the County and provide appropriate equipment and training to build toward the creation of a permanent County-wide Urban Search and Rescue team, organized similarly to the County Hazardous Materials team, to provide Urban Search and Rescue resources to the entire County.

Project Completion Date: July 2006

Project Cost: \$250,000

Potential Project Funding Source: Urban Area Security Initiative Grant Program and the State Homeland Security Grant Program

Project Team Leader: County Department of Emergency Services

Project Team Members: Niagara County Sheriff's Department; local fire officials; local police officials

4.1.12 Project Title: Water Search and Rescue

Project Description: Obtain and equip a deployable water search and rescue vessel to serve the County and the region.

Project Completion Date: July 2006.

4. Constrained Plan Elements

Project Cost: \$250,000 required to obtain and equip a deployable water search and rescue vessel. Additional funding will be required from future annual budgets for the cost to maintain and operate the vessel, and to provide equipment, storage, and security.

Potential Project Funding Source: DHS Law Enforcement Terrorism Prevention Program

Project Team Leader: Designee appointed by the Niagara County Sheriff's Department; local law enforcement agencies

Project Team Members: Niagara County and local fire officials

4.2 Year 2 Priority Projects for Homeland Security Capability Development

4.2.1 Project Title: All Hazards Planning

Project Description, Phase I: Provide government officials within the County with the training and skills required to prepare a continuity of government plan for all County offices and departments.

Project Completion Date: June 2007

Project Cost: \$150,000

Potential Project Funding Source: State Homeland Security Grant Program

Project Team Leader: Designee appointed by all Niagara County Department Heads

Project Team Members: Niagara County Department of Emergency Services

Project Description, Phase II: The County Comprehensive Emergency Management Plan (CEMP) will be reviewed and updated to ensure that specific protocols and procedures included are adequate to address the unique needs of local municipalities.

4. Constrained Plan Elements

Project Completion Date: June 2007

Project Cost: \$50,000

Potential Project
Funding Source: State Homeland Security Grant Program

Project Team Leader: Niagara County Department of Emergency Services Designee

Project Team Members: Local fire officials; local police officials; city, town, and village officials; and local public works officials

4.2.2 Project Title: Animal Health Support

Project Description: Forge memoranda of understanding with appropriate international agriculture and health officials and compile and maintain a directory of all pertinent international standards and regulations.

Project Completion Date: June 2007

Project Cost: \$55,000

Potential Project
Funding Source: State Homeland Security Grant Program

Project Team Leader: Niagara County Department of Public Health Designee

Project Team Members: United States Department of Agriculture and Markets

4.2.3 Project Title: Criminal Investigation and Intervention

Project Description: Establish memoranda of understanding for permanent, active partnerships with neighboring agencies, including local, state, federal, and Canadian entities, for the purpose of preventing and deterring terrorist acts within the county and the surrounding region.

Project Completion Date: June 2007

4. Constrained Plan Elements

Project Cost: \$75,000 to develop partnerships and institute systems for prevention and deterrence

Potential Project Funding Source: State Homeland Security Grant Program

Project Team Leader: Niagara County Sheriff's Department Designee

Project Team Members: Local, state, federal, and international law enforcement agencies

4.2.4 Project Title: Critical Resource Logistics and Distribution Security

Project Description: A resource inventory tracking system will be developed listing the types of resources available, the amounts available, and the locations of all resources. The system should be a web-based electronic database.

Project Completion Date: June 2007

Project Cost: \$150,000

Potential Project Funding Source: Urban Area Security Initiative Program

Project Team Leader: Niagara County Department of Emergency Services Designee

Project Team Members: Niagara County Sheriff's Department; Niagara County Department of Public Works; all other emergency response network partners including local fire officials; local police officials; city, town, and village officials; and local public works officials

4.2.5 Project Title: Emergency Public Education

Project Description, Phase I: Develop emergency public education plan detailing the means by which public education will be accomplished during, before, and after incidents of terrorism and other emergencies.

4. Constrained Plan Elements

Project Completion Date: June 2008

Project Cost: \$45,000

Potential Project
Funding Source: Law Enforcement Terrorism Prevention Program

Project Team Leader: Niagara County Department of Emergency Services Designee

Project Team Members: All county departments; local fire officials; local police officials; city, town, and village officials; local public works officials; nonprofit and private sector partners

4.2.6 Project Title: Engineering

Project Description: Prepare a Recovery Annex to the County CEMP detailing processes for the identification, prioritization, and execution of mitigation and recovery activities.

Project Completion Date: June 2007

Project Cost: \$25,000

Potential Project
Funding Source: State Homeland Security Grant Program

Project Team Leader: Designee appointed by the Niagara County Department of Emergency Services; Niagara County Department of Public Works

Project Team Members: Local fire officials; local police officials; city, town, and village officials; and local public works officials

4.2.7 Project Title: Fatality Management

Project Description, Phase I: Acquire mass-casualty incident trailers and develop capabilities within the County to effectively perform recovery, identification, isolation, decontamination, transportation, and storage of human remains and personal belongings.

Project Completion Date: June 2009

4. Constrained Plan Elements

Project Cost: \$200,000

Potential Project
Funding Source: Niagara County

Project Team Leader: Designee appointed by the Niagara
County Department of Public Health;
County Coroners

Project Team Members: Local fire officials and Emergency
Medical Services providers, Disaster
Mortuary Operational Response Teams;
Niagara County Sheriff's Department;
Niagara County Department of Emer-
gency Services

Project Description, Phase II: Develop process consistent with
New York laws and regulations for the return and/or disposal of
human remains and personal belongings during an after an emer-
gency event. This will include a database for recording related
critical information.

Project Completion Date: June 2009

Project Cost: \$25,000

Potential Project
Funding Source: Niagara County

Project Team Leader: Designee appointed by the Niagara
County Department of Public Health;
County Coroners

Project Team Members: Local fire officials and Emergency
Medical Services providers, Disaster
Mortuary Operational Response Teams;
Niagara County Sheriff's Department;
Niagara County Department of Emer-
gency Services

Project Description, Phase III: Acquire personal protective
equipment (PPE) to be utilized by workers involved in the decon-
tamination, identification, post mortem examination, and disposi-
tion of potentially contaminated bodies.

4. Constrained Plan Elements

Project Completion Date: June 2009

Project Cost: \$175,000

Potential Project
Funding Source: Niagara County

Project Team Leader: Designee appointed by the Niagara
County Department of Public Health;
County Coroners

Project Team Members: Local fire officials and Emergency
Medical Services providers, Disaster
Mortuary Operational Response Teams;
Niagara County Sheriff's Department;
Niagara County Department of Emer-
gency Services

4.2.8 Project Title: Food and Agriculture Safety and Security

Project Description, Phase I: Develop plans, policies, and procedures for food and agriculture safety and security in accordance with the National Response Plan and the National Incident Management System.

Project Completion Date: June 2007

Project Cost: \$25,000

Potential Project
Funding Source: State Homeland Security Grant Program

Project Team Leader: Niagara County Department of Public
Health Designee

Project Team Members: U.S. Department of Agriculture and
Markets

4.2.9 Project Title: Information Collection and Threat Recognition

Project Description, Phase I: Establish a terrorism awareness program concurrent with varying threat levels that provides guidance to law enforcement personnel, officials from non-law en-

4. *Constrained Plan Elements*

forcement public agencies, the private sector, and the general public.

Project Completion Date: June 2008

Project Cost: \$60,000

Potential Project Funding Source: Funding to be sought from the Law Enforcement Terrorism Prevention Program

Project Team Leader: Niagara County Sheriff's Department Designee

Project Team Members: Niagara County Department of Emergency Services; Niagara County Department of Public Works; Local Emergency Planning Committee; Private Sector Partners, including local fire officials; local police officials; city, town, and village officials; and local public works officials

Project Description, Phase II: Establish a training program for non-law enforcement personnel to teach skills related to the recognition, identification, and report of behavior and trends associated with terrorism and activities that constitute suspicious behavior.

Project Completion Date: June 2009

Project Cost: \$125,000

Potential Project Funding Source: Urban Area Security Initiative Program

Project Team Leader: Niagara County Sheriff's Department Designee

Project Team Members: Niagara County Department of Emergency Services; Niagara County Department of Public Works; Local Emergency Planning Committee; Private Sector Partners and local fire officials; local police officials; city, town, and village officials; and local public works officials

4.2.10 Project Title: Information Sharing and Collaboration

Project Description, Phase I: Establish an information clearinghouse with access for all affected agencies within the response network, including neighboring counties, state, federal, and international agencies based on their roles and responsibilities.

Project Completion Date: June 2008

Project Cost: \$120,000

Potential Project Funding Source: Department of Justice Regional Information Sharing Systems programs and Local Cooperating Building Programs

Project Team Leader: Niagara County Sheriff's Department Designee

Project Team Members: Niagara County Department of Emergency Services; neighboring counties; federal and Canadian law enforcement agencies; local fire officials; local police officials; city, town, and village officials; and local public works officials

Project Description, Phase II: Train appropriate personnel to utilize and contribute to the information clearinghouse and to support information sharing and collaboration processes for terrorism prevention. Develop technical infrastructure to support the receipt and dissemination of relevant homeland security related information.

Project Completion Date: June 2009

Project Cost: \$185,000

Potential Project Funding Source: Department of Justice Regional Information Sharing Systems Program and the Law Enforcement Terrorism Prevention Program

4. *Constrained Plan Elements*

Project Team Leader: Niagara County Sheriff's Department Designee

Project Team Members: Niagara County Department of Emergency Services; neighboring counties; local fire officials; local police officials; city, town, and village officials; and local public works officials; state, federal, and Canadian agencies.

Project Description, Phase III: Develop information sharing protocols and procedures for use in maintaining the information clearinghouse.

Project Completion Date: December 2008

Project Cost: \$50,000

Potential Project Funding Source: Funding to be sought from the Law Enforcement Terrorism Prevention Program

Project Team Leader: Niagara County Sheriff's Department Designee

Project Team Members: Niagara County Department of Emergency Services; neighboring counties; state, federal, and Canadian Agencies; local fire officials; local police officials; city, town, and village officials; and local public works officials

Project Description, Phase IV: Conduct a tabletop exercise of the protocols and procedures developed for the information clearinghouse.

Project Completion Date: December 2009

Project Cost: \$75,000

Potential Project Funding Source: Department of Justice Regional Information Sharing Systems Program and the Local Cooperatives Program

4. Constrained Plan Elements

Project Team Leader: Niagara County Sheriff's Department Designee

Project Team Members: Niagara County Department of Emergency Services; neighboring counties; state, federal, and Canadian Agencies; local fire officials; local police officials; city, town, and village officials; and local public works officials

4.2.11 Project Title: Intelligence Fusion and Analysis

Project Description: Assemble an international team and create a comprehensive plan for the establishment of a regional intelligence fusion analysis center to deliver timely, relevant, and actionable intelligence to local first responders within the County and the surrounding region to enhance situational awareness and increase incident prevention.

Project Completion Date: December 2009

Project Cost: \$45,000

Potential Project Funding Source: Funding for implementation to be sought from the Law Enforcement Terrorism Prevention Program

Project Team Leader: Niagara County Sheriff's Department Designee

Project Team Members: Niagara County Department of Emergency Services; neighboring counties; state, federal, and Canadian agencies; local fire officials; local police officials; city, town, and village officials; and local public works officials

4.2.12 Project Title: Isolation and Quarantine

Project Description, Phase I: Identify and inventory housing for isolation and quarantine and negative air pressure treatment rooms.

Project Completion Date: June 2008

4. *Constrained Plan Elements*

Project Cost: \$15,000 is required to identify and inventory appropriate facilities. Additional funding requirement to be determined based upon needs to retrofit the facility identified

Potential Project Funding Source: Department of Health and Human Services Surge Capacity Building program

Project Team Leader: Niagara County Department of Health Designee

Project Team Members: Local law enforcement officials, Niagara County Sheriff's Department and Court Officials

Project Description, Phase II: Develop plans to provide logistical support including food and prescription delivery to quarantined and isolated populations. Establish memoranda of understanding with agencies and vendors for emergency accommodations and supplies.

Project Completion Date: June 2008

Project Cost: \$30,000

Potential Project Funding Source: State Homeland Security Grant Program; Department of Health and Human Services Surge Capacity Building Program

Project Team Leader: Niagara County Department of Health Designee

Project Team Members: Local law enforcement officials, Niagara County Sheriff's Department and Court Officials

Project Description, Phase III: Prepare public information messages related to quarantine and isolation and coordinate use with the Community Alert Network.

Project Completion Date: June 2008

4. Constrained Plan Elements

Project Cost: \$25,000

Potential Project Funding Source: Urban Area Security Initiative Program

Project Team Leader: Niagara County Department of Health Designee

Project Team Members: Local law enforcement officials, Niagara County Department of Emergency Services; Niagara County Sheriff's Department; Court Officials

4.2.13 Project Title: Medical Surge

Project Description, Phase I: Medical surge plans including infectious disease identification, clinical specimen collection, triage, treatment, transportation, communications, security protocols, and volunteer medical forces.

Project Completion Date: June 2008

Project Cost: \$55,000

Potential Project Funding Source: Department of Health and Human Services Surge Capacity Building Program

Project Team Leader: Niagara County Department of Public Health Designee

Project Team Members: Hospitals within Niagara County; EMS providers; Medical Reserve Corp.; Niagara County Sheriff's Department and local law enforcement officials

Project Description, Phase II: Establish and acquire adequate supplies including pharmaceuticals and equipment needed to effectively support reported surge capacities.

Project Completion Date: June 2007

4. Constrained Plan Elements

Project Cost: \$25,000 required to identify the pharmaceuticals and equipment needed to support surge capacity. Additional funding requirement to acquire pharmaceuticals and equipment identified.

Potential Project Funding Source: Department of Health and Human Services Surge Capacity Building Program

Project Team Leader: Niagara County Department of Public Health Designee

Project Team Members: Hospitals within Niagara County; EMS providers; Medical Reserve Corp.; Niagara County Sheriff's Department and local law enforcement officials

Project Description, Phase III: Identify and develop surge casualty capacity, by type and severity of injury, for most likely classes of casualties according to Health Resources and Services Administration (HRSA) critical benchmarks.

Project Completion Date: June 2007

Project Cost: \$125,000. Additional funds may be required based on the capacity needs identified.

Potential Project Funding Source: Urban Area Security Initiative Program

Project Team Leader: Niagara County Department of Public Health Designee

Project Team Members: Hospitals within Niagara County; EMS providers; Medical Reserve Corp.; Niagara County Sheriff's Department and local law enforcement officials

4.2.14 Project Title: Public Health Epidemiological Investigation and Laboratory Testing

Project Description: Identify and establish sufficient laboratory capacity to process biological and chemical specimens during an emergency.

4. Constrained Plan Elements

Project Completion Date: June 2007

Project Cost: \$15,000 required to identify capacity needed. Funding requirement for the acquisition of the capacity to be determined depending upon the method chosen to build capacity.

Potential Project Funding Source: CDC Laboratory Capacity Building Program

Project Team Leader: Niagara County Department of Health Designee

Project Team Members: Hazardous Materials Teams;
Fire Officials;
Niagara County Sheriff's Department

4.2.15 Project Title: Restoration of Lifelines

Project Description: Identify key resources and supplemental services such as power, water, and ice and will establish standby contracts to ensure adequate access to them during and after emergencies.

Project Completion Date: June 2007

Project Cost: \$25,000

Potential Project Funding Source: Urban Area Security Initiative Program

Project Team Leader: Niagara County Department of Emergency Services Designee

Project Team Members: Niagara County Department of Public Works; Niagara County Purchasing Department

4.2.16 Project Title: Volunteer Management and Donations

Project Description: Establish procedures and protocols to identify, determine uses for, effectively manage, and deploy volunteer support and donations before, during, and after an incident.

Project Completion Date: June 2007

Project Cost: \$25,000

Potential Project
Funding Source: Urban Area Security Initiative Program

Project Team Leader: Niagara County Department of Emergency Services Designee

Project Team Members: Non-profit and private sector response network partners and the Niagara County Attorney

4.2.17 Project Title: Worker Health and Safety

Project Description: Acquire needed personal protection equipment for emergency response personnel, including radiological warning devices.

Project Completion Date: June, 2007

Project Cost: \$125,000

Potential Project
Funding Source: Urban Area Security Initiative Program

Project Team Leader: Niagara County Department of Emergency Services Designee

Project Team Members: Niagara County Sheriff's Department; fire officials, and the Niagara County Department of Public Health

4.3 Year 3 Priority Projects for Homeland Security Capability Development

4.3.1 Project Title: Animal Health Support

Project Description, Phase I: Develop capabilities to vaccinate livestock and identify and execute comprehensive biosecurity measures for livestock populations, euthanizing livestock, and disposal of carcasses.

Project Completion Date: June 2009

Project Cost: \$125,000

Potential Project Funding Source: Niagara County

Project Team Leader: Niagara County Department of Public Health Designee

Project Team Members: U.S. Department of Agriculture and Markets

Project Description Phase II: Stage a full scale exercise involving an animal health emergency in order to test the County's exotic animal disease plan.

Project Completion Date: June 2008

Project Cost: \$125,000

Potential Project Funding Source: Niagara County

Project Team Leader: Niagara County Department of Public Health Designee

Project Team Members: Public health officials at the state, federal, and international level; as well as public health officials from neighboring counties in addition to local fire and police officials; city, town, and village officials; and local public works officials

4.3.2 **Critical Infrastructure Protection and Risk Management**

Project Description: Real-time environmental surveillance systems are required in order to properly monitor environmental health conditions near critical infrastructure such as water intakes or chemical plants in order to ensure early detection of emergency events involving chemical and biological contamination. Develop environmental surveillance systems and implement security strengthening measures for water treatment facilities and water intakes, including surveillance and perimeter security systems.

Project Completion Date: July 2008

Project Cost: \$195,000

Potential Project Funding Source: Funding to be sought from the Law Enforcement Terrorism Prevention Program the Department of Homeland Security TIP

Project Team Leader: Niagara County Sheriff's Department

Project Team Members: Niagara County Department of Public Health; local law enforcement officials; designees from water treatment and intake facilities County-wide

4.3.3 **Project Title: Emergency Evacuation**

Project Description, Phase I: Revise the County Mass Evacuation Plan to incorporate coordination with surrounding jurisdictions, including neighboring counties and Canadian jurisdictions.

Project Completion Date: June 2008

Project Cost: \$45,000

Potential Project Funding Source: State Homeland Security Grant Program

Project Team Leader: Niagara County Department of Emergency Services Designee

4. Constrained Plan Elements

Project Team Members: Niagara County Department of Public Works; Niagara Bridge Commission; neighboring counties and Canadian officials; local fire officials; local police officials; city, town, and village officials; and local public works officials

Project Description, Phase II: Conduct a tabletop exercise of the County Mass Evacuation Plan with emphasis on traffic and transportation.

Project Completion Date: June 2009

Project Cost: \$75,000

Potential Project Funding Source: Urban Area Security Initiative Program

Project Team Leader: Niagara County Department of Emergency Services Designee

Project Team Members: Niagara County Department of Public Works; Niagara Bridge Commission; neighboring counties and Canadian officials; local fire officials; local police officials; city, town, and village officials; and local public works officials

4.3.4 Project Title: Emergency Public Education

Project Description, Phase I: Exercise the emergency public education plan.

Project Completion Date: December 2008

Project Cost: \$75,000

Potential Project Funding Source: Urban Area Security Initiative Program

Project Team Leader: Niagara County Department of Emergency Services Designee

4. Constrained Plan Elements

Project Team Members: All county departments; local fire officials; local police officials; city, town, and village officials; local public works officials; nonprofit and private sector partners.

4.3.5 Project Title: Food and Agriculture Safety and Security

Project Description, Phase I: Develop permanent, active partnerships with relevant international agriculture and health officials to ensure agriculture safety and security. Compile and maintain relevant international standards and regulations.

Project Completion Date: June 2007

Project Cost: \$25,000

Potential Project
Funding Source: Urban Area Security Initiative Program

Project Team Leader: Niagara County Department of Public Health Designee

Project Team Members: Health Officials from New York State, Canada, and neighboring counties

Project Description, Phase II: Identify a source for the capability to perform functional food crop positive identification and trace systems.

Project Completion Date: June 2008

Project Cost: \$25,000

Potential Project
Funding Source: Niagara County

Project Team Leader: Niagara County Department of Public Health Designee

Project Team Members: U.S. Department of Agriculture and Markets

4. Constrained Plan Elements

Project Description, Phase III: Develop plans and procedures to perform functional food crop positive identification and traces. Conduct tabletop exercise of the plan.

Project Completion Date: June 2009

Project Cost: \$75,000

Potential Project
Funding Source: Niagara County

Project Team Leader: Niagara County Department of Health
Designee

Project Team Members: Neighboring Counties;
New York and Canadian Public Health
Officials

4.3.6 Project Title: Intelligence Fusion and Analysis

Project Description, Phase I: Develop a regional intelligence fusion analysis center to deliver timely, relevant, and actionable intelligence to local first responders within the County and the surrounding region to enhance situational awareness and increase incident prevention.

Project Completion Date: December 2009

Project Cost: \$205,000

Potential Project
Funding Source: Funding for implementation to be sought from the Department of Justice Regional Information Sharing System Program and Local Cooperatives Program

Project Team Leader: Niagara County Sheriff's Department
Designee

Project Team Members: Niagara County Department of Emergency Services; neighboring counties; state, federal, and Canadian agencies; local fire officials; local police officials; city, town, and village officials; and local public works officials

4. *Constrained Plan Elements*

Project Description, Phase II: Develop risk mitigation plans to incorporate current intelligence analysis products developed at the intelligence fusion analysis center.

Project Completion Date: June 2010

Project Cost: \$125,000

Potential Project
Funding Source: Department of Justice Regional Information Sharing System Program and Local Cooperatives Program

Project Team Leader: Niagara County Sheriff's Department Designee

Project Team Members: Niagara County Department of Emergency Services; neighboring counties; state, federal, and Canadian agencies; local fire officials; local police officials; city, town, and village officials; and local public works officials

Project Description, Phase III: Develop coordinated intelligence operations policies, protocols, and procedures.

Project Completion Date: December 2009

Project Cost: \$55,000

Potential Project
Funding Source: Department of Justice Regional Information Sharing System Program and Local Cooperatives Program

Project Team Leader: Niagara County Sheriff's Department Designee

Project Team Members: Niagara County Department of Emergency Services; neighboring counties; state, federal, and Canadian agencies; local fire officials; local police officials; city, town, and village officials; and local public works officials

4. Constrained Plan Elements

Project Description, Phase IV: Train and exercise appropriate personnel to utilize the established intelligence operations policies, protocols, and procedures.

Project Completion Date: December 2010

Project Cost: \$200,000

Potential Project
Funding Source: Urban Area Security Initiative Program

Project Team Leader: Niagara County Sheriff's Department
Designee

Project Team Members: Niagara County Department of Emergency Services; neighboring counties; state, federal, and Canadian agencies; local fire officials; local police officials; city, town, and village officials; and local public works officials

4.3.7 Project Title: Medical Supplies Management and Distribution

Project Description: Develop hazard-specific response plans identifying and prioritizing medical resource needs for future potential incidents.

Project Completion Date: June 2008

Project Cost: \$70,000

Potential Project
Funding Source: Department of Health and Human Services Surge Capacity Building Program

Project Team Leader: Niagara County Department of Health
Designee

Project Team Members: Hospitals within the County; non-profit and private sector partners; local fire officials; local police officials; city, town, and village officials; and local public works officials

4.3.8 Project Title: Pre-hospital Triage and Treatment

Project Description, Phase I: Establish a database that will identify additional medical professionals who can be activated and transported to triage sites in order to triage, stabilize, and treat patients.

Project Completion Date: June 2007

Project Cost: \$25,000

Potential Project
Funding Source: Niagara County

Project Team Leader: Niagara County Department of Health
Designee

Project Team Members: Medical Reserve Corp; hospitals within the County; nonprofit and private sector partners; local fire officials; local police officials; city, town, and village officials; and local public works officials

Project Description, Phase II: Execute agreements for the services of the additional medical professionals whether their services are to be provided on a voluntary or paid basis.

Project Completion Date: December 2007

Project Cost: \$25,000

Potential Project
Funding Source: Niagara County

Project Team Leader: Niagara County Department of Health
Designee

Project Team Members: County Attorney; Medical Reserve Corp; hospitals within the County; private and non-profit partners; local fire officials; local police officials; city, town, and village officials; and local public works officials

4.3.9 Project Title: Restoration of Lifelines

Project Description, Phase I: Establish a prioritized plan to guide the effective and speedy completion of restoration activities after an emergency incident.

Project Completion Date: June 2008

Project Cost: \$25,000

Potential Project
Funding Source: Urban Area Security Initiative Program

Project Team Leader: Niagara County Department of Public Works Designee

Project Team Members: Niagara County Department of Emergency Services; local fire officials; local police officials; city, town, and village officials; and local public works officials

Project Description, Phase II: Develop debris estimates for specific hazards and incorporate these estimates into hazard and vulnerability assessments undertaken within the County.

Project Completion Date: June 2008

Project Cost: \$25,000

Potential Project
Funding Source: State Homeland Security Grant Program

Project Team Leader: Niagara County Department of Public Works Designee

Project Team Members: Niagara County Department of Emergency Services; local fire officials; local police officials; city, town, and village officials; and local public works officials

Project Description, Phase III: Exercise the prioritized plan for effective and speedy completion of restoration activities. Train appropriate County personnel to exercise the plan.

Project Completion Date: December 2008

4. Constrained Plan Elements

Project Cost: \$75,000

Potential Project Funding Source: State Homeland Security Grant Program

Project Team Leader: Niagara County Department of Emergency Services Designee

Project Team Members: Niagara County Department of Public Works; local fire officials; local police officials; city, town, and village officials; and local public works officials

4.3.10 Project Title: Volunteer Management and Donations

Project Description, Phase I: Develop and maintain a Web-based tool facilitating the capability to verify volunteer credentials.

Project Completion Date: June 2008

Project Cost: \$55,000

Potential Project Funding Source: Urban Area Security Initiative Program

Project Team Leader: Niagara County Department of Emergency Services Designee

Project Team Members: Niagara County Department of Health; Niagara County Sheriff's Department; Niagara County Department of Public Works; County Attorney; Non-profit and Private Sector Response Network Partners; local fire officials; local police officials; city, town, and village officials; and local public works officials

Project Description, Phase II: Create and maintain registries of volunteer workers who are exposed to potentially hazardous substances for long-term follow-up.

Project Completion Date: June 2008

Project Cost: \$45,000

4. Constrained Plan Elements

Potential Project
Funding Source: Urban Area Security Initiative Program

Project Team Leader: Niagara County Department of Emergency Services Designee

Project Team Members: Niagara County Department of Health; Niagara County Sheriff's Department; Niagara County Department of Public Works; County Attorney; Non-profit and Private Sector Response Network Partners; local fire officials; local police officials; city, town, and village officials; and local public works officials

Project Description, Phase III: Establish all necessary cooperative agreements or memorandums of understanding with volunteer groups and donation management organizations.

Project Completion Date: June 2008

Project Cost: \$45,000

Potential Project
Funding Source: State Homeland Security Grant Program

Project Team Leader: Niagara County Department of Emergency Services Designee

Project Team Members: Niagara County Department of Health; Niagara County Sheriff's Department; Niagara County Department of Public Works; County Attorney; Non-profit and Private Sector Response Network Partners; local fire officials; local police officials; city, town, and village officials; and local public works officials

Project Description, Phase IV: Exercise procedures and protocols for volunteer management and donations acceptance.

Project Completion Date: December 2008

Project Cost: \$65,000

4. Constrained Plan Elements

Potential Project
Funding Source: State Homeland Security Grant Program

Project Team Leader: Niagara County Department of Emergency Services Designee

Project Team Members: Niagara County Department of Health; Niagara County Sheriff's Department; Niagara County Department of Public Works; County Attorney; Non-profit and Private Sector Response Network Partners; local fire officials; local police officials; city, town, and village officials; and local public works officials

4.3.11 Project Title: Worker Health and Safety

Project Description: Identify and plan for the acquisition of system components for a formal system for following up on the physical and mental wellbeing of emergency workers after an event.

Project Completion Date: June 2008

Project Cost: \$45,000. Additional funding requirements will be determined upon identification of the system components to develop and maintain the system.

Potential Project
Funding Source: State Homeland Security Grant Program

Project Team Leader: Designee appointed by the Niagara County Departments of Public Health and Mental Health

Project Team Members: Niagara County Department of Emergency Services; County fire officials and the Niagara County Sheriff's Department; local fire officials; local police officials; city, town, and village officials; and local public works officials

5

Unconstrained Plan Elements

As stated in Section 4, Niagara County has developed a list of actions that have been identified as critical for the enhancement of emergency preparedness County-wide. This complete list of needs represents the unconstrained elements of the plan, i.e., the actions that the County would take if personnel, fiscal, and other resources were unlimited. The unconstrained elements of the plan are found in the Table 5-1. The projects that are now included in the constrained plan were drawn from this list. For those projects that are currently included in the constrained elements of the plan, a reference is included parenthetically referring to the part of the constrained plan in Section 4 where that project or initiative can be found. Table 5-1 will be revised each year. Items that have been accomplished will be removed, and new items will be added.

Table 5-1 Niagara County Strategic Security Plan – Unconstrained Plan Elements

Target Capability Category	Action Items
All-hazards Planning	Comprehensive and coordinated planning for continuity of government should be undertaken for all County offices and departments. (4.2.1)
	Review existing emergency management plans with area hospitals and ensure coordination with County Comprehensive Emergency Management Plan and other critical emergency procedures established within the County plans.
	Ensure that all jurisdictions that have not developed individual comprehensive emergency management plans, have a current copy of the County’s CEMP and are aware of the roles and procedures set out within. Key local officials will review the County’s plan to ensure that the needs of the local jurisdictions are covered, if not specific protocols and procedures developed to address the unique needs. (4.2.1)
	Develop and maintain a web-based tool to track all emergency response training throughout the County. Link current training information to the County’s emergency response inventory tracking system.
	Develop a plan and acquire resources to feed and house first responders at critical locations during prolonged emergency response and recovery operations.
	Revise and develop business continuity plans for the County Departments of Public Health and Mental Health that establish HIPPA compliant information security and record retention procedures that can be maintained during and after all emergency events.
Animal Health Support	Work to identify regulated and unregulated repositories for exotic and domestic large and small animals and primates to monitor for animal disease outbreaks and other potential human health emergencies. (4.1.1)
	Develop capabilities for vaccinating livestock and identifying and executing comprehensive biosecurity measures for large livestock populations, euthanizing livestock, and disposing of carcasses. (4.3.1)
	Develop permanent working partnerships with appropriate international agriculture and health officials and ensure that all relevant international standards and regulations are noted and maintained. (4.2.2)
	Stage an exercise involving an animal health emergency in order to test the County’s foreign animal disease plans. (4.3.1)
Criminal Investigation and Intervention	Develop permanent, active partnerships and systems with neighboring agencies including local, state, federal, and Canadian entities in order to continue to successfully prevent and deter terrorist acts within the County and the surrounding region. (4.2.3)

5. Unconstrained Plan Elements

Table 5-1 Niagara County Strategic Security Plan – Unconstrained Plan Elements

Target Capability Category	Action Items
Critical Infrastructure Protection and Risk Management	Establish a program to implement performance-based protective measures at critical facilities throughout the County. (4.1.2)
	Develop a plan to support collaboration and sharing of timely indications and warnings and relevant terrorism related information. (4.1.2)
	A comprehensive plan will be developed for responding to alerts and actual attacks at chemical plants within the County. This plan will include procedures for utilizing necessary PPE and other appropriate equipment and all first responders including law enforcement officials will be trained to utilize this equipment.
	A comprehensive plan will be developed to protect schools within the County and will include procedures for facilitating interagency coordination.
	Thermal imaging and night vision equipment is needed for local law enforcement officials to conduct proper surveillance of international border crossings within the County in areas of dense river foliage and varied terrain. (4.1.2)
	A dedicated, commercial vehicle enforcement unit made up of specially trained law enforcement and fire protection officials should be established, equipped, and maintained in order to establish appropriate capabilities for response to hazardous materials incidents in transit.
	Security assessments should be undertaken for all County facilities and physical building security should be improved according to the recommendations identified in the assessments.
	Real-time environmental surveillance systems are required in order to properly monitor environmental health conditions near critical infrastructure such as water intakes or chemical plants in order to ensure early detection of emergency events involving chemical and biological contamination. (4.3.2)
Critical Resource Logistics and Distribution Security	Develop and maintain a resource inventory tracking system listing the types of resources available, amounts available, and location of all resources. (4.2.4)
	Identified equipment needs for fire companies should be filled including PPE, self contained breathing apparatus, blockade equipment, and decontamination equipment.
Emergency Evacuation	The County mass evacuation plan should be revised to incorporate coordination with surrounding jurisdictions, including neighboring counties and Canadian jurisdictions. Geographic information systems will be used to map all primary and alternative routes and population densities. (4.3.3)
	Once revised, the County mass evacuation plan will be exercised with emphasis on traffic and transportation. (4.3.3)

Table 5-1 Niagara County Strategic Security Plan – Unconstrained Plan Elements

Target Capability Category	Action Items
Emergency Operations Center	An alternate site must be established. (4.1.3)
	A continuity of operations plan should be established to guide emergency management personnel in the use of both sites and relocation between them. (4.1.3)
	Testing and exercising all new systems and incorporating solutions for communicating with Canadian entities and operations centers. (4.1.3)
Emergency Public Education	A plan should be developed detailing the way public education will be accomplished and led by the Niagara County Department of Emergency Services in coordination with other County departments, local jurisdictions, and nonprofit and nongovernmental organizations. (4.2.5)
	Once developed, the plan should be exercised. (4.3.4)
Emergency Response Communications	Identify and fill immediate needs for communications equipment including radios and pagers for first responders and other emergency response partners. (4.1.4)
	Communications systems with redundant technology that allow interoperability across disciplines, mutual aid jurisdictions, and including state, federal, and Canadian governments must be developed. (4.1.4)
	Once developed, communications plans should be exercised. (4.1.4)
	Reliable ancillary wireless internet connectivity should be provided for all law enforcement agencies throughout the County in order to facilitate the quick exchange of vital information before, during, and after incidents involving terrorism or other threats.
	Acquire and distribute 40 MDTerminals costing \$8,000 each for use in fire trucks throughout the County.
	All broken or defective logging recorders used by law enforcement agencies should be replaced with reliable recording equipment to facilitate consistent information retrieval.
Engineering	Develop a Recovery Annex to the County’s CEMP detailing processes for the identification, prioritization, and execution of mitigation activities. (4.2.6)
Explosive Device Detection and Response Operations	Identify first responders to provide explosive device detection and response operations for the County and provide appropriate equipment and response operations training to build capabilities until such time as a formal Explosive Ordnance Disposal team can be established. (4.1.5)
	Develop and maintain a deployable, certified explosive ordnance disposal team within the County.

5. Unconstrained Plan Elements

Table 5-1 Niagara County Strategic Security Plan – Unconstrained Plan Elements

Target Capability Category	Action Items
Fatality Management	Identify adequate laboratory capacity for the verification of effective decontamination and services for the performance of autopsies for the determination of causes of death have not been identified. (4.1.6)
	Develop capabilities to effectively perform recovery, identification, isolation, decontamination, transport, and storage of human remains and personal belongings. (4.2.7)
	Establish processes consistent with New York laws and regulations for the return and/or disposal of human remains and personal belongings along with a database for recording critical information in this regard. (4.2.7)
	Establish provisions for the acquisition of PPE to be utilized by workers involved in the decontamination, identification, post mortem examination, and disposition of potentially contaminated bodies. (4.2.7)
Firefighting Operations and Support	Acquire and distribute a multifunction monitoring device and additional personal protection equipment of WMD and CBRNE response operation for fire officials in order to build capabilities to respond to likely incidents and potentially simultaneous incidents within the County and along the border. (4.1.7)
	Construct a training structure on the grounds of the Public Safety Training Facility that can be used for fire, survival and FAST training along with several different aspects of specialized and technical rescue training.
	Establish training programs and provide training for WMD and CBRNE response for fire officials in order to ensure capabilities to respond to those potential incidents that could occur within Niagara County and simultaneous events.
Food and Agriculture Safety and Security	Plans, policies, and procedures for food and agriculture safety and security should be established in accordance with the NRP and NIMS. (4.2.8)
	Identify a source for functional food crop positive identification and trace systems. (4.3.5)
	Permanent, active partnerships should be developed with relevant international agriculture and health officials. Relevant international standards and regulations should be identified and maintained. (4.3.5)
	Develop the capability to analyze food and agriculture samples, remove contaminated products from the food supply and implement food safety and security measures. (4.3.5)
	Once adequate plans and procedures are developed they should be exercised and tested.
Hazard and Vulnerability Analysis	Develop a comprehensive pre-disaster mitigation plan for all hazards that identifies priorities for mitigation projects reflecting risk assessment results. (4.1.8)

5. Unconstrained Plan Elements

Table 5-1 Niagara County Strategic Security Plan – Unconstrained Plan Elements

Target Capability Category	Action Items
Information Collection and Threat Recognition	Develop an awareness program, concurrent with varying threat levels, that provides guidance to law enforcement personnel, officials from non-law enforcement public agencies, the private sector, and the general public. (4.2.9)
	Establish a training program for non-law enforcement personnel to teach skills related to recognizing, identifying, and reporting behavior and trends associated with planning, support, and operational activities related to terrorism and activities that constitutes suspicious behavior. (4.2.9)
Information Sharing and Collaboration	Establish a clearinghouse with access for all affected agencies within the response network, including neighboring counties, state, federal, and Canadian agencies based on their roles and responsibilities. (4.2.10)
	Train relevant personnel to support information sharing and collaboration processes. Technical infrastructure should be developed to support receipt and dissemination of relevant homeland security-related information. (4.2.10)
	Information sharing protocols and procedures should be developed for use in maintaining the clearinghouse. (4.2.10)
	Exercise protocols and procedures for the clearinghouse. (4.2.10)
Intelligence Fusion and Analysis	Assemble an international team and create a comprehensive plan for the establishment of a regional intelligence fusion analysis center to deliver timely, relevant and actionable intelligence to local first responders within the County and the surrounding region. (4.2.11)
	Operate an intelligence fusion analysis center. (4.3.6)
	Risk mitigation plans should be developed to incorporate current intelligence analysis products. (4.3.6)
	Intelligence operations policies, protocols, and procedures should be developed. (4.3.6)
	Intelligence operations policies, protocols, and procedures should be trained and exercised at the County level. (4.3.6)
Isolation and Quarantine	Identify adequate isolation and quarantine housing and negative air pressure treatment rooms. (4.2.12)
	Develop plans to provide logistical supports including food and prescription delivery to quarantined and isolated populations. (4.2.12)
	Prepare public information messages related to quarantine and isolation. (4.2.12)
	Exercise isolation and quarantine plans and procedures. (4.1.9)
	Training should be provided to law enforcement, emergency medical service providers, and judicial officials on the use of PPE for infectious diseases.
Medical Supplies Management and Distribution	Develop a hazard-specific response plan identifying and prioritizing what resource needs should be developed to increase preparedness for future incidents. (4.3.7)

5. Unconstrained Plan Elements

Table 5-1 Niagara County Strategic Security Plan – Unconstrained Plan Elements

Target Capability Category	Action Items
Medical Surge	Develop medical surge plans including triage, treatment, transportation, communications, and security protocols. (4.2.13)
	Estimate and acquire adequate supplies of pharmaceuticals and equipment needed to effectively support and augment reported surge capacities. (4.2.13)
	Identify and develop surge casualty capacity by type and severity of injury for most likely classes of casualties according to HRSA critical benchmarks.
On-Site Incident Management	Identify all local and County emergency personnel who require NIMS training, determine what level of training they require, establish a plan to provide access to appropriate training for the personnel identified, and develop a tool to track the completion of required training. (4.1.10)
Pre-hospital Triage and Treatment	Identify additional medical professionals who can be activated and transported to triage sites in order to triage; stabilize and treat patients. (4.3.8)
	Execute agreements for their services, whether voluntary or contracted and paid. (4.3.8)
Public Health Epidemiological Investigation and Laboratory Testing	Establish sufficient laboratory capacity to process biological and chemical specimens during an emergency. (4.2.14)
Restoration of Lifelines	Establish a prioritization plan to guide more effective completion of restoration activities. (4.3.9)
	Develop debris estimates for specific hazards and incorporate into hazard and vulnerability assessments undertaken within the County. (4.3.9)
	Key resources should be identified, including supplemental services such as power, water, and ice, and standby contracts put in place to ensure adequate access to them. (4.2.15)
	Once plans are developed the plans should be appropriately trained and exercised. (4.3.9)
Urban Search and Rescue	Equip and train a deployable Urban Search and Rescue team with membership open to all emergency response partners within the County, organized similarly to the County Hazardous Materials Team, to provide search and rescue resources to the entire County. (4.1.11)
Volunteer Management and Donations	Establish procedures and protocols to identify, determine uses for, effectively manage, and deploy volunteer support and donations before, during, and after an incident. (4.2.16)
	Develop capability to verify volunteer credentials and create and maintain registries of workers who are exposed to potentially hazardous substances for long-term follow up. (4.3.10)
	Establish cooperative agreements or memoranda of understanding with volunteer groups and donation management organizations. (4.3.10)
	Exercise procedures and protocols for volunteer management and donations. (4.3.10)

Table 5-1 Niagara County Strategic Security Plan – Unconstrained Plan Elements

Target Capability Category	Action Items
Water Search and Rescue	Obtain and equip a deployable water search and rescue vessel to serve the County and the region. (4.1.12)
	Train and equip a deployable water search and rescue team to serve the County and the region.
Worker Health and Safety	Acquire needed PPE for emergency response personnel, including radiological warning devices. (4.2.17)
	Establish a formal system for following up on the physical and mental wellbeing of emergency workers after an event. (4.3.11)
	Establish NIOSH and OSHA compliant equipment and worker safety standards and provide appropriate training for all safety officers and responders.

Key:

- CEMP = Comprehensive Emergency Management Plan.
- HRSA = Health Resources and Services Administration.
- NIMS = National Incident Management System.
- NIOSH = National Institute for Occupational Safety and Health.
- OSHA = Occupational Safety and health Administration.
- PPE = Personal protective equipment.

6

Emergency Expenditures, Annual Review, and Update

This Strategic Security Plan was developed based on the hazards and emergency events that Niagara County is now most likely to face and the resources needed to prevent, mitigate, respond to, and recover from them. However, it is not possible to predict with total accuracy the type of event that might strike at any time and cause the County to re-examine its strategy for building capabilities for homeland security within the County and the surrounding region. An emergency event might also require immediate expenditures that do not correspond with the priorities for resource allocation described in this plan. For these reasons, the following provisions are adopted as critical components of this plan.

6.1 Additional Needs and Emergency Expenditures

All County department heads will consider the priorities set out in this plan during the annual budget process and the County manager will ensure that expenditures for homeland security contained within the County manager's recommended budget are in furtherance of this plan. In the event that an expenditure for homeland security is required that was not contemplated during the development of this plan, the County department head requesting the emergency expenditure will submit a written request to the County manager for consideration. The request will contain an explanation of the request, a justification of the need, and the statement of the nature of the emergency or other circumstance precipitating the request. If the County manager determines that the expenditure is required, then the County manager will coordinate the expenditure utilizing funds from the emergency contingency fund created for this purpose. Should the emergency contingency fund be inadequate, the County's general contingency fund will be utilized. Final options for funding would include the utilization of financing certificates in coordination with the County Treasurer's Office or the delay of funding for an action identified within this plan in favor of the expenditure, requiring a resolution amending this plan.

6. Emergency Expenditures, Annual Review, and Update

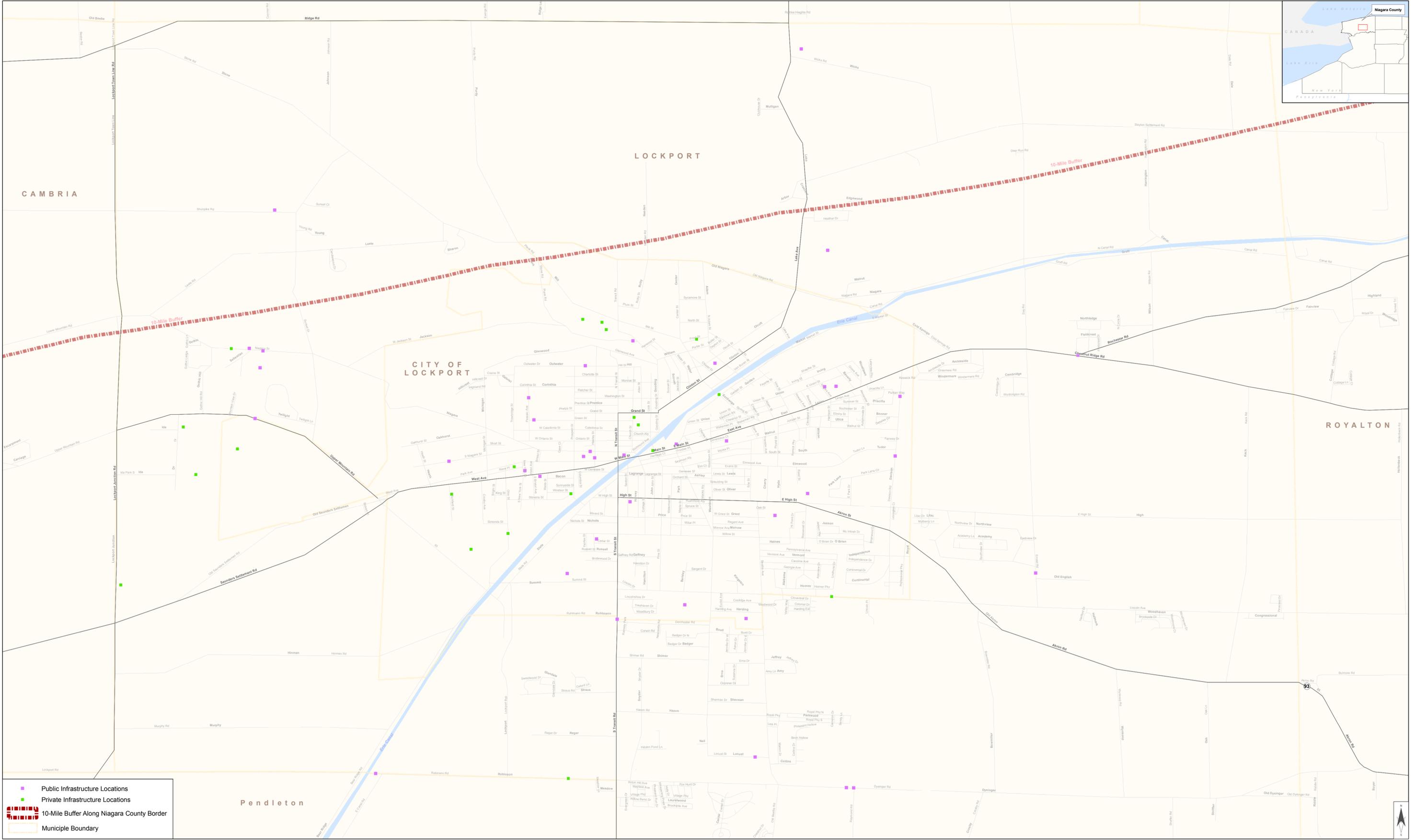
6.2 Plan Review and Annual Update

The Niagara County Homeland Security Partnership Steering Committee will meet on a quarterly basis to review the progress of the individual project teams assigned to implement the components of this plan. The Steering Committee will receive information from the project teams about the steps taken to implement projects, the goals met to date, and any road blocks or other impediments to implementation that have been experienced. The Steering Committee will make recommendations to the project teams for ongoing initiatives and will provide information to the County manager when projects have been completed and new project teams should be established to complete other priority initiatives.

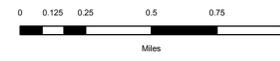
This plan will be reviewed by the Steering Committee on an annual basis, and input will be sought by all members, including the County departments of Emergency Services, Public Works, Public Health, and the Sheriff's Department; local fire officials, local law enforcement officials; city, town and village officials; and local public works officials. If it is determined that changes should be considered by the legislature based on the initiatives and projects completed, or identified for addition to the plan, or based on new information about potential threats or needed resources, the Steering Committee will submit the recommended changes to the County manager, who will review the changes and submit them to the County Legislature for review and adoption in the form of a resolution amending the plan.

A

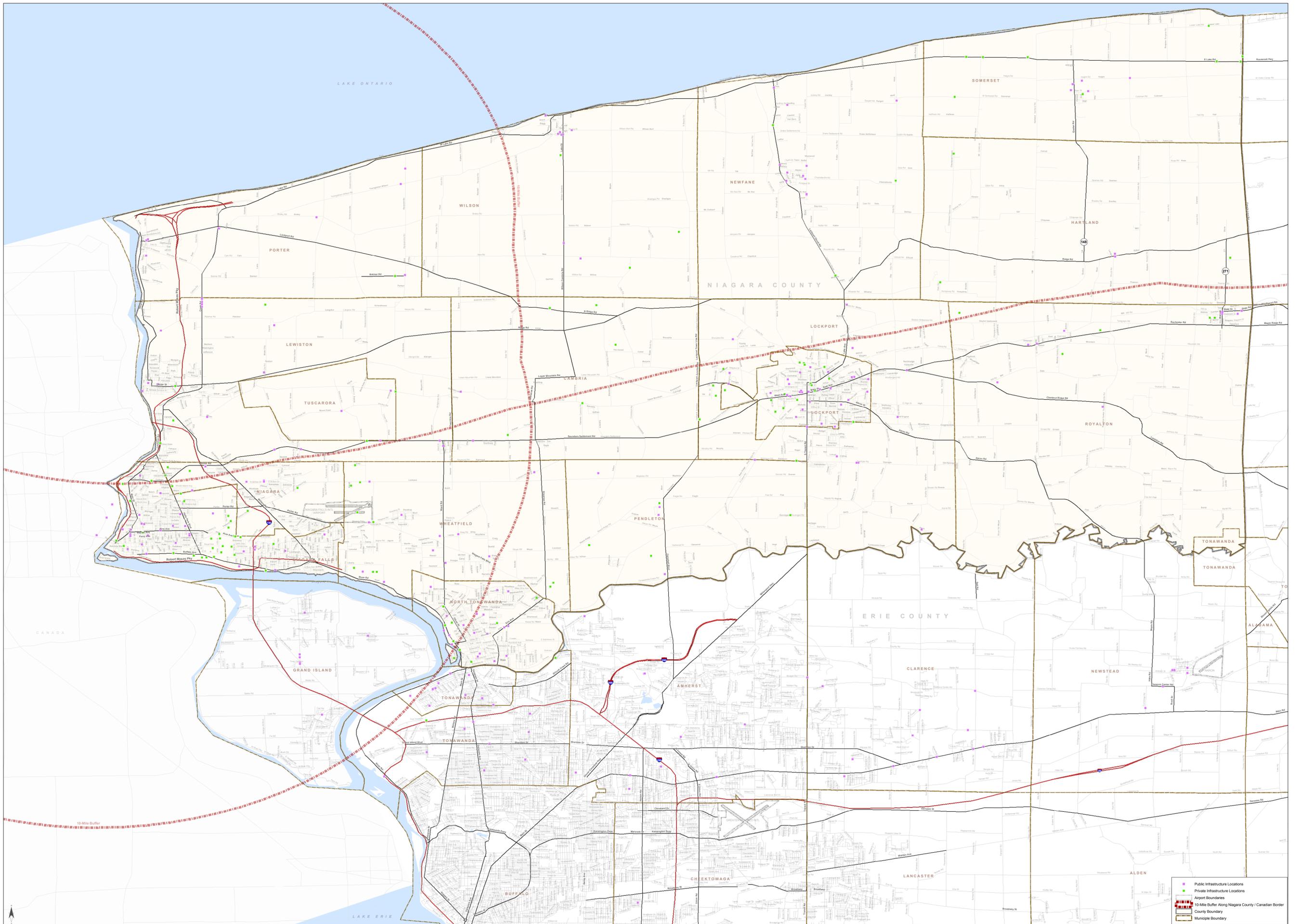
Niagara County Border Buffer Zone and Critical Infrastructure Maps



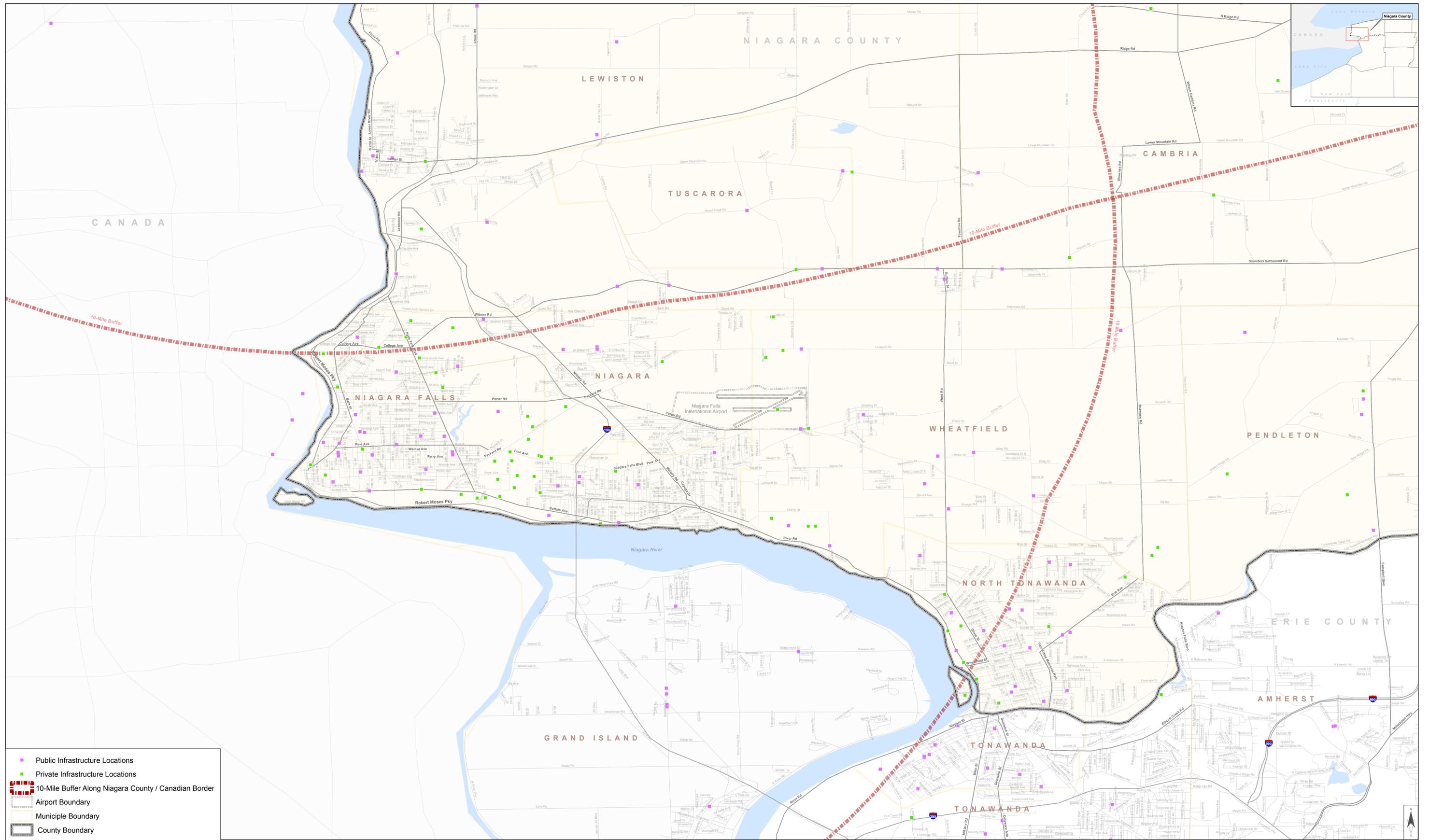
- Public Infrastructure Locations
- Private Infrastructure Locations
- 10-Mile Buffer Along Niagara County Border
- Municipality Boundary



Locations of Public and Private Critical Infrastructure - Lockport



Locations of Public and Private Critical Infrastructure - Niagara County and Northern Erie County



- Public Infrastructure Locations
- Private Infrastructure Locations
- 10-Mile Buffer Along Niagara County / Canadian Border
- Airport Boundary
- Municipality Boundary
- County Boundary



Locations of Public and Private Critical Infrastructure - Niagara Falls

B

Unconstrained Plan Elements



B. Unconstrained Plan Elements

Niagara County Strategic Security Plan – Unconstrained Plan Elements

The following initiatives make up the unconstrained elements of the Niagara County Strategic Security Plan and are show below in order of priority.

Target Capability Category	Action Items
Emergency Response Communications	Communications systems with redundant technology that allow interoperability across disciplines, mutual aid jurisdictions, and including state, federal, and Canadian governments must be developed. (4.1.4)
	Identify and fill immediate needs for communications equipment including radios and pagers for first responders and other emergency response partners. (4.1.4)
	Once developed, communications plans should be exercised. (4.1.4)
Hazard and Vulnerability Analysis	Develop a comprehensive pre-disaster mitigation plan for all hazards that identifies priorities for mitigation projects reflecting risk assessment results. (4.1.8)
Emergency Operations Center	An alternate site must be established. (4.1.3)
Critical Infrastructure Protection and Risk Management	Establish a program to implement performance-based protective measures at critical facilities throughout the County. (4.1.2)
	Thermal imaging and night vision equipment is needed for local law enforcement officials to conduct proper surveillance of international border crossings within the County in areas of dense river foliage and varied terrain. (4.1.2)
	Develop a plan to support collaboration and sharing of timely indications and warnings and relevant terrorism related information. (4.1.2)
On-Site Incident Management	Identify all local and County emergency personnel who require NIMS training, determine what level of training they require, establish a plan to provide access to appropriate training for the personnel identified and develop a tool to track the completion of required training. (4.1.10)
Firefighting Operations and Support	Acquire and distribute a multifunction monitoring device and additional personal protection equipment of WMD and CBRNE response operation for fire officials in order to build capabilities to respond to likely incidents and potentially simultaneous incidents within the County and along the border. (4.1.7)
Explosive Device Detection and Response Operations	Identify first responders to provide explosive device detection and response operations for the County and provide appropriate equipment and response operations training to build capabilities until such time as a formal Explosive Ordnance Disposal team can be established. (4.1.5)

B. Unconstrained Plan Elements

Target Capability Category	Action Items
Urban Search and Rescue	Equip and train a deployable Urban Search and Rescue team with membership open to all emergency response partners within the County, organized similarly to the County Hazardous Materials Team, to provide search and rescue resources to the entire County. (4.1.11)
Water Search and Rescue	Obtain and equip a deployable water search and rescue vessel to serve the County and the region. (4.1.12)
Isolation and Quarantine	Exercise isolation and quarantine plans and procedures. (4.1.9)
Fatality Management	Identify adequate laboratory capacity for the verification of effective decontamination and services for the performance of autopsies for the determination of causes of death that have not been identified. (4.1.6)
Emergency Operations Center	A continuity of operations plan should be established to guide emergency management personnel in the use of both sites and relocation between them. (4.1.3)
	Testing and exercising all new systems and incorporating solutions for communicating with Canadian entities and operations centers. (4.1.3)
Animal Health Support	Work to identify regulated and unregulated repositories for exotic and domestic large and small animals and primates to monitor for animal disease outbreaks and other potential human health emergencies. (4.1.1)
Worker Health and Safety	Acquire needed PPE for emergency response personnel, including radiological warning devices. (4.2.17)
Medical Surge	Develop medical surge plans, including triage, treatment, transportation, communications, and security protocols. (4.2.13)
	Estimate and acquire adequate supplies of pharmaceuticals and equipment needed to effectively support and augment reported surge capacities. (4.2.13)
Fatality Management	Establish provisions for the acquisition of PPE to be utilized by workers involved in the decontamination, identification, post-mortem examination, and disposition of potentially contaminated bodies. (4.2.7)
	Develop capabilities to effectively perform recovery, identification, isolation, decontamination, transport, and storage of human remains and personal belongings. (4.2.7)
	Establish processes consistent with New York laws and regulations for the return and/or disposal of human remains and personal belongings, along with a database for recording critical information in this regard. (4.2.7)
Information Collection and Threat Recognition	Develop an awareness program, concurrent with varying threat levels, that provides guidance to law enforcement personnel, officials from non-law enforcement public agencies, the private sector, and the general public. (4.2.9)

B. Unconstrained Plan Elements

Target Capability Category	Action Items
	Establish a training program for non-law enforcement personnel to teach skills related to recognizing, identifying, and reporting behavior and trends associated with planning, support, and operational activities related to terrorism and activities that constitutes suspicious behavior. (4.2.9)
Isolation and Quarantine	Identify adequate isolation and quarantine housing and negative air pressure treatment rooms. (4.2.12)
	Prepare public information messages related to quarantine and isolation. (4.2.12)
Emergency Public Education	A plan should be developed detailing the way public education will be accomplished and led by the Niagara County Department of Emergency Services in coordination with other County departments, local jurisdictions, and nonprofit and nongovernmental organizations. (4.2.5)
Volunteer Management and Donations	Establish procedures and protocols to identify, determine uses for, effectively manage, and deploy volunteer support and donations before, during, and after an incident. (4.2.16)
Public Health Epidemiological Investigation and Laboratory Testing	Establish sufficient laboratory capacity to process biological and chemical specimens during an emergency. (4.2.14)
Restoration of Lifelines	Key resources should be identified, including supplemental services such as power, water, and ice, and standby contracts put in place to ensure adequate access to them. (4.2.15)
Information Sharing and Collaboration	Establish a clearinghouse with access for all affected agencies within the response network, including neighboring counties, state, federal, and Canadian agencies, based on their roles and responsibilities. (4.2.10)
Critical Resource Logistics and Distribution Security	Develop and maintain a resource inventory tracking system listing the types of resources available, amounts available, and location of all resources. (4.2.4)
Intelligence Fusion and Analysis	Assemble an international team and create a comprehensive plan for the establishment of a regional intelligence fusion analysis center to deliver timely, relevant, and actionable intelligence to local first responders within the County and the surrounding region. (4.2.11)
All-hazards Planning	Comprehensive and coordinated planning for continuity of government should be undertaken for all County offices and departments. (4.2.1)
Criminal Investigation and Intervention	Develop permanent, active partnerships and systems with neighboring agencies, including local, state, federal, and Canadian entities, in order to continue to successfully prevent and deter terrorist acts within the County and the surrounding region. (4.2.3)

B. Unconstrained Plan Elements

Target Capability Category	Action Items
All-hazards Planning	Ensure that all jurisdictions that have not developed individual comprehensive emergency management plans, have a current copy of the County’s CEMP and are aware of the roles and procedures set out within. Key local officials will review the County’s plan to ensure that the needs of the local jurisdictions are covered; if necessary, specific protocols and procedures will be developed to address the unique needs. (4.2.1)
Engineering	Develop a Recovery Annex to the County’s CEMP detailing processes for the identification, prioritization, and execution of mitigation activities. (4.2.6)
Food and Agriculture Safety and Security	Plans, policies, and procedures for food and agriculture safety and security should be established in accordance with the NRP and NIMS. (4.2.8)
Isolation and Quarantine	Develop plans to provide logistical support, including food and prescription delivery, to quarantined and isolated populations. (4.2.12)
Animal Health Support	Develop permanent working partnerships with appropriate international agriculture and health officials and ensure that all relevant international standards and regulations are noted and maintained. (4.2.2)
Information Sharing and Collaboration	Train relevant personnel to support information sharing and collaboration processes. Technical infrastructure should be developed to support receipt and dissemination of relevant homeland security-related information. (4.2.10)
	Protocols and procedures for sharing information should be developed for use in maintaining the clearinghouse. (4.2.10)
	Exercise protocols and procedures for the clearinghouse. (4.2.10)
Critical Infrastructure Protection and Risk Management	Real-time environmental surveillance systems are required in order to properly monitor environmental health conditions near critical infrastructure such as water intakes or chemical plants in order to ensure early detection of emergency events involving chemical and biological contamination. (4.3.2)
Emergency Evacuation	The County mass-evacuation plan should be revised to incorporate coordination with surrounding jurisdictions, including neighboring counties and Canadian jurisdictions. Geographic information systems will be used to map all primary and alternative routes and population densities. (4.3.3)
	Once revised, the County mass-evacuation plan will be exercised with emphasis on traffic and transportation. (4.3.3)
Pre-hospital Triage and Treatment	Identify additional medical professionals who can be activated and transported to triage sites in order to perform triage and stabilize and treat patients. (4.3.8)
	Execute agreements for their services, whether voluntary or contracted and paid. (4.3.8)

B. Unconstrained Plan Elements

Target Capability Category	Action Items
Medical Supplies Management and Distribution	Develop a hazard-specific response plan identifying and prioritizing what resource needs should be developed to increase preparedness for future incidents. (4.3.7)
Worker Health and Safety	Establish a formal system for following up on the physical and mental well-being of emergency workers after an event. (4.3.11)
Volunteer Management and Donations	Establish cooperative agreements or memoranda of understanding with volunteer groups and donation management organizations. (4.3.10)
	Develop capability to verify volunteer credentials and create and maintain registries of workers who are exposed to potentially hazardous substances for long-term follow up. (4.3.10)
	Exercise procedures and protocols for volunteer management and donations. (4.3.10)
Restoration of Lifelines	Establish a prioritization plan to guide more effective completion of restoration activities. (4.3.9)
	Develop debris estimates for specific hazards and incorporate into hazard and vulnerability assessments undertaken within the County. (4.3.9)
	Once plans are developed, personnel should be appropriately trained and the plan should be exercised. (4.3.9)
Emergency Public Education	Once developed, the plan should be exercised. (4.3.4)
Food and Agriculture Safety and Security	Identify a source for functional food crop positive identification and trace systems. (4.3.5)
	Permanent, active partnerships should be developed with relevant international agriculture and health officials. Relevant international standards and regulations should be identified and maintained. (4.3.5)
	Develop the capability to analyze food and agriculture samples, remove contaminated products from the food supply, and implement food safety and security measures. (4.3.5)
Animal Health Support	Develop capabilities for vaccinating livestock and identifying and executing comprehensive biosecurity measures for large livestock populations, euthanizing livestock, and disposing of carcasses. (4.3.1)
	Stage an exercise involving an animal health emergency in order to test the County's foreign animal disease plans. (4.3.1)
Intelligence Fusion and Analysis	Operate an intelligence fusion analysis center. (4.3.6)
	Risk mitigation plans should be developed to incorporate current intelligence analysis products. (4.3.6)
	Intelligence operations policies, protocols, and procedures should be developed. (4.3.6)
	Intelligence operations policies, protocols, and procedures should be trained and exercised at the County level. (4.3.6)

B. Unconstrained Plan Elements

Target Capability Category	Action Items
Emergency Response Communications	Acquire and distribute 40 MDTerminals costing \$8,000 each for use in fire trucks throughout the County.
Water Search and Rescue	Train and equip a deployable water search and rescue team to serve the County and the region.
Emergency Response Communications	<p>Reliable ancillary wireless internet connectivity should be provided for all law enforcement agencies throughout the County in order to facilitate the quick exchange of vital information before, during, and after incidents involving terrorism or other threats.</p> <p>All broken or defective logging recorders used by law enforcement agencies should be replaced with reliable recording equipment to facilitate consistent information retrieval.</p>
Critical Resource Logistics and Distribution Security	Identified equipment needs for fire companies should be filled, including PPE, self-contained breathing apparatus, blockade equipment, and decontamination equipment.
Critical Infrastructure Protection and Risk Management	<p>A dedicated, commercial vehicle enforcement unit made up of specially trained law enforcement and fire protection officials should be established, equipped, and maintained in order to establish appropriate capabilities for response to hazardous materials incidents in transit.</p> <p>Security assessments should be undertaken for all County facilities, and physical building security should be improved according to the recommendations identified in the assessments.</p> <p>A comprehensive plan will be developed for responding to alerts and actual attacks at chemical plants within the County. This plan will include procedures for utilizing necessary PPE and other appropriate equipment, and all first responders, including law enforcement officials, will be trained to utilize this equipment.</p> <p>A comprehensive plan will be developed to protect schools within the County and will include procedures for facilitating interagency coordination.</p> <p>Coordinate with the NYS Power Authority to develop plans to prevent incidents and mitigate potential impacts of events at power facilities within the County. A joint response plan should be developed incorporating all response agencies.</p>
Firefighting Operations and Support	<p>Construct a training structure on the grounds of the Public Safety Training Facility that can be used for fire, survival, and FAST training, along with several different aspects of specialized and technical rescue training.</p> <p>Establish training programs and provide training for WMD and CBRNE response for fire officials in order to ensure capabilities to respond to potential incidents, including simultaneous events, that could occur within Niagara County.</p>
Explosive Device Detection and Response Operations	Develop and maintain a deployable, certified explosive ordnance disposal team within the County.

B. Unconstrained Plan Elements

Target Capability Category	Action Items
Isolation and Quarantine	Training should be provided to law enforcement personnel, emergency medical service providers, and judicial officials on the use of PPE for infectious diseases.
Medical Surge	Identify and develop surge casualty capacity by type and severity of injury for most likely classes of casualties according to HRSA critical benchmarks.
Worker Health and Safety	Establish NIOSH and OSHA compliant equipment and worker safety standards and provide appropriate training for all safety officers and responders.
Food and Agriculture Safety and Security	Once adequate plans and procedures are developed, they should be exercised and tested.
All-hazards Planning	Develop a plan and acquire resources to feed and house first responders at critical locations during prolonged emergency response and recovery operations.
	Review existing emergency management plans with area hospitals, and ensure coordination with County Comprehensive Emergency Management Plan and other critical emergency procedures established within the County plans.
	Revise and develop business continuity plans for the County Departments of Public Health and Mental Health that establish HIPPA compliant information security and record retention procedures. The procedures must facilitate the maintenance of records during and after all emergency events.
	Develop and maintain a Web-based tool to track all emergency response training throughout the County. Link current training information to the County's emergency response inventory tracking system.

C

Project Team Creation Form



C. Project Team Creation Form

Priority Project Team Creation

Name of Priority Project Team: _____

Date Chartered: _____

Sponsor: _____

Process Owner: _____

Purpose of Team:

Objectives: (specifics)

Time Duration: _____

Team Leader: _____

Team Membership:

Deliverables:

Other Information:

D

Priority Project Cost Tables



D. Priority Project Cost Tables

D. Priority Project Cost Tables
Year-1 Priority Project Costs

	Project	Cost	Total
Urban Area Security Initiative	4.1.1 Animal Health Support	\$150,000	\$800,000
	4.1.2 Critical Infrastructure Protection, Phase I	\$10,000	
	4.1.7 Firefighting Operations and Support	\$190,000	
	4.1.10 On-Site Incident Management	\$250,000	
	4.1.11 Urban Search and Rescue	\$200,000	
State Homeland Security Grant Program	4.1.2 Critical Infrastructure Protection, Phase II	\$30,000	\$600,000
	4.1.2 Critical Infrastructure Protection, Phase III	\$40,000	
	4.1.4 Emergency Response Communications, Phase I	\$420,000	
	4.1.7 Firefighting Operations and Support	\$60,000	
	4.1.11 Urban Search and Rescue	\$50,000	
Additional DHS Programs	4.1.2 Critical Infrastructure Protection, Phase II	\$45,000	\$440,000
	4.1.2 Critical Infrastructure Protection, Phase III	\$10,000	
	4.1.3 EOC, Phase III	\$65,000	
	4.1.8 Hazard and Vulnerability Analysis	\$70,000	
	4.1.12 Water Search and Rescue	\$250,000	
Additional Non-DHS Programs	4.1.6 Fatality Management	\$35,000	\$110,000
	4.1.9 Isolation and Quarantine	\$75,000	
County Revenue Expenditure for Homeland Security	4.1.3 EOC, Phase I	\$75,000	\$400,000
	4.1.3 EOC, Phase II	\$25,000	
	4.1.4 Emergency Response Communications, Phase II	\$75,000	
	4.1.5 Explosive Device Detection and Response	\$225,000	
Total			\$2,350,000

D. Priority Project Cost Tables
Year-2 Priority Project Costs

	Project	Cost	Total
Urban Area Security Initiative	4.2.4 Critical Resource Logistics and Distribution	\$150,000	\$600,000
	4.2.9 Information Collection and Threat Recognition, Phase II	\$125,000	
	4.2.12 Isolation and Quarantine, Phase III	\$25,000	
	4.2.13 Medical Surge, Phase III	\$125,000	
	4.2.15 Restoration of Lifelines	\$25,000	
	4.2.16 Volunteer Management and Donations	\$25,000	
	4.2.17 Worker Health and Safety	\$125,000	
State Homeland Security Grant Program	4.2.1 All Hazards Planning, Phase I	\$150,000	\$400,000
	4.2.1 All Hazards Planning, Phase II	\$50,000	
	4.2.2 Animal Health Support	\$55,000	
	4.2.3 Criminal Investigation and Intervention	\$75,000	
	4.2.6 Engineering	\$25,000	
	4.2.8 Food and Agriculture Safety and Security, Phase I	\$25,000	
	4.2.12 Isolation and Quarantine, Phase II	\$20,000	
Additional DHS Programs	4.2.5 Emergency Public Education	\$45,000	\$580,000
	4.2.9 Information Collection and Threat Recognition, Phase I	\$60,000	
Additional DHS Programs	4.2.10 Information Sharing and Collaboration, Phase I	\$120,000	
	4.2.10 Information Sharing and Collaboration, Phase II	\$185,000	
	4.2.10 Information Sharing and Collaboration, Phase III	\$50,000	
	4.2.10 Information Sharing and Collaboration, Phase IV	\$75,000	
	4.2.11 Intelligence Fusion and Analysis	\$45,000	
Additional Non-DHS Programs	4.2.12 Isolation and Quarantine, Phase I	\$15,000	\$120,000
	4.2.12 Isolation and Quarantine, Phase II	\$10,000	
	4.2.13 Medical Surge, Phase I	\$55,000	
	4.2.13 Medical Surge, Phase II	\$25,000	
	4.2.14 Epi. Investigation and Lab Testing	\$15,000	
County Revenue Expenditure for Homeland Security	4.2.7 Fatality Management, Phase I	\$200,000	\$400,000
	4.2.7 Fatality Management, Phase II	\$25,000	
	4.2.7 Fatality Management, Phase III	\$175,000	
Total			\$2,100,000.00

D. Priority Project Cost Tables
Year-3 Priority Project Costs

	Project	Cost	Total
Urban Area Security Initiative	4.3.3 Emergency Evacuation, Phase II	\$75,000	\$500,000
	4.3.4 Emergency Public Education, Phase I	\$75,000	
	4.3.5 Food and Agriculture Safety and Security, Phase I	\$25,000	
	4.3.6 Intelligence Fusion and Analysis, Phase IV	\$200,000	
	4.3.9 Restoration of Lifelines, Phase I	\$25,000	
	4.3.10 Volunteer Management and Donations, Phase I	\$55,000	
	4.3.10 Volunteer Management and Donations, Phase II	\$45,000	
State Homeland Security Grant Program	4.3.3 Emergency Evacuation, Phase I	\$45,000	\$300,000
	4.3.9 Restoration of Lifelines, Phase II	\$25,000	
	4.3.9 Restoration of Lifelines, Phase III	\$75,000	
	4.3.10 Volunteer Management and Donations, Phase III	\$45,000	
	4.3.10 Volunteer Management and Donations, Phase IV	\$65,000	
	4.3.11 Worker Health and Safety	\$45,000	
Additional DHS Programs	4.3.2 Critical Infrastructure Protection and Risk Management	\$195,000	\$580,000
	4.3.6 Intelligence Fusion and Analysis, Phase I	\$205,000	
	4.3.6 Intelligence Fusion and Analysis, Phase II	\$125,000	
	4.3.6 Intelligence Fusion and Analysis, Phase III	\$55,000	
Additional Non-DHS Programs	4.3.7 Medical Supplies Management and Distribution	\$70,000	\$70,000
County Revenue Expenditure for Homeland Security	4.3.1 Animal Health Support, Phase I	\$125,000	\$400,000
	4.3.1 Animal Health Support, Phase II	\$125,000	
	4.3.5 Food and Agriculture Safety and Security, Phase II	\$25,000	
	4.3.5 Food and Agriculture Safety and Security, Phase III	\$75,000	
	4.3.8 Pre-hospital Triage and Treatment, Phase I	\$25,000	
	4.3.8 Pre-hospital Triage and Treatment, Phase II	\$25,000	
Total			\$1,850,000.00