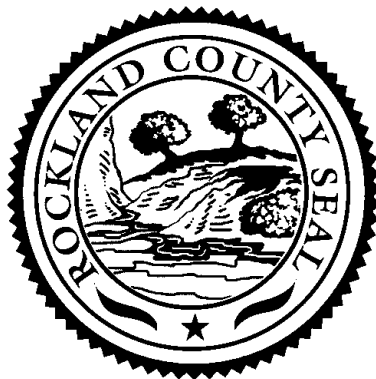


Report of the Rockland County Homeland Security Task Force



Assessing and Identifying Capabilities and Critical Needs Regarding Homeland Security in Rockland County, New York

January 11, 2007

Hon. Harriet Cornell, Chairwoman, Rockland County Legislature

Hon. James F. Kralik, Rockland County Sheriff

Hon. C. Scott Vanderhoef, County Executive, Rockland County

Chief Kevin Kilduff, Chair, Rockland County Homeland Security Taskforce



"You don't drown by falling in the water; you
drown by staying there."

—Edwin Louis Cole



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ACKNOWLEDGEMENTS

We wish to express deep appreciation to all the members of the Rockland County Homeland Security Task Force who, recognizing the need for local action to protect our residents, participated fully in the multitude of meetings, hearings and discussions, which led to our unanimous recommendations. Each member is a distinguished leader in his or her own sphere of influence and brought experience, background and intellect to the Task Force.

We thank Hilda Kogut, James Tarpey and Howard Phillips, who served as Vice-Chairs and organized in-depth committee discussions leading to many of our recommendations.

On many occasions we had the benefit of extremely valuable information from Timothy Herlocker, FBI, New York Office of Intelligence, Dick Kaminsky, National Counter-Terrorism Center, Chief Peter Noonan and Officer James McCormick, Clarkstown Police Department, Michael Slobodien, Director of Emergency Preparedness, Entergy, Lt. Col. Bart Johnson, New York State Police, Dan Brown, Orange and Rockland Utilities Security Manager and James W. McMahon, former Director, New York State Office of Homeland Security who all gave us insights into the vulnerabilities facing Rockland by virtue of our location, our demographics and other characteristics, and we thank them.

Legislative staff assistance was made available through the cooperation of Laurence Toole, Clerk to the Rockland County Legislature. We also had excellent professional assistance from staff members of the Sheriff's Department and the County Executive's Office, who are all named elsewhere.

A special thank you goes to Steven Goudsmith, Legislative Research Coordinator, who served as Chief of Staff for our Task Force, understood the sensitive nature of the security issues discussed, and was the principal writer of this Report.

Harriet Cornell
James Kralik
C. Scott Vanderhoef
Kevin Kilduff



Introduction

In her January 2005 Inaugural Address as Chair of the Rockland County Legislature, Harriet Cornell announced that Homeland Security in Rockland County is one of the county's highest priorities. Toward that end, she organized a Rockland County Homeland Security Conference, which she co-hosted in March of that year with County Executive C. Scott Vanderhoef and County Sheriff James Kralik. The conference served to open a dialogue with federal, state and local authorities about how the level of Homeland Security could be enhanced in Rockland. More than 100 elected officials, policy makers and representatives of the private sector were on hand to participate in discussions and hear presentations by the Federal Bureau of Investigation, the New York State Police, the New York State Office of Homeland Security and other agencies.

As a result of the conference, local authorities recognized a growing need for a *local* presence regarding the safety and homeland security of Rockland County, New York. The Chairwoman, County Executive and Sheriff announced the formation of The Rockland County Homeland Security Task Force ("Task Force") on July 27, 2005. Charged with assessing Rockland's homeland security capabilities and preparedness, the Task Force is comprised of experts in the fields of law enforcement, public utilities, local government, hospitals, schools, businesses, and fire and emergency services.

The Task Force convened its first meeting on August 18, 2005 and has held regularly scheduled meetings, including one public hearing at the Rockland County Fire Training Center on November 30, 2005. Meetings give Task Force members the opportunity to gather critical information, to analyze and assess current capabilities and potential threats in Rockland County, to air member concerns, and to invite guest speakers to impart their knowledge on a variety of homeland security topics.

This report is a summary of findings and recommendations for various stakeholders and is the blueprint for further action and discussions of homeland security in Rockland County. The mission of the Taskforce, as detailed in this report, is derived from the perception that a *proactive* approach to countering potential terrorist threats within the boundaries of the County is vital. Further, we recognize that *local* leaders are best equipped to assess Rockland's current status and capabilities, analyze strengths and weaknesses and recommend changes in policy or law.



Mission Statement

The Rockland County Homeland Security Task Force is a collaborative organization of professionals from law enforcement, local government, private business, local schools, hospitals and fire and emergency services that is committed to the safety and security of the residents and infrastructure of Rockland County. The Taskforce will assess Rockland County's ability to respond to homeland security threats or events and recommend courses of action for local, state and federal governments, local businesses and organizations, and the general public.

Duties

In concert with the Mission Statement, the Task Force will perform duties necessary to protect the welfare of Rockland County's citizens and infrastructure. Duties include, but are not limited to:

1. **A review of Rockland County's homeland security preparedness.** The Task Force will, on an ongoing basis, identify Rockland County's ability to respond to potential security events and disasters and summarize its findings.
2. **An identification of security threats in Rockland County.** The Task Force will identify potential security threats in Rockland County by assessing the preparedness and security measures of critical populations and infrastructure.
3. **An identification of financial needs and gaps in available resources, equipment and personnel.** The Task Force will identify areas that would be improved given greater resources.
4. **A compilation of actions to be taken by the local, county, state and federal governments; local businesses and organizations; and the public.** The Task Force will formulate recommendations for pertinent legislative actions, policy changes and measures that may be taken by the general public.
5. **A report of findings delivered to the Rockland County Legislature and the County Executive.** The Task Force will present its initial findings and provide updates when appropriate.
6. **A strong commitment to accountability.** Monitoring progress and ensuring compliance with recommendations are essential duties of the Task Force and underscore the group's commitment to holding individuals and organizations accountable. The Task Force will identify decision makers in a wide range of organizations and maintain a database of those who have made improvements or followed the recommendations of the Task Force and those who have not. This list will be attached to updated reports as an appendix and delivered to interested and targeted individuals on a regular basis.



Membership

Taskforce members are representative of the highest level of government, law enforcement, business, public utilities, hospitals, and schools. Each member has been selected to serve on this voluntary group, as a result of his/her experience and expertise, commitment to safety and/or significant position.

Chairman:

Chief Kevin Kilduff, Chief of Police (Retired), Town of Clarkstown; Former Member, New York State Counter-Terrorism Executive Committee; Member, Anti-Terrorist Analytical Group (ATAG)

Vice Chairs:

Hilda Kogut, Coordinator of Public Safety, Rockland County Sheriff's Department

Hon. Howard Phillips, Supervisor, Town of Haverstraw

James Tarpey, Vice President of Operations, Orange and Rockland Utilities

Ex-Officio Members:

Hon. Harriet D. Cornell, Chairwoman, Rockland County Legislature

Hon. James F. Kralik, Rockland County Sheriff

Hon. C. Scott Vanderhoef, County Executive, Rockland County

Gordon Wren, Director, Rockland County Office of Fire and Emergency Services

Members:

Captain Michael Cahill, former Chair, New York State Zone 4 Counter-Terrorism Task Force; New York State Police

John Creegan, Security Operations Coordinator for Rockland County

Junie Delizo, Director of Emergency Preparedness, Public Health, Rockland County Department of Health

Walter Dusseldorp, Safety Officer, Nyack Hospital

Eileen Engelbracht, Director of Infection Control and Emergency Preparedness, Good Samaritan Hospital

Hon. David Fried, Rockland County Legislator, District 13 and Chair Public Safety Committee, County of Rockland



Michael Gurski, Transit Administrator, Rockland County Department of Public Transportation

Grant Haber, President, American Innovations and Representative, Rockland Business Association

Christopher Jensen, Program Coordinator, Rockland County Office of Fire & Emergency Services

Michael Loblanco, Health and Safety Coordinator, Rockland BOCES

Chris Morrison, Member, ATAG and retired FBI agent

Bill Murphy, Director of Public Safety, Rockland Community College

Michael Pointing, Vice-President and General Manager, United Water

Kevin Ryff, Director of Security and Safety, Palisades Center

Chief Robert Van Cura, Chief of Police, South Nyack Police Department and Representative, Rockland County Police Chiefs' Association

David Velazquez, Supervisory Senior Resident Agent, FBI (in charge of Rockland, Westchester and Putnam Counties)



Chief of Staff:

Steven M. Goudsmith, Legislative Research Coordinator, Rockland County Legislature

Staff:

Dennis Connington, Rockland County Sheriff's Department

Lt. Anthony Costa, Rockland County Sheriff's Department

Deborah Klock, Rockland County Legislature

Marie Merla, Rockland County Sheriff's Department

Howard Schack, ATAG and Rockland County Sheriff's Department

Chris Seidel, Rockland County Legislature

Gerry Walsh, Office of the County Executive

Robert Winzinger, ATAG and Rockland County Sheriff's Department

Itamar Yeger, Counsel, Rockland County Legislature

Additional Participants:

Kevin Dunbar, Security Specialist, Verizon

Louis Friscoe, Regional Manager, External and State Government Affairs
Mirant New York, Inc.

Scott Para, Manager, Security, United Water

Kevin Waldron, Section Manager, Emergency Preparedness, Orange and Rockland
Utilities



Rockland County Fact Sheet

Rockland County, located in the state of New York, is New York's southernmost county west of the Hudson River with an estimated population in 2005 of 292,916 (<http://quickfacts.census.gov/qfd/states/36/36087.html>). Part of the New York Metropolitan Area, the County lies 15 miles from New York City and holds its county seat in the hamlet of New City.

Largely suburban in nature, several critical and unique factors contribute to Rockland's vulnerability to terrorist attack, in addition to its proximity to New York City:

Ethnic groups residing in Rockland County may be more likely targets of terrorist attack. In particular, ninety thousand Jewish people call Rockland County home—nearly one third of Rockland's total population—making Rockland County one of the most Jewish American counties in the nation.

http://en.wikipedia.org/wiki/Rockland_County,_New_York

As we have learned from the Madrid and London incidents, terrorists often use suburban locales as launching pads for terrorist activities in urban centers and have devastated both cities by destroying mass transit vehicles originating from suburban points. There are significant numbers of residents who commute from Rockland County each morning on one of several trains or buses.

The Palisades Center, in West Nyack, New York, is the largest shopping mall in the New York City metropolitan area and a subject of concern. It is the second-largest mall in the United States in terms of gross area at 3,500,000 square feet (325,000 m²) (http://en.wikipedia.org/wiki/Palisades_Center) and has been identified as a “soft target”.

Rockland County lies less than 25 miles from the Indian Point nuclear facility in Buchanan, New York. The facility generates 2,000 megawatts of electricity, or 20 percent to 40 percent of the electric power used in our area. An attack on Indian Point has the potential to cause great devastation.

<http://www.safesecurevital.org/vital/index.html>



Meeting and Organizational Structure

Task Force meetings provide opportunities for members to share expertise and experience, gain knowledge of homeland security issues, inventory security plans of various Rockland County institutions and businesses and determine areas of vulnerability.

Guest speakers are invited to share unique expertise that would provide insight and further understanding of homeland issues. Speakers offered the following discussions, information and recommendations:

September 14, 2005

“Rockland County as a First Line of Defense”

Captain Michael Cahill, former Chair, New York State Zone 4 Counter-Terrorism Task Force; New York State Police

“Threat Indicators”

Timothy Herlocker, FBI, New York Office of Intelligence

Dick Kaminsky, National Counter-Terrorism Center

Public and private transportation modes are the number one targets of terrorists

Religious and educational institutions, utilities, sports and entertainment complexes, shopping malls, government institutions, communications infrastructure, and bridges and tunnels are also potential targets.

Resources should be focused on preventing common modes of attack- car and truck bombs, suicide bombers and human smart bombs.

December 1, 2005

“The Palisades Center”

Chief Peter Noonan and Officer James McCormick, Clarkstown Police Department

December 15, 2005

“The Security of Our Schools”

Michael Loblanco, Health and Safety Coordinator, Rockland BOCES

January 19, 2006

“Indian Point”

Michael Slobodien, Director of Emergency Preparedness, Entergy



Committee Reports

In order to maximize the skills and expertise of members and effectively address areas of concern, the Task Force was divided into three committees that meet in breakout sessions following most general meetings. The first set of committee reports is summarized below.

I. Committee on Educational and Religious Institutions, Sports and Entertainment Complexes and Shopping Areas

Schools

Michael Loblanco, Coordinator of Health and Safety/Rockland, BOCES, advised that all public schools in Rockland County are in compliance with state and federal security regulations. He noted that all school security plans have been reduced to CD form and have been placed in the Command Van emergency response vehicle, as well as provided to respective police departments. All parochial schools that serve the Catholic community, as well as many of the private schools are also in compliance.

Mr. Loblanco advised that because he has not had access to any plans for these schools, the Jewish community's yeshivas (religious private schools) might not be in compliance. In October 2005, Rockland County Legislator David Fried, Hilda Kogut, Coordinator of Public Safety, Rockland County Sheriff's Department and Mr. Loblanco met with Rabbi Jacob Horowitz, President of Yeshiva Association of Rockland County in Monsey. He advised that all yeshivas have security plans, which have been filed with the East Ramapo School District. Mr. Loblanco offered to review the plans to ensure they are in compliance with all regulations. To date, the rabbi has not acted on the offer.

Dennis Connington, of the Rockland County Sheriff's Department, met with Aaron Katt, Director of Emergency Services for New Square. Mr. Katt advised that none of the four schools that serve approximately 2,400 children in New Square have security plans in place. Katt advised he is eager to meet with Mr. Loblanco to review these schools' procedures and ensure that they meet appropriate standards.



School Buses

It has been suggested that legislation be generated to mandate that all school buses be numbered from above for safety reasons. This represents a cost efficient (approximately \$60 per bus) way to ensure easy location of school buses in the event of an emergency.

Hilda Kogut and Michael Loblanco met with New York State Senator Thomas Morahan on October 24, 2005 to discuss this issue and were met with support for this program.

To date, Haverstraw Transit, BOCES, Clarkstown, Nanuet, South Orangetown and Nyack public schools are the only school bus companies that have numbered their buses voluntarily.

Sports and Entertainment Complexes

It has been noted that the vast majority of sporting complexes are on school campuses with floor plans already on file. Lifeplex Health Club, in the Town of Ramapo is an exception, as it is a private facility and has not furnished its plans to the appropriate entities.

Management at Lifeplex has indicated it would provide its plans to the Rockland County Rescue, Entry, and Counter-terrorism Team (REACT) and the Command Van.

Public Building Plans

A discussion of sports complexes led to an effort to determine if technology and equipment are available to reduce public building plans to CD form for storage. The County Clerk's office does have the equipment to accomplish this and can offer it to the public sector at a reasonable cost.

Shopping Areas

This issue was carefully addressed, as privately owned facilities such as the Nanuet Mall and the Palisades Center are reluctant to publicize their safety and security plans.

Kevin Ryff, Director of Security and Safety, Palisades Center, deferred discussions of security at the Palisades Center to Chief Peter Noonan,



Clarkstown Police Department and Officer James McCormick, Emergency Management Coordinator.

Building Codes

The committee has suggested that building security codes be incorporated into both town and village planning processes. Building codes would be implemented in concert with fire codes and would mandate that buildings meet, yet to be determined, safety codes, before a Certificate of Occupancy is issued to a new business facility. Codes would specifically address public buildings with the local police department offering approval before a Certificate of Occupancy is issued.

II. Committee on Power Plants, Energy, Water Resources and Communications

The utility companies serving Rockland County have comprehensive sets of security plans and procedures, many of which may be viewed as best practices and used as models for other businesses and institutions.

Mirant

Mirant is a competitive energy company that produces and sells electricity in the United States, the Caribbean, and the Philippines. Mirant acquired Bowline Generating Plant, located in West Haverstraw in Rockland County, in 1999. The plant can generate up to 1200 megawatts of electricity, and runs on natural gas and oil. Mirant acquired Lovett Generating Plant, located in Tomkins Cove in Rockland County, in 1999. The plant can generate up to 411 megawatts of electricity, and runs on coal and oil.

Security Initiatives

Mirant Bowline and Lovett Generating Station Facility Security Plans are driven by a US Coast Guard, Department of Homeland Security document that requires the company to implement portions of the security regime required by the Maritime Transportation Act of 2002 (MTSA). Security planning has been incorporated in the Facility Response and Evacuation Plan, Corporate Business Continuity Plan and other policies and procedures.

Relationships with federal, state and local law enforcement personnel are maintained with emphasis on the notification of any terrorist threat through an established protocol and contact with the National Response Center. This



contact initiates a joint investigation into security and maritime transportation incidents.

Both Mirant Bowline and Lovett employ contract security forces that provide fixed and roving patrol positions 24/7 at each location. Additional security forces are available under contract in the event of emergencies or escalation of the threat level.

Contingency Planning

Each plant has a Facility Emergency Response and Recovery Plan. This plan contains pre-planned actions to mitigate emergency impacts on Mirant customers through rapid implementation. It also provides a defined list of procedures for evacuation and response to events that could impact plant operations and/or threaten the well being of its employees.

Training

Each plant has a designated Incident Response Team (IRT). Each member is trained to respond to critical incidents and the Incident Command System (ICS) concept and execution. The ICS enhances response efficiency by eliminating duplication of effort, lessens response time and consequently reduces response costs.

Employee Security/Cyber Security

Mirant utilizes an outside vendor for its pre-employment screening process and considers each component of this process to exceed most standards set for pre-employment screening. Data center staff and infrastructure team maintain a solid network of protection against external and internal cyber attacks. Tests are performed routinely to check for vulnerabilities in the system.

Orange and Rockland Utilities, Inc.

Orange and Rockland Utilities, Inc. (ORU) provides electricity and natural gas delivery services to Rockland County residents. The Company is a wholly owned subsidiary of Consolidated Edison, Inc. (CEI) and also provides services to sections of Orange and Sullivan Counties in New York, Bergen, Passaic and Sussex Counties in New Jersey and Pike County in Pennsylvania.

Within ORU's 1350 square mile service area, the company serves 293,000 electric customers and 123,000 natural gas customers. The company employs approximately 1,000 people as well as contractors for specialized activities.



ORU's customers receive electric service through an overhead or underground distribution system having more than 5,700 miles of conductors and gas service through 1,880 miles of pipeline.

Security Initiatives

Security plans are a part of the Electric System Emergency Plan, Gas System Emergency Plan, Corporate Emergency Response and Relocation Plan and Security Policies, Plans, and Procedures. Security is incorporated into all new and facility upgrades.

Physical Security

ORU employs physical security in the form of fencing, access control, lighting, locking systems, alarm systems, video surveillance, roving security guard patrols and security guard posts. All critical sites have at least one level of perimeter fencing and sufficient illumination in and around the facility to allow the detection and observation of encroachment.

Employees and contractors are issued photo identification cards for facility access. The card access system is used to control gates, doors, and monitor egress to buildings and restricted areas at all company facilities. All visitors to facilities, including delivery trucks, are identified and provided with visitor passes for temporary access.

Contingency Planning

ORU conducts an annual detailed vulnerability and risk assessment of its key assets and resources.

A detailed Threat Alert Matrix provides guidance and direction specifically for ORU, should the national threat level change or there be a direct threat to the industry. This matrix provides the information necessary to enable quick decisions and mobilize resources appropriate to the situation for specific departments and individual employees.

To protect the assets and operation, ORU has extensive and comprehensive response and restoration plans. These plans include priorities for restoring operation of the system, availability of critical spare parts and equipment, arrangements for supplemental workforce assistance, and close coordination and communications with all affected government agencies, emergency responders and law enforcement agencies.



Relocation plans for strategic business locations have been made for business recovery. ORU has plans for relocating critical operations such as the Control Center, Data Center, Customer Call Center, and other key operating facilities. Alternate facilities can be activated quickly and have the ability to maintain critical operations at some minimal level until the primary facility is restored.

Training and Employee Engagement

Security practices and awareness are constantly communicated to all employees through training, committee involvement and corporate communications.

ORU embraces the Incident Command System (ICS) and educates all employees in its execution. This allows an organized response, not only to ORU specific events, but also in the coordination with those County Emergency Responders who use ICS. ORU has partnered with the Rockland County Office of Emergency Management to develop a course that meets the requirements for the Advanced and Total ICS structure.

Employee Security

For all new employees, ORU utilizes a pre-employment screening process conducted by an outside vendor that includes a criminal background check, credit check, education and transcripts, driving records, and previous employment. All employment is also contingent upon a clear drug screening. ORU is compliant with the guidelines established by NERC for pre-employment screening. Those employees in critical operations capacities are also subject to psychological testing, as a condition of employment in such roles.

Communications and Cyber Security

Operation of a gas and electric delivery system requires ORU to have dependable communications for several purposes. This diverse communications network supports the internal phone system, the field communications system, the WAN/LAN system, and Supervisory Control and Data Acquisition.

ORU's internal communication systems have been built with a level of redundancy to survive and recover the loss of critical components.

ORU's computer and control systems are supported and maintained through Con Edison procedures and policies that address firewall and gateway



protection, layering of electronic security, anti-virus programs, and compartmentalization of sensitive or critical segments of electronic networks, password utilization, and communications security and modem control.

ORU's Cyber Security protects computers, software and communications networks that support, operate or otherwise interact with the company's operations.

United Water

United Water New York (UWNY) services approximately 260,000 people throughout Rockland County. The system has approximately 67,000 service connections and over 1,000 miles of transmission and distribution main. There are approximately 6,000 fire hydrants located within the system.

UWNY customers receive 33 % of their water from Lake Deforest Reservoir, which at maximum capacity stores approximately 5.6 billion gallons of water. The watershed encompasses an estimated 26 square miles. The Lake DeForest Treatment Plant resides at the southern end of Lake DeForest. Intake structure draws water into the plant and the surface water treatment process begins. The average daily demand on the plant is approximately 10 million gallons per day (MGD) with the ability to peak at approximately 20 MGD.

The balance of the production for the distribution system (66%) comes from wells. These wells pump treated water directly into the distribution system.

During periods of decreased availability or service interruptions due to maintenance related issues, an additional finished water supply can be obtained through interconnections with United Water New Jersey, Village of Suffern, New York and Nyack Water.

Coordination and Collaboration

By taking a seat on the Water Security Coordinating Council (WSCC) in Washington, D.C., United Water has leveraged a direct interaction with federal agencies. This gives the opportunity to dialogue with the Department of Homeland Security (DHS) and the Environmental Protection Agency (EPA) on issues pertaining to security.

In addition, UWNY has established solid relationships with the County of Rockland and has participated actively in the Rockland County Homeland Security Task Force, joint meetings within New York State Counter-



Terrorism Zone 4 and holds regular dialogue with local law enforcement and municipalities.

Operational Security

UWNY has established several operating procedures to ensure the safety of its infrastructure and employees, including employee and visitor/contractor identification, sign in procedures, delivery procedures, incoming threat checklists, suspicious package and activity procedures, key control procedures, facility integrity checklists, and a recently instituted security audit process.

UWNY has a “Recommended Actions to Take Based on Threat Level” document that directly corresponds to Homeland Security threat levels. Escalating measures that impact all of the departments are identified as the color code changes.

In addition, the corporate run UW Security Channel is an information sharing, internal mechanism used to send out relevant security alerts and information to all United Water companies. Key personnel have been identified at each location to receive information.

Physical Security

All critical locations are fenced. There is a roving patrol of the watershed, effective locks and access control and improved lighting. Critical locations have card access systems installed. This allows for employee monitoring in a twenty-four hour surveillance room.

Emergency Planning

As per the requirements set forth in the Bioterrorism Preparedness Act, UWNY updated its Emergency Response Plan and greatly enhanced its coverage to include terrorist type events. Revisions are undertaken at least annually.

Training

Employee training is an important component of UWNY’s security program. UWNY conducts Security Anti-Terrorism Training for its employees and discusses security in a “tailgate” forum as needed.



Challenges

Federal authorities ought to give priority to critical infrastructure security in their determination of Homeland Security funding.

Verizon Communications

Verizon Communications Inc. (Verizon) employs about 600 people within the area of Rockland County. These employees are responsible for maintaining the functionality of almost 164,000 access lines that are currently in operation within the Rockland County footprint. They also maintain the critical infrastructure that is housed within the 15 buildings that Verizon either owns or leases, as well as the miles of cable and external equipment, within the county.

Emergency Preparedness

Network reliability, security and emergency preparedness are core considerations that guide Verizon's network design, engineering, construction and maintenance programs. Verizon has a corporate policy that requires every Verizon business unit to have emergency operation plans that cover conditions ranging from local emergencies to widespread disasters.

Verizon also has a resident member at the National Coordinating Center for Telecommunications, which is the point of contact for National Security and Emergency Preparedness for the federal government.

Verizon Physical Security of Plant

Verizon Corporate Security has a fully documented and functional Enterprise-wide Physical Security program that ensures the uniform design, implementation and integration of access control, video monitoring, alarm management and emergency response. Verizon physical plant facilities have been secured and/or site hardened commensurate with their value and criticality to their customer base and national security standards for Critical Infrastructure Protection as defined by the United States Department of Homeland Security.

Physical Security Management and oversight is maintained by regional Security Command Centers equipped with the state-of-the-art technology in access control, sensor technology, video monitoring and recording, alarm monitoring and response.



Personnel Security

Verizon, through the use of outside contractors, performs criminal background checks, as well as employment, driving and education histories on all prospective employees. Drug screening is performed on all candidates just prior to employment.

Verizon Security has posted reminders to employees to wear and display ID badges while on Verizon property.

Information Security

Verizon's Information and Network Security team supports a security model that consists of several different layers, which is viewed as an effective method for protecting information, the computer systems that process information and network services that support communications.

Introduction to Emergency Management

Business Continuity Planning is the process used by Verizon Domestic Telecom to plan, manage and coordinate its emergency event and disaster recovery efforts. The Business Continuity Planning and Emergency Management Group is responsible for facilitating all aspects of business continuity planning and emergency management activities across all business units.

Verizon maintains a Corporate Emergency Operations Center that directs the corporate command, control and communications hierarchy emergency management functions when significant events occur. In addition to the Control Center hierarchy, Verizon maintains an integrated structure of continuity plans.

III. Committee on Public and Private Transportation and Government Facilities

Public Transportation

The committee reviewed public transportation in Rockland County, including school and commuter buses, commuter trains and taxis. Michael Gurski, Transit Administrator, Rockland County Department of Public Transportation, compiled a list of all municipal and private operators. There is still a need to compile a complete list of taxi operators.



Transit Security Plans and Background Checks

The Committee has formally requested security plans and procedures from all identified transit companies (public transportation and bus) and has specifically inquired whether background checks were administered prior to hiring personnel. All companies have reported that DMV checks are performed, but the committee has learned that more detailed background checks may only apply to the transport of school children as part of Homeland Security regulations. The committee urges that background checks be made universal.

The Committee has identified special or additional security measures taken by two significant transit operators in Rockland County.

Coach USA, a bus operator which includes Rockland Coaches (a.k.a Red and Tan), Shortline, Transport of Rockland (TOR) and Tappan Zee Express (Tzx) reports the following:

- i. The installation of an automatic vehicle locator (AVL) system (via a Federal Homeland Security grant) that can identify the precise location of all vehicles.
- ii. Baggage compartments are locked and sealed.
- iii. Security awareness classes.
- iv. All drivers are required to have picture ID's.
- v. Plans to address facilities (garages, parking lots, etc.)

Monsey Trails, another bus operator, has reported that:

- i. Baggage compartments are locked and sealed.
- ii. Security classes have been conducted.
- iii. Grants are being sought for an AVL system and on-board cameras.

To date, no additional security measures have been taken by Clarkstown Mini-Trans or Spring Valley Jitney (two additional bus operators).

In addition to measures taken above, transit operators should permit law enforcement officers to ride mass transit for free. This is a cost effective way to enhance law enforcement presence.



Commuter Parking Lot Security

The Committee identified the need to increase security in commuter parking lots and encourages agencies that operate these lots to consider greater use of security cameras and random police or security patrols.

Emergency Numbers

The committee recommended that transit companies must post New York State *Terrorism Tips Line* (1-866-SAFE-NYS) decals, posters, etc. in conspicuous places throughout commuter lots, vehicles, stations, etc.

Hazardous Materials

The committee learned that neither the New York State Department of Transportation nor any other state agency is able to identify and track commercial vehicles carrying hazardous materials or fuel. The committee suggested that a system be implemented to account for such vehicles. In addition, the committee suggested identifying all gas stations within the county and recommended contacting the Rockland County Health Department to help identify liquid chlorine sales in the County.

Government Buildings

The committee analyzed security measures and procedures of various government buildings in Rockland County. Deficiencies and recommendations for enhancements will be articulated to the proper authorities.

Hospitals

There are five significant hospital facilities in Rockland County. The Committee conducted a comprehensive review of each facility's security plans.

Good Samaritan Hospital, Nyack Hospital, Helen Hayes Hospital, Summit Park Hospital and Rockland Psychiatric Center all adhere to guidelines established by the Joint Commission on Accreditation on Healthcare Organizations (JCAHO) including:

- i. Maintaining a written management plan regarding the security of patients, staff, etc.
- ii. Identifying personnel to coordinate security management



- iii. Conducting a proactive risk assessment
- iv. Selecting and implementing procedures based on risk
- v. Identifying individuals, when appropriate, entering hospital facilities
- vi. Controlling security-sensitive areas
- vii. Identifying and implementing security incident procedures
- viii. Identifying and implementing security procedures for infant or pediatric abduction
- ix. Identifying and implementing security procedures for VIP's or media entering the facility
- x. Identifying and implementing security procedures that address vehicular access to emergency care areas.

Shopping Malls

Deliveries to local, large shopping centers are of great concern. The Sheriff's Department has reported that the Israeli model of restricting delivery locations and times is well established and very effective. The Committee recommended that large shopping malls change the delivery schedules for stores from peak to off-peak hours when fewer shoppers and store personnel are present.

Public Meeting, November 30, 2005

Members of the public were given the opportunity to share their concerns regarding homeland security in the County by addressing the Task Force in a public meeting held November 30, 2005 in the Rockland County Fire Training Center Auditorium. Members of the public raised security issues regarding schools, utilities and transportation.

Lt. Col. Bart Johnson, New York State Police, offered a discussion of statewide counter-terrorism efforts, including the establishment of counter-terrorism zones in New York State, the Statewide Intelligence Center, the New York State Terrorist Tip Line, the Safe School Project, and the hiring of 120 additional troopers. Lt. Col. Johnson suggested that security guards, malls and hospitals need to be more involved.

Dan Brown, Orange and Rockland Utilities Security Manager, presented measures that have been taken by ORU to protect the organization's infrastructure and employees.



Recommendations

The Task Force considered discussions during general and committee sessions and the public meeting, suggestions made by the three committees, guest speakers' talks, and the input of individual Task Force members to arrive at its recommendations.

Recommendations are divided into distinct categories, including those for Local and County Government, State and Federal Authorities, Local Businesses and Organizations and the Public. The recommendations offered are not intended to be complete, as the Task Force will continue to meet and offer additional recommendations as a result of future work.

Recommendations for Local and County Government Action

1. Hazardous Materials

Current New York State law requires that *State* authorities be notified upon the sale or theft of significant quantities of ammonium nitrate and other hazardous materials that could be used in the manufacture of terrorist devices. However, State law does not require notification to local authorities.

Local government and the County should support and pass a local law that requires that wholesale and retail establishments notify local police departments/ sheriff's department upon the sale or theft of significant quantities of hazardous/flammable materials (ammonium nitrate, etc.) that have been known to have been used or could be used in the manufacture or detonation of terrorist devices.

In addition, The Rockland County Sheriff's Department should identify gas stations within the County and contact the Rockland County Health Department to help identify liquid chlorine sales in the County.

2. Notification Law: Black Market Goods

Local government and the County should support and pass a local law that requires that wholesale and retail establishments notify local police departments and the Sheriff's department upon the sale or theft of significant quantities of goods (cigarettes, alcohol, baby formula, etc.) that have been known to have been used or could be used in "black markets" for the purpose of funding terrorist or criminal activity.



3. Building Permits

Local government should pass and the County should support local laws that establish security codes for public buildings. Local chiefs of police should be required to approve safety and security prior to the construction of new commercial buildings and the issuance of building permits.

This legislation should also address existing facilities of 10,000 square feet or greater, particularly those that are places for large assemblies and gathering. This legislation should recognize the New York State Office of Homeland Security, Security Officer Training Tax Credit, Chapter 537 of the Laws of 2005 which has put into place a Qualified Security Training Program for security officers at facilities including malls, shopping centers, retail outlets and other areas vulnerable to mass casualty.

4. Fund for arrest and conviction

The County should support the establishment of a fund to reward individuals who come forward from the general public with information leading to the arrest and conviction of terrorists or those engaging in terrorist activities in Rockland County.

5. Signage

The County should place signs in conspicuous locations, similar to those posted by the New York State Police and the MTA, with phone numbers to contact authorities if terrorist or criminal activity is suspected.

6. ID cards

In order to maintain appropriate command at the scene of an incident, law enforcement often needs to identify critical responders to emergencies. Confusion or delay in identifying personnel can lead to a breakdown of command and cause casualties. The County should oversee the use of a county wide *Responder Identification Card* System for EMT and other first responders.

7. First Responders

In the case of an emergency, first responders are critical to the management of an incident. Yet, we often forget that first responders have families too. In the event of a critical disaster, first responders are often forced to choose between their responsibilities to disaster victims and responsibilities to their own families. Law enforcement, fire and emergency service organizations and governments in the County should create a system to provide for the safety and well being of the families of Rockland's first responders during an emergency. The Rockland County Director of Fire and Emergency Services will coordinate no later than January 1, 2008 with law enforcement, fire and



emergency services and critical/key government entities to develop a system for the safety and well-being of their families of their organization during an emergency.

8. Specialized Law Enforcement Units

The County and local law enforcement should continually assess the capabilities and needs of local specialized law enforcement units that deal specifically with homeland security and counter-terrorism efforts.

9. Communications

Communications between law enforcement, fire and emergency services is most critical to the effective response to an emergency situation. The County should implement an interoperable radio communications system that will allow all first responders to communicate with each other.

10. Government Buildings

All government buildings in Rockland County must implement appropriate security plans, which may include security guards, cameras, picture ID's, sign-in sheets, metal detectors, card key entry, etc.

11. Public Information Campaign

Local governments and the County should conduct public workshops and be actively involved in informing the public on homeland security and personal safety issues.

12. Continued Assessment

Local governments and the County should continue to assess their own needs and communicate concerns to the Task Force.

Recommendations for State and Federal Authorities

1. Notification Law: Hazardous Materials

New York State law should be amended so that wholesale and retail establishments are required to notify local police departments and sheriffs' departments upon the sale or theft of significant quantities of hazardous and/or flammable materials (ammonium nitrate, chlorine, etc.) that have been known to have been used or could be used in the manufacture or detonation of terrorist devices.

2. Community Oriented Policing Program (COPS)

Since its creation in 1994, the COPS program has helped contribute to a record decrease in crime nationwide. Prior cuts to the program should be fully restored. Further, funding should be allocated on a per capita income basis, so



that regions with higher costs of living will be able to appropriate funds accordingly and on a terrorism threat need basis, with those regions under greatest threat receiving the greatest portion of funds.

According to the International Association of Chiefs of Police, the Federal FY 2007 budget for state and local law enforcement “proposes just \$102 million for the program, down from \$478.3 million in FY 2006, which represents a 78% decrease. However, \$100 million of this amount is actually funding that will be carried over from previous budgets.”

[http://theiacp.org/documents/pdfs/Publications/FY 07 Budget Analysis.pdf - search='fy%202007%20COPS'](http://theiacp.org/documents/pdfs/Publications/FY_07_Budget_Analysis.pdf-search='fy%202007%20COPS')

The Taskforce recommends full restoration of the COPS program to equal or exceed the authorized level of \$1.05 billion.

3. Personnel Funding

Currently, federal homeland security grants do not permit the hiring or retention of personnel. State and local governments, however, indicate that the hiring of appropriate personnel is a priority. Without an appropriate level of personnel, local authorities may be constrained when attempting to respond to emergency events or raised levels of alert or attempting to prevent such events from occurring. The federal government should permit the hiring, training and retention of personnel in its homeland security grant programs.

4. Funding Urban Area Security Initiative (UASI)

The Federal Government has randomly limited the designation of Urban Area Security Initiative funds for Homeland Security to ten miles from the New York/Yonkers border, leaving Rockland unable to access such funding. Consequently, Rockland County stands to lose, at a minimum, hundreds of thousands of dollars due to its inability to be included in the Urban Areas Security Initiative. Yet, Rockland’s border is 15 miles from the George Washington Bridge and Manhattan, fewer than 25 miles from the Indian Point nuclear facility, connects to the western end of the Tappan Zee Bridge, and only seven miles from the Yonkers border, well within the UASI’s ten-mile radius rule. In addition, Rockland County is one of the most densely populated New York State counties outside of New York City with a significant population working in New York City, and is home to substantial shopping malls that have been previously identified as vulnerable to terrorist and criminal acts. The State of New York and the Federal Government should amend the law to include Rockland County in the Urban Area Designation for Homeland Security funding.



5. Need for a Collaborative Effort in Building a National Homeland Security Plan

The establishment of the U.S. Department of Homeland Security and the federal plan to act on homeland security issues was developed with minimal input from anyone outside the federal government. This approach failed to identify varying regional and local needs and has distorted funding priorities. The federal government should implement a new approach that includes comprehensive representation from key local governments, such as Rockland County.

Recommendations for Local Businesses and Organizations

1. Applications for All Businesses

Several critical organizations in Rockland County, including utilities and hospitals, have implemented formal security plans that may be viewed as models for other organizations, including those in the private business sector. However, private businesses often lack security and contingency plans, despite the critical need for private businesses to participate in the security and welfare of the County. As the 911 Commission Report remarked, “Unless a terrorist target is a military or other secure government facility, the “first” first responders will almost certainly be civilians. Homeland Security and national preparedness, therefore, often begins with the private sector.”

Private businesses, particularly large employers, should have emergency training and plans in place, though many businesses have neither. Preparedness in the private sector for rescue, restore and recovery of operations should include:

- Evacuation plans
- Continuity planning during an emergency
- Adequate communications
- Employee training

2. Transit Organizations

Terrorists in London, England and Madrid, Spain were able to perpetrate devastating bombings by using local, mass transportation with routes originating in the suburbs. Rockland County, lying 15 miles from the George Washington Bridge and an integral part of the metropolitan area, could be used as an origin point for terrorists seeking to commit terrorist acts in New York City. Further, the FBI and other law enforcement organizations have indicated that mass transportation systems are the single greatest terrorist target.



Transit organizations must take every available precaution, including, but not limited to, encouraging law enforcement to staff transit stations and depots and increasing its own security measures.

All transit organizations must report security plans for vehicles and facilities to the Rockland County Department of Public Transportation and local law enforcement agencies and implement background checks for all personnel.

All bus and train operators must lock baggage compartments, apply for Federal Homeland Security grants to install cameras, AVL systems or other security systems and conduct security classes for all personnel.

Agencies that operate commuter parking lots should increase their use of security cameras and random police or security patrols.

Transit companies must post New York State *Terrorism Tips Line* (1-866-SAFE-NYS) decals, posters, etc. in conspicuous places throughout commuter lots, vehicles, stations, etc.

Transit organizations should also consider allowing law enforcement officers to ride mass transportation at no cost. This may encourage greater law enforcement presence on mass transit vehicles at a considerably low cost.

3. Local Shopping Areas

Given their vulnerability to terrorist attack and criminal activity, local shopping areas, particularly shopping malls, must make every effort to increase their security presence. The qualifications of existing security personnel should be scrutinized by making greater use of the Rockland County Police Academy training and increasing levels of personnel who are state certified. Security personnel and management must coordinate security activities with local law enforcement and participate in joint training exercises.

Security personnel must monitor deliveries and management should change delivery schedules for stores from peak to off-peak hours when fewer shoppers and store personnel are inside.

4. Self-Storage Facilities

Law enforcement has identified vulnerability in self-storage facilities, where criminals and terrorists have and could store dangerous materials and/or contraband and remain largely unchecked. Owners and employees of such businesses should be diligent in monitoring their facilities and implement a zero-tolerance policy, whereby law enforcement will be notified of any



suspicious activity or violation of local, state or federal law. Enterprises found to be in violation of any local, state or federal law should be prosecuted to the fullest extent available.

5. Measures for School Buses

Local law enforcement has indicated the need for school buses to be easily distinguished. Every school system, school bus operator, and municipal bus operator in Rockland County must number and mark the roofs of its buses so that, in the event of an emergency, law enforcement officials will be able to quickly identify vehicles and their natural routes. Updated data should be submitted bi-annually to the Rockland County Department of Public Transportation and to local law enforcement divisions. Private carriers that do not comply should not be hired.

In addition, AVL, GPS or other security and tracking systems should be installed on all school buses that operate in the county.

6. School Security Plans

All schools in Rockland County must comply with state and federal security regulations and laws and provide BOCES officials with full access to school security plans in order to ensure compliance.

7. Sport and Entertainment Complexes

All privately held sport and entertainment complexes must maintain appropriate security plans and personnel and submit plans to appropriate local law enforcement authorities.

8. Business Identification System

Businesses in Rockland County should support and help implement the Rockland Business Association's CEAS business identification system. The Corporate Emergency Access System (CEAS) is a credentialing program developed by the Business Network of Emergency Resources (BNET) in conjunction with local governments that permits businesses, through a written agreement with local municipalities, to distribute to its most critical employees a secure identification card recognized by local law enforcement officers for access into restricted areas following a severe emergency or disaster.

9. Business Contingency Plans

Businesses in Rockland County should create and implement business contingency plans. Proper emergency employee notification, evacuation plans and business continuity plans are responsible courses of action for businesses and essential components of business emergency planning. In the event of an



emergency, businesses should have established procedures that help to safeguard both its employees and place of business.

Recommendations for the Public

1. The public is often the first line of defense in combating crime and even terrorism. The MTA's *See Something, Say Something* campaign to help make riders active participants in policing the New York City subway system, has served as an important message to the public about the need to take personal responsibility when conditions permit. In the same way, Rocklanders who "see something" must "say something", by reporting suspicious activity to the New York State *Terrorism Tips Line* at 1-866-SAFE-NYS.

Recommendations for All

The Taskforce agrees with The 911 Commission that the importance of working together cannot be emphasized enough:

"Key decision makers who are represented at the incident command level help to ensure an effective response, the efficient use of resources, and responder safety. Regular joint training at all levels is, moreover, essential to ensuring close coordination during an incident."

"The attacks on 9/11 demonstrated that even the most robust emergency response capabilities can be overwhelmed if an attack is large enough. Teamwork, collaboration, and cooperation at an incident site are critical to a successful response."

Private citizens are urged to become proactive by keeping alert, taking necessary precautions to protect themselves, reporting suspicious activity and making others aware of the need to be diligent.



Conclusion

This report is part of an on-going process by the Rockland County Homeland Security Taskforce to assess and identify the capabilities and critical needs regarding homeland security in Rockland County. The Taskforce recognizes that due to a rapidly changing environment, local homeland security issues should be re-assessed regularly. This report, therefore, is not the final analysis, but an *ongoing* assessment of Homeland Security issues, findings, recommendations and future homeland issues in Rockland County. The Taskforce will meet at least semi-annually to assess existing situations and will report progress to all interested and applicable individuals, specifically identifying those who have made improvements or complied with recommendations and those who have not.

The recipients of this report include, but are not limited to all local, state and federally elected officials representing Rockland County, The President of the United States, The United States Department of Homeland Security, The New York State Office of Homeland Security, other state and federal authorities, law enforcement, local businesses and utilities, schools and hospitals and others whose work is relevant to security issues within the County.

This report will be made available on the Rockland County website at <http://www.co.rockland.ny.us/>.

For further information regarding Taskforce activities, please contact Chief of Staff of the Rockland County Homeland Security Taskforce, Steven M. Goudsmith at (845) 638-5772.