Nikhil Natarajan

Emergency Management, Public Safety, Organizational Resilience & Government Executive

[redacted]

PROFESSIONAL PROFILE

Senior executive with more than 25 years of progressively responsible leadership spanning emergency management, public health and healthcare preparedness, public safety, higher education, government operations, and consulting. Experienced in leading statewide programs, complex multiagency responses, capital delivery, organizational improvement, and academic program development. Frequently selected by executive leadership to stabilize difficult operations by rapidly assessing gaps, establishing structure, clarifying roles and priorities, and creating an actionable path forward. Trusted executive leader and advisor who uses a data-informed approach to assess complex situations, frame options, explain risks and tradeoffs, make time-sensitive executive decisions, recommend courses of action to senior leadership, and translate decisions into coordinated operations.

EDUCATION

SUNY Empire State College
Bachelor of Professional Studies — Healthcare Administration

Harvard University, Kennedy School of Government
Certificate — National Preparedness Leadership Initiative

PROFESSIONAL AND ACADEMIC APPOINTMENTS

New York State Department of Transportation — Region 8
Deputy Regional Director | *May 2022–Present*

- Serve as a member of the Executive team providing leadership across Highway Maintenance, Real Estate, Construction, Design, Program Planning, Traffic and Safety, and Fleet.
- Provide executive oversight of approximately 1,000 employees and $400M+ in annual capital projects across seven counties, including more than 5,500 lane miles, 1,100 bridges, and thousands of culverts.
- Work across programs to streamline operations, create efficiencies in capital-program delivery, and maximize productivity.
- Serve on the statewide NYSDOT Artificial Intelligence Workgroup, advancing the safe and effective evaluation and use of AI in civil engineering and transportation operations.
- Serve as a primary intergovernmental liaison for over 100 local, State, and Federal elected officials; supports stakeholder engagement, public communications, strategic and budget planning, and media interviews.

Convergence Group LLC
Co-Founder | *April 2024–Present*

- Co-founded a science-driven, evidence-based consulting firm focused on emergency management, organizational resilience, disaster mental health, and first-responder well-being.
- Led more than a dozen consulting engagements, primarily contracted directly through Convergence Group with additional subcontracted work, for federal executive-branch and law-enforcement organizations, private companies, NGOs, municipalities, and universities while maintaining required client confidentiality.
- Produced emergency operations, continuity, crisis-management, and recovery plans; training programs and customized curricula; strategic plans, implementation roadmaps, and program designs; and executive workshops, facilitated planning sessions, and major presentations.
- Designed and taught dozens of courses reaching hundreds of learners through in-person and virtual instruction.

New York State Division of Homeland Security and Emergency Services — Office of Emergency Management

Deputy Director | *December 2015–May 2022*

- Provided executive oversight of portfolios including Planning, Training and Exercise, and Radiological Emergency Preparedness followed by statewide Field Operations.
- Managed Field Operations personnel supporting counties, incident command posts, State EOC operations, local situational awareness, planning, training and exercises, response, and other local and statewide missions.
- Led revision of the State OEM Field Operations Guide, updating statewide field support procedures and personnel accountability requirements; established recurring field reporting processes that synthesized regional conditions and operational activities into briefings for commissioners, OEM executives, and regional leadership.
- Maintained the State Comprehensive Emergency Management Plan and 32 state-level multiagency plans and annexes; oversaw review of more than 700 dam emergency action plans annually and responsibilities under SARA Title III and EPCRA.
- Oversaw Radiological Emergency Preparedness for State planning, training and exercises, and off-site radiological emergency preparedness for three nuclear energy sites with 5 total reactors; served on the Indian Point Decommissioning Panel and addressed cross-border/EPZ issues affecting New York.
- Maintained Emergency Management Accreditation Program accreditation against 64 standards during the 2019 cycle; directed or supported after-action reviews and corrective-action planning.
- Frequently selected to stabilize complex or struggling emergency operations, rapidly establishing structure, coordination, priorities, reporting, and actionable plans; led through demobilization or transitioned stable operations to another team as incident needs required.
- Routinely briefed commissioners, agency executives, State EOC leadership, the Governor's Office, and elected officials through written reports, calls, executive meetings, and on-site updates; presented viable courses of action, tradeoffs, and a recommended approach.
- Coordinated across Federal, State, Tribal, county, local, private-sector, nonprofit, healthcare, utility, transportation, interstate, and international partners while developing shared priorities, resolving conflicts, coordinating resources, and maintaining common situational awareness.
- Coordinated, briefed, and worked with various branches the military including Title 10 and Title 32 forces as well as response work with Dual Status Commanders
- Directed recurring pre-incident coordination for Lake Ontario–St. Lawrence River flooding and ice-jam hazards, convening emergency management, fire, law enforcement, environmental, energy, transportation, parks, and military partners to assess risks, identify resource requirements, and coordinate readiness measures.
- Led and contributed to after-action reviews and improvement planning, translating lessons into plans, procedures, technology, training, exercises, resource capabilities, and organizational changes; monitored or delegated corrective actions as appropriate.
- Responsible for the New York State Watch Center – a 24/7/365 operations center which was responsible for maintaining statewide situational awareness, ensure information flow to executives, and initial point-of-contact for various local, State, and federal entities for alerts and notifications.
- Served as the statewide Duty Officer on a rotational basis where I was responsible for initial notification of events or potential events and rapid executive level decision making on next steps or actions.
- Served as the New York State Emergency Repatriation Lead/Coordinator and responsible for pre-incident planning and operations during federal repatriation operations.
- Provided media commentary through live, recorded, and radio interviews.

Selected OEM Operational Leadership

- COVID-19 (2020–2021): Created and led the State Mortuary Affairs Task Force; developed regional body-collection capability; supported PPE, NY Clean sanitizer logistics, vaccination, testing, and statewide field operations; rapidly developed an initial SharePoint-based virtual State EOC collaboration environment and supported SUNY/CUNY repatriation of students.

- Operation Allies Welcome (2021): Served as State Emergency Repatriation Lead/Coordinator and led establishment and coordination of the Family Assistance Center/Reception Center at JFK International Airport for Afghan evacuees.
- Tropical Storm Ida (2021): Provided multiagency executive coordination and oversaw after-action review following a deadly, complex response.
- Lake Ontario flooding (2017–2022), major ice jams, hurricanes, winter storms, power outages, train derailments, EMS and healthcare strike contingencies, civil disturbances, security events, hazmat incidents, transportation disruptions, and other atypical emergencies: served in executive, field-command, liaison, or subject-matter roles based on operational needs.

New York State Department of Health — Office of Health Emergency Preparedness
Deputy Director | *December 2011–December 2015*

- Directed statewide Public Health Emergency Preparedness and Healthcare Preparedness programs and supervised 20+ personnel, including section chiefs and program leads as well as the NYSDOH 24/7 Duty Officer program.
- Supported administration of CDC Public Health Emergency Preparedness and ASPR Hospital Preparedness Program grants, including applications, work plans, budgets, performance measures, compliance, federal reporting, site visits, technical-assistance calls, and monitoring of subrecipient deliverables.
- Led the multiagency design, development, deployment, training, and exercising of the Healthcare Facility Evacuation Center and eFINDS, serving hospitals, nursing homes, adult-care facilities, and other healthcare partners statewide.
- Served as HEC operations lead for the duration of Hurricane Sandy and directed post-incident requirements gathering, plan revision, and capability development with NYSDOH, NYC Emergency Management, FDNY, Greater New York Hospital Association, NYC Health + Hospitals, and other partners.
- Participated in the statewide Ebola response: authored components of the Ebola Virus Disease Concept of Operations, coordinated JFK Airport screening, and supported designation of 11 Ebola Treatment Facilities.
- Led statewide seminars, workshops, tabletop, functional, and full-scale exercises across biological, radiological, mass-casualty, severe-weather, active-threat, evacuation, and pandemic scenarios using HSEEP principles.
- Represented NYSDOH on FEMA, CDC, HHS/ASPR, and other national workgroups; briefed department executives and external leaders and deployed to incident sites in senior leadership capacities.
- Coordinated preparedness with 57 local health departments plus New York City, Tribal Nations, healthcare coalitions, and cross-border jurisdictions serving all 62 New York counties.

New York State Department of Health — Office of Health Emergency Preparedness
Associate Director | *June 2008–December 2011*

- Provided statewide leadership for public-health preparedness programs and managed the Strategic National Stockpile Program, Cities Readiness Initiative program, Mass Care (ESF-6), and the State Medical Emergency Response Cache.
- Oversaw the State Medical Emergency Response Cache: two secure, climate-controlled warehouses of approximately 25,000 square feet each holding more than $100 million in pharmaceuticals and durable medical equipment.
- Ensured full regulatory compliance with New York State, DEA, and others for the State Medical Emergency Response Cache, including security, rotation, inventory, and current good manufacturing practices.
- Oversaw CHEMPACK and other medical-countermeasure capabilities; improved radiological-countermeasure rotation through clinical-use partnerships, reducing expiration-related costs.
- Co-chaired the H1N1 Vaccine Implementation Team, overseeing statewide planning, logistics, allocation, tracking, and recovery.
- Supported CDC PHEP grant applications, work plans, budgets, deliverables, performance validation, progress reports, federal reviews, compliance, and local health department monitoring.
- Deployed to incidents as State liaison and subject-matter expert and represented NYSDOH on State and Federal workgroups.

New York State Department of Health — Office of Health Emergency Preparedness
Strategic National Stockpile Coordinator | *March 2006–June 2008*

- Directed New York State's component of the federal Strategic National Stockpile program and the Cities Readiness Initiative, including pharmaceutical and durable-medical-equipment planning, operations, deployment, inventory control, tracking, and replenishment.
- Provided planning guidance, technical assistance, and coordination with all 57 county health departments plus New York City to ensure seamless coordination and integration of local SNS plans with State planning efforts.
- Coordinated deployments for seasonal influenza, H1N1 planning, ventilators, radiological countermeasures, and other public-health needs, including executive approvals and end-to-end operational tracking.
- Led significant, sustained improvements in New York's SNS preparedness, planning, and operational readiness as reflected in progressively stronger federal assessments.
- Led statewide mass-dispensing and mass-vaccination exercises; served as Exercise Design Team Lead for Raising the BAR3, involving more than 50 Federal, State, local, and Tribal entities.
- Supervised the Cities Readiness Initiative Coordinator and deployed as a liaison officer and medical-countermeasure subject-matter expert.

Selected DOH Operational Leadership

- Hurricane Sandy (2012–2013): Served as Healthcare Facility Evacuation Center operations lead throughout the response, coordinating hospital evacuation, patient movement, surge, and repatriation across the New York City metropolitan area; subsequently led multiagency plan revision and capability development.
- H1N1 influenza pandemic (2009–2010): Co-chaired the Vaccine Implementation Team and directed statewide operational planning for vaccine allocation, distribution, tracking, risk communication, and recovery while supporting the broader public-health response.
- Ebola response (2014): Authored components of the State concept of operations, coordinated health-screening operations at JFK International Airport, and supported designation and preparedness of 11 Ebola Treatment Facilities.
- Haiti earthquake repatriation (2010), Tropical Storms Irene and Lee (2011), Legionnaires' disease in the South Bronx (2015), the Colgan Air Flight 3407 crash (2009), disease outbreaks, radiological and hazardous-material incidents, severe weather, flooding, and other public-health emergencies: served in operational leadership, liaison, planning, or subject-matter roles based on incident needs.

State University of New York at Ulster
Paramedic Program Coordinator (Tenure-Track Faculty) | *2004–2006*

- Primary instructor for a 12-month Paramedic Program including supervision of lab instructors, guest lecturers, and others along with providing student advisement.
- Responsible for all aspects of teaching including curriculum design, development of instructional material, student counseling, and instruction.
- Led development and initial accreditation of a CoAEMSP-accredited paramedic certificate and degree program, including faculty recruitment, curriculum, budget, clinical partnerships, and accreditation compliance.
- Taught a variety of additional continuing education programs and served on the College Curriculum Committee.

State University of New York at Ulster
Adjunct Faculty — Emergency Management and Public Safety | *2004–2010*

- Co-established the Emergency Management program; developed the A.A.S. degree and authored 15+ course syllabi spanning emergency-management principles, incident command, public information, EOC operations, planning, and exercise design.
- Used simulations, case studies, and scenario-based learning to build applied problem-solving and interdisciplinary coordination.

Hudson Valley Regional EMS Council
Regional Training Coordinator | *October 2004–May 2006*

- Coordinated regional EMS education, NYSDOH compliance, instructor and agency technical support, and continuing-education delivery.

U.S. Department of Health and Human Services — Disaster Medical Assistance Team NY-2
Member / Paramedic | *March 2003–October 2006*

- Supported nationwide emergency deployments, readiness activities, and training exercises.

Alamo Ambulance Service
Communications Supervisor; Paramedic Supervisor; Paramedic | *November 2000–January 2004*

- Managed the EMS Communications Section and EMD-certified dispatchers (2002–2004).
- Supervised 10–50 EMTs and paramedics per shift for a CAAS-accredited paramedic-level EMS agency covering three counties (2001–2002).
- Provided advanced life-support patient care across multiple counties including ALS ambulance operations, paramedic fly-car operations, and ground critical care transport (2000–2001).

Multiple EMS Education Organizations
Certified Instructor Coordinator | *1999–2006*

- Taught EMT, paramedic, and continuing-education courses through SUNY Dutchess, Hudson Valley Community College, Hudson Valley Ambulance EMS Education, and the Hudson Valley Regional EMS Council; evaluated curricula and mentored instructors.

Sloper-Willen Community Ambulance Service
Paramedic; Emergency Medical Technician | *March 1997–March 2001*

- Provided ALS and BLS patient care on ambulances and fly cars.

ACADEMIC LEADERSHIP AND PROGRAM DEVELOPMENT

- Led the initial accreditation of collegiate paramedic certificate and degree programs and enhanced the program through curriculum design, faculty recruitment, budgeting, clinical partnerships, and regulatory compliance.
- Co-established a collegiate Emergency Management degree program; developed the Associate in Applied Science degree and authored more than 15 course syllabi addressing emergency-management principles, incident command, public information, emergency operations centers, planning, and exercise design.
- Served as tenure-track and adjunct faculty and contributed to academic governance through curriculum committee service, program review, assessment, and policy development.
- Designed academic, professional, certificate, and continuing-education offerings using simulations, exercises, operational case studies, and experiential learning.
- Recruited, supervised, and mentored instructional personnel and coordinated hospital, EMS, clinical, and field-education partnerships.

APPLIED SCHOLARSHIP AND PROGRAM INNOVATION

- Healthcare Facility Evacuation Center and eFINDS: Led multiagency requirements gathering, design, development, statewide deployment, training, exercising, and operational use of systems supporting healthcare evacuation, patient movement, tracking, and repatriation.
- Medical countermeasure systems: Directed Strategic National Stockpile, Cities Readiness Initiative, Medical Emergency Response Cache, and CHEMPACK capabilities, integrating planning, logistics, pharmaceutical stewardship, regulatory compliance, exercises, and statewide operations.
- Mortuary affairs capability: Created and led the State Mortuary Affairs Task Force during COVID-19 and designed a regional surge system of jointly operated body-collection points supported by statewide guidance, information-sharing tools, and public-private coordination.
- Operational technology and process improvement: Developed and deployed various electronic emergency coordination, logistics, correspondence, assignment, and tracking systems; promoted safe and effective use of artificial intelligence to improve productivity with limited resources.

- Curriculum and professional learning: Translated research, policy, after-action findings, and lessons from complex incidents into degree programs, courses, customized curricula, exercises, executive workshops, and implementation guidance.

GRANTS AND FEDERALLY FUNDED PROGRAM LEADERSHIP

- Administered major components of CDC Public Health Emergency Preparedness and ASPR Hospital Preparedness Program awards at the State level, including applications, work plans, budgets, objectives, deliverables, milestones, performance measures, progress reports, compliance reviews, federal site visits, and technical-assistance engagements.
- Monitored subrecipient and statewide program performance, validated deliverables and performance data, addressed deficiencies, recommended corrective action or withholding of funds when warranted, and responded to federal project officers and reviewers.
- Aligned federal preparedness requirements with statewide strategy and implementation across 57 local health departments plus New York City, healthcare coalitions, hospitals, nursing homes, adult-care facilities, home-care agencies, Tribal Nations, and other partners serving all 62 counties.

CREDENTIALS AND RECOGNITION

Current Credentials

- Active Secret-level security clearance held by the U.S. Department of Homeland Security.

Selected Incident Command Training

- ICS 100, 200, 300, 400, 700, and 800.

Awards

- New York State Department of Health Commissioner's Appreciation Award, 2011
- New York State Department of Health Commissioner's Appreciation Award, 2006
- Sloper-Willen Community Ambulance Life Saving Award, 1999

PUBLICATIONS & WRITING

Refereed Journal Article

- Natarajan, N., & Cotter, A. (2005). Choosing a Paramedic Program. Emergency Medical Services, 34(8), 85–92.

Book Reviewer

- Book reviewer, Elsevier Publishing (November 2005–September 2011), including Aehlert: Paramedic, 1st Edition.
- Book and product reviewer, Prentice-Hall Brady Publishing (2003–September 2011), including EMS textbooks, workbooks, simulations, and proposals.

CE Reviewer

- Continuing-education reviewer, Coordinating Board for Emergency Medical Services/CECBEMS (January 2005–September 2011); reviewed national programs and assigned CE credit hours.

SUBJECT MATTER EXPERTISE

- Subject-matter expert to the National Alliance for Radiation Readiness (April 17, 2013), contributing to Guidance for Traveler Screening at Ports of Entry Following an International Radiological Incident.
- Expert testimony to the Institute of Medicine Committee on Prepositioned Medical Countermeasures for the Public (March 1, 2011), Washington, DC.

SELECTED MEDIA APPEARANCES

- • News 12 Westchester (February 3, 2026), Route 9A safety-enhancement proposals and public engagement in Mount Pleasant. (https://westchester.news12.com/mount-pleasant-residents-push-for-safety-improvements-on-busy-road-as-nysdot-discusses-possible-improvements)
- New York State Senate (February 5, 2024), Route 35 paving project announcement with state and local officials. (https://www.nysenate.gov/newsroom/press-releases/2024/pete-harckham/harckham-state-and-local-officials-announce-start-65)
- Spectrum News (November 17, 2022), Hudson Valley DOT crews deployed to Buffalo snow response. (https://spectrumlocalnews.com/nys/central-ny/news/2022/11/17/hudson-valley-dot-crews-sent-to-buffalo-to-assist-with-storm)
- Daily Gazette (February 10, 2018), large-scale ice-jam response. (https://www.dailygazette.com/news/officials-fret-biggest-ice-jam-we-ve-seen-in-decades/article_8ad995ce-45ce-5cda-a53f-5e7c36c0341d.html)
- Spectrum News (March 2, 2018), televised interview on winter-storm response. (https://spectrumlocalnews.com/nys/capital-region/capital-tonight-interviews/2018/03/02/nikhil-natarajan)
- Rochester First (June 1, 2017), Lake Ontario flooding and local-government assistance. (https://www.rochesterfirst.com/news/local-news/town-supervisors-along-lakeshore-ask-for-more-help-from-federal-government/)
- Poughkeepsie Journal (March 15, 2017), winter-storm cleanup. (https://www.poughkeepsiejournal.com/story/weather/2017/03/15/snow-showers-fall-clean-up-continues/99199982/)

PROFESSIONAL SERVICE

- Vice President, Board of Directors, Hurley Ambulance Service (2025–Present).
- Interior Firefighter, Hurley Fire Department (2006–2014).
- Affiliate Faculty, NAEMT Prehospital Trauma Life Support Program (2005–2011).
- Standards and Practices Committee, National Association of EMS Educators (2004–2006).
- Regional Faculty, American Heart Association ACLS and PALS programs (2004–2007).
- Secretary, New York State Paramedic Educators Association (2004–2006).
- National Affiliate Faculty, NAEMT Pediatric Prehospital Care Program (2002–2006).
- Captain, First Lieutenant, and Second Lieutenant, Beacon Volunteer Ambulance Corps (1998–2002).
- Interior Firefighter, Chelsea Fire Department (2000–2004); Firefighter, East Fishkill Fire Department (1997–2000).
- Advanced Emergency Medical Technician, Baird Point Volunteer Ambulance Corps, SUNY Buffalo (1994–1996).
- Member, Civil Air Patrol, U.S. Air Force Auxiliary (1992–1998).

PRIOR PROFESSIONAL CERTIFICATIONS

- National Registry Paramedic (NREMT-P); New York State Paramedic; UMBC Critical Care Paramedic (CCEMT-P).
- New York State Certified Instructor Coordinator; ACLS, PALS, and BLS Instructor; American Heart Association Regional Faculty.
- NAEMT Affiliate Faculty: PHTLS, AMLS, and Pediatric Prehospital Care; AAP Neonatal Resuscitation Program Provider.
- NAED Emergency Medical Dispatcher and EMD Quality Improvement; Brain Trauma Foundation TBI Course Instructor.
- National Safety Council Emergency Vehicle Operator II; NYS OFPC EVOC, Firefighting Essentials, Hazmat Awareness, and Confined Space Awareness.
- FEMA Professional Development Series and extensive independent-study coursework; NDMS/DMAT core and advanced curricula; CDC Strategic National Stockpile training.

COURSES TAUGHT

- Natarajan, N. (2010, Spring). EMG 182 Basic incident command system. SUNY Ulster, Stone Ridge, NY.
- Natarajan, N. (2010, Spring). EMG 184 Emergency response to terrorism. SUNY Ulster, Stone Ridge, NY.
- Natarajan, N. (2009, Fall). EMG 150 Introduction to emergency management. SUNY Ulster, Stone Ridge, NY.
- Natarajan, N. (2009, Fall; 2008, Spring; 2005, Spring). EMG 152 Public safety critical incident management. SUNY Ulster, Stone Ridge, NY.
- Natarajan, N. (2010, Spring; 2008, Spring). EMG 178 Emergency response planning. SUNY Ulster, Stone Ridge, NY.
- Natarajan, N. (2009, Spring). ISP 043 Paramedic refresher. SUNY Ulster, Stone Ridge, NY.
- Natarajan, N. (2009, Spring). ISP 045 Intermediate refresher. SUNY Ulster, Stone Ridge, NY.
- Natarajan, N. (2007, Fall; 2006, Summer). EMG 150 Principles of emergency management. SUNY Ulster, Stone Ridge, NY.
- Natarajan, N. (2007, Fall). EMG 170 Public information officer basic course. SUNY Ulster, Stone Ridge, NY.
- Natarajan, N. (2006, Spring; 2005, Spring; 2004, Spring). PAR 102 EMT-Paramedic original course. SUNY Ulster, Stone Ridge, NY.
- Natarajan, N. (2005, Fall; 2004, Fall). SCI 111 EMT-Paramedic original course. SUNY Ulster, Stone Ridge, NY.
- Natarajan, N. (2005, Fall; 2004, Fall). PAR 101 EMT-Paramedic original course. SUNY Ulster, Stone Ridge, NY.
- Natarajan, N. (2005, Summer; 2004, Summer). PAR 103 EMT-Paramedic original course. SUNY Ulster, Stone Ridge, NY.
- Natarajan, N. (2005, Spring). ISP 047 Advanced cardiac life support. SUNY Ulster, Stone Ridge, NY.
- Natarajan, N. (2005, Spring). ISP 046 Pre-hospital trauma life support. SUNY Ulster, Stone Ridge, NY.
- Natarajan, N. (2004, Fall). ISP 046 Pediatric pre-hospital care. SUNY Ulster, Stone Ridge, NY.
- Natarajan, N. (2003, Fall). EMT 101 EMT-Basic original course. SUNY Ulster, Stone Ridge, NY.
- Natarajan, N. (2005, February–March). PHTLS Instructor Course. SUNY Ulster, Stone Ridge, NY.
- Natarajan, N. (2005, February). PHTLS Provider Course. SUNY Ulster, Stone Ridge, NY.

PROFESSIONAL PRESENTATIONS, WORKSHOPS AND INVITED LECTURES

Refereed Academic Presentations

- Natarajan, N. (2018, July 11). Best Practices: Large Scale Events in Small Communities. National Homeland Security Conference, New York, NY.
- Natarajan, N., & Goldfeder, M. (2013). Healthcare facility evacuation: The NYC experience. ASTHO/NACCHO Public Health Preparedness Summit, Atlanta, GA.
- Duvall, S., Blog, D. S., Sharma, P., Natarajan, N., [and 2 others]. (2011, March). H1N1 vaccine allocation in New York State. Poster presented at the 45th National Immunization Conference, Centers for Disease Control and Prevention.
- Natarajan, N., Ball, D., & Salame-Alfie, A. (2011, February 22–25). Leveraging state and local Strategic National Stockpile planning to create a medical radiological countermeasure dispensing capability. ASTHO/NACCHO Public Health Preparedness Summit, Atlanta, GA.
- Natarajan, N., & Ball, D. (2011, February 22–25). Y. pestis, Y. not. ASTHO/NACCHO Public Health Preparedness Summit, Atlanta, GA.
- Natarajan, N. (2009, April). New York full-scale logistics exercise. ASTHO/NACCHO Public Health Preparedness Summit, Dallas, TX.
- Natarajan, N. (2009, March 11). Moving from planning to execution: Lessons learned when activating existing plans. CDC/ASTHO/NACCHO Strategic National Stockpile Training Summit, Atlanta, GA.
- Natarajan, N. (2009, February 20). NYFLEx: Exercising policy decisions and medical countermeasure distribution for pandemic influenza. Public Health Emergency Preparedness Summit, San Diego, CA.

- Natarajan, N. (2009, February 19). Lessons learned from a public health emergency and a POD exercise: A Hepatitis A experience. Public Health Emergency Preparedness Summit, San Diego, CA.
- Natarajan, N. (2007, February). The role of informatics and information infrastructure in supporting a full-scale exercise simulating the regional outbreak of a novel strain of influenza. ASTHO/NACCHO Public Health Preparedness Summit, Washington, DC.

Selected Invited Presentations, Workshops and Lectures

- Natarajan, N. (2025, January 2025). NYSDOT Transportation Updates. Construction Industry Council, Hyde Park, NY.
- Natarajan, N. (2024, January 16). NYSDOT Transportation Updates. Construction Industry Council, Hyde Park, NY.
- Natarajan, N. (2022, May 2). Fatality management. Ulster County Emergency Management Partners, Kingston, NY.
- Natarajan, N. (2022, February). Emergency management 101 for SUNY New Paltz. New Paltz, NY.
- Natarajan, N. (2021, December 10). Mortuary affairs presentation: Military integration. West Point, NY.
- Natarajan, N. (2021, December 8). Hospital surge and space utilization. Sanford Health Preparedness Conference, Sioux Falls, ND.
- Natarajan, N. (2021, October 21). Emergency management and healthcare facilities. New York State Healthcare Facilities Conference, Verona, NY.
- Natarajan, N. (2021, October). New York State emergency management overview for U.S. Northern Command (NORTHCOM). Colorado Springs, CO.
- Natarajan, N. (2021, May 6). New York State emergency management overview for U.S. Health and Human Services. Albany, NY.
- Natarajan, N. (2021, April). New York State emergency management overview for U.S. Army Corps of Engineers. Albany, NY.
- Natarajan, N. (2020, December). COVID mortuary affairs briefing for county partners.
- Natarajan, N. (2020). Resource, Social, and Cultural Considerations for mass fatality incident planning: Beyond the Bag. Virtual.
- Natarajan, N. (2019, October). New York State emergency management overview for Brazilian Defense Forces. Albany, NY.
- Natarajan, N. (2019, June). New York State emergency management overview for Israeli Homeland Defense Forces. Albany, NY.
- Natarajan, N. (2019, June). New York State emergency management overview for U.S. Coast Guard. New York, NY.
- Natarajan, N. (2019, April 5). Mechanics of a State incident command post. NYS Disaster Preparedness Commission, Albany, NY.
- Natarajan, N. (2019, February). NYS OEM overview. New York Power Authority Utilities Summit.
- Natarajan, N. (2019, February 15). Emergency Management Certification and Training Refresher. Albany, NY.
- Natarajan, N. (2018, December). New York State emergency management overview for Regional Health Information Organizations. Albany, NY
- Natarajan, N. (2018, June). Strategies for leadership during disasters. Healthcare Association of New York State, Rensselaer, NY.
- Natarajan, N. (2018, June). Coastal storm planning: An overview of county needs and state resources. Ronkonkoma, NY.
- Natarajan, N. (2018, May). New York State emergency management overview for PSEG Long Island. Long Island, NY.
- Natarajan, N. (2018, April). New York State emergency management overview for Civil Air Patrol. NY Wing Conference, Lake George, NY.
- Natarajan, N. (2018, January 31). Preparing and responding to the disaster: Understanding the process. New York State Association of Counties Annual Conference, Latham, NY.
- Natarajan, N. (2018). 2018 Hurricane Season Forecast and Preparedness. Various audiences, NYC Metro Area.

- Natarajan, N. (2017, October). New York State emergency management overview for NITTEC. Buffalo, NY.
- Natarajan, N. (2016, January 28). Emergency Management in NYS: Role of the Chief Executive; emergency operations; IMAP; COOP; Disaster Recovery awareness. NYS Association of Counties Legislative Conference, Albany, NY.
- Natarajan, N. (2015, March 2). Health emergency management 101. Albany, NY.
- Natarajan, N. (2015). Health emergency preparedness overview for NYC Health and Hospital Corp. Emergency Management Committee. New York, NY.
- Natarajan, N. (2015). Evacuation of facilities in disasters training. Various audiences, New York State.
- Natarajan, N. (2015). Introduction to preparedness for basic environmental health program (PH 102). Albany, NY.
- Natarajan, N., & Sunshine, G. (2014, October 2). Public health emergency law: Emergency powers—Property and supplies. Centers for Disease Control and Prevention. Virtual
- Natarajan, N., & Dellenbaugh, H. (2014, September 18). Public health emergency law: Emergency use of property and supplies. Public Health Law Series – The Network for Public Health Law.
- Natarajan, N. (2014). Local health department presentation for Ebola response. Various audiences, New York State.
- Natarajan, N. (2014). Healthcare facility evacuation center training. NYC Metro Area.
- Natarajan, N. (2014). Healthcare evacuation overview for California. Virtual.
- Natarajan, N. (2014). Coastal storm planning data analysis. NYC Metro Area.
- Natarajan, N. (2014). Introduction to preparedness for basic environmental health program (PH 102). Albany, NY.
- Natarajan, N., Benedetto, N., Burke, A., & Goldfeder, M. (2013). Healthcare facility evacuation center support of Hurricanes Irene and Sandy. New York Presbyterian Emergency Preparedness Conference, NYC.
- Natarajan, N., & Mullen, E. (2013, March 5). Emergency preparedness: A Hurricane Sandy table-top exercise. HDMA Distribution Management Conference and Technology Expo, Tampa, FL.
- Natarajan, N. (2013). eFINDS training. Multiple locations throughout New York State.
- Natarajan, N. (2013). Coastal storm planning, the Healthcare Facility Evacuation Center, and patient tracking. Greater New York Hospital Association. New York, NY.
- Natarajan, N. (2013). Coastal storm planning training. NYC Metro Area.
- Natarajan, N. (2013). Introduction to preparedness for basic environmental health program (PH 102). Albany, NY.
- Natarajan, N. (2013). Healthcare evacuation. United New York Ambulance Association Conference, Utica, NY.
- Natarajan, N. (2012). Introduction to preparedness for basic environmental health program (PH 102). Albany, NY.
- Natarajan, N. (2012). Hurricane Sandy overview. EMS for Children Conference, Albany, NY.
- Natarajan, N. (2012). New York City Coastal Storm Plan and Healthcare Facility Evacuation Center: Preparedness training. Various audiences, NYC Metro Area.
- Natarajan, N. (2010, November 18). Introducing the Virtual Health Operations Center. Albany, NY.
- Natarajan, N. (2010, September). NYSDOH H1N1 operations: Statewide presentations on vaccination, risk communication, and healthcare worker immunization mandates. Various locations, New York State.
- Natarajan, N. (2010). New York Strategic National Stockpile updates. Various locations, New York State.
- Natarajan, N. (2010, March). EMS clinical lecture series (12 lectures: Airway, Trauma, Ethics, Geriatrics, Behavioral Emergencies, Patient Assessment, Pharmacology, Toxicology, Cardiac, OB/Peds, Systems, Special Circumstances) [Invited lecture series]. Various EMS agencies, Hudson Valley, NY.
- Natarajan, N. (2009, October). New York State Department of Health response to novel H1N1 influenza A. Various audiences, New York State.
- Natarajan, N. (2009). Strategic National Stockpile overview for SUNY Albany School of Public Health Graduate Program. Albany, NY.
- Natarajan, N. (2009). Strategic National Stockpile overview for Tribal Nations. Various locations, New York State.

- Natarajan, N. (2009). H1N1 operational considerations for the 2009–2010 influenza season. Various audiences, New York State.
- Natarajan, N., & Friday, J. (2007, March). Countermeasure distribution and ethics. CDC Pandemic Influenza Summit, Atlanta, GA.
- Natarajan, N. (2007). Disaster nursing overview. SUNY Ulster Nursing Program, Stone Ridge, NY.
- Natarajan, N. (2007). Strategic National Stockpile overview. Various audiences, New York State.
- Natarajan, N. (2007). Strategic National Stockpile overview for Ulster County Bioterrorism Task Force. Kingston, NY.
- Natarajan, N. (2007). Strategic National Stockpile overview for Ulster County EMS agencies. Kingston, NY.
- Natarajan, N. (2007). Preparing for the Technical Assistance Review. CDC Strategic National Stockpile Regional Conference, Providence, RI.
- Natarajan, N. (2006). Volunteer issues in the Strategic National Stockpile. Various locations, New York State.
- Natarajan, N. (2006). Strategic National Stockpile Overview for healthcare facilities. St. Francis Hospital, NY.
- Natarajan, N. (2006). Strategic National Stockpile overview. Various locations, New York State.
- Natarajan, N. (2006). New York State preparedness overview. SUNY Albany Center for Public Health Preparedness, Albany, NY.
- Natarajan, N. (2006). New York State: Medical stockpile preparedness and response. Various locations, New York State.
- Natarajan, N. (2005, May 21). Medical Emergencies and Toxicology. Kingston Police Department / Ulster County Sheriff's Office Police Academy, Kingston, NY.
- Natarajan, N. (2005, February 8). NIMS Overview. HHS DMAT NY-2, Valhalla, NY.
- Natarajan, N. (2005, February). PHTLS Instructor Course. Northern Dutchess Paramedics, Rhinebeck, NY.

SELECTED EMERGENCY ACTIVATIONS AND RESPONSES

Over 110 documented OEM activations and more than 50 documented NYSDOH activations. The list below provides selected named examples and representative categories; it is not an exhaustive list.

NYS Office of Emergency Management (2015–2022)

- Operation Allies Welcome / Afghan Evacuees at JFK (2021)
- Tropical Storm Ida (2021)
- Tropical Storm Isaias (August 2020)
- COVID-19 Pandemic (2020–2021) — State EOC continuously activated for 18+ months; led Mortuary Affairs Task Force, virtual EOC, SUNY/CUNY repatriation, PPE logistics, and vaccination operations
- NYC Blackout (2019)
- Woodstock 50 / Mass Gathering Planning (2019)
- Annual UNGA National Special Security Events (2016, 2017, 2018, 2019)
- AMR/Rural Metro EMS Strike Contingency, Buffalo (2018)
- Hurricane Maria / Puerto Rico Deployment (2018)
- NYC Steam Pipe Explosion (July 2018)
- Statewide Flooding (August 2018)
- Lake Ontario Flooding (2017, 2018, 2019, 2020, 2022)
- Tropical Storm Hermine (September 2016)
- Winter Storm Stella (March 2017)
- Annual NYS State Fair Safety/Emergency Operations (2016–2021)
- Hoosick Falls PFOA Water Contamination (2016)
- Newburgh PFOS Contamination (May 2016)
- Winter Storm Jonas (January 2016)
- Multiple additional activations: disease outbreaks, ice jams, wildfires, civil disturbances, nuclear unusual events, hazmat incidents, election security operations (2016–2022)

NYS Dept. of Health (2006–2015)

- Legionnaires' Disease — South Bronx (July–August 2015)
- Ebola Response (2014)
- Super Bowl XLVIII (February 2014)
- Hurricane Sandy (2012–2013)
- Tropical Storm Irene / Tropical Storm Lee (2011)
- Haiti Earthquake Repatriation (January 2010)
- H1N1 Influenza Pandemic (2009–2010)
- Colgan Air Flight 3407 Crash (February 2009)
- Additional activations: hepatitis outbreaks, nuclear unusual events, HazMat incidents, disease outbreaks, winter storms, flooding (2006–2015)

SELECTED EXERCISES: DESIGN, PLANNING AND EXECUTION

More than 30 exercises are documented across OEM and NYSDOH service. Selected examples follow.

NYS Office of Emergency Management (2015–2022)

- Vigilant Guard 21-3 (2021) — USNORTHCOM-sponsored National Guard Civil Support full- scale exercise; DHSES OEM civilian partner
- FEMA Viral Shield Exercise (2020–2021) — COVID-19 vaccination POD exercise; developed State POD model documentation
- Gotham Shield 2017 (April 2017) — FEMA-led national-level IND full-scale exercise for NY/NJ metro; NYS OEM key planning partner across 9+ preparatory events; briefed executive staff; partners included USNORTHCOM, FEMA Region II
- WRECK-IT National Cyber/Infrastructure Exercise (November 2016); GridEx III (2016) — NERC electric grid cyber resilience exercise
- FUEL NY Exercise (February 2016) — Downstate fuel distribution planning tabletop

NYS Dept. of Health (2006–2015)

- Virtual Burn Coordination Center Tabletop Exercise (November 2015) — Developed Master and Player Situation Manuals
- Coastal Tempest HEC Exercise (August 2015) — Functional 6-hour federally sponsored exercise (ASPR/HPP and CDC/PHEP); authored AAR/IP
- Raising the BAR3 (2008) — Exercise Design Team Lead; 50+ Federal, State, Local, and Tribal entities; full-scale SNS/mass prophylaxis/surge exercise
- NYFLEx (October 2008) — Lead planner; statewide SNS/public health full-scale exercise; authored AAR
- Empire Express 2008; PROTEX 2007 (Full-Scale SNS/CHEMPACK); CDC Pandemic
- Influenza Exercise (2008); Operation Big Apple (July 2009); Integrated Empire Exercise (June 2010); End Game (May 2011)
- Additional exercises (30+ documented): dispensing alternatives, anthrax TTX, west point pandemic exercise, executive TTX, and others