



# **Comprehensive Emergency Management Plan**

## **Annex II**

# **Preparedness**



*City of Albuquerque*  
*Office of Emergency Management*

## ANNEX II PREPAREDNESS

***If we cannot prevent it, we need to prepare for it.***

### **A. General.**

1. Trained and knowledgeable personnel are essential to successful preparation and implementation of disaster plans.
2. The City of Albuquerque (CABQ Comprehensive Emergency Management Plan (CEMP) contains departmental emergency responsibilities and tasks, which translate to actions found within the CEMP's "Emergency Support Function (ESF)" schedule and within each department's emergency plans and standing operational procedures.
3. CABQ departments having emergency responsibilities need to educate, train, and equip their personnel to insure that planned responsibilities are achievable.
4. Further, emergency preparedness education programs for the general public will reduce disaster demands. An informed general public will also be more self-reliant.
5. The five general elements of the local preparedness program include:
  - Public Outreach and Readiness Campaigns.
  - Training and Exercising.
  - Responder Credentialing.
  - Capability-Based Planning.
  - NFPA 1600 National Standards Compliance.

***Departments having emergency/disaster responsibilities need to educate, train, and equip their personnel to insure that planned responsibilities are achievable.***

### **B. Policies.**

1. The CEMP is maintained, reviewed, and updated following a preparedness cycle that includes the progressive concepts of: PLAN, TRAIN, EVALUATE, and IMPROVE. See "The Emergency Management Preparedness Cycle on following page.
2. Each department should budget for adequate training on such topics as necessary to ensure that they and their personnel are prepared to carry out their stated responsibilities and tasks.

3. Emergency Support Annexes Primary agencies are responsible for preparing and maintaining CEMP Functional Annexes.
4. CABQ Office of Emergency Management (OEM)) is responsible for coordinating overall planning, training, and exercising under the CEMP, including review and revision of the CEMP, related annexes, and supporting documents. OEM will offer a range of training classes and exercises to enhance planning and response capabilities of local government employees, schools, businesses, and emergency workers as funding allows.
5. Exercises will be consistent with the U.S. Department of Homeland Security Exercise and Evaluation Program (HSEEP) guidelines.

### **The Emergency Management Preparedness Cycle**



### **C. General Preparedness Activities.**

1. On-going community emergency preparedness activities coordinated by the Office of Emergency Management (OEM) include:
  - Encouraging critical facilities (hospitals, schools, nursing homes, utilities) to develop and maintain response and recovery plans.
  - Response resource development.
  - Equipment and supply acquisition for emergency response.
  - Emergency and disaster training exercises.
  - Emergency communications and power tests.

- Continuous planning document development.
- Emergency public information tests.
- Schedule classroom courses, seminars, and workshops to enhance knowledge, skills, and abilities of local departments, private, and the non–profit sector.

***D. Specific Preparedness Activities.***

1. Public Outreach Projects:
  - a. Outreach is defined as communication between OEM and the public to establish and foster mutual understanding of emergency information, promote public involvement in emergency preparedness, and influence behaviors, attitudes and actions.
  - b. OEM strives to focus its outreach efforts on building a unified understanding of the agency’s mission, creating transparency, promoting disaster preparedness and community resilience, and developing cooperative relationships with various partners and stakeholders. Through this process, the outreach program will help OEM increase the level of trust and assistance to the residents, which it serves.
  - c. The goals of an effective outreach program are to improve the public’s ability to prepare, respond, and recover from an emergency. Instituting this interaction with external constituencies provides a reciprocal benefit that emergency managers can better plan for contingencies knowing the public’s increased knowledge and access to emergency preparedness information. This may also provide additional time in the immediate aftermath of a disaster since a better–prepared and informed public may be more capable of self–sustainment until the government and disaster relief organizations provide essential services.
  - d. OEM provides numerous public outreach projects, including presentations to community groups, mail–outs, print and broadcast media presentations, and seminars to encourage the residents to prepare for a disaster.
2. Training and Exercise Program: OEM provides an integrated Training and Exercise Program to support the five mission areas of emergency management. Having an integrated Training and Exercise Program is one of the most effective ways to measure the preparedness of local plans, equipment, and training within an all–hazards environment.

OEM will coordinate and conduct periodic trainings and exercises of this plan in order to ensure that effective and complete planning efforts associated with emergency response standards are maintained. In order to ensure maximum levels of readiness for emergency response and recovery operations, organizations that have defined CEMP roles and responsibilities will cooperate and participate in OEM–sponsored emergency exercises and training.

3. The integrated Training and Exercise Program is designed to:
  - a. Provide a self-sustaining structure to facilitate exercises from beginning to end stages of planning, design, execution, and evaluation.
  - b. Ensure all exercises are HSEEP compliant and promoting the incorporation of the HSEEP supporting toolkits, Design and Development System, and Corrective Action System into local programs.
  - c. Endorse the building block approach to exercise design which in turn promotes the development of a multi-year training and exercise plan.
  - d. Conduct comprehensive Training and Exercise needs assessments.
  - e. Build a library of After Action Reports and Lessons Learned and implement a strategy to follow through with corrective actions when necessary.
  - f. Address all-hazards threats through objective based exercises using directives found in the Core Capabilities List.
  - g. Reinforce Incident Command System (ICS) best practices.
  - h. Meet National Incident Management System (NIMS) compliance requirements.
  - i. Consolidate multi-agency training requirements in order to prevent redundancy, reduce costs, facilitate tracking, and maximize efficiency.
  - j. Foster multi-jurisdictional and multi-discipline collaboration locally and regionally.
4. Responder Credentialing Program: Describes the administrative process and protocols to issue and validate a person's identity and qualification for emergency response operations for the following three elements (1) identity, (2) qualification or affiliation, and (3) authorization for deployment.

Credentialing is critical component in any jurisdictions response to emergencies. It is imperative that authorized individuals be able to gain quick access to a site without laborious and time consuming identification confirmation. The federal government is creating a nationwide credentialing system as a part of the National Incident Management System. In the future the credentialing system will include documentation of professional qualifications, training and education certifications.

The benefit of implementing NIMS credentialing is that it provides confidence that the

personnel and resources provided match the request; parties, requester and supplier, are using the same criteria to identify knowledge, skills, and abilities.

Until further national and state guidance is developed, CABQ will use the City of Albuquerque's Emergency Operations Center Staff Development and credentialing program Plan, National Incident Management System Implementation Plan documents and CABQ approved identification badges.

5. **National Standards Compliance:** OEM seeks to demonstrate commitment to excellence and accountability by subscribing to the National Fire Protection Association 1600 Standards (NFPA).

NFPA 1600 establishes a common, high level set of criteria for disaster and emergency management and business continuity programs to develop, implement, assess, and maintain these programs. The programs address management, planning, prevention, mitigation, implementation, response, recovery, testing and improvement. NFPA 1600 has been adopted by the U.S. Department of Homeland Security (DHS) as the national preparedness standard.

The standards criteria will be used to assess the agency programmatic readiness on an annual basis and findings will be incorporated into the agency strategic plan.

### ***E. Capabilities–Based Planning and Preparedness.***

1. The preparedness of CABQ departments, agencies, and local organizations is demonstrated by their capabilities to assist during emergency response. Therefore, we unreservedly adopt and will implement the national capabilities–based planning system that establishes measurable priorities, targets, performance measures, and a common approach to developing needed capabilities.
2. A “capability”: is the ability to provide the means to accomplish one or more tasks under specific conditions and to specific performance standards. A capability may be achieved with any combination of properly planned, organized, equipped, trained, and exercised personnel that achieves the intended outcome.
3. **Capabilities–Based Planning:**
  - a. Capabilities–Based Planning is a form of all–hazards planning. It addresses the uncertainty of the number and type of hazards or threats CABQ may encounter by using

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a wide range of possible scenarios thereby reducing the tendency to fixate on any one threat, hazard, or set of conditions.

- b. In addition, the US Department of Homeland Security has established a set of target core capabilities jurisdictions are expected to develop and maintain. The focus of our preparedness and response capabilities remains that we need to build a set of core capabilities that can address the full range of potential threats or hazards, with particular focus on those that pose a higher risk.

**U.S. Department of Homeland Security Current Core Capabilities  
List Core Capabilities by Mission Area**

Prevention	Protection	Mitigation	Response	Recovery
<b>Planning</b>				
<b>Public Information and Warning</b>				
<b>Operational Coordination</b>				
Forensics and Attribution	Access Control and Identity Verification	Community Resilience	Critical Transportation	Economic Recovery
Intelligence and Information Sharing	Cyber security	Long-term Vulnerability Reduction	Environmental Response/Health and Safety	Health and Social Services
Interdiction and Disruption	Intelligence and Information Sharing	Risk and Disaster Resilience Assessment	Fatality Management Services	Infrastructure Systems
Screening, Search, and Detection	Interdiction and Disruption	Threats and Hazard Identification	Infrastructure Systems	Natural and Cultural Resources
	Physical Protective Measures		Mass Care Services	
	Risk Management for Protection		Mass Search and Rescue Operations	
	Programs and Activities			
	Screening, Search, and Detection		On-scene Security and Protection	
	Supply Chain Integrity and Security		Operational Communications	
			Public and Private Services and Resources	
			Public Health and Medical Services	
			Situational Assessment	

**F. Training.**

1. The CABQ OEM undertakes a continuous approach in preparing a response, recovery, and mitigation effort. Aside from developing and maintaining a local CEMP, OEM engages in numerous training sessions pertaining to natural disasters, technological disasters including hazardous material emergencies, and terrorism incidents.
2. State and federal agencies offer a variety of training and education programs available to local government. Training opportunities are provided or coordinated by the Office of Emergency Management, New Mexico Department of Homeland Security and Emergency Management and the Federal Emergency Management Agency (FEMA), and include:
  - Emergency management (EM) training and education programs for first responders, emergency workers, EM coordinators, public/private officials, and others.
  - Preparedness information/programs for the general public.
3. CABQ OEM Director will:
  - Encourage departments to provide personnel training in specific emergency management skills and related professional development.
  - Is responsible for the oversight and administration of the homeland security and emergency, management exercise and training program.
  - Ensure training for Emergency Operations Center (EOC) staff.
  - Encourage public education efforts for schools, community groups, businesses, City employees, and the general public.
  - Coordinate drills and exercises.
  - Coordinate the development of a personnel credentialing program as required by the State of New Mexico and U.S. Department of Homeland Security.
4. CABQ departments are expected to:
  - Ensure that their employees are trained in the concepts of the City's Comprehensive Emergency Management Plan (CEMP), and in their particular department/agency emergency plans and standing operational procedures.
  - Ensure appropriate staffs are trained according to the Federal Department of Homeland Security NIMS/ICS mandated training matrix.

- Encourage their employees to develop personal preparedness plans and supplies.
- Encourage department public education programs to include emergency preparedness and emergency management information.

### ***G. Exercises.***

The CABQ OEM will coordinate involvement of the CABQ administration, department heads, and key staff in situational drills, table-top or functional exercise to test the Comprehensive Emergency Management Plan (CEMP), and the City's capability to respond to emergencies. City departments and agencies that participate in these programs vary by type of exercise.

#### **1. Exercise Schedule**

Exercises are conducted on a four year cycle to determine if plans and procedures are operationally sound and to meet mandated requirements. The CABQ Multi-Year Training and Exercise Plan will provide specific scheduling details; however, at least one evaluated exercise should be planned per City fiscal year.

#### **2. Agency Participation**

All agencies with emergency responsibilities should participate to the fullest extent possible in the scheduled exercises. When agency or function specific drills are conducted, generally, only the agencies responsible for those functions will participate.

#### **3. Program Components**

The seven components of the exercise program include the following:

##### **a. Seminars.**

Seminars are generally employed to orient participants to, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, response resources, or concepts and ideas.

##### **b. Workshops.**

Workshops usually focus on development of a product by the attendees. Organization of attendees into functional groups, aided by facilitators and the use of breakout sessions, with common results often presented and approved in a final session. In conjunction with exercise development, workshops are most useful in planning specific aspects of

exercise design.

c. **Table–Tops.**

Tabletop exercises involve senior staff, elected or appointed officials, or other key staff in a informal setting to discuss simulated situations. This type of exercise is intended to stimulate discussion of various issues regarding a hypothetical situation.

d. **Games.**

A game is a simulation of operations that often involve two or more teams, usually in a competitive environment, using rules, data, and procedures designed to depict an actual or assumed real–life situation. It does not involve the use of actual resources, but the sequence of events affects, and is in turn affected by, the decisions made by the players.

e. **Drills.**

A drill is a coordinated, supervised activity usually employed to test a single specific operation or function in a single agency. Drills are commonly used to provide training in the use of new equipment, to develop or test new policies or procedures, or to practice and maintain current skills.

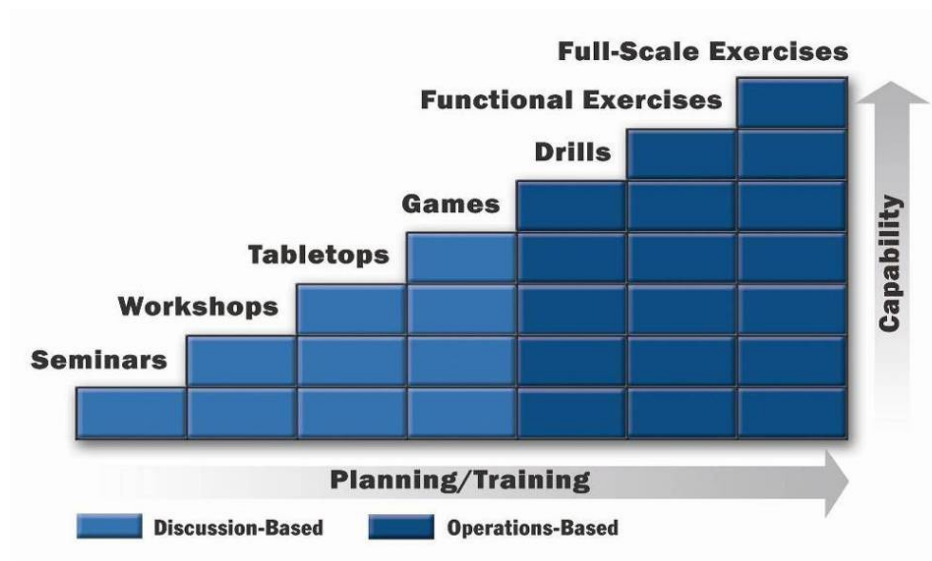
f. **Functional.**

The functional exercise is designed to test and evaluate individual capabilities, multiple functions or activities within a function, or interdependent groups of functions. It is generally focused on exercising the plans, policies, procedures, and staff. Events are usually projected through an exercise scenario, with event updates that drive activity at the management level. The movement of equipment and personnel is simulated.

g. **Full–Scale.**

In a full–scale exercise, response elements are required to mobilize and deploy to a designated site or locate in response to a simulated attack, generally for an extended period. Actual mobilization and movement of personnel and resources are required to demonstrate coordination and response capability. EOC and field command posts are activated.

### Increasing Exercise Complexity Model



#### 4. Exercise Evaluation and Improvement Remediation.

Critiques are held after each exercise to assess the results and areas for improvement identified. An after action report will be completed for each exercise action report will be completed for each exercise. The critiques are objectively written to identify strengths and areas of improvement.

## Role of the General Public

### *What do the residents of CABQ need to know to be as prepared as possible for a disaster?*

#### **Recommendations**

The residents of City of Albuquerque may turn out to be the most important link of all in the effort of preparing a city for disaster.

While the city's emergency response and personnel are in place, trained, equipped and ready to react, when they actually have to respond to something as large scale as a major earthquake, a necessary prioritization of their activities comes into play. Depending upon the scope and extent of threat to life and damage to property, residents may find themselves having to be self-sufficient for a time while emergency responders assess and deal with the most urgent needs in the city, possibly days. Emergency personnel will be unable to sustain the response times to an individual call for assistance that residents have come to expect under normal conditions.

It is with that in mind that we encourage residents to prepare themselves by taking the following actions.

1. **Prepare a disaster supply kit** containing – at the very minimum – the following supplies:
  - A supply of dry or canned food and drinking water for seven to ten days (for each person in your family). Plan at least one gallon of water per person per day.
  - A manually-operated can opener if your stored food is canned.
  - A battery-powered radio with extra batteries and tune to local stations to for emergency information, if other sources such as TV are not working.
  - A flashlight with extra batteries.
  - A First Aid kit (and knowledge of how to use it)
  - A 7–10 day supply of necessary medications

Your home disaster kit should be stored in an easily accessible location such as a hall closet, so you may grab it quickly if you need to evacuate. If you spend much time in your car or at a job, you should also have a disaster kit for those locations.

2. **Establish an out-of-state contact** for your family. When phones go out locally during a disaster, often you can still call out of state. By choosing a person out-of-state and sharing

their phone number with family members, everyone can check in with that person and re-establish family communication.

**3. Make family plans**

**a. Identify your Families risks**

- What are the hazards where you live or work?
- Find out what natural or human caused disasters pose a risk for you.
- Do you live near a flood plain, an earthquake fault, or in a high fire danger area?
- Are you prepared for an unexpected human-made disaster that can strike any time?
- Does your neighborhood or community have a disaster plan?

**b. Create a Family Disaster Plan**

- Your family needs a plan that tells everyone: where to meet if you have to evacuate; who you've identified as an out-of-state "family contact"; how to get emergency information in your community; and how to take care of your family pets.
- When preparing for an emergency, plan on having enough supplies to get you and your family through at least the first 72 hours. After a major emergency, there is a good chance that traditional emergency response teams will be too busy to take care of you and your family. You need to prepare your home and neighborhood.
- Planning Tips
  - Stock up on at least a three-day supply of food, water, clothes, medical supplies, and other necessary equipment for everyone in your family.
  - Make sure everyone knows where to find the supplies.
  - Decide where and when to reunite your family should you be apart when a disaster strikes.
  - Choose a person outside the immediate area to contact if family members are separated. Long distance phone service will probably be restored sooner than local service. Do not use the phone immediately after a major emergency.
  - Know the policies of the school or daycare center your children attend. Make plans to have someone pick them up if you are unable to get to them.
  - If you have a family member who does not speak English, prepare an emergency card written in English indicating that person's identification, address and any special needs such as medication or allergies. Tell that person to keep the card with him/her at all times.
  - Conduct Earthquake: Duck, Cover & Hold drills every six months with your family.

- Fire and Earthquakes. Everyone should know two ways out of each room in your house, and you should establish a place outside the house where everyone will meet once they get out.
  - Practice Stop, Drop and Roll drills for fire, as well as emergency exit drills in the house regularly.
  - Know the safest place in each room because it will be difficult to move from one room to another during an earthquake or explosion.
  - Locate the shutoff valves for water, gas and electricity. Learn how to shut off the valves before an emergency. If you have any questions, call your utility company. Remember not to shut off utility valves unless directed to do so by your utility company.
  - Make copies of vital records and keep them in a safe deposit box in another city or state. Make sure your originals are stored safely.
  - Before a major or emergency occurs, call your local Red Cross chapter and Office of Emergency management (OEM) to find out about their plans for emergency shelters and temporary medical centers in case of a disaster.
  - Establish all the possible ways to exit your house. Keep those areas clear.
  - Know the locations of the nearest fire and police stations.
  - Take photos and/or videos of your valuables. Make copies and keep them with a friend or relative in another city or state.
  - Include your babysitter and other household help in your plans.
  - Keep an extra pair of eyeglasses and house and car keys on hand.
  - Keep extra cash and change. If electricity is out, you will not be able to use an Automatic teller machine.
  - Stay away from heavy furniture, appliances, large glass panes, shelves holding objects, and large decorative masonry, brick or plaster such as fireplaces.
  - Keep your hallway clear. It is usually one of the safest places to be during an earthquake or explosion.
  - Stay away from kitchens and garages, which tend to be the most dangerous places because of the many items kept there.
  - Do not run outside during an earthquake, where you face hazards from trees, utility wires, falling chimney bricks or other building attachments.
  - Be aware that aftershocks may happen once the initial quake is over.
4. **Consider purchasing a NOAA Weather Radio.** NOAA (National Oceanic & Atmospheric Administration) Weather Radio is Washington’s all-hazards warning system, used not only for food and weather-related events, but also for hazards like tsunamis, volcanic activity, hazardous releases and Amber Alerts. It can be programmed to alert you only to hazardous events in your local area.
5. **Know how to turn off your utilities** (water, electricity, and natural gas), in the event you have to do so in an emergency situation.

6. **Learn the disaster procedures** at your child's school or day care. There are policies and procedures for releasing students during or after, and for locking down the facility and providing for the students' welfare should they need to stay at the school for the duration of these protective measures. Parents/caregivers need to understand these procedures and work within them. Understand that they were created with the safety of the children in mind.
7. **Consider taking advantage of training** that may help you and your family in a disaster or emergency situation:
  - First Aid – available through the local American Red Cross chapter.
  - CERT (Community Emergency Response Teams) – Disaster response skills training available free to Albuquerque residents through the OEM.

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*Attachment 1*

**CITY OF ALBUQUERQUE NIMS-ICS MINIMUM TRAINING MATRIX**

Audience	Required Training
<p>Federal/State/Local/Tribal/Private Sector &amp; Non– governmental personnel to include:</p> <ul style="list-style-type: none"> <li>• Entry level first responders &amp; disaster workers</li> <li>• Emergency Medical Service personnel</li> <li>• Firefighters</li> <li>• Hospital staff</li> <li>• Law Enforcement personnel</li> <li>• Public Health personnel</li> <li>• Public Works/Utility personnel</li> <li>• Skilled Support Personnel</li> <li>• Other emergency management response, support, volunteer personnel at all levels</li> </ul>	<ul style="list-style-type: none"> <li>• FEMA IS–700: NIMS, An Introduction</li> <li>• ICS–100: Introduction to ICS or equivalent</li> </ul>
<p>Federal/State/Local/Tribal/Private Sector &amp; Non– governmental personnel to include:</p> <ul style="list-style-type: none"> <li>• First line supervisors, single resource leaders, field supervisors and other emergency management/response personnel that require a higher level of ICS/NIMS Training.</li> </ul>	<ul style="list-style-type: none"> <li>• FEMA IS–700: NIMS, An Introduction</li> <li>• ICS–100: Introduction to ICS or equivalent</li> <li>• ICS–200: Basic ICS or equivalent</li> </ul>
<p>Federal/State/Local/Tribal/Private Sector &amp; Non– governmental personnel to include:</p> <ul style="list-style-type: none"> <li>• Middle management including strike team leaders, task force leaders, unit leaders, division/group supervisors, branch directors and multi–agency coordination system/emergency operations center staff.</li> </ul>	<ul style="list-style-type: none"> <li>• FEMA IS–700: NIMS, An Introduction FEMA IS–800: National Response Plan (NRP), An Introduction*</li> <li>• ICS–100: Introduction to ICS or equivalent</li> <li>• ICS–200: Basic ICS or equivalent</li> <li>• ICS–300: Intermediate ICS or equivalent</li> </ul>

<p>Federal/State/Local/Tribal/Private Sector &amp; Non– governmental personnel to include:</p> <ul style="list-style-type: none"><li>• Command and general staff, select department heads with multi–agency coordination system responsibilities, area commanders, emergency managers, and multi–agency coordination system/emergency operations center managers.</li></ul>	<ul style="list-style-type: none"><li>• FEMA IS–700: NIMS, An Introduction</li><li>• FEMA IS–800: National Response Plan (NRP), An Introduction*</li><li>• ICS–100: Introduction to ICS or equivalent</li><li>• ICS–200: Basic ICS or equivalent</li><li>• ICS–300: Intermediate ICS or equivalent (FY07 Requirement)</li><li>• ICS–400: Advanced ICS or equivalent (FY07 Requirement)</li></ul>
<p>* Additional IS–800 Guidelines are provided in this document</p>	

*Attachment 2*

**CITY OF ALBUQUERQUE EOC STAFF DEVELOPMENT AND CREDENTIALING PLAN**

Contact the City of Albuquerque's Office of Emergency Management for a current copy of the City Of Albuquerque EOC Staff Development And Credentialing Plan.

*Attachment 3*

**CITY OF ALBUQUERQUE MULTI-YEAR TRAINING AND EXERCISE PLAN**

Contact the City of Albuquerque's Office of Emergency Management for a current copy of the Multi-Year Training and Exercise Plan.