

# APPENDIX E: Cities Readiness Initiative (CRI) Albuquerque Metropolitan Statistical Area (MSA) Response and Support

TABLE OF CONTENTS	
I.	Purpose..... 1
II.	Situation ..... 1
III.	Assumption ..... 1
IV.	Concept of Operations.... 2
	Direction, Control, Coordination..... 2
	Situational Awareness and Analysis..... 2
	Implementation..... 2
	CRI MSA Unified Area Command (UAC)..... 3
	Coordination and Collaboration..... 3
	Request of assets..... 3
	SNS Task Force..... 4
	State RSS/CRI MSA RDS..... 4
V.	Organization and Assignment of Responsibilities ..... 6

**Lead Agency:** Department of Health (DOH)

**Lead Position:** Department Secretary

**Support Agencies:** Department of Homeland Security and Emergency Management (DHSEM)  
State Police  
National Guard  
Board of Pharmacy

## I. PURPOSE

The purpose of this Appendix is to depict responsibilities in support of a Cities Readiness Initiative (CRI) Metropolitan Statistical Area (MSA) specific event. The CRI is designed to provide an increased level of preparedness and response capability of the Metropolitan Statistical Area (MSA) as it relates to a chemical or biological attack requiring mass prophylaxis, and to further maximize the effectiveness of the Strategic National Stockpile<sup>1</sup> (SNS).

## II. SITUATION

A Biological event has occurred within the CRI MSA requiring an SNS response from the state. This would be an event not affecting the rest of the State of New Mexico.

## III. ASSUMPTIONS

- The rest of the state is not affected.
- State resources are available

## **IV. CONCEPT OF OPERATIONS**

### **Direction, Control and Coordination:**

Direction, Control, and Coordination is the core function of Appendix E. This function fulfills the Command and Control function between the CRI MSA and the NMDOH. This section describes Direction, Control, and Coordination in pre-, trans-, and post stages of requesting, receiving, distributing, and dispensing the SNS assets, whereby, the CRI Albuquerque MSA and the State of New Mexico can:

- Analyze the situation and determine if the SNS should be requested;
- Request the SNS if decided;
- Coordinate identified and unidentified issues of the transport and receiving of SNS assets.
- Set up the designated Regional Distribution Site (RDS)/Receiving, Storage, Staging (RSS) Site;
- Receive and un-load SNS;
- State Sign for SNS Assets;
- Breakdown and palletize SNS for distribution;
- Distribute the SNS to designated areas within the CRI MSA;
- Dispense SNS assets to the Population of the CRI MSA / affected area;
- Direct and coordinate the efforts of State Agencies, Departments, other Organizations and resources to implement and carryout SNS activities with in the CRI MSA;
- Coordinate the response with the efforts of local, county, tribal, and federal entities, plus those of neighboring states, voluntary organizations and the private sector; and
- Ensure effective and efficient use of resources.

The Direction, Control, and Coordination function is the first to be established and the last to be deactivated. The ten (10) Annexes and associated appendices of the State SNS Plan are activated in support of the Direction, Control, and Coordination function as needed. A phased approach is used throughout the response to ensure the appropriate resources and support.

### **Situational Awareness and Situation Analysis**

Situational awareness is maintained by the Department of Homeland Security and Emergency Management (DHSEM) Duty Officer and the DOH Bureau of Health Emergency Management (BHEM) DOH Emergency Operations Center Representative (EOCR) 24/7/365. All reporting for health and medical emergencies or disasters done by local jurisdictions, state and federal agencies will be conducted through appropriate state duty officers.

Situation analysis is conducted by the BHEM EOCR and the DHSEM Duty Officer in conjunction with other informants, principals, and subject matter experts.

### **Implementation**

Implementation of SNS functions in support of the CRI/MSA will be triggered by an event requiring medical supplies, equipment or pharmaceuticals exceeding the states capability in response to a biological attack or event. Implementation will be conducted within the New Mexico Emergency Operations System.

## **The CRI MSA Unified Area Command (UAC)**

The response Command and Control (C<sup>2</sup>) mechanism will be the Incident Command System (ICS). As the MSA will be operating in a multijurisdictional environment, the ICS structure will establish a Unified Area Command (UAC) in which Albuquerque Environmental Health, State Department of Health, and the CDC (or other Federal agency) will function as the command elements. State DOH/BHEM will have command of SNS assets from delivery from the Federal Government to deposit in the MSA; and the MSA will have command authority of SNS assets, incident response in the MSA, and disbursement of SNS assets in the MSA. The UAC will be located in the City of Albuquerque EOC.

An on site manager with an assistant responsible for inventory tracking will be assigned to the Regional Distribution Site (RDS) and satellite RDSs in the MSA to oversee SNS asset allocation, transportation, and pick-up. PODs site management will be conducted by a Site Commander, and response agencies operating within the CRI will fall under the Unified Area Command.

\*Cities Readiness Initiative (CRI) STRATEGIC PLAN

The CRI MSA UAC will be in direct contact with the State EOC and the NMDOH EOCCR/Department Operations Center (DOC)

### **Coordination and Collaboration**

Effective response to an event requiring the SNS will require the active collaboration between local, state, and federal public health authorities, health care providers, law enforcement groups, the Governor's Office of Homeland Security, emergency management, emergency response agencies, and others. NMDOH will function as the Lead State Agency and will request and coordinate assistance from state and federal support agencies and external partners as necessary using procedures outlined in the State SNS Basic Plan.

### **Coordination**

Coordination may take many forms but not limited too:

- All coordination and communication will be conducted per Agency, department, or organizational EOPs and SOGs in line with the State Emergency Operating System.
- It is important to ensure that lines of communication are immediately available for consistent coordination through all levels: local, regional, state and federal. Lines of communication should be identified in pre-event planning.
- Department of Homeland Security and Emergency Management (DHSEM) – Coordination and Communication with all levels of government to ensure an effective response.
- Department of Health (DOH): - Coordination may be with the State EOC, DOH Region Operations Center (ROC), Point of Dispensing (POD) s, Treatment Centers and other response partners as necessary.
- Military Support – The SNS most probably will require military resources to accomplish the mission of breakdown and distribution of SNS assets. The military support will be coordinated through the State EOC. In the SNS plan, there will be pre-identified functions to be accomplished / tasked to the military.
- Coordination with Federal Response – There will be immediate coordination with the Center for Disease Control and Prevention (CDC) by the DOH for SNS. Other federal support will be coordinated through the State EOC using the Federal Disaster Declaration process and plans at the State EOC.

## **Request**

A request from the COA EOC for SNS assets will come through the State EOC to the NMDOH EOCR/DOC.

A Formal request of the Strategic National Stockpile (SNS) will be made to the CDC DSNS only after the Governor approves the recommendation made by the Department of Health (DOH) Secretary. The State of New Mexico should ensure that all required information has been collected before contacting the DSNS. Annex 1 Attachment 3 and 3.a SNS Situation Report (SITREP) have the questions of situation information needed to be sent to CDC to help make the decision to deploy SNS assets as quickly as possible.

When requesting SNS assets a request should be in the form of a 12-hour Push Package or MI.

Upon or predicted approval of SNS assets to New Mexico.

## **SNS Task Force Activation**

The SNS Task Force will be assembled at the State EOC to implement annexes of the SNS Plan and to carryout SNS response and operations. The SNS Task Force will be made up of participating agencies with responsibilities in the SNS Plan at the state level; these agencies include but are not limited to: Department of Homeland Security and Emergency management, Board of Pharmacy, National Guard, State Police, and Department of Transportation. The State SNS Coordinator will conduct pre SNS Task Force activation activities per SNS Coordinator checklist and SOGs.

- DHSEM will notify SNS participating agencies to report and convene a SNS Task Force.
- NMDOH, DHSEM, COA UAC and the SNS Task Force core agencies, departments and organizations in coordination with CDC will coordinate strategies to receive SNS assets. This will be conducted by the State SNS Plan.

## **State RSS/ CRI MSA RDS**

After a release of a biological or chemical agent the City will activate its CRI plan and request SNS assets.

### In the case of a CRI MSA event ONLY:

The State will request CDC DSNS to divert the SNS assets to the City RDS “which in essence becomes the RSS Site for this CRI event.

A State designated official must be on hand at the RDS to sign for the SNS assets from the CDC at this time the assets will be transferred to the MSA designated official.

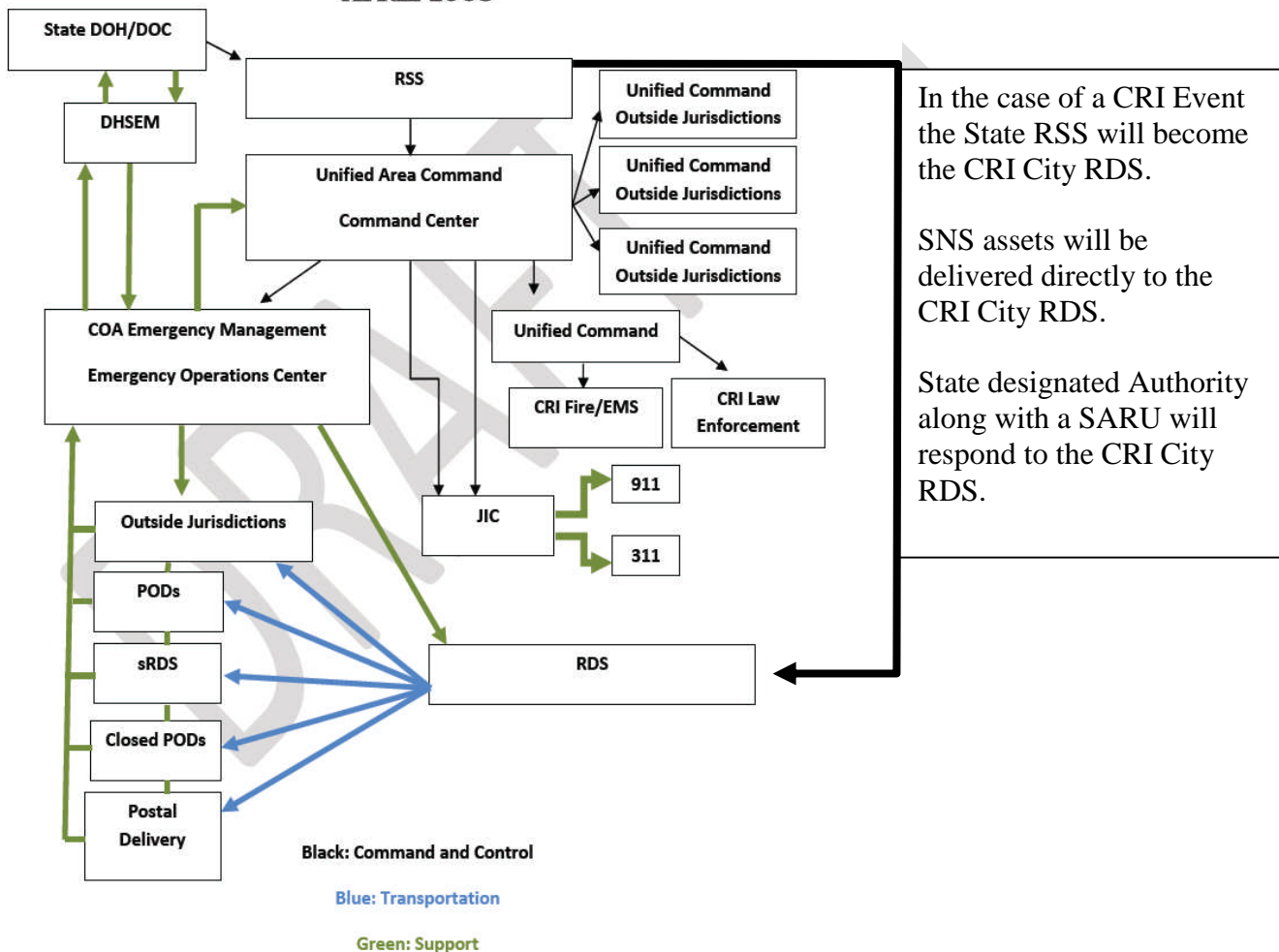
The City will then prepare the assets for shipment to the Satellite RDSs, PODs, and the US Postal Service.

The RDS will act the central MSA shipping and receiving location for SNS assets. The RDS will also act as the main inventory control point for the MSA.

The command structure of the RDS will vary from the traditional model of ICS in that it will employ a Site Manager rather than an Incident Commander. However, the Site Manager will submit to the authority of the incident command system.

The NMDOH will deploy a team of specialists in SNS functional areas, this Team will be referred to as: State Advisory Response Unit (SARU) This Team will have at least 1 RSS Manager, 1 Operations Lead, 1 Inventory Control Specialist, 1 Admin/Finance Specialist and other specialist as determined.

**ALBUQUERQUE METROPOLITAN STATISTICAL AREA  
CRI STRATEGIC PLAN  
ATTACHMENT 5  
COMMAND AND COMMUNICATIONS SCHEMATIC  
APRIL 2008**



\*Cities Readiness Initiative (CRI) STRATEGIC PLAN

**Operational Details are considered Security Sensitive and are omitted from this Appendix for Security.**

## **V. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES**

### **Governor**

The Governor of the State of New Mexico is responsible for the welfare of its citizens and continuity of government. The government works with elected and appointed officials to ensure efficient use of resources and personnel, is responsible for carrying out provisions of the State Civil Emergency Preparedness Act, and exercises direction and control over State personnel and resources of the State of New Mexico.

The Governor of the State of New Mexico, or the GAR, has responsibilities which include, but are not limited to:

- Declaring a state of emergency or disaster
- Approving the request for SNS assets
- Requesting assistance from the Federal government
- Authorizing the sending and receiving of assistance under the Emergency Management Assistance Compact (EMAC) with other states' Governors
- Issuing, amending, or rescinding Executive Orders that have the force of law during emergency situations

### **New Mexico Department of Health (DOH)**

The New Mexico Department of Health (DOH) is the lead agency for the SNS. The DOH will be responsible for the request activation, mobilization, receipt, storage, staging, management, distribution, and dispensing of the SNS. Responsibilities include but are not limited to:

#### **Information/Information Sharing:**

- Provide technical information on the SNS.
- Have media and other contacts available for Risk Communication / Public Relations activities.
- Ensure protocols are in place for immediate press releases.
- Have preformed messages ready for mass prophylaxis and other related events.
- Determine if press releases, hotlines, and/or reserved Web pages are necessary.
- Determine the content of press releases.
- Help determine the content of health alerts.
- Determine communication restrictions.
- Establish a hotline and content of hotline messages

#### **RSS**

- Mobilize and stage RSS Site equipment.
- Ensure the set up of the RSS.

#### **Situation Analysis Team (SAT):**

- Ensure that a Situation Analysis Team (SAT) is assembled to ensure the criteria to request the SNS is met.
- Provide critical technical expertise in the EMSCOM system.
- Provide critical technical expertise in the EM System for hospital bed status.

- Provide critical technical expertise in hospital emergency preparedness.
- Provide critical technical expertise in psychosocial issues that may be faced during an emergency or disaster event.
- Determine need for isolation and/or quarantine.
- Identify candidate / priority populations for vaccination and/or chemoprophylaxis.
- Provide medical guidance as necessary.
- Provide guidance on dosages for dispensing operations.

### **SNS**

- Request approval from the Governor to request the SNS from the CDC.
- Make the request to CDC for the SNS assets.
- Coordinate the set up of Dispensing “Point of Dispensing (POD)”
- Coordinate with the CDC SNS Program Liaison.
- Ensure the request process is completed properly.
- Provide a representative to the state EOC to facilitate activities on the SNS Task Force.
- Provide over site on all SNS functions.
- Provide administrative and procure support for the SNS.
- Determine control measures including the recommendation to request the deployment of the SNS.
- Provide support to include personnel for the breakdown and distribution of the SNS.
- Place qualified and protected field staff to support the epidemiological investigations.
- Provide an immediate survey and analysis of the case of the outbreak or emergency and disaster if it pertains to their area of expertise.

### **DOH Public Health Division (PHD) Regions: Local and Regional**

Local and Regional responsibilities include but are not limited to:

- Immediately begin preparations for establishing DOH PODS in anticipation of transition from drive- thru PODS to traditional PODS after 48 hours.
- Ensure guidelines, procedures, and plans are in place for requesting, receiving, storing, and dispensing the SNS with in the assigned Public Health Regional Counties to include all Tribes, Pueblos, and Reservations.
- Ensure there are proper areas designated to store and secure SNS Pharmaceuticals at PODs.
- Ensure they have contact list for all region personnel to activate for dispensing POD operations.
- Ensure they have pre-identified PODs and have the contact information for immediate activation of the site.
- Set up PODs as necessary.
- Provide region personnel and volunteers for PODs.
- Dispense as necessary to the Public of New Mexico.
- Ensure guidelines and procedures are in place to collect, transport, and analyze biological materials.
- Provide immediate analysis of collected materials.

## **New Mexico Department of Homeland Security and Emergency Management (NMDHSEM)**

The DHSEM will notify all participating New Mexico SNS agencies to implement specific SNS procedures and plans. These plans outline the delivery of SNS contents to the RSS and from the RSS Site to dispensing and treatment facilities in the affected area(s). The DHSEM will maintain current contact information on key participants necessary to this process.

DPS will coordinate physical security during SNS transport from the primary unloading area to the Staging Facility, to and from the Re-Packaging Facility, and to and from Intermediate Dispensing Facilities.

DHSEM will be responsible for

- facilitating the SNS Task Force
- determining the seriousness of the emergency or disaster
- determining appropriate EOC activation levels;
- activating and managing the EOC
- analyzing, evaluating, and distributing emergency information through briefings, displays, and reports
- coordinating with and supporting requests from state organizations and local jurisdictions
- handling EMAC requests for assistance from other states, i.e. SNS RSS Teams and POD Staffing
- Implementing and enforcing emergency directives through coordination with other state and federal agencies.

Responsibilities include but are not limited to:

- Facilitate the coordination of state agencies and other organizations through the SNS Task Force.
- Provide emergency management coordination state-wide.
- Provide the State Emergency Operations Center (EOC) for SNS Task Force coordination of response activities of the SNS.
- Coordinate transportation for the TARU from the receiving airport to the RSS Site and for the TARU Liaison to the State EOC.

## **Department of Public Safety (DPS) / State Police (SP)**

Responsibilities of the State Police include but are not limited to: Specific to a CRI event.

- Coordinate with and provide two (2) radios (2-way communications) with the U.S. Marshals assigned to the SNS assets coming in to ensure communications between the State Police and the USMS.
- Coordinate security escort of TARU Team to RSS/RDN site and DOH DOC.
- Assume responsibility for all Security aspects of the SNS for State level operations.
- Support physical security at the RDN/RSS Site and all activities attached to the SNS.
- Take the lead in all security plan development for the SNS.
- Liaise with local law enforcement to develop security plans for PODs.
- Provide SP Officers to escort in-coming SNS assets from state-line.
- Provide SP Officers to secure RSS Site or coordinate security for the RSS Site.
- Ensure a credentialing program is in place to identify SNS personnel and prevent unauthorized entry into RSS sites.

- Provide escort officers for SNS shipments from the RSS to individual PODs or ensure local law enforcement is assigned to this task.
- Provide coordination for PODs with local law enforcement agencies
- Provide and assist local law enforcement with security related events as resources allow.

### **DPS / Motor Transportation Division (MTD)**

Responsibilities of the Motor Transportation Division include but are not limited to:

- Assist with security of the SNS.
- Provide MTD Officers to assist with escort of in-coming SNS assets.
- Provide MTD Officers to assist with security at the RSS Site.
- Provide MTD Officers for main entrance to inspect incoming trucks and vehicles, checking for devices and proper credentials.
- Provide assistance with escort officers for SNS shipments from the RSS to individual PODs.

### **New Mexico Board of Pharmacy (BOP)**

The New Mexico Board of Pharmacy (BOP) will direct RSS management and operations. The BOP will oversee all activities at the RSS Site. The BOP will oversee: RSS Lead, Inventory Control Lead, Distribution Lead, Re-Packaging Lead, Security lead, and other command functions at the RSS Site.

Responsibilities include but are not limited to:

- Provide staff to oversee SNS Operations as Incident Commanders (IC) at the RSS.
- The BOP should provide an RSS IC and Deputy per shift.
- Provide guidance on the handling of pharmaceuticals and overall management of the RSS.

### **Military Support to Civilian Authorities**

A local government or the State may request assistance from the closest available military resources when threat to life and property exceeds available civil response capabilities. In order to request Military support it must be approved through the State EOC / Governor Executive Order.

### **New Mexico National Guard**

If resources are available, the New Mexico Army National Guard will supply personnel in the RSS location and provide transportation for distribution operations to Points of Dispensing (POD). Provide physical security at the RSS Site; provide the equipment, personnel, and logistical support for SNS RSS site operations and transportation; maintain policies and procedures, lists of personnel, equipment, and vehicles needed to execute and support movement of the SNS either in bulk or in individual quantities; and conduct periodic mobilization training exercises needed to maintain readiness.

Responsibilities include but are not limited to:

- Maintain lists of New Mexico National Guard personnel who can respond to support SNS functions.
- Maintain a list of equipment and transportation assets to support SNS functions.
- Provide National Guard personnel for the RSS Site for breakdown and palletizing the SNS.
- Provide vehicles assets and National Guard Personnel for distribution of the SNS throughout the state.
- Provide Security Personnel and Assets to assist with security of the RSS Site and escort of the SNS to PODs.
- Provide mess / food for the RSS Site personnel. Approximately 100 per 24 hour period.

- Set up and provide National Guard personnel for a medical & health clinic to provide prophylaxis to RSS staff, security personnel / escorts, truck drivers and other personnel assigned to the RSS Site.

### **New Mexico Department of Transportation (NMDOT)**

The New Mexico Department of Transportation (NMDOT) will assist with the Distribution Function of the State SNS Plan. It will provide personnel, vehicles, and equipment as identified in the appropriate annexes.

Responsibilities include but are not limited to:

- Maintain a list of New Mexico Department of Transportation personnel who can respond to support SNS functions.
- Maintain a list of vehicles and equipment to support SNS functions.
- Provide vehicles and equipment for transportation of SNS Materials.
- Provide jersey barriers for security perimeters.
- Provide additional outside emergency perimeter lighting.
- Provide electronic signage for SNS operations.
- Conduct route surveys to ensure routes are clear for transport of SNS Assets.
- Coordinate transportation needs for the CDC SNS Technical Advisory Response Unit (TARU) and.
  - Vehicles will be necessary to transport the TARU.
  - The TARU will need to be transported to the activated RSS Site.
  - The SNS TARU Liaison will need to be transported to the NM DOH DOC.
- Provide two (2) passenger vans and one (1) SUV with drivers for TARU.