



**VALENCIA COUNTY
BOARD OF COUNTY COMMISSIONERS
RESOLUTION № 2022- 53
ADOPTING THE VALENCIA COUNTY INTEGRATED PREPAREDNESS PLAN**

WHEREAS, the Board of County Commissioners met upon notice of a regular meeting, duly published, at the Valencia County Administration Building 444 Luna Ave, Los Lunas, New Mexico 87031; on June 1, 2022; and,

WHEREAS, NMSA 1978, Section 3-18-1 (1972) provides that municipalities, and also counties pursuant to NMSA 1978, Section 4-37-1 (1995), have the power to "protect generally the property of its municipality and its inhabitants" and to "preserve peace and order"; and

WHEREAS, NMSA 1978, Section 12-10-5 (2007) provides that "[t]he governing bodies of the political subdivisions of the state are responsible for all the hazard emergency management of their respective jurisdictions. Each political subdivision is authorized to establish, by ordinance or Resolution, a local office of emergency management as an agency of the local government and responsible to the governing body, in accordance with the state emergency operations plan and program. Every local coordinator of emergency management shall be appointed by the governing body, subject to the approval of the state director of homeland security and emergency management, and the local coordinator shall have direct responsibility for carrying out the all-hazard emergency management program of the political subdivision. Each Local organization shall perform emergency management functions within the territorial limits of the political subdivision within which it is organized;" and,

WHEREAS, the Federal Emergency Management Agency (FEMA) and the New Mexico Department of Homeland Security and Emergency Management (NM DHSEM) require that any local government seeking participation in FEMA and/or NMDHSEM programs or resources have a current Integrated Preparedness Plan; and,

WHEREAS, Valencia County has and will continue to seek funding and participation in FEMA and NM DHSEM programs and resources; and,

WHEREAS, the Valencia County Board of County Commissioners established the Valencia County Office of Emergency Management, with the Adoption of Ordinance 2014-06 on August 20, 2014, and by hiring a grant-funded Emergency Management Coordinator, to update, rewrite, and maintain the Integrated Preparedness Plan; and,

WHEREAS, this plan was prepared in accordance with the local responsibilities and requirements of FEMA Development and Maintenance of Emergency Operations Plan, Comprehensive Preparedness Guide 101, Version 3.0 (CPG101), the NM DHSEM Crosswalk, FEMA's Managing the Emergency Consequences of Terrorist Incidents, and the National Incident Management System (MINS); and,

WHEREAS, this plan was prepared by a joint effort of the Valencia County Office of Emergency Management, Public Safety agencies, the private sector, and other governmental and non-governmental agencies; and,

WHEREAS, the plan is complete and ready for approval; and,

NOW THEREFORE BE IT RESOLVED, by the Board of County Commissioners of Valencia County that:

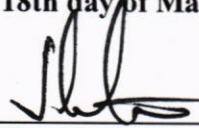
1. The purpose of the Valencia County Integrated Preparedness Plan (IPP) – formerly known as the Multiyear Training and Exercise Plan (MTEP) – is to document the process necessary to strengthen the core capabilities that are deemed essential in preventing, protecting against, mitigating the effects of, responding to, and recovering from threats and hazards. The Valencia County Training and Exercise Program employs a progressive approach that combines all-hazard planning, innovative training, and realistic exercises to enhance Valencia County's overall preparedness capabilities.
2. The IPP displays Valencia County's and its partners' training and exercise activities for 2022-2025. This plan promotes communication and coordination among partners in the county and the region and reduces duplication of efforts.
3. The IPP is a dynamic document. A major update to the IPP occurs annually during the Integrated Preparedness Plan Workshop (IPPW). In addition, the IPP Schedule should and will be updated and distributed at a minimum quarterly to reflect changes in the scheduling and planning process. The IPPW will be updated on a Quarterly basis to fulfill preparedness grants through FEMA and The New Mexico Department of Homeland Security and Emergency Management.
4. Valencia County Office Emergency Management (VCOEM) is the primary agency responsible for providing direction and oversight for the Valencia County IPP.
5. This Integrated Preparedness Plan has been developed to work and coordinate with other jurisdictions and their Integrated Preparedness plans. Each municipality shall remain responsible for its emergency planning.

BE IT FURTHER RESOLVED, by the Board of County Commissioners of Valencia County that the attached Valencia County Integrated Preparedness Plan is hereby adopted:

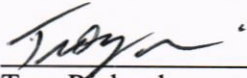
APPROVED, ADOPTED, AND PASSED on this 18th day of May 2022



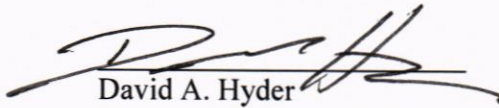
Gerard Saiz
Chair, District I



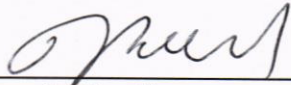
Jhonathan Aragon
Vice-Chair, District V



Troy Richardson
Commissioner, District II

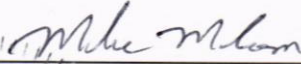


David A. Hyder
Commissioner, District III



Joseph Bizzell
Commissioner, District IV

Attest:



Mike Milam
Valencia County Clerk





Valencia County

Integrated Preparedness Plan 2022-2025

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Points of Contact

Valencia County

Valencia County Office of Emergency

Name: Sarah Gillen
Title: Emergency Management Coordinator
Phone: 505-866-2043
E-Mail: Sarah.gillen@co.valencia.nm.us

Name: Matthew Propp
Title: Fire Chief / Emergency Management Director
Phone: 505-573-1704
E-Mail: Matthew.propp@co.valencia.nm.us

Name: Vacant

Title: Planning Coordinator / Training and Exercise Coordinator Phone:

E-Mail:

Valencia County Sheriff's Office (VCSO)

Name: Denise Vigil

Title: Sheriff

Phone: 505-866-2402

E-Mail: Denise.vigil@co.valencia.nm.us

Name: Jeff Noah

Title: Undersheriff

Phone: 505-866-2413

E-Mail: Jeff.Noah@co.valencia.nm.us

Jurisdictions

City of Belen

Name: Steven Gonzales

Title: Emergency Management Coordinator

Phone: 505-366-4229

E-Mail: Steven.gonzales@belen-nm.gov

Village of Los Lunas

Name: Jason Gonzales

Title: Emergency Management Coordinator

Phone: 505-975-7264
E-Mail: gonzalesj@loslunasnm.gov

Village of Bosque Farms

Name: Gayle Jones
Title: Clerk/ Administrator
Phone: 505-869-2358
E-Mail: clerkadmin@bosquefarmsnm.gov

Town of Peralta

Name: Kori Taylor
Title: Utilities Director
Phone: 505-869-2050
E-Mail: ktaylor@townofperalta.org

City of Rio Communities

Name: Martin Moore
Title: City Manager
Phone: 505-274-0577
E-Mail: mmoore@riocommunities.net

Public Health Offices

Los Lunas Public Health Office

Name: Tia Montoya
Title: Public Health Nurse/ Supervisor
Phone: 505-222-0975

E-Mail: Tia.montoya@state.nm.us

Belen Public Health Office

Name: Melinda Ivey
Title: Public Health Nurse/ Supervisor
Phone: 505-864-7743
E-Mail: Melinda.ivey@state.nm.us

Urgent Care Facilities

Duke City Urgent Care

Name:
Title:
Phone: 505-841-1995
E-Mail: info@dukecityurgentcare.com

Presbyterian Urgent Care

Name:
Title:
Phone: 505-864-5454
E-Mail: phs.org

Schools

Los Lunas Public Schools

Name: Dr. Arsenio Romero

Title: Superintendent

Phone: 505-865-9636

E-Mail:

Belen Consolidated School

Name: Lawrence A. Sanchez

Title: Superintendent

Phone: 505-966-1000

E-Mail:

UNM Valencia Campus

Name: Alice Letteney

Title: Chancellor

Phone: 505-925-8500

E-Mail: alichel@unm.edu

Acronyms and Key Terms

Acronyms

Abbreviation	Term
AAR	After Action Report
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosives
CERT	Community Emergency Response Team
CIKR	Critical Infrastructure Key Resources
EMPG	Emergency Management Performance Grant
EOC	Emergency Operations Center
FBC	Fort Bend County
FE	Functional Exercise
FSE	Full Scale Exercise
HazMat	Hazardous Materials
HHS	Health and Human Services
HS&EM	Homeland Security & Emergency Management
HSEEP	Homeland Security Exercise Evaluation Program
ICS	Incident Command System
IP	Improvement Plan
IPP	Integrated Preparedness Plan
IPPPG	Integrated Preparedness Plan Planning Group
IPPW	Integrated Preparedness Plan Workshop
IS	Independent Study
ISD	Independent School District

JIC	Joint Information Center
JIS	Joint Information System
LID	Levee Improvement District
LMS	Learning Management System
MAA	Mutual Aid Agreement
MUD	Municipal Utility District
NIMS	National Incident Management System
NRF	National Response Framework
POD	Commodity Point of Distribution /Medical Point of Dispensing
RWE	Real World Event
SO	Sheriff's Office
TDEM	Texas Division of Emergency Management
TTX	Table Top Exercise
VTTX	Virtual Table Top Exercise
UASI	Urban Area Security Initiative

Key Terms

Critical Infrastructure and Key Resources (CIKR) - Any system or asset vital to Valencia County whose incapacity or destruction would cause a devitalizing impact on physical, psychological, or economical security, public health or safety, or any combination thereof.

Core Capabilities – Thirty-two (32) distinct critical elements are necessary to achieve the National Preparedness Goal.

Exercise - An instrument to train for, assess, practice, and improve performance in prevention, protection, mitigation, response, and recovery capabilities in a risk-free environment. Exercises can be used for testing and validating policies, plans, procedures, training, equipment, and interagency agreements; clarifying and training personnel in roles and responsibilities;

improving interagency coordination and communications; improving individual performance; identifying gaps in resources; and identifying opportunities for improvement.

Homeland Security Exercise and Evaluation Program (HSEEP) - A program that provides a set of guiding principles for exercise programs, as well as a common approach to exercise program management, design and development, conduct, evaluation, and improvement planning.

Improvement Plan (IP) - The IP identifies specific corrective actions, assigns them to responsible parties, and establishes target dates for their completion. The IP is developed in conjunction with the After-Action Report.

Incident Command System (ICS) – A management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.

Progressive Approach - A progressive approach designated by the Homeland Security Exercise and Evaluation Program that includes the use of various exercises aligned to a common set of exercise program priorities and objectives with an increasing level of complexity over time. (Progressive exercise planning does not imply a linear progression of exercise types).

National Incident Management System (NIMS) - The NIMS standard was designed to enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive system for incident management. It is a nationwide approach for Federal, State, local, tribal, and territorial governments; the private sector; and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

National Preparedness Goal - The National Preparedness Goal defines the core capabilities necessary to prepare for the specific types of incidents that pose the greatest risk to the security of the Nation. The Goal emphasizes actions aimed at achieving an integrated, layered, and all-of-Nation preparedness approach that optimizes the use of available resources. Specifically, the Goal defines success as: “A secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.”

Purpose

The purpose of the Valencia County Integrated Preparedness Plan (IPP) – formerly known as the Multiyear Training and Exercise Plan (MTEP) – is to document the process necessary to strengthen the core capabilities that are deemed essential in preventing, protecting against, mitigating the effects of, responding to, and recovering from threats and hazards. The Valencia County Training and Exercise Program employs a progressive approach that combines all-hazard planning, innovative training, and realistic exercises to enhance Valencia County’s overall preparedness capabilities.

The IPP displays Valencia County’s and its partners’ training and exercise activities for 2022-2025. This plan promotes communication and coordination among partners in the county and the region and reduces duplication of efforts.

Maintenance

The IPP is a dynamic document. A major update to the IPP occurs annually during the Integrated Preparedness Plan Workshop (IPPW). In addition, the IPP Schedule should be updated and distributed at a minimum quarterly to reflect changes in the scheduling and planning process.

Valencia County Office Emergency Management (VCOEM) is the primary agency responsible for providing direction and oversight for the Valencia County IPP.

Integrated Preparedness Plan Workshop (IPPW)

Each year, an Integrated Preparedness Plan Workshop (IPPW) is held to review and update the Valencia County IPP. The IPPW provides a collaborative environment where Valencia County jurisdictional, non-profit, and private sector partners can meet and collaborate on the county’s training and exercise plans. The IPPW was held on March 22, 2022, during the State-wide Local Preparedness Areas Quarterly Meeting, hosted by the New Mexico Department of Homeland Security and Emergency Management.

The review and update process for the IPP consisted of the following three objectives:

1. Identify the primary threats and hazards with the potential to impact Valencia County;
2. Identify the FEMA designated priority areas and core capabilities essential to combatting the identified threats and hazards; and

3. Outline the cycle of training and exercise activities that will provide the most value in strengthening the identified priority areas and core capabilities.

The following sections discuss each of the objectives in greater detail.

Top Threats and Hazards

As part of the 2022 annual review of the Integrated Preparedness Plan for 2022-2025, the Integrated Preparedness Plan Planning Group (IPPPG) identified the top potential threats and hazards that have the ability to impact Valencia County. To identify the threats and hazards, the IPPPG considered many sources including the Valencia County Hazard Mitigation Plan, Valencia County Threats and Hazards Identification Assessment (VCTHIRA).

Threat and Hazard Identification is important because it allows Valencia County to focus its preparedness efforts on the incidents and events most likely to occur or be most severe.

Figure 1 below demonstrates the identified threats and hazards perceived to be a top priority for Valencia County (in no particular order).

Natural Hazards	
<ul style="list-style-type: none"> • Severe Weather <ul style="list-style-type: none"> ○ Floods (i.e. flash flooding, riverine) ○ Monsoon Rains ○ Heavy Rain, Thunderstorms, Hail ○ High Winds ○ Extreme Heat/Cold ○ Tornadoes • Drought • Wildfire • Public Health Emergencies (e.g., pandemics, epidemics, outbreaks) <ul style="list-style-type: none"> ○ High Consequences Infections Diseases (e.g., Ebola) ○ Vector-Borne Diseases (e.g., Zika) 	
Technological	Human-Caused Incident

<ul style="list-style-type: none"> • Dam / Levee Failure • Hazardous Materials Release (HazMat) • Train Derailment • Critical Infrastructure Failure (e.g., power failure) • Structural Collapse 	<ul style="list-style-type: none"> • Active Shooter, Hostile Intruder, Workplace Violence • Chemical, Biological, Radiological, Nuclear, Explosives (CBRNE) attack • Civil Disturbance, Civil Unrest • Use of Vehicle as a Weapon • Cyber Attack/Incident • Drone Attack
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Figure 1

Critical Infrastructure and Key Resources (CIKR)

Valencia County is committed to preserving the physical, psychological, and economic safety and security of the county, its residents, and its visitors. The IPPPG recognizes that Valencia County contains Critical Infrastructure and Key Resources (CIKR) that may be at greater risk of being targeted or harmed by threats and hazards. It is essential to incorporate CIKR into the planning, training, and exercise process. The vast majority of CIKR are privately owned and operated; therefore, the private sector must be included in the preparedness process to effectively manage real-world emergencies. Figure 2 below displays both Critical Infrastructure and Mass Gatherings and Special Events specific to Valencia County that may be especially vulnerable to threats and hazards (in no particular order).

Critical Infrastructure	Mass Gatherings and Special Events
<ul style="list-style-type: none"> • Pipelines • Rail Roads • Levees / Dams • Emergency Services Facilities • Other Government Facilities • Water / Waste-Water Treatment Facilities / Power Plants 	<ul style="list-style-type: none"> • Belen Matanza • July 4th Celebration • King of the Hill • Tome Hill Pilgrimage • Valencia County Fairgrounds • High School Sporting events • Holiday Events •

Figure 2

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Priority Areas and Core Capabilities

The National Preparedness Goal has established 32 core capabilities that are deemed critical elements necessary to achieve and maintain a comprehensive level of preparedness. The core capabilities are organized by the five emergency management mission areas: prevention, protection, mitigation, response, and recovery. (See Appendix A – Core Capabilities List for a list of each of the 32 core capabilities and their corresponding mission areas.)

FEMA, as part of the Emergency Management Performance Grant (EMPG), has designated six exercise Priority Areas for improvement as they relate to emergency management capabilities. Each Priority Area has a list of associated core capabilities. It is recommended under EMPG that training and exercise programs increase capability for high-priority core capabilities with low capability levels, validate capability levels, and maintain and/or sustain current capabilities. Below are the six designated Priority Areas with their associated core capabilities:

1. Catastrophic Disaster Housing
 - Housing
 - Planning
 - Situational Assessment
 - Physical Protective Measures
2. Cybersecurity
 - Cybersecurity
 - Planning
 - Operational Communications
 - Operational Coordination
3. Disaster Financial Management
 - Planning
 - Risk Management for Protection Programs and Activities
 - Risk and Disaster Resilience Assessment
 - Community Resilience
 - Economic Recovery
4. Evacuation Plan/Annex
 - Planning
 - Risk Management for Protection Programs and Activities
 - Risk and Disaster Resilience Assessment
 - Threats and Hazards Identification

- Operational Coordination
- Long-term Vulnerability Reduction
- 5. Logistics – Distribution Management Planning
 - Logistics and Supply Chain Management
 - Supply Chain Integrity and Security
- 6. Crossover / Planning
 - Operational Coordination
 - Operational Communications
 - Public Information and Warning
 - Infrastructure Systems

The Valencia County Integrated Preparedness Plan Planning Group (IPPPG) conducted an analysis of previous Improvement Plans (IPs) and After-Action Reports (AARs) to determine which of the core capabilities were most essential. The following core capabilities were identified as most essential:

1. Operational Coordination
2. Operational Communications
3. Public Information and Warning
4. Public Health, Healthcare, and Emergency Medical Services
5. Situational Assessment
6. Cybersecurity

The following section provides a brief description of the essential core capabilities and any identified training, exercises, or special topics that would support the strengthening of the associated capability. Some training and exercises may support multiple core capabilities and may be listed as such.

Operational Coordination

According to the National Preparedness Goal, the operational coordination core capability establishes and maintains a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Supporting Training and Exercises:

- E – 947, Emergency Operations Center/Incident Management Team Interface
- G – 191, ICS/EOC Interface
- G – 205, Recovery from Disaster: The Local Government Role

- G – 300, Intermediate ICS for Expanding Incidents
- G – 400, Advanced ICS for Command and General Staff
- G – 402, ICS Overview for Executive/Senior Officials
- G – 775, EOC Management and Operations
- G – 2300, Intermediate Emergency Operations Center Functions
- IS – 100, Introduction to the Incident Command System (ICS)
- IS – 200, ICS for Single Resource and Initial Action Incidents
- IS – 700, Introduction to the National Incident Management System (NIMS)
- IS – 800, Introduction to National Response Framework (NRF)
- IS – 2200, Basic Emergency Operations Center Functions
- MGT – 346, Emergency Operation Center (EOC) Operations for All-Hazards Events

Operational Communications

According to the National Preparedness Goal, the operational communications core capability seeks to ensure the capacity for timely communications in support of security, situational awareness, and operations by all means available, among and between affected communities in the impact area and all response forces.

Supporting Training and Exercises:

- AUXCOMM, Auxiliary Communications (AUXCOMM) Training
- AWR – 221-W, Principles of Effective Campus Public Emergency Communications

- AWR – 329, Leveraging Tools for Coordinated Community Disaster Communications
- COMT, OEC All-Hazards Communication Technician (COMT) Training
- CSTCI, Communications Interoperability
- E/L – 969, NIMS ICS All-Hazards Type III Communications Unit Leader (COML) □ EOC Radio Drills
- G – 272, Warning Coordination
- IS – 242, Effective Communication
- IS – 247, Integrated Public Alert and Warning System (IPAWS)
- IS – 248, Integrated Public Alert and Warning System (IPAWS) for the American Public
- IS – 251, Integrated Public Alert and Warning System (IPAWS) for Alerting Authorities

Public Information and Warning

According to the National Preparedness Goal, the public information and warning core capability seeks to deliver coordinated, prompt, reliable, and actionable information to the whole community using clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.

Supporting Trainings and Exercises:

- E/L – 105, Public Information and Warning
- E/L – 952, NIMS/ICS All-Hazards Public Information Officer Course
- E – 388, Advanced Public Information Officer
- E – 389/393/394, Master Public Information Officer
- G – 272, Warning Coordination
- G – 290/289/291, Basic Public Information Officer Course (G – 290)/Public Information Officer Awareness Course (G – 289)/JIS/JIC Planning for Tribal, State, and Local PIOs (G – 291)
- IS – 29, Public Information Officer Awareness
- IS – 42, Social Media in Emergency Management
- IS – 242, Effective Communication
- IS – 247, Integrated Public Alert and Warning System (IPAWS)
- IS – 248, Integrated Public Alert and Warning System (IPAWS) for the American Public
- IS – 251, Integrated Public Alert and Warning System (IPAWS) for Alerting Authorities
- MGT – 318, Public Information in an All-Hazards Incident

- MGT– 902, Managing Public Information for All Hazards Incidents
- PER – 304, Social Media Platforms for Disaster Management
- PER – 343, Social Media Engagement Strategies
- PER – 344, Social Media Tools and Techniques

Public Health, Healthcare, and Emergency Medical Services

According to the National Preparedness Goal, the public health, and medical services core capability seeks to provide life-saving medical treatment via emergency medical services and related operations and avoid additional disease and injury by providing targeted public health and medical support and products to all people in need within the affected area.

Supporting Training and Exercises:

- Psychological First Aid Training
- Medical POD Learning
- Community Assessment for Public Health Emergency Response
- AWR – 111, Basic Emergency Medical Services Concepts for Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Events
- AWR – 314, Medical Countermeasures for Public Health Emergencies
- AWR – 314-W, Medical Countermeasures Awareness for Public Health Emergencies
- AWR – 341, Disaster Preparedness for Healthcare Organizations within the Community Infrastructure
- AWR – 900, Framework for Healthcare Emergency Management
- IS – 520, Introduction to Continuity of Operations Planning for Pandemic Influenzas
- IS – 522, Exercising Continuity Plans for Pandemics
- MGT – 319, Medical Countermeasures: Points of Dispensing (POD), Planning and Response
- MGT – 341, Disaster Preparedness for Healthcare Organizations within the Community Infrastructure
- MGT – 403, Response Planning for People with Access Functional Needs in Rural Communities
- MGT – 409, Community Healthcare Planning and Response to Disasters
- MGT– 901, Healthcare Leadership for Mass Casualty Incidents
- PER – 211, Medical Management of Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Events

- PER – 320, Personal Protective Measures for Biological Events

Situational Assessment

Situational Assessment, per the National Preparedness Goal, provides all decision-makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Supporting Training and Exercises:

- E – 143, Advanced Situational Awareness and Common Operating Picture
- E – 550, Continuity of Operations Planning
- E – 948, Situational Awareness and Common Operating Picture
- E – 964, Situation Unit Leader
- G – 557, Rapid Needs Assessment
- WebEOC training

Cybersecurity

According to the National Preparedness Goal, the cybersecurity core capability seeks to protect against damage to, the unauthorized use of, and/or the exploitation of (and, if needed, the restoration of) electronic communication systems and services (and the information contained therein). Cybersecurity has

become extremely important as many of our emergency functions rely on cyber systems, networks, and assets.

Supporting Training and Exercises:

- AWR – 136, Essentials of Community Cybersecurity
- AWR/MGT – 384, Community Preparedness for Cyber Incidents
- E – 553, Resilient Accord Cybersecurity Planning
- MGT – 384, Community Preparedness for Cyber Incidents
- MGT – 385, Community Cybersecurity Exercise Planning
- MGT – 452, Physical and Cybersecurity for Critical Infrastructure
- MGT – 465, Recovering from Cybersecurity Incidents
- PER– 256, Comprehensive Cyberterrorism Defense (CCD)
- PER – 257, Cyberterrorism First Responder (CFR)

Methodology and Tracking

All training and exercises adhere to the current guidelines and regulations of the Emergency Management Performance Grant (EMPG). In addition, this training and exercise program seeks to be Homeland Security Exercise and Evaluation Program (HSEEP) compliant to ensure a consistent approach to planning, conducting, and evaluating the training and exercise activities as well as implementing improvement planning. According to HSEEP, exercises priorities and objectives should be designed with an increasing level of complexity over time. Figure 3 below demonstrates the HSEEP progressive approach.

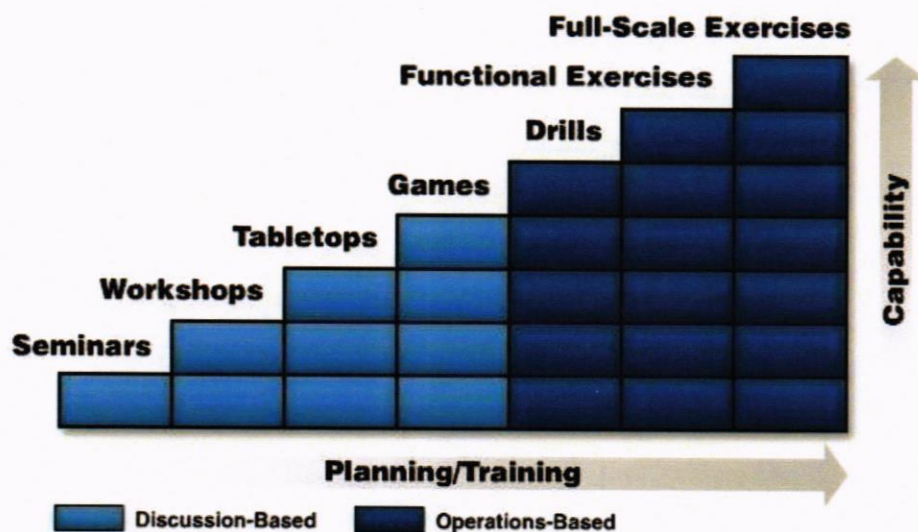


Figure 3

Training and Exercises Requirements

Valencia County is a recipient of the Emergency Management Performance Grant (EMPG). Each jurisdiction receiving EMPG funds must adhere to the following minimum requirements:

1. Conduct and evaluate as many or as few exercises, both discussion-based and operations-based, to address any three core capabilities that fall under the EMPG designated priority areas (addressed above).
 - It is recommended to conduct at least one operations-based exercise annually to enhance community preparedness.

2. Conduct and evaluate a full-scale exercise at least once every three years, addressing at a minimum two priority area core capabilities and two other core capabilities for a total of four.
3. The National Integration Center (NIC) strongly recommends that elected and appointed officials complete ICS-100, ICS-700, and ICS-402 for Executives/ Senior Officials.

Multiyear Training and Exercise Schedule

The following section contains the Valencia County IPP's schedule for the 2022-2025 performance periods*. The schedule identifies pre-planned training and exercises that address priority core capabilities. The multi-year training and exercise schedule will be continuously updated and distributed at least quarterly.

*Valencia County follows the performance period stipulated by the Emergency Management Performance Grant. Performance periods begin July 1st and end June 30th of the following year.

Valencia County Training and Exercise Calendar FY 2022-2025

Valencia County Training and Exercise Calendar FY 2022-2025

	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23
Planning	Quarterly Reporting	CEMP / THIRA	SHSGP application NIMS	Quarterly Reporting			Quarterly Reporting			Quarterly Reporting, Hazard Mitigation		EMPG
Organizing												
Exercises	LL-July 4 th Celebration		Belen-Rio Abajo Days	Peralta Fiesta Celebration		LL-Christmas parade/ Tree lighting	Belen-Matanza		Belen-St. Patrick's Balloon rally LL-King of the Hill	Tome Hill Pilgrimage		Belen-Freedom Fest
Training				ICS 300	ICS 400			CERT ICS 402 G191				
Equipping												
	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
Planning	Quarterly Reporting	CEMP / THIRA	SHSGP application NIMS	Quarterly Reporting			Quarterly Reporting			Quarterly Reporting		EMPG
Organizing												
Exercises	LL-July 4 th Celebration		Belen-Rio Abajo Days	Peralta Fiesta Celebration		LL-Christmas parade/ Tree lighting	Belen-Matanza		Belen-St. Patrick's Balloon rally LL-King of the Hill	Tome Hill Pilgrimage		Belen-Freedom Fest
Training				ICS 300	ICS 400			CERT ICS 402 G191				
equipping												
	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
Planning	Quarterly Reporting	CEMP / THIRA	SHSGP application NIMS	Quarterly Reporting			Quarterly Reporting			Quarterly Reporting		EMPG
Organizing												
Exercises	LL-July 4 th Celebration		Belen-Rio Abajo Days	Peralta Fiesta Celebration		LL-Christmas parade/ Tree lighting	Belen-Matanza		Belen-St. Patrick's Balloon rally LL-King of the Hill	Tome Hill Pilgrimage		Belen-Freedom Fest
Training				ICS 300	ICS 400			CERT ICS 402 G191				
equipping												

Appendix A- Core Capabilities

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

Appendix B – Exercise Types

Discussion – Based

Seminars

Seminars are generally used to orient participants to or provide an overview of authorities, strategies, plans, policies, procedures, protocols, response resources, or concepts and ideas. Seminars provide a good starting point for jurisdictions that are developing or making major changes to their plans and procedures. They offer the following attributes:

- Informal discussions led by a seminar leader
- Lack of time constraints caused by real-time portrayal of events
- Low-stress environment that uses a number of instruction techniques such as lectures, multimedia presentations, panel discussions, case study discussions, expert testimony, and decision support tools
- Proven effectiveness with both small and large groups

Workshops

Although similar to seminars, workshops differ in two important aspects: participant interaction is increased and achieving or building a product (such as a plan or a policy) is the main focus.

Workshops provide an ideal forum for the following:

- Building teams
- Collecting or sharing information
- Obtaining consensus
- Obtaining new or different perspectives
- Problem solving of complex issues
- Testing new ideas, processes, or procedures
- Training groups in coordinated activities

In conjunction with exercise development, workshops are most useful in achieving specific aspects of exercise design such as the following:

- Determining evaluation elements and standards of performance
- Determining program or exercise objectives

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- Developing exercise scenario and key events listings

A workshop may be used to produce new standard operating procedures (SOPs), emergency operations plans (EOPs), mutual aid agreements (MAAs), integrated preparedness plans (an output of the integrated preparedness plan workshop), and improvement plans (IPs). To be effective, workshops must be highly focused on a specific issue, and the desired outcome or goal must be clearly defined. Potential topics and goals are numerous, but all workshops share the following attributes:

- Effective with small and large groups
- Facilitated, working breakout sessions
- Goals oriented toward an identifiable product
- Information conveyed through different instructional techniques
- Lack of time constraint from real-time portrayal of events
- Low-stress environment
- No-fault forum
- Plenary discussions led by a workshop leader

Tabletop Exercises (TTXs)

TTXs involve senior staff members, elected or appointed officials, or other key personnel in an informal setting discussing simulated situations. This type of exercise is intended to stimulate discussion of various issues regarding a hypothetical situation. It can be used to assess plans, policies, and procedures or to assess types of systems needed to guide the prevention of, response to, and recovery from a defined incident. TTXs are typically aimed at facilitating understanding of concepts, identifying strengths and shortfalls, and/or achieving a change in attitude. Participants are encouraged to discuss issues in depth and develop decisions through slow-paced problem solving rather than the rapid, spontaneous decision making that occurs under actual or simulated emergency conditions. In contrast to the scale and cost of operations-based exercises, TTXs can be cost-effective tools when used in conjunction with more complex exercises. The effectiveness of a TTX is derived from the energetic involvement of participants and their assessment of recommended revisions to current policies, procedures, and plans.

TTX methods are divided into two categories: basic and advanced. In a basic TTX, the scene set by the scenario materials remains constant. It describes an event or emergency and brings players up to the simulated present time. Players apply their knowledge and skills to a list of problems presented by the facilitator, problems are discussed as a group, and resolution is generally agreed upon and summarized by the leader. In an advanced TTX, play focuses on delivery of pre-scripted messages to players that alter the original scenario. The exercise facilitator usually introduces problems one at a time in the form of a written message,

simulated telephone call, video, or other means. Players discuss the issues raised by the problem, using appropriate plans and procedures. TTX attributes may include the following:

- Achieving limited or specific objectives
- Assessing interagency coordination
- Conducting a specific case study
- Examining personnel contingencies
- Familiarizing senior officials with a situation
- Participating in information sharing
- Practicing group problem solving
- Testing group message interpretation

Games

A game is a simulation of operations that often involves two or more teams, usually in a competitive environment, using rules, data, and procedures designed to depict an actual or hypothetical situation. Games explore the consequences of player decisions and actions and are therefore excellent tools to use when validating or reinforcing plans and procedures or evaluating resource requirements.

During game play, decision-making may be either slow and deliberate or rapid and more stressful, depending on the exercise design and objectives. The open, decision-based format of a game can incorporate “what if” questions that expand exercise benefits. Depending on the game’s design, the consequences of player actions can be either pre-scripted or decided dynamically. Identifying critical decision-making points is a major factor in the success of evaluating a game.

Operations – Based

Drills

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

- A narrow focus, measured against established standards
- Instant feedback
- Performance in isolation
- Realistic environment

Functional Exercises (FEs)

An FE is designed to test and evaluate individual capabilities, multiple functions or activities within a function, or interdependent groups of functions. FEs generally focus on exercising the plans, policies, procedures, and staffs of the direction and control nodes of the Incident Command System (ICS), Unified Command (UC), and emergency operations centers (EOCs). Generally, incidents are projected through an exercise scenario with event updates that drive activity at the management level. Movement of personnel and equipment is simulated.

The objective of an FE is to execute specific plans and procedures and apply established policies, plans, and procedures under crisis conditions, within or by particular function teams. An FE simulates the reality of operations in a functional area by presenting complex and realistic problems that require rapid and effective responses by trained personnel in a highly stressful environment. Attributes of an FE include the following:

- Evaluating the EOC, headquarters, and staff
- Evaluating functions
- Examining interjurisdictional relationships
- Measuring resource adequacy
- Reinforcing established policies and procedures

Full-Scale Exercises (FSEs)

FSEs are multiagency, multijurisdictional exercises that test many facets of emergency response and recovery. They include many first responders operating under ICS or UC to effectively and efficiently respond to and recover from an incident. An FSE focuses on implementing and analyzing the plans, policies, and procedures developed in discussion-based exercises and honed in previous, smaller, operations-based exercises. The events are projected through a scripted exercise scenario with built-in flexibility to allow updates to drive activity. It is conducted in a real-time, stressful environment that closely mirrors a real incident. First responders and resources are mobilized and deployed to the scene where they conduct their actions as if a real incident had occurred (with minor exceptions). An FSE simulates the reality of operations in multiple functional areas by presenting complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel in a highly stressful environment. Other entities that are not involved in the exercise, but that would be involved in an actual incident, should be instructed not to respond.

An FSE provides an opportunity to execute plans, procedures, and mutual aid agreements in response to a simulated live incident in a highly stressful environment. Typical FSE attributes include the following:

- Activating and/or allocating personnel and equipment

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- Analyzing and testing memorandums of understanding (MOUs), SOPs, plans, policies, procedures, and communication systems
 - Assessing equipment capabilities
 - Assessing inter-jurisdictional cooperation
 - Assessing organizational and individual performance
 - Demonstrating interagency cooperation
 - Exercising public information systems

