



Alexandria Police Department

Directive 13.0



Continuity of Operations Plan

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13.0.01 PURPOSE / POLICY

Disasters and emergencies could disrupt, paralyze, or destroy the capabilities to preserve government and perform essential governmental functions. Continuity of Operations (COOP) Planning is designed to develop and maintain a program that

enables departments to preserve and maintain their capability to function effectively in the event of a disaster or emergency, which could potentially disrupt critical operations and services.

The Alexandria Police Department is committed to the safety and protection of its employees, operations, and facilities. This Directive provides the department and its personnel a framework that is designed to minimize potential impact during an event.

A Continuity of Operations (COOP) Plan is an effort within individual departments to ensure continuity of their essential functions during a disaster, emergency, or significant event. A COOP is one component of a comprehensive emergency management program that addresses the preparations for, response to, and recovery from all types of disasters. A COOP is designed to establish policy and guidance as well as provide vital department-specific information to help direct personnel during such events/incidents. To respond effectively to any emergency, it is critical that all Alexandria City employees, public officials, and departments understand their roles and responsibilities.

13.0.02 AUTHORITY / BACKGROUND

The Code of Virginia § 44-146.16 authorizes and requires each political subdivision within the Commonwealth to be responsible for local disaster mitigation, preparedness, response, and recovery. The statute requires the preparation and maintenance of a local emergency operations plan that includes responsibilities of all local agencies and that establishes a chain of command.

The COOP Plan is a component of the City of Alexandria Emergency Management Program. Administrative Regulation 8-2 Emergency Management System states that City Departments must create a COOP Plan. Administrative Regulation 8-4 Continuity of Operations Plan provides guidance on establishing a continuity of operations programs for City Departments.

The City of Alexandria has adopted an all-hazards approach for its emergency planning efforts. Alexandria faces a variety of natural, technological, and human-caused hazards which pose significant threats to the City. Threats that are significant are listed in the City of Alexandria Emergency Operations Plan.

13.0.03 DEFINITION

Continuity of Operations (COOP) Plan: A COOP plan is one component of the City of Alexandria's comprehensive emergency management program that addresses the preparation for, mitigation of, response to and recovery from disasters of all hazards. By focusing on efforts to continue the essential functions of the jurisdiction, COOP planning ensures that the government continues to operate - even in the wake of a major event.

A COOP plan is designed to address the following events:

- Loss of access to a facility or building (disaster incident), forcing relocation to an alternate site;
- Loss or reduction of services due to a reduction in workforce (as in pandemic influenza); and
- Loss of services due to equipment or system failure (major utility outage).

A COOP plan should:

- Identify mission-essential functions that absolutely must be maintained regardless of the challenges posed by an emergency or disaster situation;
- Determine the personnel, facilities, equipment, systems, information, and other resources necessary to support those essential functions; and
- Ensure the ability to maintain those essential functions with minimal disruption.
- Address COOP activation management and orders of succession;
- Compile information to facilitate quick and effective communication and decision-making in a crisis; and
- Facilitate the recovery/resumption of normal operations (e.g., by identifying and safeguarding vital records and data).
- Detail procedures to implement actions to continue essential functions within the recovery time objectives established by the COOP Team to maintain essential functions for up to 30 days.

NOTE: It is important to understand that a COOP plan is not an evacuation plan, Emergency Operations Plan (EOP) or hazard mitigation plan. A comprehensive COOP program allows this department to capture our day-to-day activities within a plan and to focus on those essential functions that will continue during and after the initial response to an emergency situation.

13.0.04 CRITICAL ASSUMPTIONS

COOP Plan Assumptions

The Alexandria Police Department COOP Plan is predicated upon a realistic approach to the problems likely to be encountered during a major emergency or disaster, and is based on the following assumptions:

- An emergency or disaster may occur at any time of the day or night, weekend or holiday, with little to no warning.
- During an emergency or disaster, the Police Department leadership will coordinate with the leadership of other City departments to determine, prioritize, mobilize, and direct resource needs.

- Many normal City operations may be suspended or canceled so that resources may be redirected to save lives, relieve human suffering, and sustain survivors.
- Police Department staff members may be called upon to support the City's broader emergency response efforts in addition to maintaining or resuming normal Police Department activities.
- Police Department personnel will perform their normal duties unless otherwise directed by the department director or designee.
- Some or all normal Police Department programs and activities, other than those identified as essential functions, may be suspended or reduced, depending on available resources and staffing.
- Even for essential functions, it may not be possible to maintain normal levels of service fully.
- As the COOP Action Plan is developed during COOP activation, feasible levels of service will be reassessed and reevaluated.
- All vital records and documents needed to restore and maintain essential functions will be maintained in such a way that they are accessible from alternative locations (e.g., hard copies kept at designated alternate locations and/or electronic records that can be accessed from other than primary locations).
- The succession of events in an emergency is not predictable, therefore published support and operational plans can be expected to serve only as guidance and checklists. These may require modification to meet the requirements of a given emergency.
- Disasters may affect other jurisdictions of the National capital region, as well as state and federal agencies, and contractors/vendors. Therefore, delays in receiving government or contracted services, support, or supplies should be expected for up to 72 hours.

13.0.05 RESPONSIBILITIES

The Chief of Police is responsible for overseeing the department's response to any disaster or emergency. The Police Department has essential functions that must be maintained under all circumstances.

In the event of an incident that impedes routine operations, certain employees might be asked to relocate, take on additional or alternative functional responsibilities or take on other assigned duties as circumstances dictate. The COOP plan identifies specific pre-assigned positions and functions associated with activating and implementing the COOP plan. It also details functional activities that might be assigned to department personnel to support COOP plan implementation.

Chief of Police (or designee):

- Implements the COOP plan;
- Provides policy direction, guidance, and objectives during the implementation of the COOP plan;
- Consults with and advises appropriate officials during the implementation of the COOP plan; and
- Serves as the principal department representative to external parties and groups during the implementation of the COOP plan.

The commander of the Emergency Readiness & Operational Planning Division shall be the Police Department COOP Coordinator, and shall be responsible for:

- Serving as the department COOP Plan point of contact;
- Ensuring the COOP plan has been distributed to commanders within the Alexandria Police Department;
- Ensuring training has been provided to Alexandria Police Department's personnel with identified responsibilities;
- Ensuring the COOP plan has been shared with the local emergency response and management agencies, such as the Fire Department, Office of Emergency Management, Department of Emergency Communications, Office of Sheriff, etc.;
- Coordinating implementation of the COOP plan and initiating appropriate notifications inside and outside the Department;
- If warranted by the situation, developing Incident Action Plans in collaboration with the Office of Emergency Management;
- Identifying Personal Protective Equipment (PPE) needs based on the nature of the emergency/disaster and whether chemical, biological, radiological, nuclear, and/or explosive (CBRNE) threats are present;
- Activating the Police Department Operations Center (PDOC) with support from the Incident Management Support Team;
- In consultation with Department senior leadership, initiating recovery of the department as part of reconstitution;
- In consultation with Department senior leadership, identifying through the COOP Plan essential functions to be performed when any part of the department is relocated, and those functions that can be deferred or temporarily terminated;
- Supporting periodic coordination visits by department offices; and
- Coordinating appropriate lodging, food and other arrangements with the alternate facility location, if appropriate, for personnel who are not commuting and need to remain overnight near the alternate facility location.

The Police Department Reconstitution Manager, designated by the Chief of Police, shall be responsible for (in collaboration with the COOP Coordinator):

- Forming a reconstitution team;
- Developing space allocation and facility requirements to support essential functions and collaborating with appropriate organizations to identify and secure an alternate location for key Department functions, if the primary facility is not available;
- Preparing site support plans to support the implementation of the COOP Plan;
- Developing a time-phased plan, listing functions and projects in order of priority for resuming normal operations based on the Department COOP Plan;
- Developing procedures, as necessary, for restructuring personnel; and
- Ensuring the secondary building is structurally safe and that it meets all Alexandria Police Department occupancy regulations.

Police Department Operations Center (PDOC), if activated, will collect information on the Department's activities and prepare a Situation Report (SitRep) which will be approved by either the Assistant Chief of the Field Operations Bureau or the Chief of Police and sent to all employees each day.

All Division Commanders shall ensure there is adequate staffing to ensure services are provided to the community. Teleworking decisions and reassignments of staff and their workloads will be undertaken when there is a need to limit exposure and enable the department to have a healthy reserve of sworn staff to respond to issues likely to develop. These changes will be approved by the Assistant Chief of Police of the Field Operations Bureau, the Assistant Director of the Administrative Services Bureau, and/or the Chief of Police. Each division commander is required to complete a COOP for their respective division using the matrixes in the COOP template. It may be necessary to complete separate COOPS for each unit or section under their command. Completed COOP forms shall be forwarded to the Emergency Readiness & Operational Planning Division.

Field Operations Bureau Commanders will determine the need to modify the Department's internal enforcement posture in both patrol and investigations. Modifications may include suspending some activities in both areas to minimize officer exposure and ensure the continuation of an adequate first responder workforce. If necessary, commanders will develop new enforcement policies in specific areas involving mass gatherings, isolation orders, and quarantine. Development of these policies will involve input from the Commonwealth Attorney and the Courts. Training on new or revised policies will be provided.

Department Personnel shall be responsible for:

- Understanding their continuity roles and responsibilities within the department;
- Knowing and being committed to their duties in a continuity environment;
- Understanding and being willing to perform in continuity situations to ensure the department can continue its essential functions.

Regular Briefings:

The Chief of Police, Assistant Chief of the Field Operations Bureau and/or the Assistant Director of the Administrative Services Bureau will determine the need for command staff briefings and their frequency. Briefing topics should include:

- Weekly command staff availability
- Activity Schedule (e.g.; food distributions, other related issues)
- Intelligence
- Personnel Needs
- Equipment Needs & Supplies
- Public Affairs and External Communication
- Other Operational/Planning Issues
- Other related issues

13.0.06 COOP PLAN ACTIVATION

The *Alexandria Police Department* has identified the following as trigger points for the activation of their COOP plan:

- A. A portion or all of the department's operations are disrupted at one location, with limited displacement of operations to alternate facilities. There is limited impact on interdependencies between the department and other operations. The most likely cause of such a disruption are fire, system/mechanical failure, loss of utilities such as electricity, telephone, water, or steam.
- B. A catastrophic incident affects a geographic region, which causes a disruption of operations to a number of departments, leading to a massive and widespread displacement of the workforce and a disruption to multiple interdependencies between and among City departments. Disruption of normal business operations is assumed to be for an extended period of time.

C. A pandemic-related disruption of the workforce that is indiscriminate as far as impact, and the infrastructure is affected only to the extent that systems maintenance and/or operation by a severely depleted workforce.

COOP Activation

The Chief of Police, or designee, has the discretion to activate the Police COOP Plan when the ability to maintain the department’s essential functions is challenged or compromised. Depending on the circumstances, COOP activation may mean any or all of the following:

- Performing essential functions under abnormal conditions or by alternate means, possibly in a reduced capacity;
- Suspending some or all non-essential programs and activities;
- Redirecting/reallocating personnel and resources to support Police Department essential functions and/or other City-wide emergency response and recovery priorities;
- Relocating essential functions to alternate facilities when/if the primary facilities are compromised, damaged, other otherwise inaccessible.

13.0.07 LEVEL OF EMERGENCY & DECISION MATRIX

Below is the Level of Emergency and Decision Matrix to guide the implementation of the COOP plan. The decision to activate the Alexandria Police Department rests with the Chief of Police (or designee) unless the emergency or disaster impacts the entire City, in this case, the City Manager will make the decision to activate the COOP Plan City-wide. However, if there is an emergency has the potential to impact departmental operations, Department Directors should reach out to OEM staff to gather situational awareness to aid them in the decision-making process.

Level of Emergency	Category	Impact on Local Government	Decisions
I	Normal Operations	Local Government is operating normally with routine day-to-day readiness.	If an issue occurs, department leadership should notify their Deputy City Manager and Office of Emergency Management staff.
II	Monitoring	Local Government is monitoring a specific incident or event.	Department leadership should gather intelligence for situational awareness to make informed decisions.

Level of Emergency	Category	Impact on Local Government	Decisions
III	Partial Activation	An actual event estimated to disrupt the operations of one or more essential functions or impact vital systems for more than three days.	Impacted department alerts elected officials and senior leadership. COOP Team members alerted and instructed on the partial implementation of the COOP plan. Implementation of the COOP plan approved by the elected officials or senior leadership. Might require the mobilization of all resources. Might also require the activation of orders of succession. Might require the movement of some personnel to an alternate facility location for more than three days but less than 14 days. The event requires command and control resources be applied to the issue.
IV	Full Implementation	An actual event that significantly disrupts the operations of three or more essential functions or to the full department that impacts multiple vital systems for more than seven days.	Impacted department alerts elected officials and senior leadership. COOP Team members alerted and instructed on the full implementation of the COOP Plan. Might require activation of orders of succession. Might require the movement of a significant number of personnel to an alternate facility location for more than 14 days. The event requires command and control resources be applied to the issue and might require the complete mobilization of all resources.
V	Recovery	Activities that continue beyond the emergency response period to restore critical functions and begin to manage stabilization efforts.	Actions that the department must take to return to normal day-to-day operations.

13.0.08 IDENTIFICATION OF ESSENTIAL FUNCTIONS

Essential functions can be identified through the following definitions and criteria for the Recovery Time Matrix (a part of the COOP Plan):

Tier I: 0 to 12 Hours – Immediate - Tier I functions must be restored to a minimum level of services within 12 hours to ensure continuous operations.

Tier II: 12 to 72 Hours – Necessary - Tier II functions must reach an operational status within 12 to 72 hours of implementation. Tier II functions must sustain operations for a minimum of 30 Days.

Tier III: 72 hours to One Week – Important - Tier III functions support Tier I and II. It is not necessary for Tier III operations to reach full operations within the first week following an event.

Tier IV: One Week to 30 days – Postponed - Tier IV include the functions that can be postponed until all functions in Tier I, II, and III are fully operational.

Tier V: 30 + Days – Extended - Tier V functions are those that can be postponed for more than 30 days, if necessary.

When placing functions into appropriate tiers, it is important to remember that certain functions may be more essential at different times. For example, if personnel is paid on the 1st and 15th of each month and a disaster strikes on the 2nd, then payroll would not be placed within Tier I or II. However, if an event occurs on the 14th of the month, payroll would need to be reestablished within 24 hours. For functions such as these, place them in the higher tier.

Key Personnel for Essential Functions and Alternate Staffing

In some instances, it may be necessary to limit the number of staff members who report to work during an emergency or disaster situation. For example, if a normal work location is damaged or otherwise inaccessible, there may be a limited number of workstations available at a temporary alternate location. Alternately, the number of available personnel may be the limiting factor, as would likely be the case in the event of a disease outbreak.

It is critically important to identify the key personnel (positions/roles) required to perform and maintain an organization’s essential functions. These are the individuals/positions that will be needed to report for duty if they are able. And these are the positions that will need to be covered by others if the individuals who normally fill the positions are not able to work. Equally important, therefore, is the identification of strategies and potential options to manage the staffing of these key personnel positions during times of high employee absenteeism.

The following table (source: COOP Plan) shall be used to list each key personnel position that must be filled in order to maintain Police Department essential functions, along with the bare minimum number (not the normal complement) of individuals needed to fill each position during a COOP activation. Included among the key

personnel positions identified for each essential function are administrative and other support positions that must be filled in order to perform the essential functions. It also further identifies potential strategies and options to manage the staffing of key personnel positions during times of high employee absenteeism. Definitions appear below the table.

Table 4: Key Personnel & Alternate Staffing Strategies

Essential Function: (Insert essential function here)					
Key personnel Position & Minimum (# Needed): (Insert position, # of staff)					
Strategies/options for filling position(s) in the absence of primary staff member(s) [see below for descriptions; mark all that apply]		Have SOPs, checklist, job aids been developed to facilitate the option/strategy? [Yes, No, N/A]	Have employees or volunteers been trained or cross-trained to facilitate the option/strategy? [Yes, No, N/A]	Have agreements, contracts, or policies been negotiated to facilitate the strategy? [Yes, No, N/A]	Is infrastructure in place to accommodate this strategy? [Yes, No, N/A]
	Substitutes				
	Inherent Redundancy (Five-Deep)				
	Multi-Tasking				
	Volunteers				
	Mutual Aid				
	Contractors				
	Shift Extension				
	Telecommuting				
	Reduced Service				
	Other				

Substitutes = Department or City employees not normally involved in this role and not otherwise engaged in supporting essential functions may be able to fill this position, with or without prior cross-training and/or the aid of SOPs, checklist, or other job aids.

Inherent Redundancy = Routine/normal staffing levels provide more than the minimum number of qualified personnel needed to fill this specialized position in a COOP scenario.

Multi-Tasking = Department or City employees not normally involved in this role may be able to fill this position while concurrently filling another key role, with or without prior cross-training and/or the aid of SOPs, checklist, or other job aids.

Volunteers = Volunteers may be able to fill this position with or without prior training and/or the aid of SOPs, checklist, or other job aids.

Mutual Aid = Specially-skilled and/or certified individuals from other City Departments, or other jurisdictions may be available to fill this position.

Contractors = Specially-skilled and/or certified contract employees may be available to fill this position.

Shift Extension = Shifts may be extended or altered for individuals who normally fill this position (e.g., shifts of 12-hours on and 12-hours off for 24-hour operations) in order to effect minimum staffing shift coverage with fewer than normal individuals.

Telecommuting = Individuals may be able to perform the responsibilities of this position from home (e.g., while in isolation or quarantine, or while taking care of a sick family member).

Reduced Service = Only specially-skilled and/or certified individuals may fill this position, and if insufficient numbers are available, reduction in service/standards of care may be required.

Other = Additional options and strategies, which should be described in sufficient detail.

Critical Facilities & Alternate Locations

The essential functions of the Police Department may be performed without the need for a specific physical facility. Police Headquarters is critical to the performance of the department’s essential functions, however, we must recognize that normal operations may be disrupted and that there may be a need to perform essential functions at an alternate facility.

Table 6: Police Department Critical Facilities & Alternate Location Options

Critical Facility Name/location: <i>(Insert name here)</i>	
Essential Function(s) Housed: <i>(Insert essential functions)</i>	
Primary Alternate Location:	
Secondary Alternate Location:	
Third Alternate Location:	

Critical Systems & Equipment

The Police Department essential functions are dependent on specialized systems and equipment beyond normal telecommunication and office productivity systems and equipment (e.g., landline telephones, cell phones, fax machines, personal computers, internet access, and email).

Table 7: Response Protocols for Failures in Critical Systems & Equipment

Critical System	Essential Function(s) Supported	Response Protocols

Critical Supplies & Services

Resumption and maintenance of essential functions may require materials and/or services provided by outside agencies or private sector vendors. During an interruption that requires COOP activation, it is possible that alternative arrangements may have to be made in order to procure required materials and/or services. Requisitioning of goods and services may also be routed through the Emergency Operations Center (EOC) when it is activated.

Table 8: Critical Resources & Services

Critical Resource or Service	Essential Function(s) Supported	Primary Vendor/supplier & Contact Name/Number	Alternate Sources

Vital Records

Vital records include any information immediately necessary for performing essential functions, as well as records and documentation necessary for recovery and resumption of the *(insert name of department)* full operations. All vital records should be protected, backed up, and accessible via multiple means (e.g., hard copies and electronic copies) and in multiple locations.

Table 9: Vital Records

Vital Record(s)	Associated Essential Functions (if Any)	Form of Record	Off-site Backup Location	Maintenance Frequency

13.0.09 PURCHASING / SPENDING AUTHORITY

Consistent with Administrative Regulation 5-1, Department heads have independent spending authority for purchases up to \$20,000, and up to \$30,000 if the City Purchasing agent has certified them. Under an emergency, these limits may be waived if the Department head notifies and request verbal approval to proceed with the purchase from the Purchasing Agent. Written justification must be provided by the Department head for the purchase by the close of the following business day.

Department Directors will work with the office of Procurement and/or the Department of General Services and the City Attorney regarding emergency expenditures for equipment, staff, alternate locations, or other needs that exceed the Director's independent spending authority. During an emergency, requisitioning of goods and services may also be routed through the EOC. However, individual City departments/offices will use their own purchasing authority whenever possible, even during emergencies.

13.0.10 DRIVE-AWAY KITS

Drive-away kits are pre-packaged, up-to-date kits containing equipment, reference materials, and personnel and logistical support items needed to perform essential functions. Even with a well-equipped alternate location, drive-away kits help transfer critical information and equipment.

The contents of the department's drive-away kit should be updated monthly to keep information and materials current.

The Drive-Away Kits should contain operating procedures, emergency plans, operating regulations and other relevant guidance that is not pre-positioned at an alternate facility location. Other documents that might be included in the Drive-Away Kit are:

- COOP plan;
- Departmental Policies and Procedure Documentation;
- Current contact list for personnel and external parties;
- CD-ROMs, memory sticks, or external hard-drives;
- General office supplies (small amount);
- In-processing packet;
- Cellular telephones, Blackberry, Nextel, hand-held radio;
- Current equipment report;
- Current software report; and
- Current vital records, filed, and database report.

Designated essential personnel should carry their Drive-Away Kit to the alternate facility.

13.0.11 COMMUNICATION PROTOCOLS

Staff Notification (Outbound Communication):

In the case of an emergency or interruption that triggers the activation of the COOP Plan, the Police Chief (or designee) will notify the City Manager's Office, OEM Staff, and department personnel of the COOP activation and/or their individual COOP assignments.

Staff Check-in (Inbound Communication):

In the event of a significant emergency or interruption that impacts the City, the Police Department, or employee's ability to report to work, employees will "check in" via pre-arranged contact procedures to report on their individual statuses and to ascertain whether and where to report to work. Such communication allows management to muster sufficient staffing to restore and/or maintain essential functions, as well as to complete a roll call following an emergency event to verify the safety of staff members. It is essential that each staff member is familiar with the emergency check-in procedures, as well as likely duties in a COOP Plan activation.

Public Communications

If normal communications with City Council, City staff, and the public is disrupted, alternate modes of communication will be utilized to disseminate information. Website postings, fliers and media communications may be utilized to distribute information. Under a COOP activation, as during normal operations, the Chief of Police (along with staff) is responsible for crafting and disseminating messages (with the approval of and in coordination with the City Manager and Office of Communications and Public Information (OCPI)). When the EOC is activated, public information messages from all City departments will be coordinated through OCPI Director or designee, to ensure consistency and maximum distribution.

13.0.12 RECONSTITUTION

Reconstitution focuses on restoring business operations to their business operations to their normal state of affairs. Reconstitution is initiated once the emergency is over and is unlikely to cause additional disruptions. Basic planning for reconstitution should be done concurrently with COOP planning. Event-specific reconstitution planning should begin after the COOP plan is activated and the situation has been adequately assessed. Once the emergency-specific reconstitution plan is developed, the department needs to

inform all personnel of the plan, its implementation schedule, and specific task assignment. Executing the reconstitution plan results in the transfer of personnel, supplies, equipment and essential functions from the relocation site if necessary, or establishes it as the new primary site.

After receiving approval from the appropriate emergency services and/or utility company, the Police Department should begin salvage operations and plan for one of the following reconstitution options:

- Remaining at the relocation site because it now becomes the new primary site;
- Moving from the relocation facility back to the original site;
- Moving to a new primary site if the original is unable; or
- Moving to a temporary site while the original is rehabilitated or a new facility constructed.

13.0.13 COOP PLAN MAINTENANCE AND TRAINING

Administration of the plan is the responsibility of the COOP coordinator. As custodian and administrator of the COOP Plan, the COOP coordinator must have a thorough knowledge of all plan contents. As a further safeguard, the COOP coordinator should never be the sole person in the organization with extensive knowledge of the structure and contents of the plan; an alternate or assistance COOP coordinator should be a full participant in all plan maintenance and exercise activities.

The COOP coordinator is responsible for generating the changes and issuing the updates. A copy of the COOP Plan should be provided to the Office of Emergency Management. Individuals in responsible management positions will be called upon periodically to provide information necessary for maintaining an up-to-date plan and a viable COOP capability.

COOP Plan Maintenance

The primary objective of COOP Plan maintenance is to keep the information in the plan current. The following COOP Plan maintenance activities will be conducted:

- Annual review and update of the plan by the COOP coordinator and re-approval of the plan by the department head;
- Interim updates of the plan when there are relevant changes, such as changes in the department's mission, procedures, or organization, personnel, equipment, data systems, communications systems, or essential functions;
- Revision of the plan based on results of relevant tests and exercises, as well as lessons learned from any actual COOP activation incidents; and
- Review of relevant policies, contracts, and MOA/MOUs, to ensure that they are up-to-date.

Training

In order for the office's COOP Plan to be successfully implemented, the Police Department staff members must be familiar with the plan and with the associated roles that they are expected to play. To this end, all Police Department personnel should receive orientation training on the office's COOP Plan.

In addition, the COOP Coordinator and supervisors responsible for various activities identified as essential functions of the Police Department should actively engage in cross-training of individuals within the department and possibly from other City departments, in order to ensure sufficient available staffing for essential functions in the event of a COOP activation. Cross-training helps to prepare for the unusual demands that may arise under emergency conditions and reduced staff.

Testing & Exercises

The testing and exercising of COOP capabilities are essential in demonstrating and improving the ability of the office to execute the COOP Plan. Tests and exercises serve to validate or identify for subsequent correction, specific aspects of COOP Plans, policies, procedures, systems, and facilities. Periodic testing also helps ensure that equipment and procedures are maintained in a constant state of readiness.

COOP capability testing and exercising should include:

- Periodic testing or alternate facilities, interoperable communications and other capabilities;
- Exercising of COOP Plans and procedures annually to ensure the ability to perform essential functions under abnormal conditions, such as staffing shortages, operating from alternate facilities, etc.;
- Smaller-scale testing or various components of the COOP Plan;
- Testing of alerting and notification procedures and systems for any type of emergency;
- Supporting and participating in interagency exercises;
- Conducting joint exercises with Police Department counterparts in neighboring jurisdictions, as possible and appropriate; and
- A corrective action program to revise the COOP Plan based on lessons learned from testing and exercises, as well as from real-world experiences.

BY AUTHORITY OF:

**Michael L. Brown
Chief of Police**