

# EMERGENCY READINESS & OPERATIONAL PLANNING DIVISION



2019

STRATEGIC PLAN

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## **MISSION STATEMENT**

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The Emergency Readiness and Operational Planning Division (EROPD) provides unique skills, tactics, and asset-based assistance in support of planned and unplanned events and emergencies. The overall goal is to ensure agency emergency preparedness and effective response to planned and spontaneous events and incidents. The units and teams in this division exercise critical judgment regarding a broad spectrum of policies, training, fiscal oversight, program management, long-term asset purchases, and community outreach. The full-time units within EROPD are the Special Events Coordinator, Tactical Training Unit, Hack Inspection, and Operational Planning Unit. EROPD is also responsible for oversight of the agency’s critical ancillary functions and acts as liaison to the Alexandria Office of Emergency Management. These ancillary functions consist of the Special Operations Team (SOT), Hostage Negotiation Team (HNT), Civil Disturbance Unit (CDU), Incident Management Support Team (IMST), Honor Guard (HG), Incident Command System (ICS) resources, and the Defensive Tactics instructor team. The ancillary functions have critical missions in response to planned events and unplanned tactical and environmental crises (such as hostage barricades, protest/counter-protest incidents, and weather event response). As a consequence, these functions require a high level of training to ensure appropriate and defensible incident response and resolution.

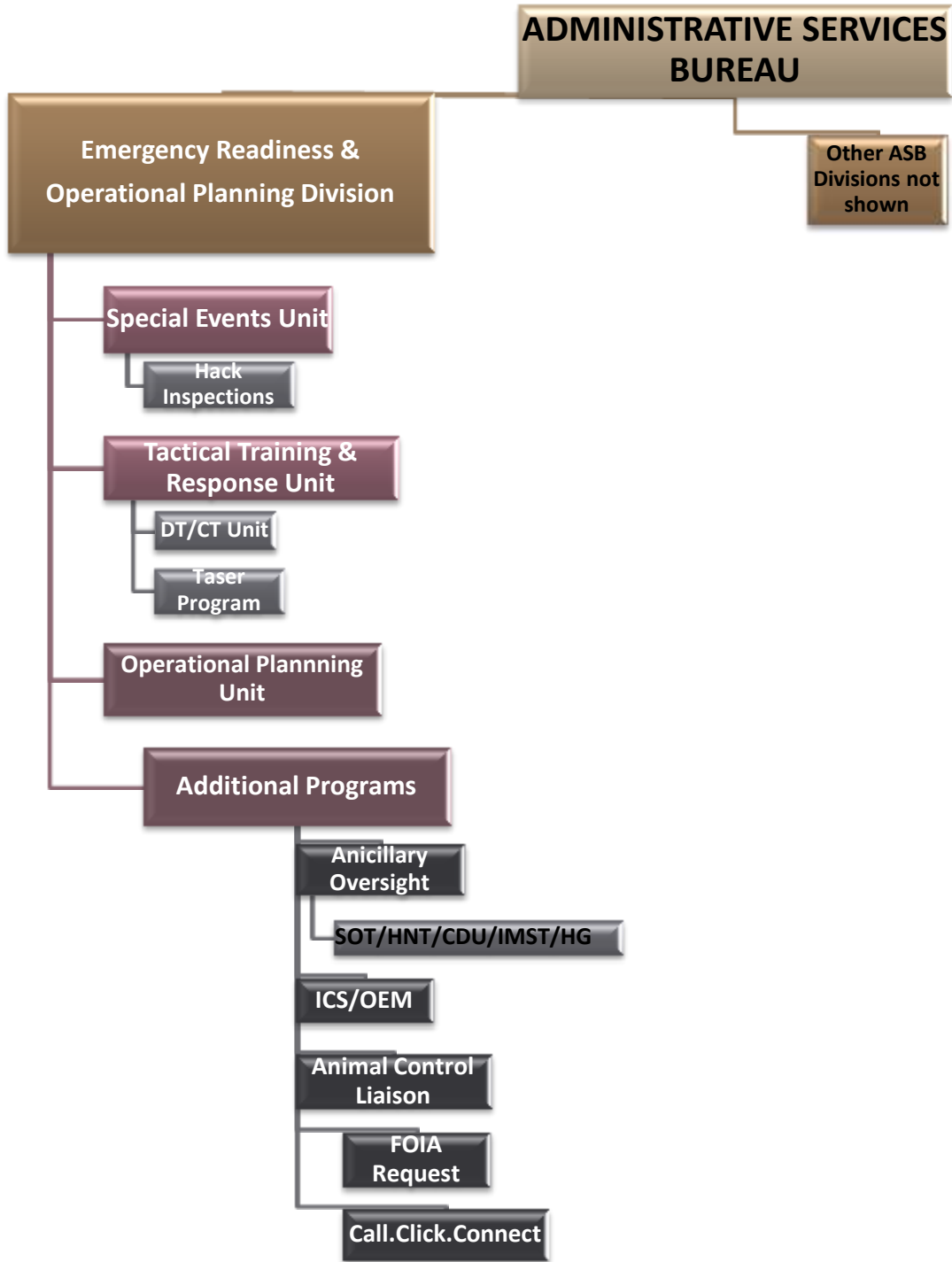
## **VISION STATEMENT**

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As an agency, we need to become more fluent in ICS through exercises, training, and liaising with the Alexandria Office of emergency Management (OEM) and Fire Department (AFD) to gain comfort and experience. EROPD will identify training opportunities and seek to convert existing plans and policies into ICS/NIMS-compliant versions. EROPD units will regularly provide input and messaging into, as well as draw strategic support mission priorities from, the updated strategic process. EROPD should look for opportunities to support other agencies, community groups, and non-governmental organizations within Alexandria and the region. Overall EROPD Objectives:

<b>Objectives</b>	<b>Target Date</b>
Ensure readiness of ancillary unit capital assets and vehicles.	Bi-monthly
Conduct a full and partial mobilization drill annually.	Annually
Effectively liaison with City Office of Emergency Management.	Ongoing
Ensure effective command and strategy over major incidents where Incident Command System is activated.	Per incident
Review and update ICS directives and annexes annually.	FY2019, Q3
Increase ICS fluency and familiarity through training and practice.	Ongoing

## ORGANIZATIONAL CHART



## SPECIAL EVENT COORDINATOR

### Description of Section

The Special Event Coordinator (SEC) provides coordination, planning, and coverage for City special events such as parades, festivals, foot races, and other large public gatherings. The Special Event Coordinator works closely with the department’s specialized units so that events may be properly evaluated for logistical and safety concerns. The SEC is also personally responsible for payroll/payment of events, to include reimbursement from outside agencies/vendors. All City-based events (occurring in or requiring permits by) that require APD approval are handled by this position.

### FY 2019 GOALS

<b>#1 Ensure ICS-compliant approach to Special Events</b>			
	<b>Objectives</b>	<b>Assignment</b>	<b>Target Date</b>
1.1	Coordinate with City OEM on event review & planning	SEC	Ongoing
1.2	Work with OEM to create formalized ICS triggering thresholds for Special Events	SEC	FY2019, Q2
1.3	Ensure threat/hazard reviews of all Special Events, regardless of anticipated agency involvement level	Intel	Ongoing
1.4	Ensure departmental awareness of Special Event impacts to operations (e.g., road closures, crowds)	SEC	Weekly
1.5	After-action reports for special events	SEC	Per event

### METRICS:

- Budget reports
- After-action reports
- SE Committee reports

## **TACTICAL TRAINING & RESPONSE UNIT**

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### **Description of Section**

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The Tactical Training & Response Unit (TTRU) is responsible for providing training to all sworn officers in police tactics and survival skills. TTRU is responsible for managing the Department's Taser program and Defensive Tactics Team (all members of TTRU are also DT and Firearms instructors). All members of TTRU are also members of the Special Operations Team, and serve as a rapid response force in support of Vice/Narcotics missions (e.g., coverage for buy-busts, vehicle take-downs, etc.), Criminal Apprehension Unit, and other short/no-notice tactical assignments as needed.

### **FY 2019 GOALS**

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**#2 Effectively manage Taser program.**

**#3 Ensure department staff are well-trained for tactical encounters.**

**#4 Ensure TTRU is effective in accomplishing its missions.**

### **METRICS:**

- Budget reports
- Taser inventories/status updates
- Community engagement reporting (staff-hours spent at which event)

## **DEFENSE TACTICS TEAM**

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### **Description of Section**

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The Defensive Tactics Team (DT) is an ancillary function staffed by personnel from other organizational entities, specifically trained as Defensive Tactics Instructors. DT is responsible for training on all issued weapons other than firearms, conducting and maintaining proficiency records on annual training (covering less-lethal weapons, non-lethal weapons, and lethal force), and conducting reality-based training consistent with current training trends. Oversight for this function is managed by the Tactical Training Unit (TTRU) within Emergency Readiness & Operational Planning Division. There are a limited

number of non-TTRU members on this team who support TTRU when training the agency on force-based tactics.

## HACK

### Description of Section

The primary responsibility of the Hack Inspector’s Office is enforcement and regulation of Taxi companies, Taxi Drivers and Taxi Cabs operating in the City of Alexandria and at Reagan National Airport under City license.

### FY 2019 GOALS

<b>#5 Promote full compliance of all city regulations by all taxicab operators in the city.</b>			
	<b>Objectives</b>	<b>Assignment</b>	<b>Target Date</b>
5.1	Create a systematic way to schedule inspections and have specific times when the office could be closed.	Hack	DONE
5.2	Develop a logical numbering system for all registered taxicabs in the city.	Hack	DONE
5.3	Explores feasibility of moving this function whole/in-part to another City Agency	Hack/EROPD	Q4

<b>#6 Ensure the Hack Unit is fully and effectively staffed.</b>			
	<b>Objectives</b>	<b>Assignment</b>	<b>Target Date</b>
6.1	DCJS certification upkeep.	HRRS, Hack	Ongoing
6.2	Evaluate need for additional Hack Inspector position.	EROPD	Q2

**METRICS:**

- Hack databases
- Call.Click.Connect and other community input methods for qualitative and quantitative reviews of workload and service.

**RECOMMENDATIONS:**

- The Hack Office is operating with minimum staffing. When an inspector takes leave, it requires the unit to pull resources from another section (Motors) to assist with staffing.

## OPERATIONAL PLANNING

### Description of Section

Operational Planning is a newly-developed function within the Administrative Services Bureau. It will seek to coordinate long-term strategic planning as well as research and analysis of various police functions, including gathering assistance from public and private research entities. Operational Planning will provide primary support to Executive Management in a number of areas, including research projects, legislation review, and response to inquiries received from internal and external sources. Operational Planning is intended to assist the Chief and various bureaus/divisions determine policies and guidelines for police activities and operations in the department. Operational Planning may also review the function, mission, staffing, and allocation of resources to the various divisions, sections, or units of the department.

### FY 2019 GOALS

#7 Identify appropriate projects			
	Objectives	Assignment	Target Date
7.1	Work with the Chief of Police to determine appropriate projects	EROPD	Q2 - Ongoing
7.2	Develop a timetable to update departmental Strategic Plans	EROPD	Quarterly
7.3	Work with the OPR Captain to transfer FOIA request to EROPD	EROPD	Q3
7.4	Develop workload analysis for Operational Planning personnel	EROPD	Q3



## **SPECIAL OPERATIONS TEAM**

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### **Description of Section**

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The Special Operations Team (SOT) is an ancillary function staffed by personnel from other departmental entities. Membership is determined through a competitive vetting process and physical fitness standards are mandated. SOT responds to hostage/barricade situations and serves high-risk search warrants, as well as provides tactical support for planned events like parades and Police Week. Oversight for this function is managed by the Emergency Readiness & Operational Planning Division. The team is authorized 24 operators (excluding the commander, K9, TSU, and EMS elements) and is currently at 17 members. The team is supported by K9 (2 SOT-trained teams) and the Technical Services Unit, comprised of the Robot Team and Tactical Operations Center staff (see below). None of its members are full-time assigned to SOT.

### **FY 2019 GOALS**

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**#8 Ensure the Special Operations Team is well-trained to meet any expected mission.**

**#9 Ensure the Special Operations Team is well-equipped to meet any expected mission.**

**#10 Ensure the Special Operations Team is staffed to meet any expected mission.**

**#11 Develop Special Operations Team leadership.**

### **METRICS:**

- Review training and call-out after-action reports
- Budget reporting

## HOSTAGE NEGOTIATION TEAM

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### Description of section

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The Hostage Negotiations Team (HNT) is an ancillary function staffed by personnel from other organizational entities. Membership is determined through a competitive vetting process. When deployed, HNT's mission is to establish and maintain communication with person(s) involved in a hostage/barricade situation with the goal of bringing the situation to a peaceful conclusion. Oversight for this function is managed by the Emergency Readiness & Operational Planning Division.

### FY 2019 GOALS

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**#12 Ensure the Hostage Negotiations Team is well-trained to meet its mission.**

**#13 Ensure the Hostage Negotiations Team is well-equipped to meet its mission.**

**#14 Ensure the Hostage Negotiations Team is staffed to meet its mission.**

### METRICS:

- After-action reports

## CIVIL DISTURBANCE UNIT

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### Description of section

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The Civil Disturbance Unit (CDU) is an ancillary function staffed by police officers specifically trained in tactics to prevent, contain, or neutralize civil disobedience. This is the sole ancillary unit where membership is mandated through drafts due to low interest in voluntary membership. The primary goal of this unit is to disperse the crowd and restore order, while utilizing appropriate levels of force. The secondary goal is the physical arrest of obvious civil disturbance leaders and participants. Oversight for this function is managed by the Emergency Readiness & Operational Planning Division.

**FY 2019 GOALS**

**#15 Ensure the Civil Disturbance Unit is well-trained to meet its mission.**

**#16 Ensure the Civil Disturbance Unit is well-equipped to meet its mission.**

**#17 Ensure the Civil Disturbance Unit is staffed to meet its mission.**

**#18 Develop Civil Disturbance Unit leadership.**

**METRICS:**

- Continue to review training after-action reports for opportunities
- Test operational readiness (time lapse to on-site)

**INCIDENT MANAGEMENT SUPPORT TEAM**

**Description of section**

The Incident Management Support Team (IMST) is an ICS-based ancillary function staffed by police sergeants and officers from a variety of assignments within the department. This is a voluntary assignment based on interest, but requires that members not be part of other ancillary teams. IMST is responsible for providing a variety of resources during ICS situations. Oversight for this function is managed by the Emergency Readiness & Operational Planning Division

**FY 2019 GOALS**

**#19 Ensure the Incident Management Support Team is well-trained to meet its mission.**

**#20 Ensure the Incident Management Support Team is well-equipped to meet its mission.**

**#21 Ensure the Incident Management Support Team is staffed to meet its mission.**

**#22 Develop Incident Management Support Team Leadership.**

**METRICS:**

- Continue to review after-action reports for opportunities
- Test operational readiness (time lapse to on-site)

**HONOR GUARD**

**Description of section**

Honor Guard (HG) is an ancillary function staffed by police officers from a variety of assignments within the department. It provides formal color teams for funerals and other special events and functions. Honor Guard portrays a high-visibility professional image.

**FY 2019 GOALS**

**#23 Ensure the Honor Guard is well-trained to meet its mission.**

	<b>Objectives</b>	<b>Assignment</b>	<b>Target Date</b>
23.1	Establish a training schedule that mitigates staffing impact on the agency.	HG Commander	Q2
23.2	Continuous review of training objectives for best practices.	HG Commander	Ongoing
23.3	Seek inter-agency cooperation and training opportunities.	HG Commander	Q2
23.4	Cross-train with Sheriff's Honor Guard.	HG Commander	Q2

**#24 Ensure the Honor Guard is well-equipped to meet its mission.**

	<b>Objectives</b>	<b>Assignment</b>	<b>Target Date</b>
24.1	Include equipment condition information in all after-action reports.	HG Commander	Per AAR
24.2	Address aging equipment needs.	HG Commander	Q2

<b>#25 Ensure the Honor Guard is staffed to meet its mission.</b>			
	<b>Objectives</b>	<b>Assignment</b>	<b>Target Date</b>
25.1	Internal outreach efforts to increase interest and awareness.	HG Commander	Q2
25.2	Internal staffing assessment.	HG Commander	Q2/3
25.3	Examine scheduling/call-out procedures	HG Commander	Q2/3
25.4	Update Honor Guard request process to increase information and accountability for unit deployments	HG Commander	Q3

<b>#26 Develop Honor Guard leadership.</b>			
	<b>Objectives</b>	<b>Assignment</b>	<b>Target Date</b>
26.1	Community engagement opportunities (public demonstrations, etc.).	HG Commander	Q2
26.2	Seek regional leadership opportunities through cooperation and training.	HG Commander	Q2
26.3	Support the re-creation of the Fire Department Honor Guard.	HG Commander	Q2

**METRICS:**

- Budget reporting
- After Action Reports for deployments
- Responses (letters) to deployments

**RECOMENDATIONS:**

- Establish a formal budget for this function to cover overtime and equipment costs
- Create an Honor Guard Request form to allow better contact information and enhance internal tracking purposes.

**ANIMAL CONTROL LIAISON**

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**Description of section**

The Emergency Readiness & Operational Planning Division provides limited oversight and guidance to the City’s Animal Shelter only in the specific area of Animal Control enforcement as specified by contract. The primary oversight for the Animal Shelter is by General Services.

Emergency Readiness & Operational Planning Division staff work cooperatively with the Animal Welfare League of Alexandria (AWLA) to ensure the proper service response to animal emergencies, investigations, and prosecution of criminal offenses involving animals. The AWLA employs sworn Animal Control Officers (ACOs) and nonsworn Emergency Service Technicians (ESTs) who are trained to handle animal incidents and emergencies.

**FY 2019 GOALS**

<b>#27 Increase inter-agency support and collaboration.</b>			
	<b>Objectives</b>	<b>Assignment</b>	<b>Target Date</b>
27.1	Seek training for APD from ACOs.	EROPD & ACU	Q2
27.2	Train ACOs on threat matrices and search warrant practices and procedures.	EROPD & ACU	Q2
27.3	Provide training to ACOs on their tranquilizer dart weapons.	EROPD & ACU	Q2/3
27.4	Assign investigative support to ACU.	IB/CIS	Q2
27.5	Continue ACU role in Community Police Academy	EROPD, Volunteers	Ongoing

**METRICS:**

- Investigations and how closed
- Threat matrices