

Memorandum



CITY OF DALLAS

DATE April 9, 2024

Honorable Members of the Public Safety Committee
TO Cara Mendelsohn (Chair), Kathy Stewart (Vice Chair) Tennell Atkins, Jesse Moreno,
Gay Donnell Willis

SUBJECT **April 10, 2024, City Council Agenda Item #24-663 Continuity of Operations
Program Enhancement Contract**

The following agenda item is scheduled to go before the City Council on April 10, 2024.

AGENDA ITEM 24-663

Authorize a service contract to evaluate the City's Continuity of Operations Program capabilities and gap analysis, solution identification, enhancement identification, and training development project with IEM International, Inc. f/k/a Innovative Emergency Management, Inc. through the Houston-Galveston Area Council Governments cooperative agreement.

Financing: 2022 Homeland Security - Urban Area Security Initiative 23-25 Fund

BACKGROUND

In 2012, the Office of Emergency Management collaborated with all departments to develop the city's first Continuity of Operations (COOP) plan in response to the H5N1 (Avian influenza) virus. This COOP plan outlined how the city would respond to a reduction in staff due to the virus.

In 2014, the city contracted out the task of writing comprehensive COOP plans for each individual department. Following a City Audit of the COOP Programs in 2018, several deficiencies were noted in the COOP Program. In response, the Office of Emergency Management (OEM) initiated actions to improve the program to include a) Administrative Directive 2-56 provided guidance on the citywide COOP Program, b) streamlined and revising departmental annexes, and c) OEM providing technical assistance to departments in the development of their COOP annexes.

PROJECT DESCRIPTION

Since its inception, the city's COOP program has experienced several opportunities for departments to implement portions of their COOP annexes from single department COOP activations such as Dallas Water Utilities relocating to their SCADA back up to citywide events such as COVID-19 and the most recent ransomware attack. Considering these events, OEM and City Management feel it is prudent to employ a third-party observer to perform a capabilities and gap analysis, identify enhancement to the program, and develop training and exercise components to add to the program.

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Innovative Emergency Management (IEM) will perform a comprehensive evaluation of the City's COOP program, identify gaps in our processes and possible solutions to fulfil those gaps, and provide best practices both internally and externally to employ to enhance our program.

IEM will interview all departments independently to understand mission essential functions, review existing COOP annex, and identify gaps and areas of improvement and provide recommendations on how to further enhance the departmental COOP annexes individually to the departments and collectively to OEM.

IEM will recommend specific mitigation measures that departments can implement in addition to those already in place to department individually and collectively to OEM.

To assist a department in training their staff on their COOP annex, IEM will create department-specific presentations to familiarizing department staff on the elements of their departmental COOP annexes.

Finally, IEM will create of a library of exercises that departments and OEM can use to evaluate a department's capabilities to reconstitute their mission essential functions.

If you have any questions relating to the COOP Program Enhancement Contract, please contact Travis Houston at (214) 670-4276 or travis.houston@dallas.gov



Jon Fortune
Deputy City Manager

c: T.C. Broadnax, City Manager
Tammy Palomino, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Dr. Robert Perez, Assistant City Manager
Jack Ireland, Chief Financial Officer
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors