Presentation Overview

- Background/History

- Notable COOP Activations

- Continuity of Operations Plan Elements

- ECR Technical Assistance

- 2024 Enhancement Project

- Key Findings

- Next Steps

Background/History

- Continuity of Operations (COOP) plans outline protocols and timeframes for re-establishing essential functions after a disruption

- Primary activation scenarios
  - Damaged or destroyed facility
  - Loss of staff
  - Disruption of technology

- COOP program is governed by Administrative Directive 2-56
  - Each department is required to have a COOP coordinator

Notable COOP Activations

- COVID-19 Pandemic (2020)
  - Protracted COOP activation that challenged base assumptions in the plan
  - Led to the creation of many new interim processes that are now codified in departmental annexes

- Royal Ransomware Cyberattack (2023)
  - Forced virtually all departments to activate some aspects of their COOP annex
  - Demonstrated the need for strong alignment between ITS protocols and COOP annexes

Continuity of Operations Plan Elements

Continuity of Operations Framework

- Establishes general policies, procedures, and organizational structure for COOP operation
- Describes the duties, roles and responsibilities of City departments
- Applicable to all City departments.

Departmental COOP Annex

- Establishes department's mission essential functions and recovery time objectives
- Establishes departmental line of succession and lines of authority.
- Identifies backup locations, personnel requirements, essential vendors, interim processes, etc.

ECR Technical Assistance

- Responsible for the overall management of the program

- COOP plans are required to be updated on an annual basis

- On average, ECR provides 50 hours of technical assistance to departments throughout the review cycle

- An annual progress report is provided to the Public Safety Committee

- ECR delivers tabletop exercises or other training for departments upon request

2024 Enhancement Project

- On April 10, 2024, City Council approved a contract with IEM International to perform a complete programmatic review

- The vendor was responsible for delivering:
  - Review all 44 departmental annexes and identify gaps, areas for improvement, and practices to sustain
  - Training materials for all departments
  - Library of exercises that departments and ECR can use to evaluate a department's ability to reconstitute mission essential functions

- All deliverables have been returned, and recommendations were provided to departments in February 2025

2024 Enhancement Project Key Findings

Practices to Sustain	Areas for Improvement
• Overall, the City of Dallas has excellent existing redundancy strategies to ensure the continuation of mission essential functions • ECR's coordination between all city departments makes the COOP program successful • Maintaining a COOP coordinator in each department and holding regular meetings should be continued	• More regular training and exercise opportunities, including drills, tabletops, and no-notice drills • COOP training should be included in departmental onboarding and orientation – particularly for positions listed in their orders of succession • Plans should be updated to a more linear template for ease of understanding • Coordinate with ITS to revisit, revise, and validate recovery time objectives

Next Steps

- COOP Coordinator sub-committee will review the program wide recommendations

- Revise the COOP Framework and AD 2-56

- Complete all departmental annex updates by August 30, 2025

- Coordinate a citywide COOP tabletop exercise

City's Continuity of Operations Program Update

Public Safety Committee
March 25, 2025

Travis Houston, Deputy Director
Emergency Management & Crisis
Response
City of Dallas

City of Dallas