

Memorandum



CITY OF DALLAS

DATE September 11, 2020

Honorable Members of the Public Safety Committee

TO Adam McGough (Chair), Carolyn King Arnold (Vice Chair), Adam Bazaldua, David Blewett, Adam Medrano, Cara Mendelsohn, Casey Thomas.

SUBJECT **Annual Continuity of Operations Program Status Report**

Pursuant to Administrative Directive (AD) #2-56, the Office of Emergency Management (OEM) is submitting this annual Continuity of Operations Plan update for your review.

The Continuity of Operations Plan (COOP) outlines protocols for re-establishing functions following an emergency, disaster, or significant public health emergency. Each departmental annex delineates how, where, and with what each department will reconstitute its mission essential functions. The COOP is activated when normal facilities are inaccessible. The COOP Basic Plan and the departmental annexes are available for review on the OEM COOP SharePoint site. (Since there is sensitive information in the plan, a separate memo with the link to access it will be provided to the Public Safety Committee.

The COOP was created in 2012 in response to the H1N1 pandemic. In 2014, the COOP annexes were refined by a city contract to focus on COOP activities if a department's primary operating facility is rendered inaccessible. OEM made major revisions to the COOP annex format in the Spring of 2018. During the summer of 2018, the City Auditor performed a follow-up audit and made eight (8) recommendations.

Audit Recommendation	Action Taken
Develop an administrative directive that establishes the City's policy regarding business continuity planning and the COOP Basic Plan at both a citywide and departmental level	Administrative Directive 2-56 City's Continuity of Operations (COOP) Plan was approved by council in December 2018.
Establish an organizational structure that clearly defines roles, responsibilities, and accountability related to business continuity planning and the COOP Basic Plan	The organizational structure is defined in AD 2-56 specifically pages 4 through 6 as well as in the COOP Basic Plan Section 5.0 Responsibilities pages 20-22. <i>(December 2018)</i>
Dedicate continuity of operations personnel with the appropriate authority and resources	AD 2-56 designates the director of each department as ultimately responsible for the creation and maintenance of their departmental COOP annex with authority to designate a department COOP Coordinator to coordinate all department COOP functions. specifically pages 4-5. <i>(December 2018)</i>

Audit Recommendation	Action Taken
Obtain departmental commitment to ensure: (1) the City's COOP Basic Plan and the departments' annexes are complete, including adequate IT resources and other supplies necessary to restore and maintain essential functions for 30 days; (2) regularly updated (at least annually); and, (3) properly tested	Each departmental annex has a Promulgation Statement that connotes departmental commitment to the COOP Program. The director must sign the annex before it is officially deemed completed. This is page 1 of each departmental COOP Annex. <i>(December 2018)</i>
Develop or obtain IT systems to document the departments' annexes and monitor annual updates	In October of 2018, OEM created a SharePoint site to store working and completed copies of each departmental COOP annex and provided access to the COOP coordinators and others their deemed necessary. OEM sends out annual and biannual review reminders via email at the beginning of the review process and throughout. OEM is looking into methods to automate this process. <i>(October 2018)</i>
Reach a consensus among departments regarding which IT systems must be restored	This recommendation is being performed by Information & Technology Services (ITS).
Develop a comprehensive Disaster Recovery Plan (DRP) by establishing a formal plan that includes measurable interim milestones to demonstrate progress	This recommendation is being performed by ITS.
We recommend the City Manager periodically briefs the City Council on the City's business continuity.	OEM provides a bi-annual COOP Status report to the Assistant City Manager for Public Safety as mandated by AD# 2-56.

OEM is committed to the COOP program and has implemented the following actions to simplify the departmental annex creation/revision for the departments, training and exercise of departmental personnel, and outfitting COOP facilities:

- Created boilerplate templates for departments to use to create annexes.
- Created an annotated example annex that specifies what is needed in the annex and met with each individual departmental COOP Coordinator to review the example annex.
- Performed multiple reviews of annexes and a final review to ensure consistency of annexes.
- Converted annex to PDF format and post on the SharePoint site.
- Sent out appropriate notices for annex review with deadlines.
- Created individual training PowerPoints for each department.
- Helped in creating and conducting departmental exercises.

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- Purchased and staged equipment at Tier 1 departments COOP facilities. Laptops, printers, radios, vital records & software, and copies of COOP Plans are located at these sites.
- Conducted two full-scale tests of the COOP Plan that relocated Tier 1 departments staff to identified COOP facilities to test pre-staged equipment and communications procedures outlined in the COOP plans.
- Conducted four exercises of the back-up 9-1-1 center that deployed dispatchers and call takers to the back-up location, require set-up of the center, and the taking of live calls to test the capability of the City to continue operations in the event of a loss of operating capacity at the primary location.
- Completed construction of a “hot site” back up 9-1-1 center and a backup OEM emergency operations center.

Please contact me if you have any questions or need additional information.



Jon Fortune
Assistant City Manager

cc: Honorable Mayor and Members of the City Council
T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Billieae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff to the City Manager
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Dr. Eric A. Johnson, Chief of Economic Development and Neighborhood Services
M. Elizabeth Reich, Chief Financial Officer
Laila Alequresh, Chief Innovation Officer
M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion
Directors and Assistant Directors