

APPENDIX B

RFP STATEMENT OF WORK

Business Continuity Planning Consultant Services

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STATEMENT OF WORK

Business Continuity Planning Consulting Services

1.0 INTRODUCTION

1.1 Overview

The Los Angeles County Department of Mental Health (DMH) is the largest local public mental health agency in the United States providing for over 10 million County residents an extensive system of public mental health services. On a daily basis DMH operates 97 DMH proprietorship sites and participates with an additional 100 co-located sites.

DMH is requesting proposals for professional services to create a Comprehensive Continuity of Operations (COOP) plan that shall include all essential DMH programs with consideration to all directly operated clinics, administrative offices, and co-located sites. The DMH Continuity Plan shall be developed utilizing the Living Disaster Recovery Planning System (LDRPS) software which shall be provided by Los Angeles County. Development of the DMH Continuity Plan and associated planning documents shall support the Department's ability to resume or maintain delivery of essential services during and after a major disaster event. A major disaster event is an event of such severity and magnitude that effective response is beyond the capabilities of the affected local governments as well as the capabilities of the state and that federal assistance is necessary.

1.2 Glossary of Terms and Acronyms

Specialized terms, roles, groups and departments/agencies referenced throughout this Request for Proposals (RFP) are defined in Appendix C, Exhibit 1 – Glossary of Terms and Acronyms.

2.0 SCOPE OF WORK

Proposer shall explain how the proposal shall meet the requirements necessary to develop, implement, and test the DMH Business Continuity Plan (BCP) as outlined in the RFP, more specifically in this Statement of Work (SOW).

3.0 SERVICES TO BE PROVIDED

3.1 Tasks

Proposer shall develop, facilitate, and ensure completion of the following 13 Tasks:

- 1** Develop Project Control Document (PCD).
- 2** Provide Project Management Assistance and Monitoring.
- 3** Participate in countywide BCP LDRPS program roll-out.
- 4** Develop and conduct BCP and LDRPS v10 training.
- 5** Assist DMH Project Manager to initiate COOP Planning process.
- 6** Conduct department-wide Risk Analysis.
- 7** Determine essential and essential support functions.
- 8** Conduct Business Impact Analysis (BIA) utilizing LDRPS.
- 9** Coordinate with DMH Project Manager to design plan.
- 10** Develop COOP Plan utilizing LDRPS.
- 11** Test, Train, and Exercise the Plan.
- 12** Plan maintenance.
- 13** Finalize and distribute Plan.

This section contains a complete description of the project deliverables by Task to include the primary task and sub-tasks for which the selected Proposer shall be held to.

Task 1 - Develop PCD

Proposer shall develop the PCD and submit it for written approval to the DMH Project Manager. The PCD shall include the following:

1. A detailed Project Plan comprised of the project tasks, activities, dependencies, and responsibilities.
2. Project organization and management structure for review and approval of project deliverables, as well as escalation and resolution procedures.
3. Deliverables/milestone list describing planned dates for completing project deliverables and/or project milestones.

Project Control Document

Proposer shall provide the PCD, which at a minimum, shall include the following information:

1. A detailed Project Plan developed using Microsoft Project 2003 or higher, describing project tasks, planned start and end dates, task dependencies, and responsibilities.

2. Project organization, roles and responsibilities and description for deliverable reviews and approvals, as well as escalation and resolution procedures.
3. Proposer shall provide DMH with a PCD within two weeks of the Contract execution. This document shall be updated and maintained throughout the life of the project. Update shall be presented minimally at weekly project management team meetings.

The PCD shall be comprised of the following components:

- a. Project Scope and Objectives – a brief statement of the scope and objectives of the project.
- b. Project Organization, Roles, and Responsibilities – A hierarchical structure depicting the organization of the project team and its reporting relationships, including a description of the primary roles and responsibilities of the project team members and any relevant organizational relationships.
- c. Detailed Work Plan – a detailed narrative description of project with roles and responsibilities of project team member by task, sub-task, timeframe to complete each task and any dependencies on other tasks.
- d. Assumptions – A listing of all relevant assumptions made in the development of the detailed work plan. All assumptions must be clearly documented.
- e. Deliverables List – A list of the Deliverables to be produced for each Task and Sub-task, including a paragraph description of each Deliverable.
- f. Milestone Chart – A list of key project Milestones, including Deliverables, the target completion date and actual completion date.
- g. GANTT Chart – A chart showing the Tasks, Sub-tasks, Milestones, critical path and dependencies organized by Deliverables, as appropriate, and in accordance with the Detailed Work Plan.
- h. Communication Plan – a description of the primary means of communication that will be used throughout the project. This shall include a description of any recurring Tasks and Sub-tasks (e.g., Status Meetings, etc.).
- i. Risk Management – A description of the risk management process, including a tracking mechanism for potential project risks, the probability of those risks occurring, potential impact of those risks and risk mitigation strategies.
- j. Change Management Process – A description of the change management process that will be used to mitigate any negative impact of BCP process and methodology implementation roll-out.
- k. Testing Strategies – A description of the different types of tests and approach that will be instituted to ensure DMH staff capability when using the BCP software, including the roles and responsibilities of each team member.

- l. Training Strategies – A description of the training approach addressing technical training, end-user training, and train-the-trainer for DMH staff.
- m. Escalation Procedures – a description of the process to be used to resolve project conflicts, including a diagram of the escalation process and key project team members responsible for decision-making and conflict resolution.

Task 2 - Provide Project Management Assistance and Monitoring

Throughout the term of the contract, under the direction of the DMH Project Manager, Proposer shall assist in the day-to-day management of tasks and deliverables required to establish and roll-out the DMH BCP Plan development project. Proposer shall not be responsible for the performance of DMH personnel. However, Proposer shall coordinate with the DMH Project Manager to ensure that all tasks and deliverables are performed in a timely manner.

Proposer Project Management will include, but not be limited to:

- 1. Supporting project planning and direction.
- 2. Evaluating project results and providing status reporting.
- 3. Provide recommendations for County/DMH business processes, security, and technical requirements.
- 4. As applicable, provide recommendations for existing County LDRPS v10 software configurations/modifications.
- 5. Management and tracking of all issues and their resolution.
- 6. Management of the project change control process.
- 7. Preparing agenda and minutes for weekly project management team meetings.
- 8. Update the detailed Project Plan showing schedule changes from baseline and percentage of work completed as required.
- 9. Provide on-going support and guidance to DMH staff to ensure appropriate knowledge transfer throughout the course of the engagement.

Project Management Assistance and BCP Mentoring

Proposer shall provide on-going support and management assistance and BCP mentoring to the DMH Project Manager through final delivery of DMH BCP, including, but not limited to:

- 1. Preparing and presenting to the DMH Project Manager a weekly Project Status Report to report project progress, plans, and outstanding issues. The first status report shall be presented to DMH Project Manager fourteen calendar days following the Contract execution.
- 2. Meeting with the DMH Project Manager at least weekly to review these status reports and any related matters. All variances shall be presented for approval at the status meeting.
- 3. Updating the PCD to reflect the changes based on DMH feedback.

Task 3 - Participate in Countywide BCP LDRPS Program Roll-Out

Proposer shall participate with the DMH Project Manager in Countywide BCP LDRPS v10 program roll-out to ensure DMH COOP planning efforts are in step with Countywide planning effort utilizing LDRPS.

DMH Planning Efforts Aligned With Countywide Effort

Proposer shall participate, monitor, and ensure the DMH COOP planning process is consistent with the direction and intended usage of LDRPS planning tools provided by way of the county-wide strategy. Proposer shall ensure, at a minimum, the following:

1. Maintain records of policy and procedure guidance provided by the Office of Emergency Management (OEM) regarding management and execution of the business continuity planning process within the countywide construct while implementing LDRPS.
2. The matrix created shall list the guidance provided along with specific details of how the guidance was applied and implemented thus ensuring accountability and completion of Countywide directives.

Task 4 - Develop and Conduct BCP and LDRPS v10 Training

Proposer shall develop, conduct, and modify BCP and LDRPS version10 training department-wide as approved by the DMH Project Manager.

Technical and Awareness Training Component

Proposer shall provide a documented training program comprised of the following:

1. Deliver and modify as approved by the DMH Project Manager, training developed and provided by the OEM on the usage of LDRPS.
2. BCP awareness training geared toward all DMH employees that will provide an overview of the DMH BCP Program and how it complements the Countywide BCP effort.
3. Develop a training presentation that will be used as the means to maintain organizational awareness.

Task 5 - Assist DMH Project Manager to Initiate COOP Planning Process

Proposer shall assist DMH Project Manager to initiate the DMH COOP planning process by providing direction and leadership, implementing DMH methodology and assisting with department plan progress and monitoring. The DMH planning tactic will closely follow the concepts of FEMA COOP development for non-

federal entities as well as the State of California Continuity of Operations planning guidance.

Initiate Planning Process

Proposer shall assist the DMH Project Manager to coordinate and organize roll-out of the DMH continuity plan development strategy to include, but not limited to, the following actions:

1. Facilitate the kick-off meeting to the DMH Business Continuity Steering Committee, each essential program manager, along with other identified essential DMH/LAC units. This will require one kick-off meeting per DMH Service Area plus two for the DMH leadership (DMH Business Continuity Steering Committee, DMH Executive Management Team (EMT), and other LAC leadership as designated) for a total of ten (10) kick-off meetings. This approach is open for discussion and adjustment.
2. Facilitate and coordinate progress and production meetings.
3. Establish objectives and milestones.
4. Determine procedures for information gathering and decision making.
 - Focus on gathering needed information
 - Minimize time and effort spent gathering information
5. Minimize disagreements by establishing procedures for decision making.
6. Attend and participate, as requested by DMH Continuity Planner, DMH meetings regarding the implementation and usage of the LDRPS software.
7. Develop a robust work schedule to interview and work one-on-one with all essential DMH units while developing the following documents:
 - Individual BIA reports for the identified essential DMH units that will ultimately be rolled into the final DMH Comprehensive BIA Report. The LDRPS software will be utilized along with the BIA questionnaire developed by DMH as applicable.
 - Each essential DMH unit's portion of each of the planning documents listed on Table 1 – Planning Documents, to include all aspects of the Continuity Plan and supporting annexes and guides. Additional supporting documents may be included as the need corresponds to the program development.
8. All other actions related to and supporting initiation of the planning process.

Task 6 - Conduct Department-Wide Risk Analysis

Proposer shall conduct department-wide Risk Analysis to identify areas of potential vulnerability, current control measures, and develop recommendations to mitigate the hazards.

Risk Analysis and Vulnerability Assessment

Proposer shall develop a department-wide Risk Analysis and Vulnerability Assessment to include all 97 directly operated DMH facilities and 100 DMH co-located sites. The Analysis will include, but will not be limited to, the following components:

1. An analysis of each DMH facility of the impact of an earthquake, flood, wild-land fire, or tsunami. Determine the need to include additional hazards.
2. A brief hazard profile primarily using data gathered from the State of California Emergency Management Agency (CalEMA)/Hazard Mitigation Portal/MyHazards plus other sources.
3. Rank each hazard based on likelihood and consequence of event occurring. Include description of the likelihood and consequence.
4. Inventory assets by location to include the number of staff (DMH and others), average number of visitors on a given day, building functions, systems, site characteristics, weaknesses, system redundancies, and DMH-owned assets. Include corrective actions that could reduce the vulnerabilities.
5. Estimated losses; may be partially included in the BIA.
6. Prioritize and analyze outcomes.

This process measures the potential loss of life, personal injury, economic impact, and property damage resulting from hazards by assessing the vulnerability of people, buildings, and infrastructure to hazard events.

Task 7 - Determine Essential and Essential Support Functions

Proposer shall assist the DMH Project Manager to determine essential and essential support functions.

Essential and Essential Support Functions

Proposer shall assist the DMH Project Manager to ensure all DMH essential and essential support functions are identified. A structure has been established and the Proposer shall validate or adjust the current approach which supports DMH to carry on their mission during an extended disruption of services.

Task 8 - Conduct Business Impact Analysis (BIA) Utilizing LDRPS

Proposer shall conduct department-wide directly operated DMH facilities and DMH co-located sites BIA utilizing LDRPS for all identified essential and essential support functions.

LDRPS Business Impact Analysis (BIA)

Proposer shall be competent with and have experience using LDRPS and LDRPS BIA Professional software. The LDRPS BIA Professional software tool may be available for this project and as such software tools may be provided that will develop the Risk Assessment, Work Force Assessment, and Vendor Assessment. Whether the BIA Professional software is available or not, the Proposer must have experience and demonstrate proficiency in developing all aspects of a BIA for essential and essential support functions both with and without specialized software tools such as LDRPS. The development of the DMH BIA may include, but is not limited to, the following elements:

1. Identify and define DMH essential and essential support functions.
2. Narrow critical time, include explanation.
3. Rank impact of loss of essential and essential support functions.
4. List all essential applications.
5. Identify dependencies, upstream and downstream.
6. List financial and non-financial impacts.
7. Include essential manual and essential support recovery procedures.
8. Describe work area requirements.
9. Define vital records to include type, location, media, backup, recovery, etc.

The LDRPS BIA is somewhat abbreviated; as such DMH needs beyond the LDRPS BIA system must be discussed and included either within the LDRPS BIA format or in a separate planning document prepared by the Proposer. There are specific components gathered, analyzed, and described to meet DMH CIOB technology planning needs. Data currently gathered but not part of the LDRPS BIA system may be contained within the LDRPS DRP component. See main RFP document, Part 1.0 Introduction, Section 1.1 Purpose.

Task 9 - Coordinate with DMH Project Manager to Design Plan

Proposer shall coordinate with the DMH Project Manager to design a Continuity of Operations plan that will include the development of the Disaster Recovery Plan both with and without utilizing specialized software such as LDRPS.

Design Plan

Proposer shall provide consulting services to interlink the best features of LDRPS with the concepts of the Federal level COOP planning guidance and remain in line with the CalEMA Continuity Planning Guidance. The DMH Continuity Plan will consist, minimally, of the following plan design features:

1. Integrate current DMH Interim Continuity Guidance document into new LDRPS Continuity Plan design.

2. A comprehensive Continuity Plan to include a Communications Annex, a Vital Records Annex, plus, annexes utilizing all tools included in the SunGard Continuity Management Solution that include but is not limited to the Incident Manager, Training, and Exercise, and adhere to FEMA COOP planning process guidance and program development, which will include all COOP recommended annexes.
3. Continuity Plan Activation Guidance and Checklists for each essential DMH unit.
4. Development of the DMH Disaster Recovery Plan utilizing LDRPS.
5. Additional documents as directly related to the categories listed in the main RFP document on Table 1: Performance Requirements Summary and agreed upon by DMH and the Proposer.

Task 10 - Develop COOP Plan Utilizing LDRPS

Proposer shall develop the DMH COOP Plan utilizing LDRPS to include all identified supporting planning documents; additionally, the Proposer will possess the skills to develop the COOP Plan without specialized software such as LDRPS.

COOP Plan

Proposer shall ensure OEM LDRPS technical guidance compliance while integrating planning concepts from FEMA COOP and the State of California Continuity Planning Guidance. The required planning steps will include, but is not limited to, the following actions to be established by the Proposer:

1. Confirm planning team.
2. Identify resources required.
3. Develop plan draft starting with the DMH Interim COOP Guidance document. Possess the capability both with and without using LDRPS.
4. Confirm goals and milestones.
5. Identify challenges and prioritize activities.
 - Make a list of tasks to be performed, by whom and when.
 - Determine how you shall address the problem areas and resource shortfalls that were identified in the vulnerability analysis.
6. Write the Plan.

Establish an aggressive timeline with specific goals. Provide enough time for completion of work, but not so much as to allow assignments to linger. Establish a schedule for:

 - First draft
 - Review
 - Second draft
 - Tabletop exercise: The scenarios developed during the vulnerability analysis can serve as the basis for training events.
 - Final draft

- Printing
 - Distribution
7. In coordination with the DMH Project Manager, interface, as appropriate, with DMH Chief Information Office Bureau, LAC Chief Information Office, and LAC Internal Services Department (ISD) where this continuity planning effort overlaps with essential process applications.

Task 11 - Test, Train, and Exercise the Plan

Proposer shall assist the DMH Project Manager to test, train, and exercise the plan as part of the planning process.

Test, Train, and Exercise the Plan

Proposer shall assist the DMH Project Manager to test, train, and exercise the draft plan in order to make the final adjustments prior to distribution of the plan. Continuity training components for all staff should address:

- Individual roles and responsibilities.
- Information about threats, hazards and protective actions.
- Notification, warning and communications procedures.
- Accountability procedures.
- Location and use of common emergency equipment.
- Continuity procedures.

The steps to test, train, and exercise the plan include, but are not limited to, the following:

1. Distribute the first complete draft to group members for review. Revise as needed.
2. Distribute the second, revised draft for review.
3. Using the second draft as reference, conduct a tabletop exercise with management and personnel who have key business continuity responsibility. In a conference room setting, describe a continuity scenario and have participants discuss their responsibilities and how they would react to the situation.
4. Based on this discussion, identify areas of confusion and overlap, and modify the plan accordingly.

Task 12 - Plan Maintenance

DMH's Continuity Plan Maintenance ensures all Continuity Plan Maintenance components incorporate the following:

1. Implementation. Implementation is more than simply exercising the plan during an emergency. It means acting on recommendations made during

- the vulnerability analysis, integrating the plan into DMH operations, training staff, and evaluating the plan.
2. Monitoring, evaluating, and updating plan. A formal schedule should be included in the plan for monitoring and evaluating the plan along with formal and informal updating procedures and timelines.
 3. Multi-year Strategy and Program Management Plan. This plan will define short and long-term COOP goals and objectives. It should include requirements, identify tasks and milestones, and outline a plan of action to accomplish tasks within an established schedule. Additionally, it will provide a common basis and informational format for developing and defending COOP budget submissions.

Task 13 - Finalize and Distribute Plan

Proposer shall ensure all changes have been incorporated into the final planning document and distribute plan.

Finalize and Distribute Plan

Proposer shall ensure all changes have been incorporated into the final planning document and thereafter, Proposer shall distribute the plan. To distribute the finalized plan actions may include, but are not limited to, the following:

1. Place the final plan in three-ring binders and number all copies and pages. Each individual who receives a copy should be required to sign for it and be responsible for posting subsequent changes.
2. Determine which sections of the plan would be appropriate to show to other agencies (some sections may refer to confidential or protected information). Distribute the final plan to:
 - Chief executive and senior managers.
 - DMH Business Continuity Steering Committee members.
 - Key Business Continuity staff; Disaster Services Unit.
 - Los Angeles County dependent departments.

The DMH Project Manager will provide a copy of the plan to key personnel along with a training schedule. The DMH Project Manager is open to discuss the merits of hard copies over a flash drive copy.

4.0 STAFFING

4.1 General Staffing Requirements

Proposer shall ensure appropriate staffing levels necessary to successfully complete the Tasks listed in Section 3.0 Services To

Be Provided of this SOW as well as maintain the following staff management requirements:

- 4.1.1 Education and Experience: Proposer shall be responsible for securing and maintaining staff that meets the minimum education qualifications as described in the RFP and possess the stated experience and expertise required to complete the tasks outlined in this SOW.
- 4.1.2 Rosters: Proposer shall provide DMH, at the beginning of the Contract term, an organizational chart illustrating the reporting lines of all staff, including Proposer staff, as well as a roster of all staff that includes: (1) name and position; (2) email and telephone number; and (3) at a minimum, two primary Proposer contacts for DMH as well as two senior management contacts. See Section 12.0 - Performance Requirements Summary, Table 1 - Performance Requirements Summary, Task 1 – Develop PCD, item b. Project Organization, Roles, and Responsibilities and item h. Communication Plan.
- 4.1.3 Changes in Staffing: Proposer shall advise DMH in writing of any change(s) in Proposer's key staff at least twenty-four hours before proposed change(s), including name, education, experience, and qualifications of new staff. Proposer shall ensure that no interruption of services occurs as a result of the change in staff. If DMH determines that the qualifications of the proposed new staff do not meet the requirements, this may constitute a breach in the contract agreement.
- 4.1.4 Criminal Clearances: Proposer shall ensure that criminal clearances and background checks have been conducted for all Proposers' staff prior to beginning and continuing work under any resulting Agreement. The cost of such criminal clearances and background checks is the responsibility of the Proposer whether or not the Proposer's staff passes or fails the background and criminal clearance investigations.
- 4.1.5 Driving Record: Proposer shall maintain copies of driver's Department of Motor Vehicles printouts for all Proposers' drivers providing service under this Contract. Reports shall be available to DMH on request.

4.2 BCP Staffing Requirements

4.2.1 The Proposer shall be responsible for ensuring all assigned project staff have a strong understanding of Business Continuity Planning implementation practices with proven experience and execution skills, which include but are not limited to the following:

1. Have (i) graduated from a four-year college or university with a Bachelor's Degree or higher, and (ii) experience of at least five (5) years in the last eight (8) years in a highly responsible capacity in the area of business continuity planning field. Four (4) years of additional experience may be substituted for the Bachelor's degree requirement in (i) above.
2. At least five (5) years' experience in the last eight (8) years designing, implementing, and testing Business Continuity plans utilizing the full suite of SunGard LDRPS Business Continuity software tools.
3. At least two (2) years' experience in the last four (4) years developing business continuity plans incorporating the concepts of FEMA Continuity of Operations for non-federal agencies.
4. Working knowledge of the State of California Continuity Planning Guidance, Revised December 2009.
5. Excellent written and interpersonal skills; ability to work creatively and analytically in a problem-solving environment; and strong client relationship skills.
6. Location of Project lead, DMH Project Manager and assigned project staff must be based in LAC full time.
7. Professional BCP Certification such as:
 - a. Associate Business Continuity Professional (ABCP),
 - b. Certified Functional Continuity Professional (CFCP),
 - c. Certified Business Continuity Professional (CBCP),
 - d. Master Business Continuity Professional (MBCP).
8. Managed at least two (2) separate projects within the last eight (8) years developing a comprehensive

business continuity plan using SunGard web-based Business Continuity software. This experience must include defining business continuity process design, process mapping, risk assessment, business impact analysis, business continuity strategy development, and business continuity plan documentation, development, and testing for a large size public agency/entity which provides services to a minimum population of 250,000 or private sector entity with 2,500 or more employees with multiple business functions.

5.0 SERVICE DELIVERY SITES

The Proposer shall have the capacity to ensure all twelve DMH program designations and their various locations are included in the planning process. The twelve DMH program designations are:

- Adult Justice, Housing, Employment, and Education Services.
- Emergency Outreach Bureau.
- Older Adult Program Administration.
- Adult Systems of Care.
- Child/Youth and Family Program Administration.
- Transition-Age Youth Systems of Care Bureau.
- Program Support Bureau.
- Public Guardian/Conservator.
- Office of Administrative Deputy.
- Office of Chief Deputy Director.
- Office of the Medical Director.
- Executive Offices.

DMH locations consist of 97 DMH proprietorship sites and 100 co-located sites. This is all organized within eight (8) Service Areas (SAs) throughout Los Angeles County. The eight SA regions include: SA 1 (Antelope Valley), SA 2 (San Fernando), SA 3 (San Gabriel), SA 4 (Metro), SA 5 (West), SA 6 (South), SA 7(East), SA 8 (South Bay/Harbor).

6.0 ADMINISTRATIVE TASKS

6.1 Record Keeping

Proposer shall maintain a comprehensive, accurate documentation of all services provided to include, but not limited to, a detailed journal of staff and staff time applied by task, sub-task, goods and services, plus all other resources employed to complete all Tasks and Section 12: Performance Requirements Summary as outlined

in this SOW. This documentation will be available to DMH upon request and will be reflected in all submitted invoices as well as the PCD, as appropriate.

6.2 Project Control Document (PCD)

See Section 12.0 – Performance Requirements Summary, Task 1 – Develop PCD. In general, the PCD defines the strategy for execution of the project objectives, scope, key drivers, and other parameters of the project. It provides the base for the project team to execute their activities within the boundaries of the project SOW, schedule and budget. It will be used as guidance to resolve issues, control cost and schedule, and as a roadmap to planning. The PCD is a living, working document which the project team will update as necessary.

6.3 Invoicing

Proposer shall submit invoices monthly outlining the work associated with each Task, to include, at a minimum, the following:

- Staff hours and associated salaries,
- Expenditures related to fulfilling Performance Requirements Summary,
- A clear description of how the work completed for that billing period directly relates to Section 8.0 - Schedule.

Invoices will be submitted to:

Los Angeles County Department of Mental Health
Administrative Support Bureau
550 S. Vermont Avenue, 2nd Floor
Los Angeles, CA 90020

Attention: Margaret Ayala

6.4 Computer and Information Technology Requirements

Within 30 days of commencement of the Contract, Proposer shall possess or acquire a computer system with the capability to comply with the terms of the Contract, with sufficient hardware and software and on-site maintenance for the entire term of this contract.

6.5 Cooperation

The Proposer shall work cooperatively with DMH staff including Information Technology Services staff, DMH Administration and Center's staff. Proposer shall provide and train data entry staff to submit monthly invoices to DMH along with supporting documentation indicating services associated with each invoice.

6.6 Meetings

Proposer shall attend periodic BCP meetings and/or meetings as determined by DMH.

6.7 Days/Hours of Operation

The Proposer shall ensure that BCP services are available for DMH staff during County's regular business hours of Monday through Friday, from 8:00 A.M. until 5:00 P.M.

6.8 Contractor's Project Manager

Proposer's designated Project Manager shall have full authority to act for the Proposer on all matters relating to the daily operation of this Contract and shall be accessible via telephone, e-mail, or fax during regular business hours to respond to County inquiries and/or concerns.

7.0 QUALITY MANAGEMENT AND DATA COLLECTION PLANS

7.1 Quality Management

The Proposer shall establish and utilize a comprehensive written Quality Management Program and Plan including Quality Assurance and Quality Control processes to ensure the required services are provided at a consistently high level of service throughout the term of the Contract. The Plan shall be submitted to DMH for review and approval prior to the Contract start date. The Quality Management Plan and Data Collection Plan are designed to clarify and define certain requirements described in the Project Control Document (PCD).The Plan shall be effective on the Contract start date and shall be updated and re-submitted for DMH approval as changes occur.

7.1.1 The Plan will include an identified monitoring system covering all the services listed in this RFP and SOW.

The system of monitoring to ensure that contract requirements are being met will include:

- 7.1.1.1 Activities to be monitored, frequency of monitoring, samples of forms to be used in monitoring, title/level and qualifications of personnel performing monitoring functions.
 - 7.1.1.2 Ensuring that services meet requirements for timeliness, accuracy, completeness, consistency and conformity as defined in the RFP SOW.
 - 7.1.1.3 Ensure professional staff rendering services under the contract have met the necessary prerequisites.
 - 7.1.1.4 Identifying and preventing deficiencies in the quality of service before the level of performance becomes unacceptable including description of the Quality Improvement strategy and intervention methods.
 - 7.1.1.5 Taking any corrective action, if needed, including a commitment to provide to the County upon request a record of all reviews, the corrective action taken, the time the problem was first identified, a clear description of the problem, and the time elapsed between identification and completed corrective action.
 - 7.1.1.6 Continuing to provide services to the County. In the event of a strike or other labor action of the Proposer's employees.
- 7.1.2 Proposer will provide to the County a copy of their Quality Assurance/Quality Control policy and/or procedure.

7.2 Data Collection

The Proposer shall establish and implement a Data Collection Plan to collect, manage, and submit data and reports as directed by DMH. This will include collecting, managing, and submitting the data described in this SOW.

- 7.2.1 The Proposer' Plan shall include a description of specific measures and data analysis methods that are currently in place and/or those to be delivered to ensure the collection and reporting of required data as described in this SOW.
- 7.2.2 The Proposer's Plan shall include a description of how data accuracy problems will be managed and resolved including a description of current data collection, data entry, data analysis, data reporting, and/or other data accuracy problems and actions already taken.
- 7.2.3 The Proposer shall agree to participate in regular learning collaborative meetings where data and progress will be reviewed. These meetings will serve as the basis for learning and for making any mid-course service corrections to the PCD, Project Schedule, and/or the agreed upon SOW.

8.0 SCHEDULE

Proposer shall agree to the following key deliverables schedule, not inclusive of all deliverables:

8.1 FY 2012-13 during this period the contract Proposer shall:

1. Develop PCD; establish method to monitor and continuously update the document.
2. Establish weekly Project Status Report.
3. Establish working relationship with key DMH staff to provide on-going support and BC guidance.
4. Participate with DMH Project Manager in Countywide BCP LDRPS roll-out.
5. Develop and conduct LDRPS training in coordination with County-wide effort.
6. Assist and support initiation of COOP Planning Process.
7. Conduct DMH Risk Analysis.
8. Begin process to identify essential functions.
9. Begin process to develop BIA for DMH Programs #1-4 above.
10. Coordinate with the DMH Project Manger to design plan.
11. Establish and implement planning steps.

8.2 FY 2013-14 during this period the contract Proposer shall:

1. Continue the following components initiated in Section 8.1:
 - a. Maintain PCD to include method to monitor and continuously update the document.
 - b. Maintain weekly Project Status Report.
 - c. Maintain working relationship with key DMH staff to provide on-going support and BC guidance.
 - d. Maintain LDRPS accountability tracking.
2. Develop all agreed upon plans, guides, checklists, etc.
3. Test plan with Tabletop Exercise.
4. Develop implementation plan.
5. Establish Multi-year strategy.
6. Modify and finalize all planning documents.
7. Prepare copies.
8. Prepare public version.
9. Meet and document Public Participation requirements of grant.

8.3 FY 2014-15 during this period the contract Proposer shall:

Finalize and distribute plan.

9.0 CONTRACT DISCREPANCY REPORT (Appendix C, Exhibit 2)

Verbal notification of a Contract discrepancy will be made to the Contract Project Monitor as soon as possible whenever a Contract discrepancy is identified. The problem shall be resolved within a time period mutually agreed upon by the County and the Proposer. The County Contract Project Monitor will determine whether a formal Contract Discrepancy Report (CDR) shall be issued. Upon receipt of this document, the Proposer is required to respond in writing to the County Contract Project Monitor within five workdays, acknowledging the reported discrepancies or presenting contrary evidence. A plan for correction of all deficiencies identified in the CDR shall be submitted to the County Contract Program Manager within 10 workdays.

10.0 INFORMATION TECHNOLOGY

The final continuity planning documents are intended to be used internally by the DMH and LAC. It is not anticipated that the Proposer shall interface directly or indirectly with the DMH consumers; however, due to the nature of the DMH's primary mission, it is prudent that the Proposer be required to adhere to Privacy and Electronic Security policies and regulations as outlined in Section 10.2 - Privacy and Electronic Security.

10.1. Technology Requirements

- 10.1.1 Proposer shall provide their own computer hardware and software to include but not limited to the ability to provide Microsoft Office and Microsoft Project 2003 or higher.
- 10.1.2 Proposer's information system or information technology system shall meet the functional, workflow, and privacy/security requirements referenced in Section 10.2 (Privacy and Electronic Security).
- 10.1.3 Proposer shall be solely responsible for complying with all applicable State and Federal regulations affecting the maintenance and transmittal of electronic information. Upon execution of the Contract applicable DMH policies shall be provided to the Proposer.

10.2 Privacy and Electronic Security

- 10.2.1 To the extent relevant, to deliver the services required by this SOW, Proposer shall comply with all Federal and State laws as they apply to protected health information (PHI), individually identifiable health information (IIHI), and electronic information security.
- 10.2.2 Any Proposer that is deemed a "Covered Entity" under the Health Insurance Portability and Accountability Act of 1996 ("HIPAA") shall comply with the HIPAA privacy and security regulations independently of any activities or support of DMH or the County of Los Angeles.
- 10.2.3 Any Proposer that is deemed a "Business Associate" of County under the Health Insurance Portability and Accountability Act of 1996 ("HIPAA") shall enter into a Business Associate Agreement with the County of Los Angeles to ensure compliance with the privacy standards. For example, if the training is to be designed and delivered by a covered entity such as a Community Mental Health Center and the logistical services providers, vendors, or facilities managers are Sub-Proposers, then a Business Associate Agreement would be required between the covered entity and the logistical services or facility providers in case the Sub-Proposers may handle information regarding the health statuses of the students who are consumers or family members. If the training is to be designed and delivered by a non-covered entity, then a

Business Associate Agreement shall be required between the Proposer and the County in case the Proposer may handle information regarding the health statuses of the students who are consumers or family members.

11.0 GREEN INITIATIVES

11.1 Proposer shall use reasonable efforts to initiate “green” practices for environmental and energy conservation benefits.

11.2 Proposer shall notify County’s Project Manager of Proposer’s new green initiatives prior to the contract commencement.

12.0 PERFORMANCE REQUIREMENTS SUMMARY

A Performance Requirements Summary (PRS) chart is derived from the required Tasks as defined in Section 3.0 - Services To Be Provided and 3.1 – Tasks of this SOW. All tasks listed in the PRS chart are intended to be completely consistent with the Contract and the SOW, and are not meant in any case to create, extend, revise, or expand any obligation of Proposer beyond that defined in the Contract and the SOW. In any case of apparent inconsistency between services as stated in the Contract and the SOW and this PRS, the meaning apparent in the Contract and the SOW will prevail. If any service seems to be created in the PRS which is not clearly and forthrightly set forth in the Contract and the SOW, that apparent service will be null and void and place no requirement on Proposer. (Appendix C, Exhibit 3)