

REQUEST FOR PROPOSALS

Business Continuity Planning Consultant Services

APPENDIX C

RFP STATEMENT OF WORK

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EXHIBITS

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**RFP STATEMENT OF WORK
Business Continuity Planning**

**GLOSSARY OF TERMS AND ACRONYMS
(LIST OF ACRONYMS)**

BCP	Business Continuity Planning
BIA	Business Impact Analysis
CEO	Los Angeles County Chief Executive Office
CDBG	Community Development Block Grant
COOP	Continuity of Operations Plan
DMH	Department of Mental Health
DRI	Disaster Recovery Initiative
FEMA	Federal Emergency Management Agency
FY	Fiscal Year
LDRPS	Living Disaster Recovery Planning System
LAC	Los Angeles County
OEM	Office of Emergency Management
CEO	Chief Executive Office
RFP	Request for Proposals
SOW	Statement of Work

GLOSSARY OF TERMS AND ACRONYMS
(TERMS AND DEFINITIONS)

The headings herein contained are for convenience and reference only and are not intended to define the scope of any provision thereof. The following words as used herein shall be construed to have the following meaning, unless otherwise apparent or defined within the context in which they are used.

BCP Program: shall mean the DMH's BCP managed program.

BCP Software: shall mean the software operated and maintained by County for countywide BCP program development, with respect to which Contractor shall provide Services under this Contract.

BOARD OF SUPERVISORS (BOARD): shall mean the Los Angeles County Board of Supervisors that oversee all county departments, including DMH. This Board is an elected body.

Business Continuity Plan (BCP): shall mean the DMH business continuity planning practices and processes. See COOP.

Business Impact Analysis (BIA): shall mean a method of identifying the effects of failing to perform a function or requirement.

CEO: shall mean Los Angeles County Chief Executive Office.

Community Development Block Grant (CDBG) Program: shall mean one of the longest continuously run programs at the U.S Department of Housing and Urban Development (HUD) that provides communities with financial resources to address a wide range of unique community development needs. CDBG was tasked by the FEMA to administer the 2008 DRI grant funds.

Continuity of Operations Plan (COOP): shall mean the effort within individual agencies to ensure they can continue to perform their Essential Functions during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.

Contract: shall mean the agreement executed between County and Contractor setting forth the terms and conditions for the issuance and performance of the tasks, subtask, deliverables, goods, and services.

Contractor/Consultant/Proposer: shall mean the sole proprietor, partnership, or corporation that has entered into a Contract with County to perform or execute the work covered by the SOW.

Contractor's Project Manager: shall mean a full-time employee of Contractor who shall be responsible for Contractor's performance of all Services under the Contract and ensuring Contractor's compliance with this Contract. Contractor's Project Manager shall interface with County's Project Manager and County's Project Director on a regular basis and shall be available during business hours acceptable to County for telephone

contact and/or meetings as required by County and shall report to County in the manner set forth in this Contract, and the Statement of Work.

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County: shall mean the County of Los Angeles, California.

DMH's Project Manager: shall mean the person responsible for ensuring that the technical, business and operation standards and requirements of the Contract are met and oversees the day-to-day administration of the Contractor. County's Project Manager shall have full authority to supervise Contractor's performance in the daily operation of this Contract and shall also provide direction to Contractor in areas relating to policy, procedures and other matters within the purview of the Contract. County's Project Manager will on a regular basis interface with Contractor's Project Manager. County's Project Manager will report to County's Project Director regarding Contractor's performance with respect to the technical, business and operational standards and requirements of the Contract.

Day(s): shall mean means calendar day(s), unless otherwise specified.

Deliverable(s): shall mean the services to be performed by Contractor under this Contract, including those set forth and identified as numbered Deliverables in the SOW.

Department of Mental Health (DMH): shall mean the Los Angeles County Department of Mental Health.

Director: shall mean the Director of Mental Health.

DMH Co-Located Site: shall mean a County facility where DMH staff work on a regular basis with other County departments. The DMH presence may be as the dominate agency or as a support agency with numbers of staff correlating to that role, for example the DMH staff at a co-located site ranges from 1 to over 100.

DMH Proprietorship Site: shall mean a County facility where the lease of the building is directly with DMH or the facility is owned by DMH.

Disaster Recovery Initiative (DRI): shall mean the federal funding made available to specific jurisdictions (county, city) that were severely impacted by a natural disaster during a specific timeframe, in this instance it was the 2008 California Wildfires. These federal funds are being administered by the State of California CDBG Program.

Effective Date: shall mean the date of execution of this Contract by County and Contractor.

Federal Emergency Management Agency (FEMA): shall mean the independent agency of the United States government that provides a single point of accountability for all federal emergency preparedness and mitigation and response activities.

Fiscal Year (FY): shall mean the twelve (12) month period beginning July 1st and ending the following June 30th of a specified year.

Living Disaster Recovery Planning System (LDRPS): shall mean the web-based software developed by SunGard used by Los Angeles County departments to develop and document BCP plans. This software component includes several optional BC software products that may or may not be available for this project.

Los Angeles County (LAC): shall mean the County of Los Angeles, California. (See County).

Major Disaster Event: shall mean an event of such severity and magnitude where 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.

Nonresponsive: shall mean any proposal submitted that fails to demonstrate that Proposer meets the itemized minimum mandatory requirements shall be considered nonresponsive and the proposal may be rejected at the County's sole discretion.

OEM: shall mean the County of Los Angeles Office of Emergency Management.

Optional Services: shall mean any services that may be provided by Contractor to DMH upon request by DMH for services beyond those specified in the SOW.

Project Control Document: shall mean an extensive document outlining the Project Plan; it is comprised of the project tasks, activities, dependencies, and responsibilities along with the project organization and management structure for review and approval of project deliverables, as well as escalation and resolution procedures. Milestones are a management tool of the PCD that describe planned dates for completion of project deliverables, phases, required decisions, progress, or deadlines. The PCD is used to construct weekly status reports and meetings.

Project Plan: shall mean the development of a document using Microsoft Project 2003 describing project tasks, planned start and end dates, task dependencies, and responsibilities.

Request for Proposals (RFP): shall mean a solicitation, whether attached or incorporated by reference, utilized for soliciting proposals. Solicitation based on proposed solutions in response to a defined need of the County.

Services: shall mean the BCP Consulting Services described in the SOW.

Software Vendor: shall mean the vendor licensing BCP Software to County for countywide implementation.

Statement of Work (SOW): shall mean a written description of services desired by County for a specific Work Order.

Table 1: Performance Requirements Summary

Performance Requirements	Method of Monitoring	Actions Taken in lieu of Noncompliance
Task 1 - Develop PCD		
Proposer is required to develop the PCD and submit it for written approval to DMH Project Manager.	DMH will review and approve the PCD.	Proposer is to submit a draft of the PCD using Microsoft Project 2003 or higher, describing project tasks, planned start and end dates, task dependencies, and responsibilities. This document is to be updated and maintained throughout the life of the project. Updates shall be presented minimally at weekly project management team meetings. Failure to submit a draft within two weeks of the Contract execution will result in a discrepancy report.
Task 2 – Provide Project Management Assistance and Monitoring		
Proposer is required to assist in the day-to-day management of tasks and deliverables which will be captured in a weekly Project Status Report that includes the project progress, plans, and outstanding issues.	DMH will review weekly Project Status Report.	Proposer is to submit weekly a Project Status Report containing project results, status, recommendations, issues and resolutions, meeting minutes and agendas, updates to PCD, and monitor knowledge transfer to DMH staff. Failure to submit a draft within two weeks of the Contract execution will result in a discrepancy report.
Task 3 – Participate in Countywide BCP LDRPS Program Roll-Out		
Proposer is required to participate with DMH in countywide BCP LDRPS program roll-out while ensuring FEMA COOP and California guidance is consistent.	DMH will review changes to matrix.	Proposer is to maintain records of policy and procedure guidance provided by the Office of Emergency Management. Failure to create a matrix to monitor OEM guidance and submit it to DMH for review within five (5) working days from first OEM BC meeting and weekly thereafter will result in a discrepancy report.
Task 4 – Develop and conduct BCP and LDRPS v10 Training		
Proposer is required to develop, conduct, and modify BCP and LDRPS v10 training department-wide as approved by DMH Project Manager.	DMH will review all training documents.	Proposer is to deliver, modify, and possibly develop some LDRPS and BC awareness training. Failure to deliver and or modify OEM LDRPS training provided as scheduled will result in a discrepancy report.

Task 5 – Assist DMH Project Manager to Initiate COOP Planning Process		
Proposer is required to assist DMH Project Manager to coordinate and organize roll-out of the DMH continuity plan development strategy.	DMH will work with Proposer to facilitate meetings and development of BIA reports.	Proposer is to facilitate the kick-off meetings and weekly meetings, establish objectives and milestones, gather information, firm decision making process, manage interview schedule, develop BIA reports, and all other plan initiation actions. Failure to include all identified components of the project roll-out will result in a discrepancy report.
Task 6 – Conduct Department-Wide Risk Analysis		
Proposer is required to develop a brief, accurate, and concise Risk Analysis to include a Vulnerability Assessment that will include all DMH sites both directly operated and co-located.	DMH will review the Risk Analysis and Vulnerability Assessment for completeness and accuracy.	Proposer is to conduct a Risk Analysis and Vulnerability Assessment for four hazards and others as appropriate to include a hazard profile, hazard ranking, and asset inventory as directed, estimate losses, prioritize and analyze outcomes, and identify alternate location. Failure to develop a Risk Analysis and Vulnerability Assessment will result in a discrepancy report.
Task 7- Determine Essential and Essential Support Functions		
Proposer is required to assist DMH Project Manager to determine essential and essential support functions.	DMH will monitor and review results to ensure Proposer has a strong understanding of how to identify essential and essential support functions for a complex organization.	Proposer is to validate or adjust the current approach which supports DMH to carry on their mission during an extended disruption of services. Failure to identify essential and essential support functions for a complex organization will result in a discrepancy report.
Task 8- Conduct Business Impact Analysis (BIA) Utilizing LDRPS		
Proposer is required to conduct a department-wide Business Impact Analysis (BIA) with and without LDRPS for all identified essential and essential support functions.	DMH will monitor Proposer to ensure proficiency developing all aspects of a BIA for essential and essential support functions for a large, complex organization.	Proposer is to identify and define DMH essential and essential support functions to include critical time, rank impact of loss of function, identify essential applications and dependencies, list financial and non-financial impacts, include manual and recovery procedures, develop Vital Records plan, modify LDRPS BIA to include all DMH essential information and most important be able to develop a comparable BIA without LDRPS. Failure to develop a comprehensive BIA for essential and essential support functions for a large, complex organization will result in a discrepancy report.

Task 9 – Coordinate with DMH Project Manager to Design Plan		
Proposer is required to work with DMH Project Manager to design a plan that interlinks LDRPS with the Federal level Continuity of Operations planning guidance and the State of California Emergency Management Agency Continuity Planning Guidance. This planning effort shall include development of the Disaster Recovery Plan utilizing LDRPS.	DMH will closely monitor design to ensure all requirements are met.	Proposer is to integrate current DMH Interim Continuity Guidance document into new LDRPS Continuity Plan design 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 Continuity of Operations (COOP) planning process guidance and program development, which shall include all COOP recommended annexes. Failure to design agreed upon continuity planning documents will result in a discrepancy report.
Task 10 – Develop COOP Plan Utilizing LDRPS		
Proposer is required to ensure OEM LDRPS technical guidance compliance while integrating planning concepts from FEMA COOP and the State of California Continuity Planning Guidance.	DMH will closely monitor plan development to ensure all requirements are met.	Proposer is to establish, manage, and implement comprehensive plan development actions following an aggressive timeline with specific goals and interact with LAC and DMH departments as needed. Failure to develop agreed upon continuity planning documents will result in a discrepancy report.
Task 11 – Test, Train, and Exercise the Plan		
Proposer is required to assist the DMH Project Manager to test, train, and exercise the draft plan.	DMH will review all testing and training materials prior to the exercise and review all proposed changes as a result of the training.	Proposer is to work with DMH Project Manager to develop scenario, facilitate tabletop exercise, document appropriate changes, and make adjustments to planning documents. Failure to facilitate tabletop exercise and make final adjustments to planning documents will result in a discrepancy report.

Task 12 – Plan Maintenance		
Proposer is required to ensure the Continuity Plan Maintenance component includes, Multi-year Strategy, Implementation, and Program Management.	DMH will review all components of the Continuity Plan Maintenance section.	Proposer is to develop a comprehensive, multi-year Implementation Strategy and Program Management Plan that includes a plan of action to set and accomplish short and long term COOP goals and objectives while integrating the plan into DMH operations. Failure to develop a comprehensive, multi-year Implementation Strategy and Program Management Plan will result in a discrepancy report.
Task 13 – Finalize and Distribute Plan		
Proposer is required to ensure all agreed upon continuity planning documents have been developed and changes have been incorporated into the final planning document. Distribute Plan.	DMH will lead the Public Participation requirement and will review all submitted final planning documents.	Proposer is to finalize all continuity planning documents as agreed upon, which will include providing final copies to DMH and support DMH Project Manager to meet Public Participation grant requirement. Failure to finalize and distribute continuity planning documents will result in a discrepancy report.

** Note the above performance based criteria table is subject to additional revisions at the discretion of the County.