

Metro

Business Continuity and Disaster Recovery Plan

Response to vendor questions RFP10-1629

April 14, 2010

Q1. How does Metro define its plan? What type of plan does Metro want to create? Should it focus on the facility, process, and/or department? Is it intended for use during incident management as a scenario plan, or as more of a strategic plan to help guide the creation of other plans? Is it viewed as a roadmap for building other plans, or as a single piece of a larger process?

A1. Metro would like to focus on its business processes. While the end goal is to build the construct for a more fully fleshed out disaster recovery and business continuity plan, the barrier has always been to understand and identify those crucial business processes we would like to protect and to prioritize them at an agency level.

Q2. Is Metro looking for an overall business continuity and disaster recovery strategy plan to implement throughout the organization? (Yes/No) Or is Metro looking for a plan to be used by department managers at time of incident to respond and recover? (Yes/No) Or is Metro looking for a plan to create business continuity and disaster plans for each of its departments and facilities? (Yes/No) An overall singular plan, written document, for Metro's business and IT executive management from which all other plans can use to design, develop, and implement business continuity and disaster recovery.

A2. The deliverable for the project should look more like the last example where an overall singular plan, written document, for Metro's business and IT executive management from which all other plans can use to design, develop, and implement business continuity and disaster recovery

Q3. Can you provide a map depicting the location of Metro properties? (Yes/No). The map would provide details of geographic attributes and proximity between the buildings.

A3. All facilities are in the Portland Metropolitan region.

Q4. Are we only working with the Metro executive management? (Yes/No). Does the Scope of Work pertain to creating or providing the frameworks for senior leadership to utilize during their

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data collection and analysis phase of the project? Or, is the intent for the chosen firm to work with the leadership team (as a program manager) in completing each item identified? Or both? Or, is the chosen firm expected to work with each of the department managers? (Yes/No)

A4. The scope pertains to both senior leadership and management staff. We anticipate that staff will collect and frame the data, but that the senior leaders would make prioritization decisions within their respective departments and across the agency.

Q5. Is this project sponsored by Information Services? (Yes/No)

A5. Yes

Q6. Is this project funded by IS? (Yes/No)

A6. Yes

Q7. Why does the proposal only provide information on the first two business continuity cycles (Analysis Phase and Solution Design)?

A7. We anticipate a larger body of work to be done internally after the consulting engagement is completed.

Q8. Can you provide alignment with goals of the engagement and scope of work?

We would like to make sure that we have correctly matched the objectives with the requested deliverables. Within the RFP material, Metro states that the Project Engagement includes:

- a. Establishing a risk assessment framework
- b. Creating an example of Business Continuity solution design, project plan and budget
- c. Developing a master work plan and budget for the design and implementation of a comprehensive Business Continuity plan.

Within the Scope of Work, however, there were multiple products identified that the chosen firm would help lead senior leadership and managers to create including:

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- d. Business Catalog
- e. Identification of stakeholders and recovery requirements
- f. Objective metrics to measure the criticality of each recovery requirement
- g. Classify the business catalogue entries
- h. Identify and evaluate existing plans
- i. Targeted threat analysis
- j. Identify impact scenarios
- k. Document recovery requirements
- l. Solution design (for one or more impact scenarios, including implementation plan and associated budget)
- m. Outcomes: Specific implementation plan and example of a comprehensive BC/DR plan.
Master plan for implementing a Business Continuity Planning program

We would appreciate more clarification to the two components noted above as the Engagement indicates this assignment to be a BCP program scoping initiative; the Scope of Work, in contrast, implies delivering several of the initial components required to analyze and deliver a comprehensive business continuity program.

A8. Part of the intent of this project is to help organize, educate and direct the senior leadership team and related staff in the concepts of business continuity planning. In doing so, we would like the decision framework, including possible scenarios, a catalog of the prioritized business process, one or two examples of a business continuity plan to use as a template for further planning and a work plan for completing the balance of the work.

Q9. What is Metro's definition and example of a critical business process?

A9. This is part of what we would like to achieve. We currently have no definition, measure or prioritization of critical business processes.

Q10. Is the goal of the project to create an example of a single business process (e.g., cash management) that can be used by Metro to take the project in-house and rollout internally?
(Yes/No)

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A10. Somewhat. The goal is to educate the senior leadership team on the importance of a business continuity plan, to help them understand the business processes for which they are responsible, to aid in providing a methodology for ranking them by priority agency wide and to produce one or two examples of a business continuity/ disaster recovery plan that can be more fully fleshed out later by internal staff.

Q11. Is metro requesting a Current State Assessment of their existing plans in each area?
(Yes/No)

A11. Metro currently has no existing business continuity / disaster recovery plans

Q12. How many business continuity plans exist at Metro?

A12. No formal business continuity plans currently exist.

Q13. How many disaster recovery plans exist at Metro?

A13. None

Q14. How does Metro define Threat and Threat Analysis?

A14. Metro does not have definitions for threat and threat analysis

Q15. How does Metro define process, activity, step, function, and service?

A15. Metro does not have definitions for process, activity, step, function and service.

Q16. How does Metro define impact scenario? Might it include a description and/or vignette describing what could happen based on Metro's current state and imposing threats?

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A16. Metro does not currently have a completed threat analysis

Q17. Is Metro requesting requirements and solutions for impact scenario, not for facility, department, or process? (Yes/No)

A17. Metro is seeking an overview of requirements and solutions for the most plausible impact scenarios

Q18. Does Metro have a specific time frame identified for the completion of the Outcomes noted above?

A18. All time frames are identified in the RFP

Q19. In the case of a Regional situation, has Metro identified a critical prioritization of their variety of facilities? (Yes/No) If so, what is that facility prioritization?

A19. No such facility prioritization has been made.

Q20. Does Metro have existing or previous working relationships with DHS, OEM, FEMA, and Oregon National? (Yes/No)

A20. Yes, somewhat. We have filed FEMA claims, in the past and our MERC facilities have had DHS conduct surveys for public facilities.

Q21. Does Metro have an incident management process in place? (Yes/No)

A21. Yes.

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Q22. Does Metro have log of past audits, exercises, tests, lessons learned, and/or After Action Reviews (AAR)? (Yes/No)

A22. No.

Q23. Does Metro Risk Management perform risk assessment for facilities, equipment, financial, etc.? (Yes/No)

A23. No

Q24. Does Metro Risk Management have insurance methodology and criteria for business interruption insurance? (Yes/No)

A24. No.

Q25. Does Metro Risk Management have an Enterprise Risk Management (ERM) process or model within which business continuity and disaster recovery can reside? (Yes/No)

A25. No

Q26. Does Metro Risk Management have established criteria for acceptable vs. unacceptable risk? (Yes/No)

A26. No

Q27. Do Metro Risk Management and Sustainability Center coordinate activities? (Yes/No)

A27. No

Q28. Has the Sustainability Center completed an audit and/or assessment of Metro? (Yes/No)

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A28. No

Q29. Do Metro sustainability and business continuity departments/processes coordinate efforts and resources? (Yes/No)

A29. No. Our sustainability department refers more to environmental sustainability than sustainability of the agency.

Q30. Was an RFI already sent regarding the business continuity plan? Or, is this a new proposal entirely?

A30. No. This is a new effort

Q31. Do I need to register on the Metro site as I do with ORPIN for State RFP's?

A31. No

Q32. What provided the impetus for the timing of this project, including the target start and end dates?

A32. Project was slated to be completed before fiscal year end

Q33. Does Metro currently have a BCP and/or DRP in place? If so:

A33. No.

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Q34. When last did Metro perform a risk assessment?

A34. No risk assessment has been completed

Q35. When last did Metro perform a BIA?

A35. No BIA has been performed at Metro.

Q36. Is there is an incumbent contractor providing related services to Metro?

A36. No.

Q37. Must the cost of travel and related project expenses all be completed within the \$30,000 budget?

A37. Yes

Q38. Does Metro maintain active licenses to any Continuity Planning or Notification tools?

A38. No

Q39. Does Metro expect both Electronic and Paper submission of proposals or would electronic-only submission be accepted?

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A39. Electronic only submissions are acceptable

Q40. Would it be acceptable to include resumes for proposed staff as an attachment to the proposal?

A40. Yes

Q41. Would full resumes count against the total page count?

A41. No

Q42. Can the Proposal be submitted electronically only, or is it necessary to submit the proposal electronically and by paper?

A42. Proposals submitted exclusively in electronic format are acceptable.

Q43. Page 2 of 24 of the RFP lists a number of facilities which Metro operates. Is Metro seeking to include each of these facilities within the scope of the project and resulting solution design, or is the scope of the project limited to a specific location, such as an administrative office location? Please clarify which facilities are to be included within the scope of the project.

A43. All locations are part of the scope of work. However, the core business processes will be identical at many of the locations. In other words, the South and Central transfer stations perform the same work in much the same way. Although they may be in geographically different locations, they could be included as one facility, since they use the same information management system procedures, software, database, etc...

Q44. Page 5 of 24 lists "Identify and evaluate existing business continuity plans in each area" under the BIA requirements. Please advise how many plans already exist and must be reviewed. If plans already exist for certain facilities, are those plans expected to be updated as a result of this project and therefore need to be included in the BIA and threat analysis?

A44. No business continuity plans currently exist.

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Q45. Page 6 of 24, Solution Design. Is Metro seeking the development of actual plans for the facility(ies) included in the scope of work, or are you seeking a template or implementation plan for both business continuity and disaster recovery plans? We are unclear if the selected vendor is supposed to be developing any actual plans, or just providing you with the tools to complete the plans on your own.

A45. Metro is seeking a template and an example of one or two business processes to use as a model for each of the facilities as well as a work plan to help provide direction to complete an overall agency business continuity plan.

Q46. Does Metro have a WAN connecting remote sites?

- Which ones
- How much bandwidth
- Are VPNs used?

A46. Metro has a high-speed fiber link between the major facilities. VPN's are used between some of the facilities and the two main locations.

Q47. What kind (and how many of each) of voice services are being provided to each site (PRI, CAS T1, POTS).

A47. Our main locations have T1 lines

Q48. How is Internet access provided to the various sites? Through the main site (single firewall) or at each remote site (one firewall per remote site).

A48. Internet access is provided through the main site.

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Q49. Is there any interconnection of voice services between locations? If so, is this done using TDM channels on a T1?

A49. No voice interconnection exists between sites.

Q50. Does your DR plan include a failover phone system?

A50. Metro currently does not have a DR plan

Q51. Does your DR plan include having users access the phone system and data files remotely?

A51. Metro does not currently have a DR plan.

Q52. How many and what type of meetings are envisioned during this phase?

A52. We anticipate that there will be 2-3 engagements with the senior leadership team and a number of smaller meetings with managers and staff to help explain the process and gather business process documentation.

Q53. Will Metro provide a Project Coordinator to manage logistics such as calendaring meetings, booking venues, obtaining equipment (such as projectors), taking meeting minutes, etc?

A53. Yes. We have staff that can help coordinate access and appointments with resources. Resources may not be available to take minutes at each meeting.