



REQUEST FOR PROPOSALS

FOR

DISASTER PREPAREDNESS AND RECOVERY SERVICES

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1.0 Introduction

The Utilities Regulation and Competition Authority (URCA) is seeking a suitably qualified Consultant to define, author, and implement a Disaster Preparedness and Recovery Plan in two phases. The Consultant, which may be an individual or a firm, must have expert knowledge of the issues that impact this Request for Proposals (RFP).

In Phase 1, the Disaster Recovery Roadmap will be created. Phase 2 would involve taking the results from Phase 1 to craft, and implement the Disaster Recovery Plan.

1.1 Organizational Background

URCA is a public authority which came into existence on August 1, 2009 under the Utilities Regulation and Competition Authority Act. URCA is an independent regulatory body responsible for regulating designated sectors of the economy. The Communications Act, which came into force on September 1, 2009, gave URCA full powers of licensing, regulation and oversight of the electronic communications sector (ECS) in The Bahamas which includes telephone services (fixed and mobile), Internet, broadcasting including cable television and the management of radio spectrum frequencies and numbering.

The Government proposes that URCA will take over responsibility for energy and water utilities sometime in the not too distant future.

URCA is governed by a Board comprising three Non-Executive Members (Chairperson, Deputy Chairperson, and one other Member), and two Executive Members, the Chief Executive Officer who is responsible for the day-to-day management of URCA, and the Director of Policy and Regulation, who is responsible for the development and improvement of URCA's regulatory policies.

URCA has 25 employees, with expertise in various disciplines including Economics, Engineering, Accounting and Law. All of URCA's staff work from URCA's offices at Frederick House, Frederick Street, Nassau, Bahamas.

2.0 Objectives

The overall objective for this RFP is to prepare, test, and implement a Disaster Recovery Plan (DRP). This Plan will consist of administrative steps needed to declare a disaster, process flows indicating the sequences required to recover from a disaster, and the recovery procedures specific to URCA's business environment.

The DRP will be designed to enable URCA to survive a disaster, and assure that critical business functions can resume within the timeframe defined by URCA.

Phase 1

Phase 1 will be a discovery phase where the Consultant will:

- Identify critical business functions of the organization within the URCA;
- Identify tasks that comprise critical business functions;
- Assess the criticality of business applications, services, and determine acceptable recovery times;
- Identify the assets used by the business units;
- Document the impact of an extended loss to the operations, and key business functions;
- Determine immediate, and extended-term system recovery requirements;
- Document opportunities to mitigate risk in all aspects of business continuity; and
- Provide URCA management with an understanding of the total effort required in resources, staff time, and capital to develop, and maintain an effective Disaster Recovery Plan.

Phase 2

The Consultant is to perform the roadmap tasks as defined in Phase 1. Findings from Phase 1 will be used to do the following:

- Develop a comprehensive disaster recovery process flow;
- Identify the team/s required to facilitate the recovery process in the event of a disaster;
- Develop a Disaster Recovery Plan that is understandable, digital format, and easy to use and maintain;
- Define a Disaster Recovery Maintenance Plan that can be integrated into URCA's on-going business planning, and information services processes in order for the Disaster Recovery Plan to remain viable over time;
- Implement or oversee the implementation of the agreed upon opportunities to mitigate risk items from Phase 1 that will reduce overall risk to URCA in the event of a disaster; and
- Assist URCA with identifying local and international resources if disaster recovery is needed.

3.0 Qualifications

As stated above, the project has two phases. The qualifications for each phase of the project are outlined below.

Phase 1 Qualifications

- Bidder has submitted a fixed price bid for Phase 1;
- Bidder has submitted a proposed Payment Schedule to be discussed at contract signing;
- Bidder has submitted a detailed Project Plan to achieve Phase 1;
- Bidder has identified the time required to achieve Phase 1;
- Bidder has listed the names, and qualifications of the each staff working on Phase 1;
- Bidder has identified, and provided a description of each deliverable;
- Bidder agrees to provide documentation of opportunities to mitigate risks that consists of identifying specific products and estimating software, hardware, and man-hour costs to implement; and
- Bidder has provided a list of at least two contactable references for which prior Disaster Recovery Plan projects have been completed.

Phase 2 Qualifications

- Bidder lists a good-faith estimate for the total hours required to complete Phase 2 based on prior experience with similar sized clients;
- Bidder lists the hourly rates for any staff that would be involved with Phase 2, including staffing ratios for the project;
- Bidder has submitted a proposed Payment Schedule to be discussed at contract signing;
- Bidder lists the total time required to complete the Disaster Recovery Plan; and
- Bidder has listed the names, and qualifications of the staff working on Phase 2.

3.1 Deliverables

Phase 1

- A report that ranks business applications by importance, and includes recovery time objectives, and recovery point objectives;
- Asset recovery by importance;
- Identified opportunities to mitigate risk which includes remediation time, and cost estimates;
- Executive briefing.

Phase 2

The Consultant will provide a comprehensive Disaster Recovery Plan detailing:

- A high-level process flow that depicts the overall Disaster Recovery Plan;
- The necessary steps to declare a disaster;
- A listing of key personnel with titles, contact information, and their roles for each aspect of the Disaster Recovery Plan;
- The steps needed to failover to an alternate site that will provide business functions, and recovered in the order of criticality within the recovery time objectives, and recovery point objectives determined from Phase 1;
- The steps needed to restore service at a primary site when the declared disaster has ended;
- The Consultant will provide a detailed list of hardware, software, peripherals, office equipment, and documentation that are needed to establish the alternate site; and
- The Consultant will provide a detailed Disaster Recovery Maintenance Plan.

4.0 Administration

4.1 Contract

Once URCA identifies a requirement for outside expertise, terms of reference for the assignment will be developed, including anticipated time requirements, expected travel costs and assignment deadlines. Qualified bidders will then be contacted for availability. A contract provided by URCA must then be executed by the Bidder before the assignment can begin.

Negotiations with the preferred Bidder do not imply or commit URCA to proceeding to a signed contract. URCA reserves the right to stop negotiations at any time. Negotiations may then start with the next preferred Consultant.

URCA may award a contract based upon the Proposals received, without discussion of such Proposals with Consultants. Therefore, each Proposal should be submitted in the most favourable terms the Consultants can make to URCA. URCA reserves the right to request additional information or an oral presentation in support of the written Proposal. Submission of a Proposal does not automatically qualify a Consultant for an oral presentation. URCA reserves the right to negotiate the terms and conditions of a contract with all preferred Bidders.

4.2 Conflict of Interest

Consultants are required to declare any relationship with URCA, its Board or staff members or any other relationship or project with any entity licensed by URCA or otherwise primarily or substantially engaged in the Electronic Communications Sector or Electricity Sector which may be considered a conflict of interest. A conflict of interest will be evaluated on its merits by URCA, and will not necessarily result in the exclusion of a Proposal.

URCA reserves the right to disqualify any Consultant, or Consulting firm, which in URCA's sole opinion has an actual or potential conflict of interest or an unfair advantage, whether existing now or is likely to arise in the future. Alternatively, URCA may permit the Consultant, or Consulting firm, to continue and impose such terms and conditions as URCA, in its sole discretion, may require.

Consultants and Consulting Firms are required to disclose to URCA any potential, or perceived conflict of interest, issues prior to the RFP closing date and time.

4.3 Business Hours

Consultants, or Consulting Firms, and their personnel are expected to work with URCA's normal business hours, which are:

- Monday to Friday, excluding public holidays
- 9:00 a.m. to 5:00 p.m. Eastern time

During the project, URCA will identify any need to work outside the above business hours or in a different location.

5.0 Responding to this RFP

5.1 Asking Questions

Consultants, or Consulting Firms, are responsible for obtaining any needed clarification of the RFP requirements while the RFP is open. Questions should be directed, in writing, to the Chief Executive Officer at KSmith@urcabahamas.bs. E-mail is the preferred method of contact.

Responses to all questions shall be posted on URCA's website for all potential bidders to view. Bidders can ask questions and seek clarifications until March 18, 2016. Any questions or clarification requests received after March 18, 2016 shall not be answered.

5.2 Format of Response

The proposal document from Consultants, or Consulting Firms, should be comprised of the sections below, presented in the order as listed:

Title page – This should clearly identify the Consultant’s or Consulting Firm’s name, postal address, telephone number, and e-mail address, as well as the area(s) of expertise offered.

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Body of Proposal – This should include the Consultant’s description of expertise; years of expertise; a resume for each specialist proposed; daily and hourly rates for professional services; any other costs that the Consultant, or Consulting Firm, would expect to incur if hired.

Each proposal document should include at least two project references where the proposed individual(s) served in a similar role, including:

- Name of client organization;
- Name, title, telephone number, and e-mail of a client contact;
- Brief description of the scope, complexity, dates and duration of the project; and
- Role the proposed individual played in the referenced project.

5.3 How to Submit the Proposals

Consultants, or Consulting Firms, may deliver their responses to this RFP, on or before March 31, 2016 to the Chief Executive Officer of URCA either:

- By hand, to URCA’s office at Frederick House, Frederick Street, Nassau, Bahamas; or
- By mail, to P.O. Box N-4860, Nassau, Bahamas; or
- By fax, to (242)-393-0153; or
- By e-mail, to info@urcabahamas.bs

All proposals shall be marked “Disaster Preparedness and Recovery Proposal”.

Electronic submission of proposals is encouraged. However, if a print version is submitted, to help ensure consistency in proponent responses, and ease the evaluation process, the proposal should be prepared and packaged, as outlined in the sections that follow. Please print double-sided whenever possible.

6.0 Proposal Evaluation

The Evaluation Team will consist of representatives of URCA. It is understood, and accepted by the Consultant, that all decisions about the degree to which a proposal meets the requirements of this RFP are the judgment of URCA’s Evaluation Team.

To assist in the evaluation of the responses, the Evaluation Team may, but is not required to:

- ✓ Conduct any background investigations that it considers necessary in the course of the evaluation process, and consider any relevant information resulting in the evaluation of responses.
- ✓ Will only seek clarification from a Bidder if the requested information is ambiguous or missing, and if such clarification does not offer the Bidder the opportunity to improve

the competitive position of its response. Wherever possible, requests made by the Evaluation Team will be sent from the e-mail addresses of URCA's RFP Contacts.

URCA reserves the right to disqualify any proposal at URCA's sole discretion.

Failure to respond to any requirements outlined in this RFP, or failure to enclose copies of the required documents, may disqualify the Proposal.

Proposals will be evaluated by the Review Team based on the following criteria:

- A. Competence of the Consultant to perform the required service as indicated by the technical training, education, experience, thoroughness of answers, and reputation of the personnel who would be assigned to perform the work. The following factors may be included in the evaluation:
 - Past experience;
 - How well similar engagements have gone in the past;
 - Approach and methodology;
 - The likelihood of completing the project on time based on current workload and resources;
 - Willingness to agree and comply with all of URCA's Terms and Conditions based on a contract arising out of this RFP.
- B. Quality and Feasibility of the proposal will be evaluated on:
 - Clarity, organization, adherence to the requested proposal format, demonstration of understanding of the questions and completeness
- C. Past performance as reflected by evaluations of previous clients and review of actual installations with respect to factors such as quality of work, cost control, and timelines.
- D. Ability to perform the services competently, and expeditiously. The Selection Team may include the following factors:
 - Ability to partner with other Consultants that would enhance service and deliverables;
 - Project approach;
 - Proposed timeline; and
 - Cost of services proposed.

Consultants must provide as a part of their proposal, information detailing their firm's qualifications and proposed project team's qualifications, information and references on projects of similar size and scope, project approach and solution, and other information pertinent to this request, and useful in evaluating the Proposal submittal.

URCA realizes that factors other than price are important. As a result, price may not be the sole factor upon which URCA's decision to award a contract is based. URCA will make the award based upon the proposal which best meets its need.

URCA reserves the right to reject any or all proposals, waive technicalities, and to be the sole judge of the suitability of the proposed services for its intended use, and further specifically reserves the right to make the award in the best interests of URCA. Consultants may be asked to substantiate proposal

representations made in any inquiry, as well as provide supplemental information, or additional information about the scope of work outlined in their proposal.

All Proposals must be open for acceptance for no less than 120 days after the Closing Date, and will be regarded by URCA as the Consultant’s best and final offer. Consultants, by submitting a Proposal, agree that any cost incurred by the Consultant associated with the preparation, delivery and presentation of the proposal, including but not limited to any required presentations or demonstrations, is to be borne by the Consultant, and may not be billed to URCA.

URCA will retain information within each Proposal as confidential.

Any information provided by URCA to Consultants responding to this RFP is to be used for the sole purpose of responding to this RFP.

6.1 Mandatory Criteria

The proposal must meet the following mandatory criteria, and clearly demonstrate that these are met in a substantially unaltered form. If the proposal fails to meet these criteria, it will receive no further consideration during the evaluation process, and be deemed non-compliant by URCA’s Evaluation Team:

- The proposal must clearly demonstrate the proponent’s experience, and ability to fulfill the service requirements identified.
- All proposals must be submitted in United States dollars (US\$) or Bahamian dollars (B\$), exclusive of all taxes.

6.2 Estimated Time-Frames

The following timetable outlines the anticipated schedule for the Request for Proposal and Contract process. The timing and the sequence of events resulting from this Request for Proposal may vary, and shall ultimately be determined by URCA.

EVENT	ANTICIPATED DATE
Request for Proposals is issued	
Request for Proposal closes	6 weeks after start date
Evaluation of Proposals	14 weeks after start date
Shortlisted and unsuccessful Consultants notified by letter	16 weeks after start date
Shortlisted Consultants conduct demonstrations/presentations, site visits (if required)	18 weeks after start date
Final selection and preferred Consultant notified	20 weeks after start date
Detailed discussions and contract preparation with preferred Consultant	20 weeks after start date
Final approval and contract signed	21 weeks after start date
Implementation phase begins	As mutually agreed by both parties