

SCOPE OF WORK

City of Los Angeles
Emergency Management Department

Title: **City of Los Angeles Emergency Management Business Operations Center Coordination Services**

I. OPPORTUNITY

A. Summary

The City of Los Angeles Emergency Management Department (EMD) seeks a qualified Contractor to fill the position of Emergency Management Business Operations Center (“BOC”) Coordination Services.

The proposed Contractor shall provide BOC Coordination Services by reviewing and updating projects and processes that are being operationalized. These projects are critical to sustain and maintain current capabilities, such as supply chain integrity and security. The Contractor would offer a private sector 360-degree view and provide valuable information as those projects continue to be executed. EMD also hosts multiple community resilience initiatives in its various divisions and the Contractor will bring a level of expertise to integrate businesses as part of the holistic approach EMD has towards citywide readiness. The implementation of these actions will build and enhance EMD's capability as force multipliers in the overall preparedness efforts by integrating the businesses that are already embedded into communities across the City. EMD is determined to find the best means of establishing this connection and will work with a Contractor to develop best practices, memorandums of understanding, and a Concept of Operations document that may be used.

B. Background

The City's Emergency Management Department (“EMD”) coordinates the emergency preparedness and planning of all City Departments, over 4,000,000 residents, and over 200,000 businesses residing within the City's 498 square miles. Before, during, and after major disasters, the department coordinates mitigation, response, and recovery efforts for hazards such as adverse weather events, wildfires, earthquakes, and humanitarian crises. In addition to responding to and recovering from emergency incidents, EMD is also responsible for monitoring and coordinating efforts for a multitude of world-stage events such as the 2026 Federation Internationale de Football Association (“FIFA”) World Cup, the 2027 National Football League (“NFL”)

Superbowl, the 2028 Olympic and Paralympic Games, and the annual LA Marathon.

EMD has worked to establish relationships with various private sector and non-governmental organizations (“NGO”). EMD collaborates with these agencies to share information and match resources with identified needs

II. POSITION DESCRIPTION

A. Budget

The City of Los Angeles is seeking to enter into a fixed firm-price contract with for an amount not to exceed \$225,000.00.

III. SCOPE OF WORK

A. Overview

The Emergency Management Business Operations Center (“BOC”) Coordination Services contractor will work with an EMD Project Lead to help develop processes, create documentation, recruit partners, and train staff to conduct BOC operations.

B. Roles and Responsibilities:

The Emergency Management Business Operations Center Coordination Services Contractor shall be responsible for the following:

1. BOC After Action Report

In accordance with the Homeland Security Exercise and Evaluation Program (“HSEEP”), draft an After-Action Report (“AAR”) to assess the Business Operations Center response during the January 2025 wildfires. The AAR will need to include a thorough assessment of the BOC response, improvement plan, and detailed best practices for future activations.

2. BOC Concept of Operations Plan

Based on the analysis from the BOC AAR, the selected Contractor will develop a comprehensive BOC Concept of Operations (“CONOPS”). The document should follow the same format as is used for the City of Los Angeles Emergency Operations Plan Annex that will be provided by EMD to the selected Contractor.

The BOC CONOPS is to include at a minimum, the following components: Purpose/Mission, Planning assumptions, Activation/Deactivation criteria, BOC objectives and courses of action, BOC organizational chart, position descriptions, information and resource request coordination processes, essential elements of information, key performance indicators (“KPI”), objectives and courses of action, donations and volunteer management (financial, in-kind, commodities, and volunteers), private sector information sharing and coordination, non-profit coordination, liaising with higher education institutions, how best to incorporate BOC stakeholders, the integration of supply chain resiliency planning, suggestion(s) of any emerging technologies that may be incorporated, and BOC operations during blue sky days versus operations during grey sky days.

The BOC CONOPS shall also include elements from the EMD Regional Supply Chain Resilience Project including, but not limited to, utilization of the Regional Supply Chain Situational Awareness Geographic Information System (“GIS”) Tool and coordination with private sectors for prioritization of actions to support rapid supply chain restoration. EMD Regional Supply Chain Resilience documentation shall be shared with the selected contractor.

3. Standard Operating Procedures

Create/update Standard Operating Procedures (“SOP”) for the BOC. A SOP should be created for each Course of Action that is identified under the objectives in the BOC Concept of Operations. While the BOC Concept of Operations will identify what courses of actions should be implemented to meet an objective, the SOP should document how to conduct the respective courses of action. The SOPs must contain the following information at a minimum: Roles and responsibilities of each BOC position, step-by-step implementation procedures, and required resources.

3. MOUs/MOAs

Identify needs, develop and update Memorandums of Understanding / Memorandums of Agreement (MOUs/MOAs) as needed.

- a. Create a database/index of current MOUs/MOAs related to the objectives and courses of action within the BOC Concept of Operations
- b. Identify current gaps and potential partnerships to address these gaps within the BOC.

- c. In collaboration with EMD and the City Attorney, create an MOU/MOA template for the BOC's continued use.
 - d. Facilitate collaborative discussions and update/execute MOUs/MOAs with entities, locations or organizations that will play a pivotal role in the upcoming world stage events. Partner agencies may include, but may not be limited to, the American Red Cross, The Salvation Army, Community Organized Relief Effort (CORE), the City of Inglewood, and Sofi Stadium. In addition, the contractor should focus on areas of opportunity for businesses, non-profits, and academia to assist the City in responding to cyber-based incidents and supply chain disruptions in addition to natural disasters and human based incidents.
4. Trainings and Exercises
- a. Coordinate exercises with BOC staff and partners, to test and validate plans through coordination with the EMD Training Division utilizing tabletop exercises and/or seminars.
 - b. Develop and execute advanced training for BOC members to understand the EOC process and how they may participate during an activation, and other training as needed.
5. Meetings, Interactions, and Documentation
- a. Support EMD BOC staff for events, meetings, training, or other related activities as they pertain to emergency preparedness, emergency management or public safety. Attendance at select sessions may offer suggestions and examples to the Contractor to use when developing templates, plans or other documents. The EMD Project Lead will provide a list of selected sessions to attend.
 - b. Create templates for agendas, invitations, flyers, power point presentations, situation reports, newsletters, or other regularly scheduled BOC work products, and other documents that may be discussed and added following the initial informational meeting for this project.
 - c. Identify and engage points of contact across the identified sectors of the BOC to develop a comprehensive directory.

- i. Selected contractor shall be asked to identify, outreach, engage, and/or solicit sector partners.
- ii. Directory should include at a minimum:
full names, titles, title of agencies/organization, size of agency/organization, cell phone numbers, office phone numbers, addresses, emails, and sector affiliations.
- d. Assist the BOC in the formation of Task Forces.
 - i. Examples of which would be: Regional Supply Chain or Business Improvement Districts. Other task forces may be discussed and added following the initial informational meeting for this project.
 - ii. Selected contractor shall assist with items such as, but not limited to: identification of members, outreach, data collection, and creation and management of database.
- e. Use of information to create BOC dashboards, maps, or other geo-spatial items.
- f. Create and submit Summary of Work Progress Reports once per month

B. Skills and expertise requirements

The Emergency Management BOC Coordination Services Contractor shall have the following skills and expertise:

- Familiarity with and understanding of local, state, and federal principles of Emergency Management.
- Expertise in developing and maintaining public/private partnerships.
- Familiarity with and understanding of community organizations and businesses. Specifically, on how to bring in organizations to support an incident.
- Familiarity with and understanding of key players of private sector supply chains and best practices to establish working relationships
- The Contractor will need to be able to develop contact lists and coordinate entities working with EMD as BOC participants.
- Familiarity with and understanding of emergency management/public safety social media needs for events.

- Demonstrated ability as an emergency management or public safety coordinator to direct planning, communications, logistics and implementation efforts as they relate to incidents with support needed from private partners.
- Ability to work independently and efficiently with a very rigorous timeline.
- Enhanced communication and networking skills. Able to articulate thoughts and communicate well.
- Enhanced computer technology and geographic design skills, able to easily navigate Microsoft and Adobe suites, Google applications and GIS platforms.
- Familiarity with and understanding of emergency management situational awareness, operations and response software, and Emergency Operations Centers processes and procedures.
- Familiarity with and understanding of Department of Homeland Security (DHS), the Federal Emergency Management Agency (FEMA), the National Incident Management System (NIMS), California's Standardized Emergency Management System (SEMS), the National Response Framework (NRF), the 2011 National Disaster Recovery Framework (NDRF), Presidential Policy Directive – 8 (PPD-8), and the Incident Command System (ICS) including the ICS Planning P.
- Ability to create or update MOUs/MOAs.

C. Qualifications

The ideal candidate for the BOC Coordination Services Provider/contractor should have a proven track record of working in the field of emergency management, public safety, or related field and at least five years of relevant, paid professional experience performing duties including, but not limited to emergency management private agency/NGO coordination planning and project management as it relates to incident management. The successful contractor should also have experience working with local, state or federal emergency preparedness, emergency management or emergency services agencies and the ability to work closely and harmoniously with the public and personnel from other agencies, especially having experience working with city agencies and/or community groups. Knowledge and experience of

working with elected offices is also highly desirable. Other qualifications of the ideal candidate include:

- Proficiency in strategic planning and report-writing.
- Excellent oral and written communication skills, with a proficiency in public speaking and presentation delivery to diverse audiences, as well as presentation preparation, meeting scheduling, meeting facilitation, and note-taking.
- Proficiency in using Google Workspace. (specifically, Google Drive, Docs, Sheets, Forms, and Calendar)
- Proficiency in the operation of personal computers and programs including Microsoft Word, Excel and PowerPoint and have experience in maintaining information on databases.
- Ability to understand and interpret complex policies/procedures and to develop plans to address identified issues.
- Strong organizational and project management skills and exceptional attention to detail; ability to multitask and adapt quickly to change.
- Knowledge of and comfort working with Emergency Management software. The City of LA EMD uses Veoci. Knowledge, use, and proficiency of Veoci, is a plus. Or willingness to develop proficiency in the use of Veoci.

4.4 Deliverables/ Reports

1. Monthly submission of a two-to-five-page Summary of Work Progress Report.
 - a. Each Work Progress Report must be accompanied by documents that reflect work performed within the month.
2. After Action Report for the BOC in response to the Palisades Fire
 - a. Creation of document and submission of completed document
3. BOC Concept of Operations (CONOPS) document
 - a. Enhancement of document and submission of completed document
4. Standard Operating Procedures
 - a. Creation of document and submission of completed document

5. MOU/MOAs
 - a. Creation of document(s) and submission of completed document(s)
6. Task Forces
 - a. Formation of Task Forces
 - b. Database creation and input
 - c. Kickoff meeting and established meeting cadence
7. Meetings and Documentation
 - a. Summary document of all meetings supported and all attended along with applicable documentation.
 - b. Summary document of all templates created
8. Contact Information
 - a. Database creation and input.
 - b. Summary document of all contacts obtained.
 - c. GIS integration of relevant partner resources into operational map layers
9. Close Out Report
 - a. Develop and submit a summary report of all work performed during the time of the contract period.
 - b. The report will be submitted in the final month of the contract.
10. Documentation Ownership
 - a. Note that all information, such as resources, data, meeting documents, MOU/A's, SOP's, AAR's names and contacts, or other items acquired, collected, established and/or created as a result of this position shall be provided to EMD and shall remain the property of the City of Los Angeles.
11. Documentation Submission

The contractor shall store all documentation in a cloud storage account and deliverables shall be provided electronically via cloud sharing

IV. OPPORTUNITY REQUIREMENTS

A. Qualifications

1. Proven track record of work in the field of emergency management, public safety, or related field.
2. At least five years of relevant, paid professional experience performing duties including, but not limited to emergency management private agency/NGO coordination planning and project management as it relates to incident management.
3. Experience working with local, state or federal emergency preparedness, emergency management or emergency services agencies.
4. Ability to work closely and harmoniously with the public and personnel from other agencies, preferably having experience working with city agencies and/or community groups. Knowledge and experience of working with elected offices is highly desirable.
5. Proficiency in strategic planning and report-writing
6. Excellent oral and written communication skills, with a proficiency in public speaking and presentation delivery to diverse audiences, as well as presentation preparation, meeting scheduling, meeting facilitation, and note-taking
7. Proficiency in using Google Workspace (specifically Google Drive, Docs, Sheets, Forms, and Calendar)
8. Proficiency in the operation of personal computers and programs including MS Word, Excel and PowerPoint and have experience in maintaining information on databases
9. Ability to understand and interpret complex policies/procedures and to develop plans to address identified issues
10. Strong organizational and project management skills and exceptional attention to detail; ability to multitask and adapt quickly to change
11. Knowledge of and comfort working with Emergency Management Software, in particular the City of LA EMD uses Veoci. Knowledge, use, and proficiency of Veoci is a plus. Or willingness to develop

proficiency in the use of Veoci, the EOC software that is used by EMD.

B. Documents Submission

1. Executive summary, legal business status (if applicable), address, telephone number, fax number and email address.
2. Document describing the skills and experience to work on this project as outlined in the Scope of Work.
3. List of at least three professional references with the names and contact information of individuals for whom service was provided, dates and periods during which the indicated service was provided and the extent and exact nature of the services rendered.
4. List of any and/all municipalities and/or public safety agencies proposer has worked with in the past, including dates and periods during which the indicated service was provided.
5. Provide a copy or link to an item you authored for your work in the field of emergency management, emergency preparedness, or public safety. For example, an original document, article, book, lecture, speech, podcast, or transcript.
6. Submit a writing sample: please create a one-page memo that is addressed to the General Manager of the Emergency Management Department (Mrs. Carol P. Parks) outlining the key emergency preparedness, emergency management, or public safety actions that the City of Los Angeles should be taking currently in order to improve public/private partnerships.

BOC Sectors:

- Government (local, state, federal)
- Academic Institutions
- Entertainment, Arts, Media, Sports, and Recreation
- Banking, Finance, Insurance, and Legal
- Manufacturing, Heavy Industry, Chemicals, Process, and Oil & Gas
- Construction, Development, Facility Management, and Real Estate
- Faith-Based Community, Houses of Faith/Worship
- Hospitality (Food/Beverage, Lodging), and Tourism
- Communications and Information Technology
- Non-Governmental Organizations (NGOs), Community-Based Organizations (CBOs),
- Private Non-Profit organizations (PNPs), and Volunteer Based Organizations

- Transportation, Automotive, Postal/Shipping, Supply Chain, and Warehousing/Storage
- Chambers, Associations, Professional Services (Accounting, Consulting, etc.)
- Retail/Wholesale, Grocery, Consumer Goods and Services
- Volunteer Organizations Active in Disasters (VOADS).