

Introduction

Monroe County, Pennsylvania (The County) is seeking proposals from a qualified consulting firm to provide consultancy service to research, develop and provide a detailed, comprehensive, all-hazards Continuity of Operations/Continuity of Government (COOP/COG) Plan for the County and its agencies. The threat of natural and technological hazards and the increasing exposure of isolated, but significant, violent incidents have prompted the County to undertake the development of a COOP/COG plan.

County Overview

Monroe County is a fourth-class county and has a population of 168,327, as of the 2020 Census. The County consists of 20 municipalities, including Stroudsburg which is the County Seat. The Monroe County government has approximately 800 full-time, part-time and contracted employees. These employees are dispersed among 65 offices that comprise the County Government structure. A complete list of these offices can be found in Attachment A.

Authorities and References to be Utilized

The plan will be developed in accordance with the most current versions of:

- The National Incident Management System
- The National Response Framework
- Federal Continuity Directive 1 & 2
- FEMA Continuity Guidance Circular
- National Fire Protection Association (NFPA) 1660 - Standard for Emergency, Continuity, and Crisis Management: Preparedness, Response and Recovery
- Emergency Management Accreditation Program (EMAP)
- Current Commonwealth, local and other regulations and guidance

Scope of Services

The scope of service covered in this RFP is to provide the County with the following:

- Fully documented countywide COOP/COG that can be utilized by County leadership to provide an overview of all departmental, agency, and office Mission Essential Functions and related needs
- Fully documented departmental or agency-level Continuity of Operations Plans covering all departments/agencies listed in Attachment A.
- Development and delivery of training to Monroe County employees, including one (1) discussion-based exercise capable of sufficiently testing and stressing staff and plan operations.

It is expected that the successful candidate will be able to provide a comprehensive set of services including but not limited to:

- Consulting services to address activities essential to the development and implementation of an effective COOP/COG Plan by:
 - Ensuring all components of the COOP/COG plan outlined below are included in the writing of the plans.
 - Developing and documenting a comprehensive COOP/COG plan that utilizes an All-Hazards approach to the development of the plan.
 - Involve Leadership and other members of the organization from every county department, agency or office when gathering and documenting information for the plan.
 - Develop a COOP/COG plan flexible enough to use in all emergencies
 - Be capable of execution with and without warning.
 - The plan must take natural, technological and human-caused disasters into consideration.
 - The plans must be operational not later than 12 hours after the event and sustainable for at least 30 days.
 - Training delivered through these services shall provide knowledge to employees so that they are adequately prepared to execute activities and operations identified in the COOP. The successful proposal shall propose the depth, volume, and scope of training in their proposal. At a minimum, training shall include in person or virtual training for high and mid-level managers responsible for Mission Essential Functions (MEF) and electronically deliverable awareness training for all employees.
 - Exercises delivered through these services must be complex and comprehensive enough to stress the capabilities of staff and systems. All exercises must comply with Homeland Security Exercise and Evaluation Program (HSEEP) guidelines including delivery of After-Action Reports (AARs) from the exercise. The successful proposal will describe the exercise type, basic design and number of exercises.

COOP Plan Components

1. Purpose, Scope, Situation and Assumptions
 - a. Include detailed description of the purpose of the plan.
 - b. Provide plans for attaining operations capability within 12 hours.
 - c. Establish reliable processes and procedures to acquire resources necessary to continue essential functions and sustain operations for up to 30 days.
 - d. Facilitate decision-making for execution of these plans and the subsequent conduct of operations.
2. Organization and Assignment of Responsibilities
 - a. Include procedures for employee advisories, alerts and COOP activation, with instructions for relocation to pre-designated facilities, with and without warning, during duty and non-duty hours.
3. Plan Development and Maintenance
 - a. The COOP plan shall include a section that describes the overall approach to planning, participants included in the planning process, and how the plan will be maintained and updated.

4. Authorities and References
 - a. Reference regulations and statutes.
5. Mission Essential Functions
 - a. Identify all functions performed by the county and each department, then determine and prioritize which must be continued under all circumstances.
 - b. Establish staffing and resource requirements needed to perform essential functions.
 - c. Identify mission critical data and systems necessary to conduct essential functions.
 - d. Defer functions not deemed essential to immediate organizational needs until additional personnel and resources become available.
 - e. Integrate supporting activities to ensure that essential functions can be performed as efficiently as possible during emergency relocation.
6. Human Capital Management
 - a. Consider and provide for the health, safety, and emotional well-being of employees.
 - b. Address employees' individual preparedness.
7. Delegation of Authority
 - a. Assist in the identification of the programs and administrative authorities needed for effective operations at all levels that have emergency responsibilities. Identify the circumstances under which the authorities would be exercised.
 - b. Document the necessary authorities at all points where emergency actions may be required, delineating the limits of authority and accountability at each level.
 - c. State explicitly the authorities of designated successor to exercise agency direction, including any exceptions, and the successor's authority to re-delegate functions and activities as appropriate.
 - d. Indicate the circumstances under which delegated authorities would become effective and when they would terminate. Pre-determined delegations of authority would take effect when normal channels of direction are disrupted for a specified period of time and would terminate when these channels have been reestablished.
 - e. Ensure that officials who may be expected to assume authorities in an emergency are trained to carry out their emergency duties.
 - f. Specify responsibilities and authorities of individual agency representatives at each level designated to participate as members of interagency emergency response teams.
8. Orders of Succession
 - a. Assist in the identification of an order of succession to essential positions required to maintain essential operations.
 - b. Describe an order of succession by positions or title, rather than names of individuals.
 - c. Ensure that the line of succession is formally promulgated and included in action plans for emergency reference.
9. Alternate Facilities
 - a. Ensure immediate capability to perform essential functions under various threat conditions, including threats involving weapons of mass destruction.
 - b. Assist in the identification of an alternate emergency operations center to be used in the event the facility is unavailable, or staff is unable to respond to the facility.
 - c. Ensure that the alternate location has sufficient space and equipment to sustain the relocating organization. Agencies and departments are encouraged to pre-position and

maintain minimum essential equipment for continued operations at the alternate operating facilities where possible. Include estimated costs of utilizing the primary and the backup locations.

- d. Identify reliable logistical support, services, and infrastructure systems, including water, electrical power, heating and air conditioning, etc.
- e. Plan for the ability to sustain operations for a period of up to 30 days.
- f. Provide appropriate physical security and access controls for resources, facilities and authorized personnel.

10. Vital Records, Databases & Systems

- a. Define the collection and retention of emergency operating records, electronic and paper copies, for future use.
- b. Provide for the identification and protection of essential legal and financial records.

11. Interoperable Communications

- a. Ensure the continuation of interoperable communications with all identified essential internal and external organizations, critical customers, and the public.
- b. Provide for a communication capability commensurate with an agency's essential functions and activities.
- c. Ensure the ability to communicate with contingency staff, management, and other organizational components.
- d. Ensure the ability to communicate with other agencies and emergency personnel.
- e. Provide for access to other data and systems necessary to conduct essential activities and functions.
- f. Test alert and notification procedures and systems for any type of emergency at least quarterly.

12. Family Support Planning

- a. Employees' families must be taken care of during a COOP event which allows the employee to focus on providing essential functions to the citizens of Monroe County.
- b. The family support planning section should include a list of personal items and necessities to include food, clothing, prescription medications, and other items that may be required for family survival.
- c. Financial and legal documents that cannot be easily replaced should be included.
- d. Out of the area point of contact.
- e. Define what actions the county will take on behalf of employee's families – shelter, food, etc.

13. Reconstitution and Devolution

- a. Achieve a timely and orderly recovery process from the emergency and resumption of full service to all customers.
- b. Ensure the organization can return to its facilities and continue to provide services its customers.

14. Test, Training, and Exercise

- a. Provide for individual and team training of organization contingency staff and emergency personnel to ensure knowledge and integration of skills necessary to implement COOP plans to carry out essential functions.

- b. Ensure internal agency testing and exercising of COOP plans and procedures to ensure the ability to perform essential functions and operate from designated alternate facilities is 100% successful.
- c. Joint exercising of COOP plans, where applicable and feasible.

General Proposal Requirements

When responding to this RFP, please follow all instructions carefully. Please submit proposal contents according to the outline specified and submit documents according to the instructions. Failure to follow these instructions will be considered a non-responsive proposal and may result in immediate elimination from further consideration.

By submitting a proposal, Proposers acknowledge that:

1. The County reserves the right to reject any or all proposals if it determines that select proposals are not responsive to the RFP. The County reserves the right to reconsider any proposal submitted at any phase of the procurement. It also reserves the right to meet with select Proposers at any time to gather additional information.
2. Proposals will be received by Monroe County Government at the time noted on the cover page of this document. At that point, Monroe County will close the receipt of proposals and begin the evaluation process. The only information that will be released will be the names of the respondent(s). No other information will be disclosed, except as required by the evaluation process, until a contract is awarded.
 - i. Monroe County, solely at its option, may disclose the name(s) of any firms or companies being considered or elevated during the process. Proposers are not to contact any county staff or elected officials in reference to the process due to the nature of a competitive environment and to protect the integrity of the RFP process. As information becomes available and is relevant for release, that information will be shared with respondents.

Period of Performance and Contract Management

The Monroe County Office of Emergency Management is responsible for administering the contract and overseeing the project.

- a. **Task Plan.** A work plan for each task that identifies the work elements of each task, the resources assigned to the task, and the time allotted to each element and the deliverable items to be produced. Where appropriate, a PERT or GANTT chart display should be used to show project, task, and time relationship.
- b. **Workspace.** Workspace may be provided within the Monroe County Office of Emergency Management to facilitate coordination, project development, document storage and work performance.
- c. **Status Report.** A weekly e-mail report of activities will be furnished to the Project Director by COB each **Monday**. A **monthly** progress report covering activities, problems and recommendations will be keyed to the work plan the Consultant developed in its proposal, as amended or approved by the fiduciary agent. The Consultant shall provide

monthly project reports documenting efforts expended, actions for the next reporting period and financial resources expended. All monthly reports will be submitted to the Project Director by COB on the last workday (Friday) of the month.

- d. **Problem Identification Report.** An “as required” report, identifying problem areas. The report should describe the problem and its impact on the project overall and on each affected task. It should list possible courses of action with advantages and disadvantages of each and include recommendations with supporting rationale.
- e. **Final Report.** The Consultant is responsible for the preparation and submission of draft copies of the final report. The format of the final report should include the following:

- 2. Abstract or summary of the result of the planning project in terminology that will be meaningful to management and interested members of the public.
- 3. Describe data collection and analytical and other techniques used during the process.
- 4. Summarize findings, conclusions and recommendations developed in each task.
- 5. Include all supporting documentation, e.g., flow-charts, forms, etc. including hard copies of all historically significant data used to develop the plan update.
- 6. Time-phased work plan for implementing the recommendations.
 - a. **Deliverables.** The Vendor shall provide, but not limited to, each item listed in the RFP. Additionally, the Vendor shall provide:
 - i. Ten (10) printed and bound copies of its final Continuity of Operations Plan.
 - ii. One (1) electronic copy of the plan on USB drives in PDF format

Tentative Schedule

Date	Event
March 2, 2026	Release of RFP
March 6, 2026	Second Posting of RFP
March 12, 2026	Proposals due
April, 2026	Execute Contract for Services
May, 2026	Project Kick Off
November, 2026	Delivery of draft written plans
December, 2026	Delivery of final written plans
January, 2027	Begin delivery of training to staff
March, 2027	Begin delivery of exercises to staff
May 1, 2027	Conclusion of Contract

Content of Proposal

Consulting firms interested in providing the professional services described above shall submit a proposal following the prescribed format. Adherence to the proposal format by all respondents will ensure a fair evaluation with regard to the needs of the county.

Respondents not following the prescribed format may be deemed non-responsive. The letter transmitting the proposal must be signed by an officer of the firm, authorized to bind the respondent as required by this solicitation.

Firms are encouraged to be innovative in their approach and include cutting edge techniques in continuity planning.

The proposal shall be in the following format:

Section 1. Qualifications of the firm and key personnel

This section shall provide the professional credentials and expertise of the firm(s) and key personnel assigned to this project. Although standard personnel resumes may be included as attachments to the proposal, amplification specific to the scoring criteria as stipulated on page 4 and within this RFP is required. The absence of such information may cause the proposal to be deemed non-responsive.

Section 2. Proposed method to accomplish the work (proposed scope of work)

In this section, respondents must provide a detailed description of their approach for accomplishing the tasks specified herein. This section shall include a work schedule and a project management plan that will detail the lines of authority and communication, will support all of the planning project requirements and logically lead to the deliverables required in this RFP. A matrix shall be provided to identify, by task, key personnel assignments and the number of anticipated hours for those personnel by task.

Section 3. Cost proposals for the contract consultant and any subcontractor(s)

This section shall provide the total costs, including all expenses, profits and fees to be charged for providing the professional services described above. The contract consultant shall submit a detailed budget and include it in this section.

Section 4. References of the contract consultant and any sub consultant(s)

The proposed Consultant and any sub-consultant shall provide at least three (3) references who the selection committee may contact regarding similar work performed. Names, titles, addresses and telephone numbers shall be included for each reference. The absence of such information may cause the proposal to be deemed non-responsive.

Right of Rejection

It is the County's intent to select the lowest qualified bid, based upon the vendor's responses to this bid. However, the County Commissioners reserve the right to reject any proposal, or parts thereof, and to award the bid in such a manner as may appear to be in the best interest of the County.

Vendor Inquiries

Vendors requiring additional information on the specifications may submit their questions to:

Maryellen Keegan
Monroe County Office of Emergency Management
100 Gypsum Road
Stroudsburg, Pa 18360
mkeegan1@monroecountypa.gov
(570) 992-4113

Incurred Costs

The County of Monroe will not be liable for any costs incurred by the vendor for proposal preparation. Proposals should be prepared simply and economically providing straightforward pricing.

Contract Provisions

After the awarding of the bid to a successful vendor is announced, and notification of same is transmitted to the vendor in writing, it should be understood that a binding agreement exists for the delivery of the services specified.

Submission Instructions

1. **Bid Submission** – Bids must be placed in a sealed envelope addressed to the Controller’s Office, and clearly marked “Bid for Monroe County Continuity of Operations Plan”. Bids must be received no later than 1:30pm on March 12, 2026 by the:

Monroe County Controller’s Office
1 Quaker Plaza, Room 206
Stroudsburg, Pa 18360

2. Bids will be opened publicly on March 12, 2026 at 2pm, in the:
Monroe County Commissioners’ Public Meeting Room
Administrative Building
1 Quaker Plaza, Room 203
Stroudsburg, Pa 18360
3. **Bid Bond/Performance Bond** – Each Bid must be accompanied by Bid security in the form of a certified check, bank check, payable to the order of Monroe County, irrevocable letter of credit, or Bid bond for 10% of the Bid total. If providing a Bid Bond, Bidders shall submit an executed bond as part of bid bond submission. If providing security in the form of a certified check or bank money order, security must be delivered to Owner prior to Bid Opening date and time. The successful low bidder will be required to provide a 100% performance bond within 15 days after the Notice of Intent to Award is issued. Each bond shall be issued by a corporate surety listed in

the latest issue of the U.S. Treasury Department Circular 570 listings and authorized by the PA Department of Insurance to do business in Pennsylvania. The successful bidder shall be required to submit evidence of insurance coverage with an insurance company having an A.M. Best rating of "A-: Class VII" or better in accordance with the specification

4. Failure to comply with any of the instructions for bid submission may be considered a cause for rejection.

Qualifications of Vendors

To be considered for this bid, a vendor must be well recognized. The successful vendor must provide references for which they have performed the same or similar plans, including a contact name and phone number. The vendor shall be deemed an independent contractor and not an agent, subcontractor, or an employee of the County of Monroe, and is not authorized to bind the County to any contract or other obligation. Under this bid, the vendor certifies that no one who has or will have any financial interest under this project is an officer or employee of the County.

Non-Discrimination

The successful vendor shall be required to comply with all laws concerning non-discrimination in employment and shall be subject to any and all penalties that may be imposed by the United States of America or the Commonwealth of Pennsylvania.

Protection by Contractor

The successful vendor agrees to indemnify and hold harmless the County of Monroe, its representatives, employees, and agents from all claims, demands, actions, suits, and liabilities arising from the vendor's own fault or negligence. This obligation shall extend to, and include, all litigation costs and reasonable attorney fees incurred by the County in response to such claims, demands, actions, or liabilities, provided it is ultimately determined that such claims result from the vendor's or manufacturer's fault or negligence.

The successful vendor shall not assign, or otherwise transfer, any of its responsibilities or obligations under the contract to any other person or entity without prior written consent of the County.

Exemption from Federal Excise and Pennsylvania Sales Tax

The County of Monroe is exempt from Federal Excise Taxes and Pennsylvania Sales Taxes as a political subdivision of the Commonwealth of Pennsylvania. Net prices as shown in the proposal shall reflect these exceptions.

Delivery and Training

The successful vendor must be prepared to provide any on-site training.

Payments

The first payment(s) of 25% of contract to the successful vendor will be processed after the kickoff meeting. Remaining payments will be made on the following milestones. 25% upon delivery of draft plans, 25% at end of staff training and 25% at conclusion of contract.

Insurance

The successful vendor must provide the County with a Certificate of Insurance naming Monroe County as “additionally insured”. The certificate must show proof of General Liability with limits no less than \$1,000,000 for any one occurrence, and \$2,000,000 annual aggregate. The policy may not exclude products and completed operations. The contractor agrees to hold harmless and indemnify Monroe County for any costs Monroe County may incur due to the negligence of the contractor or a subcontractor, even if said costs exceed the above listed limits. If the contractor employs any subcontractors, they must carry a policy with the same terms and conditions as those required of the contractor.

Contract Term

Work must begin within 30 days of the bid award and should be completed by May 1, 2027. No changes or variations of any kind are authorized without written amendment to the agreement.

Entire Agreement

The Agreement between the County and successful bidder will constitute the entire agreement of the parties hereto and will supersede and previous agreement or understandings. The Agreement may not be modified except in writing and executed by both parties.

Governing Law

Any disputes that may arise shall be governed under the laws of the Commonwealth of Pennsylvania.

Contractors shall obey all Federal, State, County, Municipal laws or ordinances in any way pertaining to the requirements of the specifications, and shall obtain any and all permits, etc., which may be necessary.

Attachment A – Monroe County and Courts Related Offices

- Area Agency on Aging
- Archives
- Assessment
- Career Link
- Children & Youth
- Commissioners
- Conservation District
- Control Center/PSAP
- Controller
- Cooperative Extension
- Correctional Facility
- Coroner
- Court Administrator
- Court Reporter
- Custody Conciliator
- District Attorney
- Domestic Relations
- Emergency Management
- Elected Judges Offices
- Fiscal
- Human Resources
- Information Services
- Jury Management
- Maintenance
- Magisterial District Judges Court Admin
- Magisterial District Judges Offices
- Planning Commission
- Pre-Trial Services
- Probation - Adult
- Probation - Juvenile
- Prothonotary/ Clerk of Courts
- Public Defender
- Purchasing
- Recorder of Deeds/Register of Wills
- Risk Management
- Sheriff
- Tax Claim
- Treasurer
- Vector Control
- Veterans Affairs
- Victim Witness
- Voter Registration