

Business Continuity Consulting Services

*RFP for Coronavirus State and Local Fiscal
Recovery Funds*

Buncombe County Government

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Application Form

Question Group

Buncombe County requests proposals for projects to help the community recover from and respond to COVID-19 and its negative economic impacts.

Buncombe County has been awarded \$50,733,290 in Coronavirus State and Local Fiscal Recovery Funds (Recovery Funding), as part of the American Rescue Plan Act. This infusion of federal resources is intended to help turn the tide on the pandemic, address its economic fallout, and lay the foundation for a strong and equitable recovery.

Buncombe County is committed to investing these funds in projects that:

- Align to county strategic plan and community priorities
- Support equitable outcomes for most impacted populations
- Leverage and align with other governmental funding sources
- Make best use of this one-time infusion of resources
- Have a lasting impact

Proposals shall be submitted in accordance with the terms and conditions of this RFP and any addenda issued hereto.

[Click here for the full terms and conditions of the RFP](#)

Coronavirus State and Local Fiscal Recovery Funds*

Name of Project.

Business Continuity Consulting Services

Amount of Funds Requested*

\$100,000.00

Recovery Fund Eligible Category*

Please select one:

County only

Brief Project Description*

Provide a short summary of your proposed project.

Buncombe County will engage with a business continuity consultant to guide each department through a Business Impact Analysis (BIA). BIA is a process to establish business continuity requirements by identifying time-sensitive activities in an organization, based on the impact stemming from a disruption. The process also includes identifying supporting resource dependencies and establishing recovery time targets. Upon

completion of the BIA for each department, the consultant will facilitate the creation of business continuity plans that provide clear communication guidance, clearly defined roles and responsibilities, and clearly defined recovery steps. These business continuity plans will provide the framework for essential county services to continue through a wide variety of scenarios that could disrupt services to the community.

Project Plan*

Explain how the project will be structured and implemented, including timeframe.

This project would be scheduled for FY23 and would take place between July 1, 2022 and June 30, 2021. The steps are as follows:

1. Define stakeholder group with executive sponsorship.
2. Develop RFP for procurement of consulting services and software to host business continuity plans and exercises.
3. Select consultant and software solution.

The consultant will guide and assist with the development of the following deliverables:

1. A crisis management plan to establish the process for County Leadership to respond to a disruptive event.
2. Department-specific business continuity plans to provide a process minimize impact of downtime to the organization and return to normal in the shortest amount of time.
3. Business continuity awareness training for all employees.
4. Plan for table-top exercises to train staff on the response structure, validate plans, and assess readiness.
5. Formal annual reporting on the status of readiness for Buncombe County government.

County staff will also participate in the project. The project team will be structured as follows:

REQUIRED BUNCOMBE COUNTY RESOURCES

- Steering Committee (or project sponsor)
- Project Manager (Single Point of Contact)
- Subject Matter Experts
- Meeting scheduling assistance

CONSULTANT RESOURCES

- Project Director
- Project Manager and Consultant
- Project Consultant

\$100,000 is needed for consulting and travel expenses for the creation of continuity plans and a plan for ongoing maintenance and testing of the plans. Funds would not be used for the annual expense of software to host the continuity plans.

Statement of Need*

Describe the need that this project will address. Include data to demonstrate the need, and cite the source of the data.

The U.S. Department of Justice estimates more than 4,000 ransomware attacks have occurred every day since the beginning of 2016, and government is a prime target. COVID has greatly increased the risk of attacks

on healthcare providers. While robust disaster recovery and data protection plans are critical for any local government, business impact of downtime and continuity plans to mitigate disruption of services are equally important.

Buncombe County has invested in technology and resources to support disaster recovery and data protection, but the county has not focused on the processes required to support services during unexpected downtimes. In addition to ransomware, downtime can result from natural disasters, global pandemics and other local scenarios that could impact the ability to maintain services. While the County moved quickly during the COVID pandemic to establish plans for continuity of services, it was necessary to create these plans in the midst of the crisis. The County needs to define continuity plans for every department and for a variety of scenarios to minimize impact on residents and increase our ability to respond quickly.

Link to COVID-19*

Identify a health or economic harm resulting from or exacerbated by the public health emergency, describe the nature and extent of that harm, and explain how the use of this funding would address such harm.

As COVID-19 threatened global health and economic activity, local governments such as Buncombe County struggled to ensure the continuity of operations and essential services for residents while enabling remote work capabilities for their employees. Whether providing constituents the ability to apply for benefits, file a building permit, report a concern, or apply for an emergency business loan, local governments must be accessible and responsive during an emergency. Addressing all services at time of the shut down presented daunting challenges to the county infrastructure and support services as well as to individual departments.

While the county proved very resilient at identifying priorities during the COVID shutdown, having an established and tested set of business continuity plans would have ensured less downtime and provided the community with faster and more clear communication on the status of services. Engaging with a consultant to guide the county through the development of a robust business continuity program that can be sustained going forward will mitigate the risk to the community that results from lack of preparedness.

Population Served*

Define the population to be served by this project, including volume and demographic characteristics of those served.

This project will serve all residents and businesses of Buncombe County that rely on county services both directly and indirectly.

Results*

Describe the proposed impact of the project. List at least 3 performance measures that will be tracked and reported. If possible, include baselines and goals for each performance measure.

The County currently does not have any of the following:

1. A crisis management plan to establish the process for County Leadership to respond to a disruptive event.
2. Department-specific business continuity plans to provide a process minimize impact of downtime to the organization and return to normal in the shortest amount of time.

3. Business continuity awareness training for all employees.
4. Plan for table-top exercises to train staff on the response structure, validate plans, and assess readiness.
5. Formal annual reporting on the status of readiness for Buncombe County government.

The proposed consultant effort will support the development of all of the above deliverables within FY23.

Evaluation*

Describe the data collection, analysis, and quality assurance measures you will use to assure ongoing, effective tracking of contract requirements and outcomes.

The consultant will be expected to provide a detailed timeline of the project to include resource allocation, deliverables and associated costs as part of the contract. The County Project Manager will use this to manage expectations and will be responsible for informing the Steering Committee or progress or issues.

Equity Impact*

How will this effort help build toward a just, equitable, and sustainable COVID-19 recovery? How are the root causes and/or disproportionate impacts of inequities addressed?

Each business continuity plan will address special equity concerns at a service level. This will allow for the plans to ensure measures are taken to address maintaining service for special populations. An example from our recent COVID efforts is taking services into certain communities rather than expecting them to come to a single location for administration of services.

Project Partners*

Identify any subcontractors you intend to use for the proposed scope of work. For each subcontractor listed, indicate:

- 1.) What products and/or services are to be supplied by that subcontractor and;
- 2.) What percentage of the overall scope of work that subcontractor will perform.

Also, list non-funded key partners critical to project.

A consultant who specializes in business continuity planning development and software will be selected as part of this effort. The consultant will guide and assist with the development of the following deliverables:

1. A crisis management plan to establish the process for County Leadership to respond to a disruptive event.
2. Department-specific business continuity plans to provide a process minimize impact of downtime to the organization and return to normal in the shortest amount of time.
3. Business continuity awareness training for all employees.
4. Plan for table-top exercises to train staff on the response structure, validate plans, and assess readiness.
5. Formal annual reporting on the status of readiness for Buncombe County government.

The selected vendor will provide a project manager and consultants with subject matter expertise in continuity planning. County staff will also participate in the project to include executive leadership as members of the steering committee, a project manager, and departmental subject matter experts. The consultant will provide training and templates to support County staff in the development of these 5 deliverables specific to County needs.

Capacity*

Describe the background, experience, and capabilities of your organization or department as it relates to capacity for delivering the proposed project and managing federal funds.

Buncombe County has extensive experience managing projects such as business continuity planning as well as managing federal funds.

Budget*

Provide a detailed project budget including all proposed project revenues and expenditures, including explanations and methodology. For all revenue sources, list the funder and denote whether funds are confirmed or pending. For project expenses, denote all capital vs. operating costs, and reflect which specific expenses are proposed to be funded with one-time Buncombe County Recovery Funds.

Download a copy of the budget form [HERE](#). Complete the form, and upload it using the button below.

Recovery-Funds-budget COOP.xlsx

Special Considerations*

Provide any other information that might assist the County in its selection.

There are no special considerations.

File Attachment Summary

Applicant File Uploads

- Recovery-Funds-budget COOP.xlsx

Coronavirus State and Local Fiscal Recovery Funds Proposed Project Budget

Organization Name:	Buncombe County
Project Name:	Business Continuity Planning
Amount Requested:	\$100,000

Proposed Project Revenue Funder	Amount	Confirmed or Pending?	Notes
Proposed Buncombe COVID Recovery Funds	\$ 100,000.00	Pending	consulting services
General Fund	\$ 50,000.00	Pending	annual software subscription
List other sources here			
List other sources here			
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Total	\$ 150,000.00		

Proposed Project Expenses	Proposed Recovery Funds	Other Funds	Total	Capital or Operating Expense?	Notes
Consultant Time and Travel	\$ 100,000.00		\$ 100,000.00	Operating	
Continuity Planning Software		\$ 50,000.00	\$ 50,000.00	Operating	annual subscription
List expenses here			\$ -		
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Total			\$ 150,000.00		