



## **Request for Proposal**

**RFP # 26-095**

### **Public Health Disaster Preparedness Plans**

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Wake County, North Carolina  
P.O. Box 550  
Raleigh, North Carolina 27602

**Proposals are due November 12, 2026 before 3:00 pm local time.**

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## Tentative Schedule

| Date                         | Event                                             |
|------------------------------|---------------------------------------------------|
| October 15, 2026             | Release of RFP                                    |
| October 21, 2026 by 5:00 pm  | Questions Due in the WC Bonfire Portal by 5:00 pm |
| October 27, 2026             | Addendum Issued (Questions Answered)              |
| November 12, 2026 by 3:00 pm | Proposals Due in the WC Bonfire Portal by 3:00 pm |
| November 2026                | Proposal Review and Interviews (if applicable)    |
| December 2026                | Contract Award / Execute Contract                 |
| January 2026                 | Project Kickoff                                   |

# 1. Introduction

## 1.1 Introduction

Wake County, North Carolina (“The County”) is seeking proposals from qualified consulting firms to provide planning support services to assist Wake County Public Health in the review, revision, enhancement, and validation of multiple public health preparedness plans and supporting documents. The County intends to utilize a phased approach to strengthen preparedness capabilities, modernize existing plans, incorporate lessons learned from recent public health emergencies and disasters, and ensure alignment with current federal, state, and local guidance and best practices.

Wake County Public Health maintains a variety of preparedness plans that support the County's ability to prevent, prepare for, respond to, and recover from public health emergencies and disasters. Several of these plans require updates to reflect organizational changes, operational lessons learned, evolving threats, updated guidance, and current stakeholder roles and responsibilities. Particular emphasis will be placed on incorporating lessons learned from the COVID-19 pandemic, strengthening operational coordination with internal and external partners, and improving the usability and sustainability of plans during real-world incidents.

The selected Consultant shall work collaboratively with Wake County Public Health staff, Wake County Emergency Management, healthcare partners, educational institutions, transportation partners, and other stakeholders as necessary to conduct plan reviews, facilitate stakeholder engagement activities, develop revised planning documents, and support training and exercise activities designed to validate updated plans and capabilities.

Throughout this Request for Proposals (“RFP”), the “Proposer” refers to qualified firms that submit Proposals and the “Consultant” refers to the Proposer selected to provide the services described herein.

## 1.2 Project Overview

### 1.2.1 County Overview

Wake County: Wake County is the most populous county in North Carolina. The County consists of 12 municipalities and includes Raleigh, the County seat and State capitol. The County’s population is estimated at 1,257,235 residents.

In addition, Wake County Government has approximately 4,500 employees, located throughout the County in the following departments/groups: City/County Bureau of Identification, Communications, Environmental Services, Health & Human Services, Emergency Medical Services, Fire & Emergency Management, Housing, Finance, Budget, Human Resources, Information Services, Tax Administration, Community Services, General Services, County Attorney, County Manager’s Office, Facilities Design and Construction. Included in the County structure but not directly reporting to the County Manager are the departments/agencies/offices of the Register of Deeds, Board of Elections, Wake County Sheriff’s Office, Auditor’s Office, Soil and Water Conservation District, Wake County Cooperative Extension, Economic Development and Workforce Development.

## 1.3 Scope of Services

The County anticipates completion of this work through multiple phases. Proposers should describe their approach to staffing, project management, stakeholder engagement, plan development, and quality assurance for each phase. The County reserves the right to modify, delay, accelerate, expand, or eliminate phases based on available funding, organizational priorities, and project progress.

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

- Conducting detailed reviews of existing plans, annexes, standard operating procedures, and supporting documentation.
- Identifying gaps, outdated information, inconsistencies, and opportunities for improvement based on current federal guidance, state guidance, accreditation standards, and industry best practices.
- Facilitating planning meetings, interviews, and stakeholder engagement activities with County staff and external partners.
- Developing revised plans and supporting documents that are operationally focused, user-friendly, and scalable to incidents of varying size and complexity.
- Incorporating lessons learned and best practices from recent public health emergencies, including COVID-19 response operations and other significant incidents.
- Ensuring plans align with the National Incident Management System (NIMS), National Response Framework (NRF), Public Health Emergency Preparedness (PHEP) capabilities, applicable Centers for Disease Control and Prevention (CDC) guidance, and relevant state and local requirements.
- Developing implementation recommendations, corrective actions, and future planning priorities identified during plan review activities.
- Producing all draft and final deliverables in electronic formats acceptable to Wake County.

### **Phase 1 Planning Efforts**

The first phase of work shall focus on review and revision of the following plans:

#### *Continuity of Operations Plan (COOP)*

The Continuity of Operations Plan shall be considered the highest-priority deliverable within Phase 1 and is expected to require significant coordination with Wake County Public Health leadership, Wake County Social Services leadership, Wake County Emergency Management, and other County stakeholders. The Proposer shall review and update the existing COOP to ensure continuity capabilities are aligned with current organizational structures, essential functions, staffing considerations, technology requirements, and emergency management practices.

The existing COOP was developed when Public Health and Social Services operated under a different organizational structure. The updated COOP shall acknowledge the current separation of Wake County Public Health and Wake County Social Services and include appropriate sections, procedures, and continuity considerations specific to each department, while ensuring coordination across shared functions, facilities, systems, dependencies, and emergency response responsibilities.

Priority review and revision areas include but are not limited to:

- Incorporation of lessons learned from COVID-19 response operations, including extended emergency activations, remote work capabilities, and continuity of public health operations during prolonged incidents.
- Review and validation of Mission Essential Functions (MEFs), Essential Supporting Activities (ESAs), orders of succession, and delegations of authority.
- Evaluation of alternate facility, telework, and continuity technology requirements to support sustained operations during disruptions.
- Review of staffing resilience strategies, employee accountability procedures, and continuity staffing models during workforce shortages.
- Alignment with current continuity guidance, NIMS principles, and Wake County emergency management processes.

- Compliance with North Carolina public health law and North Carolina Department of Health and Human Services requirements.

#### *Chemical, Biological, Radiological, and Nuclear (CBRN) Response Plan*

The CBRN Response Plan shall be reviewed and updated to ensure consistency with current response frameworks, public health preparedness guidance, and local operational capabilities.

Priority review and revision areas include:

- Clarification of public health roles and responsibilities during CBRN incidents and integration with emergency management and response partner operations.
- Review of exposure assessment, public health surveillance, epidemiological investigation, environmental health, and medical countermeasure coordination procedures.
- Updates to notification, situational awareness, information sharing, and risk communication processes.
- Review of responder safety, personal protective equipment (PPE), and environmental monitoring considerations.
- Incorporation of current federal guidance and best practices related to emerging CBRN threats.
- Review of local and state regulations for re-entry into local facilities following a CBRN event

#### *RDU Communicable Disease Response Plan*

The RDU Communicable Disease Response Plan shall be reviewed and updated in coordination with applicable airport, healthcare, emergency management, and public health stakeholders. Particular attention should be given to changes in communicable disease response practices, notification procedures, partner roles and responsibilities, and lessons learned since the plan's last major revision.

Priority review and revision areas include:

- Review and update of disease notification, reporting, and escalation procedures involving airport, airline, healthcare, and public health partners.
- Clarification of roles and responsibilities among Wake County Public Health, airport authorities, EMS, healthcare systems, state agencies, and federal partners.
- Incorporation of lessons learned from COVID-19 and other recent communicable disease events.
- Review of traveler screening, isolation, quarantine, transport, and medical evaluation procedures.
- Validation of contact information, coordination protocols, and communication pathways among partner agencies.

### **Phase 2 Planning Efforts**

The second phase of work shall focus on review and revision of the following plans:

*Medical Countermeasures (MCM) Plan*

*Local Receiving Site (LRS) Annex*

*Points of Dispensing (POD) Annexes*

*Mass Care Standard Operating Procedure (SOP)*

The Medical Countermeasures Plan, including supporting annexes, shall be considered the highest-priority deliverable within Phase 2. The Proposer shall facilitate coordination among public health, emergency management, healthcare, education, and community partners to ensure current operational concepts, resource requirements, staffing models, and dispensing strategies are accurately reflected.

Priority review and revision areas include:

- Review of current operational concepts for receiving, staging, storing, transporting, and dispensing medical countermeasures.

- Validation of staffing models, resource requirements, and operational timelines for LRS and POD operations.
- Review of closed POD, healthcare coalition, school system, and community partner integration strategies.
- Evaluation of volunteer management, just-in-time training, and workforce surge procedures.
- Incorporation of updated CDC guidance and lessons learned from COVID-19 vaccination and testing operations.
- Review of security, logistics, inventory management, and supply chain assumptions.

The Proposer may also be tasked with reviewing updates made by County staff to the Mass Care SOP and providing recommendations for additional revisions, capability improvements, and future planning priorities.

Priority review and revision areas include:

- Incorporation of lessons learned from recent disasters and public health emergency responses.
- Review of public health support functions within congregate and non-congregate shelter environments.
- Evaluation of accessibility and functional needs (AFN) considerations throughout shelter operations.
- Clarification of coordination procedures with emergency management, school systems, non-governmental organizations, healthcare providers, and community partners.
- Review of shelter health, environmental health, behavioral health, and communicable disease support procedures.
- Integration of the Wake County Disaster Service Worker Program into the Wake County Mass Care SOP to include evaluation of staffing models and shelter role job descriptions.

### **Phase 3 Planning Efforts**

The third phase of work shall focus on review and revision of the following plan:

#### *Responder Health and Safety Plan*

The Proposer shall review and update the Responder Health and Safety Plan to ensure current guidance, policies, and operational practices are reflected. Areas of focus should include development of public health responder criteria, responder preparedness, development of pre-deployment procedures, health monitoring, behavioral health considerations, personal protective equipment, rehabilitation practices, and post-deployment support activities.

#### **1.4 General Planning Requirements**

For each plan assigned under this contract, the Proposer shall:

- Conduct a comprehensive review of existing plans and supporting documentation.
- Facilitate planning meetings and stakeholder engagement activities necessary to gather information and validate proposed revisions.
- Develop draft and final plan updates incorporating County feedback.
- Identify planning assumptions, operational concepts, roles and responsibilities, resource requirements, and decision-making processes necessary to support implementation.
- Incorporate applicable federal, state, and local guidance, standards, and best practices.
- Develop recommendations for training, exercising, and future maintenance of each plan.
- Provide editable electronic versions of all final documents.
- Support review meetings and revision cycles until final approval by Wake County.

## 2. Detailed Submittal Requirements

### 2.1 Proposal Format

Proposers shall prepare their proposals in accordance with the instructions outlined in this section. Each Proposer is required to submit the proposal in a sealed package. Proposals should be prepared as simply as possible and provide a straightforward, concise description of the Proposer's capabilities to satisfy the requirements of the RFP. Utmost attention should be given to accuracy, completeness, and clarity of content. All parts, pages, figures, and tables should be numbered and clearly labeled. The proposal should be organized into the following major sections with tabs for each section:

#### **PROPOSAL SECTION TITLE**

|     |                                            |
|-----|--------------------------------------------|
|     | Title Page                                 |
|     | Letter of Transmittal                      |
|     | Table of Contents                          |
| 1.0 | Executive Summary                          |
| 2.0 | Scope of Services                          |
| 3.0 | Company Background and Relevant Experience |
| 4.0 | Client References for Similar Assignments  |
| 5.0 | Project Costs                              |

Instructions relative to each part of the response to this RFP are defined in the remainder of this section. Response information should be limited to pertinent information only. Marketing and sales type information is not to be included.

### 2.2 Executive Summary

(Proposal Section 1.0) This section of the response should be limited to a brief narrative summarizing the Proposer's proposal. The executive summary shall, at a minimum, include an identification of the proposed project team, responsibilities of the project team, and a summary of the proposed services. This section should highlight aspects of the proposal that make it superior or unique in addressing the needs of the County. Please note that the executive summary should identify the primary engagement contact. Contact information should include a valid e-mail address, fax number, and a telephone number.

### 2.3 Scope of Services

(Proposal Section 2.0) This section of the response should include a general discussion of the Proposer's overall understanding of the project and the scope of work proposed as outlined in Section 1.3.

Proposers are encouraged to provide examples of services provided to their clients and the impact of those services.

### 2.4 Company Background and Consultant Team

(Proposal Section 3.0) Each proposal must provide the following information about the submitting Proposer's company, so that the County can evaluate the Proposer's stability and ability to support the commitments set forth in response to the RFP. The County, at its option, may require a Proposer to provide additional support or clarify requested information.

#### 2.4.1 Company Background

- ☐ How long the company has been in business. In what state(s) has the company worked?
- ☐ A brief description of the company size and organizational structure.
- ☐ How long the company has been providing services to clients similar to the County.
- ☐ Any material (including letters of support or endorsement from clients) indicative of the Proposer's capabilities.
- ☐ Identify any litigation or governmental or regulatory action pending against your organization that might have a bearing on your ability to provide services to the County.
- ☐ Describe your contractual relationships, if any, with other organizations that will provide services described in your proposal.

#### 2.4.2 Consultant Team Experience

- ☐ Identify your proposed team indicating who is responsible for the key roles; provide an organizational chart showing lines of communication and levels of authority;
- ☐ Include the résumés of staff who will work on the engagement. If they are working on only certain portions of the project, please indicate this on their résumé;
- ☐ Given that the County will be evaluating several proposals, describe why you feel that your services, from a professional and technical perspective, are the best fit for the County environment. Describe the distinguishing features the County should know about your services and company.

### 2.5 Client References

(Proposal Section 4.0) The County considers references to be important in its decision to award a contract. Failure to provide this information will result in the proposal being considered non-responsive.

Please provide a comprehensive client listing with year(s) in which your firm provided services. Also provide at least three current clients who we may contact. References should be clients similar in size to the County. Please give their company name and mailing address, telephone, and email of the contact person.

|                 | Reference #1 | Reference #2 | Reference #3 |
|-----------------|--------------|--------------|--------------|
| Company         |              |              |              |
| Contact Name    |              |              |              |
| Contact Title   |              |              |              |
| Contact Phone   |              |              |              |
| Mailing Address |              |              |              |
| Email           |              |              |              |

### 2.6 Cost Proposal

(Proposal Section 5.0) Proposers should submit an estimate of costs.

The County reserves the right to contact Proposers on cost and scope clarification at any time throughout the selection process and negotiation process. The County is asking Proposers to estimate costs for all categories

with the understanding that they may have to make assumptions. Such assumptions should be stated. Items that should be included in this cost section include:

- Cost of Services. Please state your fees for the key areas outlined in the Scope of Services.
- Provide your procedures for billing and collection of your fees. How do you reconcile the fee to the services received? Specify whether this is on a monthly, quarterly or as performed basis.
- Provide a listing of hourly rates by consultant team members which could be used as a basis for additional services.

### 3. Current Environment

#### 3.1 Current Operations

Wake County Public Health maintains multiple preparedness plans, annexes, and standard operating procedures that support the County's ability to prepare for, respond to, and recover from public health emergencies and disasters. Based on recent experiences with COVID-19, emerging infectious disease threats, staff turnover, organizational changes, partner agency updates, and an updated perspective on how public health operations are conducted, the County is seeking to review and update selected preparedness plans to reflect the current operational and community environment. The intent of this project is to strengthen plan coordination, improve operational usability, incorporate lessons learned, and support future training and exercise activities for Wake County Public Health staff and response partners.

### 4. Evaluation Criteria

#### 4.1 Selection Participants

The County has established a team of staff to evaluate vendor responses. This team of employees will be responsible for the evaluation and rating of the proposals and conducting interviews.

#### 4.2 Evaluation of Proposals

Responses will be evaluated based on the following criteria:

1. Compliance to the RFP requirements; quality, clarity and completeness of services proposed in relation the scope of work the response
2. Respondent's Proven, Knowledge, and Experience in:
  - Public health preparedness and emergency management concepts and best practices including but not limited to National Incident Management System (NIMS), National Response Framework (NRF), Public Health Emergency Preparedness (PHEP) capabilities, applicable Centers for Disease Control and Prevention (CDC) guidance, relevant state and local requirements, and state accreditation standards.
  - Prior collaboration with local county departments
3. Client References
  - Capability of the Proposer to undertake and support services as described by this Request for Proposals based on reputation and customer references regarding the Vendor's performance for organizations with needs similar to the County's, particularly in the government sector.
4. Cost effectiveness and value of proposal
5. Other criteria deemed appropriated by the County Project Team