



City of North Augusta, South Carolina
Department of Public Services
Division of Water Production
North Augusta, South Carolina 29841
Office: (803) 441-4325
Fax: (803) 441-4326
Website: <http://www.northaugusta.net>

BID NO: RFP01-4280

MAIL DATE: 01/11/2021

OPENING DATE: 02/05/2021

INVITATION TO BID

Risk and Resilience Assessment and Emergency Response Plan Update

All bids shall be sealed and clearly labeled **Risk and Resilience Assessment and Emergency Response Plan Update**. Bids may be submitted in person or mailed to Attn: Greg Shaffer Superintendent of Water Production 130 Hammonds Ferry Road, North Augusta, South Carolina 29841. **Sealed bids will be opened and publicly read aloud at 1:30 P.M. on 02/05/2021.**

Bids must be submitted on the form(s) submitted by the City and in accordance with specifications and list of quantities desired.

It is the intent and purpose of the City of North Augusta that this Invitation to Bid promotes competitive bidding. It shall be the bidder's responsibility to advise the Department of Public Services at the address noted if any language, requirements, etc. or any combination thereof, inadvertently restricts or limits the requirements stated in this Invitation to Bid to a single source. Such notification must be submitted in writing and must be received by the Department of Public Services not later than ten (10) days prior to the bid closing date.

Bid documents may be obtained Monday – Friday from 8:30 – 4:30, at the following location:

City of North Augusta
Water Treatment Plant
130 Hammonds Ferry Road
North Augusta, SC 29841

Bid documents are available by fax or email. Please call (803) 441-4325, for further details.

The City of North Augusta reserves the right to waive any bid formalities and/or reject any or all bids.



BIDDER’S CERTIFICATION

I have carefully examined the Invitation to Bid, Instructions to Bidders, Specifications, and any other documents accompanying or made a part of this Invitation.

I hereby propose to furnish the goods or services specified in the Invitation at the prices or rates quoted in my bid. I agree that my bid will remain firm for a period of up to sixty (60) days in order to allow the City adequate time to evaluate the bids.

I certify that all information contained in this bid is truthful to the best of my knowledge and belief. I further certify that I am duly authorized to submit this bid on behalf of the vendor/contractor as its act and deed and that the vendor/contractor is ready, willing, and able to perform if awarded the bid.

I further certify, under oath, that this bid is made without prior understanding, agreement, connection, discussion, or collusion with any other person, firm or corporation submitting a bid for the same product or service; no officer, employee or agent of the City of North Augusta or of any other bidder interested in said bid; and that the undersigned executed this Bidder's Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

Company

Authorized Signature

Title

Mailing Address

City, State, Zip Code

Telephone Number



Risk and Resilience Assessment and Emergency Response Plan Update

ADDENDUM PAGE

The undersigned acknowledges receipt of the following Documents (Give number and date of each):

Addendum No. _____ Dated: _____

Addendum No. _____ Dated: _____

Addendum No. _____ Dated: _____

Addendum No. _____ Dated: _____

Company

Authorized Signature

Title

FAILURE TO SUBMIT ACKNOWLEDGMENT OF ANY ADDENDUM THAT AFFECTS THE BID PRICES IS CONSIDERED A MAJOR IRREGULARITY AND WILL BE CAUSE FOR REJECTION OF THE BID.



INSTRUCTIONS FOR SUBMITTING BID

Preparation of Bids:

1. Bidders are expected to examine this bid form and all instructions. Failure to do so will be at the Bidder's risk.
2. All prices and notations must be in ink or typewritten. No erasure permitted. Mistakes may be crossed out and corrections typed adjacent and must be initialed and dated in ink by person signing bid. All bids must be signed with the firm name and by a responsible officer or employee. Obligations assumed by such signature must be fulfilled.
3. Each bidder shall furnish the information required on the bid form and each accompanying sheet thereof on which he/she makes an entry.
4. Unit price for each unit bid shall be shown. A total shall be entered in the amount column for each item bid. In case of discrepancy between a unit price and extended price, the unit prices will be presumed to be correct.
5. There is no expressed or implied obligation for the City of North Augusta to reimburse responding firms for any expenses or costs incurred in preparing a response to this invitation to bid.

Bid Check List:

Bidders are cautioned to please check their bid very carefully, using the following Check List:

_____ Bidder's Certification Page Signed.

_____ Bid Envelope Prepared As Specified.

_____ It is the bidder's responsibility to contact the Department of Public Services prior to submitting a bid to ascertain if any addenda have been issued, to obtain all such addenda, and return executed addenda with the bid.



Risk and Resilience Assessment and Emergency Response Plan Update

The Undersigned, as bidder, declares that he/she has read the provisions and specifications covering the bid, and with full knowledge and understanding the requirements, does hereby agree to furnish said materials in full accordance with the specifications attached hereto and made part hereof, for the price(s) bid.

I will hold my bid open until _____, pending award (bids providing less than 60 days for approval may be rejected.)

Delivery will be made in _____ days after receipt of the order.

Date: _____

Payment Terms: _____

Name of Firm: _____

Address: _____

City: _____ State: _____ Zip Code: _____

By: _____

Title: _____

Signature: _____

Telephone Number: _____ Fax Number: _____



**NO RESPONSE
TO
INVITATION TO BID**

Risk and Resilience Assessment and Emergency Response Plan Update

If your firm is unable to submit a bid at this time, would you please provide the information requested in the space provided below and return to:

Director of Public Services
City of North Augusta, SC
61 Claypit Road
North Augusta, South Carolina 29841

We have received Invitation To Bid No. RFP01-4280 , opening at 1:30 p.m. on February 5, 2021.

Reason for not Bidding:

Name of Firm: _____

Address: _____

City: _____ State: _____ Zip Code: _____

By: _____

Title: _____

Signature: _____

Telephone Number: _____ Fax Number: _____



Risk and Resilience Assessment and Emergency Response Plan Update

Project Background

In order to meet the requirements of the America's Water Infrastructure Act (AWIA), the City of North Augusta (City) has identified the need to conduct a Risk and Resilience Assessment (RRA) and Emergency Response Plan (ERP) update. The sections that follow outline the proposed technical approach, schedule, and fee for this Scope of Services.

Scope of Services

The following scope of services describes the tasks associated with completing this project.

Task 1: Conduct Risk and Resilience Assessment

Provided below is a list of requirements in the AWIA that must be addressed in the RRA:

- Risks to the system from malevolent acts and natural hazards
- Resilience of pipes, constructed conveyances, physical barriers, source water, raw water intake, well heads, treatment, storage and distribution facilities, electronic, computer, and other automated systems
- Monitoring practices
- Financial infrastructure
- Use, storage, or handling of various chemicals
- Operation and maintenance of the system

For the RRA, the following water sector guidance and voluntary consensus standards must be used to improve efficiencies and to avoid the need to develop custom solutions:

- ANSI/AWWA G300-14, Source Water Protection (G300)
- ANSI/AWWA G430-14, Security Practices for Operation and Management (G430)
- AWWA, Process Control System Security Guidance for the Water Sector and Cybersecurity Use Case Tool
- EPA, Baseline Information on Malevolent Acts for Community Water Systems

At a minimum, the following water system assets are to be assessed (as appropriate):

- Source water and intake associated with the Savannah River
- Raw water transmission
- Raw water storage
- Surface Water Treatment Plant (SWTP) and associated treatment, storage, pumping, and chemical inventory assets
- Surface Water Treatment Plant SWTP Control Building
- Elevated water storage tanks and booster pump stations
- The distribution system as a single asset
- Selected distribution system components that serve critical customers or that represent single points of failure
- Supervisory Control and Data Acquisition (SCADA) system
- Business network
- Security network
- Public Services Administration / Operations Center

A consequence assessment must be performed that qualitatively ranks undesired consequences based on the adverse impact to the critical asset. This analysis must provide identification of the potential consequences associated with adverse impacts to critical assets and must be used in the development of risk reduction options later in the RRA.

A threat profile must be developed (e.g., the kind of adversary and mode of attack or the relative probability of a natural hazard) that is based on an objective analysis of AWIA required threat information. Incorporate threat likelihood estimation techniques as well as direct threat information from local law enforcement, the FBI, and DHS. It must reflect a realistic overview of the threats to the City's water system operations and must include an all-hazard approach to include outsider and insider malevolent acts, cyber intrusion, proximity threats, dependency threats, as well as natural hazard threats.

The threat profile will serve as the benchmark against which vulnerabilities are assessed and as the basis for discussion of countermeasures and recommendations. Using the results of the tasks above, an AWIA compliant "Risk Analysis" to establish the City water system's current risk levels and provide recommendations to reduce the asset risk must be completed.

The cybersecurity assessment must address the Supervisory Control and Data Acquisition System (SCADA), as well as the business network that supports the City's

financial infrastructure. In addition to utilizing the AWWA Water Sector Cybersecurity Risk Management Guidance and Tool, network segmentation, firewalls, white listing, IT policies and procedures, employee training, 3rd party vulnerabilities, network intrusion monitoring, and business continuity / disaster recovery must also be assessed.

The list below summarizes the major activities and milestones in the RRA task:

- Background data request and review
- Kick Off Meeting/Initial Site Visits
 - Initial stakeholder workshop and staff interviews
 - Visits to selected critical assets
 - Presentation of preliminary threat-asset (TA) pairs
- Data analysis and baseline risk calculations
- Development of preliminary recommendations for risk mitigation and resilience improvements
- Discussion of threat situations with local law enforcement, FBI, DHS, and local Emergency Management
- Conduct conference call to discuss risk and resilience recommendations
- Draft and Final RRA report

The project team must compile the information developed in this task into a draft RRA Report for the City of North Augusta. The report must include the following:

- A summary of the methodology
- A description of the system assets and threats
- The results of the CVT analysis
- A summary of the baseline risk analysis results
- Industry best practices and benchmarking the security and preparedness status of the City's water system with respect to other similar sized utilities
- Risk reduction recommendations

After the City has had the opportunity to review the draft RRA, a conference call with City staff must be conducted to discuss comments on the draft document and answer any questions. Following the review call and receipt of final comments, the final RRA report must be prepared. Hard copy and electronic versions of the report will be delivered.

Task 2: Update Emergency Response Plan

The City's ERP for the water system must be updated in documents that are compliant with the AWIA. Listed below are the ERP requirements in the AWIA that must be addressed in the ERP.

- Strategies and resources to improve the resilience of the system, including physical security and cybersecurity
- Plans and procedures that can be implemented, and identification of equipment that can be utilized, in the event of a malevolent act or natural hazard that threatens the ability of the water system to deliver safe drinking water
- Actions, procedures, and equipment which can eliminate or significantly lessen the impact of a malevolent act or natural hazard on the public health and the safety and supply of drinking water
- Strategies that can be used to aid in the detection of malevolent acts or natural hazards that threaten the security or resilience of the system
- Coordination with existing local emergency planning committees established pursuant to the Emergency Planning and Community Right-To-Know Act of 1986 (42 U.S.C. 11001 et seq.)

In addition to achieving compliance with AWIA, the ERP must be developed using industry best practices and guidance, including the following:

- ANSI/AWWA G440-17, Emergency Preparedness Practices (G440)
- AWWA M19, Emergency Planning for Water and Wastewater Utilities (M19)
- EPA, Emergency Response Plan Template (for reference only)

Based on the RRA, the City's existing ERP will be updated. The list below summarizes the major activities and milestones in the ERP task:

- Compare the City's existing ERP to the requirements of AWIA
 - Should the existing format be compliant, then it will be maintained.
 - If not compliant, then an AWIA compliant ERP template must be used and conduct a conference call with the City to discuss potential changes.
- Collect data not collected during RRA that meets the requirements of AWIA, if necessary
- Prepare Draft ERP, including the following:
 - A focus on resilience and all-hazards preparedness

- Pre-incident preparedness for response and recovery from threats and hazards
- Inclusion of employee safety provisions
- Inclusion of threats and hazards as identified during the RRA, including emerging threats such as cyber-attacks.
- Incorporation of the National Incident Management System (NIMS), particularly the Incident Command System (ICS)
- Inclusion and engagement of appropriate utility staff
- Incorporation of mutual aid including participation in SC WARN
- Inclusion of adequate provisions for effective internal and external communications, including a media / press release template
- Inclusion of a plan for maintaining and updating the ERP.
- Conduct ERP review conference call
- Finalize ERP based on the results of the review conference call (both hard copy and electronic)

Deliverables

The following must be provided as part of the Work:

- Minutes from all meetings with the City
- Data analysis and baseline risk calculations for RRAs
- List of preliminary recommendations for risk mitigation and resilience improvements for the water system
- Minutes/comments from conference call on resilience recommendations
- Draft and Final RRA report for water system
- Minutes/comments from ERP conference call
- Draft and Final ERP for water system

Project Schedule

The technical approach for this project integrates the activities across all tasks to create an efficient workflow. To the extent possible, data gathering for all tasks will be conducted simultaneously to minimize the number of redundant interviews and meetings. ERP activities will overlap with the RRA, but the ERP cannot be completed until risks and business impacts are identified through the RRA process.

The draft RRA and draft ERP must be completed one month prior to the regulatory deadlines of June 30, 2021 and December 31, 2021, respectively. This will allow for flexibility if schedule challenges are encountered during the project. Our proposed schedule is as follows:

Project Award	Day 1
Kickoff Meeting / Site Visit	2-weeks from Notice to Proceed
Draft RRA	5-months from Kickoff Meeting
RRA Certification	June 30, 2021
Draft ERP	11-months from Kickoff Meeting
ERP Certification	December 31, 2021
Project Completion	December 31, 2021

Fee Schedule

AWIA Compliance Certification	
Tasks	Lump Sum Total
Risk Assessment	
Emergency Response Plan	
Project Total	