



LAKESWOOD WATER DISTRICT
LAKESWOOD, WASHINGTON

REQUEST FOR PROPOSAL
PROFESSIONAL, TECHNICAL & EXPERT SERVICES
VULNERABILITY ASSESSMENT, HAZARD
MITIGATION PLAN AND EMERGENCY RESPONSE
PLAN

PROPOSALS SHOULD BE SUBMITTED TO:

Mr. Randall Black, General Manager
Lakewood Water District
Physical address: 11900 Gravelly Lake Drive SW
Mailing address: P. O. Box 99729
Lakewood WA 98499-0729

THE PROPOSAL WILL CONSIST OF A COMPLETE COMPANY PROFILE LISTING SPECIFIC QUALIFICATIONS TO PERFORM THESE SERVICES ALONG WITH RESUMES OR PROFILES OF INDIVIDUALS WHO WILL BE ASSIGNED TO THIS PROJECT.

THE PROPOSAL SHALL BE SUBMITTED IN AN ENVELOPE CLEARLY MARKED:
Request for Proposal, Vulnerability Assessment, Hazard Mitigation and Emergency Response Plan.

GENERAL INSTRUCTIONS AND CONDITIONS

The Emergency Response Plan shall, when completed, address the following issues.

1. A Vulnerability Assessment with recommendations that incorporate the security issues and concerns that are required to be addressed by the Environmental Protection Agency in the *Public Health Security and Bioterrorism Preparedness and Response Act of 2002 (H.R. 3448)*.
2. A Natural Hazard Mitigation Plan with recommendations for mitigation strategies that eliminates or at the least reduces the severity of any damage that may occur due to a natural hazard that may affect District operations. This plan shall be in conformance with the Disaster Mitigation Act of 2000 and shall be conducted in accordance with *Federal Emergency Management Agency (FEMA) Mitigation Planning Guidelines as published in FEMA Publication 386*.
3. The District's Emergency Response Plan (Plan) shall include all appropriate and necessary elements of the *Pierce County Emergency Management or Disaster Preparedness Plan* as well as all elements of the *Pierce County Emergency Communications Plan (E-911)*.
4. The Plan shall also address all security issues associated with existing and potential inter-local agreements, such as site leasing of reservoirs or other facilities, granting access to and joint use of these facilities to cellular telephone companies or other utility districts or governmental agencies.
5. The Plan shall also include a Model Media/Press Release Format.

**REQUEST FOR PROPOSAL (RFP) TITLE: VULNERABILITY ASSESSMENT,
HAZARD MITIGATION PLAN AND EMERGENCY RESPONSE PLAN**

I. INTRODUCTION

The Lakewood Water District is seeking proposals from qualified consulting firms (Consultant) with demonstrated experience in developing emergency response plans. The Consultant shall: 1) have the ability to make recommendations for changes to the emergency response plan to ensure that the plan addresses all elements of the water system Vulnerability Assessment that is required by the Environmental Protection Agency and identify various Hazard Mitigation Strategies that will eliminate or greatly reduce the impact of natural hazards that may affect the District, and 2) have experience related to security risk mitigation planning work. The District proposes to engage the Consultant to expand and revise the District's Emergency Response Plan as necessary and appropriate.

II. INSTRUCTIONS TO PROPOSERS

A. Interpretation and Clarification of RFP

No oral interpretation or clarification will be made to any firm or any individual as to the meaning of the RFP document. Requests for interpretation or clarification shall be made in writing (fax or e-mail will be acceptable) and delivered to: Mr. Randall Black, General Manager at the address shown below. A response will be issued in the form of an addendum to the RFP by the District if a substantive clarification is in order.

B. Submittal Deadline and Interview Schedule

1. Submittal Deadline:

Five (5) copies of the proposal shall be submitted no later than April 2, 2003, and shall be addressed to Mr. Randall Black, General Manager at:

Lakewood Water District
Physical address: 11900 Gravelly Drive
Mailing address: P. O. Box 99729
Lakewood WA 98499-0729
Phone: 253/588-4423
Fax: 253/588-7150
E-mail: rblack@lakewood-water-dist.org

2. Interviews will be held in the Water District Board Room at the physical address listed above.

The District anticipates having the selected consultant begin work on or about April 21, 2003, with submittal of the first draft not later than September 30, 2003, and submittal of the final draft not later than October 29, 2003. Proposals containing earlier completion dates of the Consultant's work are acceptable and encouraged.

C. Contact Information

All correspondences, including letters of interest, requests for clarification/interpretation and the proposals, shall be mailed or delivered to the Lakewood Water District at the address listed above to: Attention: Mr. Randall Black, General Manager.

D. Proposal Content: All proposals must contain the following elements

1. **Cover Letter:** The letter shall specifically stipulate that all terms and conditions contained in the Request for Proposals are accepted by the Consultant. The letter shall specifically state which members of the Consultant's team have attended the Sandia Methodology (RAM-WSM) classes or seminars and which members have experience with the FEMA Hazard Mitigation Planning Guidelines. The letter must also state the name(s) of the person(s) authorized to represent the Consultant in any negotiations and the name(s) of the person(s) authorized to sign the contract that may result. The cover letter should not exceed **two (2)** pages in length and may summarize the proposal and qualifications of the consulting team.
2. **Proposal: Five (5)** copies of the proposal shall be submitted. All written material is recommended to be provided in three-ring binders. The proposal shall not exceed **ten (10)** pages in length and shall contain the following sections:
 - **Project Team:** Provide the names and roles of key staff, the project manager and any sub-consultants.
 - **Statement of Qualifications:** The Statement of Qualifications shall be no more than **two (2)** pages in length and must include the following:
 - **Company Profile:** Include company history and organization, and the location of the office where work will be performed.
 - **Project Experience:** Include descriptions of projects that your firm has completed that are related to the proposed project (limit the number of examples to between three and five projects) in which your company was the prime consultant. Identify staff that is trained or exceptionally knowledgeable in RAM-WSM and FEMA Hazard Mitigation Planning.
 - **Sub-Consultants:** Identify any sub-consultants that may be used for this project and provide details of their experience in these areas.
 - **Resumes:** Provide resumes for each staff member who will be assigned to this project. (The resume pages can be submitted as an Appendix and will not be counted as part of the ten (10)-page limitation for the proposal.)
 - **References:** Provide references for projects completed that are similar to this project. Each reference must include a contact name, title, address, and phone number.
3. **Project Schedule:** The proposal shall provide a preliminary schedule that identifies all tasks, time required to complete each task, task dependencies, critical decision

points, and total project timeline. The project schedule shall be considered as an Appendix and will not be considered as part of the ten (10)-page limitation for the proposal.

E. Professional Services Contract:

The successful Consultant will be required to enter into a Professional Services Contract with the District.

F. Evaluation and Selection Process

District staff and other review team members will evaluate each consultant's submittal based upon the project approach, the consultant's technical skills and resources, project team's technical skills, history of performance, and knowledge. After the submittals have been evaluated, at least three (3) but not more than four (4) of the highest ranked firms, as determined by the District, will be interviewed. All firms submitting proposals will be notified of their status in the selection process. Final selection will be made based upon the proposals and the interviews.

III. SCOPE OF WORK

The consultant will conduct a detailed review of the District's Emergency Response Plan to determine if the plan addresses all of the following concerns and issues.

- A. Potential acts of terrorism or other intentional acts aimed at disrupting the distribution of potable water supply. This vulnerability assessment shall be based upon the RAM-W methodology developed by Sandia National Laboratories.
- B. Any risks the District may be exposed to as a result of a natural disasters such as:
 - Earthquake;
 - Flood;
 - Severe Winter or Wind Storm;
 - Flooding;
 - Or other such natural hazards that may be identified in the review process.

This risk assessment shall be done in accordance with the *Hazard Mitigation Planning Guidelines* published by the Federal Emergency Management Agency.

- C. Provide assurance that there is adequate or appropriate interaction between the District's Emergency Response Plan with all elements of *Pierce County's Emergency Management Plan*, all elements of the Emergency Communications (E-911) System and all other relevant governmental agencies that the District is likely to interface with.
- D. Develop a "Model" Media-Press Release Format.

IV. PROJECT APPROACH:

Latitude is provided to the Consultant for development of the specific tasks that may be included in a Scope of Work; however, the Consultant should consider, at a minimum, incorporating the following items.

A. Clarify the water system objectives by:

- Identify and clarify the system mission.
- Identify the consequences that could affect the mission.
- Identify and prioritize the assets that need to be protected.
- Identify and prioritize the malevolent acts or actions that could impact or affect the system operation.

B. Conduct a complete system inventory

- Identify and prioritize the most critical elements or facilities.
- Describe the consequences of the loss of critical facilities or functions.
- Identify and prioritize the most critical natural hazards.
- Describe the consequences of the loss of critical facilities or functions.
- Analyze the risk associated with and the impacts of granting access to District facilities under lease agreements with private service providers such as cellular telephone companies.
- Describe the existing security systems and evaluate their effectiveness.
- Prepare a recommendation for upgrades to the existing security system.

C. Conduct a threat assessment.

- Define the type or types of terrorism acts that could happen and evaluate the likelihood of what type or types of action that could be conducted such as: physical damage; chemical, biological or radiological damage; cyber attacks on the SCADA or other control systems; disruption of the interdependency systems, such as electrical, transportation, etc.
- Define the likelihood of the threat source such as terrorist, internal, or vandalism
 - Define the type or types of natural hazards that could impact the District and evaluate the likelihood that the District could be affected by the hazard.
 - Prioritize the hazards.
 - Document the process used to determine the type of hazard and likelihood of occurrence.

D. Develop or identify the system and facility characteristics.

- Identify important facilities, processes and assets.
- Inventory of system protection elements and asses their capabilities and reliability.
- Develop cyber protection system features.
- Develop policies and procedures relating to security functions and issues.

- E. Describe the methodology that will be used to develop** the Vulnerability Assessment and the Hazard Mitigation Plan.
- F. Describe the methodology that will be used to review and/or revise** the Emergency Response Plan and describe the process that could be used to review and revise the Hazard Mitigation Plan within the five- year cycle required by FEMA.
- G. Identify a process or processes** that can be used to involve the public in the development of the Hazard Mitigation Plan strategies.
- H. Conduct a Natural Hazard Risk Analysis.**
 - Develop recommendations for hazard mitigation strategies.
- I. Provide verification that the District's Emergency Response Plan is consistent** with all elements of Pierce County's *Emergency Management Plan*, all elements of the Emergency Communications (E-911) System and all other relevant governmental agencies that the District is likely to interface with.
- J. Develop a sample Media-Press Release Format.**

V. SUBMITTALS—PUBLIC FILE

All proposals will become part of the public file on this matter, without obligation to the District. The District reserves the right to reject any and all proposals for good cause, in the public interest. The District also reserves the right to accept minor inconsistencies, as determined by the District, in the best interest of the public.

VI. PROJECT UNDERSTANDING

The Consultant will clearly indicate an understanding of the nature and scope of the project by providing a detailed Scope of Work. The consultant will also provide a detailed discussion of the approach that will be taken to ensure that the project will be in compliance with the appropriate Federal, State and Local requirements for completing a Vulnerability Assessment and Hazard Mitigation Plan.

VII. CONFIDENTIALITY OF PROJECT INFORMATION

The District requires that the selected consulting organization and their staff assigned to this project keep all information learned about the District's security system confidential. Disclosure of any information gathered as part of the assessment has the potential to pose a significant risk to public health and safety. During the project, the Consultant shall make provisions to secure all project records, including drafts. After completion of the project, the Consultant will deliver to the District all drafts and all documents pertaining to the security system obtained from the District or generated during the course of this project. All final reports pertaining to the Vulnerability Assessment and any section or part of the Hazard Mitigation Plan pertaining to system security shall have stamped on each page "**NOT FOR PUBLIC DISCLOSURE.**" The Consultant shall not make available or use any system information drafts or reports for any purpose without the written consent of the District.

VIII. BACKGROUND CHECKS

At the discretion of the District, employees of the Consultant and any Sub-consultants that may be working on this project are subject to background checks conducted by the District. The District will be responsible for any and all costs associated with conducting background checks.

IX. WHOLESALE CUSTOMERS VULNERABILITY ASSESSMENT

Should the District decide to proceed with vulnerability assessments for any of their wholesale customers systems in conjunction with this project, the scope of work and schedule of the project will be amended. These vulnerability assessments would be undertaken using the applicable Sandia methodology for their respective system size. Authorization of the work will depend upon the development of Inter-Local Agreements with these customers.