

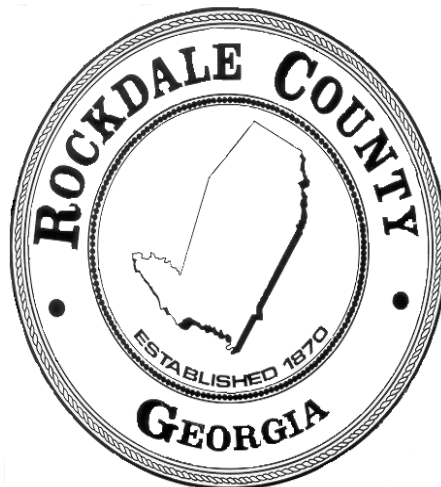
# **REQUEST FOR PROPOSALS**

**RFP No. 15-45**

## **ROCKDALE COUNTY, GEORGIA**

**December 21, 2015**

### **Information Technology (IT) and SCADA Master Plan for Water and Wastewater Systems**



**ROCKDALE COUNTY FINANCE DEPARTMENT  
PROCUREMENT OFFICE  
958 Milstead Avenue  
CONYERS, GA 30012  
770-278-7552**

**INTRODUCTION:**

Rockdale County is requesting Competitive Sealed Proposals for the **Information Technology (IT) and SCADA Master Plan for Water and Wastewater Systems**. Instructions for preparation and submission of a proposal are contained in this packet. Proposals must be typed or printed in ink.

Rockdale County provides equal opportunity for all businesses and does not discriminate against any person or business because of race, color, religion, sex, national origin, handicap or veterans status. This policy ensures all segments of the business community have access to supplying the goods and services needed by Rockdale County.

**PURCHASING CONTACT FOR THIS REQUEST:**

All questions concerning this invitation and all questions arising subsequent to award are to be addressed to the Buyer at the following address:

Rockdale County Finance Department  
Procurement Division  
Attn: Dawn Spivey  
958 Milstead Avenue  
Conyers, GA 30012  
Phone: (770) 278-7553, Fax: (770) 278-8910  
E-mail: [dawn.spivey@rockdalecounty.org](mailto:dawn.spivey@rockdalecounty.org)

To maintain a "level playing field", and to assure that all proposers receive the same information, proposers are requested **NOT** to contact anyone other than the contact above until after the award of the contract. Doing so could result in disqualification of the proposer.

**PROPOSAL COPIES FOR EVALUATION:**

One (1) original hard copy and four (4) compact disc (CD's) or Flash Drive in Adobe PDF format will be required for review purposes. *Original must be clearly marked "Original" and the Copies clearly marked "Copies."* CD's that are blank or have incorrect information on them will not be acceptable and may be justification for disqualification. Check your disk(s) to ensure that they have the appropriate material on it before submitting.

**DUE DATE:**

Sealed proposals will be received at the Rockdale County Finance Department, Procurement Division, 958 Milstead Avenue, Conyers, GA 30012 no later than **2:00 P.M., local time, Thursday, January 21, 2016**. Proposals received after this time will not be accepted.

**PRE-PROPOSAL CONFERENCE:**

There will be a **MANDATORY** Pre-Proposal Conference held at Central in the Training Room, 2420 Tatum Road (*NOT Quigg at 2440 Tatum Rd*), Conyers, GA 30013 on **Tuesday, January 12, 2016, at 10:00 a.m., local time**. Any questions and/or misunderstandings that may arise from this RFP must be submitted in writing and forwarded to the Buyer at the above address or by email. It shall be the proposers responsibility to seek clarification as early as possible prior to the due date and time. *Any contractor who intends to submit a Proposal is required to attend this meeting.*

**QUESTIONS AND CLARIFICATIONS:**

You should submit your questions and/or requests for clarifications about this RFP no later than **2:00 p.m., local time, (Thursday), January 14, 2016**. Written responses from the County to the questions it receives will be in an addendum and posted to the County's website at [www.rockdalecounty.org](http://www.rockdalecounty.org), Bids, RFPs and Announcements/Current Bids.

**ADDENDA:**

Answers to questions submitted that materially change the conditions and specifications of this RFP will be issued in an addendum and posted to the County's website at [www.rockdalecounty.org](http://www.rockdalecounty.org), Bids, RFPs and Announcements/Current Bids. Any discussions or documents will be considered non-binding unless incorporated and issued in an addendum.

Proposers should check the website at [www.rockdalecounty.org](http://www.rockdalecounty.org), Bids, RFPs and Announcements/Current Bids frequently during the process to verify that they have received all issued addenda. Proposers have the responsibility of making sure that they have received all issued addenda.

**CONTRACT TERM:**

One year with option to renew four (4) additional one-year terms.

**LOCAL VENDOR PREFERENCE POLICY**

The Rockdale County Board of Commissioners adopted a Local Vendor Preference Policy on March 26, 2013. The policy will apply to all qualified Invitations to Bids and Request for Proposals after May 1, 2013. The Local Vendor Preference Policy allows Rockdale County vendors to get an extra 5 points on the evaluation criteria scoring for Request for Proposal. The Policy will give the local bidder the opportunity to match the price of a non-local vendor's bid price if they are low and within 5% of the low bidder's price on Invitation to Bids. A copy of the Policy may be downloaded from the County website at [www.rockdalecounty.org](http://www.rockdalecounty.org), under Finance/Purchasing.

The Local Vendor Preference Policy will not apply to this RFP.

**ENERGY EFFICIENT, RECYCLING, AND WASTE REDUCTION PURCHASING POLICY**

Policy #R-2015-08 includes the following language:

The Rockdale County Board of Commissioners only purchases energy star rated equipment and appliances that are economically responsible and reduce resource consumption and waste within federal, state, and local laws. The County will only purchase recycled copy, computer, and fax paper with at least 30 percent recycled content.

A copy of the policy may be viewed and downloaded by visiting the website at [www.rockdalecounty.org](http://www.rockdalecounty.org), Bid Announcements, and scrolling down to the bottom of the page.

**QUALIFICATIONS OF OFFERORS:**

Proposers must have a current business license from their home based jurisdiction and provide a copy of that license with the submittal of their proposal response.

Proposals from any offeror that is in default on the payment of any taxes, license fees, or other monies due to Rockdale County will not be accepted.

Any contractor submitting a Proposal must complete the Contractor's Qualification Statement and Questionnaire if provided in this package.

In evaluating Proposals, the County may seek additional information from any contractor concerning such contractor's proposal or its qualifications to construct the Project.

**PROPRIETARY INFORMATION**

Careful consideration should be given before submitting confidential information to Rockdale County. The Georgia Open Records Act permits public scrutiny of most materials collected as part of this process. Please clearly mark any information that is considered a trade secret, as defined by the Georgia Trade Secrets Act of 1990, O.C.G.A. §10-1-760 et seq., as trade secrets are exempt from disclosure under the Open Records Act. Rockdale County does not guarantee the confidentiality of any information not clearly marked as a trade secret.

**FINANCIAL STABILITY**

The Offeror will provide financial information that would allow proposal evaluators to ascertain the financial stability of the firm.

- If a public company, the Offeror will provide their most recent audited financial report.
- If a private company, the Offeror will provide a copy of their most recent internal financial statement, and/or a letter from their financial institution, on the financial institution's letterhead, stating the Offeror is in good standing with that financial institution.

**SELECTION PROCESS:**

The Rockdale County Procurement Office and Evaluation Committee makes a recommendation for award. The Board of Commissioners will make the actual award of the contract and has the authority to award the contract to a company different than the company recommended by the Procurement Office and/or Evaluation Committee.

This is a past performance/quality/price trade-off source selection in which competing offeror's past and present performance history and product quality will be evaluated on a basis approximately equal to price. Award will be made to the responsible offeror whose proposal represents the best value after evaluation in accordance with the factors listed below. Rockdale County Board of Commissioners may reject any or all proposals and to waive any technicalities or informalities if such action is in the county's interest.

Rockdale County may evaluate proposals and award a contract without discussions with offerors. Therefore, the offeror's initial proposal should contain the offeror's best terms from a price and technical standpoint. The County reserves the right to conduct discussions if the County later determines them to be necessary.

Proposers will be evaluated based on the following criteria and may be called in for an interview. The County intends to award the contract to the responsible and responsive contractor whose proposal is determined in writing to be the most advantageous to the County taking into consideration all of the evaluation criteria.

## EVALUATION CRITERIA:

Offerors will be evaluated based on the following criteria and may be called in for an interview.

Respondents will have their submissions evaluated and scored. Submissions will be evaluated to assess the respondent's ability to provide anticipated services for Rockdale County. Rockdale County shall be the sole judge of the quality and the applicability of all statements of qualifications. Approach, scope, overall quality, local facilities, terms, and other pertinent considerations will be taken into account in determining acceptability.

Selection Committee shall evaluate and rank the statements of qualifications based on the following criteria:

- **Qualifications – 30%**
  - Project Team
  - Proposed Project Manager
  - Experience of Proposed Team on Similar Projects
  - Key Team Leaders
  - Key Team Members
- **Technical Approach – 35%**
  - Project Understanding
  - Ability to Meet Proposed Schedule
  - Value-added Alternative Approaches
  - Approach and Project Organization
- **Estimated Cost – 5%**

## INTERVIEWS

Interviews may be scheduled. Interviews will be informal, and will provide respondents with an opportunity to answer any questions the selection team may have on a submission.

Upon scoring and ranking of written proposals, the Selection Committee may select the three (3) top ranked firms to deliver a presentation and provide further clarification of their approach. Proposers will be allotted up to 45-minutes for the presentation and interview, including a 15 minute question and answer period for a total presentation time of 60-minutes. Key project personnel will be expected to take the lead in presenting and answering questions regarding the technical proposal. Upon completion of the presentations, the Selection Committee will score each firm according to the following criteria:

- **Presentation and Interview – 30%**
  - Quality and Clarity of Presentation
  - Project Manager's Ability To Communicate Project Understanding
  - Identification of Project Specific Risks and Plans To Manage Them
  - Adequacy of Response to Committee Questions

The scores for the presentation and interview will be combined with the scores from the evaluation of the written submittals to determine the overall ranking of the short-listed firms.

**INSURANCE:**

The Company shall maintain in full force and effect the following insurance during the term of the Agreement.

Coverage	Limits of Liability
Workers' Compensation	Statutory
Employers' Liability	\$1,000,000.00
Bodily Injury Liability	\$1,000,000.00 each occurrence
except Automobile	\$1,000,000.00 aggregate
Property Damage Liability	\$1,000,000.00 each occurrence
except Automobile	\$1,000,000.00 aggregate
Personal & Advertising Injury Limit	\$1,000,000.00
Products / Completed Ops.	\$2,000,000.00 aggregate
Automobile Bodily Injury	\$1,000,000.00 each person
Liability	\$1,000,000.00 each occurrence
Automobile Property Damage	\$1,000,000.00 each occurrence
Liability	
Each Occurrence	\$1,000,000.00
Aggregate	\$2,000,000.00
Professional Liability/General Liability	\$1,000,000.00

All insurance shall be provided by an insurer(s) acceptable to the County, and shall provide for thirty (30) days prior notice of cancellation to the County. Upon contract award, Contractor shall deliver to the County a certificate or policy of insurance evidencing Contractor's compliance with this paragraph. Contractor shall abide by all terms and conditions of the insurance and shall do nothing to impair or invalidate the coverage.

Rockdale, GA shall be named as Additional Insured under any General Liability, Business Auto and Umbrella Policies using ISO Additional Insured Endorsement forms CG 2010 or its equivalent. Coverage shall apply as Primary and non-contributory with Waiver of Subrogation in favor of Rockdale County, Georgia.

The insurance carrier must have a minimum rating of A or higher as determined by the rating firm A.M. Best.

Certificates to contain policy number, policy limits and policy expiration date of all policies issued in accordance with this contract.

**BONDS:**

N/A

**PERMITS:**

N/A

**AWARD OF CONTRACT**

The Rockdale County Procurement Office and Evaluation Committee makes a recommendation for award. The Board of Commissioners will make the actual award of the contract and has the authority to award the contract to a company different than the company recommended by the Procurement Office and/or Evaluation Committee.

**ILLEGAL IMMIGRATION REFORM AND ENFORCEMENT ACT OF 2011**

Vendors submitting a Qualification package in response to this RFP must complete the Contractor Affidavit under O.C.G.A. §13-10-91(b)(1) which is provided with the RFP package to verify compliance with the Illegal Immigration Reform and Enforcement Act of 2011.

- A. The form must be signed by an authorized officer of the contractor or their authorized agent.
- B. The form must be notarized.
- C. The contractor will be required to have all subcontractors and sub-subcontractors who are engaged to complete physical performance of services under the final contract executed between the County and the contractor complete the appropriate subcontractor and sub-subcontractor affidavits and return them to the County a minimum of five (5) days prior to any work being accomplished by said subcontractor or sub-subcontractor. Format for this affidavit can be provided to the contractor if necessary.**

**GENERAL INFORMATION**

No proposals received after said time or at any place other than the time and place as stated in the notice shall be considered. No responsibility shall attach to Rockdale County for the premature opening of a proposal not properly addressed and identified.

**WITHDRAWAL OF PROPOSAL:**

A proposer may withdraw his proposal before the proposal due date, without prejudice to the proposer, by submitting a written request of withdrawal to the Rockdale County Procurement Office.

**REJECTION OF PROPOSAL:**

Rockdale County may reject any and all proposals and must reject a proposal of any party who has been delinquent or unfaithful in any formal contract with Rockdale County. Also, the right is reserved to waive any irregularities or informalities in any proposal in the proposing procedure. Rockdale County shall be the sole judge as to which proposal is best, and in ascertaining this, will take into consideration the business integrity, financial resources, facilities for performing the work, and experience in similar operations of the various proposers.

**STATEMENT OF EXPERIENCE AND QUALIFICATIONS:**

The proposer may be required, upon request, to prove to the satisfaction of Rockdale County that he/she has the skill, experience, necessary facilities and ample financial resources to perform the contract(s) in a satisfactory manner and within the required time. If the available evidence of competency of any proposer is not satisfactory, the proposal of such proposer may be rejected. The successful proposer is required to comply with and abide by all applicable federal and state laws in effect at the time the contract is awarded.

**NON-COLLUSION AFFIDAVIT:**

By submitting a proposal, the proposer represents and warrants that such proposal is genuine and not sham or collusive or made in the interest or in behalf of any person not therein named, that the proposer has not directly or indirectly induced or solicited any other proposer to put in a sham proposal, or any other person, firm or corporation to refrain from proposing and that the proposer has not in any manner sought by collusion to secure to that proposer any advantage over any other proposer.

**INTEREST OF:**

By submitting a proposal, the proposer represents and warrants that a Commissioner, Administrator, employee, nor any other person employed by Rockdale County has, in any manner, an interest, directly or indirectly, in the proposal or in the contract which may be made under it, or in any expected profits to arise there from.

**DOCUMENTS DEEMED PART OF THE CONTRACT:**

The notice, invitation to proposers, general conditions, and instructions for proposers, special conditions, specifications, proposal, and addenda, if any, will be deemed part of the contract.



## STANDARD INSTRUCTIONS

1. The instructions contained herein shall be construed as a part of any proposal invitation and/or specifications issued by Rockdale County and must be followed by each proposer.
2. The written specifications contained in this proposal shall not be changed or superseded except by written addendum from Rockdale County. Failure to comply with the written specifications for this proposal may result in disqualification by Rockdale County.
3. All goods and materials shall be F.O.B. Destination Conyers, Georgia and no freight or postage charges will be paid by Rockdale County unless such charges are included in the proposal price.
4. The following number, **15-45** must be written clearly on the outside of each proposal envelope in order to avoid prior opening in error.
5. All proposals must be received and in-hand at proposal due date and time. Each proposer assumes the responsibility for having his/her proposal received at the designated time and place of proposal due date. Proposals received after the stated time and date may be subject to rejection without consideration, regardless of postmark. Rockdale County accepts no responsibility for mail delivery.
6. Unless otherwise stated, all proposals submitted shall be valid and may not be withdrawn for a period of 120 days from the due date.
7. Each proposal form submitted must include the name of the business, mailing address, the name, title and signature of the person submitting the proposal. When submitting a proposal to Rockdale County the first page of your proposal package should be the proposal form listing the price, delivery date, etc., unless the proposal form is requested to be in a separate envelope.
8. Rockdale County reserves the right to accept a proposal that is not the lowest price if, in the County's judgment, such proposal is in the best interest of the County and the public. The County reserves the right to reject any and all proposals.
9. Telephone, Telegraphic or Facsimile proposals will not be accepted.
10. No sales tax will be charged on any orders except for contracts that include construction materials being purchased through a third party.
  - i. Federal I.D. #58-6000882
  - ii. Sales Tax Exempt #58-800068K
11. If applicable, completed questionnaires must be signed manually. Rockdale County reserves the right to accept or reject any proposal on the basis of incomplete or inaccurate answers to the questionnaire.
12. If applicable, warranty information shall be provided.
13. Proposers shall state delivery time after receiving order.
14. Proposers shall identify any subcontractors, and include an explanation of the service or product that they may provide.

## **CONTRACTOR QUALIFICATIONS AND RESPONSIBILITIES**

### **PREPARATION OF THE PROPOSAL**

As described in Attachment 3 "Proposal Requirements," proposals must be submitted in the following format:

1. Executive Summary
2. Firm Profile
3. Project Organization and Key Personnel (include resumes of key staff)
4. Technical Approach
5. Management Approach
6. Related Project Experience and References
7. Project Schedule
8. Fee Estimate

In addition, any material that will add to the persuasiveness of your proposal may be included. However, if the materials do not directly address the stated requirements, please include them in an appendix or a separate volume. The county will review and consider all material submitted, but will concentrate on the material that directly addresses the county's stated needs.

Your proposal must be signed and dated in ink by the owner, partner or corporate officer of the company or by an agent duly authorized to represent the company under this proposal. Include the name and position held within the company's organization.

### **SITE INSPECTION**

Before submitting a proposal, each proposer shall make all investigations and examinations necessary to ascertain all condition and requirements affecting the full performance of the contract to verify any representations made by the county upon which the proposer will rely. If the proposer receives an award as a result of its proposal submission, failure to have made such investigations and examinations will in no way relieve the proposer from its obligation to comply in every detail with all provisions and requirements of the documents, nor will a plea of ignorance of such conditions and requirements be accepted as a basis for any claim whatsoever by the proposer for additional compensation.

### **Qualifications and Experience of Staff**

Provide a description of the qualifications and experience of the specific staff members to be involved in each phase of the services. Include resumes of personnel that will deliver the various components of the work. Name the Project Manager, Field Supervisor(s) and other key members of the project team that will be performing the work for the scope described herein. Clearly identify their qualifications to lead this specific project, including specific experience with similar projects. Give the percentage of the key members' time that would be committed to this project. Where applicable, link staff members to the appropriate referenced projects and individual specific accomplishments as they relate to key objectives.

The Project Manager and other key personnel should have been in leadership roles on previous evaluation projects including preparation of progress reports, testing, and recommendation reports, and have the authority to commit the necessary resources of the company. Experience of key staff with previous firms is acceptable, but any such references should provide the name of the firm(s) under which the services were performed. Give the location from which the proposed staff will be based during the execution of the project.

Significant sub-consultants, their proposed role in the project, and percent of the work they are performing should be identified in the proposal. Addition or substitution of a sub-consultant after submitting the

proposal shall require approval by the RWR Project Manager and shall not result in an increased cost to the County. Indicate if the Consultant has worked with the identified sub-consultant previously including when, where and the services provided. Provide at least 3 project references for each sub-consultant that is performing in a critical role or is responsible for more than 20-percent of the proposed effort. References may apply to multiple members of the Consultant's team provided that they are specific as to the roles and responsibilities of the respective team members.

## **CONTRACTOR QUALIFICATIONS AND RESPONSIBILITIES**

### **SYSTEM BACKGROUND AND DESCRIPTION**

A detailed system background and description can be found in Attachment No. 1.

### **SCOPE OF WORK**

A detailed scope of work for this project can be found in Attachment No. 2.

### **PROPOSAL REQUIREMENTS AND FORMAT**

The proposal shall be concise, well organized, and demonstrate the proposer's qualifications and experience applicable to this project, and understanding of the project. The proposal shall be limited to twenty-five (25) one-sided (8½" x 11") pages, exclusive of resumes, cover letter, graphics, dividers, and front and back cover. Type size font shall be not less than 10 point.

Proposals will be evaluated based on the information submitted in accordance with the Evaluation Criteria section above.

Proposals submitted in response to this RFP shall be in the following order and shall include:

**Attachment No. 1****CONTRACTOR QUALIFICATIONS AND RESPONSIBILITIES****BACKGROUND AND DESCRIPTION****I. GENERAL INFORMATION:**

Rockdale Water Resources is the utility system of Rockdale County providing water and wastewater services to the residents and businesses throughout the county, and within the city limits of Conyers.

Rockdale Water Resources' mission is to provide affordable, customer-focused services in an environmentally-sound manner, providing potable water and treatment of wastewater that meets or exceeds the regulatory requirements.

Rockdale Water Resources manages and maintains 240 miles of Gravity and Force Mains, 28 Pumps Stations, 5 Waste Water Treatment Plants, 620 miles of Water Mains, 4 Elevated Tanks, 3 Ground Tanks, 3 Lift Stations, 1 Water Treatment Plant, and 1 Dam.

**II. PURPOSE**

The purpose of this Request for Proposal (RFP) is to invite prospective vendors to submit a proposal to develop an Information Technology (IT) and Supervisory Control and Data Acquisition (SCADA) Master Plan for Rockdale Water Resources. Rockdale Water Resources' long term technology planning and SCADA objectives are to ensure customers are served, infrastructure is sustained, compliance obligations are met, impacts to the environment are minimized, public funds are managed in a responsible manner and services are provided in a reliable manner that protects public health and safety.

The intended coverage of this RFP, and any agreement resulting from this solicitation, shall include all hardware, software, network, database, and functional elements of the IT and SCADA infrastructure at RWR.

Proposers shall include in their response proposal their Firm's view of the project, the key problems and issues to be anticipated, prevented or managed. Include a description of what your Firm's approach would be for providing the services requested under this project. Describe other services that you would recommend and the relevant benefits to be derived from those proposed methods or efforts. The services listed in this RFP are not limiting; proposals may expand upon these.

The Approach should outline the advantages of the proposed methods with respect to future efforts. Specific descriptions as to proposed methods to be employed to achieve the development of a comprehensive plan are REQUIRED as part of the Approach. Generalized or vague descriptions which do not detail the processes and products to be used shall be grounds for considering the Proposal as Non-Responsive.

Describe the Firm's in-house procedures for ensuring the accuracy and integrity of its services. Include, in particular, how issues such as schedule management, cost control, quality of data, and communications will be addressed.

Describe how the equipment, software, tools and technology, if any, proposed for use on this project will add value to the plan development. Indicate the experience of the firm and proposed staff with the results obtained from these methods on past projects. Specify which proposed methods are proprietary and which are competitively available.

## Attachment No. 2

### CONTRACTOR QUALIFICATIONS AND RESPONSIBILITIES

#### SCOPE OF WORK

The objective of this Scope of Work is to provide a framework and action plan to achieve a flexible, reliable, and comprehensive SCADA Master Plan. The future technology environment should be self-sustainable and transparent to most users at Water Resources.

The action plan will incorporate a 5 year planning horizon to move Rockdale Water Resources from current state to the desired state following best practices and supporting the utility's business requirements.

The Master Plan will include specific recommended actions with budgetary cost estimates and a schedule for the next 5 years.

The Scope of Work anticipates four steps to develop the master plan:

- A. Assess Current Environment**
- B. Identify Goals and Metrics**
- C. Develop Action Plan**
- D. Deliver Final IT and SCADA Master Plan.**

All deliverables will include four (4) hard bound copies and one electronic copy in MSWord, MS Excel, MSProject, and Visio, as appropriate for each element of each deliverable. All electronic copies must be enabled for editing by RWR.

#### **A. Assess Current Environment**

The assessment of the current environment within the Water and Wastewater System network will identify and describe the components needed for integration into the existing RWR SCADA system and develop a comprehensive enterprise wide monitoring and reporting network. These evaluations shall include and not be limited to:

1. Hardware (Servers, SAN, PCs, PLCs, printers, etc.)
2. Instrumentation/Final Control Elements
3. Documentation of PLC/RTU/DCU
4. Software and licensing (OS, Office, Wonderware, CMMS, etc.)
5. Networks (routers/switches, cables/radios, fiber optic cables, protocols, providers, Internet access)
6. Databases (financial, work, process control (SCADA), inventory, location (GIS), spreadsheets, etc.)
7. Functions (work management, process control (SCADA), document management, production, telecommunications, security, reporting, website, backups, etc.)
8. Remote site communications
9. SCADA Security
10. Alarm Management
11. SCADA governance
12. Disaster Recovery / Business Continuity
13. Service and System Maintenance
14. Organization (IT and SCADA support assignments, internal/external labor resources)
  - A. The assessment report will include graphical presentations of each component in sufficient detail to analyze performance improvement opportunities.
  - B. The report will document details of each component, including:

- 1) Hardware (brand name, model, CPU type, speed, memory, age of equipment, etc.) for clients/workstations
- 2) Software (application vendor, product name, version, number of users, etc.)
- 3) Network (network diagram showing media, number of channels/pairs, and protocols, list of network equipment with brand name, model, age, etc.)
- 4) Databases (conceptual data model/dictionary showing key indices, applications, interfaces and attributes) for historical data collection
- 5) Functions (brief description of the function and necessary components)
- 6) Organization (skills and labor required to support IT and SCADA environments)

The assessment report will present a detailed, graphical description of the current IT environment at RWR that will enable effective analysis of IT development and sustainability.

### ***Deliverable: IT and SCADA Assessment Report***

#### **B. Identify Goals and Metrics**

This task will develop IT and SCADA performance goals and metrics designed to support RWR's mission. Examples of performance goals include a review of business requirements, technical requirements, and governance requirements, as well as value (maximum effectiveness of investment and maintenance costs), reliability, flexibility, and functionality.

This task will identify metrics to establish a baseline of current IT and SCADA performance, and set short and long term goals that show improvement and system scalability and sustainability. Vendor must host workshops with stakeholders to help prioritize requirements and determine project dependencies. This task will also identify ranking criteria to guide future technology analysis and selections. The goals and metrics will be documented in an IT and SCADA vision technical memorandum.

### ***Deliverable: IT and SCADA Vision Technical Memorandum***

#### **C. Develop Action Plan**

The action plan will cover a 5 year implementation period. Implementation will include specific actions based on the goals and priorities defined in the previous task. Recommended actions may include policy/standards development, specific product purchases, service agreements, system designs, and resource/skill development.

Action plan will incorporate best practices within industry, not limited to the items below:

1. Standardized, Fully Supported HW and SW platforms
2. Integrated SCADA System to monitor entire system
3. Operational Control Mode Guidelines
4. SCADA Graphic Design Standards for Software Design Templates
5. Alarm Standards Philosophy
6. Tag naming standards PLC Software
7. Process Control Standards
8. Panel Design Standards
9. Current Operations and Maintenance Requirements and Procedures
10. Testing Plans
11. System Asset Model
12. Redundant, Meshed Communication Paths between Control Facilities to Critical Remote Facilities
13. Redundancy at SCADA Server Level, with distributed Front End Processing
14. SCADA Network Separation from Business Network

15. Thin-client HMIs or cloud based options available for wide use of SCADA Information
16. Accurate SCADA and Network Block Diagrams
17. Up- to- Date SCADA System O&M Manuals for all new changes
18. Documentation Standards defined and enforced
19. Electronic storage, centralized server or web-based repository
20. Reports and KPIs available on web-based system
21. Server class hardware with RAID 5 or better
22. SQL compliant Database
23. Variable data collection rates
24. Data Rollup capabilities
25. Data Validation
26. Ad-hoc reporting / analysis capability

The description of each action item shall also include:

1. a statement of the action item's purpose,
2. detailed reporting and data history storage needs
3. task descriptions to accomplish the action item
4. dependencies on other items
5. success criteria (based on the goals and metrics established in Task 5.2)
6. necessary resources (labor and materials)
7. proposed network schematics
8. budgetary cost estimates (itemized by labor classification and materials)
9. duration (in months) with Gantt chart schedule in electronic version with options to alter as needed

A draft review workshop will be hosted by vendor to disseminate findings. A draft action plan will be provided for review by RWR prior to the review workshop.

***Deliverable: Draft IT and SCADA Action Plan***

**D. Deliver Final IT and SCADA Master Plan**

Following review and incorporation of RWR's comments in all previous tasks, the vendor will consolidate all deliverables produced, and develop an executive summary of the action plan. The executive summary will include a summary description, a cash flow analysis, and a Gantt chart showing all action items for the 5 year implementation program. This plan will incorporate budget, time and resources required to successfully execute proposed strategies. This consolidation of previous documents and executive summary will be provided in a final presentation meeting as the Final IT and SCADA Master Plan.

***Deliverable: Final IT and SCADA Master Plan***

**Budget and Schedule**

All vendors must provide an estimated cost summary that incorporates all items outlined in the scope of work and includes all items shown below, including the hours and rates of individuals assigned to the project under each task:

**Schedule**

All vendors must provide a project schedule. The entire project schedule will be updated throughout the project.

## **CONTRACTOR QUALIFICATIONS AND RESPONSIBILITIES**

### **PROPOSAL REQUIREMENTS**

The proposal shall be concise, well organized, and demonstrate the proposer's qualifications and experience applicable to this project, and understanding of the project. The proposal shall be limited to twenty-five (25) one-sided (8½" x 11") pages, exclusive of resumes, cover letter, graphics, dividers, and front and back cover. Type size font shall be not less than 10 point.

#### **SECTION 1 – EXECUTIVE SUMMARY**

Include an overview of the entire project describing the highlights of the proposal.

#### **SECTION 2 – FIRM PROFILE**

Include a profile of the firm history and structure; number and makeup of the firm-wide and local resources; firm corporate office and local office locations; and profiles of at least three (3) representative projects that demonstrate your qualifications and experience applicable to the services, your knowledge of the local environment, and your record of success as measured by client satisfaction.

The profiles on your representative projects shall identify the client contact person(s) with current telephone numbers, e-mail addresses, and services provided by the firm.

#### **SECTION 3 – PROJECT ORGANIZATION AND KEY PERSONNEL**

Include a description of the proposed organization, including identification of key personnel and their qualifications, experience, years with firm, and project responsibilities. Also, include a project org chart. This section should also include resource availability for this project along with a discussion of the staffing plan to meet the required/specialized scope of work. You should also identify the location(s) of all resources, whether they are local or in another state. This section should also identify the project manager for the project, who will be the direct point of contact for this project.

#### **SECTION 4 – TECHNICAL APPROACH**

Provide a detailed description of the proposed approach to the project. The description shall include details to implement tasks described in the scope of work and any recommended revisions or additions to the lists of tasks. The consultant is encouraged to provide comments and enhancements to the scope provided in the RFP. Consultant shall highlight any approaches that can be used to expedite the design schedule.

The proposal shall describe the project's technical issues and the consultant's approach to handling these issues. Emphasis should be placed on how the consultant's technical approach will promote the project's success, coordination, and schedule compliance.

#### **SECTION 5 – MANAGEMENT APPROACH**

The proposal shall present the consultant's management approach, including management organization, coordination and monitoring of project schedule, cost, risk, scope, communications, quality, resources, stakeholders, and other management issues that could derail the agreed upon project schedule and budget. Emphasis should be placed on how the consultant's management approach will promote the project's success and schedule compliance.

#### **SECTION 6 – RELATED PROJECT EXPERIENCE AND REFERENCES**



The consultant shall demonstrate that they have relevant project experience. The proposal shall include a profile of similar projects on which the firm(s) and proposed team members have worked including project name, date, description, and client reference including phone number. The firm's role in the project (prime consultant, sub-consultant, etc.) should also be described together with the general scope of services. For each project, indicate which proposed team members worked on the project and describe the role/work they performed and their level of involvement.

### **SECTION 7 – PROJECT SCHEDULE**

The consultant shall provide an estimated project schedule and confirm that the work can be done within the schedule agreed upon with RWR using the resources proposed by the consultant. The schedule section should also describe how the proposed staff will meet the resource requirements of the project.

### **SECTION 8 – Budget and Schedule**

A fee estimate for the project shall be provided in a separate sealed envelope. Compensation will be on a time-and-material basis not to exceed the authorized amount. Include the following information:

All vendors must provide an estimated cost summary that incorporates all items outlined in the scope of work and includes all items shown below, including the hours and rates of individuals assigned to the project under each task:

- Hourly rates for those staff to be billed to the project
- Estimated labor hours and fee by task
- Types and estimated amount of direct (non-labor) costs to be billed to the project
- Adjustments in rates predicted to occur during the project. A maximum salary escalation rate of three (3) percent per year is permitted.
- Sub-consultant costs
- Other direct costs (ODCs).

# PROPOSAL FORM

Instructions: Complete all THREE parts of this bid form.

## PART I: Proposal Summary

Complete the information below. If you wish to submit more than one brand, make a photocopy of this Proposal Form.

Task	Hours	Rate	Subtotal
Assess Current Environment			
Identify Goals and Metrics			
Develop Action Plan			
Deliver Final IT and SCADA Master Plan			
<b>Total</b>			

## PART II: Addenda Acknowledgements (if applicable)

Each vendor is responsible for determining that all addenda issued by the Rockdale County Finance Department – Purchasing Division have been received before submitting a bid.

Addenda	Date Vendor Received	Initials
"1"		
"2"		
"3"		
"4"		
"5"		
"6"		

## PART III: Vendor Information:

Company Name	
Address	
Telephone	
E-Mail	
Representative (print name)	
Signature of Representative	
Date Submitted	

**ROCKDALE COUNTY BOARD OF COMMISSIONERS**  
**NON-COLLUSION AFFIDAVIT OF VENDOR**

State of \_\_\_\_\_)

County of \_\_\_\_\_)

\_\_\_\_\_, being first duly sworn, deposes and says that:

(1) He is \_\_\_\_\_ (owner, partner officer, representative, or agent) of \_\_\_\_\_, the Vendor that has submitted the attached RFP;

(2) He is fully informed respecting the preparation and contents of the attached RFP and of all pertinent circumstances respecting such RFP;

(3) Such RFP is genuine and is not a collusive or sham RFP;

(4) Neither the said Vendor nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affidavit, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Vendor, firm or person to submit a collusive or sham RFP in connection with the Contract for which the attached RFP has been submitted or refrain from proposing in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Vendor, firm or person to fix the price or prices in the attached RFP or of any other Vendor, or to fix any overhead, profit or cost element of the proposing price or the proposing price of any other Vendor, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against Rockdale County or any person interested in the proposed Contract; and

(5) The price or prices quoted in the attached RFP are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Vendor or any of its agents, representatives, owners, employees, or parties in interest, including this affidavit.

\_\_\_\_\_  
(Signed)

\_\_\_\_\_  
(Title)

Subscribed and Sworn to before me this \_\_\_\_\_ day of \_\_\_\_\_, 20

Name \_\_\_\_\_

Title \_\_\_\_\_

My commission expires (Date)

**ROCKDALE COUNTY BOARD OF COMMISSIONERS**  
**NON-COLLUSION AFFIDAVIT OF SUB-CONTRACTOR**

State of \_\_\_\_\_)

County of \_\_\_\_\_)

\_\_\_\_\_, being first duly sworn, deposes and says that:

(1) He/She is \_\_\_\_\_ (owner, partner officer, representative, or agent) of \_\_\_\_\_, the sub-contractor that has submitted the attached RFP;

(2) He is fully informed respecting the preparation and contents of the attached RFP and of all pertinent circumstances respecting such RFP;

(3) Such RFP is genuine and is not a collusive or sham RFP;

(4) Neither the said sub-contractor nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affidavit, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Vendor, firm or person to submit a collusive or sham RFP in connection with the Contract for which the attached RFP has been submitted or refrain from proposing in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Vendor, firm or person to fix the price or prices in the attached RFP or of any other Vendor, or to fix any overhead, profit or cost element of the proposing price or the proposing price of any other Vendor, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against Rockdale County or any person interested in the proposed Contract; and

(5) The price or prices quoted in the attached RFP are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the sub-contractor or any of its agents, representatives, owners, employees, or parties in interest, including this affidavit.

\_\_\_\_\_  
(Signed)

\_\_\_\_\_  
(Title)

Subscribed and Sworn to before me this \_\_\_\_\_ day of \_\_\_\_\_, 20 \_\_\_\_.

Name \_\_\_\_\_

Title \_\_\_\_\_

My commission expires (Date)

## Contractor Affidavit under O.C.G.A. §13-10-91(b)(1)

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. §13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services on behalf of (name of public employer) has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. §13-10-91. Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period and the undersigned contractor will contract for the physical performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the contractor with the information required by O.C.G.A. §13-10-91(b). Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

\_\_\_\_\_  
Federal Work Authorization User Identification Number

\_\_\_\_\_  
Date of Authorization

\_\_\_\_\_  
Name of Contractor

\_\_\_\_\_  
Name of Project

\_\_\_\_\_  
Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on \_\_\_\_\_, \_\_\_\_, 201\_\_ in \_\_\_\_\_(city), \_\_\_\_\_(state).

\_\_\_\_\_  
Signature of Authorized Officer or Agent

\_\_\_\_\_  
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME  
ON THIS THE \_\_\_\_\_ DAY OF \_\_\_\_\_, 201\_\_.

\_\_\_\_\_  
NOTARY PUBLIC  
My Commission Expires:  
\_\_\_\_\_

**Subcontractor Affidavit under O.C.G.A. § 13-10-91(b)(3)**

By executing this affidavit, the undersigned subcontractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services under a contract with (name of contractor) on behalf of (name of public employer) has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned subcontractor will continue to use the federal work authorization program throughout the contract period and the undersigned subcontractor will contract for the physical performance of services in satisfaction of such contract only with sub-subcontractors who present an affidavit to the subcontractor with the information required by O.C.G.A. § 13-10-91(b). Additionally, the undersigned subcontractor will forward notice of the receipt of an affidavit from a sub-subcontractor to the contractor within five business days of receipt. If the undersigned subcontractor receives notice that a sub-subcontractor has received an affidavit from any other contracted sub-subcontractor, the undersigned subcontractor must forward, within five business days of receipt, a copy of the notice to the contractor. Subcontractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

\_\_\_\_\_  
Federal Work Authorization User Identification Number

\_\_\_\_\_  
Date of Authorization

\_\_\_\_\_  
Name of Subcontractor

\_\_\_\_\_  
Name of Project

\_\_\_\_\_  
Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on \_\_\_\_\_, \_\_\_\_, 201\_\_ in \_\_\_\_\_(city), \_\_\_\_\_(state).

\_\_\_\_\_  
Signature of Authorized Officer or Agent

\_\_\_\_\_  
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME  
ON THIS THE \_\_\_\_\_ DAY OF \_\_\_\_\_, 201\_\_.

\_\_\_\_\_  
NOTARY PUBLIC  
My Commission Expires:  
\_\_\_\_\_

## Sub-subcontractor Affidavit under O.C.G.A. §13-10-91(b)(4)

By executing this affidavit, the undersigned sub-subcontractor verifies its compliance with O.C.G.A. §13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services under a contract for (name of subcontractor or sub-subcontractor with whom such sub-subcontractor has privity of contract) and (name of contractor) on behalf of (name of public employer) has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. §13-10-91. Furthermore, the undersigned sub-subcontractor will continue to use the federal work authorization program throughout the contract period and the undersigned sub-subcontractor will contract for the physical performance of services in satisfaction of such contract only with sub-subcontractors who present an affidavit to the sub-subcontractor with the information required by O.C.G.A. §13-10-91(b). The undersigned sub-subcontractor shall submit, at the time of such contract, this affidavit to (name of subcontractor or sub-subcontractor with whom such sub-subcontractor has privity of contract). Additionally, the undersigned sub-subcontractor will forward notice of the receipt of any affidavit from a sub-subcontractor to (name of subcontractor or sub-subcontractor with whom such sub-subcontractor has privity of contract). Sub-subcontractors hereby attest that its federal work authorization user identification number and date of authorization are as follows:

\_\_\_\_\_  
Federal Work Authorization User Identification Number

\_\_\_\_\_  
Date of Authorization

\_\_\_\_\_  
Name of Sub-Subcontractor

\_\_\_\_\_  
Name of Project

\_\_\_\_\_  
Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on \_\_\_\_\_, \_\_\_\_\_, 201\_\_ in \_\_\_\_\_(city), \_\_\_\_\_(state).

\_\_\_\_\_  
Signature of Authorized Officer or Agent

\_\_\_\_\_  
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME  
ON THIS THE \_\_\_\_\_ DAY OF \_\_\_\_\_, 201\_\_.

\_\_\_\_\_  
NOTARY PUBLIC

My Commission Expires: \_\_\_\_\_