



Request for Qualifications

SCADA Cybersecurity Assessment for the Kennebec Water District

Request for Qualifications (RFQ) Due Date: August 11, 2021

SECTION I- GENERAL INFORMATION

A. Objective

Kennebec Water District (KWD) is soliciting Statements of Qualifications (SOQs) from firms interested in providing services related to the assessment of the District's Supervisory Control and Data Acquisition (SCADA) system's cybersecurity. Cybersecurity threats are both serious and constantly evolving, with several recent attacks on utilities highlighting the importance in securing utility SCADA systems. At a minimum, the District is seeking to receive a report that breaks down the District's higher level SCADA assets, identifies vulnerabilities in the District's current systems, and makes recommendations for improvements.

B. Question About and Clarifications of this Request for Qualifications

Questions must be addressed to Matt Zetterman, KWD's Technology Manager, at mzetterman@kennebecwater.org prior to August 4, 2021.

C. Selection Criteria

A selection committee comprised of staff from KWD will evaluate each SOQ on the criteria given below.

D. Statement of Qualifications Submission

All SOQs are due and must be delivered to the KWD on or before, August 11, 2021 at 2:00pm. SOQs submitted late or not in the appropriate format will not be considered or accepted.

Each respondent must submit:

- One digital copy of the SOQ attached to an email as one file in PDF format

SOQs submitted must be clearly marked in the subject line of the email: "SCADA Cybersecurity Assessment for the Kennebec Water District".

SOQs must be sent to mzetterman@kennebecwater.org.

KWD will not be liable to any consultant for any unforeseen circumstances of delivery. Consultants are responsible for submission of their SOQs. Additional time will not be granted to a single consultant. However, additional time may be granted to all consultants at the discretion of KWD.

E. Disclosures

Under the Freedom of Access Act, KWD is obligated to permit review of its files, if requested by others. All information in a consultant's SOQs is subject to disclosure under this provision. This act also provides for a complete disclosure of contracts and attachments thereto.

F. Schedule

The following is the schedule for this REQUEST FOR QUALIFICATIONS process:

Activity/Event	Anticipated Date
Questions Due	July 28, 2021
Published addendum (if needed)	August 4, 2021
SOQ Due Date	August 11, 2021 at 2pm
Expected Board of Trustees Approval	August 19, 2021

The above schedule is for informational purposes only and is subject to change at KWD's discretion.

G. Reservation of Rights

1. KWD reserves the right to waive, or not waive, informalities or irregularities in terms or conditions of any SOQ if determined by KWD to be in its best interest.
2. KWD reserves the right to request additional information from any or all consultants.
3. KWD reserves the right to reject any SOQ that it determines to be unresponsive and deficient in any of the information requested within this RFQ.
4. Submission of a SOQ indicates acceptance by the firm of the conditions contained in this RFQ.

H. Kennebec Water District Statistics

Year of Incorporation: 1899
Number of Employees: 27
Annual Revenue: ~\$5 million
Annual Water Production: ~1 billion gallons
Maximum Daily Water Production: ~6MG
Average Daily Water Production: ~3MG
Number of Metered Service Connections: ~8700
Website: www.kennebecwater.org

SECTION II – REQUEST FOR QUALIFICATIONS

A. Background

KWD was incorporated in 1899 and serves the communities of Waterville, Winslow and Fairfield as corporate members. Vassalboro and Benton are also served by KWD but are not corporate members under the legislative charter. In 1905, KWD began using China Lake as its source of supply.

KWD has a water treatment plant located in Vassalboro capable of producing up to 12 million gallons of water per day. The treatment plant was built in 1992 and the SCADA human-machine interface (HMI) was replaced in 2018 with Inductive Automation Ignition software. The District has PLC's at eight different sites, however, only the treatment plant has more than one PLC and is the only site running a SCADA HMI client.

B. Project Needs

This project to assess the District's SCADA cybersecurity will at a minimum provide a report that breaks down the District's higher level SCADA assets, identifies vulnerabilities in the District's current systems, and makes recommendations for improvements.

C. Qualifications

KWD seeks to contract with a firm that has demonstrated capabilities. Prospective consultants must have the necessary experience, organization, technical and professional qualification, skills and facilities to perform the required work, and must have a demonstrated satisfactory record of performance. In their SOQ, consultants having such experience should list projects that demonstrate explicitly the consultant's ability to complete such a project.

KWD reserves the sole right to select the most qualified firm based on best overall qualifications that is most advantageous to KWD. Firms that submit SOQs will be notified of the selection results. Final approval of any selected firm is subject to the approval of the Board of Trustees. SOQs should be prepared simply and economically, providing a clear and concise description of the Firm's capabilities to satisfy the requirements of the request.

1. All SOQs must include the following information:

- a. A cover letter/statement of interest indicating the Firm's interest in the project and highlighting its qualifications to perform the project.
- b. A brief overview of the company.
- c. A proposed approach to the services including key activities, potential challenges, and areas of concern.
- d. Related experience with similar types of services/projects and specific qualifications and resumes of key team members. The roles and qualifications of key project team members, both in-house and subconsultants. Identification of the project lead and that person's availability to start work on the project.
 - i. Provide the estimated hours of key staff and sub-consultants.
- e. Examples of relevant projects completed by the Firm, including:
 - i. Project Name and Location
 - ii. Summary of Scope/Services Provided
 - iii. Owner/Representative name and contact information
- f. At least three (3) references including entity name contact person and telephone number.
- g. A statement verifying the Firm's ability to execute a contract upon award.

D. Evaluation Criteria and Selection

Evaluation criteria include:

1. Qualifications of the firm.
2. Relevant past project experience of the firm and key team members.
3. Approach to managing the associated work described.

The review team will evaluate each SOQ and make recommendations to the Board of Trustees based on the evaluation criteria provided above. Interviews may be held at the discretion of KWD. KWD reserves the right to obtain clarification or additional information from any firm regarding its SOQ.

If KWD determines that one or more of the firms have acceptable qualifications, KWD will work with the preferred firm to develop an exact scope of work and fee.

If a scope of work and fee cannot be agreed upon, KWD will work with one or more of the other firms soliciting SOQs, as needed, or solicit SOQs from additional firms.