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275 Landry Avenue
North Attleborough, MA 02760-3501
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April 17, 2018

The North Attleborough Electric Department (NAED) is soliciting proposals from qualified firms to provide a Physical Security Risk Assessment, examining the overall physical security of buildings, specific equipment within the building facilities, and locations while factoring in key business objectives. The primary purpose of the risk assessment is to help the utility avoid a potential disruption in service, loss of reputation, negative financial impacts, and dangerous physical conditions for staff and customers in both current and near-future operations.

The successful firm will review the current NAED physical security operations, identify gaps in physical security services, and provide a recommended remediation plan to address and resolve issues identified. The successful firm will be expected to provide the remediation plan on a by-priority base; what is most in need soonest, ranked by need.

Further, the successful firm will provide NAED with a recommended strategic plan for its Physical Security, differentiating potential and probable developing threat vectors and providing a planning framework to address these.

This proposal is for Physical Security; Cyber Security is not a primary need in this Request for Proposal. Cyber Security relative to its impact on the Physical Security systems, operations and practices is within the scope.

Proposals should be submitted by 4 pm on Friday, May 11th 2018 and addressed to:

North Attleborough Electric Department
275 Landry Avenue
North Attleborough, MA 02760
ATTN: Chris Mitchell – Physical Security Risk Assessment

If you have any questions about this Request for Proposals, please contact Chris Mitchell at 508-643-6372 or by email at cmitchell@naelectric.com.

Sincerely,

James C. Moynihan
General Manager

Request for Proposals
North Attleborough Electric Department
Physical Security Risk Assessment

I. Information & Background:

The North Attleborough Electric Department (Department or NAED) is a municipal light plant established by a Special Act of the Massachusetts General Court in 1894. NAED operates under the provisions of Massachusetts General Law Part I, Title XXII, Chapter 164 "Manufacture and Sale of Gas and Electricity".

NAED is a public utility providing electric service to the residents of the Town of North Attleborough, MA, located in Bristol County, MA with a population of 28,712 (2010 US Census).

NAED is a distribution-only municipal utility.

NAED facility assets are its Operations Center and one substation. The substation is shared with National Grid.

The current NAED physical security measures include:

1. Tyco Alarm System, under alarm-monitoring, support and maintenance agreement
2. Tyco Access Control System, under support and maintenance agreement
3. Security Camera System, under alarm-monitoring, support and maintenance agreement
4. Key control
5. Glass breaks, under alarm-monitoring, support and maintenance agreement
6. Emergency buttons deskside at Customer Service, under alarm-monitoring, support and maintenance agreement
7. Security-glass partition at Customer Service counters

NAED does not have a staff member exclusively responsible for physical security, assigning the facility security systems responsibility to the Project Manager. The Project Manager performs this work in addition to other assigned duties and responsibilities.

NAED is currently compliant with its North American Electric Reliability Council responsibilities. NAED was audited by NERC, through NPCC, in 2017. NPCC reported no findings. NAED is classed as a Distribution Provider-Under Frequency Load Shedding (DP-UFLS), having no impact on the Bulk Electric System.

II. Timeframe

The successful firm will complete its work within 90 calendar days of execution of the agreement.

III. Scope of Work

Services shall include the review of existing physical security systems, operations and training at the North Attleborough Electric Department Operations Center and Sherman Substation, and preparation of a Risk Assessment document and plan of action for remediation of identified shortcomings.

Physical Security Risk Assessment

The North Attleborough Electric Department has two physical sites, and both must be reviewed in the Risk Assessment and other project deliverables. The two sites are: the Operations Center and the Sherman Substation. The latter is shared with National Grid.

This scope is for Physical Security; Cyber Security is not a primary need in this Request for Proposal. Cyber Security relative to its impact on the Physical Security systems, operations and practices is within the scope.

In particular, the assessment shall include but is not exclusively limited to:

- Review of existing NAED security policies, plans and procedures
- Review of existing NAED Physical Security system documentation
- Review of any Department Physical Security training and on-boarding documentation
- Visitor entry and verification procedures
- Access control systems (including badges)
- Security guards and guard rotation
- Data center and control center specific controls
- Document destruction
- CCTV or other surveillance cameras
- Alarms
- Life safety systems
- Exterior & interior lighting for security & safety purposes
- Landscaping for crime prevention
- Crisis management & business continuity programs
- Workplace violence protection and training

Requirements – Deliverables.

The successful firm shall be required to develop and deliver:

1. The Risk Assessment document, to include the areas noted in the Scope of Work;
2. The recommended plan of action for remediation of current Physical Security gaps;
3. A recommended Strategic Plan for addressing near-future probable and potential vulnerabilities;

All services shall conform to the highest standard of care and practice exercised by consultants engaged in performing comparable services; that the personnel furnishing said services shall be qualified and competent to perform adequately the services assigned to them; and that the recommendations, guidance and performance of such personnel shall reflect such standards of care and practice. In addition to and without limiting the foregoing, the services shall conform to any additional standards or requirements set forth herein and to all applicable laws. The successful firm shall re-perform any services not meeting this standard in a timely manner and at no additional charge to NAED.

Additional Responsibilities.

The successful firm also shall be responsible for:

- (1) Conducting meetings with the NAED project team and municipal officials (including NA public safety representatives) to identify systems, documentation, wants and needs, and any issues related to the Physical Security Risk Assessment. The NAED General Manager or designated

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representative (e.g. project manager, design staff, etc.) shall coordinate and attend meetings with the selected firm;

- (2) Producing an electronic copy of the project deliverables;
- (3) Presenting the project deliverables, in summary format, to the NAED Board of Commissioners and the NAED staff in coordinated onsite meetings; and
- (4) Producing a hard copy of all documents.

Additional Information

System and other Physical Security documentation of the existing NAED operations will be supplied as requested. This information will be posted via an online portal.

Submission Requirements

Proposals should include the following information:

Cover Letter, indicating your firm's interest in the project, and highlighting key points of your response.

1. Firm Overview, including company history, number of employees by discipline, company locations, location of office where this project will be managed, and length of time your firm has provided similar services. The selected firm shall be able to do business in Massachusetts.
2. Proposed Project Team: Include an organizational chart and resumes of key project team members, including their role in this project. Also identify who the primary manager for this project will be within your organization.
3. Experience: Indicate your experience with conducting utility service provider Physical Security Risk Assessments. Show your experience with assessing and reporting on utility Physical Security assessments.
4. Proposed Services & Project Approach: Please define, in great detail, how your firm will manage this project, including methodology and onsite access with the utility, and will ensure that quality deliverable document are produced. Please describe your work plan to accomplish the major tasks. Also, identify any innovative design or project management techniques you have utilized on past projects that have helped reduce project times, or improved quality of your services.
5. Time Schedule: Indicate your proposed timetable, based upon the scope of work, and your experience with other Physical Security Risk Assessment projects. Include a timeline of key deliverables.
6. Pricing: Indicate your proposed pricing schedules for the Services defined in this request including a cost rate for staff as well as not-to-exceed overall costs for services.

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7. References: Please provide a minimum of three (3) references where your firm and your proposed project team, have provided Physical Security Risk Assessment services. Please include clients name, address, phone number, email address, and description of work and dates completed.
8. Financial Statements: Include information related to your financial stability, including certified financial statements, revenues over the past three (3) years, any pending lawsuits or legal actions against your company, and contact information for your financial institution. Include your coverage for general liability, workers comp, professional liability and errors & omissions insurances. NAED requires a minimum of \$2,000,000 in professional liability insurance.
9. Other Current Projects: Indicate your existing client work load, and what other projects your team is committed to, including project time frames. If you have any projects which may cause a conflict of interest, or could otherwise hinder your proposed timeframes, please describe those projects and how your firm manages multiple client priorities.
10. A proposed professional services agreement, which incorporates the provisions and requirements stated herein. NAED reserves the right to negotiate terms and conditions.

Insurance Requirements/Indemnification

The successful firm shall purchase and maintain insurance of the type and limits listed below with respect to the services to be performed by the firm, its agents, representatives, employees, and contractors. This insurance shall be provided at the firm's expense and shall be in force and effect for the full term of the agreement or for such longer period as NAED requires.

All policies shall be issued by companies lawfully authorized to write that type of insurance under the Laws of the Commonwealth with a financial strength rating of "A-" or better as assigned by A.M. Best Company, or an equivalent rating assigned by a similar rating agency acceptable to NAED, or otherwise acceptable to NAED.

The successful firm shall submit three originals of each certificate of insurance acceptable to NAED within ten (10) calendar days of receiving notice of the award. Certificates shall show each type of insurance, insurance company, policy number, amount of insurance, deductibles/self-insured retentions, and policy effective and expiration dates. The firm shall submit updated certificates prior to the expiration of any of the policies referenced in the certificates so that NAED shall, at all times, possess certificates indicating current coverage. Failure by the firm to obtain all policy renewals and to provide the respective insurance certificates as required shall be grounds for termination of the services by NAED.

- Worker's Compensation Insurance at statutory limits as required under Massachusetts law.
- Commercial Automobile Liability / Excess Insurance: \$1,000,000 combined single limit.
- Commercial General Liability / Excess Insurance: \$1,000,000 occurrence limit, \$2,000,000 general aggregate. NAED shall be listed as an Additional Insured on the CGL.
- Professional Liability Insurance: \$1,000,000 occurrence limit, \$2,000,000 general aggregate.

To the fullest extent permitted by law, the successful firm shall indemnify, defend and hold harmless the NAED and all of its agents, employees and officers from and against all claims, damages, losses and

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expenses, including but not limited to court costs, reasonable attorneys' fees, interest and costs to the extent caused by or resulting, in whole or in part, from the willful misconduct and/or negligent acts, errors or omissions of the firm in performance of the services provided, whether by the firm or its employees, Consultants or subcontractors, provided that NAED shall notify the firm of such suits and claims within a reasonable time after NAED becomes aware of them. The successful firm also shall waive all rights and claims against NAED and its agents, officers, commissioners, and employees for recovery of damages arising from NAED's negligent acts or omissions to the extent such damages are covered by the worker's compensation, commercial general liability, automobile liability and any excess / umbrella liability insurance obtained by them with respect to any loss paid under policies.

- All insurances shall apply as primary insurance with respect to any other insurance or self-insurance programs maintained by NAED.

Special Conditions

NAED reserves the right, at its sole discretion, to accept or reject any or all proposals, waive any and all informalities, irregularities or deviations, modify the scope of work, negotiate pricing and contract terms, and to award the contract as NAED deems to be in its best interests.

NAED reserves the right, at its sole discretion, to request any additional information as it deems necessary or expedient to evaluate the qualifications and/or otherwise to award the contract.

The successful respondent shall enter into negotiations with NAED on the precise scope of work and associated fees. The successful firm shall be required to execute a written Professional Services Agreement with NAED.

Submittal and Contact Information

Three (3) paper copies and one (1) digital copy (CD or USB Thumb Drive) of the proposal shall be submitted to the address below no later than 4:00 p.m., May 11th, 2018:

Chris Mitchell
Project Manager

North Attleborough Electric Department
275 Landry Ave.
North Attleboro, MA
02760-3501

T: 508-643-6372
F: 508-699-5603
M: 508-468-6522
E: cmitchell@naelectric.com
W: www.naelectric.com

The envelope should be marked, "Physical Security Risk Assessment."