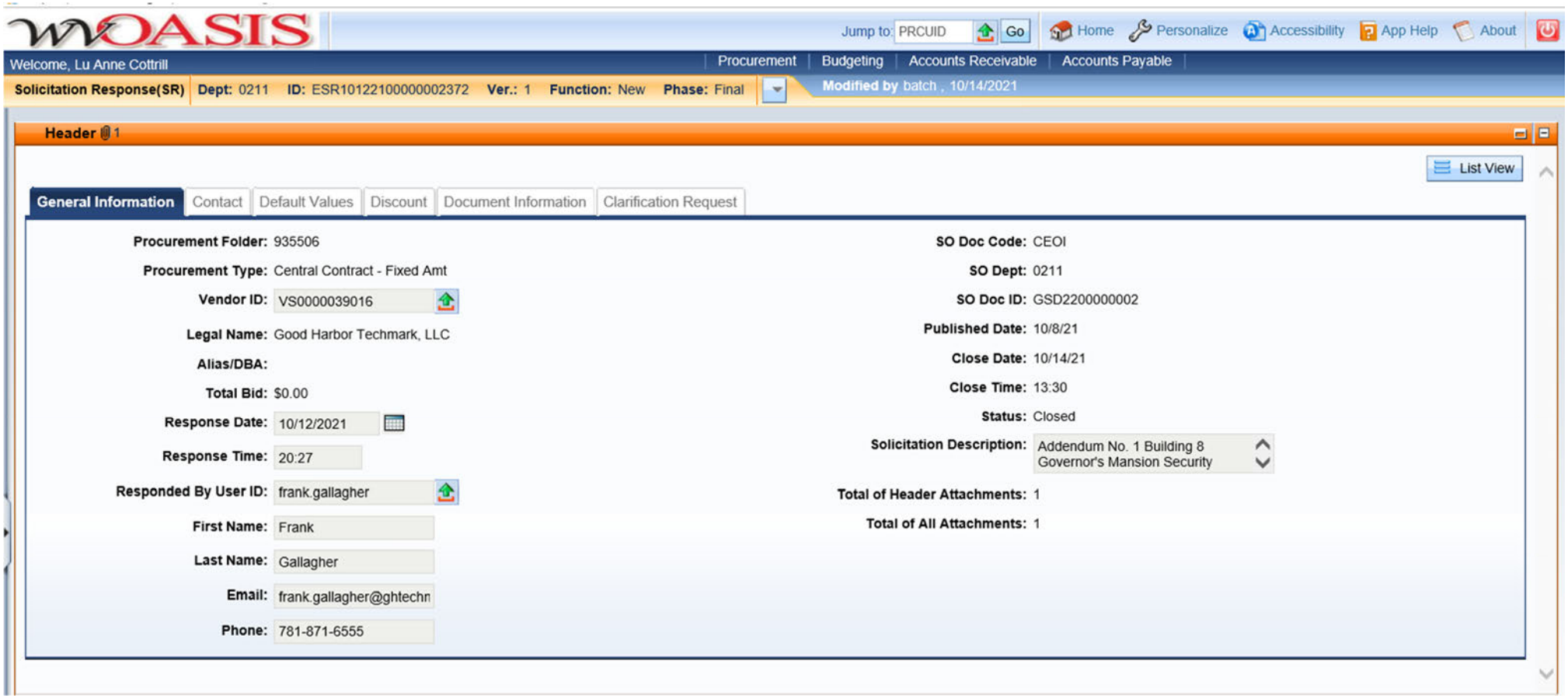

The following documentation is an electronically-submitted vendor response to an advertised solicitation from the *West Virginia Purchasing Bulletin* within the Vendor Self-Service portal at ***wvOASIS.gov***. As part of the State of West Virginia's procurement process, and to maintain the transparency of the bid-opening process, this documentation submitted online is publicly posted by the West Virginia Purchasing Division at ***WVPurchasing.gov*** with any other vendor responses to this solicitation submitted to the Purchasing Division in hard copy format.


wvOASIS
Jump to: PRCUID Go
Home
Personalize
Accessibility
App Help
About
Welcome, Lu Anne Cottrill
Procurement
Budgeting
Accounts Receivable
Accounts Payable
Solicitation Response(SR) Dept: 0211 ID: ESR10122100000002372 Ver.: 1 Function: New Phase: Final
Modified by batch , 10/14/2021
Header 1
List View
General Information
Contact
Default Values
Discount
Document Information
Clarification Request
Procurement Folder: 935506
Procurement Type: Central Contract - Fixed Amt
Vendor ID: VS0000039016
Legal Name: Good Harbor Techmark, LLC
Alias/DBA:
Total Bid: $0.00
Response Date: 10/12/2021
Response Time: 20:27
Responded By User ID: frank.gallagher
First Name: Frank
Last Name: Gallagher
Email: frank.gallagher@ghtechn
Phone: 781-871-6555
SO Doc Code: CEOI
SO Dept: 0211
SO Doc ID: GSD2200000002
Published Date: 10/8/21
Close Date: 10/14/21
Close Time: 13:30
Status: Closed
Solicitation Description: Addendum No. 1 Building 8 Governor's Mansion Security
Total of Header Attachments: 1
Total of All Attachments: 1

Department of Administration
Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

# State of West Virginia
# Solicitation Response

| | |
|---|---|
| **Proc Folder:** | 935506 |
| **Solicitation Description:** | Addendum No. 1 Building 8 Governor's Mansion Security System |
| **Proc Type:** | Central Contract - Fixed Amt |

| Solicitation Closes | Solicitation Response | Version |
|---|---|---|
| 2021-10-14 13:30 | SR 0211 ESR10122100000002372 | 1 |

**VENDOR**

VS0000039016
Good Harbor Techmark, LLC

**Solicitation Number:** CEOI 0211 GSD2200000002

**Total Bid:** 0 **Response Date:** 2021-10-12 **Response Time:** 20:27:31

**Comments:**

**FOR INFORMATION CONTACT THE BUYER**
Melissa Pettrey
(304) 558-0094
melissa.k.pettrey@wv.gov

**Vendor**
**Signature X** **FEIN#** **DATE**

**All offers subject to all terms and conditions contained in this solicitation**

| Line | Comm Ln Desc | Qty | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|---|---|---|---|---|---|
| 1 | Building 8 Governor's Mansion Security System Assessment | | | | 0.00 |

| Comm Code | Manufacturer | Specification | Model # |
|---|---|---|---|
| 81101508 | | | |

**Commodity Line Comments:**

**Extended Description:**

Per attached Project Plans

Department of Administration
Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

# State of West Virginia
## Centralized Expression of Interest
## Architect/Engr

| | | |
|---|---|---|
| **Proc Folder:** | 935506 | **Reason for Modification:** |
| **Doc Description:** | Addendum No. 1 Building 8 Governor's Mansion Security System | Addendum No. 1 |
| **Proc Type:** | Central Contract - Fixed Amt | |

| Date Issued | Solicitation Closes | Solicitation No | Version |
|---|---|---|---|
| 2021-10-08 | 2021-10-14 13:30 | CEOI 0211 GSD2200000002 | 2 |

**BID RECEIVING LOCATION**

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON WV 25305
US

**VENDOR**

**Vendor Customer Code:** VS0000039016

**Vendor Name :** Good Harbor Techmark, LLC

**Address :**

**Street :** 17 Accord Park Drive, Suite 201

**City :** Norwell

**State :** MA **Country :** USA **Zip :** 02061

**Principal Contact :** Frank Gallagher

**Vendor Contact Phone:** 781-871-6555 **Extension:** 512

**FOR INFORMATION CONTACT THE BUYER**
Melissa Pettrey
(304) 558-0094
melissa.k.pettrey@wv.gov

**Vendor Signature X** **FEIN#** 46-4662753 **DATE** 10/12/2021

**All offers subject to all terms and conditions contained in this solicitation**

## ADDITIONAL INFORMATION

Addendum No. 1

Addendum No. 1 is issued to publish and distribute the attached information to the vendor community.

No other changes.

**********

Expression of Interest

The West Virginia Purchasing Division is soliciting Expression(s) of Interest for the General Services Division (GSD) , from qualified firms to provide architectural/engineering services for a comprehensive review and upgrade of the security system hardware and software ("system" hereafter) currently located in support of the Governor's Mansion (aka: Executive Mansion and Building 8) located on the West Virginia Capitol Campus per the bid requirements, specifications and the terms and conditions as attached hereto.

| INVOICE TO | SHIP TO |
|---|---|
| DEPARTMENT OF ADMINISTRATION<br>GENERAL SERVICES DIVISION<br>112 CALIFORNIA AVENUE, 5TH FLOOR<br>CHARLESTON WV 25305<br>US | DEPARTMENT OF ADMINISTRATION<br>GENERAL SERVICES DIVISION BLDG 8 - MANSION<br>1900 KANAWHA BLVD E<br>CHARLESTON WV 25305<br>US |

| Line | Comm Ln Desc | Qty | Unit Issue |
|---|---|---|---|
| 1 | Building 8 Governor's Mansion Security System Assessment | | |

| Comm Code | Manufacturer | Specification | Model # |
|---|---|---|---|
| 81101508 | | | |

**Extended Description:**
Per attached Project Plans

## SCHEDULE OF EVENTS

| Line | Event | Event Date |
|---|---|---|
| 1 | Vendor Q&A @ 3:00 PM | 2021-10-05 |

**ADDITIONAL TERMS AND CONDITIONS**

See attached document(s) for additional Terms and Conditions

GOOD HARBOR TECHMARK

October 14, 2021

Melissa Pettrey
Senior Buyer
2019 Washington Street, East
Charleston, WV 25305
**Reference: Solicitation No CEOI 0211 GSD2200000002**

Ms. Pettrey:

Good Harbor Techmark, LLC (GHT) is pleased to submit a response to West Virginia Department of Administration for EOI: Governor's Mansion Security System Assessment Solicitation No CEOI 0211 GSD2200000002.

GHT understands the scope of the project to provide a comprehensive review and providing a design and upgrade path for the security system hardware and software in support of the Governor's Mansion located on the West Virginia Capitol Campus. The system, as stated in the Expression of Interest (EOI), is comprised of security cameras around the perimeter of the property, and building, as well as within the building, motion detection devices, door position sensors, gate/door controllers and the system hardware and workstations to monitor all the peripheral devices.

GHT is aware that the project will potentially involve Four (4) Phases as follows:

Phase 1. Perform a comprehensive inventory with condition assessment of all elements,

Phase 2. Report of findings with recommendations for upgrade/replacement from phase 1,

Phase 3. Design of the upgrade/replacement to a system with an OPEN ARCHITECTURE basis which meets the security needs of the security detail assigned to the Governor's Mansion and also meets the requirement of being maintainable via contract by multiple qualified vendors within the region. Region being defined as able to respond within a reasonable time to meet the security needs of the detail assigned to the Mansion,

Phase 4. Construction administration of the upgrade/replacement project to include oversight of the two-to-five year operations, training, and maintenance contract to be provided by the successful bidder to conduct the upgrade/replacement project.

GHT understands that the base award under this EOI will be phases 1 and 2, at the sole discretion of the agency and phases 3 and 4 may be awarded.

GHT understands that the Contract must be completed within 1460 days, effective upon a notice to proceed and complies with the insurance requirements as stated in the EOI. GHT additionally understands all requirements of the EOI and takes no exceptions.



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GHT will work with the Department of Administration (DOA) Team to ensure that security requirements are fulfilled. Our project approach is one of ***collaboration*** and ***continuous coordination*** between the key stakeholders as well as members of the design team. This will ensure a ***functional*** and ***flexible*** system that ***integrates*** with existing systems and operations, but also has the capability and capacity to expand over time.

GHT routinely supports its clients with project planning, design and oversight. GHT has extensive past performance working with State and Local governments. GHT has also worked on numerous projects that include Rhode Island Department of Administration, Division of Capital Asset Management and Maintenance (DCAMM); Massachusetts Department of Recreation; Massachusetts State House; Oregon State Legislature; the City of Colonial Heights, VA and many other projects.

GHT is vendor neutral and is committed to providing unbiased assessments and security solutions that best meet the needs of DOA. GHT is a security consulting firm and not affiliated with any manufacturer or installer. GHT utilizes a proven and effective methodology and project management approach, our team is prepared to complete this engagement and offer both short and long-term cost-effective solutions to DOA.

Sincerely,

Frank Gallagher
Principal, Project Manager



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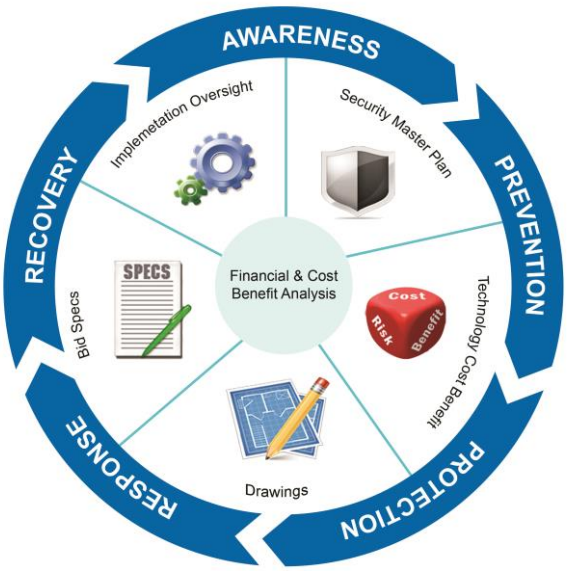
## 1. Good Harbor Techmark, LLC

Good Harbor Techmark (GHT) is a registered small business that is the product of a rich history created by Good Harbor Consulting, LLC (Good Harbor) and Techmark Security Integration, Inc. (Techmark).

In 2002, Richard Clarke, Roger Cressey, and John Tritak, all of whom served in senior National Security advisory positions at the White House, founded Good Harbor as a boutique security and risk management consultancy. The firm leveraged its National Security and broader security expertise to build a strategic consulting practice to give clients a more informed understanding of risk management.




The Good Harbor Team provides effective consulting services to increase organizational resiliency.

Techmark, located in Norwell, MA was founded as an independent security design and engineering services company. For over 20 years, the organization grew to become a premier leader in designing and implementing exclusive security concepts to clients throughout the world.

In 2009, Good Harbor acquired Techmark to create a holistic approach to organizational resiliency that emphasized the mitigation of both physical and logical threats to enterprise assets.

Due to unparalleled growth and the need to increase efficiencies, Good Harbor created four independently owned and operated companies consistent with the organization's core competencies. One of these entities was Good Harbor Techmark (GHT).

Today, GHT remains aligned with the other three entities and shares the fundamental mission of providing a unique approach to organizational resiliency but remains independent from the unified corporate structure.

Over the past decade, the GHT has carefully recruited and built partnerships with experts from the public and private sectors, enabling the firm to offer a unique combination of expertise in critical infrastructure protection, emergency management, and physical security design to provide strategic advice and counsel to our clients.

| | |
|---|---|
| Firm Name | Good Harbor Techmark, LLC |
| Primary Address | 17 Accord Park Drive, Suite 201<br>Norwell, MA 02061 |
| Phone | 781-871-6555 |

| | |
|---|---|
| Type of Company | Limited Liability Corporation and Registered Small Business |
| Years in Business | 9 Years |
| Principal Contact | Frank Gallagher |
| E-mail | frank.gallagher@ghtechmark.com |



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## 2. Approach & Methodology

Good Harbor Techmark (GHT) has extensive experience in providing physical security, hazard, threat and risk assessments, design, engineering, construction administration and commissioning, and emergency preparedness services for the protection of critical assets and organizational resiliency.

GHT's approach and methodology draws on the extensive expertise of its staff and international best practices and standards, combined with simultaneously undertaking an all hazards and knowledge transfer by working alongside our clients to promote continuity and self-sustainability after project closure.

GHT is vendor-neutral organization and not a systems integrator, installer, or product representative. We are committed to recommending the most cost effective tools and solutions for security designs and risk mitigation. Our developed solutions are what is best for our clients, the design team and trade disciplines; in particular, electrical, IT, door hardware, HVAC, fire and life safety. We know what works for physical security and countermeasures and what does not work. Unlike others, we do not sell equipment or installation work nor do we receive fees to products we recommend or specify.


The Good Harbor Team has developed a structured approach for all client engagements.



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Our team of consultants includes individuals with active US Security Clearances, Protected Critical Infrastructure Information (PCII) certified personnel and Transportation Worker Identification Credential (TWIC) Authorized Users with extensive experience in handling, safeguarding, and control of sensitive material, including documents, drawings, and electronic file transfers. Members of the team also directly held Top Secret clearances in prior government roles.

All core team members on this project have undergone project management training through the American National Standards Institute and the Project Management Institute (PMI) Program.

Additionally, our team member, Matthew Allain, is a NCARB registered architect. Mr. Allain enhances the project team with his experience working with multiple historic buildings and will complement the requirements of the historic society requirements and DOA's security requirements.



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## 3. GHT Scope of Services

Good Harbor Techmark (GHT) uses sound, state-of-the-art principles in developing security master plans, designs and technical specifications for facilities. These principles are used in the design and development of security programs, providing schematic and final design with probable cost calculations, and detailed construction drawings. Our approach used on all projects, and to be applied on this project, utilizes proven and documented security systems technology applications and design processes. Based on specific threats and risks, as well as stakeholder requirements and project constraints, a security solution is uniquely tailored to the environment to ensure electronic countermeasures and physical operations are in harmony with the security program. A detailed description of each task to be performed is provided below.

### *3.1 Planning and Supports Services (Objectives 1 & 2)*

**Attend Project Kick Off and Stakeholder Engagement Meetings** – GHT will meet with DOA stakeholders, to discuss security requirements and confirm desired outcomes. GHT will review any documentation provided by the project team, such as drawings, plans or previous studies.

- **Site Survey and Assessment:** GHT can identify existing security systems, infrastructure, monitoring locations and technologies suitability, expansion and capacity. This includes a review of:
  - Access control systems and associated devices
  - Video assessment cameras and recording of live and stored images in daylight, night and adverse weather conditions
  - Utilization of Crime Prevention Through Environmental Design (CPTED) principals
  - Mass notification and emergency call station capabilities and locations
  - Security monitoring and dispatch areas
  - Site lighting, as well as the adequacy of lighting for intended video assessment
  - Door hardware and code compliance
  - System risers, block diagrams, architecture and network connectivity
  - Preventive maintenance programs
  - Security policies and procedures, Critical Incident Management Plan(s), Business Continuity / Continuity of Operations Plan(s) and Emergency Operations Center procedures
  - Surveys of sites in and around primary location(s) to assess adjacency issues

- **Provide Best Practices and Benchmarking:** Because of GHT's diverse public and private work, GHT will include guidance for best practices and/or a thorough benchmarking analysis.

- **Threat, Vulnerability and Risk Assessments:** Utilizing GHT's internal *Risk Assessment Guide* based on *ISO 31000, ISO 27000* and *The American Petroleum Institute (API),* GHT has the ability to undertake an all-hazards risk assessment to identify *Natural, Accidental and Intentional* threats, critical assets and vulnerabilities. Based on the assets, threats and vulnerabilities, GHT will identify each risk based on likelihood and consequence as well as



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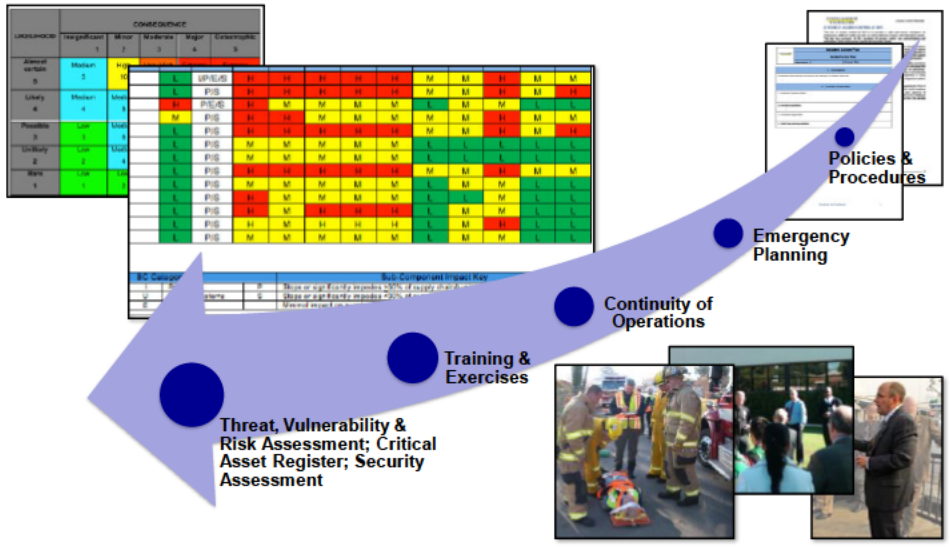
identifying mitigation strategies designed to reduce risks and validation of a Design Basis Threat.

- **Trends, Technology, Coordination and Vendor Site Visits:** GHT will meet with organizational leadership and management to discuss trends and technologies as well as arrange for vendor demonstrations of current and emerging technologies. Furthermore, GHT will arrange for site visits to other locations at which various technologies were implemented.

- **Provide Bill of Materials and Design Cost Estimate:** GHT will prepare a construction cost estimate for the security systems at each phase of design. Based on our experience, the estimators responsible for calculating a detailed cost of the client inaccurately estimate that equipment and full scope of the designed system. Historically speaking, this has led to a difference or approximately 30-40% of the actual security integrator bids. As experts in the equipment to be provided by manufacturer, model number, unit cost and quantities and estimated labor. This increased understanding of the system helps bridge the gap between the estimated and actual cost to a single digit percentage.

- **Security Design Memo and Basis of Design:** GHT will provide a Security Basis of Design, in memorandum format, which will document the security requirements for the organization, renovations or new construction. This will include access control, door hardware, video assessment, intrusion detection, infrastructure and other security requirements.




The Good Harbor Team reviews available documents and reports to be included with the physical security assessment.



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### *3.2 Preparation of Construction Documents (Objective 3)*

In addition to Planning and Support Services, GHT will also develop engineering drawings and specifications for the projects on which we are engaged. Listed below is the description of tasks and services GHT proposes to provide.

**Attend Project Kick Off** – GHT will meet with the Design Team to discuss and confirm project requirements and desired outcomes, as well as include any requirements identified during the development of the master plan.

**Develop Security Drawings**: GHT will provide the following drawings as part of each design submission (assumes 30%, 60% and 100% design):

A. Title Sheet & Symbol Legend
B. Site Security Plan
C. Floor Plans with Security Device Locations
D. Security Device Riser Diagrams
E. Video System Block Diagrams
F. Countermeasure Schedule Drawings
G. Installation Details and Typical Drawings

**Provide a Security Countermeasures Schedule:** The countermeasures schedule provided by GHT will contain a description of each of the security devices to be provided as part of the integrated system. For each countermeasure to be deployed the location/room will be provided in addition to specific installation instructions to the constructor for device applications and wire runs, as well as design team interdependencies.

**Develop Security Systems Specification:** GHT will develop a Security Specification for the project, in Construction Specifications Institute (CSI) format. The specification will describe specific functional requirements for each system to be used in the overall Security Management System (SMS) and detail components that are to be installed on the site and in the building to be constructed as part of the construction project. The security system specifications will establish the equipment functional baseline for all SMS equipment to be used in the project. Critical interfaces will be defined such as associated power and signal links, imaging transmission links, sensor communication links, software links, and operating systems.

**Provide Bill of Materials and Design Cost Estimate:** GHT will prepare a construction cost estimate at each phase of design, for the security systems to be installed. The documentation will be in a line-item format and will include equipment to be provided by manufacture/model number, unit cost, and specific quantities and estimated labor.



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**Coordination:** The integrated security system is one element that will be operating within the facility that needs to be coordinated with other disciplines. From the conception of any project it will be necessary to coordinate security design efforts with other disciplines (the architect, door hardware, electrical, telecommunications) and other members of the design team.

***Door Hardware*** – coordination of door hardware is critical as the access control system is only effective if the appropriate type of lock is provided. This level of coordination will ensure that the appropriate type of lock, door closer and hardware is specified for doors that will receive security devices.

***Architect*** – to ensure security requirements will be met, this coordination would ensure that security devices will be appropriately placed and to ensure that the device will meet its functional requirement and will not interfere with placement of other surface mounted objects.

***Electrical*** – coordination with the electrical engineer is critical to ensure that power to security system components such as access control panels and power supplies, video assessment cameras and power supplies, specialty door locks and electrical circuits for head end equipment, recorders and equipment racks is provided. Also, coordination regarding the type of power (UPS, Normal, Stand-by) to be provided will be required.

***Communications/IT*** – coordination between the communications system design and the security design is critical as it allows for the definition of all the locations that will require network connectivity. The access control and video systems communication requirements need to be identified early on in the design process.

**Design Review Meeting** – GHT will participate in a design review meeting and engage in regular conference calls to ensure that security requirements are identified and coordinated with the Project Team. GHT will present the security construction drawings and specifications to the Project team. Any feedback, changes or adjustments identified at the meeting will be made and a final set of plans will be issued for bid.

**Pre-Bid Technical Documentation/Vendor Pre-Qualification:** GHT will identify and pre-qualify select local vendors who will be asked to bid on the installation of the security systems for this project. GHT is thoroughly familiar with the preparation of bidders' lists for security systems construction projects of this magnitude. GHT is vendor neutral and does not have any contractual obligations or financial incentives to use a specific product or recommend a specific vendor. With respect to vendor prequalification, GHT contacts the system manufactures and identifies which dealers in the area have the most experienced and trained technicians and the level of certification of the technicians and dealership, as well as years in business, years offering the system and other metrics.



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### *3.3 Bid Support and Negotiation*

Once the design and construction package(s) are finalized and reviewed according to the project requirements, GHT will assist the Project Team with the issuance of a Project Security System Bid Package and its subsequent review and award. We anticipate the tasks associated with this key phase will include:

**Issuance of Bid Package to Vendors:** GHT will issue the specification and design drawings to the pre-qualified vendors.

**Conduct Pre-bid Conference:** GHT will conduct a pre-bid conference with the pre-approved security vendors. The scope of the project, deliverables and expectations would be discussed. GHT would prepare a written response to any questions asked during the conference.

**Analysis of Initial Bids and Follow Up Submissions:** GHT will provide DCAMM and the project team an analysis of bid submissions from all of the vendors submitting a bid on security systems installation.

**Award Recommendation:** GHT will provide an award recommendation to the project team for the vendor offering the most cost effective proposal. GHT defines “most cost effective” as the proposed offeror’s ability to satisfy security operational needs, technical capabilities, availability, program schedule and budget, supportability and life-cycle cost maintenance.

### *3.4 Construction Administration & Commissioning*

Following the contract award to the successful security vendor, GHT will review the contractor's proposed schedule and mobilization plan, and monitor all of the contractor activities as well as the project security equipment procurement activities. Services would also include reviewing, checking and approving all contractor submittals and shop drawings, preparing estimates and checking proposed construction contract changes. Construction administration tasks for the project could include:

**Review of Contractor submittals:** GHT will review all Security Contractor submittals as described in the specification, such as cut sheets and shop drawings, Security Management System (SMS), and peripheral device testing and configuration data. GHT would also review the Operations and Maintenance Manual and the training material submitted by the Security Contractor to ensure that it is complete and the contents meet the requirements specified.

**Response to Requests For Information (RFIs):** GHT will provide responses to RFIs and clarification of designs from the Security Contractor. All RFIs would be formally tracked throughout the entire engagement for consistent record keeping.



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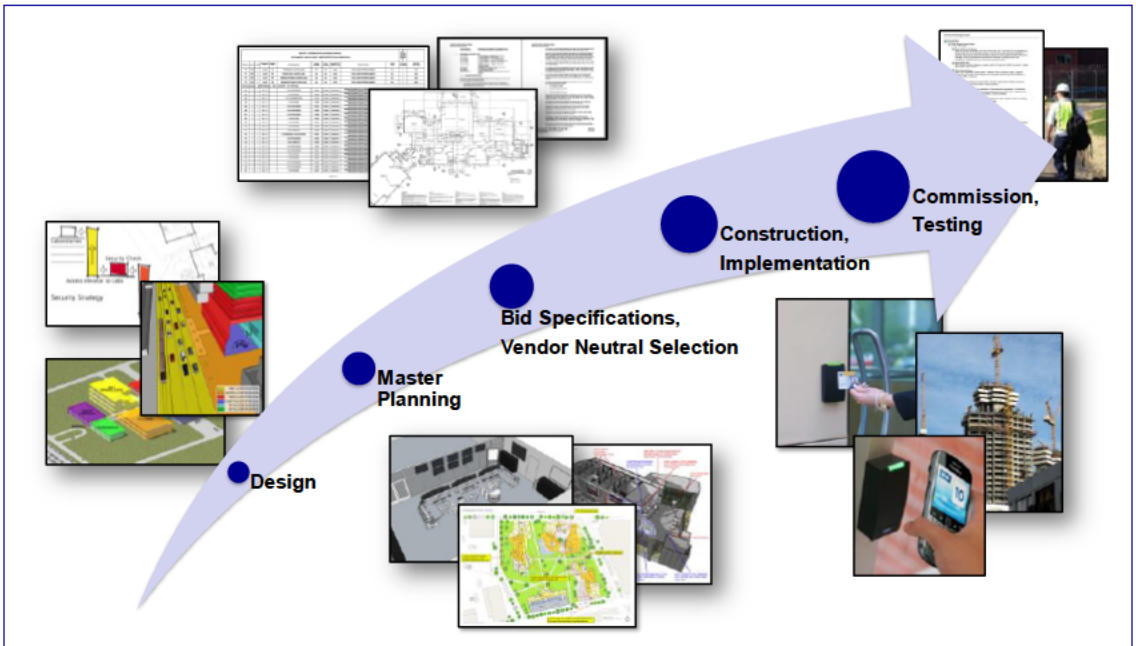
**As-Built Drawing and Turnover Package Review:** GHT will review the as-built drawings and turnover package submitted by the security contractor.

**Site Visits:** GHT will visit the construction site periodically for the purpose of observing the completed subtasks and witness any work-in-progress. GHT would review how the installation is progressing and ensure that the chosen installer integrator is on schedule. Furthermore, GHT would maintain a punch list as to what work needs completion based upon our inspection of the work site. The findings during our site visits would be noted in our field reports and would be forwarded for distribution and action as required by members of the Project Team, such as processing of requests for payment based on percentage of work complete, etc.

**Systems Acceptance Testing:** Prior to the commencement of system acceptance testing, GHT will conduct a final walk through of the facilities to ensure that all of the items on a pre-established punch list were addressed. GHT would witness the acceptance testing of the Security Management and Video Systems, in each building and overall, and make recommendations for final acceptance based on testing performance. GHT would prepare testing documentation, and would provide a report to the client describing the results of the systems testing.

**Commissioning Sheets:** GHT will prepare detailed commission sheets that identify each system component; the testing that is to be conducted on the component and the results of the testing. Commissioning sheets can be developed for the building and site.




The Good Harbor Team collaborates with the owner and design team throughout the entire process.



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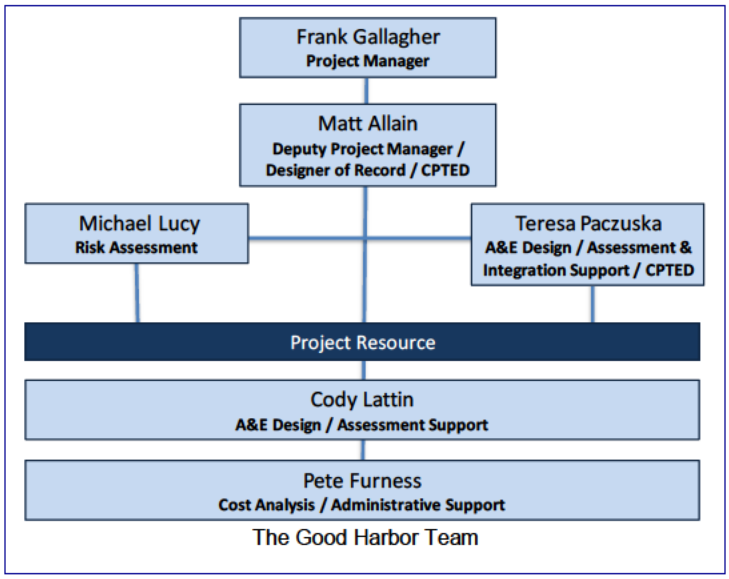
## 4. Qualifications, Experience, and Past Performance

### *4.1 GHT Team*

The success of any assessment is reliant on the skills and competence of the people involved in its facilitation. An exceptional cadre of professionals is assembled who have managed and maintained key roles involving security, operations, emergency preparedness and who have conducted extensive all hazard and vulnerability assessments throughout the world. Led by Frank Gallagher, a physical security expert, GHT will be aligned to maximize the individual talents of each professional to accomplish all tasks needed for a thorough assessment, yet work in a collaborative environment where all individuals contribute to the completion of work. Additional information about individual members of the team can be found in Appendix A.



The Good Harbor Team

GHT members hold numerous professional affiliations, designations and certifications that support our execution of this project. Members are also affiliated with committees and working groups focused on the improvement of standards in the security and emergency response communities. These include, but are not limited to:

Memberships and Certifications:

- American Society for Industrial Security (ASIS) Certified Protection Professional (CPP) & Physical Security Professional (PSP)
- American Institute of Architects (AIA)
- National Council of Architectural Registration Boards (NCARB)
- National Alliance for Insurance Education and Research - Certified Risk Manager (CRM)
- ICS-430: Advanced Operations Section Chief (Type 2)
- Community Emergency Response Team (CERT)
- U.S. FEMA Emergency Management Institute (EMI) - IS Course Certifications
- Active Top Secret and Secret Security Clearances and Transportation Workers Identification Card (TWIC) Clearance
- Massachusetts Licensed Unrestricted Construction Supervisor

Committees:

- Member, Technical Committee, ASIS Risk Assessment Standard Development



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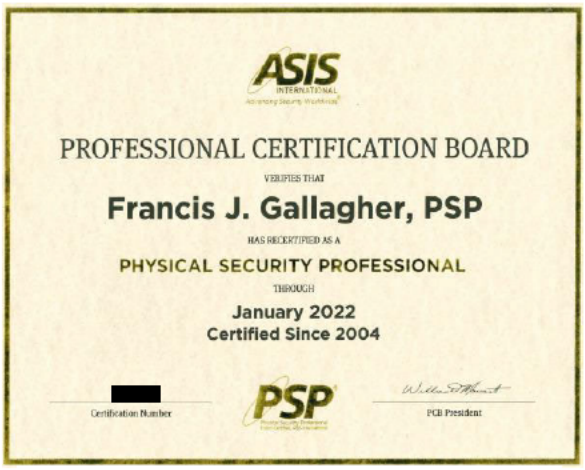
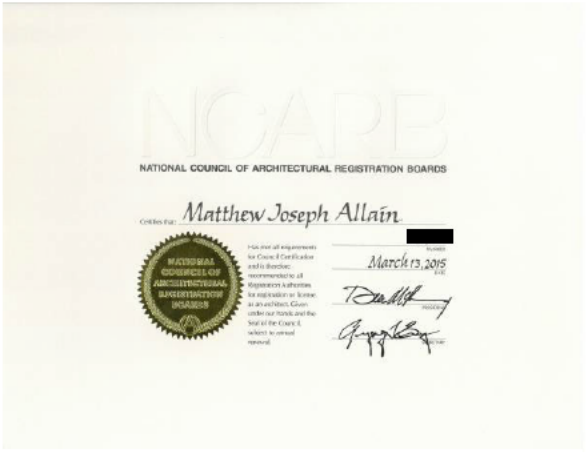
- Member, ASIS Council on Terrorism and Political Instability and an ASIS Technical Committee developing international standards for private security companies
- Committee and Working Group Member - Maturity Model for the Phased Implementation of the Organizational Resilience Management System – ANSI/ASIS SPC.4-2012 Standard
- Member, Technical Committee, Supply Chain Risk Management: A Compilation of Best Practices, ASIS International







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Good Harbor Techmark (GHT) has offices in Norwell, MA and Arlington, VA. The success of any operation is reliant on the skills and competence of the people involved in its planning and execution. An exceptional cadre of professionals is assembled who have managed and maintained key roles with organizations responsible for resiliency.

**Mr. Frank Gallagher – Project Manager**: Mr. Gallagher is an ASIS Certified Physical Security Professional (PSP) with extensive experience in physical security systems analysis and design, risk assessment and critical infrastructure protection. Mr. Gallagher is also a member of the ASIS International Risk Assessment Technical Committee. Mr. Gallagher specializes in systems engineering on large-scale, complex projects and has been directly responsible for a significant number of security-related projects incorporating a variety of related equipment and engineering functions for governments and at numerous global organizations, as well as within multi-campus public and private sectors. Mr. Gallagher most recently acted as the project lead for physical security assessments for a public school organization involving two Districts and over 30 facilities geographically distributed. Mr. Gallagher holds both a Bachelor of Science (with highest honors) and Master of Science, in Mechanical Engineering from Rochester Institute of Technology.

Frank Gallagher, Project Manager, conducts a site assessment on physical security infrastructure.

**Mr. Michael Lucy – Project Resource**: Mr. Lucy is an experienced organizational resiliency advisor and has worked with public and private organizations during a career spanning over 19 years. Mr. Lucy routinely works directly with the clients to conduct assessments and provide cost effective recommendations to mitigate risk. Mr. Lucy is currently involved in the security assessment and mitigation design for large cities in Massachusetts and Northwest Canada and he has worked with various government agencies on vulnerability assessments and implementation of security countermeasures and risk mitigation plans at government buildings. Mr. Lucy was also recently involved with a large school district in western MA where he assisted in the assessment of each school, reviewed emergency response plans, and benchmarked the plans against other districts within MA and the US. Mr. Lucy is also a Lieutenant Colonel in the U.S. Army Reserves and was recently involved in State Active Duty Missions for incidents involving natural disasters and he has led soldiers and command and control centers during peacekeeping and combat operations in Europe and the Middle East on Active Duty. He is trained as a Community Emergency Response

Michael Lucy, Deputy Project Manager, conducts a project kick-off meeting for school administrators.



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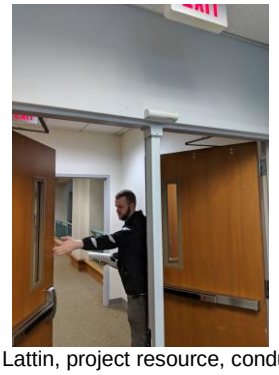
Team (CERT) member, Certified Risk Manager (CRM), Certified Insurance Councilor (CIC) and holds a Masters in Business Administration from the F.W. Olin School at Babson College and a Bachelor of Science in Systems Engineering and Management from the United States Military Academy at West Point.

Matthew Allain, Project Resource, conducts an assessment of a security control room for equipment upgrades.

**Mr. Matthew Allain – Project Resource:** Mr. Allain is a Registered Architect in MA, RI and CT, Member of the American Institute of Architects, a licensed Massachusetts Construction Supervisor and Crime Prevention Through Environmental Design (CPTED) Practitioner. Mr. Allain is responsible for design coordination, addressing architectural, code and regulatory issues as well as providing security technical specifications, cost estimating and implementation oversight. Mr. Allain specializes in the design and engineering of physical security systems including access control, video management, communication and perimeter intrusion detection systems, security operation centers and security control rooms. His experience in the public and private sector includes historic buildings, industrial and educational facilities, manufacturing sites and iconic structures. Mr. Allain graduated valedictorian of his Master's degree class from the Boston Architectural College, in Boston, MA and he has an undergraduate degree in architecture from The Catholic University of America, in Washington, DC. Mr. Allain is proficient in AutoCAD, 3-dimensional software and photo editing software, including SketchUp, 3D Max and Adobe Photoshop, to create high quality construction documents and visual presentations.

Teresa Paczuska, Project Resource, conducts an assessment of a school physical security infrastructure.

**Ms. Teresa Paczuska, CMIT, CSL – Associate, Project Resource:** Ms. Paczuska is a project resource and associate at Good Harbor Techmark, who focuses in electronic safety and security designs, research of new security technologies, as well as emergency preparedness and management trends. Her skills include BIM (Building Information Modeling) software such as Revit and AutoCAD, 3D computer modeling, and Adobe software such as Photoshop, InDesign, and Illustrator. Ms. Paczuska is a licensed Massachusetts Construction Supervisor as well as a Construction Manager In Training and member of the Construction Management Association of America. She has also completed her



Cody Lattin, project resource, conducts a site assessment on physical security infrastructure.



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Masters of Science in Construction Management and has a Bachelor's of Science Degree in Architecture from Wentworth Institute of Technology.

**Cody Lattin – Associate, Project Resource:** Mr. Lattin is a Security Engineering Intern at Good Harbor Techmark who focuses on security design drawings. His skills include BIM (Building Information Modeling) software such as Revit and AutoCAD, and Adobe software such as Photoshop and Illustrator. Mr. Lattin is working toward his Bachelors of Science in Architectural Engineering at Worcester Polytechnic Institute and is a member of his school's Architectural Engineering Institute.

**Mr. Pete Furness – Project Resource:** Mr. Furness is an experienced finance, business, and accounting executive. Mr. Furness provides expertise on organizational resiliency capital improvements, life-cycle costing and cost benefit analysis that enable clients to understand the financial and accounting impacts of risk mitigation, and safety and security related recommendations. Mr. Furness holds a Masters in Business Administration from Suffolk University, and a Bachelor of Science in Accounting from the University of Massachusetts.



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### *4.2 References*

**Reference 1**

**Rhode Island Department of Administration for DCAMM, RI**

GHT is contracted by the Rhode Island Department of Administration Division of Capital Asset Management and Maintenance to conduct assessments and document current conditions of all DCAMM-managed facilities throughout the State of Rhode Island. GHT is assisting DCAMM's security needs including master planning, assessments of existing security infrastructure, construction document preparation, contract reviews, and construction administration services on an as needed basis. Work has included documenting existing conditions of all DCAMM-owned and leased facilities, review and design improvements to various facilities including Rhode Island State Police sites, Capitol Hill buildings, state prisons, state residential properties, schools and state-run offices. In addition, there are many historic buildings owned and managed by DCAMM and security requirements were coordinated with the state historic society requirements.

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| **Contact:** | John McCoy |
| **Phone:** | 401-222-8207 |
| **E-mail:** | john.mccoy@doa.ri.gov |

**Reference 2**

**Department of Conservation and Recreation, Boston, MA**

GHT was tasked to complete a risk assessment of a historic state capitol building located in the heart of one of the largest cities in America. Unlike most state capitol buildings that are mainly symbolic, GHT's assessment focused on creating a design basis threat and mitigating risk to protect the nearly 1,500 employees and 2,000 visitors to the historic capitol building daily. GHT reviewed existing security plans, policies and protocols, and interagency response capabilities to evaluate security-staffing and training. GHT identified and assessed facility risks, estimated identified risk likelihood and examined and evaluated the current response to risks identified. GHT also conducted thorough examinations of video surveillance equipment, facility physical security equipment and access control procedures. Finally, GHT conduct five facility benchmarking site assessments of similar state capitols, including RI, and numerous public government buildings within the city to provide best practice recommendations. GHT concluded the project with a detailed Security Risk and Vulnerability Assessment report containing findings, recommendations and associated costs for long-term risk mitigation implementation and conducted numerous presentations to state leadership.

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| **Contact:** | Adam Parr |
| **Phone:** | 617-828-1655 |
| **E-mail:** | adam.parr@state.ma.us |



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**Reference 3**

**Oregon State Capitol, Salem, OR**

GHT was selected to conduct a security assessment of the Oregon State Capitol building wings. An assessment of existing physical security systems, meetings with various key stakeholders, security operations, policies and procedures was conducted. GHT prepared a report of findings and provided recommendations for enhancements to the existing security program. GHT also provided estimate implementation costs for each recommendation.

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| **Contact:** | Nick Herrera |
| **Phone:** | 503-986-1848 |
| **E-mail:** | nick.herrera@oregonlegislature.gov |

**Reference 4**

**City of Colonial Heights, VA**

GHT supported ACI Solutions to conduct a security assessment of over 40 facilities, pump stations and parks in the City of Colonial Heights. Some of the facilities that were assessed are historic buildings and coordination following historic society guidelines were included based upon the security requirements. An assessment of existing physical security systems, meetings with various key stakeholders, security operations, policies and procedures was conducted. GHT prepared a report of findings and provided recommendations for enhancements to the existing security program. GHT provided estimate implementation costs for each recommendation.

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| **Contact:** | Jim Decker |
| **Phone:** | 703-344-1188 |
| **E-mail:** | jdecker@acisolutions.net |

**Reference 5**

**Town Hall I, II, III – Town of North Hempstead, NY**

GHT was selected to conduct a security assessment of the three town hall buildings in the Town of North Hempstead on Long Island. An assessment of existing physical security systems, meetings with various key stakeholders, security operations, policies and procedures was conducted. GHT prepared a report of findings and provided recommendations for enhancements to the existing security program. GHT provided estimate implementation costs for each recommendation.

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| **Contact:** | Shawn Brown |
| **Phone:** | 516-869-6311 |
| **E-mail:** | browns@northhempsteadny.gov |



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## 4.3 Additional Past Projects

| Icon | Project | Project Location | Description |
|---|---|---|---|
| | Abington Fire Station | Abington, MA | GHT is contracted by Kaestle Boos Associates, providing an existing conditions assessment and recommendations report for the Abington Fire Department study. In additional to the existing conditions assessment, GHT is also providing schematic design for the existing fire stations. |
| | Achievement First Iluminar School 3rd Floor Renovation | Cranston, RI | GHT, contracted by Kaestle Boos Associates, was tasked to conduct an existing physical security assessment that included a review of access control, CCTV and intrusion detection. Upon clinet approval, GHT was later tasked to provide recommendations on improvements to the existing systems by providing specifications and electronic safety and security drawings. |
| | Achievement First Iluminar School Addition | Cranston, RI | GHT, contracted by Kaestle Boos Associates, was tasked to conduct an existing physical security assessment that included a review of access control, CCTV and intrusion detection. Upon clinet approval, GHT was later tasked to provide recommendations on improvements to the existing systems by providing specifications and electronic safety and security drawings. |
| | Achievement First Rhode Island High School | Providence, RI | GHT, contracted by Kaestle Boos Associates, was tasked to conduct an existing physical security assessment that included a review of access control, CCTV and intrusion detection. Upon clinet approval, GHT was later tasked to provide recommendations on improvements to the existing systems by providing specifications and electronic safety and security drawings. |
| | AMEGO | Franklin, MA | GHT was contracted by Convergint Technologies to assist AMEGO, Inc to upgrade the physical security of the Franklin, MA school. A review of the existing conditions was conducted and updates to essential points with access control and intrusion detection were considered. GHT also included a video assessment design to compliment the physical security design for an integrated physical security solution. |
| | American Red Cross | Dedham, MA | GHT assisted the American Red Cross and Pacific Northwest National Laboratories with the implementation and maintenance of security system upgrades at a Dedham, MA facility, as part of the Global Threat Reduction Initiative (GTRI). GHT, acting as the prime contractor, engaged a Security Systems Installation and an Electrical/Networking Contractor to secure and install the required materials for the project. GHT provided training, develop response policies and procedures and provide follow on testing and support for the three years after implementation was completed. |
| | Amgen | West Greenwich, RI, Cambridge, MA and Worldwide | Since 1999, GHT has designed and supported complete security programs involving multiple, integrated security systems for Amgen sites worldwide to include designing integrated security and extensive work at Amgen's West Greenwich RI location. Other projects have consisted of complete protection security programs for manufacturing buildings, warehouses, research centers, administrative offices, laboratories and corporate headquarters. GHT has also designed regional security monitoring centers at a number of Amgen sites. Furthermore, GHT's security designs have included initial recommendations for security upgrades based on site assessments, civil construction, access control, CCTV, communications, physical barriers, fencing, perimeter sensors, and a complete upgrade of the security control centers for guard operations and response. |
| | Babson College | Babson Park (Wellesley, MA) | GHT was chosen by Babson College to develop a campus wide security master plan to include physical security enhancements to both existing and proposed facilities across the primary campus and satellite locations in Massachusetts and California. Tasks included stakeholder engagement across all functional areas of the College, benchmarking against industry and higher education best practices, and the development of a security master plan. GHT also reviewed the emergency planning and preparedness documentation for future refinements and the design of a communications and dispatch facility for Campus Safety. |
| | Barnstable County Sheriff's Office (BCSO) | Buzzards Bay, MA | GHT was contracted by Strekalovsky Architecture to assist with the assessment of the Barnstable County Sheriff's Office existing camera system. GHT reviewed existing camera locations, camera fields of view, and reviewed with the Sheriff's Office staff the requirements for the next steps. GHT services included the design of a hybrid (analog and IP) camera system and migrating to a true IP based system. |
| | BeiGene | Worldwide | GHT is providing services for the upgrade and replacement of existing security systems at several locations worldwide. Services for this project include construction administration and coordination with contractors and BeiGene team. |
| | Beverly Public Schools | Beverly, MA | GHT was contracted by Kaestle Boos Associates, Inc. and the City of Beverly to review the existing conditions of eight of the city's public schools. GHT provided a supportive role in reviewing the existing security conditions which included the existing doors, windows and main entrance layouts. The review also included consideration of modern security threats to schools and updating the existing schools level of security. |



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| Icon | Project | Project Location | Description |
|---|---|---|---|
| | Braintree Public Schools | Braintree, MA | GHT was contracted by the Town of Braintree to conduct a security assessment of the 10 schools, administration building, transportation building, and maintenance building. An assessment of existing physical security systems, meetings with various key stakeholders, security operations, policies and procedures was conducted. GHT prepared a report of findings and provided recommendations for enhancements to the existing security program. In addition, the design phase of the new middle school drawings were reviewed and findings and recommendations were included. GHT provided estimate implementation costs for each recommendation. |
| | City of Bristol | Bristol, CT | GHT was selected to provide a comprehensive surveillance camera evaluation for 12 schools in Bristol, CT. The evaluation included a report of the condition and adequacy of the existing security equipment, recommendations for equipment upgrades and written recommendations for each school including modifications to existing layouts and mapping. With these findings and collaboration with key stakeholders, GHT and the Department of Education devised a plan with completed drawing set and specifications that was placed to bid to integrators to replace and install new cameras that would be beneficial to the City with the budget that was given for current and future expansion. |
| | Burrell Elementary School | Foxborough, MA | GHT was contracted by Kaestle Boos Associates to supporting Foxborough School District for the design and construction administration of the renovations to the existing school building. Services include electronic safety and security design and infrastructure specifications for public bidding, in addition to construction administration and closeout and testing services. |
| | Callahan Vent Building #13 | East Boston, MA | GHT was tasked to complete an assessment and biddable documents for the rehabilitation of the 6-story Vent Building #13, one of the most visible structures in East Boston. The building sits within the fabric of a dense neighborhood of diverse cultures, mixed uses and a myriad of building materials. The proximity and orientation of the Vent Building to the entrance of the Callahan Tunnel also sets it among the most prominent landmarks for visitors arriving from Logan Airport. GHT assessed the existing building and provided design and engineering of the security countermeasures, securing the building both from street and tunnel access. Countermeasures included perimeter protection, through access control and video surveillance as well as interior security of stairwell doors and an emergency communication system. All installed equipment communicates with the access control and video surveillance head located at the Massachusetts Highway Operations Center where the state's control center is located. |
| | Cambridge Glass Factory | Cambridge, MA | GHT was contracted by Barkan Management Company, Inc. to support in the upgrade and replacement of the existing site security cameras and access control system. Support for this project included the assessment of the existing cameras, conduit and infrastructure and the subsequent design of the new system keeping in mind existing conduit paths as well as new paths for additional coverage. Services also included camera, network video recorder (NVR), access control system and infrastructure specifications for bidding. |
| | Cambridge Housing Authority - Wash. Elms | Cambridge, MA | GHT was contracted by ICON Architecture to support the housing authority for the upgrade and replacement of the existing site security cameras including the placement for the new digital video recorder (DVR). Support for this project included the assessment of the existing cameras, conduit and infrastructure and the subsequent design of the new system keeping in mind existing conduit paths and new trenching to be provided with the renovation work. Services also included camera, network video recorder (NVR) and infrastructure specifications for public bidding. |
| | Camden Yards | Baltimore, MD | GHT was contracted by the Maryland Stadium Authority (MSA) to assist in the development of technical specifications to modernize the existing CCTV surveillance system head-end equipment at Oriole Park at Camden Yards (OPCY). The project was to develop technical specifications for the project to upgrade existing Oriole Park Security Center CCTV surveillance system that consists of 57 cameras (16 analog fixed, 22 analog PTZ, 17 IP fixed, 2 IP PTZ) with future expansion to 128 cameras; recommend a system design that effectively utilizes Aventura Technologies Client Workstations (CWS-4DV-RM Series), Digital Hybrid Commercial Video Recorders (DHC-40), Network Video Recording (NVR) Storage Servers and Video Management Software; expand current video surveillance storage capacity, increase image resolution, additional cameras support and longer archival periods; and increase operational efficiency of security center by maximizing usable space and consolidating disparate systems. |
| | City of Colonial Heights | Colonial Heights, VA | GHT is supporting ACI Solutions to conduct a security assessment of over 40 facilities, pump stations and parks in the City of Colonial Heights. An assessment of existing physical security systems, meetings with various key stakeholders, security operations, policies and procedures was conducted. GHT prepared a report of findings and provided recommendations for enhancements to the existing security program. GHT provided estimate implementation costs for each recommendation. |



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| Icon | Project | Project Location | Description |
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| | Dedham Town Hall | Dedham, MA | GHT was selected by the town to provide security consulting and engineering services for a new electronic security system for the Ames Schoolhouse in Dedham, MA, which is listed on the National Register of Historic Places. Built in 1897, the renovation and adaptive reuse of the building will be the repurposed for the town as the town hall and senior center. Services for the project included a basis of design, cost estimates, specifications, design drawings, bid and negotiation and construction administration services. |
| dcr Massachusetts | Department of Conservation and Recreation (DCR) | Boston, MA | GHT was tasked to complete a risk assessment of a historic state capitol building located in the heart of one of the largest cities in America. Unlike most state capitol buildings that are mainly symbolic, GHT's assessment focused on creating a design basis threat and mitigating risk to protect the nearly 1,500 employees and 2,000 visitors to the historic capitol building daily. GHT reviewed existing security plans, policies and protocols, and interagency response capabilities to evaluate security-staffing and training. GHT identified and assessed facility risks, estimated identified risk likelihood and examined and evaluated the current response to risks identified. GHT also conducted thorough examinations of video surveillance equipment, facility physical security equipment and access control procedures. Finally, GHT conduct five facility benchmarking site assessments of similar state capitols, including RI, and numerous public government buildings within the city to provide best practice recommendations. GHT concluded the project with a detailed Security Risk and Vulnerability Assessment report containing findings, recommendations and associated costs for long-term risk mitigation implementation and conducted numerous presentations to state leadership. |
| DEVONSHIRE INVESTORS | Devonshire Investors | Boston, MA | GHT was hired to provide security design and consulting services to support Devonshire's enterprise security system and their BYOD (Bring your own device) strategy. GHT developed a security master plan, identifying existing systems and capabilities and a strategy to migrate to an enterprise wide system. Options explored included rip and replace existing system, migration/upgrade or integrating platforms. GHT provided return on investment analysis and cost/benefit for each recommendation. |
| | Department of Youth Services, Facilities Assessments | Various Locations, Massachusetts | GHT conducted an assessment of ten Department of Youth Services (DYS) sites located through the State of Massachusetts. The assessment included a review of the visitor management, access control, security communications, and video surveillance systems, as well as occupant and staff safety. GHT was contracted through ICON Architecture and provided a detailed report with documented of each of the facilities as part of an overall existing conditions assessment of the sites. |
| | Department of Youth Services Middleton, North East Regional Youth Center | Middleton, MA | GHT was chosen to provide complete security systems assessments, designs and construction administration services for the Department of Youth Services Detention Center through the architect ICON Architecture, Inc. The project was a new 45 bed detention facility for juvenile offenders in a 2-story, 3 wing facility. The facility, which is LEED Gold Certified, houses long and short-term offenders as well as regional administrative offices. |
| GRACE CHAPEL | Grace Chapel | Lexington, Watertown, Wilmington, Foxborough, MA | GHT conducted a full phyiscal security assessment of the churches and administration / school facilities owned by Grace Chapel. An assessment of existing physical security systems, security operations, policies and procedures was conducted. GHT prepared a report of findings and provided recommendations. |
| | Harvard University, Bauer-Sherman Fairchild Renovation | Cambridge, MA | GHT was chosen by Payette architects to provide security design services for the renovation of the Bauer and Sherman Fairchild lab buildings in Cambridge. The project includes video assessment cameras, multi-zone access control, call for assistance phones, interlocked doors and egress route evaluation for multi-building egress routing. Security design services included design and engineering of security devices throughout a unique lab environment with interconnected buildings. Services rendered include a complete design and bid package, RFI response, additions to security scoping and attendance in end-user and project coordination meetings. |
| | Holyoke Public Schools | Holyoke, MA | GHT was selected by the City of Holyoke to conduct assessments of the City's Security, IT, and Life Safety infrastructure specifically in regards to the City's school district and public buildings. GHT conducted site assessments of 12 schools and additional city building facilities to identify threats, vulnerabilities, and risks associated to each facility and neighborhood. Simultaneously, GHT conducted a network infrastructure readiness assessment for future IT enhancements and unified security integration and enhanced 911 operating systems. GHT also conducted an assessment of City facilities for the development of life safety and evacuation procedures and Develop a Security Design Criteria, including a Security Design Memorandum and a Basis of Design to implement physical security and building renovations to mitigate risk. |



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| Icon | Project | Project Location | Description |
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| | Longfellow National Historic Museum | Cambridge, MA | GHT was chosen to provide security design services for the Longfellow National Historic site. GHT was originally hired to prepare a conceptual security plan for the site and building. GHT was ultimately contracted for a full security systems design, preparation of engineering drawing designs and specifications for bid, and construction administration. |
| | Lower Merion School District | Montgomery County, PA | GHT, contracted through Hudson Analytix, conducted a full existing conditions security assessment of the District Administration Office, in addition to the ten schools in the district. Review of existing conditions included visitor management, current access control, video surveillance and security communication systems, and policies and procedures. A full findings and recommendations report was submitted to the Lower Merion School District which included cost estimates based on the recommendations determined by the findings. |
| | MacDonald Island Park | Fort McMurray, Alberta, Canada | GHT conducted a physical security assessment and review of security guard operations at McDonald Island Park (Mack Island), one of Canada's largest community recreational, leisure and social centers. The entire island consists of a 450K sf community center, with multiple ice rinks, courts, fitness, entertainment and indoor water park, and a CFL stadium, minor league baseball stadium, 18-hole golf course, public trail network, sports fields and a hospitality, conference and business center.<br><br>GHT conducted day and night assessments and reviewed response procedures, security operations and physical security capabilities for organization responsible for security and operations at the multi-sport business and entertainment complex. GHT also reviewed current security guard services during daily and special event operations and then acted as a lead author and presenter of a detailed report documenting findings and recommendations, associated implementation costs and a multi-year strategy for implementation. Finally, GHT provided recommendations and a draft RFP to improve security guard contractual requirements. |
| | Martha's Vineyard Community Services Early Childhood Center | Oak Bluff's, MA | GHT provided security master planning, design development, construction documents, specifications, bid and tender review, and construction administration services for the Martha's Vineyard Community Services Early Childhood Center. In addition, GHT conducted an existing conditions assessment and provided a report that included finding and recommendations. |
| | Massachusetts State House | Boston, MA | GHT conducted a risk assessment of a historic state capitol building located in the heart of one of the largest cities in America. GHT focused on creating a design basis threat and determining cost effective ways to identify and mitigate risks to protect the nearly 1,500 employees and 2,000 visitors to the historic capitol building each day. GHT reviewed existing security plans, policies and protocols, and interagency response capabilities to evaluate security-staffing and training. GHT conducted extensive interviews with stakeholders and identified and assessed facility risks, estimated identified risk likelihood and examined and evaluated the current response to risks. GHT also performed thorough examinations of video surveillance equipment, facility physical security equipment and access control procedures. GHT conducted facility benchmarking site assessments of similar state capitols and numerous public government buildings within the city to provide best practice recommendations. Finally, GHT contributed to a report and presentation to provide the client, government leadership and stakeholders with a detailed Security Risk and Vulnerability Assessment Report containing findings, recommendations and associated costs for long-term risk mitigation implementation. |
| | Melnea Cass Recreation Complex | Roxbury, MA | GHT was tasked to complete a risk assessment of a renovated recreational and pool complex located in Roxbury, MA. GHT reviewed existing security plans, policies and protocols as well as evaluate security-staffing and training. GHT identified and assessed facility risks, estimated risk likelihood and examined and evaluated the current response to risks identified. GHT also conducted thorough examinations of video surveillance equipment, facility physical security equipment and access control procedures. |
| | New England Center for Homeless Veterans | Boston, MA | GHT has assisted the center since 2012 by first providing a security review of the historic building, including the windows, doors, lobby design, offices, existing access control and video surveillance system. This review also included a comprehensive strategy for future projects and standards to follow when overall rehabilitation of the building occurred. In 2014, the center included GHT as part of the design team to rehabilitate and reconfigure the building in a $31M permanent supportive housing and recapitalization project. Services for the project included the design drawings and specifications for a modernization of the existing access control, video surveillance and intrusion system to create a state of the art building. The key features of the building included supportive housing units for Veterans including a dedicated floor for females, the renovation of existing supportive housing units and the creation of 200 units of transitional housing. |



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| Icon | Project | Project Location | Description |
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| | North Hempstead | Manhasset, NY | GHT was selected to conduct a security assessment of the three town hall buildings in the Town of North Hempstead on Long Island. An assessment of existing physical security systems, meetings with various key stakeholders, security operations, policies and procedures was conducted. GHT prepared a report of findings and provided recommendations for enhancements to the existing security program. GHT provided estimate implementation costs for each recommendation. |
| | Oregon State Capitol | Salem, OR | GHT was selected to conduct a security assessment of the Oregon State Capitol building wings. An assessment of existing physical security systems, meetings with various key stakeholders, security operations, policies and procedures was conducted. GHT prepared a report of findings and provided recommendations for enhancements to the existing security program. GHT also provided estimate implementation costs for each recommendation. |
| | Reggie Lewis Athletic Center | Boston, MA | GHT assisted the architect ICON Architecture with the assessment and contract design documentation for the upgrades associated with the video surveillance system cameras and storage solution at the facility. The project, which included life safety, ADA, site and building upgrades, was forced to put the surveillance project on hold due to funding restrictions. |
| | Regional Municipality of Wood Buffalo | Alberta, Canada | GHT was chosen to conduct a physical security assessment of each facility owned by the municipality. GHT surveyed over 120 facilities including water treatment plants, pump houses, office buildings, fire houses, parks and infrastructure support facilities. The assessment established a baseline for physical security and protective measures across the municipality as well as the identification of threats, vulnerabilities and risks for each location. The resulting report documented numerous recommendations, the associated implementation costs and a multi-year strategy for implementation. |
| | Rhode Island College | Providence, RI | GHT was hired by Rhode Island College (RIC) to review their current video system and infrastructure and develop recommendations for improvements in coverage, technology and serviceability. GHT developed a master plan as well as a construction set of documents and specifications to allow RIC to go to bid for a campus-wide video system upgrade. |
| | Rhode Island DCAMM | Various Locations, Rhode Island | GHT is contracted by the Rhode Island Department of Administration Division of Capital Asset Management and Maintenance to conduct assessments and document current conditions of all DCAMM-managed facilities throughout the State of Rhode Island. GHT is assisting DCAMM's security needs including master planning, assessments of existing security infrastructure, construction document preparation, contract reviews, and construction administration services on an as needed basis. Work has included documenting existing conditions of all DCAMM-owned and leased facilities, review and design improvements to various facilities including Rhode Island State Police sites, Capitol Hill buildings, state prisons, state residential properties, schools and state-run offices. Additionally, GHT has worked with the state historic society to work in enhancing security for many historical buildings owned by the state without disrupting the historical aesthetics of the centuries old landmarks. |
| | St. Paul High School | Worcester, MA | GHT, contracted through SAAM Architecture, provided an existing conditions security assessment that provided a formal findings and recommendations report including input from school facility personnel. GHT continued supported by assisting with the security design and construction administration services, including electronic safety and security design and CSI specifications. The school implemented the first phase of the project and will be looking to implement the remainder of the recommendations as part of the remaining phases. |
| | Windsor Fire-EMS | Windsor, CT | GHT is supported Kaestle Boos Associates, Inc. with the Windsor Fire and EMS renovation and addition project. GHT provided a fully-integrated physical security design that includes access control, visitor management, video surveillance, and security communication systems for the newly renovated Windsor Police facility. GHT is providing electronic security contract documents, including drawings and specifications, cost estimating, construction administration and commissioning. |
| | Worcester Public Schools | Worcester, MA | GHT was selected to provide a wide-ranging and comprehensive safety and security evaluation for the City of Worcester and the Worcester Public Schools' controversial and highly publicized assessment in the wake of a series of security incidents in 2015. GHT conducted site assessments at 15 schools representing the entire district, to include all secondary schools. GHT reviewed physical security measures, school drop-off and pickup, busing, operations, response plans and other areas related to safety and security. Furthermore, GHT conducted stakeholder interviews with City officials, school committee members, administrators, parents, teachers and students to gain an understanding of the safety and security and response capabilities. Finally, GHT conduct benchmarking and best practice assessments of other districts throughout Massachusetts and the country similar to WPS. GHT's collection and analysis of information was captured in a public and detailed confidential findings and recommendation report along with detailed cost estimates for long-term implementation and mitigation. GHT delivered the reports to the Superintendent and presented information in close session and publicly to the School Committee and Principals. |



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## 5. Appendix A – Resumes and Certifications

### Frank Gallagher, PSP

Good Harbor Techmark

**Principal, Project Manager**

**Education**

Masters of Science, Mechanical Engineering, Rochester Institute of Technology, USA

Bachelor of Science, Mechanical Engineering, Rochester Institute of Technology, USA

**Key Skills and Expertise**

Security Strategy

Security Systems Design

Security Programming and Design

Reviews, Multi-Disciplinary Coordination

Program and System Implementation

**Affiliations and Memberships**

Physical Security Professional (PSP)

Member of ASIS International

**Committees**

Risk Analysis Technical Committee

Supply Chain Resiliency

Frank Gallagher is a Principal of Security Design and Engineering at Good Harbor Techmark, LLC specializing in systems engineering on large-scale complex projects.

**Lead Security Consultant/Security Designer**

Mr. Gallagher conducted site security and vulnerability assessments for numerous public and private organization and has served as the principal consultant and lead security designer to design, oversee implementation and commission systems to mitigate threats on projects including:

- Massachusetts Capitol Building
- Rhode Island DOA (Multiple Historic Buildings included)
- City of Colonial Heights, VA (Multiple Historic Buildings included)
- North Hempstead Town Hall, NY
- Town of Dedham, MA
- Regional Municipality of Wood Buffalo, Alberta, Canada
- Oregon State Capitol Building

**Rhode Island Department of Administration for DCAMM**

Mr. Gallagher is the project manager who assists Rhode Island Department of Administration Division of Capital Asset Management and Maintenance to conduct assessments and document current conditions of all DCAMM managed facilities throughout the State of Rhode Island. Mr. Gallagher continuously assists with all of DCAMM security needs including master planning, assessment of existing security infrastructure, construction documents, contract review, and construction administration on an as needed basis. Work has included documenting existing conditions of all DCAMM owned and leased facilities, review and design improvements to various facilities including Rhode Island State Police sites, Capitol Hill buildings, state prisons, state residential properties, schools, and state-run offices.

**City of Colonial Heights, VA**

Mr. Gallagher supported ACI Solutions to conduct a security assessment of over 40 facilities, pump stations and parks in the City of Colonial Heights. An assessment of existing physical security systems, meetings with various key stakeholders, security operations, policies and procedures was conducted. Mr. Gallagher prepared a report of findings and provided recommendations for enhancements to the existing security program. Mr. Gallagher provided estimate implementation costs for each recommendation.



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**State Capitol Building, Boston, MA**

Mr. Gallagher was the Project Manager for GHT's risk assessment of a historic state capitol building located in the heart of one of the largest cities in America. Mr. Gallagher focused on creating a design basis threat and determining cost effective ways to identify and mitigate risks to protect the nearly 1,500 employees and 2,000 visitors to the historic capitol building each day. Mr. Gallagher reviewed existing security plans, policies and protocols, and interagency response capabilities to evaluate security-staffing and training. Mr. Gallagher conducted extensive interviews with stakeholders and identified and assessed facility risks, estimated identified risk likelihood and examined and evaluated the current response to risks. Mr. Gallagher conducted facility benchmarking site assessments of similar state capitols and numerous public government buildings within the city to provide best practice recommendations. Finally, Mr. Gallagher contributed to a report and presentation to provide the client, government leadership and stakeholders with a detailed Security Risk and Vulnerability Assessment Report containing findings, recommendations and associated costs for long-term risk mitigation implementation.

**Dedham Town Hall, Dedham, MA**

Mr. Gallagher assisted in providing security consulting and engineering services for a new electronic security system for the Ames Schoolhouse in Dedham, MA, which is listed on the National Register of Historic Places. Built in 1897, the renovation and adaptive reuse of the building will be the repurposed for the town as the town hall and senior center. Services for the project included a basis of design, cost estimates, specifications, design drawings, bid and negotiation and construction administration services.

**Oregon State Capitol, Salem, OR**

Mr. Gallagher was selected to conduct a security assessment of the Oregon State Capitol building Wings. An assessment of existing physical security systems, meetings with various key stakeholders, security operations, policies and procedures was conducted. GHT prepared a report of findings and provided recommendations for enhancements to the existing security program. GHT provided estimate implementation costs for each recommendation.

**Town Hall I, II, III – Town of North Hempstead, NY**

Mr. Gallagher was the lead consultant to conduct a security assessment of the three town hall buildings in North Hempstead, NY. An assessment of existing physical security systems, meetings with various key stakeholders, security operations, policies and procedures was conducted. Mr. Gallagher prepared a report of findings and provided recommendations for enhancements to the existing security program. Also, Mr. Gallagher provided estimate implementation costs for each recommendation.



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Matthew Allain, AIA, NCARB, CSL
Good Harbor Techmark
Director

**Education**

Masters of Architecture, Boston Architectural College, USA – 2006 *Class Valedictorian*

Bachelors of Science in Architecture, The Catholic University of America, USA

**Key Skills and Expertise**

Architectural Design

Electronic Physical Security Engineering

Regulatory Compliance

Cost Estimating & Bid Review

Document & Consultant Coordination

Security System Design, Engineering & Commissioning

Security Planning & Analysis

**Licenses:**

Registered Architect

- MA: [redacted]
- RI: [redacted]
- CT: [redacted]

Massachusetts Licensed Unrestricted Construction Supervisor, License CS-[redacted]

**Affiliations, Memberships & Qualifications**

Member of the American Institute of Architects

NCARB Certificate

Matthew Allain is a Director at Good Harbor Techmark, LLC. specializing in the engineering of physical security systems, including access control, video management, communication and perimeter intrusion detection systems, as well as the design of security operation centers, security control rooms and sensitive compartmented information facilities (SCIF). Mr. Allain is responsible for design coordination, addressing architectural, code and regulatory issues as well as providing security technical specifications, cost estimating and implementation oversight. Mr. Allain is a Registered Architect, Member of the American Institute of Architects and licensed Massachusetts Construction Supervisor.

### City of Colonial Heights, VA

Mr. Allain is supporting ACI Solutions to conduct a security assessment of over 40 facilities, pump stations and parks in the City of Colonial Heights. Some of these sites include historic buildings. An assessment of existing physical security systems, meetings with various key stakeholders, security operations, policies and procedures was conducted. Mr. Allain prepared a report of findings and provided recommendations for enhancements to the existing security program. Mr. Allain provided estimate implementation costs for each recommendation.

### Department of Conservation and Recreation (DCR), Boston, MA

Mr. Allain assists the project manager to complete a risk assessment of a historic state capitol building located in the heart of one of the largest cities in America. Unlike most state capitol buildings that are mainly symbolic, Mr. Allain's assessment focused on creating a design basis threat and mitigating risk to protect the nearly 1,500 employees and 2,000 visitors to the historic capitol building daily. Mr. Allain reviewed existing security plans, policies and protocols, and interagency response capabilities to evaluate security-staffing and training. Mr. Allain identified and assessed facility risks, estimated identified risk likelihood and examined and evaluated the current response to risks identified. Mr. Allain also conducted thorough examinations of video surveillance equipment, facility physical security equipment and access control procedures. Finally, Mr. Allain conduct five facility benchmarking site assessments of similar state capitols, including RI, and numerous public government buildings within the city to provide best practice recommendations. Mr. Allain concluded the project with a detailed Security Risk and Vulnerability Assessment report containing findings, recommendations and associated costs for long-term risk mitigation implementation and conducted numerous presentations to state leadership.



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School CPTED Certification, National Association of School Resource Officers (NASRO)

Member of the Boston Society of Architects

Certified Crowd Manager

- MA License IteOeNKNLS4mBtK
- RI License [redacted]

AIA/Henry Adams Medal & Certificate, 2006

FEMA ICS / NIMS Independent Study Course Certifications

Revit Certification from an Autodesk® Authorized Training Center (ATC)

### Rhode Island Department of Administration for DCAMM

Mr. Allain assists the project manager with Rhode Island Department of Administration Division of Capital Asset Management and Maintenance to conduct assessments and document current conditions of all DCAMM managed facilities throughout the State of Rhode Island. Mr. Allain continuously assists with all of DCAMM security needs including master planning, assessment of existing security infrastructure, construction documents, contract review, and construction administration on an as needed basis. Work has included documenting existing conditions of all DCAMM owned and leased facilities, review and design improvements to various facilities including Rhode Island State Police sites, Capitol Hill buildings, state prisons, state residential properties, schools, and state run offices.

### Dedham Town Hall, Dedham, MA

Mr. Allain assisted the town by providing security consulting and engineering services for a new electronic security system for the Ames Schoolhouse in Dedham, MA, which is listed on the National Register of Historic Places. Built in 1897, the renovation and adaptive reuse of the building will be the repurposed for the town as the town hall and senior center. Services for the project included a basis of design, cost estimates, specifications, design drawings, bid and negotiation and construction administration services.

### North Hempstead Town Hall, Manhasset, NY

Mr. Allain conducted a security assessment of the three town hall buildings in the Town of North Hempstead on Long Island. An assessment of existing physical security systems, meetings with various key stakeholders, security operations, policies and procedures was conducted. Mr. Allain prepared a report of findings and provided recommendations for enhancements to the existing security program. Mr. Allain provided estimate implementation costs for each recommendation.

### St. Paul High School, Worcester, MA

Mr. Allain assisted SAAM Architecture, provided an existing conditions security assessment that provided a formal findings and recommendations report including input from school facility personnel. Mr. Allain continued supported by assisting with the security design and construction administration services, including electronic safety and security design and CSI specifications. The school implemented the first phase of the project and will be looking to implement the remainder of the recommendations as part of the remaining phases.



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Teresa Paczuska, CSL, CMIT
Good Harbor Techmark
Project Resource / Associate

**Education**

Masters in Construction Management, Wentworth Institute of Technology of Architecture, Architecture Design and Construction

Bachelors of Science in Architecture, Wentworth Institute of Technology of Architecture, Architecture Design and Construction

**Key Skills and Expertise**

Autodesk software

Graphic Design software including Adobe Photoshop, InDesign, and Illustrator

SketchUp Pro

Emergency Management Preparedness

Application Programs

Microsoft Programs including Projects

**Qualifications & Memberships**

Massachusetts Unrestricted Construction Supervisor License, License [redacted]

Crime Prevention Through Environmental Design Certified Practitioner, Florida Atlantic University

Massachusetts Real Estate Sales Person License, License [redacted]

Ms. Paczuska is a Computer Aided Drafting (CAD) technician and provides graphic skills for reports, drawings, and presentations. She also provides research for various security devices and technologies. Along with her graphic skills, Ms. Paczuska is knowledgeable of the International Building Codes (IBC) and construction management.

**City of Colonial Heights, VA**

Ms. Paczuska supporting ACI Solutions to conduct a security assessment of over 40 facilities, pump stations and parks in the City of Colonial Heights. An assessment of existing physical security systems, meetings with various key stakeholders, security operations, policies and procedures was conducted. Ms. Paczuska prepared a report of findings and provided recommendations for enhancements to the existing security program. Ms. Paczuska provided estimate implementation costs for each recommendation.

**Rhode Island Department of Administration for DCAMM**

Ms. Paczuska assists the project manager with Rhode Island Department of Administration Division of Capital Asset Management and Maintenance to conduct assessments and document current conditions of all DCAMM managed facilities throughout the State of Rhode Island. Ms. Paczuska continuously assists with all of DCAMM security needs including master planning, assessment of existing security infrastructure, construction documents, contract review, and construction administration on an as needed basis. Work has included documenting existing conditions of all DCAMM owned and leased facilities, review and design improvements to various facilities including Rhode Island State Police sites, Capitol Hill buildings, state prisons, state residential properties, schools, and state run offices.

**Oregon State Capitol, Salem, OR**

Ms. Paczuska was part of the GHT team that conducted a security assessment of the Oregon State Capitol building Wings. An assessment of existing physical security systems, meetings with various key stakeholders, security operations, policies and procedures was conducted. Ms. Paczuska prepared a report of findings and provided recommendations for enhancements to the existing security program.

**Town of North Hempstead, Manhasset, NY**

Ms. Paczuska was part of the GHT team that conducted a security assessment of the three town hall buildings in the Town of North Hempstead. An assessment of existing physical security systems, meetings with various key

OSHA 10-Hour Construction

BIM Certificate from Wentworth Institute of Technology

Managing Construction Certificate from Wentworth Institute of Technology

Member of the Construction Management Association of America (CMAA)

stakeholders, security operations, policies and procedures was conducted. Ms. Paczuska prepared a report of findings and provided recommendations for enhancements to the existing security program.

### Reliant Medical Group (Existing), Various Locations

Ms. Paczuska conducted a security risk assessment of all of Reliant Medical Group and ReadyMED facilities located throughout western Massachusetts. The risk assessment identified the critical assets and specific threats and vulnerabilities associated with each facility. The resultant product led to the development of a five year plan that included a strategy and budget for implementation of all recommendations and mitigation strategies.

### Lower Merion School District, Montgomery County, PA

Ms. Paczuska was part of the assessment team that conducted a full existing conditions security assessment of the District Administration Office, in addition to the ten schools in the district. Review of existing conditions included visitor management, current access control, video surveillance and security communication systems, and policies and procedures. A full findings and recommendations report was submitted to the Lower Merion School District which included cost estimates based on the recommendations determined by the findings.

### Cambridge Glass Factory, Cambridge, MA

Ms. Paczuska is assisting Barkan Management Company, Inc. to support in the upgrade and replacement of the existing site security cameras and access control system. Support for this project included the assessment of the existing cameras, conduit and infrastructure and the subsequent design of the new system keeping in mind existing conduit paths as well as new paths for additional coverage. Services also included camera, network video recorder (NVR), access control system and infrastructure specifications for bidding.

### Department of Conservation and Recreation, MA

Ms. Paczuska was tasked to complete a risk assessment of a historic state capital building located in the heart of one of the largest cities in America. Unlike most state capital buildings that are mainly symbolic, Ms. Paczuska assessment focused on creating a design basis threat and mitigating risk to protect the nearly 1,500 employees and 2,000 visitors to the historic capital building daily. Ms. Paczuska identified and assessed facility risks, estimated identified risk likelihood and examined and evaluated the current response to risks identified. Ms. Paczuska also conducted thorough examinations of video surveillance equipment, facility physical security equipment and access control procedures. Finally, Ms. Paczuska conducted five facility benchmarking site assessments of similar state capitals, including RI, and numerous public government buildings within the city to provide best practice recommendations.



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Cody Lattin
Good Harbor Techmark
Security Engineer

**Education**
Bachelors of Science in Architectural Engineering, Worcester Polytechnic Institute

**Key Skills and Expertise**

Autodesk software

Graphic Design software including Adobe Photoshop and Illustrator

Microsoft Programs including Projects

SketchUp Pro

**Qualifications & Memberships**

Member of the Architectural Engineering Institute (AEI)

Mr. Lattin provides security design drawings in the form of CAD, specifically Revit and AutoCAD.

**Burrell Elementary School, Foxborough, MA**
Mr. Lattin is supporting Burrell Elementary School for the design and construction administration of the new building. Services include electronic safety and security design and infrastructure specifications for public bidding.

**Lower Merion School District, Montgomery County, PA**
Mr. Lattin assisted in conducting a full existing conditions security assessment of the District Administration Office, in addition to the ten schools in the district. Review of existing conditions included visitor management, current access control, video surveillance and security communication systems, and policies and procedures. A full findings and recommendations report was submitted to the Lower Merion School District which included cost estimates based on the recommendations determined by the findings.

**Oregon State Capitol, Salem, OR**
GHT was selected to conduct a security assessment of the Oregon State Capitol building Wings. An assessment of existing physical security systems, meetings with various key stakeholders, security operations, policies and procedures was conducted. Mr. Lattin assisted GHT in preparing a report of findings and provided recommendations for enhancements to the existing security program. GHT provided estimate implementation costs for each recommendation.

**Rhode Island Department of Administration for DCAMM**
Mr. Lattin assists the project manager with Rhode Island Department of Administration Division of Capital Asset Management and Maintenance to conduct assessments and document current conditions of all DCAMM managed facilities throughout the State of Rhode Island. Mr. Lattin continuously assists with all of DCAMM security needs including master planning, assessment of existing security infrastructure, construction documents, contract review, and construction administration on an as needed basis. Work has included documenting existing conditions of all DCAMM owned and leased facilities, review and design improvements to various facilities including Rhode Island State Police sites, Capitol Hill buildings, state prisons, state residential properties, schools, and state-run offices.

### City of Colonial Heights, Colonial Heights, VA

GHT is supporting ACI Solutions to conduct a security assessment of over 40 facilities, pump stations and parks in the City of Colonial Heights. An assessment of existing physical security systems, meetings with various key stakeholders, security operations, policies and procedures was conducted. Mr. Lattin assisted in preparing a report of findings and provided recommendations for enhancements to the existing security program. GHT provided estimate implementation costs for each recommendation.

### Cambridge Glass Factory, Cambridge, MA

GHT was contracted by Barkan Management Company, Inc. to support in the upgrade and replacement of the existing site security cameras and access control system. Support for this project included the assessment of the existing cameras, conduit and infrastructure and the subsequent design of the new system keeping in mind existing conduit paths as well as new paths for additional coverage. Services also included camera, network video recorder (NVR), access control system and infrastructure specifications for bidding.

### Department of Youth Services, Various Locations in MA

Mr. Lattin assisted in conducting an assessment of ten Department of Youth Services (DYS) sites located through the State of Massachusetts. The assessment included a review of the visitor management, access control, security communications, and video surveillance systems, as well as occupant and staff safety. GHT was contracted through ICON Architecture and provided a detailed report with documented of each of the facilities as part of an overall existing conditions assessment of the sites.

### Chamberlain Elementary School, New Britain, CT

GHT was contracted by Kaestle Boos Associates to supporting New Britain School District for the design and construction administration of the renovations to the existing school building as well as the 16,000 sf addition. Services include electronic safety and security design and infrastructure specifications for public bidding, in addition to construction administration and closeout and testing services.

### AMEGO, Franklin, MA

Mr. Lattin assisted with the AMEGO school board to upgrade the physical security of the Franklin, MA school. A review of the existing conditions was conducted and updates to essential points with access control and intrusion detection were considered. Mr. Lattin also included a video assessment design to compliment the physical security design for an integrated physical security solution.



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Peter Furness
Good Harbor Techmark
Project Resource / Principal

**Education**

Masters of Business Administration, Accounting Concentration, Suffolk University

Bachelors of Science in Accounting, University of Massachusetts

**Key Skills and Expertise**

Financial Risk Assessments

Capital Investment Analysis

Cost Benefit Analysis

Financial, Cash, and Budget Management

Accounting

Mergers and Acquisitions

Financial and Accounting Analysis and Management Software (QuickBooks, Excel)

Mr. Furness provides expertise into financial risk assessments, capital improvements, life-cycle costing and cost benefit analysis that enables clients to understand the financial and accounting impacts of safety and security related upgrades and their projected short and long-term return on investment.

As Good Harbor Techmark's Chief Financial Officer, Mr. Furness directs all finance programs and systems for the firm's operations. Key activities include: financial and cash management and analysis; financial policy and process development and implementation; accounting; audits; budgeting; tax planning; invoice processing and client/vendor financial relations; and banking relations.

### Good Harbor Techmark

Mr. Furness leads Good Harbor Techmark's finance operations. He is responsible for the following key activities:

- Consult on GHT client's capital improvements, to determine Return on Investment, Cost-Benefit Analysis, and Life-cycle cost analysis
- Review GHT client's capital improvement funding projections, including plans for issuing corporate/municipal bonds
- Provide leadership on GHT client's budget management process
- Oversee purchasing activity for GHT clients, including purchase order creation and review RFP responses
- Manage cash flow and profitability forecasts to support leadership decision-making
- Develop polices and procedures, to increase organizational efficiencies

### ACI Solutions

Mr. Furness is responsible for the following key activities:

- Consult on client's capital improvements, to determine Return on Investment, Cost-Benefit Analysis, and Life-cycle cost analysis
- Review client's capital improvement funding projections, including plans for issuing corporate/municipal bonds
- Conduct financial analysis on security manning analysis to include outsourcing vs. employment options
- Provide leadership on client's security budget management process
- Oversee security purchasing activity, including purchase order creation and review RFP responses
- Manage cash flow and profitability forecasts to support leadership decision-making



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- Develop policies and procedures, to increase organizational efficiencies

**Chief Financial Officer / Chief Operating Officer**
**ACI Solutions Inc.**

Mr. Furness served as the CFO/COO for ACI Solutions, where he directed all finance and operations.

- Provide day-to-day leadership and management, in line with the corporate vision
- Collaborate with the CEO on the development of the company's 1- 3 year growth strategy
- Develop corporate policies and procedures, leading the company to a more efficient business model
- Promote a success focused environment, with an emphasis on individual strengths and teamwork
- Develop short and long term operational plans designed to facilitate corporate growth
- Create monthly, quarterly, and annual financial projections for each corporate division
- Review month-end financial closing for GAAP accuracy
- Prepare monthly financial updates for company executives
- Manage relationships with external accountants and financial institutions
- Develop new financial relationships, to secure outside funding streams

**Chief Financial Officer**
**Good Harbor Consulting**

Mr. Furness led Good Harbor Consulting's finance operations, which spanned across four offices and multiple countries. As the Chief Financial Officer, Mr. Furness achieved significant accomplishments including the following: improving competitiveness by accelerating proposal pricing and approvals from three weeks to one day; improving competitiveness by refining the pricing model to achieve greater transparency for project managers and a defensible, flexible pricing model; and, improving finance support to company operations while achieving significant cost savings.



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Michael Lucy
Good Harbor Techmark
Principal, Organizational Resiliency

**Education**

Masters in Business Administration, F.W. Olin School, Babson College

Bachelor of Science, U.S. Military Academy at West Point

U.S. Army Command & General Staff College

**Key Skills and Expertise**

Operations and Program Management

Emergency Planning and Preparedness

Security Operations

Administration Insurance and Risk Management

**Qualifications**

Protected Critical Infrastructure Information (PCII) Secret Security Clearance

FEMA ICS / NIMS IS – Course Certifications, Community Emergency Response Team (CERT) Certified

National Alliance Certified Insurance Councilor (CIC) & Certified Risk Manager (CRM)

Level II Anti-Terrorism Tactical Information Operations Course

Tactical Information Officer (IO) Course

U.S. Army Fort Leavenworth Faculty

Michael Lucy is an experienced operations and logistics advisor who has worked with military and government agencies as well as private companies and higher education during a career spanning 19 years. Mr. Lucy is trained in project management.

### Security Consultant/Security Designer

Mr. Lucy conducted site security and vulnerability assessments for numerous educational institutions and has served as a principal consultant and security designer to deliver comprehensive findings and recommendations reports on many projects.

### State Capitol Building

Mr. Lucy was a project lead for GHT's risk assessment of a historic state capitol building located in the heart of one of the largest cities in America. Mr. Lucy focused on creating a design basis threat and determining cost effective ways to identify and mitigate risks to protect the nearly 1,500 employees and 2,000 visitors to the historic capitol building each day. Mr. Lucy reviewed existing security plans, policies and protocols, and interagency response capabilities to evaluate security-staffing and training. Mr. Lucy conducted extensive interviews with stakeholders and identified and assessed facility risks, estimated identified risk likelihood and examined and evaluated the current response to risks. Mr. Lucy also assisted the GHT team in thorough examinations of video surveillance equipment, facility physical security equipment and access control procedures. Finally, Mr. Lucy conduct facility benchmarking site assessments of similar state capitols and numerous public government buildings within the city to provide best practice recommendations. Finally, Mr. Lucy was a lead author and presenter to provide the client and government leadership and stakeholders with a detailed Security Risk and Vulnerability Assessment Report containing findings, recommendations and associated costs for long-term risk mitigation implementation.

### Regional Municipality of Wood Buffalo, Canada

Mr. Lucy was a project lead to conduct physical security assessments at each facility owned by a large municipality in northwest Canada. Mr. Lucy either directly assessed or assisted a team in the survey of over 120 facilities including water treatment plants, pump houses, office buildings, fire houses, parks and infrastructure support facilities. Each assessment established a baseline for physical security and protective measures across the municipality as well as the identification of threats, vulnerabilities and risks for each location. Mr. Lucy then acted as a lead author and presenter of a detailed report documenting



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Development Program - FDP1

Myers & Briggs Certified Practitioner Steps I & II

USA Hockey Level 4

over 100 findings and recommendations, the associated implementation costs and a multi-year strategy for implementation. Upon receipt of the report, Mr. Lucy was tasked by the Municipality to develop security standards for implementation by the Municipality.

**Diplomatic Facility Security Assessments, Worldwide**

Mr. Lucy has conducted security assessments of embassies, consulates and diplomatic residences in 12 countries for a Middle East government. In the context of regional unrest in several countries the client government requested a review of the security and contingency plans at their embassies in a number of countries. Mr. Lucy conducted threat and risk assessments to advise the government on immediate requirements to secure its staff and assets, and helped design a long-term program to reduce risk to its embassies. Mr. Lucy staff reviewed the physical security of diplomatic facilities located in high-threat environments, and also considered the Ministry's capability to communicate important information securely to each of the embassies. The reviews provided an objective, third party analysis of the security design, infrastructure, technology and associated processes and procedures at each of the facilities. At the conclusion of this assignment, the Foreign Ministry was presented with a clear understanding of the risks to each of the agreed facilities and a detailed 'roadmap' for each country as to how the physical risks could be mitigated.

**Melnea Cass Recreation Complex, Roxbury, MA**

Mr. Lucy was tasked to complete a risk assessment of a renovated recreational and pool complex located in Roxbury. Mr. Lucy reviewed existing security plans, policies and protocols as well as evaluate security-staffing and training. Mr. Lucy identified and assessed facility risks, estimated risk likelihood and examined and evaluated the current response to risks identified. Mr. Lucy also conducted thorough examinations of video surveillance equipment, facility physical security equipment and access control procedures.

**City of Holyoke, Holyoke, MA**

Mr. Lucy led GHT's assessments of the City's School District and City-wide department phone system infrastructure. Mr. Lucy conducted site assessments of 12 schools and administrative buildings to identify threats, vulnerabilities, risks, and life safety concerns associated to each facility and neighbourhood. Mr. Lucy co-authored a detailed findings and recommendations report addressing the needs of each school and the District in regards to physical and operational security. Finally, Mr. Lucy reviewed the District's emergency operations, conducted extensive benchmarking of plans, and reviewed Massachusetts State requirements for Multi-hazard and medical planning.



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## *6.* Appendix B – Forms



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**ADDENDUM ACKNOWLEDGEMENT FORM**
**SOLICITATION NO.: CEOI GSD2200000002**

**Instructions:** Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

**Acknowledgment:** I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

**Addendum Numbers Received:**
(Check the box next to each addendum received)

| | | | |
|---|---|---|---|
| [ X ] | Addendum No. 1 | [ ] | Addendum No. 6 |
| [ ] | Addendum No. 2 | [ ] | Addendum No. 7 |
| [ ] | Addendum No. 3 | [ ] | Addendum No. 8 |
| [ ] | Addendum No. 4 | [ ] | Addendum No. 9 |
| [ ] | Addendum No. 5 | [ ] | Addendum No. 10 |

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Good Harbor Techmark, LLC

Company

Authorized Signature

10/12/2021

Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.

## ADDITIONAL TERMS AND CONDITIONS
## (Architectural and Engineering Contracts Only)

**1. PLAN AND DRAWING DISTRIBUTION:** All plans and drawings must be completed and available for distribution at least five business days prior to a scheduled pre-bid meeting for the construction or other work related to the plans and drawings.

**2. PROJECT ADDENDA REQUIREMENTS:** The Architect/Engineer and/or Agency shall be required to abide by the following schedule in issuing construction project addenda. The Architect/Engineer shall prepare any addendum materials for which it is responsible, and a list of all vendors that have obtained drawings and specifications for the project. The Architect/Engineer shall then send a copy of the addendum materials and the list of vendors to the State Agency for which the contract is issued to allow the Agency to make any necessary modifications. The addendum and list shall then be forwarded to the Purchasing Division buyer by the Agency. The Purchasing Division buyer shall send the addendum to all interested vendors and, if necessary, extend the bid opening date. Any addendum should be received by the Purchasing Division at least fourteen (14) days prior to the bid opening date.

**3. PRE-BID MEETING RESPONSIBILITIES:** The Architect/Engineer shall be available to attend any pre-bid meeting for the construction or other work resulting from the plans, drawings, or specifications prepared by the Architect/Engineer.

**4. AIA DOCUMENTS:** All construction contracts that will be completed in conjunction with architectural services procured under Chapter 5G of the West Virginia Code will be governed by the attached AIA documents, as amended by the Supplementary Conditions for the State of West Virginia, in addition to the terms and conditions contained herein. The terms and conditions of this document shall prevail over anything contained in the AIA Documents or the Supplementary Conditions.

**5. GREEN BUILDINGS MINIMUM ENERGY STANDARDS:** In accordance with West Virginia Code § 22-29-4, all new building construction projects of public agencies that have not entered the schematic design phase prior to July 1, 2012, or any building construction project receiving state grant funds and appropriations, including public schools, that have not entered the schematic design phase prior to July1, 2012, shall be designed and constructed complying with the ICC International Energy Conservation Code, adopted by the State Fire Commission, and the ANSI/ASHRAE/IESNA Standard 90.1-2007: Provided, That if any construction project has a commitment of federal funds to pay for a portion of such project, this provision shall only apply to the extent such standards are consistent with the federal standards.

**DESIGNATED CONTACT:** Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to this Contract.

Frank Gallagher, Principal

(Name, Title)

Frank Gallagher, Principal

(Printed Name and Title)

17 Accord Park Drive, Suite 201, Norwell, MA 02061

(Address)

781-871-6555

(Phone Number) / (Fax Number)

frank.gallagher@ghtechmark.com

(email address)

**CERTIFICATION AND SIGNATURE:** By signing below, or submitting documentation through wvOASIS, I certify that: I have reviewed this Solicitation in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that I am authorized by the vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

*By signing below, I further certify that I understand this Contract is subject to the provisions of West Virginia Code § 5A-3-62, which automatically voids certain contract clauses that violate State law.*

Good Harbor Techmark, LLC

(Company)

(Authorized Signature) (Representative Name, Title)

Frank Gallagher, Principal

(Printed Name and Title of Authorized Representative)

10/12/2021

(Date)

781-871-6555

(Phone Number) (Fax Number)

Frank Gallagher personally appeared before me, the undersigned notary public, and proved to me his/her identity through satisfactory evidence, which were ID to be the person whose name is signed on the preceding or attached document in my presence on this 12 day of OCT, 2021.

TERESA PACZUSKA, Notary Public
My Commission Expires September 26, 2025

STATE OF WEST VIRGINIA
Purchasing Division

# PURCHASING AFFIDAVIT

**CONSTRUCTION CONTRACTS:** Under W. Va. Code § 5-22-1(i), the contracting public entity shall not award a construction contract to any bidder that is known to be in default on any monetary obligation owed to the state or a political subdivision of the state, including, but not limited to, obligations related to payroll taxes, property taxes, sales and use taxes, fire service fees, or other fines or fees.

**ALL CONTRACTS:** Under W. Va. Code §5A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

**EXCEPTION:** The prohibition listed above does not apply where a vendor has contested any tax administered pursuant to chapter eleven of the W. Va. Code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

**DEFINITIONS:**

**"Debt"** means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

**"Employer default"** means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

**"Related party"** means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceed five percent of the total contract amount.

**AFFIRMATION: By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (*W. Va. Code* §61-5-3) that: (1) for construction contracts, the vendor is not in default on any monetary obligation owed to the state or a political subdivision of the state, and (2) for all other contracts, that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.**

**WITNESS THE FOLLOWING SIGNATURE:**

Vendor's Name: Good Harbor Techmark, LLC

Authorized Signature: Frank Gallagher Date: 10/12/2021

State of Massachusetts

County of Plymouth, to-wit:

Taken, subscribed, and sworn to before me this 12 day of October, 2021

My Commission Expires September 26, 2025.

TERESA PACZUSKA
Notary Public
Commonwealth of Massachusetts
My Commission Expires
September 26, 2025

NOTARY PUBLIC _____

*Purchasing Affidavit (Revised 01/19/2018)*