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REQUEST FOR PROPOSALS

## Town of Westford Town and School Facilities and Procedures Security Risk Assessment

November 30, 2018

## TECHNICAL PROPOSAL NON-PRICE PROPOSAL

**PROPOSED TO:**

Town of Westford Manager's Office  
55 Main Street  
Westford, MA 01886

Experience guides us. Solutions define us.



November 30, 2018

Town of Westford  
Town Manager's Office  
55 Main Street  
Westford, MA 01886

**RE: Town and School Facilities and Procedures Security Risk Assessment - Town of Westford**

We understand that the Town of Westford is accepting proposals from qualified consultants to conduct a complete Facilities and Procedures Security Risk Assessment of Westford Public Schools, identified Westford Municipal Buildings, and Nashoba Valley Technical High School. We are aware that this assessment is to identify gaps and barriers in existing town and school buildings and procedures, and offer recommendations to enhance the safety and wellness of staff, students, and residents. Guidepost Solutions takes no exceptions to the proposed scope of services and deliverables, as shown on pages 3-5 of the Request for Proposal, and is committed to providing security assessment services including but not limited to:

- Evaluation of Public Safety policies and guidelines.
- Development of best practices for facility security, including interior and exterior access control for schools and certain town buildings.
- Identification of best practice strategies for police presence at various schools.
- Review of current tools, policies, and procedures for staff notification of individuals displaying harm to themselves or others.
- Review of current threat response strategies and practices; identification of areas for improvement.
- Evaluation of documentation and training of security/safety procedures.
- Recommendations for best practices for employment screening and background checks.
- Assessment of the current ability to respond to security emergencies within buildings.
- Creation of the geofence infrastructure to monitor social media for early intervention.
- Assessment of current notification procedures for a security breach or building emergency.
- Recommendations for equipment to ensure a safe work and school environment.
- Development of cost estimates for each recommendation.
- Presentation to joint Board of Selectmen, School Committee, Board of Health meeting, two (2) community-wide meetings, and Town meeting (if request for the Town and School Safety Task Force).
- Recommendations for ongoing community education on the resources, program, and practices in place or selected for implementation.

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Town of Westford

Guidepost Solutions is committed to providing security assessment services and the following enhancements for project success:

- **Collaborative Team Approach** - We know that communication is key, and we will utilize various technologies and in-person meetings to engage and inform the key stakeholders throughout the project.
- **Holistic Methodology** - We will take a holistic approach to ensure that we provide the Town of Westford with a review of the current security profile and provide recommendations that support the operational needs of the buildings and users. We will examine security elements from a technical, physical, and operations lens.
- **Best Practices & Expertise** - Guidepost has worked on security projects with over 200 educational institutions, libraries, and over 50 municipal organizations across the country. From this experience, we have cultivated 34 years of experience in security support for education and local government organizations.

Our goal is to provide security consulting services and recommendations that are scalable, reliable, and enable the Town of Westford to take advantage of current and future security technologies to secure your facilities. Thank you in advance for the opportunity to provide our proposal. We look forward to partnering for the successful completion of this project.

Sincerely,



Nick Heywood, PMP

Project Manager

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# FIRM CAPABILITIES

## GUIDEPOST BY THE NUMBERS:

**1000+**

Security  
Assessments

**200+**

Security Projects for  
Education Clients

**10,000+**

Security Projects Completed

**34+**

Years of Firm-Wide  
Experience

**25+**

Average Years Project  
Manager Experience

Guidepost Solutions, a full-service technology firm, provides security consulting and design services to assess and address security, safety, and communication needs. We have built a reputation of designing customized solutions that put our clients first.

## FAMILIARITY AND EXPERTISE IN SECURITY ASSESSMENTS

For 34 years, Guidepost Solutions has delivered more than 200 security, emergency management, and technology projects for education clients. Throughout 2018, Guidepost provided both physical security assessment and emergency management support for the Poway Unified School District in San Diego, California. This endeavor resulted in Guidepost completing physical security assessments and reviewing Emergency Preparedness Plans, Emergency Preparedness Drill Reports, Extended Student Services (ESS) Disaster Plans, and School Safety Plans across 42 school facilities in Poway USD. We provided extensive recommendations in priority order for the Poway USD overall and site-specific recommendations to assist schools in updating their emergency management plans, documentation, and procedures in accordance with the National Incident Management System (NIMS). Our commitment to this endeavor extended beyond the initial scope of work as we also provided School Emergency Management and School Security Management Plan templates to Poway.

Our project portfolio includes the completion of over 10,000 security projects, including assessments, development of security recommendations, and security systems design. We have completed vulnerability assessments, needs assessments, and systems assessments at more than 1,000 facilities including numerous school districts and various cities and counties across the country. We take a holistic approach to projects addressing operations, architecture, and security systems in an equally weighted and systematic fashion.

For the Town of Westford, we will draw upon our 34+ years of holistic project approach experience and the expertise of our project team to deliver a assessment in a timely fashion.



# FIRM CAPABILITIES CONTINUED

## CAPABILITY IN ESTABLISHING PREVENTATIVE MEASURES IN RESPONSE TO SECURITY RISKS

Guidepost has a long-standing history of serving public-entity clients including cities, counties, school districts, and various government agencies for the completion of more than 1,000 security assessments. Applying this broad range of experience and lessons learned from past projects helps our team members think holistically and establish preventative measures in response to identified risks. Included below is a select listing of our public-entity clients and related, security assessment projects.

EDUCATION CLIENTS	PUBLIC ENTITY CLIENTS	
<ul style="list-style-type: none"> <li>▪ Arlington Independent School District   Texas</li> <li>▪ Burlingame Public Schools   California</li> <li>▪ Castilleja School   California</li> <li>▪ Clovis Unified School District   California</li> <li>▪ Dallas International School   Texas</li> <li>▪ Detroit Public Schools   Michigan</li> <li>▪ Glenbard High School District   Illinois</li> <li>▪ Graham Windham Schools   New York</li> <li>▪ Hinsdale Township High School District   Illinois</li> <li>▪ Irving Independent School District   Texas</li> <li>▪ Jefferson Union High School District   California</li> <li>▪ Kentfield Unified School District   California</li> <li>▪ Matanuska-Susitna Borough School District   Alaska</li> <li>▪ New Canaan School District   Connecticut</li> <li>▪ New Milford School District   Connecticut</li> <li>▪ Oakland Unified School District   California</li> <li>▪ Palo Alto School District   California</li> <li>▪ Pittsburg Unified School District   California</li> <li>▪ School District U-46   Illinois</li> <li>▪ The Urban School   California</li> <li>▪ Torrance Unified School District   California</li> <li>▪ Windsor Unified School District   California</li> <li>▪ Westport School District   Connecticut</li> <li>▪ Wilton School District   Connecticut</li> </ul>	<ul style="list-style-type: none"> <li>▪ Office of the Courts   California</li> <li>▪ Anchorage Courts   Alaska</li> <li>▪ Antioch Police   California</li> <li>▪ City of Allen   Texas</li> <li>▪ City of Dallas   Texas</li> <li>▪ City of Irving   Texas</li> <li>▪ Contra Costa County   California</li> <li>▪ County of Alameda   California</li> <li>▪ County of Marin   California</li> <li>▪ County of Merced   California</li> <li>▪ Denton County   Texas</li> <li>▪ Department of Veteran Affairs</li> <li>▪ Lake County   Florida</li> <li>▪ New York METRO</li> <li>▪ Oklahoma City Courts   Oklahoma</li> <li>▪ Port of Oakland   California</li> <li>▪ Port of San Francisco   California</li> <li>▪ Santa Clara County   California</li> <li>▪ Santa Cruz County   California</li> <li>▪ Federal Reserve Bank   Chicago</li> <li>▪ Federal Reserve Bank   Cincinnati</li> <li>▪ Federal Reserve Bank   Cleveland</li> <li>▪ Federal Reserve Bank   Dallas</li> <li>▪ Federal Reserve Bank   New York</li> </ul>	<ul style="list-style-type: none"> <li>▪ Utah Transit Authority   Utah</li> <li>▪ Port of Entry   New York, New Jersey</li> <li>▪ Port of San Francisco   California</li> <li>▪ County of Alameda Emergency Operations   California</li> <li>▪ Marin County Emergency Operations   California</li> <li>▪ County of Merced Emergency Operations   California</li> <li>▪ County of San Diego Operations   California</li> <li>▪ County of Stanislaus Emergency Dispatch   California</li> <li>▪ Dallas, TX Police Department</li> <li>▪ Los Angeles Police Department</li> <li>▪ San Francisco, CA Police Department</li> <li>▪ Oakland, CA Police Department</li> <li>▪ San Jose, CA Police Department</li> <li>▪ Office of the Judicial Courts   California</li> </ul>

ASSESSMENT EXPERIENCE - PUBLIC ENTITY CLIENTS	
<ul style="list-style-type: none"> <li>▪ Merced County Main Administration Building</li> <li>▪ San Diego County Operations Center</li> <li>▪ County of Sacramento New Administration Building</li> <li>▪ City of Sacramento Department of Utilities</li> <li>▪ Sacramento Municipal Utilities District</li> <li>▪ Santa Clara Valley Water District</li> <li>▪ Pacific Gas &amp; Electric</li> <li>▪ Torrance Unified School District</li> <li>▪ Poway Unified School District</li> <li>▪ Rancho Santiago Community College District</li> <li>▪ San Jose City College</li> <li>▪ Harris County Sheriffs Annex</li> <li>▪ Cantor Arts Center</li> </ul>	<ul style="list-style-type: none"> <li>▪ City of Santa Cruz Water District</li> <li>▪ City of Irving Water Facilities</li> <li>▪ City of Livermore Water Storage</li> <li>▪ Port of Oakland</li> <li>▪ Port of Long Beach</li> <li>▪ City of Richmond</li> <li>▪ City of Allen</li> <li>▪ City of Lincoln</li> <li>▪ New Rochelle Public Schools</li> <li>▪ Detroit Public Schools</li> <li>▪ School District U-46</li> <li>▪ Windsor Unified School District</li> <li>▪ Kentfield Unified School District</li> </ul>

# PROJECT APPROACH

Guidepost fully understands the scope requirements provided in the RFP, and if selected, would adopt the following approach to develop a collaborative partnership with the Town of Westford and provision of a complete Facilities and Procedures Security Risk Assessment. We would provide an assessment of the security measures and threats and hazards associated with Westford Public Schools, identified Municipal buildings, and Nashoba Valley Technical High School (Alternate #1).



**COLLABORATION:** Guidepost believes in collaboration and looks forward to working closely with Town and School staff, Police and Fire personnel, School Committee, Board of Selectmen, Board of Health, and the Town and School Safety Task Force throughout the entire process. Throughout our experience with municipalities and schools, we have learned how essential communication via meetings, progress reports, and technology is to a successful endeavor. We want Westford's input throughout the process.



**DOCUMENTATION REVIEW:** If selected, Guidepost will immediately request, upon notice to proceed, copies of all existing security policies and procedures, emergency management plans, security training records, and other documents pertaining to the specific scope of work detailed within this proposal. We would also request the provision of building record drawing files for assessment use (if available). Immediate acquisition of this documentation allows Guidepost to begin without delay to gain a greater understanding of each facility's condition and architectural layout and provides an opportunity for review and evaluation of policies and procedures against current best practices in advance of a formal project kick-off meeting.



**HOLISTIC APPROACH:** We understand the purpose of this assessment is to identify gaps and barriers in its existing town and school buildings and procedures and to provide specific recommendations to further enhance the safety and well-being of staff, students, and residents. We will leverage best practices, past experience, and the expertise of our team for educational facilities and municipal buildings. Our specialization in the educational sector combined with our diverse experience with police facilities, public safety buildings, libraries, and recreational centers affords us the ability to make recommendations and provide support focused on the operational requirements for each building under this scope of work.



**BEST PRACTICES FOR EDUCATION:** Guidepost's review will leverage industry best practices, relevant laws and regulations, and lessons learned from our experience with K-12 clients as well as the following resources:

- Guidance from the Federal Commission on School Safety
- Federal Emergency Management Agency (FEMA)'s Guide for Developing High Quality School Emergency Operations Plans
- FEMA's Multi-Hazard Emergency Planning for Schools guidance
- DHS Science and Technology's Primer to Design Safe Schools Projects
- International Association of Chiefs of Police (IACP) Guide for Prevention and Responding to School Violence
- National Education Association (NEA) School Crisis Guide
- National Fire Prevention Association (NFPA 3000™) Standard for Active Shooter/Hostile Event Response (ASHER) Program
- National Crime Prevention Council's School Safety and Security Toolkit
- Partner Alliance for Safer Schools (PASS) Guidelines for School Security

# PROJECT APPROACH CONTINUED



**KICK-OFF MEETING:** Prior to performing physical assessments, Guidepost will coordinate an initial project kick-off meeting with the key Town of Westford stakeholders. The kick-off meeting is an appropriate time for collaborative discussion on existing safety and security concerns and unique unknowns can be shared by key stakeholders.

The kick-off meeting will also allow Guidepost to gather further information on existing security challenges, current strengths of the existing security program, short-and long-term security and safety goals, and the visions and intentions for the security culture of the Town of Westford. Guidepost can also determine the Town of Westford's wants, needs, and requirements for the end deliverable. A collaborative effort to determine/risk prioritization levels acceptable to the Town of Westford maximizes efficiencies and supports final report writing.

The key takeaway from the kick-off meeting will be a clear understanding of the Town of Westford's existing safety and security concerns and issues, needs, wants, and requirements that will form a starting point to ensure a successful outcome. Guidepost will perform site assessments of all locations identified and listed in the RFP. Guidepost will review the existing Town of Westford safety and security measures with the intent to provide a definitive baseline of existing conditions to support future safety and security improvement programs.

# PROJECT APPROACH CONTINUED

Guidepost’s approach is based on the following scope:

ASSESSMENT DELIVERABLES	GUIDEPOST RESPONSE
<p>(Task 1) Evaluate Public Safety policies and guidelines as applied to town and school buildings.</p>	<p>We understand the state-specific requirements for Massachusetts schools and public facilities in terms of documentation requirements as well as the diverse natural hazards and man-made threats facing public facilities. One of the key challenges for schools, libraries, and local government buildings is ensuring that emergency management documentation is consistent and provides commensurate protection and guidance. This often starts with verifying that the terminology and definitions are used properly across emergency management guidance and that key emergency management resources, such as campus maps, utilities locations, go-bag contents, and others, are kept up-to-date. The goal is to provide efficient response to facilities and limit misinterpretations. Guidepost will complete the following tasks:</p> <ul style="list-style-type: none"> <li>• Take a holistic, collaborative approach in reviewing existing Town of Westford safety and security policies and guidelines with the intent to provide a definitive baseline of existing conditions as a starting point to support future safety and security improvement programs.</li> <li>• Obtain and review relevant information regarding the facilities with respect to the engagement. Such information shall include (where possible and available), but may not be limited to:               <ul style="list-style-type: none"> <li>- Architectural Plans of the Facility</li> <li>- Security Policies and Procedures</li> <li>- Security Post Orders</li> <li>- Security Staffing Plans / Loaded Schedules</li> <li>- Security Incident Reports / Records</li> <li>- As-Built Security Systems Documentation and Documented System Standards</li> </ul> </li> <li>• Deploy our team of K-12 experts to perform the security assessments in a timely manner as illustrated in the proposed project schedule.</li> <li>• Conduct face-to-face interviews with stakeholders from the town and school buildings. These interviews provide unique location-specific information on existing safety and security measures and concerns. We often distributes interview questions to all leadership teams ahead of assessments for review and consideration to cause minimum disruption to schedules and maximize time efficiency.</li> </ul>

# PROJECT APPROACH CONTINUED

ASSESSMENT DELIVERABLES	GUIDEPOST RESPONSE
(Task 1) continued	<ul style="list-style-type: none"> <li>• Perform a gap analysis on the current documentation, policies, procedures, and security objectives in-use.</li> <li>• Identify any weaknesses or inconsistencies in existing policy and procedure deployment at the Town of Westford or lack of consistency and provide recommendations for improvement for future implementation to improve the safety and security program.</li> <li>• Identify trends and patterns in differing interpretation and application of existing policy and procedures.</li> </ul> <p>If these documents are not all available, Guidepost will review what the Town of Westford makes available to understand its operational protocols. We have a stringent Data Protection Policy to safeguard the documents and can abide by additional cybersecurity practices as required.</p>
(Task 2) Develop best practices for facility security in our town and school buildings, to include interior and exterior access controls of schools and certain town buildings, including entrance screening, staff protocols for visits, facility before/after-hours security measures based on appropriate threat assessment.	<p>Guidepost uses its tailored Risk Assessment Methodology (RAM), based on the American National Standards Institute’s Risk Assessment Standard (ANSI/ASIS/RIMS RA.1-2015) and ISO 31000- Risk Assessment, as well as risk assessment guidance from DHS. ANSI’s Risk Assessment Standard developed through a collaboration of ASIS International (formerly the American Society for Industrial Security) and The Risk and Insurance Management Society to provide guidance on developing coherent, effective risk management programs and performing risk assessments. It offers a well-defined foundation for Guidepost’s STREAM. Guidepost will complete the following tasks:</p> <ul style="list-style-type: none"> <li>• Address the threats and hazards identified and best practices for the each facility.</li> <li>• Provide recommendations focused on best practices from our expertise and experience in working with schools and public facilities.</li> <li>• Evaluate the level of risk from the threats and hazards denoted in the scope from the area surrounding the town and school buildings.</li> <li>• Assess how the surrounding area, geographic location, specific operations, and other notable characteristics affect the buildings and their ability to respond to emergencies on-site or nearby.</li> <li>• Conduct both daytime and evening assessments of the immediate vicinity of each location to provide an understanding of use of each facility during the evening, and identification of potential hazards that may pose threat or risk to each facilities safety and security posture in the local community.</li> </ul>

# PROJECT APPROACH CONTINUED

ASSESSMENT DELIVERABLES	GUIDEPOST RESPONSE
<p>(Task 3) Identify best practice strategy for police presence (including role and number of School Resource Officers) at our various schools.</p>	<p>Guidepost is knowledgeable on the public safety policies and guidelines for public schools, Massachusetts Department of Elementary and Secondary Education’s requirements, and the National Incident Management System (NIMS). We understand the role of School Resource Officers is increasingly important for schools as they balance safety and security against resource allocation challenges. We have worked with many schools in this regard and can apply are lessons learned. Guidepost will complete the following tasks:</p> <ul style="list-style-type: none"> <li>• Provide steps to improve the schools’ positioning to prevent, prepare, respond, and recover from an emergency.</li> <li>• Provide guidance on the optimum use of police presence on campus and assist with the cost-benefit analysis based on information provided by the Town of Westford.</li> <li>• Advise on best practices related to law enforcement in educational environments.</li> </ul>
<p>(Task 4) Review of our current tools, policies, and procedures for alerting our staff of an individual displaying a risk of harming him/herself or others.</p>	<p>We recognize the importance of student threat identification and assessment to alert staff to an individual requiring attention. We have developed a threat assessment methodology to assist in this process while respecting privacy and getting the appropriate bodies involved early in the process. The threat assessment process is a fact-based approach that relies on the assessment of behaviors, rather than stated threats or traits, as the basis for determining the level of concern. Designed with input from the U.S. Secret Service and the U.S. Department of Education, the threat assessment process provides a method for school administrators and law enforcement officials to investigate, evaluate, and manage potential targeted violence. Guidepost will complete the following tasks:</p> <ul style="list-style-type: none"> <li>• Review the facilities’ existing safety and security policies and procedures collectively and by individual school.</li> <li>• Identify areas of improvement and inconsistency across individual schools and facilities in existing policy and procedure deployment across Westford.</li> <li>• Provide our threat assessment methodology tools and tailor them to Westford’s operations, concerns, and requirements.</li> </ul>
<p>(Task 5) Review of our current threat response strategies and practices and identification for opportunities for improvement.</p>	<p>The threat response processes are most effective as part of larger violence prevention strategies and when the policies and programs are authorized, developed, and implemented by local officials using a multi-disciplinary approach. Guidepost will:</p> <ul style="list-style-type: none"> <li>• Assess threats and hazards affecting or with the potential to affect the Town of Westford.</li> <li>• Leverage our experience in threat response and provide guidance for improving systems.</li> </ul>

# PROJECT APPROACH CONTINUED

ASSESSMENT DELIVERABLES	GUIDEPOST RESPONSE
(Task 5) continued	<ul style="list-style-type: none"> <li>• Evaluate existing emergency preparedness documentation, such as safety plans or crisis/emergency plans and maps.</li> <li>• Review emergency supplies and resources.</li> <li>• Provide recommendations for areas of improvement in response to a security emergency within its buildings.</li> </ul>
(Task 6) Evaluate documentation and training of security/safety procedures, including crisis plans and procedures, specific evacuation and reunification plans, and suggest opportunities for improvement.	<p>Guidepost believes that security and safety procedures are living doctrines that must be reviewed regularly to ensure they are still relevant and providing the intended results. Throughout our review of school crisis and emergency management plans and procedures, we have developed lessons learned and can tailor these for our clients to ensure that the documentation and corresponding training is appropriate based on the prioritized threats and hazards for the area.</p> <ul style="list-style-type: none"> <li>• Review the training materials, records, resources, and programs for employees, visitors, and residents and interview stakeholders on training practices.</li> <li>• Provide observations and recommendations to improve training across key stakeholders to ensure that these groups have the tools and knowledge-base to contribute to the overall security of the town and schools buildings.</li> <li>• Review roles and responsibilities and protocols for evacuation, lockdown, sheltering-in-place, and student release/family reunification.</li> </ul>
(Task 7) Provide recommendations of best practices for appropriate screening and background checks for town and school employees, including temporary workers and volunteers.	<p>Our Baseline Personnel Security Standard (BPSS) provides a recognized standard for pre-employment screening. It forms the foundation for security vetting and comprises main elements including identity, criminal records, and employment. We are knowledgeable on compliance with local, state, and federal law restricting background checks for school employment. We also acknowledge that the background check process only provides a snapshot of an individual at a particular time. The BPSS is the beginning of an ongoing and actively managed personnel security regime, which requires senior and line management support, awareness and education, and formal periodic reviews.</p>
(Task 8) Assess our town’s ability to avert and respond to a security emergency within our buildings, such as an active shooter, threats made to the building security, an act of workplace violence, mass casualty, and a HAZMAT emergency.	<ul style="list-style-type: none"> <li>• Provide a review of scenarios including active shooter/assailant, threats, workplace violence, mass casualty event, and a chemical/hazmat emergency.</li> <li>• Evaluate both internal and external incidents.</li> <li>• Categorize these risks in terms of their impact for employees, visitors, and residents and also recommend procedures for specific types of incidents, such as missing student(s), medical emergencies, earthquake, tornado, flooding, hurricane, lighting, fire, bomb threat, hazmat, and active shooter or intruders.</li> <li>• Review guidance for emergency preparedness for special needs students and students with disabilities.</li> </ul>

# PROJECT APPROACH CONTINUED

ASSESSMENT DELIVERABLES	GUIDEPOST RESPONSE
<p>(Task 9) Create geofence infrastructure to monitor social media for key terms to allow for early intervention.</p>	<p>Guidepost Solutions is up-to-date on geofencing infrastructure and can provide the tools for Westford to invest in social media software appropriate for its needs. We have provided the groundwork for these systems for our clients, often through the eventual implementation of a security operations center (SOC). Social media monitoring in the context of a municipal organization’s area of responsibility tends to center around the identification of potential threats and risks that could potentially be identified through posts and other data contained within various social media platforms. We know from experience that the veracity of data and alerts gleaned from this process can vary widely. The challenge to local governments is to establish a geofencing program that can deliver credible and actionable intelligence while avoiding the creation of a deluge of false positive incidents. For a municipality, social media monitoring would be a fundamental intelligence feed to monitor in an overall predictive intelligence management environment. Guidepost will complete the following tasks:</p> <ul style="list-style-type: none"> <li>• Prepare goals and objectives for Westford’s use of geofencing technology to ensure that the future system selected meets Westford’s needs and requirements.</li> <li>• Assist the Town of Westford in determining the appropriate media sources to monitor. Beyond the obvious market leaders (Facebook and Twitter), several other social media platforms that have a regional nuance or a specific audience that may contain potential data feeds that could deliver actionable intelligence. Monitoring all global platforms is not feasible and monitoring only the market leaders may not deliver adequate coverage to address the company’s global risk profile.</li> <li>• Advise Westford on the selection of actual words (and combination of words) to trigger an alert. We understand the intricacies of this process and have strategies to avoid an influx of false positives.</li> <li>• Provide information on sentiment analysis filters to be applied. This data cleansing layer associates negative or troubling context and sentiment to the keywords so that more compelling alerts can be brought to the surface for further manual analysis.</li> <li>• Guide Westford on “Type 1 / Type 2” Error Rate Balancing. A Type 1 error is a “false positive” and represents the platform presenting an alert as a potential incident that would have an impact on the client organization. A Type 2 error is a “false negative” wherein the platform rejects an actual actionable alert due to the data cleansing rules not assigning a high enough priority to certain attributes of the alert. Balancing these two types of alerts is a constant and evolutionary aspect of the social media program management to allow for effective delivery of the actionable intelligence that is the desired result of the monitoring process.</li> </ul>

# PROJECT APPROACH CONTINUED

ASSESSMENT DELIVERABLES	GUIDEPOST RESPONSE
(Task 9) continued	<ul style="list-style-type: none"> <li>Advise Westford on primary social media monitoring software packages to be enabled and assist with the establishment of both the technical and business rules to address the requirements.</li> </ul> <p>From Guidepost’s experience geofencing can represent a large investment for municipalities. We are proposing to assist Westford in setting up the infrastructure, the underlying understanding of operational requirements, use-cases, and guidance through Westford’s process of selecting appropriate software. We have the capability to provide greater support for the technology equipment requirements, set-up, and management. In the past, we have seen municipalities commence geofencing projects without a complete understanding of the cost implications and enter into a software package that is unsustainable based on maintenance, resources, and cost requirements over time. This SOW does not include the geofencing software, but we will assist the Town of Westford in exploring geofencing options, creating its goals for implementation, and positioning it to select a software solution in the future with Guidepost’s guidance.</p>
(Task 10) Assess current procedures to make notifications of a breach in security or building emergency. Notifications, both internal and external, to Town and School leadership, Town residents and the public shall be addressed.	<p>It is essential to communicate regularly with community members and stakeholders about school emergency management and provide guidance and practices on building-level emergency management in consultation with police, fire, and emergency medical personnel.</p> <ul style="list-style-type: none"> <li>Assess the current procedures to make notifications for a breach in security or building emergency via documentation reviews, interviews with key emergency management stakeholders, notification groups and methods.</li> <li>Review of mass notification technology and systems in use.</li> <li>Assess the current notification practices, technology used, organizational structure of Westford’s and the schools’ emergency management teams, and documentation for both internal and external communications to Town and School Leadership, Town residents, and the public.</li> <li>Review notification plans to have primary and secondary notification options to ensure that emergency services and the police respond as quickly as possible, people are not returning to an unsafe site, and key decision-makers and stakeholders are aware of the situation.</li> </ul>

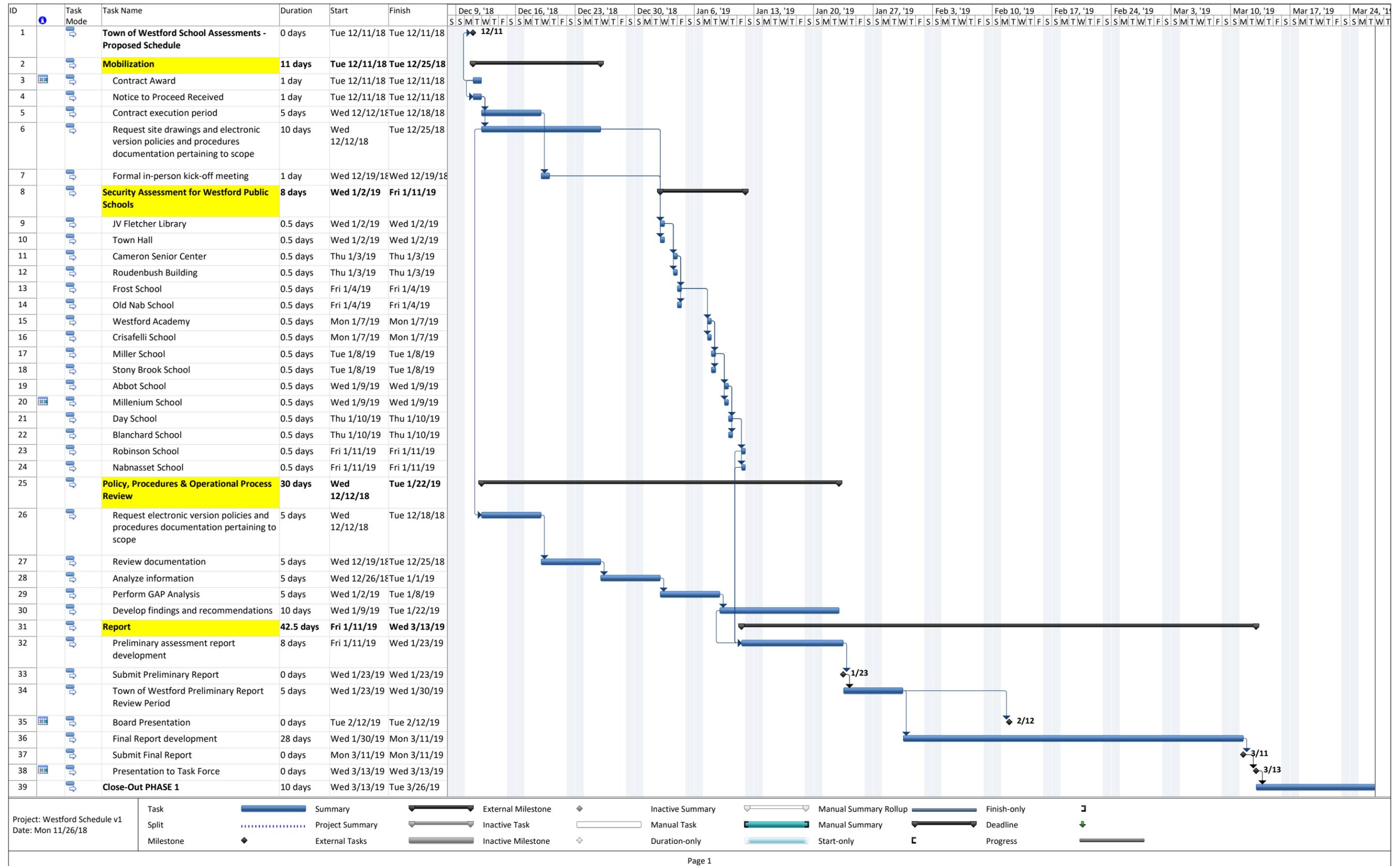
# PROJECT APPROACH CONTINUED

ASSESSMENT DELIVERABLES	GUIDEPOST RESPONSE
(Task 11) Provide recommendations for equipment to ensure a safe work and school environment (e.g. cameras, identification cards, card readers, etc.)	<p><b>Physical Review:</b> Guidepost will review the following components within a high-level assessment of each school and municipal building that collectively affect the effectiveness of a Town/School District wide safety and security measures program.</p> <p>Assessments will include a review of the following where applicable:</p> <ul style="list-style-type: none"> <li>- Access Control Measures</li> <li>- Door Hardware Implementation</li> <li>- Intrusion Alarm</li> <li>- Video Surveillance</li> <li>- Exterior Lighting</li> <li>- Mass Notification Systems</li> <li>- Glass Window and Door Treatments</li> <li>- Visitor Management Controls</li> <li>- Keying Controls</li> <li>- Fencing</li> <li>- Gates</li> <li>- Vehicle Barriers</li> <li>- Signage</li> </ul> <p>Guidepost will provide comment on existing conditions and provide recommendations and solutions that will meet Town of Westford operational and organizational cultural needs to ensure a safe work and school environment for employees, students, residents and building visitors. Guideposts recommendations and solutions will be supported by best practice design criteria to support a consistent deployment and security posture as the Town of Westford invests in its security measures in the future. This approach will provide a written security standard of record.</p>
(Task 12) Provide cost estimates for each recommendation	<p>Guidepost will provide budgetary rough order of magnitude (ROM) cost estimates for specific technologies and equipment identified within the assessment findings, recommendations and solutions report. This ROM costs will provide a means for the Town of Westford to determine future costs and apply prioritization of funds as best seen fit for investment in enhancing the existing security posture of the Town’s Schools and Municipal Buildings. ROM costs will only be applied when possible.</p>
(Task 13) Conduct presentations to joint Board of Selectmen, School Committee, Board of Health meetings, two community-wide meetings, and Town Meeting (if requested by Town and School Safety Task Force)	<p>Guidepost will conduct presentations as outlined in the RFP.</p>
(Task 14) Provide recommendations for ongoing community education on the resources, programs, and practices already in place or selected for implementation	<p>Guidepost will provide an overview recommendation for ongoing community education on the resources, programs and practices currently in place and those adopted from recommendations provided. The education overview will consider the unique Westford environment and cultural needs to ensure that education recommended maximized the community time and provides benefit to ensure an enhancement in community safety and security measures.</p>

# PROJECT APPROACH CONTINUED

# PROPOSED TIMELINE

**Critical Milestones:** The critical milestones include the kickoff meeting and issuance of site maps, drawings, and existing policies and procedures issued by the Town of Westford. These tasks are fundamental to developing the collaborative team environment and support Guideposts' efforts in successfully executing the scope of work.



# TEAM RESUMES



## NICK HEYWOOD

Project Manager

Nick Heywood is an experienced project manager with ability to successfully deliver multi-discipline projects consistently delivering scope on time and within budget. Excellent communication skills ensure that the client wants and needs are understood and clearly communicated within his project teams. Mr. Heywood oversees project teams across different vertical markets including healthcare, corporate, detention and education. He serves as the Education Sector Lead and excels in performing security and safety assessments within the K-12 and Community College markets, developing the existing conditions observations into workable solutions to enhance education facility security postures.

### EDUCATION

- Bachelor of Arts, (Honors)  
Business Administration, University of  
Huddersfield, England

### CERTIFICATIONS

- Project Management Institute (PMI)  
- Project Management Professional  
(PMP)
- Association of Project Management  
Professional Accreditation

### PROFESSIONAL AFFILIATIONS

- Project Management Institute (PMI)
- ASIS International

### AREAS OF EXPERTISE

- Project Management
- Security & Safety Assessments
- Operational Policy & Procedure  
Protocol Development
- Electronic Security Systems Design

### PROJECT EXPERIENCE

#### **Windsor Unified School District | Windsor, California**

Guidepost Solutions performed a District-wide security assessments of the Windsor Unified School District. Assessments of existing conditions including lighting, access control, video surveillance, door hardware, perimeter fencing and gates were performed. Findings and recommendations were collated into a final report that serves as a baseline for future capital investments to enhance existing safety and security measures.

#### **Kentfield Unified School District | Kentfield, California**

Guidepost Solutions performed security and safety assessments at the Kentfield School District. The project included the review of existing security and safety measures and providing recommendations to enhance perimeter protection, door hardware, video surveillance, lighting, mass communication, and operational policies and procedures.

#### **Poway Unified School District | Poway, California**

Guidepost Solutions is providing a comprehensive threat, risk, and vulnerability assessment for 39 campuses within the Poway Unified School District. The recently completed assessment will identify current strengths and areas for improvement in order to maintain safe and secure learning environments for students, staff, and visitors. The assessment included physical security and a detailed review of current policies and procedures.

# TEAM RESUMES CONTINUED



## ANGELA OSBORNE, PCI

Policy, Procedures, Operations Expert

### EDUCATION

- Master of Arts, Security Studies, Georgetown University
- Bachelor of Arts, Political Science and International & Global Studies, Millikin University

### CERTIFICATIONS

- Professional Certified Investigator

### PROFESSIONAL AFFILIATIONS

- ASIS International Young Professionals Council
- ASIS International Strategic Planning Committee
- ASIS International Commission on Standards & Guidelines
- Association of Certified Fraud Examiners (ACFE)

### AREAS OF EXPERTISE

- Risk & Threat Assessment
- Physical Security Assessments
- Statistical Analysis
- Information Security

Angela J. Osborne is the regional director for the Security and Technology Consulting group for Guidepost Solutions' Washington, D.C. office. She specializes in conducting threat assessments, performing security risk assessments, and assisting clients in crisis management training, simulations, and program development. She has worked with clients in diverse sectors, including government, education, healthcare, energy, legal, manufacturing, and residential properties.

Previously, Ms. Osborne worked as a senior analyst at Interos Solutions, supporting clients including the U.S. Department of Commerce (DOC), NASA Goddard Space Flight Center, and General Services Administration. At the Department of Commerce, she helped establish the Supply Chain Risk Management (SCRM) Program in the Office of Cyber Security, evaluated information and communications technology products and software for security and counterfeit concerns, and organized DOC SCRM Working Group events and meetings for the its 13 bureaus and offices.

### PROJECT EXPERIENCE

#### **Poway Unified School District | Poway, California**

Guidepost Solutions is providing a comprehensive threat, risk, and vulnerability assessment for 39 campuses within the Poway Unified School District. The recently completed assessment will identify current strengths and areas for improvement in order to maintain safe and secure learning environments for students, staff, and visitors. The assessment included physical security and a detailed review of current policies and procedures.

#### **Holton-Arms School | Bethesda, Maryland**

Guidepost Solutions conducted an independent security assessment of Holton-Arms School, a third to twelfth grade college preparatory serving 660 girls and employing 175 faculty and staff members. Our work under this engagement included a review of existing physical, technical, and operational security elements; development of recommendations for improvement, rough order of magnitude budget estimates; and crime analysis. Guidepost is also providing emergency management support.

# TEAM RESUMES CONTINUED



## RAY KOLODZIECZAK

Security Systems Expert

### EDUCATION

- Bachelor of Arts, History, California State University at Hayward
- Associates Degree, Liberal Arts, Ohlone College

### PROFESSIONAL AFFILIATIONS

- BICSI

### AREAS OF EXPERTISE

- Security Systems Design
- Fire Alarm Systems Design
- Project Management
- Value Engineering
- Project Scheduling & Coordination
- Clients Interface
- Field Surveys
- Code Requirements & Compliance
- Commissioning
- Peer Reviews
- Project Documentation
- AutoCAD

With more than 27 years of experience, Ray Kolodziejczak has focused a majority of his career in assessing and designing low voltage systems in public facilities. Mr. Kolodziejczak understands how to deliver security electronics, fire alarm, and telecommunications system projects for existing and new facilities, from inception to construction. He also has extensive experience collaborating with public entity clients including counties, state agencies, cities, school districts, and police departments. He is responsible for system design and programming, site surveys, drawings and specifications, code compliance, architectural/engineering discipline coordination, bid evaluation, project management, and supervision of acceptance testing for low voltage systems.

### PROJECT EXPERIENCE

#### **Merced County Department of Public Works | Merced, California**

Guidepost Solutions created a Facilities Assessment of the Merced County Administration Building which included a review of the existing security systems and procedures in this multi-departmental facility. Recommendations were provided, including the provision of an integrated building-wide access control and video surveillance system to limit access in staff-only areas of the building, and the creation of a centralized information desk at the building entrance to improve communication and wayfinding for the public using the building. This report was used as the foundation for a Security Electronics Systems Upgrade design performed by Guidepost Solutions.

#### **Vermont Department of Corrections | Montpelier, Vermont**

Guidepost Solutions provided a security electronics systems assessment upgrades at eight Vermont Department of Corrections facilities. This assessment included the documentation of devices, control equipment and operator's controls at each facility. Recommendations included creating a pathway to control equipment standardization and recommendations for phasing construction within buildings so that the facilities could remain occupied during the system upgrades. ROM Cost estimates were used for budgeting purposes on future construction projects. The state of Vermont was able to use this report along with other internal information to prioritize the upgrade of the systems in these facilities.

# TEAM RESUMES CONTINUED



## RYAN SMITH

Field Investigator

### AREAS OF EXPERTISE

- Physical Security Assessments
- Risk/Threat Assessments
- Revit
- AutoCAD
- NewForma
- Bluebeam

Ryan Smith has supported several security assessment projects for education clients during his time at Guidepost Solutions. He has a great aptitude for problem solving, proactively addressing clients' goals, and providing support and assistance to large project teams. Mr. Smith understands how to communicate with multiple external stakeholders and project managers to ensure that projects are completed on time, on budget, and to the client's satisfaction. He is adept in risk analysis, operational procedures development, holistic project methodology, and reporting.

### RELATED PROJECT EXPERIENCE

#### **The California Wellness Foundation | Oakland, California**

Guidepost Solutions conducted a comprehensive security assessment for the California Wellness Foundation, which included a site assessment, and evaluation of the current safety and security measures. Guidepost provided a report that identified and addressed various safety and security concerns and detailed the team's observations and recommendations. Guidepost is assisting the California Wellness Foundation in revising current safety and security standards, and creating new procedures as necessary.

#### **Rancho Santiago Community College District | Santa Ana, California**

Guidepost Solutions performed a district-wide comprehensive assessment of doors by site and by building. Guidepost is providing recommendations for access control that is specific to location, building, room function, facility and door type. Guidepost is also providing recommendations for cost-effective system components that provide maximum flexibility for expansion.

# TEAM EXPERIENCE

## NAME & STATEMENT OF QUALIFICATIONS OF THE INDIVIDUAL ASSIGNED AS LEAD PROJECT MANAGER AND MAIN POINT OF CONTACT

The Guidepost team proposed to serve the Town of Westford is well-rounded, complementing each other’s training, experience, and specialized expertise. Our team is led by:



**Nick Heywood, PMP**

Project Manager

Nick Heywood has managed complex technology and infrastructure projects for over 7 years, with the majority of his recent project work focused on assessing and securing K-12 schools, community colleges, and higher education institutions. Nick is a certified Project Management Professional through the Project Management Institute. His expertise includes security assessments, risk/threat assessments, campus security, risk mitigation, and development of recommendations that support operational needs, and enhance the overall experience for staff, students, visitors, employees, and the general public.

Joining Mr. Heywood, is a team of experts ready to serve the Town of Westford, with more than 70 years of experience collectively. A summary of each team member’s relevant technical experience, anticipated work tasks, and the amount of time expected for project completion is included below.

## DESCRIPTION OF THE SPECIFIC ROLE AND RESPONSIBILITY TO BE UNDERTAKEN BY EACH INDIVIDUAL

Team Member	Relevant Technical Experience	Anticipated Work Tasks	Expected Time
Nick Heywood	<ul style="list-style-type: none"> <li>Security assessments</li> <li>Risk/threat assessments</li> <li>Campus security</li> <li>Project management, team coordination</li> <li>Collaborative delivery methodology</li> <li>Development of recommendations in response to identified risks</li> <li>Market sector expert (education)</li> </ul>	<ul style="list-style-type: none"> <li>Serve as main point of contact</li> <li>Coordinate/attend kick-off meeting</li> <li>Conduct stakeholder interviews</li> <li>Perform security assessments</li> <li>Prepare draft and final reports</li> </ul>	75%
Angela Osborne	<ul style="list-style-type: none"> <li>Security assessments</li> <li>Risk/threat assessments</li> <li>Operational policy and procedures review</li> <li>Development of recommendations in response to identified risks</li> <li>Market sector expert (education)</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate/attend kick-off meeting</li> <li>Conduct stakeholder interviews</li> <li>Review policy, procedures, and related documentation</li> <li>Review of crisis and emergency management procedures, training, and documentation</li> <li>Perform security assessments</li> <li>Prepare draft and final reports</li> </ul>	75%
Ray Kolodziejczak	<ul style="list-style-type: none"> <li>Security assessments</li> <li>Risk/threat assessments</li> <li>Market sector expert (public-entity)</li> <li>Development of recommendations in response to identified risks</li> </ul>	<ul style="list-style-type: none"> <li>Serve as local point of contact</li> <li>Coordinate/attend kick-off meeting</li> <li>Conduct stakeholder interviews</li> <li>Perform security assessments</li> <li>Prepare draft and final reports</li> </ul>	60%
Ryan Smith	<ul style="list-style-type: none"> <li>Security assessments</li> <li>Risk/threat assessments</li> <li>Assessment tools/technology expert</li> </ul>	<ul style="list-style-type: none"> <li>Perform security assessments</li> </ul>	50%

# PROJECT EXPERIENCE

## A LIST OF SIMILAR PROJECTS COMPLETED WITHIN THE PAST FIVE (5) YEARS

### WINDSOR UNIFIED SCHOOL DISTRICT

Windsor, California

Guidepost Solutions performed a district-wide security assessment of seven facilities including 4 elementary schools, 1 middle school, 1 high school, and 1 alternative education campus. Assessments of existing conditions including lighting, access control, video surveillance, door hardware, perimeter fencing and gates were performed. Findings and recommendations were collated into a final report that serves as a baseline for future capital investment to enhance existing safety and security measures. The report captured in-depth interview data from key stakeholders, as well as photographs designed to illustrate key findings and recommendations, alongside security best practices for the client's consideration.

Reference:

Eric Van Pelt  
Regional Vice President  
Van Pelt Construction Services  
5030 Business Center Drive, Suite 240,  
Fairfield, CA 94534  
707.438.3790  
eric@vpcsonline.com



### HOLTON-ARMS SCHOOL

Bethesda, Maryland

Guidepost Solutions conducted an independent security assessment of Holton-Arms School, a third to twelfth grade college preparatory serving 660 girls and employing 175 faculty and staff members. Our work under this engagement included a review of existing physical, technical, and operational security elements; development of recommendations for improvement, rough order of magnitude budget estimates; and crime analysis. Guidepost is also providing emergency management support.

Reference:

Jeffrey Bedford  
Director, Campus Safety  
Holton-Arms School  
303 River Road, Bethesda, MD 20817  
301.365.6462  
jeff.bedford@holton-arms.edu



# PROJECT EXPERIENCE CONTINUED

## KENTFIELD UNIFIED SCHOOL DISTRICT

Kentfield, California

Guidepost Solutions performed a district-wide security and safety assessment for the Kentfield School District. The project included the review of existing security and safety measures and recommendations to enhance perimeter protection, door hardware, video surveillance, lighting, mass communication, and operational policies and procedures. Guidepost conducted the assessment and delivered the findings and recommendations from February 2018 through March 2018.

Reference:

Liz Schott  
Superintendent  
Kentfield Unified School District  
750 College Avenue  
Kentfield, CA 94904  
415.458.5130  
superintendent@kentfieldschools.org



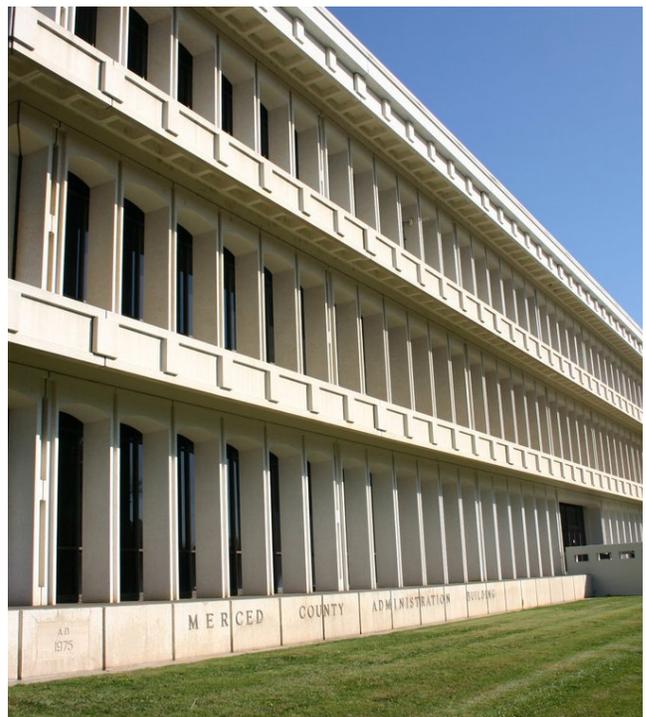
## MERCED COUNTY ADMINISTRATION BUILDING

Merced, California

Guidepost Solutions conducted an assessment of the Merced County Administration Building which included a review of the existing security systems and procedures in this multi-departmental facility. Recommendations were provided, including the provision of an integrated building-wide access control and video surveillance system to limit access in staff-only areas of the building, and the creation of a centralized information desk at the building entrance to improve communication and wayfinding for the public using the building. This report was used as the foundation for a Security Electronics Systems Upgrade design performed by Guidepost Solutions.

Reference:

Robert Dinuzzo, AIA  
Supervising Architect  
Merced County Department of Public Works  
715 Martin Luther King Junior Way  
Merced, CA 95341  
209.385.7601  
RDinuzzo@co.merced.ca.us



# CORI AND FINGERPRINTING

Guidepost Solutions is able to complete a Criminal Offender Record Information (CORI) and fingerprinting for each employee prior to commencing work, if required by the town.

# APPENDIX A: CERTIFICATE OF AUTHORITY

## CERTIFICATE OF AUTHORITY

I attest that the Board of Directors (the "Board") of Guidepost Solutions, LLC (the "Company"), took the following actions in connection with the Company by written consent dated as of November 26, 2018, a true copy of such written consent is attached hereto, in lieu of a meeting in accordance with applicable New York law and the Company's By Laws and consented to the adoption of the following resolution:

BE IT RESOLVED that Julie Myers Wood and/or Anthony M. Collura as officers and directors of the Company are each individually authorized to execute contracts and bonds in the name of and on behalf of the Company, and that execution thereof by either Julie Myers Wood and/or Anthony M. Collura shall be a valid and binding obligation of the Company.

Attest:



Anthony M. Collura, Secretary of the Company

Place of Business: New York

I hereby certify that I am the Secretary of the Guidepost Solutions, LLC (the "Company");

That Julie Myers Wood and Anthony M. Collura are the duly elected Chief Executive Officer and Chief Operating officer respectively of the Company and the above mentioned written consent has not been amended or rescinded and remains in full force and effect as of November 27, 2018.

November 27, 2018

Signature:



Anthony M. Collura,

Secretary of Guidepost Solutions LLC

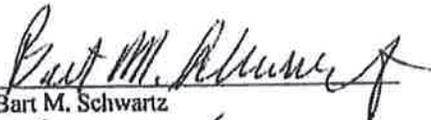
# APPENDIX A: CERTIFICATE OF AUTHORITY

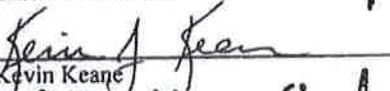
**ACTIONS BY WRITTEN CONSENT OF THE  
MEMBERS OF THE BOARD OF DIRECTORS OF  
GUIDEPOST SOLUTIONS LLC  
A NEW YORK LIMITED LIABILITY COMPANY**

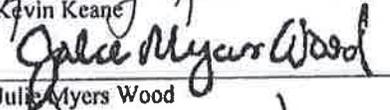
The undersigned being a majority of the members of the Board of Directors (the "Board") of Guidepost Solutions, LLC (the "Company"), find it necessary or desirable to take the following actions in connection with the Company by written consent in lieu of a meeting in accordance with applicable New York law and the Company's By Laws and hereby consent to the adoption of the following resolutions:

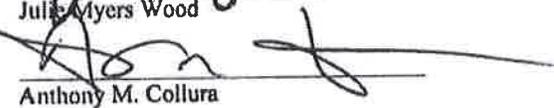
BE IT RESOLVED that Julie Myers Wood and/or Anthony M. Collura as officers and directors of the Company are each individually authorized to execute contracts and bonds in the name of and on behalf of the Company, and that execution thereof by either Julie Myers Wood and/or Anthony M. Collura shall be a valid and binding obligation of the Company.

Dated: Effective as of November 26, 2018

  
Bart M. Schwartz

  
Kevin Keane

  
Julie Myers Wood

  
Anthony M. Collura

# APPENDIX B: MASSACHUSETTS TAX COMPLIANCE STATEMENT

## MASSACHUSETTS TAX COMPLIANCE STATEMENT

TO: TOWN OF WESTFORD  
Town Hall  
55 Main Street  
Westford, MA 01886

FROM: Guidepost Solutions LLC

Fed ID# 80-0581535

I certify under the penalty of perjury that the above-named organization or person, to the best of my knowledge, has filed all State tax returns and paid all State taxes required under law.

SIGNED THIS DATE: November 29, 2018

BY

Name: Nick Heywood, PMP

Title: Associate Vice President

\*Note: Your Federal Identification number will be furnished to the Commonwealth of Massachusetts - Department of Revenue to determine whether all tax filing and tax payment obligations have been met. Under Mass. G.L.C. 62C s., 49A, providers of goods or services who fail to correct a tax filing or tax payment delinquency will not have a Contract or other agreements issued, renewed or extended.

# APPENDIX C: CERTIFICATE OF NON-COLLUSION NON DISCRIMINATION AND EQUAL EMPLOYMENT

## CERTIFICATE OF NON-COLLUSION

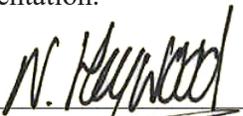
The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

  
\_\_\_\_\_  
(Signature of individual submitting bid, qualifications, or proposal)

Guidepost Solutions LLC  
\_\_\_\_\_  
(Name of business)

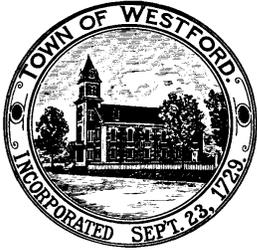
## NON-DISCRIMINATION AND EQUAL EMPLOYMENT

The broker/consultant shall carry out the obligations of this submission in compliance with all of the requirements imposed by or pursuant to Federal, State, and local ordinances, statutes, rules, and regulations prohibiting discrimination in employment, including, but not limited to, Title VII of the Civil Rights Act of 1964; the Age Discrimination in Employment Act of 1967; Section 504 of the Rehabilitation Act of 1973, and M.G.L. c.151B, Massachusetts Executive Order 74, as amended by Executive Orders 116, 143, and 227, and any other executive orders, rules, regulations, and requirements relating thereto enacted by the Commonwealth of Massachusetts as they may from time to time be amended. The broker/consultant shall not discriminate against any qualified employee or applicant for employment because of race, color, national origin, ancestry, age, sex, religion, physical or mental handicap, or sexual orientation.

  
\_\_\_\_\_  
(Signature of individual submitting bid, qualifications, or proposal)

Guidepost Solutions LLC  
\_\_\_\_\_  
(Name of business)

# APPENDIX D: RFP 19-01 ADDENDUM #1



TOWN OF WESTFORD  
**TOWN MANAGER'S OFFICE**  
TOWN HALL  
55 Main Street  
Westford, Massachusetts 01886  
(978) 692-5501  
procurement@westfordma.gov

ADDENDUM #1 TO REQUEST FOR PROPOSAL  
FACILITIES AND PROCEDURES SECURITY RISK ASSESSMENT

Date: November 16, 2018

This Addendum shall be considered part of the Request for Proposals for the above-mentioned Proposal as though it had been issued at the same time and shall be incorporated integrally therewith. Where provisions of the following supplementary data differ from those of the original bid documents, this ADDENDUM shall govern and take precedence.

1. Due to low attendance at the town's 1<sup>st</sup> mandatory pre-proposal meeting, the town will be holding a 2<sup>nd</sup> pre-proposal meeting on November 20, 2018 at 10:00 AM at the Westford Town Hall, located at 55 Main Street, Westford, MA 01886 in the 2<sup>nd</sup> floor meeting room. This meeting is not mandatory and interested proposers are not required to attend either of the proposal meetings in order to be eligible to submit a proposal for consideration by the town.
2. The town is modifying **Section VII. Timeline for Solicitation and Deliverables** as follows:
  - Release date for RFP – November 5, 2018
  - ~~Mandatory~~ pre-proposal meeting – November 14, 2018 at 10:00 AM
  - 2<sup>nd</sup> pre-proposal meeting (not mandatory) – November 20, 2018 at 10:00 AM
  - Deadline for questions – November 26, 2018 at 4:00 PM
  - Proposal due date – November 30, 2018 at 11:00 AM
  - Contract award – December 11, 2018
  - Preliminary assessment report to task force – January 23, 2019 at 10:00 AM
  - Target date for presentation to joint boards – February 12, 2019 at 7:30 PM
  - Final report due – March 11, 2019 at 4:00 PM
  - Presentation to task force – March 13, 2019 at 10:00 AM
3. The town has received feedback from multiple interested parties that the timeline laid out in **Section VII. Timeline for Solicitation and Deliverables** may be difficult to achieve, in regard to the deliverable dates. The town will not penalize proposals that extend beyond the proposed deliverable dates, so long as the proposal details the rationale and proposed milestone dates

# APPENDIX D: RFP 19-01 ADDENDUM #1

through project completion.

4. Site visits to the Westford Public School buildings will be permitted during regular school hours by appointment. The vendor's employees will not be required to complete a CORI check or submit finger printing, as they will be escorted by school personnel at all times while on school property.
5. The selected vendor will be required to sign a confidentiality agreement with the town in order to protect all sensitive emergency response and security plans currently in place within the town and schools.

--- End of Addendum One ---

## Addendum One

**PROPOSER MUST ACKNOWLEDGE THIS ADDENDUM BY SIGNING BELOW AND ATTACHING THE SIGNED ADDENDUM TO THE PROPOSAL FORM:**

Company Name Guidepost Solutions LLC

Contact Person Nick Heywood, PMP - Associate Vice President

Signature 

Date November 30, 2018

# APPENDIX E: RFP 19-01 ADDENDUM #2



TOWN OF WESTFORD  
**TOWN MANAGER'S OFFICE**  
TOWN HALL  
55 Main Street  
Westford, Massachusetts 01886  
(978) 692-5501

## **ADDENDUM #2 TO REQUEST FOR PROPOSAL FACILITIES AND PROCEDURES SECURITY RISK ASSESSMENT**

November 29, 2018

**This Addendum shall be considered part of the Request for Proposals for the above-mentioned Proposal as though it had been issued at the same time and shall be incorporated integrally therewith. Where provisions of the following supplementary data differ from those of the original bid documents, this ADDENDUM shall govern and take precedence.**

1. The town received a request for an interested proposer to extend the current proposal due date of November 30, 2018 to allow for sufficient time to prepare a proposal for consideration by the town. As a result of this request, we are extending the proposal due date to Tuesday, December 4, 2018 at 12:00 PM.

**Section VII. Timeline for Solicitation and Deliverables** is thereby modified as follows:

Release date for RFP – November 5, 2018

Pre-proposal meeting – November 14, 2018 at 10:00 AM

2<sup>nd</sup> pre-proposal meeting– November 20, 2018 at 10:00 AM

Deadline for questions – November 26, 2018 at 4:00 PM

**Proposal due date – December 4, 2018 at 12:00 PM**

Contract award – December 11, 2018

Preliminary assessment report to task force – January 23, 2019 at 10:00 AM

Target date for presentation to joint boards – February 12, 2019 at 7:30 PM

Final report due – March 11, 2019 at 4:00 PM

Presentation to task force – March 13, 2019 at 10:00 AM

--- End of Addendum Two---

# APPENDIX E: RFP 19-01 ADDENDUM #2

Addendum Two

**PROPOSER MUST ACKNOWLEDGE THIS ADDENDUM BY SIGNING BELOW AND ATTACHING THE SIGNED ADDENDUM TO THE PROPOSAL FORM:**

Company Name Guidepost Solutions LLC

Contact Person Nick Heywood, Associate Vice President

Signature \_\_\_\_\_

Date November 29, 2018

# locations

Boston  
Chicago  
Dallas  
Honolulu  
London  
Los Angeles  
Oakland  
New York  
Palm Beach  
Sacramento  
San Francisco  
Seattle  
Singapore  
Washington, DC



## Experience guides us. Solutions define us.

In a world where change is certain, experience is the best protection. Guidepost Solutions offers global investigations, compliance, monitoring, and security and technology consulting solutions for clients in a wide range of industries. Our expert team provides leadership and strategic guidance to address critical client needs across the globe.

### **CONTACT:** Nick Heywood, PMP

Associate Vice President

180 Grand Avenue, Suite 950

Oakland, CA 94612

(O) 510.250.6235

(E) [nheywood@guidepostsolutions.com](mailto:nheywood@guidepostsolutions.com)