

April 15, 2014

The Honorable Phil Scott
The Office of the Lieutenant Governor
115 State Street
Montpelier, Vermont 05633

Dear Lt. Governor Scott,

Thank you for the opportunity to present our credentials in service to the State of Vermont. Based on our understanding of the needs and priorities of the capitol complex, and how Margolis Healy & Associates, LLC (MHA) can be of value, we present this proposal in response to our recent discussion of a safety and security assessment for the Vermont Capitol Complex and associated buildings and spaces.

As a professional services firm that specializes in education-based safety and security, the scope of services described herein is significantly similar to the open, diverse, and often historic, multi-jurisdictional client communities we serve. We are sensitive to the principled commitment necessary to maintain the appropriate balance between public safety and the preservation of open-space essential to a free Government as required by the Vermont Constitution, while respecting the unique cultural and architectural aspects of one of the nation's oldest legislative chambers existing in its near original condition.

We have significant experience conducting public safety management studies; safety and security program assessments; emergency management planning services; independent investigations; and safety and security strategic planning processes, amongst a range of other related services. We are often referred to by our peers as national thought leaders on safety, security and emergency preparedness, and for the depth of our analysis, recommendations and training programs.

A guiding principal in how we serve our clients is the belief that the safety and security of our client communities is an educational process in and of itself. Our work, therefore, is informed as much by conversation and dialogue as it is by technology and assessment. We pride ourselves on cultivating long-term relationships as trusted advisors, and our firm has built our reputation on timely, within budget, comprehensive and client-specific assessments supported by professional, actionable reports. We conduct our services through an iterative process that considers factors such as

compliance, degree of risk, practicality, cost, disruption of operations and the mission and goals of the clients we serve. Our services herein include a benchmark study of the safety and security strategies identified in the pages that follow as deployed in the capitol complexes of the other New England states.

SCOPE OF SERVICES

Hazard, Risk and Vulnerability Analysis

A critical element towards organizational preparedness and mitigation strategies is to identify the known or likely threats facing the organization, the probability that the loss event will occur and the impact to the organization should the event occur. A major benefit to this type of analysis is to ascertain if the Vermont capitol complex resource allocations (investment) towards preparedness and mitigation are properly aligned with the likely or probable threats facing it. This process is best completed with a group of 6-10 key stakeholders with varying degrees of responsibility for emergency preparedness, organizational and community knowledge. We are pleased to provide an outline of our proposed services to assist with an independent, objective risk assessment and analysis in accordance with law enforcement and emergency management needs.

1. We will develop a matrix that displays the intersection of loss event profiles (types of events), loss probability (probability the event will result in a loss) and loss event criticality (effect on the organization if the loss occurs) for areas where the Sergeant-At-Arms and/or other stakeholders have or likely may have responsibility (e.g., risks to the complex from criminal activity; risks to the capitol complex community from accidents; risk of property loss to the State and individuals; the consideration of risks to Montpelier, and related liability issues);
2. We will complete a Hazard Identification, Risk & Consequence Analysis using nationally recognized Hazard and Vulnerability Assessment tools, to identify natural, technological and human hazards, their probability of occurring, the severity, or impact of an occurrence (human, facilities and organizational) weighed against your level of preparedness for each hazard to establish a relative risk score for each category from lowest to highest for the Sergeant-At-Arms and other safety and security stakeholders;
3. We will work with applicable departments and organizations (including local and state law enforcement, first responders, Vermont Executive, Legislative and Judicial branch leadership, etc.) and relevant components to gather necessary information and facilitate assessments in the identified areas;
4. We will work with appropriate leadership and stakeholders to identify external stakeholders that may include the capitol complex in their major event response planning; i.e., property named as a sheltering location or Point of Distribution (POD), etc.;

5. Upon conclusion, we will provide a summary report of our findings to the leadership of the Vermont Executive, Legislative and Judicial branches, and/or other stakeholders as identified. Our report will include the appropriate assessment matrices so that our findings can inform the development of a comprehensive security plan.

Safety & Security Program Assessment™

We will conduct a Safety & Security Program Assessment™ (SSPA) of the current physical security program of the capitol complex to include security systems and technology, with specific attention on the following areas:

- Security cameras;
- Access control systems;
- Intrusion and duress (panic) alarms;
- Complex lighting (interior/exterior);
- Landscaping to support crime prevention through environmental design;
- Building and parking lot security;
- Security on the pathways and connections on and around the complex; and,
- Supporting infrastructure, including policies, procedures and personnel to ensure optimal operations of these systems.

Our assessment will be informed by the necessary balance between reasonable security measures related to access control and systems along with the least restrictive approaches that maintain a free and open environment that is inviting to the public.

Our study will include an objective evaluation of the systems in place to determine whether they support the capitol complex security goals and objectives plus meet current and evolving practices in state government and/or general physical security. We will make recommendations for closing any identified gaps between the systems in place and acceptable, promising, and reasonable practices.

Public Safety Management Study™

We will conduct a Public Safety Management Study™ (PSMS™) by performing the necessary background research, document review, interviews, verification and analysis to become familiar with the Vermont Capitol Police Department's orientation, operations and related functions. We will assess whether the Department has adopted an appropriate public safety model based, in part, on the environment and capitol complex expectations. We will evaluate the operational procedures, reporting structure and overall safety and security policies and systems as a foundation of the Sergeant-At-Arms' due diligence. Our assessment will provide a reasonable foundation from which

to evaluate and make key decisions ranging from budgeting to resource allocation, to reporting structure.

Specific to the assessment of the Vermont Capitol Police Department's public safety function, we evaluate the core areas as outlined below through a combination of interviews, focus groups, surveys, research, document review, and observations with leadership, legislators, guests, staff and other constituents to develop a holistic view of the perceptions and realities of capitol complex safety. Our process involves rigorous inquiry with the Vermont Capitol Police Department and capitol complex stakeholders intended to elicit facts, opinions, and perceptions about Department operations and the tenor of relationships with the campus communities.

Our approach to this study will include a high level assessment of the following core areas, as relevant to the specific scope of work:

1. **Written Directives** - It is essential for a public safety organization to have a formal written directive system to provide direction, structure and organization. MHA turns to the Commission on Accreditation for Law Enforcement Agencies (CALEA) for internationally accepted practices in law enforcement operations and campus public safety management. CALEA accredits municipal, state, federal, university/college, railroad, airport, transit authority, etc.) law enforcement and security operations; training academies; and communication centers in the United States, Canada and Mexico.
2. **Agency Orientation (internal)** - We assess and evaluate the strength and effectiveness of the connection between the Vermont Capitol Police Department and key stakeholders. We examine the location of the public safety function within the institutional hierarchy to assess whether the current placement in the General Assembly's organizational structure facilitates or constrains the Department's vision, mission, and goals.
3. **Agency Orientation (external)** - We assess and evaluate the strength and effectiveness of the connection between the Vermont Capitol Police Department and local, state and federal law enforcement; other first-responders; Department of Homeland Security; and other related organizations, as applicable.
4. **Operational Strategy** - We assess and review the Department's strategy against institutional needs, resources and acceptable public safety practices and state house policing in light of leadership, organizational structure, staffing (manpower), call volume, policing philosophy, complex needs (including special events), information sharing with other law enforcement agencies, mutual aid agreements and crime data.

Given our significant experience working with open, complex campuses, our team is well prepared to perform these services for the State of Vermont and to exceed expectations.

PROJECT DELIVERABLES

Following pre-site visit document review and multi-day site visit(s) by the MHA team (typically 3 – 5 days), we synthesize the data gathered and formulate an analysis that draws from reasonable, acceptable, best and promising practices in capitol complex safety and security. We acknowledge areas where the State of Vermont is meeting expectations or excelling and, through a gap analysis, make recommendations and suggestions for change, as needed. The assessment, in concert with the leadership from the Executive, Legislative and Judicial branches of Vermont government, will be an iterative process considering factors such as degree of risk, access, practicality, cost, disruption of Government activities, and the mission and goals of the Vermont State Capitol Complex.

In general, we deliver a draft report within 30 – 60 days of our site visit, depending on the level of collaboration of staff and external resources in providing us additional information, clarifying issues, and responding to questions. The final deliverable is provided in PDF format to the General Counsel (Legislative Counsel, Office of the Attorney General, etc) or similar office (to invoke legal privilege and prevent the disclosure of sensitive information). We will be available for meetings (in-person and/or phone) with institutional leadership at mutually agreed to dates and times, and we are available to provide a formal presentation on the report's findings to a Committee or relevant group. We back all recommendations with justifications and supportive reasoning.

VALUE

We will provide the services set forth herein for a fixed fee of \$65,000, inclusive of direct expenses. We prefer to invoice 30% of the value upon execution of the contract, 50% upon conclusion of the site visit(s), and 20% at the submission of the draft report, or some combination thereof in the best interests of all parties. We will invoice for travel expenses as incurred (air travel, lodging, parking, per diem and mileage - GSA and IRS rates). Payment is expected upon presentation of invoice. Interest will be charged to client at the lesser amount of the maximum allowed by law or 3% per month after 30 days on any unpaid balance. Upon execution of a contract, we will schedule a conference call to discuss site visit dates, document needs, and coordination of other logistics necessary for the project's success.

If, for any reason, the State of Vermont is unable to fulfill their portion of the project in the detail identified by the State of Vermont and MHA as necessary to complete the effort, or should the State of Vermont become unable to provide essential support, access or information, or in some way be unable to fulfill their responsibilities, then the State of Vermont will either (1) pay MHA an additional amount at the rate of \$495.00 per hour to meet the terms of the Agreement, or (2) forgo that portion of the project.

The proposed scope, deliverables and related value remain open to continued refinement and discussion and we welcome the opportunity to discuss and further understand the needs of the State of Vermont to ensure our services are aligned with the capitol complex's goals. As a Vermont-based firm, the opportunity to serve the needs of the citizens of the State of Vermont on such a project is deeply meaningful. We look forward to next steps and exceeding your expectations.

Warmest Regards,

MARGOLIS HEALY & ASSOCIATES, LLC.

/signed/

Dr. Gary J. Margolis
Managing Partner