



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

# Request for Quotation

RFQ NUMBER  
**SBA10033**

PAGE  
**7**

ADDRESS CORRESPONDENCE TO ATTENTION OF  
**KRISTA FERRELL  
 304-558-2596**

RFQ COPY

TYPE NAME/ADDRESS HERE  
**Patriot Services Corporation  
 2655 Oakley Park  
 Suite 210  
 Commerce Twp., MI 48390**

SHIP TO

**SCHOOL BUILDING AUTHORITY  
 2300 KANAWHA BOULEVARD EAST  
 CHARLESTON, WV  
 25311 304-558-2541**

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS		
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 STATE OF WV

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE *Thomas Quisenberry* TELEPHONE **248-313-3200** DATE **7/6/2010**

Vice President FEIN **20-0847693** ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

# RESPONSE TO REQUEST FOR PROPOSAL

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## TECHNICAL PROPOSAL SCHOOL SAFETY & VULNERABILITY ASSESSMENTS

RFQ: SBA 10033

DUE JULY 7, 2010

1:30 P.M. (EST)

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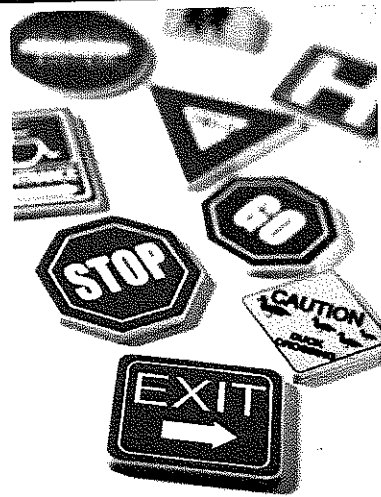
ATTENTION:

BUYER: KRISTA FERRELL – FILE 21  
DEPARTMENT OF ADMINISTRATION  
BUILDING 15  
2019 WASHINGTON STREET EAST  
CHARLESTON, WV 25305-0130  
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SUBMITTED BY:

THOMAS QUISENBERRY ON BEHALF OF  
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**PATRIOTSERVICES**  
Corporation



**TABLE OF CONTENTS**

	Page
Letter of Introduction.....	2
Section 1: Statement of Project Understanding.....	3
▪ Sample Vulnerability Assessment Report included separately with submission	
Section 2: Project Work Plan and Timeline.....	4
▪ Work Plan	
▪ Proposed Approach	
▪ Emergency Management Assessment Program "EMAP"	
▪ Emergency Response Plans	
○ Crisis Communication Plan	
▪ Optional Guides and Plans	
○ Classroom Emergency Procedures Guide (EPG)	
○ Bus Driver Emergency Procedures Guide (EPG)	
○ Parent/Guardian Emergency Procedures Guide (EPG)	
○ Pandemic/Infectious Disease Plan	
▪ Optional Security and Vulnerability Training for Maintenance	
▪ Optional Testing of Emergency Management Plans using Exercises	
▪ Proposed Schedule per School	
▪ Proposed Annual Project Schedule	
Section 3: Staffing Plan.....	20
▪ Company Background; Partner Selection	
▪ Our Approach to Project Management	
▪ Organizational Chart	
▪ Key Personnel, Experience, Qualifications and Professional Biographies	
▪ Overview of Scholastic Safety and Assessment Experience	
○ School Security and Vulnerability Assessment Program (SSVAP) Experience	
○ School Security and Vulnerability Assessment Client List (partial)	
○ Scholastic K-12 District and School Emergency Response Plan Experience	
○ Training and Exercise Experience	
○ Real-Life Scholastic K-12 and First Responder Experience	
▪ Client References	
○ Client References for Contact	
○ Project Management Success Stories Lead by Proposed Project Manager, Mark Weimerskirch	
Section 4: Acknowledgement of Requirements.....	50
Section 5: Cost Proposal (submitted separately in a sealed envelope marked "Cost Proposal").....	54
Section 6: Forms and Other Submission Requirements.....	55
▪ Acknowledgement of Addendum	
▪ Bid Bond	
▪ Purchasing Affidavit	



LETTER OF INTRODUCTION

July 6, 2010

Dear WVSBA Selection Committee Members,

Patriot Services is pleased to present this proposal to provide the West Virginia School Building Authority (WVSBA) security and vulnerability assessments uploaded into ACAMS and a sustainable and tested approach to "all-inclusive" emergency management planning that will meet all local, state and federal guidelines and will integrate into the State of West Virginia's Homeland Security Plan.

- **Our consultants are experts in school emergency preparedness.** Our team has worked with hundreds of U.S. school districts and higher education institutions, from early childcare and K-12 to universities and colleges, in emergency management consulting, planning, training and exercises. This includes conducting over 3000 School Safety and Vulnerability Assessments. We have developed emergency management plans for over 200 school districts and comprehensive training programs for over 125 school districts.
- **We have partnered with McKinley & Associates** because of their in-depth knowledge of local scholastic building code requirements, unmatched knowledge of the school buildings and plans for schools throughout the 55 counties of West Virginia, working relationship with the School Building Authority and experience in managing large and complex projects.
- **Our project team has twelve consultants who are ACAMS certified and four of those consultants are actual ACAMS instructors.**

Patriot Services appreciates the opportunity to work with the staff at WVSBA and each participating school district. We know that WVSBA strives to enhance the quality of life for the school districts and we are prepared to deliver a world-class security and emergency management program that will reduce risks and better prepare each district and school for any emergency or incident. It is our goal to exceed the expectation of the WVSBA, each participating school district and the communities in which you and they serve. We thank you in advance for your consideration and look forward to working with you.

Sincerely,

A handwritten signature in black ink, appearing to read 'Thomas Quisenberry', is written over a large, stylized circular flourish.

Thomas Quisenberry

**PATRIOTSERVICES® CORPORATION**  
2655 Oakley Park, Suite 210  
Commerce Twp., MI 48390  
248.313.3200



## SECTION 1: PROJECT UNDERSTANDING

The safety and security of students, staff, faculty and visitors is the underlying goal of this comprehensive state-wide vulnerability assessment and emergency response planning project. As we begin to assess vulnerabilities and create all-hazard emergency management plans that address all phases of emergency preparedness, safety and preparedness will immediately begin to increase. We will first focus on those schools with the greatest need based upon a number of criteria (and can support the SBA in this determination if it has not been completed when the project begins.) At the conclusion of the project the SBA and every school within the state of West Virginia will be at the highest level of preparedness. The proposed team we have selected is a combination of local knowledge and presence, unparalleled scholastic k-12 emergency preparedness expertise and advanced working knowledge, use and application of ACAMS. This combination will bring seamless delivery and maximize the value and application of this endeavor. We have proposed optional services that will allow for sustainable capacity and continuous improvement for both assessments and plans through training and exercises as well as other planning tools.

From a technical perspective, the School Building Authority (SBA) is requesting vulnerability assessments of all public schools in West Virginia (704). These assessments will provide critical information should it be necessary to prepare a tactical response.

The Vulnerability Assessment will be performed using the US Department of Homeland Security's Initial Asset Visit (IAV) form. This information will be input into the Automated Critical Asset Management System (ACAMS). In addition to the IAV, the teams will collect digital images of the schools to provide visual layout information. These images include, but are not limited to, classrooms, hallways, entrances, and security and/or emergency systems in the schools.

As part of the assessment, a review of emergency plans will be conducted for each school. If the plans do not exist, the Patriot Services team will prepare the necessary plans based on the standardized approach that will be developed and mutually agreed upon at the onset of the project with the SBA. A more detailed description is provided to this work plan in Section 2.

Various certifications or clearances are required of staff depending on the services they are providing. These requirements include:

- ACAMS certification: required of all staff that will be collecting and inputting information into ACAMS
- Protected Critical Infrastructure Information (PCII) certification: required of all staff that will be involved in the collection or review of information collected during the assessment process
- State Police criminal background checks: required of all staff that will be entering the schools under this contract



## SECTION 2: WORK PLAN AND TIMELINE

### *Work Plan*

An overall project schedule has been provided in this section. Upon receipt of the contract award and the notice to proceed, the Patriot Services team will prepare the list of personnel that will require training and/or clearance investigations. It is estimated the background checks will take approximately three weeks. During this time, it is assumed that the templates for the reports will be agreed upon and the priorities list for the schools issued to begin coordination of the assessments.

To ensure timely release of work, we assume that each school or a group of schools will be released by the SBA for assessment at one time. It is estimated that from Notice To Proceed (NTP) of a school to the submission of the final reports and data will take five weeks (see Proposed Schedule per School). As the field assessment is expected to take only one week, it is assumed that a team will complete the field assessment and begin the next field assessment within three days provided NTPs are in place. Using 8 teams and provided funding is available and no delays occur, the 704 public schools within West Virginia can be completed within the initial contract period of three years.

### *Proposed Approach*

Patriot Services consultants will work with WWSBA and school district administrators to develop a complete project schedule to ensure that all parties and community partners fully understand when each task will be performed. WWSBA and participating school districts will approve the initial project schedule and must approve any and all changes to the schedule. Changes to the schedule should be mutually agreed upon by both parties and Patriot Services is very flexible with schedule changes as long as we have reasonable notice.

The assessments will be performed by select staff from the Patriot Services team experienced in vulnerability assessments and/or inspection and familiar with local codes. All staff will be ACAMS certified and have PCII clearance and have received a background check from the West Virginia State Police prior to beginning work on the project. The assessment teams will be coordinated by Patriot Services Project Management.

Emergency planning will be performed by Patriot Services team personnel with the appropriate scholastic k-12 planning experience and familiarity with the local area within the State. Our team members from McKinley & Associates will be a valuable asset to ensure State and local codes and requirements that can impact planning and operations at the schools are being met.

Data entry into ACAMS will be performed by experienced and certified staff from the Patriot Services team. The ACAMS data entry will be managed by Eric Ahrens.

### *Emergency Management Assessment Program ("EMAP")*

Our EMAP is an effective assessment program that reviews current emergency response plans, policies and procedures and assesses the capabilities and needs of the district's overall Emergency Management Program. The EMAP benchmarks your current program against industry standards and leading best practices. The EMAP report identifies strengths and weaknesses in current plans and programs, flags gaps in preparedness and prioritizes improvements in order to develop world-class emergency response plans and programs. The EMAP is a heat map which indicates areas where the district "complies with" a certain regulation or guideline or has implemented a best practice. Those areas are marked in green. Areas where the district is working to achieve the best practice or



industry standard are marked in yellow. Those areas where the district is "not compliant" or is not working toward the achieve standard or best practice are marked in red. Our consultants will review every element of each district's emergency management program which include but are not limited to the following:

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>▪ Mitigation/ Prevention Strategies, Preparedness, Emergency Response and Recovery Planning</li> <li>▪ Organizational Structure of District's Emergency Management Program</li> <li>▪ Succession Planning</li> <li>▪ Regulatory Requirements</li> <li>▪ Roles and Responsibilities</li> <li>▪ Capabilities of the District</li> <li>▪ Hazard Identification and Security &amp; Vulnerability Assessments</li> <li>▪ National Incident Management System (NIMS) / Incident Command System (ICS)</li> <li>▪ Command, Coordination, Communications &amp; Notifications</li> <li>▪ Integration with Public Entities</li> </ul> | <ul style="list-style-type: none"> <li>▪ Integration with Campus Communities</li> <li>▪ Emergency Operations Center</li> <li>▪ Evacuation, Sheltering and Lockdown/Lockout</li> <li>▪ Resource Management</li> <li>▪ Reunification</li> <li>▪ Emergency Response Plan</li> <li>▪ Contingencies for every threat (i.e. tornado, school shooting, medical emergency, fire and explosion, hazardous materials release, terrorist attack, etc.)</li> <li>▪ Environmental Safety and Health</li> <li>▪ Training and Awareness</li> <li>▪ Testing and Exercising</li> <li>▪ Security Systems, Fire/Life Safety Systems and Hardware</li> </ul> |
|---|--|

Listed above are the main areas of assessment and many of those areas have subheadings that review over 75 areas of the emergency management program. The final report is an 8-12 page assessment indicating areas for improvement, best practices implemented and areas where the district is working to achieve the best practice. The report is supported by the EMAP data sheets and scoring system.

2 EMERGENCY RESPONSE ORGANIZATION			
2.1 Organizational Statement			
2.1.1	Is there an organizational statement that defines the functions of the emergency response team(s)?	NO	An organizational statement should be written to define the functions of the emergency response team(s) and its command structure.
2.1.2	Does the organizational statement define the command structure of the organization, required number of personnel, equipment, and training requirements?	Yes	The emergency response team organizational statement should describe the functions of the organization, its structure, the required number of personnel, equipment, and training requirements.
2.1.3	Has the organizational statement been approved by management in accordance with the facility's emergency planning policy statement?	NO	The emergency response team organizational statement should be approved by management in accordance with the facility's emergency planning policy statement.
2.2 Organizational Structure			
2.2.1	Does the organizational statement define responsibilities and lines of authority?	NO	The emergency response organization's structure should be defined so responsibilities and lines of authority are clearly understandable.



### Emergency Response Plans

Patriot Services will develop a new "all-inclusive" Emergency Response Plan (ERP) for each of the schools in all districts. The plan will cover the four phases of emergency management; preparedness, prevention/mitigation, response and recovery. The new ERPs will meet all local, state and federal guidelines including the West Virginia's Homeland Security Plan.

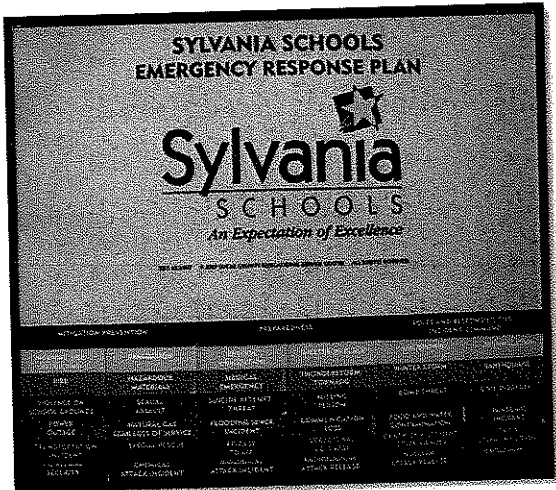
Patriot Services consultants will use existing district/school plans and best practices from other K-12 emergency response plans, along with our benchmarked emergency response plans used in 200+ districts across the U.S. The plans will be developed in a tabbed format, colorful and easy to use. The new emergency response plans will include emergency phone numbers, flowcharts, roles and responsibility checklists, departmental responsibilities, event aides and areas for critical information and fire/life safety systems (e.g. emergency shut off diagrams, evacuation diagrams, post-incident critique forms, etc.)

The nucleus of the plan will be the incorporation of The National Incident Management System (NIMS). The ERP will include contingency plans for every type emergency that could occur on the campus or the surrounding area. The plan will also include sections on mitigation and prevention techniques; observing safety & security hazards and conducting audits; providing proactive training, drills and exercises; responding effectively to emergencies; and providing proactive measures to recover quickly and resume full school operations.

The new emergency response plan will also cover the protective actions school administrators can take when confronted with an emergency: evacuation; reverse evacuation; lockdown/lockout, shelter-in place and reunification. There will also be a comprehensive section on emergency response teams' roles and responsibilities and key roles and responsibilities will be attached to each type of emergency.

Some of the events that will be covered include, but are not limited to:

- Fires and Smoke
- Hazardous Material Spill/ Release
- Medical Emergencies
- Thunderstorm/Tornado
- Winter Storm
- Earthquake
- Threats/Assaults/Violent Acts
- Weapon Found
- Sexual Assault
- Suicide Attempt/Threat
- Missing Person
- Bomb Threat
- Civil Disorder
- Bus/Vehicular Accidents
- Death of Student/Staff Member
- Bomb Threat/Suspicious Packages



- Power Outage/Utility Failure
- Natural Gas Leak/Line Rupture
- Flooding/ Sewer Incident
- Communications Loss
- Food & Water Contamination
- Pandemic Incident
- Special Rescue: Elevator Entrapment, Confined Space Rescue, High Angle Rescue
- Asbestos Release
- Chemical Plume
- Structural Collapse
- Communications Loss
- Terrorist Attacks (CBRNE) Chemical, Biological, Radiological, Nuclear and Explosives





A more detailed example of a component of the new Emergency Response Plans describes a Crisis Communication Plan as part of the Emergency Response Plan.

### **Crisis Communication Plan**

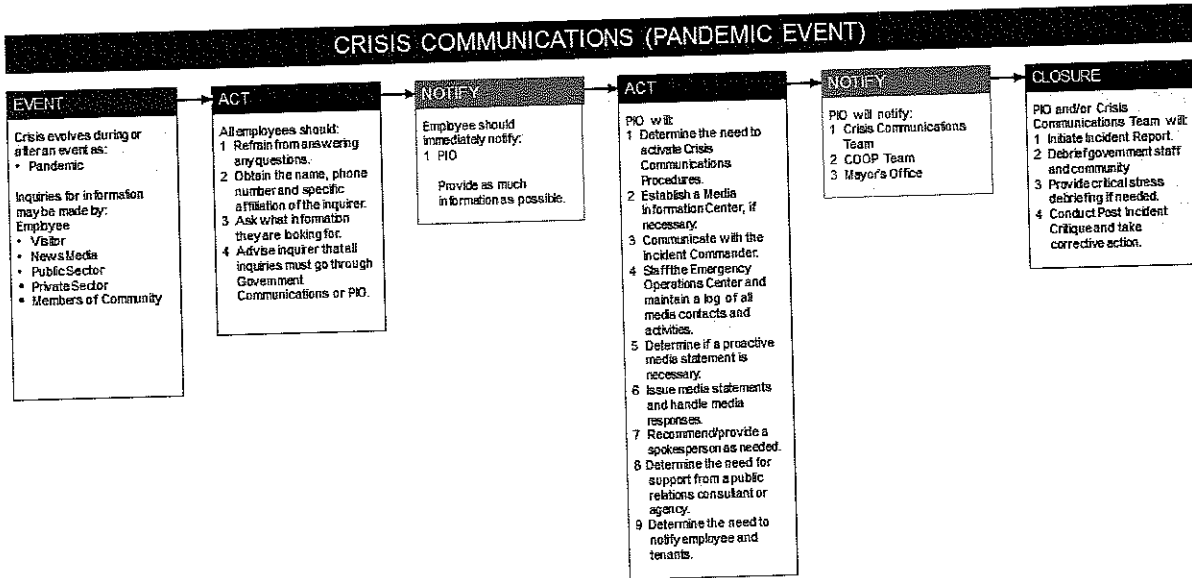
As part of each of the district emergency response plans we will develop a new district-wide Crisis Communication Plan that will establish guidelines for command decision making and the dissemination of information to the public. Our consultants have developed an effective 8-step proactive crisis communication strategy that has been used successfully at nearly 100 school districts across the U.S. Our crisis communications plans easily integrate into the Incident Command System and have roles and responsibilities for the district's Public Information Officer (PIO) and how they work with public safety agencies in the Joint Information Center (JIC). Our consultants will incorporate our 8-step process into each district's Crisis Communication Plan. Our Crisis Communications Plans also include flowcharts, event aides and roles and responsibilities of school and district team leaders. A summary of the 8-step plan is listed:

- 1. Contact the Public Information Officer (PIO) and assemble the Crisis Communications Team (CCT)**
  - CCT should include the PIO, Legal, Risk Management, Public Safety, Administration and others with critical roles in the crisis communications arena
  - PIO should implement an action plan to gather the information and get it back to the team in a timely fashion
  - PIO should assign roles and responsibilities of each team member
- 2. CCT should collect and verify all information**
  - CCT members should collect all pertinent information and verify its truthfulness. If information cannot be verified it must be clearly stated that the information has not been verified or it should not be used at all
  - CCT should monitor all media channels (radio, television, Internet, print, etc.)
- 3. Assess the severity of the crisis**
  - How will this affect the school and district?
  - What damage has been caused so far?
  - Can the schools continue to operate during this event?
  - Will this event affect others in the community or is it isolated to just the school district?
- 4. Identify key stakeholders**
  - Who is affected by this event?
  - Students, parents, faculty, staff, visitors, the community?
- 5. Implement a proactive communications strategy**
  - The strategy should portray the main goal of the school district is they strive to build a safe and secure environment that creates a positive educational environment.
  - All CCT members should have a voice in the communications strategy
- 6. Develop communications materials**
  - The PIO and the CCT should work to design the correct message(s)
- 7. Inform partners, stakeholders and the media**
  - Inform the stakeholders, partners and media the facts of the case and the school district's response to the crisis
  - Answer questions from these groups and keep a positive attitude when addressing the public



### 8. Participate in a Post Incident Critique

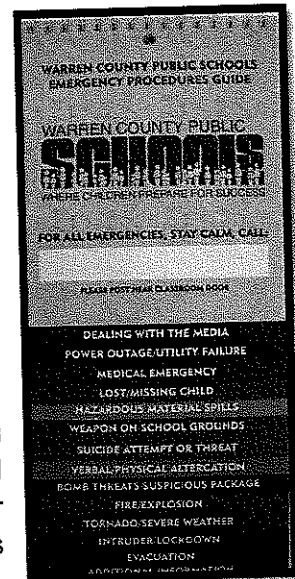
- Members of the CCT should participate with other emergency responders and school administrators to discuss specific actions taken during the event
- Errors, best practices and policies and procedures should be identified, reviewed and discussed during the critique
- An action plan should be developed to address corrective actions to take in order to reduce the likelihood that the event or the error will occur in the future



The new West Virginia Schools' Emergency Response Plans will also be developed on a CD-ROM so it can be updated every year and it can be provided to local and state public safety agencies for their use.

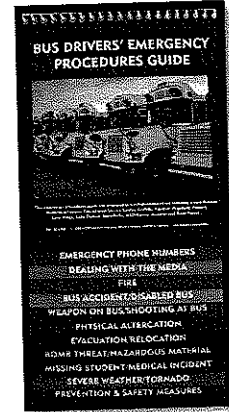
### Optional Guides and Plans

**Classroom Emergency Procedures Guides (EPG)** Our consultants will develop Classroom Emergency Procedures Guides for the WWSBA. Our customized Emergency Procedure Guides (EPGs), provide faculty, staff and students, employees and building occupants with a vital fire & life safety and crime prevention information that will enhance current emergency response procedures. The user-friendly EPGs are designed to give employees the knowledge and awareness they need so that they will follow proper procedures when confronted with an emergency. WWSBA can select as many categories as they need and most choose 13-14 topics plus a cover with district logo and emergency phone numbers. The back of the guide can also include a pocket to hold additional information and phone numbers. Our EPGs will be developed using your school procedures and best practices developed by proactive K-12 school districts across the U.S.





**Bus Driver Emergency Procedures Guides (EPG)** Our consultants will develop an Emergency Procedures Guide for Bus Drivers. Our customized Bus Driver Emergency Procedure Guides (EPGs) provide drivers with vital emergency and life safety information that gives them the proper instructions they will need to take to manage most emergencies. The guides also include basic bus safety information to reduce the risk of an incident occurring on the bus. The user-friendly EPGs are designed to be stored in an appropriate location on the bus and our guides meet all state transportation guidelines. Your Bus Driver Emergency Procedures Guides will be designed specifically for your district and meet all State of West Virginia's Department of Transportation regulations.



**Parent/Guardian Emergency Preparedness Guides** Our consultant will develop Parent/Guardian Emergency Preparedness Guides for all participating school districts. These guides will provide parent/guardians with clear and concise information on school emergency procedures such as lockdown, evacuation and shelter-in-place. The guides advise parents and guardians what they can do to effectively reunify with their children after an emergency or crisis event. Our guides can include two perforated wallet cards that parents can place in their wallets or purses. This brochure can be posted on district website in a high resolution PDF file format so that parent can make additional copies.

**Pandemic/Infectious Disease Plan:** Patriot Services will develop a comprehensive pandemic plan for all school districts based on the Center for Disease Control's (CDC) best practices for K-12 school districts and local public health guidance from local county Public Health partners. The Pandemic /Infectious Disease Plan will assist each school district to be prepared to respond effectively and efficiently, in partnership with local, state and federal health officials, to provide essential operations and critical support during an influenza pandemic. In cooperation with local and state health departments, the following objectives will be part of the WVSBA's emergency response plan:

1. Reduce the Transmission of pandemic virus strain among faculty, staff and students.
2. Minimize illness among faculty, staff and students.
3. Maintain mission-critical operations and services
4. Minimize disruption of instruction and the economic impact of a pandemic incident.

Our Pandemic/Infectious Disease Plans will include decision-making flowcharts, event aides, pandemic flu awareness and surveillance models, roles and responsibilities checklists and call trees to assist school administrators in making sound decisions to keep schools open, close the schools and prevention measures to reduce risk of a large-scale spread of the disease.



### *Optional Training for Security and Vulnerability Assessment Maintenance*

Patriot Services Corporation will provide training on how to conduct a vulnerability assessment. Participants will gain knowledge on the full range of potential of threats in order to conduct a site-specific vulnerability assessment.

- Conduct 1 "Train-the-Trainer" session, approximately 3 hours
- Conduct actual site-assessments for a subset of the schools allowing other school assessments team to observe; includes development of Assessment Tool Development

Our assessment training program will combine interactive classroom training sessions with sample on-site assessments with your staff. Our comprehensive training program will provide your participants with the skills to identify and prioritize the most pressing issues, develop suggestions for improvements, and document efforts to correct hazards. Our vulnerability assessment training sessions will cover:

1. What is a vulnerability assessment
  - a. Tools and methodologies used/best practices
  - b. Specifics for schools
2. Basic security principles
3. Who should conduct the SVA
  - a. Developing a specialized threat assessment team
  - b. Who should be on your multi-disciplinary team and why
4. How to conduct a risk assessment: TVAP Model
  - a. Asset analysis: Identification of assets within the schools, and prioritization of their importance.
  - b. Threat & target identification: Identification of all potential threats and targets at each school as well as how to analyze probability/frequency and consequences
  - c. Vulnerability assessment: Identification of weaknesses and how they could lead to serious repercussions to the district or in the community
  - d. Consequence analysis: Identification of scenarios that could occur at or within each facility site. This will be constructed by taking each identified asset and adding a specific threat to it, in order for the development of the scenario
  - e. Countermeasure recommendation: Recommendations regarding mitigation techniques to reduce the likelihood that an identified threat will result in harm or loss
5. How to conduct an on-site walkthrough of a school building

After the initial training sessions, we will conduct a sample walkthrough using the tailored assessment tool we have developed for your Districts, letting your participants test conduct a practice review of the schools our consultants did not assess. We will then critique and correct their initial assessments and provide continued guidance.

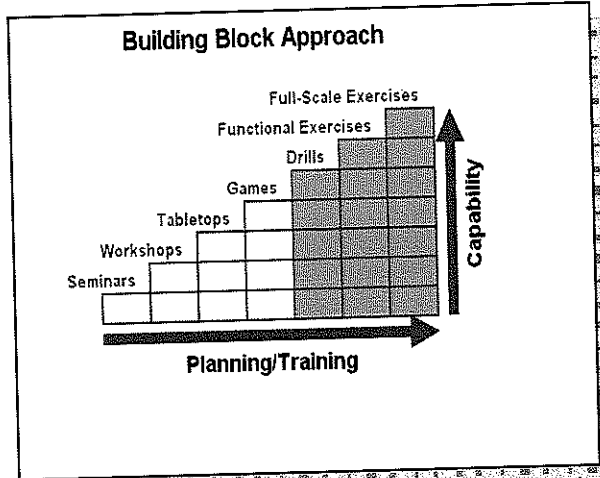
We would suggest one training session per county.



### Optional Testing of Emergency Management Plans using Tabletop Exercises

Testing the Emergency Management Plans developed through this project will help every school and each person involved develop the confidence they will need in an actual incident. Patriot Services, in conjunction with each of West Virginia's district's and their respective schools' administrators, and community partners will be able to select a story line/functional focus for a tabletop exercise. Our goal will be to develop a customized exercise program that may range from Pan Flu and bio-emergencies to acts of violence to natural disasters for each of the 55 counties in the State of West Virginia.

Patriot Services will also create effective involvement with community partners and first responders, including fire departments, police departments, hospitals, health departments and other community partners using the relationships we developed during the assessment and plan development portion of the project.



The districts and schools will be active participants in the planning process. We will coach each team throughout the entire planning, conducting, and evaluating of the exercises. Our consultants follow a "Building Block Approach" to all exercises. We design, execute, and evaluate all exercises in accordance with the HSEEP and ICS.

Patriot Services will design, execute and evaluate the tabletop exercises to test emergency preparedness. Each exercise will give participants the opportunity to increase their familiarity with their new Emergency Management Plan as well as apply their skills in executing the simulation.

### Testing Crisis Response

Our approach includes creating scenarios that have your team enact a crisis response, including:

- *Assessing the Situation:* The steps they will take to determine if a crisis is occurring and to activate their incident management system.
- *Choosing the Appropriate Response:* Determining if this situation is an evacuation, reverse evacuation, lockdown or shelter-in-place.
- *Acting Immediately:* Understanding what they need to do to be prepared for rapid response.
- *Establishing the Incident Command Team:* Ensuring the leadership team is established, and truly understand their roles and responsibilities in a crisis.

Exercise Planning	
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>▪ Conduct all HSEEP planning meetings</li> <li>▪ Develop Exercise scenario and documentation</li> </ul>
<b>Key Client Involvement</b>	<ul style="list-style-type: none"> <li>▪ Participate in HSEEP Planning meetings</li> <li>▪ Review documents and provide feedback as requested</li> </ul>



- *Managing Communications:* Developing the resources and communications tools to communicate accurate and appropriate information among all relevant staff; with appropriate emergency responders and the school crisis response team; and with students, families and the community.
- *Triaging Injuries:* Monitoring how emergency first aid will be administered and are supplies ready and available.
- *Having Necessary Supplies:* Determining if more equipment and supplies are needed and are they nearby and organized at all times, and ready to transport as needed.
- *Recovery:* Identifying how to get back to business and what will be needed to support the emotional needs of staff and students following a traumatic event.

**Tabletop Exercises (TTX)**

Tabletop exercises are discussion-based, low key opportunities that drive broad-based conversation and learning. We propose conducting up to fifty-five (55) unique simulated emergency scenarios (one for each county) which could include any of the all-hazard events (e.g. bomb threats, shootings, intruders, transportation accidents, severe weather, hazardous material incidents, fires, etc.).

The tabletop exercise will reinforce principles participants have learned in other training and can include the participation of first responders, overall management requirements, documentation and coordination of media, notification, communications, crowd management and counseling. The tabletop exercises will provide a valuable opportunity in a scenario based discussion format for district and school officials and their community partners to practice emergency response. Tabletop exercises strengthen relationships and improve preparedness as well as orient personnel to new plans.

Exercise scenario designs will address response, incident management, and recovery.

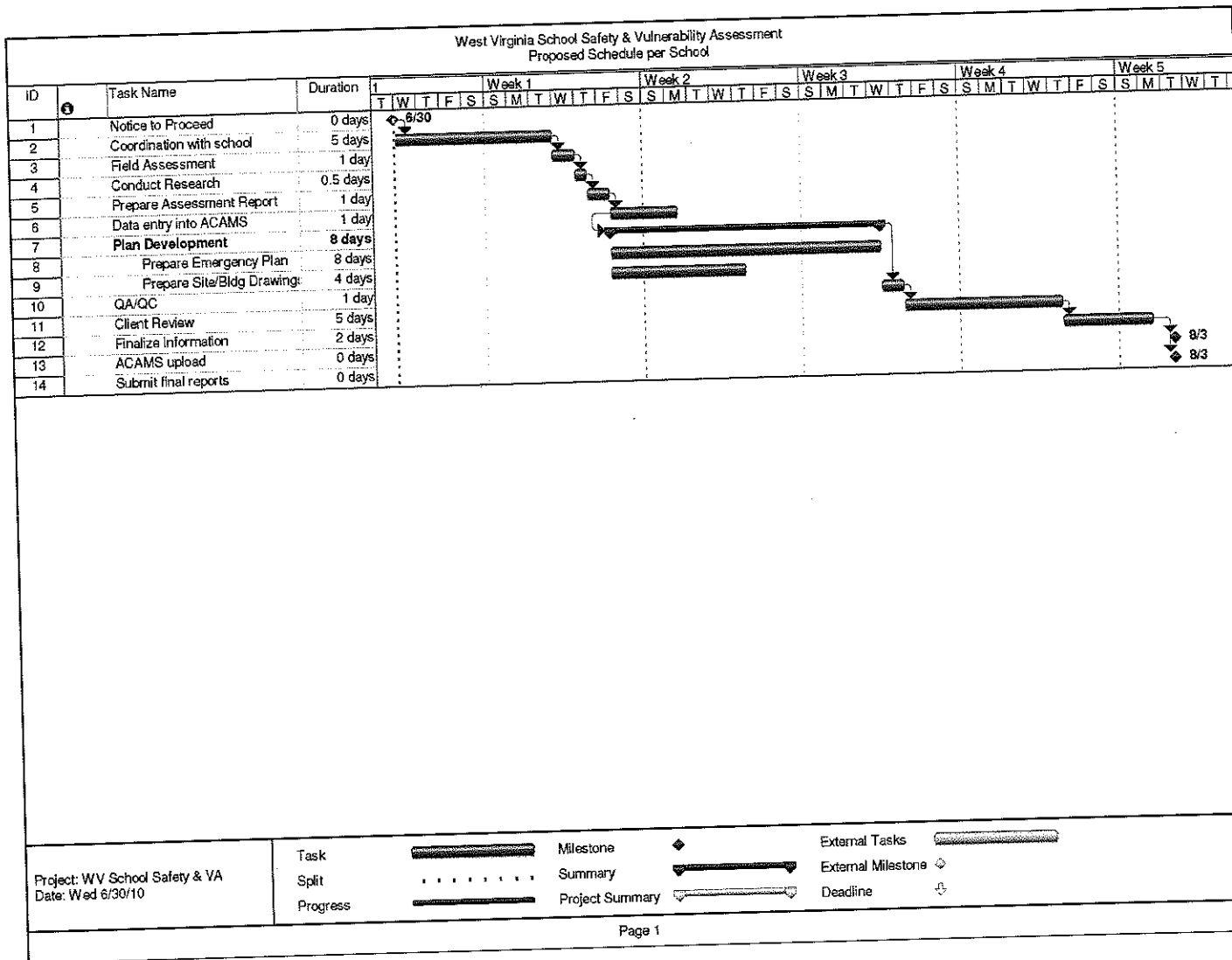
A sample tabletop exercise agenda includes:

- Introductions
- Plan overview
- Threat orientation
- Scenario Introduction
- Discussion of key points
  - Notifications/Initial actions
  - Communication
  - Incident Command and Management
  - Dealing with Parents and the Media
- Wrap up – Follow up discussion
- Closing

<b>Exercise Development, Design and Execution</b>
<b>Deliverables</b>
<ul style="list-style-type: none"> <li>▪ Conduct all exercise planning meetings</li> <li>▪ Design exercise</li> <li>▪ Execute exercise</li> <li>▪ Conduct exercise Hot Wash</li> <li>▪ Develop After Action Report</li> <li>▪ Conduct Project Out Brief Meeting</li> </ul>
<b>Key Client Involvement</b>
<ul style="list-style-type: none"> <li>▪ Participate in exercise planning meetings</li> <li>▪ Act as exercise actors and evaluators</li> <li>▪ Participate in exercise Hot Wash</li> <li>▪ Review and approve After Action Report</li> <li>▪ Participate in Project Out Brief Meeting</li> </ul>



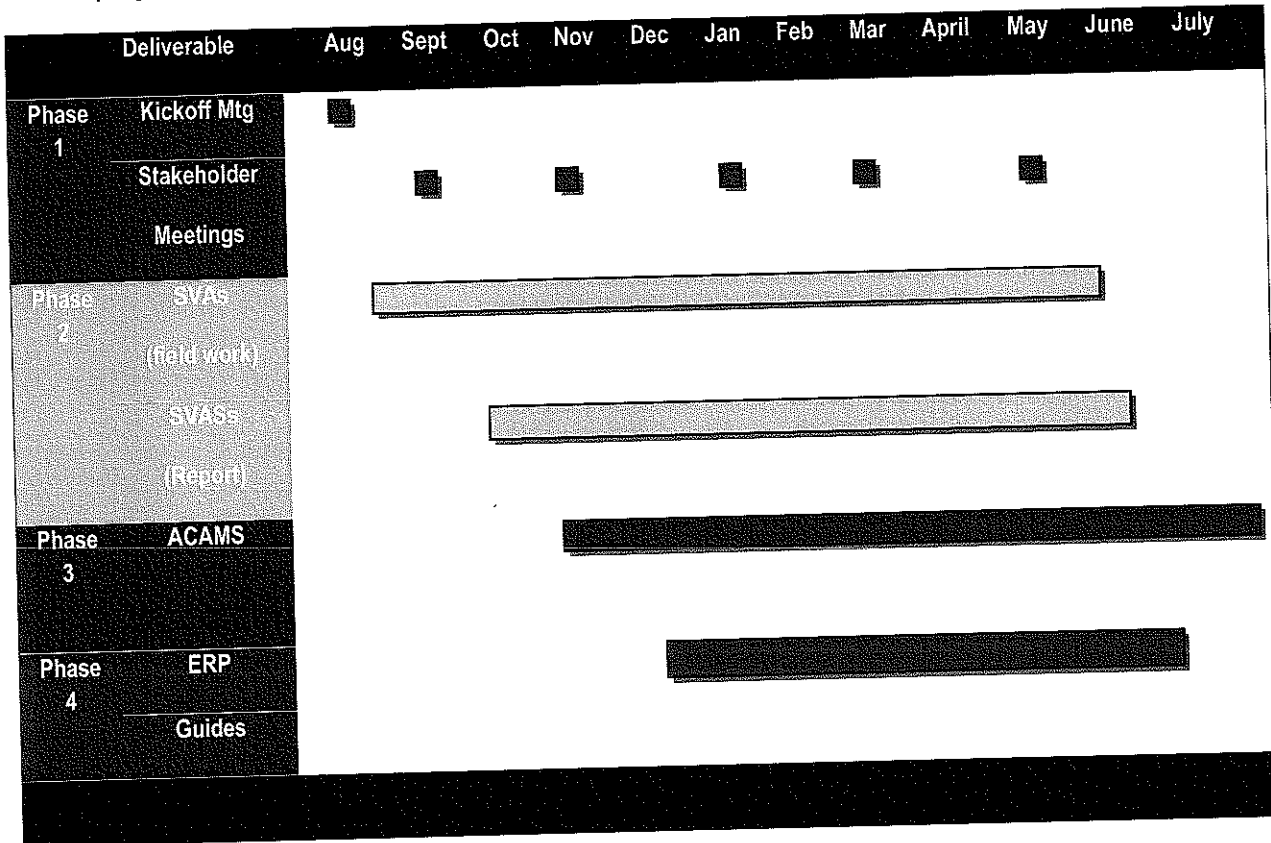
Proposed Schedule per School





*Proposed Annual Project Schedule*

Year 1 (August 2010 to July 2011)





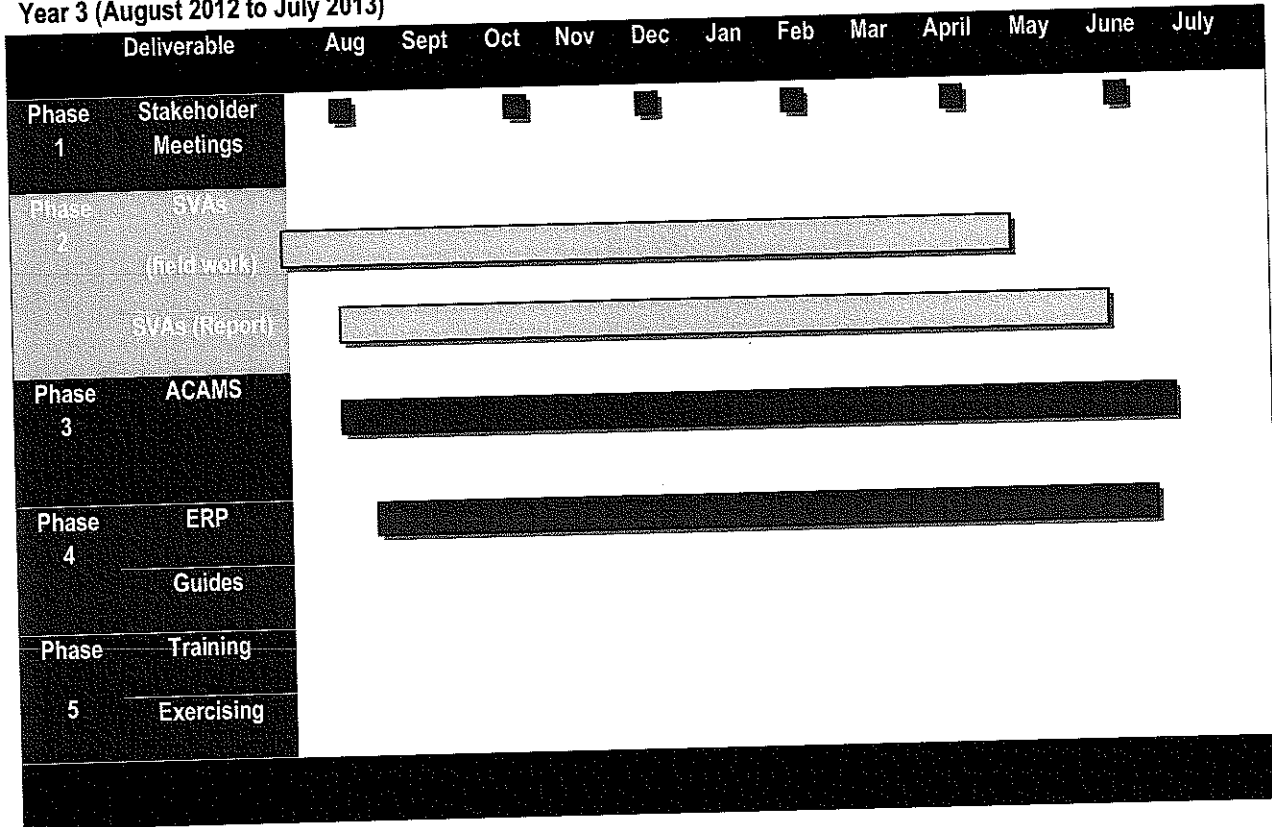


Year 2 (August 2011 to July 2012)

Deliverable		Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July
Phase 1	Stakeholder Meetings	■		■		■		■		■		■	
Phase 2	SVAs (field work)	[Bar spanning from Aug to May]											
	SVAs (Report)	[Bar spanning from Aug to June]											
Phase 3	ACAMS	[Bar spanning from Aug to July]											
Phase 4	ERP Guides	[Bar spanning from Aug to June]											
	Training	[Bar spanning from Aug to June]											
Phase 5	Exercising	[Bar spanning from Aug to June]											



Year 3 (August 2012 to July 2013)





**OPTIONAL Year 4 (August 2013 to July 2014)**

Deliverable		Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July
Phase 1	Stakeholder Meetings												
Phase 2	SVAs (field work) SVAs (Report)												
Phase 3	ACAMS												
Phase 4	ERP Guides												
Phase 5	Training Exercising												



**OPTIONAL Year 5 (August 2014 to July 2015)**

Deliverable		Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July
Phase 1	Stakeholder Meetings												
Phase 2	SVAs (field work) SVAs (Report)												
Phase 3	ACAMS												
Phase 4	ERP Guides												
Phase 5	Training Exercising												



### Notes to Project Schedule

1. Based on our previous experience working with hundreds of school districts conducting comprehensive security and vulnerability assessments and emergency response, we believe we can complete this project on time and within budget in three calendar years (36 full months).
2. The **Kickoff Meeting** will take place at WVSBA Headquarters or a place to be determined. Patriot Services will set up a dial in number and "Go To Meeting" web-based meeting program including powerpoint slides so school district administrators and other key stakeholders do not have to travel to attend and participate in the kickoff meeting. The kickoff meeting will be an overview of the entire project including schedules, goals and objectives, milestones, what to expect when consultants arrive at school districts, and final deliverables for each district.
3. **Project Update Meetings** will be held at a minimum of every other month. These meetings will be led by the project manager and cover progress to date, milestone achieved, roadblocks and barricades to success, and discuss upcoming phases of the project. Like our Kickoff Meeting the Project Updates Meetings will include dial-in numbers and "Go To Meeting" for those who cannot attend the meetings at WVSBA headquarters or another place to be determined.
4. **Security and Vulnerability Assessments (SVA) schedules** will be worked out with each individual school district and we will work in predetermined regions to ensure optimal operations and logistics.
5. **SVA reports** will be completed back in our offices in Charleston, WV, offices in Ohio and Michigan and the consultants will be allowed to complete the SVA report in the convenience of their home offices in order to save time and funds.
6. **ACAMS reporting** will be completed back in our offices in Charleston, WV, offices in Ohio and Michigan and the consultants will be allowed to complete the SVA report in the convenience of their home offices in order to save time and funds.
7. **Emergency Response Plans** will start once the SVAs are approved by the WVSBA and participating school districts. Our consultants will need to review current documents, conduct an Emergency Management Assessment Program for each district and then write the new, all-inclusive plans.
8. **Classroom, Bus Driver and Parent/Guardian Emergency Preparedness Guides** are an optional addition to this project and will only be developed and printed if approved and financed by the WVSBA.
9. **Training and Tabletop Exercises** are an add-on component to this project and will only be conducted if approved and financed by the WVSBA. School and district training will not occur until the district/school SVAs are completed as well as the Emergency Response Plan. Tabletop exercises will not be completed until the district has completed the emergency management training program.



### SECTION 3: STAFFING PLAN

#### *Company Background; Partner Selection*

Founded in March 2004, Patriot Services Corporation is a national provider of Homeland Security and Emergency Preparedness services, headquartered in Commerce Township, Michigan with offices in Cincinnati, Ohio and Colorado Springs, Colorado. A veteran-owned small business enterprise, we have earned our reputation as a national leader in comprehensive disaster and emergency preparedness solutions, including site, threat and vulnerability assessments; emergency plan development and review; training; and exercises. Our clients include schools ranging from K12 to higher education institutions; city, county, and state agencies; public organizations; and private enterprises, in the U.S. and abroad.

We have extensive experience in emergency and emergency response planning in public schools. Our education clients range from very large urban districts and regional educational services to medium and smaller suburban and rural districts. Our company has extensive experience, having provided school emergency preparedness consulting and services for over 200 U.S. school districts and higher education institutions. This includes conducting hundreds of tabletop exercises and over twenty-two full-scale exercises involving schools.

Almost every project we are involved in requires a collaborative team setting and approach whether for one of our numerous public school clients or public agency or organization. Our personnel roster includes former emergency response professionals which creates an environment of collaboration and respect when working in collaboration on projects with other first responders and stakeholders. Not only is our staff current on NIMS certifications 100-800, many are qualified as instructors of these courses and have actually taught these courses to FEMA personnel. We are not merely knowledgeable about Homeland Security recommendations and methodology, including CBRNE issues – we are experts.

There will be two additional companies supporting the efforts of the Patriot Services Team on this project: McKinley & Associates and All-Hands Consulting. McKinley & Associates has been chosen because of the close working relationship and knowledge of the State of West Virginia and the School Building Authority as a West Virginia based company. In collaboration with Patriot Services, they will act as a co-project manager and client liaison capacity prepared to attend meetings, facilitate the project and attend any meetings that may have short notice requirements. McKinley & Associates chose to be on the Patriot Services team because of the unparalleled experience and qualifications we bring to this project in k-12 scholastic emergency preparedness. After all, these are the schools where friends, family and their children attend school and work.

All Hands Consulting brings to our team, ACAMS certified experts. These consultants are not simply certified in ACAMS, they have hands on experience, real-world experience and many are qualified as ACAMS trainers. By partnering with experts in ACAMS, there will be no learning curve which will maximize efficiency allowing us to complete the project on time and on budget.

A brief description of each of our Patriot Services' partners is provided on the page that follows.



McKinley & Associates is a full-service architectural and engineering firm. Their Architects, Engineers and technicians are all in-house, creating optimum communication and collaboration, which results in outstanding service to their clients. They also have depth in numbers of each discipline in their firm. In addition to Architects and Engineers, the firm also offers professional services in Interior Design, Construction Administration and Educational Planning.

McKinley & Associates has the ability to have registered architects and engineers designing within their area of expertise; HVAC design by a Mechanical Engineer, Electrical design by an Electrical Engineer. There are 16 professionals who are licensed in West Virginia. They have **3 Recognized Educational Facility Professionals (REFPs)** on staff, who were all designated by the **Council of Educational Facility Planners International (CEFPI)**. In addition to REFPs, they also have 4 LEED Accredited Professionals (LEED APs) on staff, in both the architectural and engineering fields, who were all designated by the United States Green Building Council (USGBC).

In addition to their work in each of the 55 counties of West Virginia, the ever-expanding list of states they have worked in includes Utah, Minnesota, Illinois, Michigan, Kentucky, Ohio, Pennsylvania, Maryland, South Carolina, and North Carolina. In its third decade of service, McKinley and Associates has shown continued growth in both revenue and number of design personnel. They are now comprised of a professional staff of over 40, and are conveniently located in Wheeling, WV, Charleston, WV, and Washington, PA.



All Hands Consulting is a large consortium of over 850 consultants working together to provide a unique outsourcing resource. All Hands members combine the talents of leading emergency, crisis, and business continuity management experts from North America and around the globe.

Our consultants average over 20 years of experience each in the development of industry standard emergency, crisis, and business continuity management programs. All Hands utilizes their extensive network of seasoned consultants to provide highly reputable personnel with proven skills that match the requirements of each assignment. They work cooperatively with their clients and each other to ensure the best in service delivery. All Hands has created a seamless structure, providing a balanced team of personnel who can address a broad spectrum of client needs

All Hands Consulting Principals and Associates have a long history of supporting public and private sector clients with emergency management, continuity of operations and homeland security services. They have many repeat clients indicating a solid history of satisfied customers.

### *Our Approach to Project Management*

Patriot Services will lead project management for the contract. This includes, but is not limited to, logistical coordination of personnel in the field, coordination of data management, schedule management, and contract administration. Our proposed project manager, Mark Weimerskirch, has developed, designed and led some of the largest security and emergency management programs for K-12 school districts. Mark has extensive security and emergency management project management experience in leading and successfully managing school districts through crisis and emergency management programs. Scott Baker will support Mark as the Assistant Project Manager with both Thomas Quisenberry and Thomas Young acting as client liaisons.

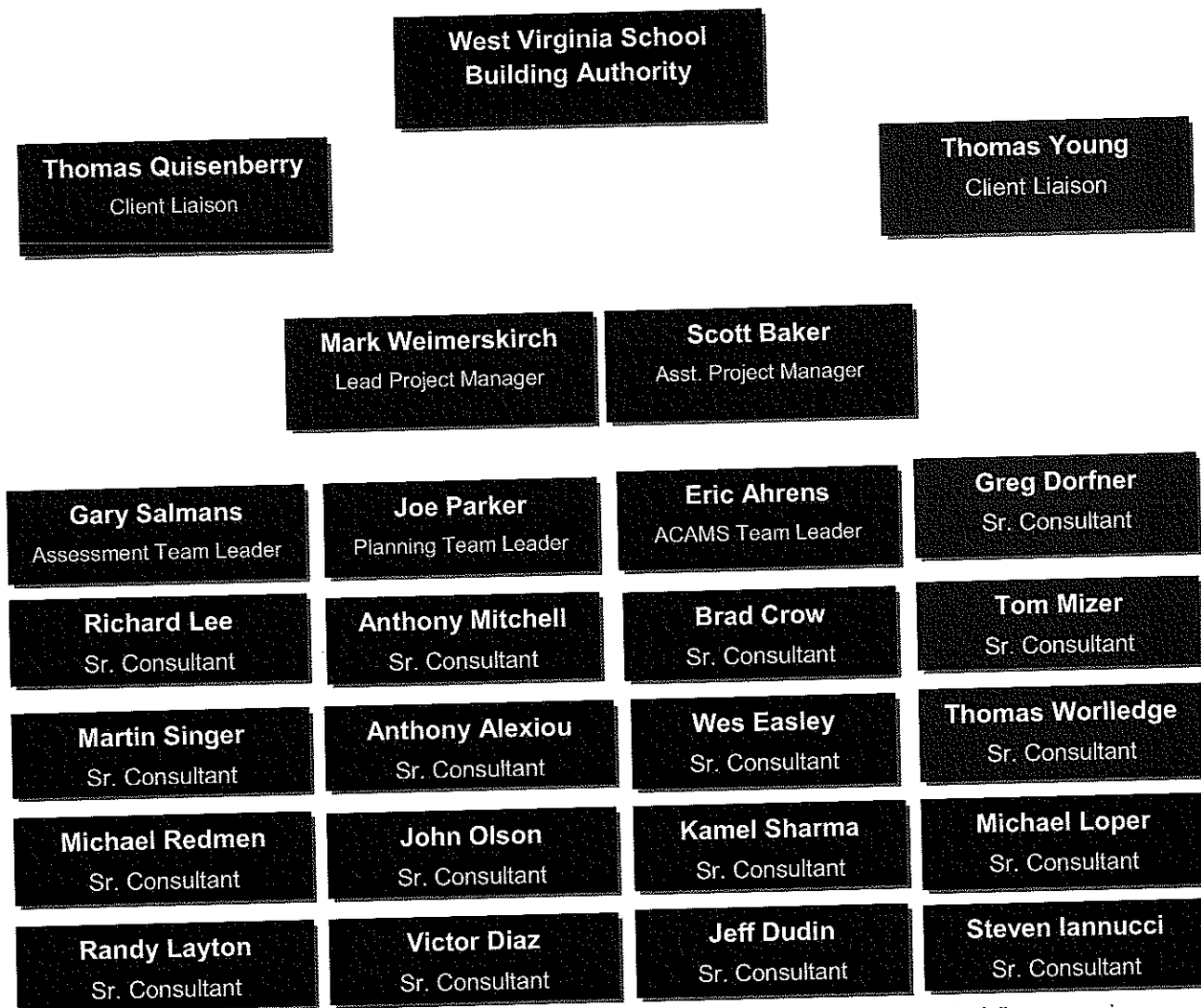
The Patriot Services team will design and customize planned schedules using Gantt charts with input from the WVSBA and participating schools/districts. WVSBA administration and participating school districts will be provided with a Gantt chart/ timeline of events so they have advanced notice on every step of the project. The Gantt chart will be updated periodically and the districts will be given a new, updated schedule. If desired, the Project Timeline can



also be posted on the WVSSBA website. The Gantt chart is just one tool we will use to effectively management this project. Our project manager will use other best practices in Project Management to ensure that each task of the project is completed on time and budget. Our Project Manager will use our existing project management tools that were used on other U.S. Department of Education security and emergency management grant projects.

Our consultants have completed all tasks on time and within budget on every K-12 school project we have worked on including over 30 U.S. Department of Education ERCM or REMS grant projects and over 200 school districts.

*Organizational Chart*



Additional qualified staff are available to support this project and can be added to the team if scheduling so requires.





## *Key Personnel Qualifications, Experience and Professional Biographies*

**Thomas Quisenberry** - has over 36 years experience in law enforcement and emergency response and preparedness consulting. A retired Undersheriff of Oakland County, Michigan, one of the United States' largest Sheriff's Offices, he has experience at all levels of emergency preparedness. Since 2004, Mr. Quisenberry has served as a consultant with schools, governments and municipalities in the area of public safety solutions and emergency preparedness planning training and exercise consulting.

### **Professional Experience**

#### **K-12 Scholastic Project Management**

- Project Manager for Western Oakland Wayne (WOW) Consortium's 2007 REMS program which included a comprehensive training program, nine tabletop exercises each with a different scenario; and one large full-scale exercise involving six schools, 138 school buildings and over 70,000 students.
- Project Manager for St. Vrain Valley School District's 2007 REMS program which included new emergency response plan with guides, digital mapping programs, comprehensive emergency management training and exercise program including four tabletop exercises and one full-scale exercise.
- Project Manager for Waterford School District's 2006 U.S. Department of Education ERCM program including a completed tabletop exercise focused on special needs students and staff and full scale exercise (that incorporated evacuation of 2000 student and staff during subfreezing weather)
- Project Manager for Monroe ISD responsible for the design, development and execution of a full-scale exercise at Monroe High School with more than 400 student "victims" and first responders from six (6) municipalities. Other participants included local, county and state police agencies, municipal fire and EMS, local hospitals, and the Monroe County Department of Public Health.
- Project Manager for the Cincinnati School Systems' 2005 U.S. Department of Education Emergency Response and Crisis Management Grant Project (ERCM), including overseeing 108 security and vulnerability assessments, and conducting tabletop and a full-scale, city-wide exercise
- Project Manager and Exercise Designer of a tabletop and a full-scale exercise involving an active shooter on campus for the Akron Public Schools' 2006 U.S. Department of Education ERCM grant
- Project Manager for the Trenton Public Schools ERCM grant, which included training on NIMS and ICS and Developing and Designing Exercises in Schools as well as a Safety and Security survey
- Project Manager for 12 school districts involving the implementation of the State of Michigan Homeland Security Grant including facilitating over 50 tabletop exercises in CBRNE and WMD

- Developed emergency management plans for over 75 school districts
- Led over 1700 SVAs for K-12 schools
- Designed, developed and led the largest full-scale exercise including six school districts and thousands of faculty, staff, students and emergency responders.
- Former Undersheriff for largest county in MI
- Former School Resource Officer



### **Certifications**

- Homeland Security Exercise and Evaluation Program (HSEEP)-Exercise Evaluation and Improvement, US Department of Homeland Security
- FEMA Emergency Management Institute, Multi-Hazard Emergency Planning for Schools (IS-362)
- DHS, FEMA Emergency Management Institute, Introduction to NIMS (IS-700)
- DHS, FEMA Emergency Management Institute, National Response Plan (IS-800)

### **Memberships**

- Member, International Association of Chiefs of Police
- Member, National Sheriff's Association
- Member, FBI National Academy Association
- Member, American Society of Industrial Security (ASIS)
- Member, International Association of College Law Enforcement Agents (IACLEA)
- Member, National Association of School Resource Officers (NASRO)

### **Education**

- Central Michigan University, B.S. Secondary Education
- Oakland University, M.A. Education
- FBI National Academy 179<sup>th</sup>

### **Additional Training, Exercise Design, Execution and Evaluation Experience**

- Former School Resource Officer
- Project Manager and Lead Instructor for NIMS and ICS training in Oakland County, Michigan; Macomb County, Michigan; and Elkhart County, Indiana
- County Venue Chief for a three-county public health preparedness pandemic flu exercise for the Region 2 North Bio-Defense Network involving personnel and thirty-seven agencies from three of the most populous counties in Southeast Michigan
- Project Consultant and Evaluation Team Leader in planning, executing and evaluating a full-scale public health preparedness exercise involving the City of Detroit's health department's response to a pandemic flu scenario and the activation of a Point of Dispensing (POD), and in planning, executing and evaluating a tabletop and full-scale public health preparedness CRI exercise with the City of Detroit Office of Homeland Security



Mark Weimerskirch, MBA, CBCP, PEM – is nationally known as a leader in the field of crisis and emergency management for K-12 schools, Mark has designed and implemented proactive emergency management programs for over 200 schools districts in the U.S. including The School District of Manatee County FL, Seminole County, FL Public Schools Detroit Public Schools, Fresno Unified School District, Lucas County Educational Service Center, Charlotte/Mecklenberg, NC School District, St. Paul, MN Public Schools, Newark, NJ Public Schools, The Green River Regional Educational Consortium, Warren County, KY School District, The Northwest Indiana Educational Service Center and Nassau County Schools.

Mark has conducted over 800 Security and Vulnerability Assessments for K-12 schools. The U.S. Department of Education has selected his Security & Vulnerability Assessments to be used in some of the most "high profile" school districts in the U.S. The USDOE has also selected him three consecutive years to conduct training and exercise programs at their annual Safe Schools and Emergency Response and Crisis Management Conferences. The U.S. Department of Education has also requested that Mark develop newsletters/periodicals for their on-line Training Center. Mark has also been selected by over 25 large school districts to be their ERCM/REMS grant project evaluator. Mark also delivers keynote speeches to school districts nationally. Mark was consulted to the Wayne and Western Oakland County School District Consortium where the largest full-scale exercise for multiple K-12 school districts was completed in one day.

- Developed emergency management plans for over 200 school districts
- Conducted over 800 SVAs and U.S. Dept of Ed selected his SVA as a best practice
- U.S. Department of Education selected him 3 consecutive years to conduct training programs
- Led the Emergency Management Division of the #1 Company in the world
- Former Director of Security and Emergency Management for large school consortium

Previously, Mark led the Emergency Management Division for General Motors where he benchmarked and developed GM's Comprehensive Emergency Management Program, which includes the construction of the world-class Emergency Response Plan, Proactive Mitigation Tools & Techniques, Emergency & Safety Procedures Guides, and the Emergency Floor Coordinator and Evacuation Program for GM'S 350+ sites worldwide. Mark designed and spearheaded "Patriot Services" Emergency Procedures Guide Program, which has over 500,000 vital fire/life safety guides in homes across America.

Previous to his career at GM he was a decorated Chief of Police in Ohio. Mark has teamed with the FBI and the former Chief of Police of Oklahoma City to conduct seminars on counter-terrorism, physical security and emergency management. Mark was nominated for a position on Secretary Tom Ridge's Homeland Security Advisory Council. Mark also consults to Fortune 500 companies and public and private sectors.

#### Employment

- Senior Consultant, Patriot Services Corporation
- Director of Security, Lucas County Educational Service Center
- Sr. Vice President, Risk Solutions International
- Vice President, Marsh Risk Consulting
- Director of Emergency Management, General Motors Corporation
- Chief of Police, Medical College of Ohio Police Department (MCOPD)
- Chairman of the Business & Industry Subcommittee, City of Detroit Local Emergency Planning Committee (LEPC)



- Keynote Speaker, International Association of Emergency Managers Conference **Education**
- Masters of Business Administration, University of Findlay
- Bachelor of Science in Criminal Justice, University of Toledo
- Professional Emergency Manager (PEM), State of Michigan
- Police Executive Leadership College Graduate, State of Ohio
- Certified Business Continuity Professional (CBCP), Disaster Recovery Institute
- Graduate Texas A&M's WMD Risk Assessment Program



**Thomas L. Young, REFP, Educational Specialist**

Mr. Young has continually utilized his proven abilities as a certified Educational Facility Planner to assist 14 county Boards of Education in the completion of their Comprehensive Educational Facilities Plan. His business philosophy is of honesty and core values. With his vast construction background and high expectations, Mr. Young will assist in the management and development of a quality final product for all public, private, elementary, secondary and higher education projects.

**Professional Experience**

**Assistant Director of Architectural Services**

Directly oversaw the funding, design and construction budgets for all related educational projects for the School Building Authority of West Virginia. He was responsible for over a Billion dollars worth of PK-12 school construction projects. Worked with WV County Boards of Education in developing needs based projects for funding consideration and approval with most efficient and effective use of funds available.

- **School Building Authority of West Virginia,** Assistant Director of Architectural Services, Charleston, WV (1996-2006)
- Responsible for over a Billion dollars worth of PK-12 school construction projects
- Unparalleled project management and oversight experience for large and complex projects.

**Construction Manager**

Planned all major expansion projects and followed through to completion for customers. Daily supervised a staff of 30 office and field personnel at Superior Windows. Responsible for collections of approximately \$600,000 monthly, while managing a field operations budget of \$96,000 monthly.

**Vice President of Operations**

Directly responsible for the management and leadership of a highly trained work force at the Providence Construction Company. He provided oversight for schedules, critical paths and budgets for all construction projects. Additionally, provided bids to general contractors on public and private works.

**Education, Specialized Training, Professional Affiliations and Registrations**

Recognized Educational Facility Professional (REFP) designated by the CEFPI

West Virginia Institute of Technology, Design and Drafting Technology

United States Marine Corps:

- Non-Commissioned Officers School
- Leadership School
- Non-Commissioned Officer in Charge School
- Licensed Heavy Equipment Operator School
- Demolition School
- Recruiters School, San Diego, CA

United States Air Force

- Advanced Non-Commissioned Officers School
- Air Cargo Training Specialist

Member

- Council of Educational Facility Planners International (CEFPI)



School Safety & Vulnerability Assessments  
RFQ: SBA10033, submitted July 7<sup>th</sup>, 2010

- Recognized Educational Facility Professional (REFP)
- Association of the National Guard of WV

**Military Service**

- 130th APS, WVANG, Technical Sergeant (Ret); (1990-2006)
- United States Marine Corps, Combat Engineer and Recruiter; (1984-1990)



**Scott Baker**, Director of Public Health and Emergency Management Services, has over 16 years experience in emergency preparedness planning, training, hazardous materials and environmental response. A former Air Force instructor, Mr. Baker has provided extensive training and exercise support and development to numerous clients relating to Weapons of Mass Destruction, Continuity of Operations, Hazardous Materials, Natural Disasters and Public Health Response.

#### **Certificates**

- Nuclear, Biological, and Chemical Warfare Cell Operations
- Emergency Response to Hazardous Materials [USEPA]
- Hazardous Materials Incident Response Operations (HazWOPER) [USEPA]
- Removal Cost Management System [USEPA]
- Emergency Program Manager [Emergency Management Institute – EMI]
- Emergency Preparedness USA [EMI]
- Radiological Emergency Management [EMI]
- Hazardous Materials-A Citizens Orientation [EMI]
- Portable Emergency Data System [EMI]
- Citizen's Guide to Disaster Assistance [EMI]
- IS-100 Introduction to the Incident Command System [EMI]
- IS-200 Basic Incident Command System [EMI]
- I-300 Intermediate Incident Command System [NWCG – Florida Division of Forestry]
- I-400 Advanced Incident Command System [NWCG – Florida Division of Forestry]
- I-401 Multi-Agency Coordination [NWCG – Florida Division of Forestry]
- IS-700 National Incident Management System – NIMS [EMI]
- IS-701 NIMS Multi-Agency Coordination System
- IS-703 NIMS Resource Management
- IS-800 The National Response Plan, an Introduction [EMI]
- On-Scene Incident Commander [Kentucky DES]
- Introduction to Continuity of Operations (COOP) [EMI]
- Emergency Response to Terrorism [National Fire Academy]
- CAMEO for Windows [Ohio Emergency Management Agency]
- Radiological Monitors Course [Ohio Emergency Management Agency]
- Damage Assessment [FEMA]
- Homeland Security Comprehensive Assessment Model HLS-CAM
- First Responder HazMat/WMD Train-the-Trainer [Ohio Fire Academy]
- Business Continuity for Advanced Professionals [DRII]
- Multi-Hazard Emergency Planning for Schools [EMI]
- FEMA Professional Development Series [EMI]
- Mass Fatality Incident Response (G-386) [OEMA]
- Crisis Management for School Based Incidents [FEMA/RDPC]

#### **Memberships**

- Member – International Association of Emergency Managers [IAEM]
- Member – National Fire Protection Association [NFPA]

#### **Education**

- Thomas More College, Bachelor of Business Administration, 2002



- Disaster Preparedness Specialist Course – Lowry AFB, Colorado 1993
- Community College of the Air Force

### **Professional Experience**

#### **Exercises**

- Member - Multi-discipline team developing and executing DOD Guardian IPP program Functional and Full-Scale exercises
- Project Manager for IDHS District 4 Exercise Series, Nine County Functional EOC Exercise and Nine county HazMat Response Full-Scale Exercise
  - Exercises focused on district wide collaboration in response to a catastrophic earthquake and subsequent events
  - Developed and lead exercise team and client through HSEEP process
- Project consultant to the Illinois Department of Public Health Pandemic Tabletop Exercise Series
  - Facilitated 18 tabletop exercises across the State of Illinois in support of pandemic preparedness activities
- Project Manager and Lead Trainer for Macomb County Michigan Strategic National Stockpile (CRI) planning (including site planning, security planning and field operations guide development) and designing and executing a series of Training Sessions and Tabletop Exercises for Health Department employees and first responders at each Dispensing Site (DS)
- Project Manager and Lead Trainer for Indianapolis and surrounding counties with County Strategic National Stockpile (CRI) planning (including site planning, security planning and field operations guide development) and designing and executing a series of Training Sessions and Tabletop Exercises for Health Department employees and first responders at each Point of Dispensing POD
- Project consultant and Evaluator for the Ingham County Department of Public Health County Pandemic Flu Exercise Program, Strategic National Stockpile Planning and Pandemic Flu Planning and Training Program, including:
  - Designed and executed two large tabletop exercise for Health Department employees and first responders
  - Designed, and evaluated Full Scale exercise in support of dispensing Site and distribution Node operations
- Project Manager for the 2008 Marion County Health Department POD Exercise Program
- Exercise venue manager, Wayne County, Department of Public Health, full-scale exercise, including planning, execution and evaluation for a POD and Distribution Node activation exercise.
- Developed and evaluated numerous Tabletop Exercises for Miami-Dade County agencies to evaluate Continuity of Operations [COOP] Plan development
- Exercise evaluation team member – 22<sup>nd</sup> Air Force HQ (USAFR)

#### **Training**

- Developed and presented Dispensing Site Manager Train-the Trainer course to the Macomb County Health Department
- Project Coordinator and Instructor in delivery of ICS-300 and ICS-400 to the Ohio Department of Health and their constituents
- Adjunct instructor in training Regional Terrorism Early Warning Group in threat and vulnerability assessment concepts giving local responders a baseline knowledge conduct local threat assessments





- Provided ICS-100 and ICS-200 training to the City of Solon, Ohio Police Department
- Developed and presented comprehensive Continuity of Operations (COOP) planning course for Miami-Dade County, FL government agencies to educate them on this critical planning process
- Presented WMD Awareness course to more than 2,500 Hamilton County (Ohio) law enforcement officers

#### Response

- HAZMAT Emergency Responder to the United States Environmental Protection Agency, Region 5 (Ohio, Michigan, Indiana, Wisconsin, Illinois)
- LEPC Coordinator for Hamilton County, Ohio
- Member Eglin AFB Nuclear Response Team

- Developed Security and Emergency Mgmt. program for 12<sup>th</sup> largest school district
- Conducted over 400 SVAs and U.S. Dept of Ed selected his SVA as a best practice
- Keynote speaker and numerous Crisis and Emergency Management Conferences
- Led Security & Emergency Management Division larger risk consulting firm in the world
- Former School Teacher, Head Football Coach and Deputy Sheriff

**Gary Salmans** - is preeminent consultant and keynote speaker on critical incident prevention in the United States. He has developed crisis management and security programs and consulted to some of the largest K-12 school districts and universities. He has provided consulting in some of the most high profile school incidents including Columbine and the Jewish Community Center incidents. He has over 20 years experience in insurance risk control services. Gary has authored numerous essays and columns on critical incident prevention for universities and K-12 schools and is requested as an expert panel member on critical incident prevention for schools, Fortune 1000 and governments. Gary specializes in security and vulnerability assessments, hiring practices, employee safety/security issues and other employee related risk control issues. Gary provides training and support services to clients dealing with issues related to school and workplace violence, sexual harassment, hiring discipline, and termination practices. He was president of one of the largest private investigation firms in Colorado dealing with insurance fraud, safety and security concerns of private businesses and public entities. Gary was a teacher and football coach for ten years, a law enforcement officer for five years, and employed with the architectural division of Southwestern Bell for seven years.

#### Accomplishments

- Redesigned a Security & Crisis Management Program for a K-12 school district with 275 schools
- Reduced a large K-12 school's liability insurance by \$9M
- Selected by PRIMA as their expert on Security and Critical Incident Prevention

#### Education and Professional Designations

- B.A. Education – Kansas Wesleyan University

**Joe Parker** - was responsible for the development and implementation of an automated Emergency Management Information System for the City of Detroit Public Schools encompassing 232 schools and administrative buildings. Joe has also developed security assessment programs for other school districts including the El Paso School District and the State of Michigan Diocese Schools. Joe is currently developing the new FEMA Catastrophic Earthquake Plan for the New Madrid Seismic Zone. He has provided consulting services in toxic gas monitoring and public entity security and vulnerability by developing and implementing solutions, project management, vulnerability assessments,



staff training and the development of emergency operating plans. Joe has provided services to automotive manufacturing facilities and Tier-1 suppliers, public school districts and universities, municipal and governmental buildings, and healthcare facilities. Prior to joining Patriot Services, Joe worked for a large insurance firm's crisis management team, conducting security and vulnerability assessments, plan review and development, and emergency response training. Joe is a former high school mathematics teacher for 5 years. He has a degree in Business Management and Computer Information Systems. He carries certifications in Advanced Threat Assessment and Management, NIMS, NRP, NFP 1600 and CHSP.

#### Responsibilities

- Specializes in the prevention of workplace and school violence, emergency response planning, crisis management and recovery, threat management, the identification of security and vulnerability issues for public buildings and governmental buildings, and transportation security
- Provides security, emergency management, and safety consultation services to clients in manufacturing, healthcare and governmental entities

#### Education

- A. A. S., Business Management and Computer Information Systems – Henry Ford Community College

**Eric Ahrens** - currently teaches a Federally Certified Department of Homeland Security Course (DHS) known as ACAMS (Automated Critical Asset Management System) for the California Emergency Management Agency (Formerly known as the Governor's Office of Homeland Security). His other instructional areas include Data Security and Handling, Assessment Methodology, Data Entry, and Administrative Functionality. Mr. Ahrens is also currently part of a Mobile Training Team for the Center for Domestic Preparedness teaching a variety of Emergency Response Classes including Incident Command Systems 100, 200, 300, and 400, Emergency Triage and Decontamination, and Weapons of Mass Destruction Response.

#### Experience

- DHS Certified Critical Asset Protection Technical Assistance Program (CAPTAP) Instructor for the
- Automated Critical Asset Management System (ACAMS)
- ACAMS Instructor for the California Emergency Management Agency (CALEMA)
- Incident Command Systems (ICS) Instructor for the Center for Domestic Preparedness
- Faculty member of the Idaho State University Institute of Emergency Management
- Critical Asset Protection Technical Assistance Program (CAPTAP) Train the Trainer
- Incident Command System (ICS) Train the Trainer L449
- All Hazards Incident Management Team (AHIMT) Training
- Type 1 AHIMT Shadow Training, Tripod Complex
- Operations Security (OPSEC) Training
- I.C.S. 100, 200, 300, 400, 700 (NIMS), and 800 (NRP)
- DUI Update presenter for the California Statewide Reserve Conference

**Police Sergeant with the Roseville City Police Department.** Assigned to the Sacramento Regional Office of Homeland Security. Responsibilities included; the Regional Critical Infrastructure and Key Asset Vulnerability Analysis, Security and Safety Enhancements, the Automated Critical Asset Management System (ACAMS) project, Emergency planning, evaluating, and responses to All-Hazards type events. Mr. Ahrens assisted in the planning and execution of Golden Guardian (California Statewide Emergency Response Full Scale Exercise) 2005, and developed



the Emergency Response Plan for a local stadium for "March Madness 2007" and participated in development and execution of numerous other exercises and drills. Liaison Officer for a developing Type 3 Incident Management Team.

**Richard W. Lee** – is currently the Assistant Director of Public Safety for the University of Mass Boston, managing the areas of Emergency Preparedness, Training, Crime Prevention, liaison to outside agencies from the Federal, State, Campus, and Local law enforcement area in these efforts. Active trainer for MACLEA and IACLEA Police Chief organizations in areas of Incident Command Systems, Awareness of WMD for Campus Public Safety officers, Threat/ Risk Assessment, Crime Prevention, Community Policing and Stress Awareness. Actively seek out new resources and services that the department may use to enhance the mission of the department. Develop procedures to insert these into departmental operations. Write and manage Sponsored Projects grants totaling approximately \$750,000.00 dollars. Supervise other employees of the department in the performance of these duties as needed. Other tasks as may be assigned.

#### **Education and Certifications**

- BS, Cum Laude, Criminal Justice, Northeastern University
- Collaborative Leadership in Homeland Security University of Connecticut
- HSEEP—Homeland Security Exercise and Evaluation Program.
- ACAMS-Automated Critical Asset Management System

**Anthony Mitchell** – is the former Manager of the Office of Bio-Security for the Ohio Department of Agriculture where he designed and implemented all homeland security and emergency management functions for Ohio's agricultural statewide infrastructure and stakeholders. Anthony was responsible for Homeland Security, bio-security, agro-terrorism, campus infrastructure protection, and the safety and security for state laboratories as well as the bio-safety level 3 laboratory operations. He established procedures and protocols for the food and agriculture industry in the event of an emergency or disaster. He also developed, managed, and implemented the Campus Safety and Security Plan – a comprehensive emergency management and training plan that addresses safety and security on a multi-agency level. Anthony provided a secure environment for the state's critical agricultural infrastructure programs, led an on-going effort to improve and upgrade physical, electronic and infrastructure security to protect all state labs, critical facilities and personnel, coordinated & delivered presentations to private, local, state and federal agencies, on agro-terrorism, agro & bio security, and farmland security & awareness and led and supervised a team to collect and assess agricultural intelligence information and reporting system in the Ohio Strategic Analysis & Information (Fusion) Center.

#### **Experience**

- 16 years managing, supervising and coordinating at the State Emergency Operations Center (EOC), during 22 federally declared disasters and numerous local and statewide emergencies.
- 15+ years hazardous material experience and response force training.
- Extensive background in emergency preparedness, response, mitigation, business continuity and recovery planning.
- Ability to perform risk and vulnerability assessments for critical infrastructure and site security planning.
- Solid briefing and presentation skills with local, state, federal, private sector, voluntary and community associations, as well as experience with national and international stakeholders.
- Working knowledge of OSHA, USDA regulations relating to laboratory operations and bio-safety containment.

#### **Education and Certifications**



- BA – Park University
- A.A.S., Aircraft Maintenance Technology, Community College of the Air Force
- ACAMS Certification
- Retired U.S. Air Force and Ohio National Guard

**Andrew L. Carlson, CBCP** – is a researcher and studies homeland security issues and the integration of applied qualitative and quantitative vulnerability assessment metrics into critical infrastructure analysis. Andrew has conducted grant research and white paper development within homeland security hazard mitigation and CBRNE threat reduction counter measures. Andrew was for Emergency Management Specialist for the California Joint Forces HQ where is integrated an all-hazards emergency management approach provided guidance to inject quantifiable analysis on CI/KR vulnerability assessments to support findings. Andrew also developed COOP and BCP assessment strategies and identified business specific standards and best business practices for private sector owned critical infrastructure sites. He developed training curriculum, taught, and facilitated training courses in Community Criticality Analysis, MD-SHARPP, threat assessment, and consequence management to Federal and State Law Enforcement agencies and private institutions; 300 hours of professional instruction experience. Andrew evaluated and identified critical infrastructures' abilities to execute business continuity plans, consequence management plans and incident response measures. Conducted gap analysis and business impact analysis and identified critical systems and recommended changes to policies, procedures, and the acquisition of materials to increase security and survivability of installation personnel, critical systems, and facilities. He also researched and wrote sensitive studies for CREATE USC, DoD, and Department of Homeland Security.

#### **Education and Certifications**

- BA Sociology, University of San Diego
- MS Graduate Student, University of San Diego
- Certified Business Continuity Professional (CBCP)
- ACAMS
- Homeland Defense Enhanced Comprehensive Assessment Model Course-HLD-CAM

**Anthony Alexiou** – is currently the Deputy Director and Division Chief for Policy and Planning County Office of Emergency Management in Gaithersburg, MD where he supervises a staff that are responsible for mitigation, budgets / grants and operations. Anthony has worked 2 major activations ranging in length from 12 hours to one week. He oversaw the development of a Departmental Strategic Plan, Debris Management Plan, a Citizens Preparedness Guide and two After-Action reports. Anthony served at the Urban Area Security Initiative (UASI) liaison to the region and was a key participant in the current year effort for grant allocation across the National Capital Region. He participated in the planning and response efforts for the H1N1 response. Anthony began the process of modernization of the Emergency Management system in an effort to bring the County into compliance with NIMS protocols, which included training, changes in EOC architecture and undertook the development of a pilot program for situational awareness system used by FEMA. He has participated in nearly 25 local, regional and state exercises ranging from table-top to full-scale endeavors in positions ranging from researcher to director.

Previously, he was the Project Manager and the EOC Planning Chief for the City of Miami Office of Emergency Management where he worked 16 activations in capacities ranging from Planning Analyst to Acting Deputy Emergency Manager – 14 activations as Planning Chief ranging in length of time from 24 hours to 3 weeks. He assisted in the development and maintenance of the current Planning Section system, including the establishment of a full ICS-based planning cycle, documentation system and staffing structure and Assisted with the plans to establish



a permanent EOC in two separate locations in the city. Anthony was assigned to the Miami and Fort Lauderdale Urban Area Security Initiative (UASI) project, performing project management tasks that included:

- Provided training covering such topics as the use of technical programs such as E-Team and MIR3, use of Satellite Phones, general EOC Training and EOC Planning Section Training.
- Directed the 2009 Miami-Dade County Hurricane Exercise as well as major involvement in nearly 25 other local and regional table-top, functional and full-scale exercises.
- Established, expanded and maintained a region-wide communications system (MIR3) spanning four counties which includes over 200 municipalities and more than 700 first responder agencies, hospitals, schools and Citizen Corps organizations.
- Trained in ACAMS and HLS-CAM and have been involved in a number of Critical Infrastructure Data Calls.
- Researched and wrote a number of position and white papers covering subjects such as establishing a Regional Terrorism Early Warning program and creating a regional Public-Private Partnership initiative as well as threat assessments and international threat surveys.

#### **Education and Certifications**

- Master's of Science in Political Science and Public Administration, University of North Texas
- Bachelor of Arts in Political Science with concentrations in International Relations, University of Western Ontario

**Martin Singer** – is currently a Training Unit Lead with FEMA Region 3 and a Training Specialist at FEMA's Emergency Management Institute in Emmitsburg, MD. Martin is the National Course Manager for ICS-300, ICS- 400 and Safety Cadre training, COTR for Mission Assignment TTT, FEMA Safety Officers Course and Emergency Services Branch Director course development, developer and Course Mgr. Back-up for Response Operations III and RO II, Deputy Operations Section Chief at NRCC, Level I Activation Team and is a FEMA certified Professional Continuity Practitioner and FEMA trained HSEEP Instructor.

Martin was a former instructor at the Texas A&M University System's WMD Faculty, Emergency Services Training Institute where he was responsible for instructing public officials, health care facility staffs and emergency responders, effective response modalities to CBRNE events, including Safety, PPE, ICS, NIMS and HEICS. Martin instructed classes in large cities and small communities to First Responders and first receivers across the nation at ODP funded training programs, participated in development, pilot testing and initial presentations of three, weeklong Leadership Institute programs and developed curriculum for Hospital Surge, Decontamination and Enhanced Incident Management Programs.

#### **Education**

- BA and MPS, Public Services Administration, New School for Social Research, New York, NY 1
- Graduate Certificate in Public Health, Community Health Promotion, Johns Hopkins University, Baltimore, MD 2000
- ACAMS Certification

**Kamal Sharma CBCP, CISA, CIA** – has More than twelve years of experience in Business Continuity Planning (BCP), Disaster Recovery Planing (DRP), Business Impact Analysis (BIA), Contingency Planning (*Natural, Human and Environmental*), Crisis Communication Plans, Continuity of Operation Plan (COOP), Risk Management, IT Audit, Internal Audit, SOX, IT Governance, BCP audit, SOX, IT Security, and Project Management. Kamal has in-depth functional expertise and broad business knowledge of industry trends and best practices, and sound knowledge of BCP/DRP concepts, risks, and methodologies. He has the ability to successfully manage complex functions and



multiple projects. Kamal has a strong background and understanding of security methods and technical elements to protect customer information: i.e. controls in the operating system, application and network environment, firewall, IDS and monitoring tools. He has built robust Business Continuity and Crisis Management programs that were scalable and could be embraced within the company culture. He has partnered with key customers/departments and leadership to ensure a cohesive Business Continuity and Emergency Management programs with focuses on collaboration across all lines of business, to help reduce risk and increase resiliency to the company.

#### **Education and Certifications**

- Masters of Science, Carnegie Mellon
- Certified Business Continuity Planner (CBCP)
- Certified Internal Auditor (CIA)
- Certified Information System Auditor (CISA)
- ACAMS

**Michael C. Redmond, MBCP, FBCI, CEM, MBC** - senior consultant with expertise in Technical Writing, Business Analyst, Business Continuity and Disaster Recovery, with extensive expertise in Risk Assessments, Impact Analysis, Strategic Planning, Planning (developing and documenting plans), Testing, and Training. Responsibilities have included project management, training, testing, compliance, business analysis, protection technology, documentation, hotsites, SLA, infrastructure, applications, it management services, exercise/rehearsal strong documentation / technical and business writing skills among other duties.

Ms. Redmond has over 15 years' experience in the field and is a Certified Business Recovery Planner; Certified Emergency Manager; and holds two International Master Level Certifications in Business Continuity. Consulted for a variety of industries including Financial Institutions, Trading Operations, Manufacturing, Utilities, Educational Facilities, Government Agencies and the Military.

#### **Education and Certifications**

- MBA, International Business and Marketing – Fordham University, Graduate School of Business Administration
- Masters Certification in Business Continuity Planning (MBCP) through Disaster Recovery Institute (DRI)
- Masters Certification in Business Continuity through Business Continuity Institute (FBCI)
- Certified in Emergency Management (CEM) through International Association of Emergency Managers (IAEM)

**John D. Olson** – is the former Director for Emergency Services for the Sherburne County Sheriff's Office and the Radiological Emergency Preparedness Operations Chief, John was responsible for state and federal required emergency plans, all hazards and nuclear (radiological) emergency preparation, coordination with Public Health and other departments/agencies, management of grants, emergency communications (phone and radio), building projects, fleet, budget and special projects and supervision and management of the emergency operations center. John also represented the county on various regional and state committees. He was the key member of the Central Minnesota Regional Advisory Committee and the Minnesota State Operations and Technical Committee. John also supervised three volunteer groups; ARES, CERT and Mt. Patrol teams. John also Organized and lead the formation and training of the **Citizen Emergency Response Team** for Sherburne County. Previously John was the Captain of large correctional large correctional facility with supervision of 100+ jail staff.

#### **Education and Certification**

- BS - Marketing, St. Cloud State University
- AS - Business Administration, Willmar Community College



- Certified in Emergency Management (CEM) through International Association of Emergency Managers (IAEM)
- ACAMS Certification

**Jeff Dulin** - joined the Charlotte Fire Department in 1983 and was promoted to the rank of Deputy Chief in 2001. He currently oversees the Training Division, Communications Center, EMS Liaison, Special Operations and the Emergency Management Division for Charlotte and Mecklenburg County. Jeff serves as the Point of Contact for the Charlotte Urban Area Security Initiative. Jeff has deployed to nine federal disasters as an Incident Management Team Member including Hurricane Katrina where we worked the Gulfport, Mississippi EOC. Jeff's educational background includes an Associate's Degree in Fire Science from Central Piedmont Community College, a Bachelors Degree in Fire Administration from the University of Maryland, and a Masters in Homeland Security from the Naval Postgraduate School, Monterey, California. Jeff has taught Incident Command Systems for over twenty years and is certified in all of the Incident Management Team positions. Jeff has for the last five years, worked with the United Kingdom's Chief Fire Officers Association in the development of their national disaster response program. Jeff's initiatives in Charlotte and the State of North Carolina center around the need for information sharing systems needed for both Public and Private Partners.

**Wes Easley** – is the Director of Government Programs and is responsible for conducting threat assessments, risk analysis, all-hazard mitigation planning, field research, and obtaining grants. Wes conducts financial reviews of company operations and contractual obligations. He also provides for employee logistical services and serves as the liaison between domestic and international government representatives. Wes provides all-hazard threat assessment analysis for federal, state, and local government, and for private entities utilizing Asvaco Inc. G-2 Systems assessment software. Wes work on a very large project with Boeing Corporation on SBInet (Secure Borders Initiative) Forward Assessment Team (FAT) in Yuma, AZ. Wes is a retired police officer with the Vallejo Police Department

**Randy Layton, PEM** is a specialized Emergency Management/Public Health consultant for Patriot Services Corporation. He has more than 30 years of Emergency Management and Public Safety experience. He worked as a firefighter, EMT, and Emergency Management Coordinator and Fire Chief for the City of Southgate; served as a Regional Exercise Coordinator for the Michigan State Police Emergency Management Division; and most recently served as the Strategic National Stockpile(SNS)/City Readiness (CRI) Technical Advisor for the Michigan Department of Community Health, Office of Public Health Preparedness. Mr. Layton serves on the Training Advisory Board at Schoolcraft Community College and is a member of the Southeast Michigan Association of Fire Chiefs.

#### **Certifications/Training**

- NIMS Compliant 2008
- FEMA IS 139
- FEMA IS 808
- FEMA IS 547

#### **Memberships**

- Downriver Mutual Aid Fire Chiefs Association
  - Chairperson 2002; Vice-Chairperson 2000,2001
  - Assisted with the implementation of the Downriver 800 Megahertz Radio System
  - As a Fire Chief I worked on the City's PSAP update
- Advisory Board for Wayne County Community College Public Safety Training
- Training Advisory Board - Schoolcraft College
- National Fire Protection Association
- International Association of Fire Chiefs



- Southeastern Michigan Fire Chiefs Association

#### Education

- Fire Technology, Associates Degree – Schoolcraft College May 2002
- Emergency Management (PEM) September 2002, “Michigan State Police”

**Steven Iannucci, PEM** is a specialized Consultant for Patriot Services Corporation with over almost 40 years of experience including both law enforcement (28 years) and Oakland County Michigan's Homeland Security Division

#### Education

State of Michigan Certified Professional Emergency Manager (PEM)  
Bachelor of Science in Computer Systems Management  
Northwestern University's School of Staff and Command (1998)

#### Certifications

- ICS 300 and ICS 400 Instructor (Train the Trainer)
- Protected Critical Infrastructure Information (PCII)
- IS – 00130 Exercise Evaluation and Improvement Planning
- IS – 00701 NIMS Multi-Agency Coordination System
- HSEEP
- Command and General Staff for Incident Command Systems, National Fire Academy
- NERRTC Basic and Enhanced Threat and Risk Assessment
- Integrated Emergency Management; EMI
- Consequences of Terrorism; EMI
- WMD Technical Emergency Response Training; Auburn University
- Exercise Design & Development; Michigan State Police
- Introduction to Emergency Management; Michigan State Police
- Hazard Mitigation Comprehensive Plan Interface; Michigan State Police
- Emergency Operations Center Management; Michigan State Police
- Over 30 additional FEMA, MSP and other certifications

**Michael Loper, PEM** is a Specialized Emergency Management Consultant for Patriot Services Corporation. A military veteran and former law enforcement professional with over 30 years' disaster and terrorism prevention/preparedness, mitigation, response and recovery experience, he is especially experienced at planning and facilitating drills and exercises, conducting vulnerability and risk assessments, coordinating public and private partnership programs that support business and government Continuity of Operations (COOP).

#### Certifications and Training

- Office for Domestic Preparedness (ODP) certified trainer for Law Enforcement Response to WMD Incidents and a Community Emergency Response Team (CERT) trainer
- Federal Agency Management Agency (FEMA) Integrated Emergency Management Course – Terrorism Specific
- HLS-CAM (Homeland Security Comprehensive Assessment Method), ODP Responders Guidelines and FEMA Protection of Government Facilities
- U.S. Department of Homeland Security/ODP Louisiana State University, Law Enforcement Response to WMD/Terrorism Train-the-Trainer
- Comprehensive Vulnerability Assessment training course for Government/Public Infrastructure via Sandia National Labs in New Mexico
- ODP Advanced Threat & Risk Assessment training course via NERRTC, TEEX/Texas A&M University
- ODP Public Works: Weapons of Mass Destruction Planning and Response Training Course via NERRTC, TEEX/Texas A&M University





- ODP Public Works WMD Planning and Response training course
- HSEEP Trained/Train-the-Trainer via DHS Department of Homeland Security EMI
- ICS 100, 200, 300 and 400 Train-the-Trainer via DHS Department of Homeland Security EMI

**Victor Diaz** is a specialized consultant for Patriot Services Corporation. He has more than 15 years of construction and project management experience. He also has extensive grant writing experience and has secured over 20 million dollars in funding for both higher education and scholastic K-12 clients.

### **Education**

*Marshall University, Huntington, WV*  
BBA, College of Business Administration

*Texas A&M University, College Station, TX*  
Architecture and Business

*United States Marine Corps, Camp Lejeune, NC; Quantico, VA; and NAS Pensacola, FL*

- Officer Basic Training School
- Naval Aviation School
- Motor Transport School
- Maintenance Management School

### **Certifications**

- FEMA IS-100
- FEMA IS-200
- FEMA IS-700
- FEMA IS-800
- Homeland Security Exercise Evaluation Program (HSEEP)

**Thomas R. Worlledge, AIA, LEED AP BD+C, REFP, Charleston Office Area Manager, Architect / Educational Specialist / LEED Accredited Professional** - Mr. Worlledge is a skilled Architect with over 20 years experience who has received state wide design awards (including a West Virginia Chapter of the American Institute of Architects 2009 Merit Award in Sustainable Design) and placed in national design competitions. As a LEED Accredited Professional and a recognized sustainable design expert, he has had articles published in state and national trade publications, spoken before architectural students, ASHRAE chapters, and business groups on sustainable design issues and was also a featured speaker at the 2001 Governor's Conference on the Environment and the 2001 Sustainable fair. He also teaches other design professionals in the art of High Performance School design, as a professional trainer for the Sustainable Building Industries Council. Mr. Worlledge has been involved in design of projects ranging in from a small home additions (one of which was featured on HGTV's New Spaces Show) to multimillion dollar projects such as the new West Virginia State Building in Logan, which will be LEED Silver Certified. Mr. Worlledge is a former voting member of the ASHRAE 90.1 Standards committee that forms the basis of the International Energy Code and is the president of the state chapter of the AIA.

### **Education, Professional Affiliations and Registrations**

- Virginia Polytechnic Institute & State University, Master of Architecture - 1992
- Fairmont State College, School of Technology, B.S. Architectural Eng. Tech. - 1983
- Registered Architect in West Virginia, Virginia, Pennsylvania and Ohio



### Memberships

- President, West Virginia Society of Architects
- The American Institute of Architects
- US Green Building Council
- Sustainable Building Industries Council
- Recognized Educational Facility Professional
- ASHRAE 90.1 International Energy Code Committee, former voting member

### Notable Professional Experiences

#### LEED and Energy Efficient "Green" Design

- Marshall County Schools - Hilltop Elementary School (LEED Registered Project)
- West Virginia State Building in Logan, WV (LEED Registered Project)
- Bellann in Oakhill, WV (LEED Registered Project)
- McKinley & Associates Charleston Area Office (2009 WV AIA Design Award winner)

#### Educational Facility Architect

- Parkersburg High School - Wood County Schools
- Parkersburg High School Link project - Wood County Schools
- Williamstown High School - Wood County Schools
- Hilltop Elementary School - Marshall County Schools
- Sherrard Middle School - Marshall County Schools
- McNinch Elementary School - Marshall County Schools
- Brookview Elem. School Phase I & II - Boone County Schools
- Capitol High School - Kanawha County Schools
- Maclin Hall - WVU Institute of Technology
- WV State Police Academy Renovation
- WV State Police Academy Multi-purpose Building

**Bradley A. Crow, PE, LEED AP**, Director of Engineering Services, Mechanical Engineer / LEED Accredited Professional: Mr. Crow is an exciting and innovative Engineer who is on the cutting edge of his profession, being both a Professional Engineer as well as a LEED® Accredited Professional. His passion for his work translates into incredible design for his clients. His broad experience includes design for HVAC and plumbing for educational facilities, office buildings, shopping centers, apartment buildings, and other commercial and institutional facilities. Brad also has experience as a Site Engineer and Sales Engineer, which provides a unique understanding for problem solving.

#### Education and Professional Affiliations/Registration

- West Virginia Institute of Technology, B.S. Mechanical Engineering
- Registered Engineering in: West Virginia and Pennsylvania
- LEED® Accredited Professional

#### Professional Experience

- McKinley & Associates, Director of Engineering, Wheeling, WV (2005 to present)
- BDA Engineering, Design Engineer / Project Manager Pittsburgh, PA (2001–2005)
- Tri-State Roofing, Sales Engineer, Davisville, West Virginia (2000–2001)
- Ravenswood Polymers, Site Engineer, Ravenswood, West Virginia (1997–2000)



### Notable Educational Experience

- Boone County Schools - Scott High School
- Boone County Schools - Brookview Elementary School
- Boone County Schools - Madison Middle School
- Hancock County Schools - Oak Glen High School
- Hancock County Schools - Weir Middle School / High School
- Ohio County Schools - Bridgestreet Middle School
- Ohio County Schools - J.B. Chambers Performing Arts Center at Wheeling Park High School
- Marshall County Schools - Hilltop Elementary (LEED)
- Marshall County Schools - Cameron Middle/High School (LEED)
- Marshall County Schools - Washington Lands
- Wetzel County Schools - Long Drain Elementary HVAC
- Wetzel County Schools - New Martinsville School HVAC
- Wetzel County Schools - Magnolia High School
- Wetzel County Schools - Center for Children & Families
- Wood County Schools - Parkersburg High School
- Wood County Schools - Parkersburg South High School
- Wood County Schools - Williamstown High School
- Wood County Schools - Franklin Elementary School HVAC
- Wood County Schools - Blennerhasset Middle School HVAC and boiler
- Wood County Schools - Kanawha Elementary HVAC
- West Virginia University - Colson Hall renovations/upgrade
- West Virginia University - State Fire Training Academy
- WVU Institute of Technology - Maclin Hall
- West Virginia Northern Community College - B&O Building
- West Virginia Northern Community College - Education Center
- Southern WV Community & Technical College - Williamson campus
- Southern WV Community & Technical College - Wyoming/McDowell campus

### Gregg P. Dorfner, AIA, REFP, Director of Architectural Services, Architect / Educational Specialist

Mr. Dorfner's 37 years of experience in the planning and design of educational facilities is broad-based in scope, having worked with districts in 23 of West Virginia's 55 counties. The projects have included bond-planning services, designs of new schools & additions, and development of district-wide CEFPs. He has acquired an extensive knowledge and understanding of state building and fire codes, building industry standards, as well as governmental guidelines and regulations. This expertise has helped him develop effective and economical design solutions to many complex code-related issues.

### Education and Professional Affiliations/Registration

- Fairmont State College, Associate of Science, Architectural Engineering Technology - 1974
- Fairmont State College, School of Technology, Regents Bachelor of Arts – 2000

### Registered Architect in:

West Virginia, Pennsylvania, District of Columbia, & Ohio

### Member:

- The American Institute of Architects  
AIA West Virginia  
The Council of Educational Facility Planners, Intl. (CEFPI)



Recognized Educational Facility Professional (REFP)

**Arbitrator:**

Panel of Construction Neutrals, American  
Arbitration Association

**Former Instructor:**

Architectural Technology, Fairmont State College

**Selected Educational Projects**

**Bond Planning Services**

- Berkeley County Schools, WV 1981
- Grant County Schools, WV 2000
- Hancock County Schools, WV 2005
- Marion County Schools, WV 1977
- Marshall County Schools, WV 2006
- Monongalia County Schools, WV 2000
- Ohio County Schools, WV 1985
- Preston County Schools, WV 1992
- Taylor County Schools, WV 2000
- Wood County Schools, WV 2004

**Comprehensive Educational Facilities Plans**

- Grant Co. Schools, WV 1999 (co-author of 2000-2010 plan)
- Monongalia Co. Schools, WV 1999 (co-author of 2000-2010 plan)
- Taylor Co. Schools, WV 1999 (co-author of 2000-2010 plan)
- Hancock Co. Schools, WV 2002 (author of revised 2000-2010 plan)
- Jackson Co. Schools, WV 2005 (author of revised 2000-2010 plan)
- Marshall Co. Schools, WV 2005 (author of updated 2000-2010 plan)
- Boone Co. Schools, WV 2010 (author of 2010-2020 plan)
- Brooke Co. Schools, WV 2010 (author of 2010-2020 plan)
- Grant Co. Schools, WV 2010 (author of 2010-2020 plan)
- Hancock Co. Schools, WV 2010 (author of 2010-2020 plan)
- Marshall Co. Schools, WV 2010 (author of 2010-2020 plan)
- McDowell Co. Schools, WV 2010 (author of 2010-2020 plan)
- Ohio Co. Schools, WV 2010 (author of 2010-2020 plan)
- Raleigh Co. Schools, WV 2010 (author of 2010-2020 plan)
- Ritchie Co. Schools, WV 2010 (author of 2010-2020 plan)
- Tucker Co. Schools, WV 2010 (author of 2010-2020 plan)
- Tyler Co. Schools, WV 2010 (author of 2010-2020 plan)
- Webster Co. Schools, WV 2010 (author of 2010-2020 plan)
- Wetzel Co. Schools, WV 2010 (author of 2010-2020 plan)
- Wood Co. Schools, WV 2010 (author of 2010-2020 plan)

**Tim E. Mizer, PE, RA, Director of Operations, Architectural Engineer / Architect / Quality Control**

A very talented and unique professional who is registered both in engineering and architecture. Mr. Mizer's background as an Architectural Engineer has provided him with a total understanding of the engineering components which provides a cohesiveness on all of his projects. Being also a Registered Architect, he understands designing to allow for the engineering disciplines, including his responsibility of project management and design. Mr. Mizer is the Head of Operations for the company.



**Education Professional Affiliations And Registrations:**

- Kansas State University, B.S. Architectural Engineering - 1983
- University of Cincinnati, Architecture
- Registered Engineering in West Virginia and Ohio
- Registered Architect in Ohio

**Notable Professional Experience**

- Grant County Schools / multiple upgrade projects
- Marshall County Schools (\$38+ mil.)
- Wood County School Bond Project (\$63+ mil.)
- Ohio County Schools - Bridge Street Middle School
- Logan County Schools - Chapmanville Regional High School
- Hancock County Schools - Oak Glen High School
- Hancock County Schools - New Oak Glen Middle School
- Hancock County Schools - Weir Middle School / High School
- Barnesville (OH) Schools – new buildings
- Marshall County Schools - Hilltop Elementary (LEED)
- Marshall County Schools - Cameron Middle/High School (LEED)
- West Virginia University - Colson Hall renovations/upgrade
- West Virginia University - State Fire Training Academy
- West Virginia University - Stalnaker Hall roof replacement
- WVU Institute of Technology - Maclin Hall
- West Virginia Northern Community College - B&O Building
- West Virginia Northern Community College - Education Center
- Glenville State College - R.F. Kidd Library
- Wheeling Jesuit University - Erma Ora Byrd Center for Educational Technologies
- Wheeling Jesuit University - Robert C. Byrd National Technology Transfer Center
- West Virginia Army National Guard - Mountaineer Challenge
- Academy at Camp Dawson in Kingwood, WV
- West Virginia Army National Guard - Multi-Purpose Building at Camp Dawson in Kingwood, WV



### *Overview of Scholastic Safety and Assessment Experience*

Because we are experts at the project elements requested in this RFQ, our prior experience will enable us to anticipate common obstacles, provide solutions to overcome them, set realistic schedules, milestones and tasks, meet and exceed your expectations and we understand the ultimate purpose of the project is to improve the safety and security of every school. Patriot Service consultants have worked with well over 200 school districts across the U.S. in assisting them in developing comprehensive security and emergency management programs including supporting needs for the highly competitive U.S. Department of Education Emergency Response and Crisis Management (ERCM) and Readiness and Emergency Management (REMS) grants. Our consultants have developed world-class crisis and emergency management programs that include, but are not limited to, the following:

- Our Emergency Response plans and materials that can be found in thousands of classrooms nationwide. Our benchmarked school emergency response plans are created by a team of our consultants, school administrators and community partners. We design district and school emergency response plans that meet local, state and federal guideline, including the U.S. National Response Framework (NRF) and the National Incident Management System (NIMS).
- Our consultants have conducted over 3000 school Security and Vulnerability Assessments (SVAs). Our SVAs have been adopted and institutionalized by some of the most "high-profile" school districts in the U.S.
- Our consultants have conducted hundreds of comprehensive crisis and emergency response training, ranging from small school groups to thousands of participants.
- Our training and exercise instructors' certifications include NIMS (including a consultant who is an adjunct instructor for FEMA), Homeland Security Exercise and Evaluation (HSEEP), and the Homeland Security Comprehensive Assessment Modeling (HLS-CAM).
- Our consultants have practical experience in the area of school crisis and emergency response situations. They have prevented, mitigated, prepared, responded, and recovered from school-related incidents such as school shootings, homicides, bomb threats and devices, and chemical releases.
- Our personnel include former teachers, school resource officers, school administrators and coaches who are personally knowledgeable about how to interact with school district personnel and the internal framework of emergency management as it relates to an educational setting.
- Patriot Services Corporation has an outstanding relationship with the U.S. Department of Education.
- Our project team has twelve consultants who are ACAMS certified and four of those consultants are actual ACAMS instructors.

### **School Security and Vulnerability Assessment Program (SSVAP) Experience**

Our consultants have conducted over 3,000 School Security and Vulnerability Assessments (SVAs). Our approach to SVAs have been adopted and implemented by some of the most "high-profile" school districts in the U.S. **The U.S. Department of Education** considers our SVA's a best practice and has selected three of our consultants to serve as expert advisory resources for their Readiness and Emergency Management website. These SVAs were also identified "best practice" by the Commonwealth of Virginia and the Kentucky School Board Association (KSBA). On the page that follows is a partial list of just some of the many school districts, educational service centers, and regional educational school authorities with whom our consultants have provided threat, vulnerability and needs assessments; emergency preparedness plan development; and emergency response training programs and exercises.



## School Security and Vulnerability Client List

### Arizona

Isaac Public Schools

### California

Fresno Unified School District

New Haven School District

### Colorado

St. Vrain Valley School District

### Connecticut

Stamford Public Schools

### Florida

Manatee County Schools

Seminole County Schools

### Indiana

Bishop Noll Schools

Boone Township Schools

Crown Point Schools

Duneland Schools

East Chicago Schools

Griffith Public Schools

Hanover Community Schools

Kankakee Valley Schools

Lake Central Schools

Lake Ridge Schools

Lake Station Schools

Merrillville Schools

Munster Schools

Northwest Indiana Educational  
Service Center

Porter Twp. Schools

River Forest Schools

School City of Hobart

School Town of Highland

Tri-Creek School District

Union Twp. Schools

Westfield-Washington Schools

### Kentucky

Allen County Schools

Barren County Schools

Bowling Green City Schools

Breckenridge County Schools

Campbellsville Schools

Caverna Schools

Clinton County Schools

Cumberland County Schools

Daviess County Schools

Edmondson County Schools

Elizabeth City Schools

Glasgow County Schools

Grayson County Schools

Green River Regional  
Educational Service Center

Hardin County Schools

LaRue County Schools

Logan County Schools

Metcalfe County Schools

Monroe County Schools

Ohio County Schools

Pulaski County Schools

Simpson County Schools

Warren County Schools

### Massachusetts

Brockton Public Schools

### Michigan

Ann Arbor Public Schools

Detroit Public Schools

Highland Park Schools

Huron Valley Schools

Lincoln Park Schools

Lincoln Consolidated Schools

Macomb Intermediate School  
District

Mecosta County Schools

Monroe Intermediate School  
District

Northville Public Schools

Plymouth-Canton Schools

Pontiac School District

South Lyon Schools

Rochester Schools

Taylor School District

Walled Lake Schools

Waterford Public Schools

Wayne County Regional  
Educational School Association

Western Oakland Wayne Safe  
Schools Consortium

West Bloomfield Schools

Whitmore Lake Public Schools

### Minnesota

Osseo School District

St. Paul School District

### New Jersey

Newark Public Schools

Trenton Public Schools

Warren County Schools

### North Carolina

Charlotte-Mecklenberg Schools

New Hanover Schools

### Ohio

Akron Public Schools

Anthony Wayne Schools

Bloom-Carroll Schools

Cincinnati Public Schools

Hamilton Public Schools

Lucas County Educational  
Service Center

Maumee Schools

Oregon Schools

Ottawa Hills School District

Perrysburg Schools

Rossford Schools

South Western City Schools

Springfield Schools

Sylvania City Schools

Washington Local Schools

### Oklahoma

Durant Public Schools

### Pennsylvania

Mid-Valley Schools

### Virginia

Hampton Public Schools

Virginia Beach City Public

Schools



### **Scholastic K-12 District and School Emergency Response Plan Experience**

We have decades of experience designing school district and school emergency response plans that meet local, state and federal guidelines. Our benchmarked school emergency response plans are created by a team of our consultants, school administrators and community partners. We integrate the U.S. National Response Plan (NRP), now known as the National Response Framework (NRF) and the National Incident Management System (NIMS) as the nucleus of our plans. Our plans will also meet the requirements of the State of West Virginia's Homeland Security Plan. We have developed emergency response plans for over 200 K-12 school districts across the U.S.

In 2004, our consultants completed a NIMS-compliant Emergency Response Plan and Training program for Seminole County Schools in Sanford, FL. Not long after the new plan was implemented and the training was completed, a student entered a high school with a rifle and took a class hostage. The school followed the ERP and all students were successfully evacuated. The day after the incident, the Director of School Security called the lead consultant Mark Weimerskirch and expressed his gratitude for providing such a comprehensive and easy-to-follow plan. The Director stated, "If it was not for your plan, the outcome would probably have been much worse. Thanks again for a job well done."

### **Training and Exercise Program Experience**

Our consultants have conducted comprehensive crisis and emergency response training programs for over 125 school districts and educational service centers throughout the U.S. We have conducted training programs for small school groups and for thousands of participants through educational service centers. Some of our courses include: Emergency Management for Schools, Crisis Communications, NIMS-ICS, and Disaster Recovery for School Districts.

Our consultants also conduct dozens of emergency management workshops, drills, tabletop, functional and full-scale exercises each year. Our training and exercise instructors' certifications include the Homeland Security Exercise and Evaluation (HSEEP), and the Homeland Security Comprehensive Assessment Modeling (HLS-CAM).

### **Real-life Scholastic K-12 and First Responder Experience**

Our consultants are former police command officers and school security administrators who have practical experience in the area of school crisis and emergency response situations. They have prevented, mitigated, prepared, responded, and recovered from school-related incidents such as school shootings, homicides, bomb threats and devices, and chemical releases. Our personnel know how to interact with school district personnel and the internal framework of emergency management as it relates to an educational setting. Just as important our lead consultants have decades of experience working in the public safety field and building proactive relationships with public safety agencies and to build strong partnerships between these agencies and the school districts we serve.





Client References

Client	Description Of Activities/Timeframe	Contact Information
Lucas County Educational Service Center	<p>Mark Weimerskirch was responsible for updating the emergency response plans for 10 school districts to comply with all local, state and federal guidelines including NIMS-ICS, conducted 10 emergency management training sessions for over 150 key school responders and conducted 10 HSEEP tabletop exercises for over 400 school district administrators and local public safety agencies and other community partners. Developed a new classroom emergency procedures guide for each of the 10 participating school districts. The Emergency Procedures Guides (EPGs) were printed and placed in every classroom, cafeteria, maintenance area, main offices and support facilities in all 80+ schools and support buildings. Also developed an emergency procedures guide for bus drivers. Over 1,000 emergency procedures guides were designed and approved by the State of Ohio's Bus Transportation Director. They were then printed and placed in over 600 school busses. Mark, Tom and their team conducted 80 Security and Vulnerability Assessments and they trained school staff members on how to conduct security and vulnerability assessments so they could perform the SVAs in the future. This training program allows for sustainability within the LCESC Crisis Management and Emergency Response Program. As part of the project 40,000 emergency preparedness guides for parents/guardians to provide them vital information on what they need to do and know when their children's school has an emergency incident.</p>	<p>Mary Himmelein, Dir. of Human Resources, former Emergency Response Crisis Management Grant Administrator. 419.245.4150 <a href="mailto:lcesc_mh@nwoca.org">lcesc_mh@nwoca.org</a></p>
Western Oakland-Wayne (WOW) Safe Schools Consortium	<p>As part of the WOW Safe Schools Consortium's U.S. Department of Education's 2007 Readiness and Emergency Management for Schools (REMS) Grant Project, Patriot Services conducted six district training sessions; six school building training sessions; nine tabletop exercises with different scenarios (including an active shooter); and one large full-scale exercise (based on an active shooter scenario) involving six schools, 138 school buildings and over 70,000 students.</p>	<p>Dr. Neil Currie Instructional Technology Systems Coordinator 5810 Commerce Road West Bloomfield, MI 43824 248.865.6445 <a href="mailto:currie@westbloomfield.k12.mi.us">currie@westbloomfield.k12.mi.us</a></p>
Akron Public Schools	<p>As part of Akron Public Schools' U.S. Department of Education Emergency Response and Crisis Management (ERCM) Grant, Patriot Services reviewed the school system's crisis safety manual, developed tabletop exercises (including an active shooter incident) and then conducted a city-wide full-scale exercise involving an active shooter on campus and included the city's first responders, including fire, police, and EMS.</p>	<p>Robert Boxler Program Manager 70 North Broadway Akron, OH 44308-1911 333.761.3226 <a href="mailto:rboxler@akron.k12.oh.us">rboxler@akron.k12.oh.us</a></p>
Southwestern City Schools	<p>Conducted Security and Vulnerability Assessments, training, and drills. Developed a new Emergency Response Plan, Parent Guides, Bus and Classroom Guides. The new ERP included a pandemic plan. Training included an emergency management workshop for district and community partners.</p>	<p>Gary Sigrist Dir. of Safety and Security 3805 Marlane Dr. Grove City, OH 43123 614.801.3000</p>



Cincinnati Public Schools

Patriot Services assisted the Cincinnati Public Schools with their 2005 ERCM program. Our consultants conducted Security and Vulnerability Assessments of 108 buildings in the Cincinnati Public Schools (which were approximately two-thirds public and one-third private schools), reviewed Emergency Operations Plans, and made recommendations to improve preparedness in each building. We designed and evaluated two district-wide tabletop exercises that tested evacuation and shelter-in-place plans. We also conducted a full-scale, which was one of the largest city-wide exercises for schools in the U.S. It involved multiple city agencies and first responders.

Thomas Gunnell  
Chief Operations Officer  
2651 Burnett Avenue  
Cincinnati, OH 54201-5381  
513.363.0311  
gunnell@cps-k12.org

St. Vrain Valley School District

St. Vrain Valley School District a 2007 REMS grant awardee and our consultants assisted in each phase of their REMS grant project. We developed a new emergency response plan with guides, digital mapping programs to assist internal and external responders with emergency response capabilities and a comprehensive emergency management training and exercise program. The exercise program includes four tabletop exercises and one full-scale exercise. The scenarios for the tabletop exercises include: weather-related; an armed shooter; a bomb threat and explosive device; and armed gangs with guns and explosive devices.

Ms. Lynn Wolfe  
Risk Manager  
Risk Management Services  
395 S. Pratt Parkway  
Longmont, CO 80501  
303.702.7511

Waterford School District

For the district's ERCM grant program, Patriot Services conducted training and developed a full-scale exercise which included evacuating 2000 students and staff during subfreezing weather. In addition, eight tabletop exercises were developed focused on a variety of hazards and crises, including an active shooter.

Rhonda Lessel  
Specialist Community Relations  
1150 Scott Lake Road  
Waterford, MI 48328-1525  
248.706.4867  
[Lesser01@wsdmi.org](mailto:Lesser01@wsdmi.org)

Stamford Public Schools

Patriot Services Corporation assisted the Stamford Public Schools in providing four tabletop exercises. Each tabletop featured a different scenario, including: 1) a hazmat situation resulting from an overturned truck; 2) an active shooter as result of rival gangs; 3) a suspicious package resulting in a detonated explosion; and 4) a child custody situation. The tabletops were attended by school emergency teams and representatives; school district and school board personnel; and officers and personnel from local police, fire, EMS, private ambulance companies and public utilities.

Mr. John Perrota  
Director of Security  
888 Washington Boulevard  
Stamford, CT 06904  
203.977.5820

**Project Management Success Stories Lead by Proposed Project Manager, Mark Weimerskirch**

*(Contact/contact information available upon request)*

*Lucas County Educational Service Center (10 Districts/88 Schools)*

Responsible for updating the emergency response plans for 10 school districts and 88 schools to comply with all local, state and federal guidelines including NIMS-ICS, conducted 10 emergency management training sessions for over 500 key school responders and conducted 10 HSEEP tabletop exercises for over 400 school district administrators and local public safety agencies and other community partners. Developed new classroom emergency procedures guides for each of the 10 participating school districts. The Emergency Procedures Guides (EPGs) were printed and placed in every classroom, cafeteria, maintenance area, main offices and support facilities in all 80+ schools and support buildings. Also developed an emergency procedures guide for bus drivers. Over 1,000 emergency procedures guides were designed and approved by the State of Ohio's Bus Transportation Director. They were then printed and placed in over 600 school busses. The team conducted 88 Security and Vulnerability



Assessments and trained school staff members on how to conduct security and vulnerability assessments so they could perform the SVAs in the future. This training program allows for sustainability within the LCESC Crisis Management and Emergency Response Program. Developed 40,000 emergency preparedness guides for parents/guardians to provide them vital information on what they need to do and know when their children's school has an emergency incident.

*Northwest Educational Service Center (21 School Districts and 120 Schools)*

Responsible for updating the emergency response plans for 21 school districts and 120 schools to comply with all local, state and federal guidelines including NIMS-ICS, also conducted 21 emergency management training sessions for hundreds of key school responders and conducted 21 HSEEP tabletop exercises for hundreds of school district administrators and local public safety agencies and other community partners. We also developed a new classroom emergency procedures guide for each of the 21 participating school districts. The Emergency Procedures Guides (EPGs) were printed and placed in every classroom, cafeteria, maintenance area, main offices and support facilities in all 115+ schools and support buildings. The team conducted 115 Security and Vulnerability Assessments and then trained school staff members on how to conduct security and vulnerability assessments so they could perform the SVAs in the future. This training program allows for sustainability within the NWIESC Crisis Management and Emergency Response Program. We recently developed and printed bus driver and parent emergency procedures guides in June of 2008.

*Green River Regional Educational Consortium (22 School District over 150 schools)*

Responsible for updating the emergency response plans (ERPs) for 22 school districts and over 150 schools to comply with all local, state and federal guidelines including NIMS-ICS, also conducted 22 emergency management training sessions for hundreds of key school responders and conducted 22 HSEEP tabletop exercises for hundreds of school district administrators and local public safety agencies and other community partners. We also developed a new classroom emergency procedures guide for each of the 22 participating school districts. The Emergency Procedures Guides (EPGs) were printed and placed in every classroom, cafeteria, maintenance area, main offices and support facilities in all 120+ schools and support buildings. Developed an emergency procedures guide for bus drivers. These emergency procedures guides were designed by us and approved by the State of Kentucky's Bus Transportation Director. Conducted 75 Security and Vulnerability Assessments and then trained school staff members on how to conduct security and vulnerability assessments so they could perform the SVAs in the future. This training program allows for sustainability within the GRREC Crisis Management and Emergency Response Program. Our consultants also developed a template emergency preparedness guide for parents/guardians to provide them vital information on what they need to do and know when their children's school has an emergency incident.

*Virginia Beach City Public Schools (88 Schools)*

Responsible for updating the emergency response plans for VBCPS and their 88 schools to comply with all local, state and federal guidelines including NIMS-ICS, also conducted numerous emergency management training sessions for key school responders and conducted numerous HSEEP tabletop exercises for hundreds of school district administrators and local public safety agencies and other community partners. Developed new classroom emergency procedures guide which were printed and placed in every classroom, cafeteria, maintenance area, main offices of the 88 schools and support facilities. The team conducted approximately 40 Security and Vulnerability Assessments and then trained school staff members on how to conduct security and vulnerability assessments so they could perform the additional 48 SVAs in the future. This training program allows for sustainability within the VBCPS Crisis Management and Emergency Response Program. Security and Vulnerability Assessments were also conducted for the district's nine high school stadiums.



*Manatee County Schools (60 Schools)*

Responsible for updating the emergency response plans (ERPs) for 60 schools to comply with all local, state and federal guidelines including NIMS-ICS, he also conducted numerous emergency management training sessions for hundreds of key school responders and conducted 10 HSEEP tabletop exercises for school district administrators and local public safety agencies and other community partners. We also developed a new classroom emergency procedures guide for each of the 22 participating school districts. The Emergency Procedures Guides (EPGs) were printed and placed in every classroom, cafeteria, maintenance area, main offices and support facilities in all 120+ schools and support buildings. Mark also developed an emergency procedures guide for bus drivers. These emergency procedures guides were designed by us and approved by the State of Kentucky's Bus Transportation Director. Our consultants conducted 60 Security and Vulnerability Assessments and then trained school staff members on how to conduct security and vulnerability assessments so they could perform the SVAs in the future. This training program allows for sustainability within the Manatee Schools Crisis Management and Emergency Response Program. Our consultants also developed a template emergency preparedness guide for parents/guardians to provide them vital information on what they need to do and know when their children's school has an emergency incident.



## SECTION 4: ACKNOWLEDGEMENT OF REQUIREMENTS

### General Requirements

The Team must complete a schools safety assessment (SSA) for each public school facility in the State of West Virginia to include:

- School Physical Characteristics
- School Site
- Emergency Management Plan
- Vulnerability Analysis and Recommendations

The personnel on the Patriot Services Team who will be conducting the site visits (assessments) are very experienced in conducting security and safety assessments for K-12 school districts. Their experience in performing assessments ranges from facility inspections under FEMA to vulnerability assessments for various clients. To ensure that all the necessary information is captured for this project, an inspection packet will be developed for use by the team in the field. In addition to the Initial Asset Visit (IAV) checklist/inspection form, a supplementary packet will include the following information.

### Facility Floor Plan

Using a combination of readily available as-built information at the schools, diagrammatic floor plans, and visual inspection, the inspection team will survey and record pertinent information about each school to include ingress/egress points, locations of gates and/or barriers, location of any underground access points, location of access doors and door swing direction, including roof access, windows, stairwell and elevator shaft locations, stages, shower facilities, video/surveillance equipment, emergency panels and control systems, and any other information observed that could be important for development of a response to an event.

Once this information has been gathered by the field team, it will be digitally transcribed into a mapping program (CAD or GIS) and provided in Adobe portable document format (PDF) for incorporation into ACAMS.

### Utility Information

Names and contact information (for both normal operations and emergency) of utility providers/owners will be logged for each utility type used at the school such as natural gas, electric, water, sewer, cable, fiber optic, telephone, etc. During the site assessment, field personnel will review readily available as-built information combined with interviews of facilities personnel to develop schematic drawings along the exterior of the facility. The information captured along the exterior includes emergency shutoff valves/points, fire suppression system locations and equipment information, hydrant and fire department connection locations, phone, cable, fiber optic connection points, and emergency power sources.

Once this information has been gathered by the field team, it will be digitally transcribed into a mapping program (CAD or GIS) and provided in Adobe portable document format (PDF) for incorporation into ACAMS.

### Building Information

The team will locate each occupied building on the school property and capture the GPS coordinates for each. In addition, the assessment packet will require the information for each occupied building to include the name (or referenced name), building size (i.e., square footage, exterior dimensions), construction (i.e., number of floors, type and material, roof type), building capacity, work hours and facility population as differentiated by day vs. evening, building use (i.e., hours of operation), identification of any hazardous materials (storage locations, methods and amounts), and utility ownership (including entity).



### **Digital Mapping/Imagery**

Each assessment team will be equipped with digital cameras to capture still image information in the schools. Photo logs will be maintained to describe the photo and the directional information. Interior photos will be taken of classrooms, knock boxes, emergency and security panels (alarm and alarm panels), administrative areas, ingress/egress points to the building, and camera systems to show vantage points. Along the exterior, photos will be taken of the access road, security fencing or barriers, roads, and other geographical information of significance.

All photos will be logged with the descriptions and explanations provided in a concise format for easy reference. The files will be provided electronically with a minimum resolution of 400 dpi on compact disc for each school and the information uploaded to ACAMS.

### **First Responder and Community at Large**

The team will gather contact information through research and interviews with school personnel. A contact sheet will be provided for the school to include the following information:

- School Crisis Response Team roles and responsibilities
- Police, Fire and EMS
- Utility information (as captured under Section IV.C above)
- Transportation agencies (Highways, roadways, railroad)
- Government (city and county)
- Volunteer/support agencies (e.g., American Red Cross)
- County Health Departments, Emergency Management Agencies, and Health and Human Services Resource Offices
- Other (National Weather Service, Poison Control)

### **Emergency Management Plan Review and/or Development**

Our emergency management specialists average more than 26 years of experience as local emergency managers, first responders, and consultants. We understand the critical differences between developing and publishing a national policy or program, and implementing policies and programs at the state and local levels. We recognize that there are no "pre-scripted" answers to emergency management and we tailor our efforts to meet the specific needs of our clients. We are proud of our track record—particularly helping our clients increase their capabilities to effectively prepare, respond, and recover from disasters and emergencies.

Patriot Services has worked with many clients to examine their program development needs and devise plans to build capability and capacity— essential ingredients for local emergency management programs. Patriot Services has supported the development of all types of emergency management plans, including: program development plans; emergency operations plans; continuity of operations and continuity of government plans; mitigation plans; and community recovery plans. We frame our approach to meet our clients' goals with cost-effective and efficient strategies, such as development of templates, guidance documents, and other job aids.

Under this contract, the Planning team, in conjunction with the SBA, will develop a standard template to address the emergency planning concerns for the schools. This template will include, but not be limited to policies, plans and procedures addressing:

- Emergency Communication Procedures
- Emergency response roles and responsibilities
- Evacuation and muster points



- Response definitions and classifications
- Emergency prevention measures
- Review of any existing policies, plans and procedures
- Policy development/creation (early dismissal/evacuation, shelter-in-place)
- Testing procedures (fire drill operations)
- Response procedures (fire emergency, bomb threat/discovery, natural hazard, chemical, utility, demonstration/disturbance, lockdown)

During the assessment, any existing emergency plans for the school will be gathered and incorporated as appropriate into the standard template. Any additional information that is not available will be developed in coordination with the school. An electronic copy (both Microsoft Word and Adobe PDF) will be provided to the school.

### **Vulnerability Analysis and Recommendations**

The Patriot Services Team has conducted hundreds of school Security and Vulnerability Assessments (SVAs). Our approach to SVAs is widely considered "best practice". The Security and Vulnerability Assessment is a systematic, physical examination of the interior of the building, the perimeter, and the surrounding area. The SVA will include inspections of operational systems and interviews with key school leaders to collect valuable information on the security and fire & life safety systems within each facility. The SVA will also evaluate the following areas but is not limited to:

- Exterior of Facility (trees, lights, garbage dumpster, parking, etc.)
- Proximity to roads, railroads, airports, dams, other critical infrastructure etc.
- Vehicular movement, parking lots, and drop-off & pick-up areas
- Ingress & egress of the building
- Interior and exterior lighting
- Hallways, conference rooms, classrooms, and offices
- Cooking facilities, media areas
- Stages, seating areas, restrooms
- Security hardware, access and alarm systems
- Police & security officers/security controls
- Security sensitive areas (mechanical, electrical, computer systems, holding areas, chemical storage, remote buildings and offices)
- Communications systems including PA systems
- Site integration with emergency support services (police, fire, EMS, hospitals)
- Emergency shutdown of HVAC systems

The assessment also includes a list of countermeasures or considerations to improve the current state of security and emergency preparedness. These countermeasures will include a basic "high-moderate-low" rating for a cost benefit analysis (impact versus cost). The considerations cover programs, policies, procedures, training, and equipment.

### **Data Privacy Requirements**

The Patriot Services Team includes staff members who have PCII status. Upon award of the contract, any additional members that will be involved with the project who do not have PCII clearance will be identified and submitted for training.



In addition, team members that will be entering the schools to conduct the assessment will be submitted upon contract award to undergo a background check with the West Virginia State Police.

**Automated Critical Asset Management System**

The Patriot Services Team includes staff members who are ACAMS certified. Upon award of the contract, any additional members that will be involved with entering data into ACAMS for this project who do not currently hold the certification will be submitted for training prior to work beginning.





SECTION 5: COST PROPOSAL

The Cost Proposal has been included with this submission in a sealed envelope marked "Cost Proposal".



School Safety & Vulnerability Assessments  
RFQ: SBA10033, submitted July 7<sup>th</sup>, 2010

SECTION 6: FORMS AND OTHER SUBMISSION REQUIREMENTS



School Safety & Vulnerability Assessments  
RFQ: SBA10033, submitted July 7<sup>th</sup>, 2010

**Acknowledgement of Addendum**



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

# Request for Quotation

RFQ NUMBER  
**SBA10033**

PAGE  
**3**

ADDRESS CORRESPONDENCE TO ATTENTION OF  
**KRISTA FERRELL**  
**304-558-2596**

RFQ COPY

TYPE NAME/ADDRESS HERE  
**Patriot Services Corporation**  
**2655 Oakley Park**  
**Suite 210**  
**Commerce Twp., MI 48390**

SCHOOL BUILDING AUTHORITY  
 2300 KANAWHA BOULEVARD EAST  
 CHARLESTON, WV  
 25311 304-558-2541

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
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05/07/2010  
 ENING DATE: 06/30/2010 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
------	----------	-----	--------	-------------	------------	--------

I HEREBY ACKNOWLEDGE RECEIPT OF THE FOLLOWING CHECKED  
 ADDENDUM(S) AND HAVE MADE THE NECESSARY REVISIONS TO MY  
 PROPOSAL, PLANS AND/OR SPECIFICATION, ETC.

ADDENDUM NO.'S:

- NO. 1 6/16/2010
- NO. 2 6/22/2010
- NO. 3
- NO. 4
- NO. 5

I UNDERSTAND THAT FAILURE TO CONFIRM THE RECEIPT OF TH  
 ADDENDUM(S) MAY BE CAUSE FOR REJECTION OF BIDS.

VENDOR MUST CLEARLY UNDERSTAND 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.

*Thomas Quisenberry*  
**Thomas Quisenberry**  
 SIGNATURE

**Patriot Services Corporation**  
 COMPANY

**July 6, 2010**  
 DATE

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

NAME	TELEPHONE	DATE
------	-----------	------

ICE President	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE
---------------	------	-----------------------------------

WHEN RESPONDING TO RFQ INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



School Safety & Vulnerability Assessments  
RFQ: SBA10033, submitted July 7<sup>th</sup>, 2010

**Bid Bond**

*Attached*



**Purchasing Affidavit**

School Safety & Vulnerability Assessments  
RFQ: SBA10033, submitted July 7<sup>th</sup>, 2010

VERIFY THE AUTHENTICITY OF THIS MULTITONE SECURITY DOCUMENT

CHECK BACKGROUND AREA CHANGES COLOR GRADUALLY FROM TOP TO BOTTOM



FIFTH THIRD BANK

CASHIER'S CHECK

Pay to the

Order of: STATE OF WEST VIRGINIA \*\*\*

Amount: FIFTY THOUSAND 00/100 US DOLLARS

July 06, 2010

\$ \*\*\*\*\*50,000.00

16778458

Drawn on: Fifth Third Bank, Kentucky, Inc  
Lexington, KY

Transaction Number: 452114079  
Cost Center: 5221

Memo: SBA 10033

Purchased by: PATRIOT SERVICES CORPORATION

The purchase of a Surety Bond may be required before any Cashier's Check on this bank will be replaced or refunded in the event it is lost, misplaced, or stolen.

*Steffen Krobecki*

Authorized Signature

THE ORIGINAL DOCUMENT HAS A WHITE REFLECTIVE WATERMARK ON THE BACK.

HOLD AT AN ANGLE TO SEE THE MARK WHEN CHECKING THE ENDORSEMENTS.

RFQ No. SBA 10033

STATE OF WEST VIRGINIA  
Purchasing Division

**PURCHASING AFFIDAVIT**

**West Virginia Code §5A-3-10a states:** 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 the debt owed is an amount greater than one thousand dollars in the aggregate.

**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

"Debtor" means any individual, corporation, partnership, association, limited liability company or any other form or business association owing a debt to the state or any of its political subdivisions. "Political subdivision" means any county commission; municipality; county board of education; any instrumentality established by a county or municipality; any separate corporation or instrumentality established by one or more counties or municipalities, as permitted by law; or any public body charged by law with the performance of a government function or whose jurisdiction is coextensive with one or more counties or municipalities "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.

**EXCEPTION:** The prohibition of this section does not apply where a vendor has contested any tax administered pursuant to chapter eleven of this 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

Under penalty of law for false swearing (*West Virginia Code §61-5-3*), it is hereby certified that the vendor affirms and acknowledges the information in this affidavit and is in compliance with the requirements as stated

**WITNESS THE FOLLOWING SIGNATURE**

Vendor's Name: Patriot Services Corporation

Authorized Signature: *Thomas G. Quisenberry* Date: 7/6/2010

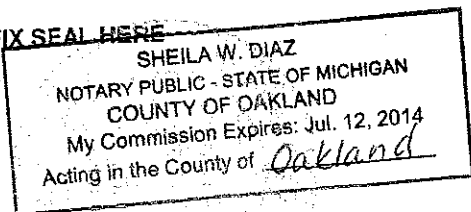
State of Michigan

County of Oakland, to-wit:

Taken, subscribed, and sworn to before me this 6 day of July, 2010

My Commission expires July 12, 2014

AFFIX SEAL HERE



NOTARY PUBLIC *Sheila W. Diaz*