



BRENNAN ARCHITECTS LLC
Urban Design ♦ Architecture ♦ Interiors

October 13, 2009

Mr. John Abbott, Buyer
Purchasing Division
Building 15
2019 Washington Street, East
P.O. Box 50130
Charleston, WV 25305-0130

**Re: RFQ #RJCMNT012: The West Virginia Regional Jail & Correctional Facility Authority
Repair, Replacement, and/or Renovation Program**

Dear Mr. Abbott:

We are pleased to present our Expression of Interest to provide Architectural Services for the West Virginia Regional Jail & Correctional Facility Authority Repair, Replacement, and/or Renovation Program.

Brennan Architects is uniquely qualified to meet the demands of this program, both because of our firm's lengthy correctional facility portfolio and because of the credentials of individuals on our team. Michael Henley, AIA, Brennan Architects' Criminal Justice Architect, served as Project Architect for each of the 10 Regional Jails in the West Virginia Regional Jail & Correctional Facility Authority program. He was involved in and oversaw the design of the original Jail prototype, the production of Construction Documents, and was involved with Construction Administration, including the review of shop drawings, RFPs, and site inspections.

Brennan Architects was established in 1992 and, since then, has emerged as one of the few firms that specialize in correctional facility evaluation, planning, and design. We are the design arm of The Brennan Group, which, in addition to design services, provides construction management and detention facility operations expertise to local governments throughout the South Atlantic states. Recent projects include the design of the J. Reuben Long Detention Center in Conway, South Carolina, and the Pitt County Detention Center and Onslow County Justice Center in North Carolina. Brennan Management Services provided construction management on these projects, while Brennan Consulting & Training Services provided operations and transition/activation expertise.

What makes us valuable to clients is this ability to bring design, construction, and operations expertise to bear on each project awarded to us. We will use all of the expertise of our firm to meet the repair, replacement and/or renovation demands of the West Virginia Regional Jail & Correctional Facility Authority program. Please do not hesitate to contact me with any questions you may have.

Sincerely,

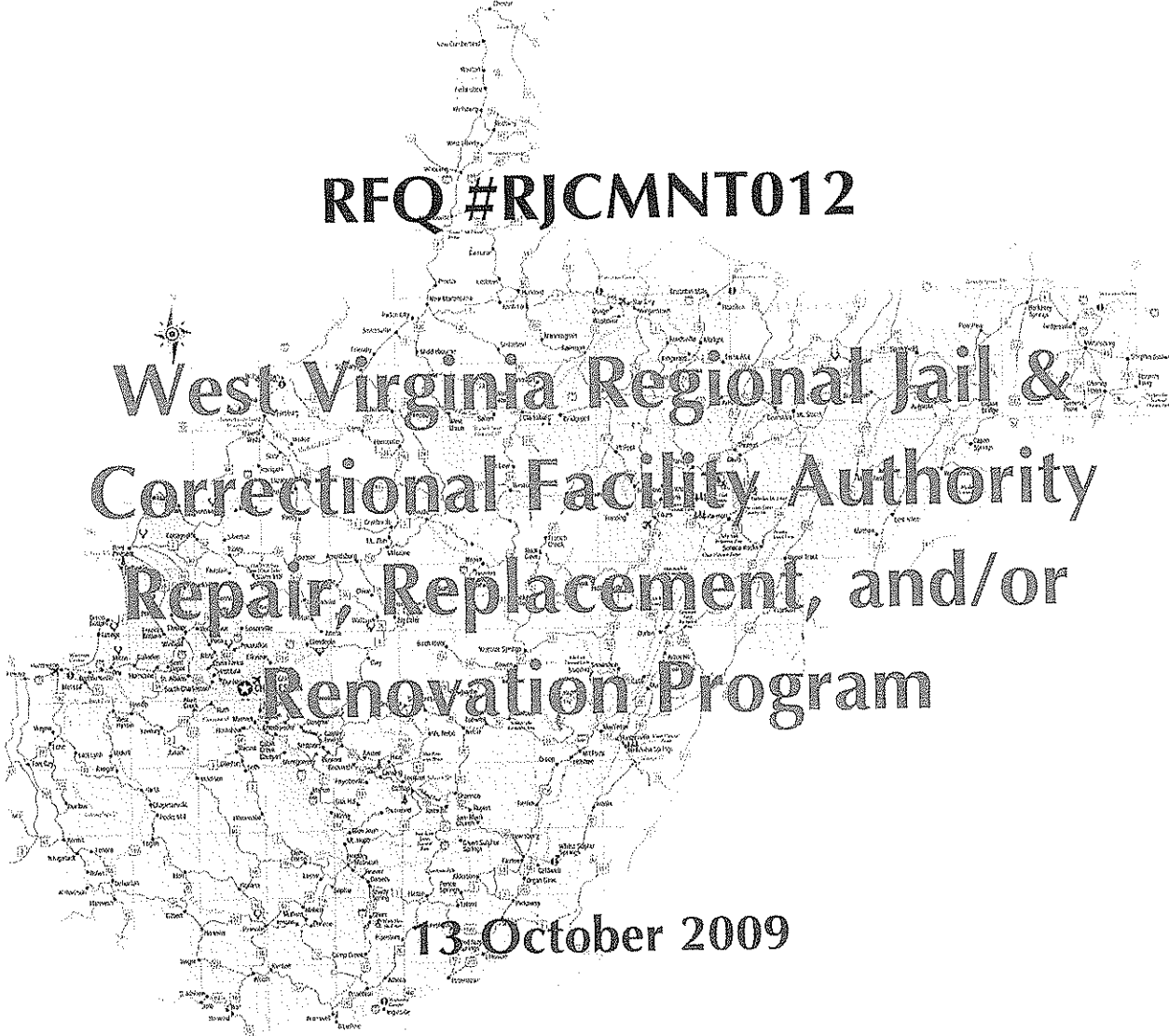
James Brennan, AIA

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PURCHASING DIVISION
STATE OF WV

RFQ #RJCMNT012



**West Virginia Regional Jail &
Correctional Facility Authority
Repair, Replacement, and/or
Renovation Program**

13 October 2009



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CHARLOTTE

COLUMBIA

MONTGOMERY

LONDON



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Sincerely,



James Brennan, AIA



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 Department of Administration
 Purchasing Division
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Request for Quotation

RFQ NUMBER:
RJCMNT012

PAGE:
1

ADDRESS CORRESPONDENCE TO ATTENTION OF:
**JOHN ABBOTT
 304-558-2544**

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Brennan Group, LLC
 1233 Washington Street Suite 500
 Columbia, SC 29201

REG'L JAIL & CORR'L AUTH'Y
 VARIOUS LOCALES AS INDICATED
 BY ORDER

| DATE PRINTED | TERMS OF SALE | SHIP VIA | F.O.B. | FREIGHT TERMS |
|--------------|---------------|----------|--------|---------------|
| 09/20/2009 | | | | |

BID OPENING DATE: **10/13/2009** BID OPENING TIME **01:30PM**

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| 0001 | 1 | LS | | 906-07 | | |
| <p>ARCHITECT SERVICES, PROFESSIONAL</p> <p>OPEN END CONTRACT TO PROVIDE ARCHITECT AND ENGINEERING SERVICES FOR THE WEST VIRGINIA REGIONAL JAIL AND CORRECTIONAL FACILITY AUTHORITY, PER THE SPECIFIC PROJECTS LISTED IN THE EXPRESSION OF INTEREST DOCUMENTATION.</p> <p>EXHIBIT 3</p> <p>LIFE OF CONTRACT: THIS CONTRACT BECOMES EFFECTIVE ON AND EXTENDS FOR A PERIOD OF ONE (1) YEAR OR UNTIL SUCH "REASONABLE TIME" THEREAFTER AS IS NECESSARY TO OBTAIN A NEW CONTRACT OR RENEW THE ORIGINAL CONTRACT. THE "REASONABLE TIME" PERIOD SHALL NOT EXCEED TWELVE (12) MONTHS. DURING THIS "REASONABLE TIME" THE VENDOR MAY TERMINATE THIS CONTRACT FOR ANY REASON UPON GIVING THE DIRECTOR OF PURCHASING 30 DAYS WRITTEN NOTICE.</p> <p>UNLESS SPECIFIC PROVISIONS ARE STIPULATED ELSEWHERE IN THIS CONTRACT DOCUMENT, THE TERMS, CONDITIONS AND PRICING SET HEREIN ARE FIRM FOR THE LIFE OF THE CONTRACT.</p> <p>RENEWAL: THIS CONTRACT MAY BE RENEWED UPON THE MUTUAL WRITTEN CONSENT OF THE SPENDING UNIT AND VENDOR, SUBMITTED TO THE DIRECTOR OF PURCHASING THIRTY (30) DAYS PRIOR TO THE EXPIRATION DATE. SUCH RENEWAL SHALL BE IN ACCORDANCE WITH THE TERMS AND CONDITIONS OF THE</p> | | | | | | |

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

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| SIGNATURE | TELEPHONE | DATE |
| TITLE | FEIN | ADDRESS CHANGES TO BE NOTED ABOVE |

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



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| <p>ORIGINAL CONTRACT AND SHALL BE LIMITED TO TWO (2) ONE (1) YEAR PERIODS.</p> <p>CANCELLATION: THE DIRECTOR OF PURCHASING RESERVES THE RIGHT TO CANCEL THIS CONTRACT IMMEDIATELY UPON WRITTEN NOTICE TO THE VENDOR IF THE COMMODITIES AND/OR SERVICE SUPPLIED ARE OF AN INFERIOR QUALITY OR DO NOT CONFORM TO THE SPECIFICATIONS OF THE BID AND CONTRACT HEREIN.</p> <p>OPEN MARKET CLAUSE: THE DIRECTOR OF PURCHASING MAY AUTHORIZE A SPENDING UNIT TO PURCHASE ON THE OPEN MARKET, WITHOUT THE FILING OF A REQUISITION OR COST ESTIMATE, ITEMS SPECIFIED ON THIS CONTRACT FOR IMMEDIATE DELIVERY IN EMERGENCIES DUE TO UNFORESEEN CAUSES (INCLUDING BUT NOT LIMITED TO DELAYS IN TRANSPORTATION OR AN UNANTICIPATED INCREASE IN THE VOLUME OF WORK.)</p> <p>QUANTITIES: QUANTITIES LISTED IN THE REQUISITION ARE APPROXIMATIONS ONLY, BASED ON ESTIMATES SUPPLIED BY THE STATE SPENDING UNIT. IT IS UNDERSTOOD AND AGREED THAT THE CONTRACT SHALL COVER THE QUANTITIES ACTUALLY ORDERED FOR DELIVERY DURING THE TERM OF THE CONTRACT, WHETHER MORE OR LESS THAN THE QUANTITIES SHOWN.</p> <p>ORDERING PROCEDURE: SPENDING UNIT(S) SHALL ISSUE A WRITTEN STATE CONTRACT ORDER (FORM NUMBER WV-39) TO THE VENDOR FOR COMMODITIES COVERED BY THIS CONTRACT. THE ORIGINAL COPY OF THE WV-39 SHALL BE MAILED TO THE VENDOR AS AUTHORIZATION FOR SHIPMENT, A SECOND COPY MAILED TO THE PURCHASING DIVISION, AND A THIRD COPY RETAINED BY THE SPENDING UNIT.</p> <p>BANKRUPTCY: IN THE EVENT THE VENDOR/CONTRACTOR FILES FOR BANKRUPTCY PROTECTION, THE STATE MAY DEEM THE CONTRACT NULL AND VOID, AND TERMINATE SUCH CONTRACT</p> | | | | | | |

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| WITHOUT FURTHER ORDER. THE TERMS AND CONDITIONS CONTAINED IN THIS CONTRACT SHALL SUPERSEDE ANY AND ALL SUBSEQUENT TERMS AND CONDITIONS WHICH MAY APPEAR ON ANY ATTACHED PRINTED DOCUMENTS SUCH AS PRICE LISTS, ORDER FORMS, SALES AGREEMENTS OR MAINTENANCE AGREEMENTS, INCLUDING ANY ELECTRONIC MEDIUM SUCH AS CD-ROM. REV. 05/26/2009 NOTICE A SIGNED BID MUST BE SUBMITTED TO: DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION BUILDING 15 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25305-0130 THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED: SEALED BID BUYER: JOHN ABBOTT (32)----- RFQ. NO.: RJCMNT012----- BID OPENING DATE: 10/13/2009----- BID OPENING TIME: 1:30 PM----- | | | | | | |

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|--|----------|-----|--------|-------------|------------|--------|
| PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID: ----- (803) 788-7671 ----- CONTACT PERSON (PLEASE PRINT CLEARLY): ----- JIM BRENNAN ----- ***** THIS IS THE END OF RFQ RJCMNT012 ***** TOTAL: _____ | | | | | | |

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"I can best sum it up by saying that **they focus on the project**. Most firms don't understand what this means or how important it is, but they understand how critical it is at the Brennan Group.

Projects of any magnitude will have issues that arise, things that need to be addressed or fixed or changed. It's the nature of the beast. The difference with The Brennan Group is that they focus on the project, the success of the project, not on themselves, their image, or their individual egos.

What I haven't seen very often in the thirty years I've been doing this is a design or construction firm working so quickly, so readily, or so conscientiously on behalf of the owner and the success of the project. **That's what matters to them: the success of the project.**"

Gary Watson
Director of Construction
and Maintenance
Horry County, South Carolina

Columbia

1233 Washington Street
Suite 500
Columbia, SC 29201

Telephone: 803-788-7717
Fax: 803-788-7671

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jbrennan@brennansc.com

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London SW15 2NU

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fax: 44 20 88744219

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Ringwood, Hampshire BH24 1EX

Telephone: 44 4 25485234
fax: 44 14 25482882

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The West Virginia Regional Jail and Correctional Facility Authority
Repair, Replacement, and/or Renovation Program - RJC-MNT012

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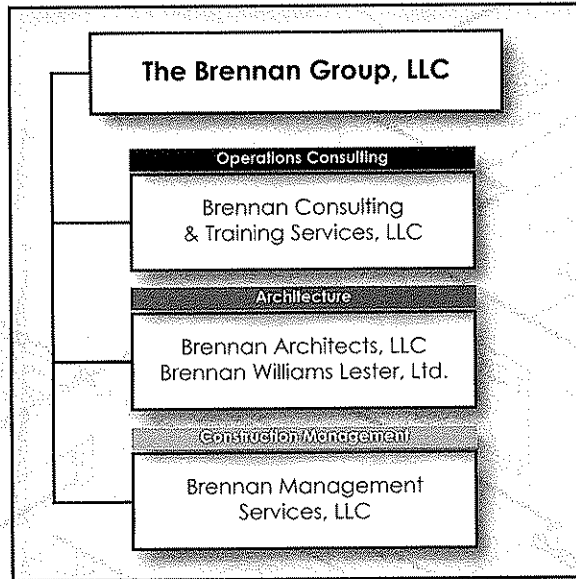
1. Firm Profile



Brennan Architects, LLC, was founded in South Carolina in 1992 by Jim Brennan, who brought his lengthy experience as Managing Partner of a large architecture practice to this new venture. Since that time, we have devoted our efforts exclusively to the planning and design of criminal justice facilities, including jails, law enforcement centers, prisons, and other government buildings.

We have successfully served clients throughout North and South Carolina, Florida, Georgia, Arkansas, Mississippi, Alabama, and in other regions of the U.S. and overseas. Brennan Architects works closely with clients to define a program that balances functionality, practicality, and aesthetic possibility. This collaborative approach results in intelligent designs that truly respond to the community's needs.

Brennan Architects is the design arm of a much larger organization, The Brennan Group, LLC, which provides detention facility operations consulting and construction management, in addition to full-service architectural design.



The Brennan Group's commitment to rigorous analysis and the development of options, our comprehensive knowledge of facility operations, and our unwavering advocacy for the client's best interests have made us the choice of state and local governments with complex criminal justice repair, replacement, or renovation programs on their dockets.

The chart on the following page describes the services and expertise that each division of The Brennan Group will apply to the West Virginia Regional Jail and Correctional Authority program.

| |
|---|
| <p>Name, Address, Telephone: Brennan Architects, LLC The Brennan Group, LLC 1233 Washington Street Suite 500 Columbia, SC 29201 Telephone: 803-788-7717 Fax: 803-788-7671 Contact: Jim Brennan, AIA jbbrennan@brennansc.com</p> <p>Year Established: 1992</p> <p>Original Name of Firm: Brennan Associates, Inc.</p> <p>Type of Ownership: Corporation</p> <p>West Virginia Business Registration 2226-7477</p> <p>Size of Company: 30 design and support personnel</p> <p>Offices: Columbia, SC Charlotte, NC* Montgomery, AL Seattle, WA London and Ringwood, UK</p> <p><small>*Design and Construction services for the West Virginia Regional Jail & Correctional Authority program will be performed from our Charlotte Design Studio and on-site</small></p> |
|---|

Expression of Interest - October 13, 2009
 The West Virginia Regional Jail and Correctional Facility Authority
 Repair, Replacement, and/or Renovation Program - RJCMT012

Consulting

Brennan Consulting & Training Services works with detention facility and law enforcement agencies to provide:

- Expertise in operations processes that improve efficiency, reduce liability, and cut costs
- Feasibility Studies and Needs Analyses
- Business planning
- Facility and operations assessments
- Renovation, expansion, and new construction options
- Liability management
- Recommendations on cost-saving opportunities in service delivery

We work with the design team to organize space, work flow, and circulation patterns in new construction or renovation programs.

We provide a full range of Transition & Activation Services that begin in the construction phase

In addition, BCTS develops training programs that address the specific needs in a facility and brings those programs on-site.

Architecture

Brennan Architects was founded in South Carolina in 1992 by Jim Brennan, who brought his lengthy experience as Managing Partner of a large architecture practice to this new venture, along with his specialty in justice and correctional projects.

The firm's design portfolio includes projects in a variety of market sectors, including historic preservation, commercial, hospitality, and multi-unit residential, with its specialty remaining criminal justice facilities of all kinds.

Brennan Architects creates buildings that allow people to work in a better, more productive environment. We take the time to learn how people need to move in and through a particular space. We look for ways to contribute to operational efficiency by making our designs respond to the people who will live, work, and visit the finished building.

We work with clients to design spaces that balance functionality, practicality, and aesthetic possibility. We seek cost-effective solutions that varied interests can endorse with enthusiasm. This collaboration results in intelligent designs that truly respond to the community's needs.

Construction

Brennan Management Services employs professionals who do more than simply build from the drawings handed to them. We deliver a better finished product by engaging—actively and collaboratively—in the entire range of activities that occurs before actual building even begins.

We work with the design team to develop estimates, provide value engineering, constructability reviews, and scheduling expertise as design progresses, which allows for improvements in the budget and eliminates unnecessary lags in the design process.

We develop construction programs that are structured but nimble enough to deal with changing circumstances. We take advantage of the economies that result from careful planning and constantly look for ways to work better, faster, smarter.

As the building process moves from paper to place, BMS personnel work with the design team to address issues as they arise on-site.

This integrated approach speeds the process. More important, it delivers a better finished product.



1. Firm Profile

Expression of Interest - October 13, 2009
The West Virginia Regional Jail and Correctional Facility Authority
Repair, Replacement, and/or Renovation Program - RJC/MNT012



The following pages describe the qualifications of Brennan Architects and the consulting and construction management arms of The Brennan Group, with particular regard to the Procurement Specifications listed in the State of West Virginia's Request for Expressions of Interest.

Subsequent sections of our response contain more detailed discussions about key personnel qualifications, our design approach to this project, and examples of similar experience.

A. A statement of the firm's experience in any and all aspects of the projects referenced in the EOI. Include all in-house capabilities; Consultants to be utilized; etc.

Michael Henley, AIA, Brennan Architects' Criminal Justice Architect, served as Project Architect for each of the 10 Regional Jails in the West Virginia Regional Jail & Correctional Facility Authority program.

Mr. Henley was involved in and oversaw the design of the original Jail prototype, the production of Construction Documents (including, civil, architectural, structural, plumbing, mechanical, electrical and security), and was involved with Construction Administration, including the review of shop drawings, RFPs, and site inspections.

Mr. Henley is thoroughly knowledgeable about the equipment and finishes installed in the jails and was involved in the selection or approval of many of them. With the help of a Security Consultant, Mr. Henley helped design the security system for the original prototype and later took over the security design responsibility for the remaining jails.

B. A statement of the firm's understanding of all federal and state regulations regarding institutional construction projects;

Brennan Architects has designed quite a number of correctional facility projects since 1992. Each of these projects has conformed to the applicable American Correctional Association standards and International Building Code versions as adopted in the relevant state, as well as all fire, health, environmental, and associated trades codes.

When designing a new project, we review plans at the schematic and design development phases, as well as at the completion of design, to ensure that the facility's capacity, construction, and services comply with the IBC, ACA, and NFPA standards, as well as any other standards pertaining to public safety or emergency services facilities.

In addition, our knowledge of the various codes enables us to perform compliance studies on existing structures. We use site visits and existing plan reviews to create reports calculating the allowable capacity of the existing facility under the governing codes and standards, identify areas of non-compliance and/or concerns, and prepare recommendations for identified security risks or facility shortcomings.

1. Firm Profile

- C. **A brief narrative which indicates the level of understanding of general mechanical (including heating, ventilation and air conditioning), plumbing, electrical, technological, fire safety, and minimum security systems construction;**

Since the establishment of Brennan Architects in 1992 we have concentrated the efforts of our firm exclusively on the planning, design, and construction of criminal justice facilities, including jails, law enforcement centers, prisons, and other high security buildings.

Because our firm includes professionals who have designed, built, and operated jails, our knowledge of the specialized mechanical, electrical and plumbing systems, technology, communications, and security systems is comprehensive.

In the event that a particular project in the West Virginia Regional Jail & Correctional Authority program would benefit from additional expertise, Brennan Architects has established relationships with many consulting firms, including Michael Baker Jr., Inc., a Charleston, West Virginia, engineering consulting firm with expertise in a wide range of correctional facility projects.

- D. **A brief narrative which indicates the firm's level of understanding of the operational, security, and functional requirements of institutional facilities;**

Correctional projects that succeed and remain cost-effective investments require designs that derive from a thorough understanding of how personnel need to function now and in a new or renovated space. Brennan Architects devotes the time necessary to gathering information about how staff function currently, their mission and responsibilities, how the workload may change or expand in a new or renovated facility, and how personnel believe processes could be improved by a more responsive design.

In instances where a space needs study contains valuable preliminary information, the Brennan Architects team confers with facility personnel regarding the findings in the study, considers options, contributes recommendations, and offers suggestions regarding improvements that may shorten the project schedule or save project dollars.

In addition to gathering and analyzing information regarding facility operations, we devote considerable time during the project planning phase to evaluating the type, cost, and availability of security systems, emergency services electronics, and other items that are particular and specific to correctional facilities. This planning ensures that our clients use their limited dollars in the most cost-effective manner and install security systems that ensure the safety of facility personnel and the public.

Ultimately, we take what we learn about how the facility functions and convert that knowledge into designs that capture the spirit, detail, and demands of the client's program. The design options we develop are informed by and grounded in a thorough understanding of how the facility will be used and the most efficient and secure organization of the physical space.

Unique Qualifications

Expression of Interest - October 13, 2009
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■ Firm Resources and Capacity

Brennan Architects, Brennan Consulting & Training Services, and Brennan Management Services compose The Brennan Group, LLC.



The process we use to save clients time, money, headaches, distractions, is what makes us different. Professionals from each discipline—design, construction, operations consulting—contribute to each project awarded to the firm. We work as a team from the start, teasing out how to answer your needs, how to develop a design that is both functional and aesthetically pleasing. We analyze and address issues together. We build together. We use the expertise that each discipline brings to improve the project, stretch the budget, shorten the schedule, work better, faster, smarter.

This integrated team and process more fully serves our clients' interests. It eliminates the communication problems and antagonisms that typically slow design and construction programs. It provides both time and room for the development of creative, cost-saving approaches that benefit our client.

In addition to the way we work, The Brennan Group offers tremendous resources under one roof:

- The depth of a firm with work currently under construction or in the preconstruction phase
- Offices in the United States and two locations in the UK that allow us to serve clients readily, regardless of project location or time of day
- The capacity to call upon operations, design, and construction professionals and a network of specialty consultants that are critical to the specialized nature of the projects we build
- An outstanding technical services team that provides estimating, scheduling, logistics, constructability, and value analysis
- The strength of a well-established organization with a history of repeat work

The following pages describe The Brennan Group's unique qualifications in design, construction, and operations consulting. The combined strengths of our firm will be used to advance the West Virginia Regional Jail & Correctional Facility Authority's program.

Flexibility in Design Case in Point:

Pitt County Detention Center Greenville, North Carolina

The new Pitt County Detention Center meets the County's current and near-term needs, but, more importantly, it provides for the long-term:

We designed the facility as a campus, with kitchen and ancillary space that can support approximately 1,500 beds.

Our design for the internal secure corridor system allows the facility to expand, with housing units connecting to one another as they are added.

Unique Qualifications



■ Qualifications of Key Personnel and Level of Involvement

The West Virginia Regional Jail & Correctional Facility Authority program will be directed and led by individuals who have designed West Virginia Regional Jails, as well as jails of all sizes throughout the South Atlantic states.

These individuals have provided planning, design, construction, and transition/activation services for large and small facilities, new and expanded facilities, facilities in every region of the country. They will remain involved in the project from award through project close-out, and are available to our clients at any time, for any reason.

The following chart captures the years of experience and particular design experience of each member of our team. The Brennan Architects team will be supported by personnel from Brennan Consulting & Training Services and Brennan Management Services, as well as by engineering consulting firms, as the project requires.

| Name/ Project Role | Years' Experience in Jail Design/ Security/Operations | Range of Beds in Project Experience | Total Beds in Project Experience |
|---|---|---|--|
| Jim Brennan, AIA Principal Project Designer | 30 | 3 beds to 3,000 beds | approx. 40,000 |
| Donn McCrary Director Project Development | 30 | 5 beds to 2,200 beds | approx. 50,000 |
| Michael Henley, AIA Criminal Justice Architect | 35 | 29 beds to 1,200 beds | approx. 6,000 |
| Todd B. Davis, Sr. Criminal Justice Operations Specialist | 20 | 12 beds to 1,000 beds | approx. 5,000 |
| Laurie Gibbs Policies & Procedures/ Standards Compliance Specialist | 23 | 300 to 1,800 | approx. 25,000 |

Resumes for each member of our team can be found in the Key Personnel section of this response.

■ Wide Range of Criminal Justice Design Experience

The Brennan Group offers expertise in detention facility planning, design, construction and operations that comes from decades in the criminal justice sector. In addition to design and construction professionals, we employ former Jail Administrators, law enforcement professionals, risk managers, National Institute of Corrections experts, detention and court personnel—individuals with actual experience working in prisons, jails, and detention facilities.

Unique Qualifications

Our combined portfolio includes challenging assignments for a wide range of clients, among them:

- West Virginia Regional Jail & Correctional Facility Authority
- Federal Bureau of Prisons
- South Carolina Department of Corrections
- South Carolina Dept. of Juvenile Justice
- Arkansas Department of Correction
- Virginia Department of Corrections
- Her Majesty's Prison Service/United Kingdom
- The Republic of South Africa/Department of Public Works
- Local governments throughout North and South Carolina, Virginia, Georgia, Florida, and Mississippi

■ Energy Efficiency and Sustainability in Correctional Facility Design

Brennan Architects has provided design services for a wide variety of correctional facilities. Recent projects in the region include:

- **Horry County Sheriff's Office/
J. Reuben Long Detention Facility**
Conway, South Carolina
- **Pitt County Detention Center**
Greenville, North Carolina
- **Onslow County Justice Complex**
Jacksonville, North Carolina

Our designs for correctional facilities typically incorporate the following priorities:

- Energy efficiency in building materials and design
- Durable materials that require minimal maintenance in order to reduce operations costs over the lifetime of the facility
- Natural light, with trees and vegetation to provide shading
- Thermal comfort and good indoor air quality
- Non-toxic materials in furniture, fixtures, and equipment
- Flexibility in today's design so that the facility can expand to meet changing needs in the future

■ Technical Services Expertise

The Brennan Group differentiates itself in a crowded marketplace by building each project on a foundation of solid planning and by putting at the client's disposal the considerable intellectual capital of the firm.

Professionals with expertise in all aspects of preconstruction phase



Unique Qualifications

Expression of Interest - October 13, 2009
The West Virginia Regional Jail and Correctional Facility Authority
Repair, Replacement, and/or Renovation Program - RJC-MNT012

analysis ensure project success on the ground by, first, examining every aspect of the project on paper.



We review existing plans and specifications, develop value engineering options, and apply the complete range of technical tools at our disposal to ensure that the project budget, schedule, and approach are feasible, achievable, and in the interests of our client.

We consider the following:

- Life cycle costing
- Cost-saving measures
- Value engineering changes
- More cost-efficient material selections
- Better long-term constructability solutions
- Schedule reductions

This analysis in the earliest stages of the project allows us to develop more accurate budgets and more predictable outcomes for our client.

■ Construction Management Expertise

Brennan Management Services, the construction and project management arm of The Brennan Group, employs professionals who do more than simply build from the drawings handed to them. We deliver a better finished product by engaging—actively and collaboratively—in the entire range of activities that occurs before actual building even begins.

We work with the design team to develop estimates, provide value engineering, constructability reviews, and scheduling expertise as design progresses, which allows for improvements in the budget and eliminates unnecessary lags in the design process.

We develop construction programs that are structured but nimble enough to deal with changing circumstances. We take advantage of the economies that result from careful planning and constantly look for ways to work better, faster, smarter.

As the building process moves from paper to place, BMS personnel work with the design team to address issues as they arise on-site.

This integrated approach speeds the process. More important, it delivers a better finished product.

Case in Point:

Horry County Sheriff's Office
J. Reuben Long Detention Center
Conway, South Carolina

"I had the opportunity last night to tell the County Administrator about the good bid results at the J. Reuben Long Detention Center, and I also told him that I believe we are getting the best CM services from your staff that we have ever received.

I have been told that I'm an unusual owner's rep, which means I'm a pain in the butt, or worse. I believe in hard work every day, and your team obviously does too. Keep up the good work."

Gary Watson
Director of Construction
and Maintenance
Horry County, South Carolina

Unique Qualifications

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■ Operations Expertise

Brennan Consulting & Training Services, the consulting arm of The Brennan Group, serves local government agencies that require operational assessments, including expertise on facility staffing, security, and all facets of administration and operations.

During the pre-construction phase, we gather a great deal of information about how the facility operates currently, how staff and management anticipate working in the new facility, and how personnel believe processes could be improved. We work with the design team to organize space, work flow, and circulation patterns to achieve the greatest functionality and security for staff and the general public.

During the construction phase, BCTS begins to define concrete plans for the physical move and operation of the new facility.

- We develop logistics plans for moving staff and inmates into the new facility.
- We organize recruitment and training programs.
- We write RFPs to solicit vendors for relevant services in the new facility.
- We write policies and procedures manuals that structure operations and ensure consistency in security protocols.

Prior to the move, BCTS conducts tours for facility staff and representatives. We direct the physical move into the new building and return for a formal review after 60 days to address any outstanding issues, evaluate operations, and refine processes.

■ Expertise in Jail Standards & Compliance

The Brennan Group is one of the very few firms that offers expertise in standards for state prison systems and local government detention agencies. The Policies and Procedures Manuals that we write address the corrections needs of the specific institution and community in question. They incorporate applicable and current statutes, regulations, case law, and common practice, and are grounded in ACA Standards and ICE Standards, if applicable or indicated.

The Policies and Procedures Manuals that we research and write give administrators the most effective tool to cut costs, operate more efficiently, and reduce the likelihood of litigation. Our manuals also contribute to a more structured and pleasant working environment, which delivers its own benefit: staff retention.



Case in Point:

Pamlico County Sheriff's Office
Bayboro, North Carolina

"We went from a 30-bed facility with 7 staff, to a new facility that's 3 times bigger with 27 staff.

We went from contact visits, a cash system in the commissary, and outdated Policies and Procedures, to a new facility with touchscreens, central control, video visitation: a totally different operation, as different as apples to oranges.

The Brennan Group came in and trained our staff, wrote a new Policies & Procedures Manual, and completely structured how we operated so that when our staff walked into the new facility, you'd have thought they'd always been there."

Russell Willis
Jail Administrator
Pamlico Co. Detention Facility

Reiterated by Sheriff Sawyer
Pamlico County, North Carolina

Unique Qualifications

Ms. Laurie Gibbs, The Brennan Group's Standards Compliance Specialist, offers expertise from more than two decades in state prison and local government detention systems. Key positions prior to joining The Brennan Group include:



- Ms. Gibbs is a veteran of the South Carolina Department of Corrections where she was responsible for monitoring and ensuring compliance with standards in every one of the State's Work Release facilities, and minimum, medium, or med-maximum security prisons, including death row and lock-up.
- Ms. Gibbs also served as Executive Assistant for Legal Settlements and Compliance, where, as Compliance Monitor for a Federal Class Action Consent Decree, she worked with the South Carolina Department of Corrections to respond to more than 400 requirements, standards, and federal mandates over an eight year period. The Consent Decree was fully executed and closed within eight years.
- As Division Director, Policy Development, Ms. Gibbs was responsible for the development and implementation of a system-wide Policies and Procedures Manual for the entire South Carolina Department of Corrections. The 33 State-level prisons and work release centers had been operating with individual policy manuals for each prison, which resulted in inconsistent management and operational processes across the system.

■ Population Forecasting Expertise

The Brennan Group offers both knowledge of the most effective practices in detention design and construction, and recent application of that knowledge in facilities that are viable in the short- and long-term.

We use needs assessment tools that allow us to forecast populations for 20-25 years so that clients can make informed decisions regarding capital expenditures and annual operating budgets.

■ Staffing Analyses

We provide staffing analyses that identify deficiencies or redundancies in personnel, and codify responsibilities during shifts to standardize operations.

We use the latest methodologies developed and employed by the National Institute of Corrections to project long-term staffing

Case in Point:

Pamlico County Law Enforcement Center
Bayboro, North Carolina

Brennan Architects' design for this 108-bed detention facility includes a central control room, from which staff can see all but 12 cells.

The entire facility can be supervised with just three individuals.

Brennan Consulting & Training Services increased operational efficiency at Pamlico by introducing a new command structure, revamping record-keeping processes, and introducing video visitation, which cut down on the movement of inmates, saved staff time, and minimized risk and liability.

BCTS also served in an advisory role as the County considered purchasing technology to further streamline operations.

Unique Qualifications

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requirements, which allows us to provide clients with a detailed picture of both short- and long-term demands.



Our analyses often reveal opportunities to assign staff more efficiently and use limited resources more effectively so that existing staff can devote themselves more fully to tasks that demand their skills and training.

■ **Review of Current Conditions in the Context of Population Trends**

Our studies provide local governments and agencies with information that clarifies whether existing facilities can accommodate the identified population trends. We:

- Delineate the structural issues that may affect operations in existing facilities.
- Provide an assessment as to how inmate population changes will affect operations in the facility.
- Evaluate whether the existing facility can appropriately separate classified populations.
- Determine whether adequate space exists for peaking factors.
- Consider whether the existing facility can accommodate the anticipated bed capacity and whether support services like intake or the kitchen, laundry, and warehouse can be expanded to meet that projected population.
- Determine whether existing administrative areas will allow officers to process and move offenders quickly and efficiently as the inmate population changes.

■ **Renovation, Expansion and/or New Construction Design Options and Preliminary Budgets**

We use the National Institute of Corrections' *Planning of New Institutions* program to help clients clarify both immediate and long-term needs and consider whether an expanded or renovated facility—or entirely new construction—best serves the community in the long-term.

In addition, our planning expertise includes providing counsel on the most appropriate selection and cost of security systems, detention equipment, and other items that are particular and specific to detention facilities, so that our clients use their limited dollars in the most cost-effective manner.

■ **Established Relationships in the Region**

The Brennan Group has provided planning, design, operations, and construction management expertise to clients throughout the South Atlantic states, which allows us to deliver long-term value for clients. We know who the high quality consultants are, who can provide more for less, who has the services and expertise to solve a problem, close a gap, save the client money.

We offer a network of connections and established relationships in the specialized world of criminal justice design, that can both improve how facilities function and reduce the overall cost to the community.

2. Key Personnel

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Jim Brennan will serve as Project Director and Lead Designer for the West Virginia Regional Jail & Correctional Facility Authority program. The Brennan Architects design team will be supported by colleagues from the operations and construction management arms of The Brennan Group. The capacity of our firm to apply the expertise of each discipline in a coordinated effort means that each stage in the process benefits from a second look, a second opinion, a fresh perspective, all of which are in the client's best interest.



Under the direction of the following individuals, our teams offer clients years of experience, knowledge of best practices across the country, and a thorough understanding of changing trends in literature and publications in the field.

James J. Brennan, AIA **Principal-in-Charge**

Jim Brennan has practiced architecture and project management for more than 30 years. His wide experience in the U.S. and overseas includes providing expertise on detention facility planning, procurement, individual facility and system-wide design, innovative construction methods, project and construction management, and facility operations strategies.

Donn McCrary **Director, Project Development**

Donn McCrary contributes 30 years' experience in the design and construction of detention facilities throughout the United States. He is an expert in locking systems, electronic security components, and detention building systems, and has worked on more than 600 correctional facilities (100 Direct Supervision) across the country.

Michael Henley, AIA **Criminal Justice Architect**

Mr. Henley offers more than 30 years' experience in criminal justice design. His portfolio includes more than 11 regional jails in the West Virginia prison system, as well as facilities for juvenile offenders. Mr. Henley served on the joint venture team that designed prototype correctional facilities to meet long-range needs in West Virginia. The 200-bed, 300-bed, or 400-bed facility prototypes were designed with the flexibility to add 100-bed housing pods to the two smaller configurations.

Todd B. Davis, Sr. **Jail Operations Specialist**

As Managing Director of Brennan Consulting & Training Services, Mr. Davis works closely with the design team to organize space, work flow, and circulation patterns to achieve the greatest functionality. During the construction phase, he begins working on transition and activation programs, developing logistics plans for moving staff into the new facility, and organizing recruitment and training programs. Mr. Davis' considerable knowledge of day-to-day functions, federal, state, and local statutes, and effective practices allows clients to organize their staff and use resources in the most cost-effective manner.

2. Key Personnel

Laurie Gibbs

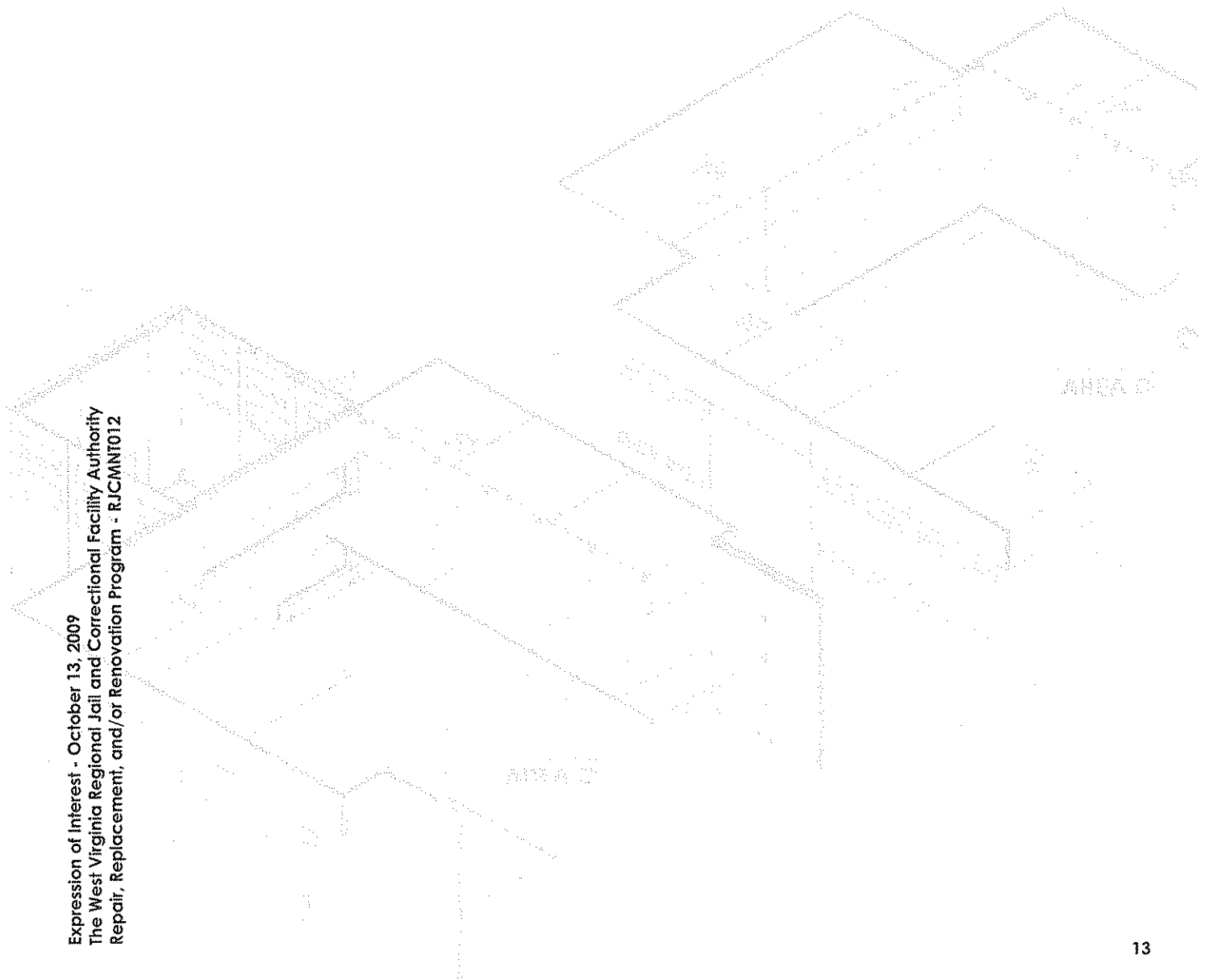
Policies & Procedures/ Standards Compliance Specialist

Ms. Gibbs researches and writes Policies and Procedures Manuals for state prison systems and local government law enforcement and detention agencies. These manuals organize processes and protocols. They establish responsibility and accountability. They provide personnel with a clear understanding of what is expected of them. They greatly reduce the risk of litigation and improve staff retention. Ms. Gibbs' Policies and Procedures Manuals are written specifically for the agency in question and deal comprehensively with management issues, staffing matters, and the local, state, and federal laws, guidelines, and standards affecting that particular agency.



Resumes for the Brennan Architects project team and consultants may be found on the following pages.

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James J. Brennan, AIA
Principal-in-Charge
Lead Designer

Jim Brennan's career includes serving as Senior Partner with a 150-person architectural and engineering firm where he directed criminal justice design teams for projects ranging in size from \$500,000 additions to \$100 million building programs. In addition to the practice of architecture, Mr. Brennan is active in shaping how local governments consider their needs and plan for the long-term viability of their facilities.

As Principal-in-Charge of his own firm, Mr. Brennan has devoted himself to clients with projects of all kinds, and is widely recognized for his practical approach and commitment to client advocacy.

Relevant project experience includes:

**Horry County Sheriff's Office
J. Reuben Long Detention Center
Expansion and Renovation**

Conway, South Carolina

Architectural design and construction management services for a 536-bed facility with administrative offices, Emergency Operations Center, Magistrate's Office, a court suite, and support space. Phase I involved the design and construction management of a 2-story dormitory.

Onslow County Justice Complex

Jacksonville, North Carolina

Architectural design and construction management services for a new 500-bed jail, as well as a new 25,000 sq. ft. Sheriff's Building and a 15,000 sq. ft. office complex for justice-related departments.

Pitt County Detention Center

Greenville, North Carolina

Architectural design and construction management services for this 75,000 sq. ft. expansion project.

**Southwestern Regional Jail Study
(Jackson, Swain, Macon, and
Graham Counties, North Carolina)**

As Consultant/Detention Specialist, evaluated existing jails, forecast future capacities, and developed expansion concepts and budgets for each county. In addition, tested the option of a single regional jail.

**Catawba-Iredell Regional Jail
Catawba/Iredell Counties, North Carolina**

As Consultant/Detention Specialist forecast population, determine projected jail capacity for the year 2010, and analyzed various options for dealing with the need for increased capacity. Provided comparative analysis of individual vs. regional facilities.

**Joseph V. Conte Facility
Fort Lauderdale, Florida**

Conceptual design for a 1000-bed medium-custody

facility housing male inmates awaiting trial. Medical care, counseling, and treatment programs are provided within the housing units.

**Broward County Special Needs Facility
Fort Lauderdale, Florida**

Design services for a 1000-bed mental health detention facility for the Broward County Sheriff's Office. The new 4-story residential building includes male and female assessment and stabilization wards, general population dormitories, and transition and residential units for both sexes. The facility includes a Suicide Watch Ward, general infirmary wards for both sexes, a Special Needs Unit, and a MRSA Unit divided into positive and pending wards.

**Arkansas Special Needs Unit
Pine Bluff, Arkansas**

Architectural design for this 870-bed facility includes an outpatient clinic, hospice and hospital areas, mental health treatment units, and related ancillary areas, and totals more than 352,000 square feet.

**Pulaski County Detention Facility
Little Rock, Arkansas**

Architectural design and Detention Specialist services for Phase I-III, which included conversion of an existing county hospital to a 24-bed juvenile facility, a new 496-bed pre-trial detention facility, and renovation of the existing 280-bed facility.

**Richland County Jail Phase I and II
Columbia, South Carolina**

Design expertise for this minimum security facility that was designed to accommodate the projected need for 1,400 beds. The project included six 56-bed dormitory housing units and one maximum security unit, as well as the design for support areas and magistrate's court facilities. Phase II included two medium security units, kitchen additions to the administration/support building, and a stand-alone 24-bed juvenile detention facility.



James J. Brennan, AIA
Principal-in-Charge
Lead Designer

Forrest City FBOP
Forrest City, Arkansas

Served as Corrections Specialist on this 1000-bed Federal Correctional Institution, prison camp, and staff training center.

Greene County Justice Center

Snow Hill, North Carolina
Expansion of the county office space, additional courts, new sheriff's offices, and a new 90-bed jail. The Greene County Justice Center project also included a feasibility study and needs assessment.

Lenoir County Jail Addition

Kinston, North Carolina
Architectural design, preconstruction services, and construction management of the County's 200-bed addition to the existing jail.

Pamlico County Detention Facility

Bayboro, North Carolina
Architectural design for this 108-bed detention facility that includes a 6,000 sq. ft. law enforcement center. Our design locates all Sheriff's office functions in one building, including patrol, vice/narcotics, SRO, intake and release, and a 911 communications area.

Marion County Law Enforcement Complex*

Marion, South Carolina
Architectural design and Detention Specialist services for this facility, which incorporates both direct and indirect supervision capabilities in the jail complex. Also included are magistrate's court, sheriff's wing, E-911 offices, and food services.

EDUCATION

Bachelor of Architectural Studies
(5 year program)
Pennsylvania State University

PROFESSIONAL REGISTRATIONS

- National Council of Architectural Registration Boards
- Royal Institute of British Architects
- Registered Architect – North Carolina
- Registered Architect – South Carolina
- Registered Architect – Florida
- Registered Architect – Pennsylvania
- Registered Architect – Arkansas

Burke County Court/Detention Center Renovation

Morganton, North Carolina
Evaluating existing facility, forecasting future capacities, and developing expansion concepts for a court expansion and new a 250-bed jail.

Avery County Jail

Newland, North Carolina
As Detention Consultant to Avery County, will assist the County and the project architect during all phases of the project.

Alamance County Detention Facility

Graham, North Carolina
Architectural and design services for this 240-bed addition to the existing facility; total capacity is now 500 beds.

Franklin County Jail

Louisburg, North Carolina
Architectural design, preconstruction services, and construction management for the County's 400-bed detention facility addition.

Anderson County Jail

Anderson, South Carolina
Feasibility Study, including facility evaluation, inmate population forecasts, and staffing analyses, as well as repair/replacement options, budgets, and conceptual designs for expansion of the facility to accommodate more than 1,100 beds.

- Registered Architect – Alabama
- Registered Architect – Georgia
- Registered Architect – Mississippi
- Registered Architect – Virginia
- Registered Architect – West Virginia

PROFESSIONAL AFFILIATIONS

- American Institute of Architects
- South Carolina Correctional Association
- Southern States Correctional Association
- American Correctional Association
- American Jail Association

*Projects designed for Wilkins Wood Goforth, Ltd.
(Now operating as Moseley Architects, PC)



Donn McCrary
Director, Project Development

Donn McCrary contributes superb project development skills to the Brennan Architects' design team. His involvement in projects begins in the pre-design stages when, working with the team and the client, he helps define the nature of the project and the appropriate type and level of security systems to be used.

Mr. McCrary is an expert in locking systems, electronic security components, and high security building systems. His wide experience in facilities of all kinds, as well as his knowledge of state-of-the-art security equipment systems and effective practices allows our project teams to offer clients a truly exceptional level of service.

Mr. McCrary's relevant project experience includes the following:

**Horry County Sheriff's Office
J. Reuben Long Detention Center
Expansion and Renovation**

Conway, South Carolina
Architectural design and construction management services for a 536-bed facility with administrative offices, Emergency Operations Center, Magistrate's Office, a court suite, and support space. Phase I involved the design and construction management of a 2-story dormitory.

Pitt County Detention Center

Greenville, North Carolina
Architectural design and construction management services for this 75,000 sq. ft. expansion project.

Lenoir County Jail Addition

Kinston, North Carolina
Architectural design, preconstruction services, and construction management of the County's 200-bed addition to the existing jail.

**Albemarle-Charlottesville Joint Security Complex
Planning Study***

Charlottesville, Virginia
Lead planner for the additions and alterations study for this facility, which combined city and county jail staff in one facility. Worked closely with representatives of the Virginia Department of Corrections.

Medium-Security Federal Correctional Institution*

Petersburg, Virginia
Security Designer of Record for this medium security facility, which houses male offenders.

Blue Ridge Regional Jail Study*

(Appomattox County, Bedford County, City of Bedford, Campbell County, and the City of Lynchburg)
Directed the team that evaluated existing facilities and provided programming for the regional jail built

in Lynchburg, a multi-story 160,000 sq. ft. regional jail with satellite jails.

State Prison/Commonwealth of Virginia*

Sussex, Virginia
Worked closely with the Department of Corrections and the Architect to provide the pneumatic locking system and proper controls for the facility.

Broad River Correctional Facility*

Columbia, South Carolina
Phase I included a \$10.5 million maximum security facility. Phase II involved a \$24 million, 267,000 sq. ft. medium security prison containing administrative, operational, visitation, educational, industrial, dining, and recreational facilities.

Florence County Law Enforcement Center*

Florence, South Carolina
Developed program and led the planning team for the 508-bed pre-trial and sentenced facility that allowed for future expansion to 1,000 beds.

Cross Anchor Correctional Facility*

Cross Anchor, South Carolina
An \$8.5 million, 180,000 sq. ft. facility with 528 beds.

McCormick Correctional Facility*

McCormick County, South Carolina
An \$18 million medium/maximum security facility with 600 beds.

South Carolina Department of Corrections*

Architectural schematics for this \$10 million prototype 600-bed female institution.

Richland County Detention Center*

Columbia, South Carolina
Developed original architectural program for the 500-bed med./max. facility and a 24-bed juvenile facility that composed this \$27 million project.



Donn McCrary
Director, Project Development

EDUCATION

Architecture
Clemson University
(pursuit of degree interrupted by military service)

PROFESSIONAL AFFILIATIONS

- American Correctional Association
Technology Committee
- American Jail Association
- North Carolina Sheriffs' Association
- Alabama Sheriffs Association

- South Carolina Jail Association
- South Carolina Sheriffs' Association
- Southern States Correctional Association
- American Society for Testing Materials
Committee F-33 Jail Standards and E-54
Homeland Security
- American Association of Airport Executives
Technical Committee

*Completed while with another firm.



Rebecca Geraghty, AIA
Director, Charlotte Design Studio

Rebecca Geraghty's impressive expertise in the theory and practice of architecture makes her an ideal Director of the Charlotte Design Studio with Brennan Architects. She is responsible for planning, overall design, project management, coordination, and client service on a variety of projects throughout the South Atlantic states. She and her staff work closely with Operations staff and Jim Brennan during programming and all phases of design development. She is responsible for establishing the project strategy, managing the design team during design and construction, and directing the project with a firm regard for both the client's design intent and budget. She is a juggler, a conductor, and the architect responsible for translating the client's vision into clear, concise, and buildable designs.

Ms. Geraghty's recent experience includes:

Onslow County Justice Complex

Jacksonville, North Carolina
Architectural design and construction management services for a new 500-bed jail, as well as a new 25,000 sq. ft. Sheriff's Building and a 15,000 sq. ft. office complex for justice-related departments.

Greene County Justice Center

Snow Hill, North Carolina
Expansion of the county office space, additional courts, new sheriff's offices, and a new 90-bed jail. The Greene County Justice Center project also included a feasibility study and needs assessment.

Lenoir County Jail Addition

Kinston, North Carolina
Architectural design, preconstruction services, and construction management of the County's 200-bed addition to the existing jail.

**Franklin County Jail
Louisburg, North Carolina**

Architectural design, preconstruction services, and

construction management for the County's 400-bed detention facility addition.

**Burke County Court Renovation/
Burke County Detention Center
Morganton, North Carolina**

Evaluating existing facility, forecasting future capacities, and developing expansion concepts for a court expansion and a new 250-bed jail.

Avery County Jail

Newland, North Carolina
As Detention Consultant to Avery County, will assist the County and the project architect during all phases of the project.

**Randolph County Feasibility Study
Asheboro, North Carolina**

Feasibility Study, including facility evaluation, inmate population forecasts, and staffing analyses, as well as repair/replacement options, budgets, and conceptual designs.

EDUCATION

Indiana State University
Technology Management
Ph.D., Technology Management: Construction Management, in progress

Medaille College
Business Department
Master of Business Administration, 2005

National Council of Architects Registration Board
Intern Development Program, Internship, 2003

Cornell University
College of Art, Architecture & Planning
Bachelor of Architecture, 1996, Conc. in Archaeology

Brennan Architects, LLC

PROFESSIONAL REGISTRATIONS

- National Council of Architects Registration Board
- Registered Architect - New York
- Registered Architect - North Carolina
- Registered Architect - South Carolina

PROFESSIONAL AFFILIATIONS

- American Institute of Architects
- Member, Buffalo Design Collaborative
- Society for the History of Technology
- Society of Women in Engineering
- McGraw-Hill invited peer-review panelist, architecture



Michael E. Henley, AIA
Criminal Justice Project Architect

Mr. Henley joined Brennan Architects after more than 18 years with ZMM, Inc., and fifteen years with other West Virginia architectural firms. His superb experience in correctional facility design includes serving on the joint venture team that designed prototype correctional facilities to meet long-range needs in West Virginia. The 200-bed, 300-bed, or 400-bed facility prototypes were designed with the flexibility to add 100-bed housing pods to the two smaller configurations. Mr. Henley provided architectural expertise on eleven of these 400-bed facilities from 1990-2005. In addition, Mr. Henley participated in the design and construction administration of five regional juvenile facilities.

Mr. Henley's portfolio consists of the following:

Greene County Justice Center

Snow Hill, North Carolina

Design services for the retrofit of the existing court to make it accessible through a circulatory core to comply with ADA stipulations, as well as expansion of the sheriff's offices and a new 90-bed jail.

Regional Jail Facilities*

Various Locations, West Virginia

A prototype detention facility concept with 200-, 300-, and 400-bed configurations, with design flexibility to add 100-bed housing pods to the two smaller configurations. Facilities included:

- **Central Regional Jail**
Braxton County, West Virginia
- **South Central Regional Jail**
Kanawha County, West Virginia
- **Northern Regional Jail & Correctional Facility**
Marshall County, West Virginia
- **Northern Regional Jail & C.F. Prison Industries / Vocational Education Building**
Marshall County, West Virginia
- **Southern Regional Jail**
Raleigh County, West Virginia

- **Eastern Regional Jail**
Berkley County, West Virginia
- **Potomac Highlands Regional Jail**
Hampshire County, West Virginia
- **Southwestern Regional Jail**
Logan County, West Virginia
- **North Central Regional Jail**
Doddridge County, West Virginia

Hardware-Secured Juvenile Facilities*
Various Locations, West Virginia

- **J.M. "Chick" Buckbee Regional Juvenile Center**
Hampshire County, West Virginia
- **James H. "Tiger" Morton Regional Juvenile Center**
Kanawha County, West Virginia

Staff-Secured Juvenile Facilities*
Various Locations, West Virginia

- **"Robert L. Shell" Regional Juvenile Center**
Cabell County, West Virginia
- **"Gene Spadoro" Regional Juvenile Center**
Fayette County, West Virginia

EDUCATION

B.S., Industrial Technology and Architectural Design
West Virginia State University, 1977

PROFESSIONAL REGISTRATIONS

- National Council of Architects Registration Board
- Registered Architect - West Virginia
- Registered Architect - North Carolina

PROFESSIONAL AFFILIATIONS

- American Institute of Architects
- West Virginia Institute of Architects

*while employed as Project Architect with ZMM, Inc.



Todd B. Davis, Sr.

Jail Operations/Transition & Activation Specialist

As Jail Operations/Transition & Activation Specialist, Mr. Davis works closely with members of the Brennan Architects design team to organize space, work flow, and circulation patterns to achieve the greatest functionality. During the construction phase of projects, he begins working on transition and activation programs, developing logistics plans for moving staff into the new facility and organizing recruitment and training programs. He writes RFPs for contracted services, policy and procedures manuals for the new facility, and job descriptions for new staff. Mr. Davis' considerable knowledge of day-to-day functions, federal, state, and local statutes, and effective practices allows clients to organize their staff and use resources in the most intelligent and cost-effective manner.

Mr. Davis' recent project experience includes the following:

Onslow County Justice Complex

Jacksonville, North Carolina
Transition and activation services, including staffing plans and negotiations for contracted services, for this new 528-bed jail in downtown Jacksonville.

Pamlico County Detention Facility

Bayboro, North Carolina
Consulting expertise for this new 108-bed detention facility that includes all associated support areas and a 6,000 sq. ft. law enforcement center.

Pitt County Detention Center

Greenville, North Carolina
Transition and activation services, including staffing plans and negotiations for contracted services.

Avery County Jail

Newland, North Carolina
As Detention Consultant to Avery County, will assist the County and the project architect during all phases of the project.

Cabarrus County Detention Center Annex

Concord, North Carolina
Transition and activation services, including organizing the physical move and providing staffing analyses, recruitment and training programs, writing RFPs for contracted services, and developing complete job descriptions for new staff.

Lenoir County Jail Addition

Kinston, North Carolina
Transition and activation services for the County's 200-bed addition to the existing jail.

Franklin County Sheriff's Office/Detention Center

Louisburg, North Carolina
The review and development of Policies and Procedures Manuals for the Sheriff's Office and Detention Center.

**Burke County Court Renovation/
Burke County Detention Center**

Morganton, North Carolina
Evaluating existing facility, forecasting future capacities, and developing expansion concepts for a court expansion and a new 250-bed jail.

Anderson County Jail

Anderson, South Carolina
Feasibility Study, including facility evaluation, inmate population forecasts, and staffing analyses, for expansion of the facility to accommodate more than 1,100 beds.

Randolph County Feasibility Study

Asheboro, North Carolina
Feasibility Study, including facility evaluation, inmate population forecasts, and staffing analyses, as well as repair/replacement options, budgets, and conceptual designs.

Currifuck County Sheriff's Office

Maple, North Carolina
Transition and activation services, including staff training, staffing plans, detention and law enforcement policy & procedures manuals, post orders, negotiations for contracted services, recruitment/hiring.

Alamance County Detention Facility

Graham, North Carolina
Transition and activation services, which included writing policy & procedures manuals that addressed Immigration, Customs & Enforcement (ICE) requirements for this 500-bed facility, the only facility in the county to hold ICE inmates.

Brunswick County Detention Facility

Bolivia, North Carolina
Transition and activation services, including developing staffing plans, training programs, policy & procedures manuals, post orders, negotiations for contracted services, and recruitment/hiring.



Todd B. Davis, Sr.

Jail Operations/Transition & Activation Specialist

Caswell County Detention Facility

Yanceyville, North Carolina

Evaluated the existing jail, forecast future capacities, and developed expansion concepts for a 150-bed jail.

Wayne County Detention Facility

Goldsboro, North Carolina

Evaluated the existing jail, forecast future capacities, and developed expansion concepts for a 500-bed jail.

Stokes County Detention Facility

Danbury, North Carolina

Evaluated the existing jail, forecast future capacities, and developed expansion concepts for a 100-bed jail.

Mecklenburg County Detention Facility

Boydton, Virginia

Evaluated the existing jail, forecast future capacities, and developed expansion concepts for a 100-bed jail.

Beaufort County Detention Facility

Washington, North Carolina

Evaluating existing jail, forecasting future capacities, and developing expansion concepts.

Chowan County Detention Facility

Edenton, North Carolina

Evaluated the existing jail, forecast future capacities, and developed expansion concepts for a 150-bed jail.

Duplin County Detention Facility

Kenansville, North Carolina

Evaluated the existing jail, forecast future capacities, and developed expansion concepts for a 150-bed jail.

Lenoir County Detention Facility

Kinston, North Carolina

Evaluated the existing jail, forecast future capacities, and developed expansion concepts.

EDUCATION

Administration

North Carolina A&T University

Greensboro, North Carolina

Major – Business Administration

Danville Community College

Danville, Virginia

PROFESSIONAL RECOGNITION

- Lifetime Membership Award presented by the North Carolina Jail Administrators' Association
- Advanced Certificate in Detention
- Criminal Justice Instructor Certificate
- Detention/Corrections Instructor Certificate

PROFESSIONAL AFFILIATIONS

- American Jail Association
- American Correctional Association
- National Sheriff's' Association
- North Carolina Jail Administrators' Association
- North Carolina Justice Academy Detention Officer Certification Revision Committee
- North Carolina Sheriffs' Association
- Alabama Sheriffs' Association
- Alabama Jail Administrators' Association
- South Carolina Jail Administrators' Association
- South Carolina Sheriffs' Association



Laurie Gibbs
Standards Compliance Specialist

Laurie Gibbs contributes more than 20 years' experience in criminal justice administration to Brennan Architects. She is an expert in risk and liability management and policies and procedures development, and has provided services to state prison systems and county law enforcement and detention agencies throughout the South Atlantic states.

Ms. Gibbs' experience includes the following standards compliance assignments:

South Carolina Department of Corrections*
Columbia, South Carolina

- Responsible for monitoring and ensuring compliance with standards in every one of the State's Work Release facilities, and minimum, medium, or med-maximum security prisons, including death row and lock-up.
- As Executive Assistant for Legal Settlements and Compliance, worked with the South Carolina Department of Corrections to apply more than 400 requirements, standards, and federal mandates over an eight year period.
- Responsible for writing Policies and Procedures Manuals for the entire agency, which consisted of 33 State- level prisons and work release centers.

South Carolina Department of Corrections*
Law Enforcement Division
Policies and Procedures Manual Updates

Columbia, South Carolina
Provided research, development, review and revisions to Policies and Procedures Manual for this law enforcement division of the SC DOC.

North Carolina Association of Counties*
Risk Management Division

Responsible for writing Policies and Procedures Manuals for 73 out of 100 counties in North Carolina under their property and liability risk management pool.

Cabarrus County Sheriff's Office
Detention and Law Enforcement Policies and Procedures Manual

Concord, North Carolina
Review of the existing detention and law enforcement Policies and Procedures Manuals, identification of those areas no longer in compliance with current state, local and federal laws, guidelines, and standards, and the research and writing for new manuals to codify and structure processes for this law enforcement and 500-bed detention facility.

Johnston County Law Enforcement
Policies and Procedures Manuals

Smithfield, North Carolina
Review of the existing law enforcement Policies and Procedures Manual, identification of those areas no longer in compliance with current state, local and federal laws, guidelines, and standards, and the research and writing for new manuals to codify and structure processes for this law enforcement agency.

Lincoln County Jail
Detention Facility Policies and Procedures Manual

Lincolnton, North Carolina
Provided consulting expertise, including development, writing, and production of Policies and Procedures Manuals for detention facility staff. Responsible for writing staff post orders and jail inmate manuals, and developed associated training programs.

Franklin County Sheriff's Office
Law Enforcement Policies & Procedures Manual

Louisburg, North Carolina
Review of the existing law enforcement Policies and Procedures Manual, identification of those areas no longer in compliance with current state, local and federal laws, guidelines, and standards, and the research and writing for new manuals to codify and structure processes for this law enforcement agency.

Brunswick County Detention Facility

Bolivia, North Carolina
Provided consulting expertise, including development, writing, and production of Policies and Procedures Manuals for detention facility staff. Responsible for writing staff post orders and jail inmate manuals, and developed associated training programs.

Currituck County Sheriff's Office
Law Enforcement and Detention Facility
Policies and Procedures Manuals

Currituck, North Carolina
Review of the existing detention and law enforcement Policies and Procedures Manuals,



Laurie Gibbs
Standards Compliance Specialist

identification of those areas no longer in compliance with current state, local and federal laws, guidelines, and standards, and the research and writing for new manuals to codify and structure processes for both law enforcement and detention facilities.

Hyde County Public Safety Building
Swan Quarter, North Carolina
Services included development, writing, and production of Policies and Procedures Manuals for detention and law enforcement staff. Responsible for writing staff post orders and jail inmate manuals, and developed associated training programs

Alamance County Detention Facility
Graham, North Carolina
Consulting expertise, including researching and writing detention and law enforcement Policies and Procedures Manuals that addressed Immigration, Customs & Enforcement (ICE) requirements for this 500-bed facility, the only facility in the county to hold ICE inmates.

Pamlico County Detention Facility
Bayboro, North Carolina
Provided consulting expertise for this new 108-bed detention facility that includes all associated support areas and a 6,000 sq. ft. law enforcement center. Services included development, writing, and production of policies and procedures

EDUCATION
Bachelor of Science
Criminal Justice/Pre-Law
Elmira College, Elmira, New York

Master of Criminal Justice
University of South Carolina
Columbia, South Carolina

South Carolina Executive Leadership Program

manuals for detention and law enforcement staff. Responsible for writing staff post orders and jail inmate manuals, and developed associated training programs.

Pulaski County Regional Jail*
Policies and Procedures Manual
Little Rock, Arkansas
Provided research, development, review and revisions to Policies and Procedures Manual for this regional facility.

Walla Walla County Jail
Detention Facility Policies and Procedures Manual Review/Update/Revision
Walla Walla, Washington
Review of the existing Policies and Procedures Manual, identification of those areas no longer in compliance with current state, local and federal laws, guidelines, and standards, and research and writing of new manuals to codify and structure processes for this county facility.

Michigan Municipal Risk Management Authority
Livonia, Michigan
A Pilot Program that involved the development of policies and procedures statements to be used as models by Jail Administrators.

PROFESSIONAL AFFILIATIONS

- American Correctional Association
- American Jail Association
- National Safety Council

*Completed while with another firm.

3. Design Approach & Timeline

Expression of Interest - October 13, 2009
The West Virginia Regional Jail and Correctional Facility Authority
Repair, Replacement, and/or Renovation Program - RJCMNT012

The following pages describe our approach to the planning, design, construction administration, and transition/activation of facilities repaired, replaced, or renovated in the West Virginia Regional Jail & Correctional Facility Authority program. We also describe our approach to cost and quality control, project management, and the tools we use to keep projects on track, on budget, and on schedule.



Project Approach

We will work closely with the Authority's Executive Director and other representatives to review the overall program and develop an appropriate strategy for each repair, replacement, and/or renovation project. We will discuss the operational demands of the facility in question (staffing issues, space needs, etc.), interviewing staff to understand their priorities and concerns, and conducting facility tours. We will then carefully consider how to translate what we learn into an overall approach to the program.

The planning that occurs in this initial phase of the program establishes the basic design requirements.

Key components of this phase of the project include:

■ Work Sessions

We will ensure communication and the client's involvement by conducting a series of work sessions that start in the earliest stages of the program and continue through the construction and transition/activation phases of each repair, replacement, and/or renovation project.

The initial meeting will allow us to gather the information we need to move forward. We will:

- Reiterate and clarify the desired scope of the design and construction program and review the timeline
- Identify key personnel for Brennan Architects to contact and consult
- Prioritize or establish the sequence, if any, of services to perform
- Gather raw data from the Authority representatives and facility personnel to conduct utilization, optimization, and staffing analyses
- Discuss and resolve any logistical issues, including future meeting schedule, presentations, requests and requirements, etc.

Brennan Architects will be joined by key personnel from Brennan Consulting & Training Services and Brennan Management Services as we conduct interviews to ascertain the needs of the various facilities, evaluate deficiencies and advantages in the existing operational scenario and/or facilities, and document concerns of staff members.

Subsequent work sessions will include members of the client's staff and

3. Design Approach & Timeline

the full project team, and involve a thorough review of the program to date, a discussion of open items, program options and alternatives, suggestions regarding possible courses of action to remedy or address issues, and decision-making by the client and project team.

This approach promotes a constructive atmosphere and process, and ensures that each repair, replacement or renovation project in the Authority's portfolio is completed to the Authority's satisfaction.

- **Review of Space Needs/Recommendations**
We will work with the Authority and facility staff to examine space needs and options available on each project. Our team will work with appropriate personnel to review how the facility functions currently, how it needs to function in the future, and what activities a typical day includes, all of which will give our team the information they need to make appropriate recommendations.
- **Emergency/Security Equipment Evaluation**
Our team will consider the selection of facility equipment and security electronics systems. In our view, decisions regarding corrections equipment and security electronics systems must be firmly based on the responsibilities, workload, and management strategy in the facility under review.

Our Operations professionals, along with construction personnel and the design team, will conduct a series of work sessions during the Design Development phase of the project. The result of these sessions will be a coordinated plan to select new technology that is appropriate and consistent with all operations in the relevant facility.

Design Phase

During the Design Phase, we will:

- Establish program/project requirements.
- Monitor schedule and budgets during design.
- Provide the traditional and linear design phases of schematic design, design development and construction documentation with client interaction throughout and client approvals at the end of each design phase.
- Provide quality control reviews, as well as reviews for compliance with local, state and federal operational standards and building codes.
- Coordinate and collaborate with consultants throughout the design process, including mechanical, electrical, plumbing, civil, and structural engineers.
- Research and suggest innovative solutions to specific project needs in the areas of materials, finishes, fixtures, and equipment.
- Provide the client with presentations and/or documentation at the end of each phase for approval.



3. Design Approach & Timeline

Expression of Interest - October 13, 2009
The West Virginia Regional Jail and Correctional Facility Authority
Repair, Replacement, and/or Renovation Program - RJCMINT012

- Create project specifications and coordinate specifications with construction document sets.
- Create, review and distribute permit review sets and bid drawing sets.



Prepare Overall Program and Construction Cost Estimates

Once again, working with the client in a series of work sessions, we will review the program to date, discuss design options and alternatives, and suggest possible courses of action to remedy or address issues.

We will prepare conceptual and schematic architectural designs and basic civil designs for this program. Construction professionals who have priced and built detention facilities will be involved in this project from the very first day, which will allow us to provide the most current cost data and reliable estimates at each phase of project development.

- Because our firm offers construction management services, we will structure this program so that we can generate and bid early site packages, which allows site work to commence while the architectural documents are being finalized. **This will result in a savings of both time and money for the Authority.**
- We will prepare presentation materials for meetings with committees and entities with oversight responsibilities for the West Virginia Regional Jail & Correctional Facility Authority. These materials typically include color floor plans, exterior elevations, and 3-D models of the proposed facility. Our team will prepare and conduct Powerpoint presentations, as required.
- We will work with Authority representatives and facility staff during the Design Development phase to select appropriate materials and systems for this program. In order to finalize all product selections during the Design Development phase, our staff will prepare overviews and product comparisons for your review. **Work sessions during this phase will result in a practical and cost-effective application of products and materials.**

Key activities during this phase include:

- **Estimating**
The Brennan Group's construction professionals—specialists in public sector projects—provide all estimating services. As we prepare estimates, we format construction activities to include scheduling and cash flow information. Our familiarity with local building officials and subcontractors is an invaluable aid during the budgeting and value engineering portion of the building process. **The Brennan Group provides accurate cost estimates at each phase of the project to ensure that the Authority receives the most value for its money.**

We prepare estimates for program, schematic, and design development phases; we also prepare progress estimates during working drawings to monitor costs as the design develops. Our initial estimate breaks the project into multiple components. We monitor each activity for budget compliance as it is completed.

3. Design Approach & Timeline

Expression of Interest - October 13, 2009
The West Virginia Regional Jail and Correctional Facility Authority
Repair, Replacement, and/or Renovation Program - RJCMT012

- **Value Engineering**
Value Engineering is the process we use to analyze alternate systems and materials, weighing their cost and performance over the life of the building. **Our Value Engineering Team is often able to save 5% to 10% of the project cost without compromising quality or function. Our goal is to improve systems and component functions.**
- **Constructability Reviews**
Prior to bidding the project, our team reviews the drawings and specifications for errors or details that may unnecessarily increase project cost. **Our wide experience in security facility design and construction is critical during this review; it allows us to foresee and eliminate potential change orders.**

In addition, preconstruction phase activities will include the following:

- Developing critical path schedules for bid documents
- Reviewing permit requirements
- Ordering long-lead time materials and equipment
- Recommending construction packages

Assist with Bid Document Preparation & Solicitation/Review of Bids

At this point in the process, our construction professionals will have provided estimating, value engineering, constructability reviews, as well as scheduling and logistics expertise as critical components of our quality assurance program.

During the bidding phase, we will:

- Coordinate final bid documents
- Stimulate local contractor interest
- Pre-qualify bidders
- Advertise for bids
- Conduct pre-bid conferences
- Negotiate cost reductions
- Analyze bids and make recommendations for contract award
- Prepare contracts

The solicitation for bids, negotiations, and recommendations for award of construction contracts will be directed and managed by the design and construction professionals on our team.

Contract Administration

The Brennan Group's professionals will work with Authority representatives and facility staff from the earliest concept stages through move-in and occupancy of the new facility.

We assign full time, on-site personnel whose responsibility it is to guard the Authority's interests on a daily basis during the construction phase. In addition, our team will be available to the Authority and facility staff during the transition and activation phase.



3. Design Approach & Timeline

Expression of Interest - October 13, 2009
The West Virginia Regional Jail and Correctional Facility Authority
Repair, Replacement, and/or Renovation Program - RJCMNT012

Transition and Activation

The expertise that The Brennan Group provides under the heading of "Transition and Activation Services" touches on virtually every aspect of planning for the move, moving into, and operating a repaired, renovated, or replacement facility.

During the design phase of each project, we work with the architectural team to organize space, work flow, and circulation patterns to achieve the greatest functionality and security for staff, inmates, and the general public.

During the construction phase, we begin working on logistics plans for moving staff and inmates into the new or renovated building. We provide comprehensive staffing analyses, organize recruitment and training programs, write RFPs for contracted services, and develop complete job descriptions for new staff. We research and write policies and procedures for the new facility that comply with current federal, state, and local laws.

We will provide the following services to ensure a smooth transition into facilities that have been repaired, renovated, and/or replaced in the West Virginia Regional Jail & Correctional Facility Authority program:

- Staffing Plans
- Facility Policies and Procedures
- Grant Applications
- Staff Recruitment and Training
- Transition and Activation Planning
- Information Systems
- Operations Budgeting
- Security Audits
- Service Contract Review

Timeline

Our Design Approach for the West Virginia Regional Jail & Correctional Authority program is organized in such a way as to speed the repair, replacement, and renovation process and, in as many cases as possible, to shorten the established schedule.

In addition, the organization of our project team to include design, construction, and jail operations experts builds efficiencies into the process. We assign professionals from each discipline to work on your project. Together. From the start. We work together to answer your needs, developing a design that is both functional and aesthetically pleasing. We analyze and address issues together. We build together. We use the expertise that each discipline brings to improve the project, stretch the budget, shorten the schedule, work better, faster, smarter.

This integrated team and process more fully serves our clients' interests. It eliminates the communication problems and antagonisms that typically slow design and construction programs. It provides both time and room for the development of creative, cost-saving approaches that benefit our client.



4. Relevant Experience

The following pages contain descriptions of projects that address our capabilities in the design and construction of criminal justice facilities and projects for public sector organizations.



We have also included a select list of feasibility studies, needs analyses, and master planning assignments for local government clients that demonstrates our command of the issues facing the West Virginia Regional Jail & Correctional Authority.

Background/Experience in Operational Institutions

The Brennan Group offers expertise in detention facility planning, design, construction, and operations that comes from decades in the criminal justice sector.

We have worked in a wide variety of correctional settings, including every possible inmate program for every security classification. We have provided planning, design, construction and transition/activation services in new, repaired, and renovated facilities, many of which were occupied and fully operational during the design and construction phases.

Because we employ former Jail Administrators, law enforcement professionals, risk managers, National Institute of Corrections experts, detention and court personnel—individuals with *actual* experience working in prisons, jails, and detention facilities—our approach to design and construction is organized in such a way that we observe and adhere to the most secure procedures in operational institutions.

Expression of Interest - October 13, 2009
The West Virginia Regional Jail and Correctional Facility Authority
Repair, Replacement, and/or Renovation Program - RJC/MNT012

Special Needs Unit

Malvern, Arkansas

The design of this 870-bed facility includes an outpatient clinic, hospice and hospital areas, mental health treatment units, and related ancillary areas, and totals more than 352,000 square feet. The location of highly trained security and medical staff in a single facility allows the Department of Corrections to provide improved and more efficient healthcare for this inmate population.

The facility houses inmates with mental illness, physical disabilities, those with terminal illnesses, or the ailments brought on by advanced age. It also accommodates all new inmates at the time of reception and those inmates requiring hospital-level care. The Special Needs Unit meets Americans with Disabilities Act requirements, as well as federal, state, and local statutes pertaining to inmate care.

Project scope includes programming analysis, evaluation of utility service capacity constraints or excess necessary for facility operations, HVAC compatibility with facility demands and compliance with air quality and code requirements, compliance with design standards for correctional facilities, development of a design program to implement recommendations, and close coordination with client throughout the project.



THE BRENNAN GROUP, LLC

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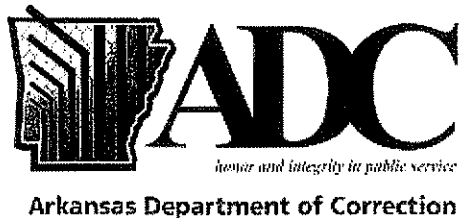
CHARLOTTE

COLUMBIA

MONTGOMERY

LONDON

Technical Violator Facility
Arkansas Department of Community Correction
Malvern, Arkansas



Among the first of its kind, this Arkansas Department of Community Correction facility provides space for parole violators so that they are not placed back into the general prison population. This allows minor offenders to prepare for life outside of prison and leaves beds available in the general population for more serious offenders.

This 72,914 square foot facility includes twelve dormitories that house up to 300 males, twelve disciplinary cells, a library, program space, ten classrooms, offices for teachers and counselors, and outdoor recreation areas.

Construction materials for the Technical Violator Facility were specifically selected to allow for expansion or reconfiguration of the facility, as necessary. The building consists of a pre-engineered metal structure, a standing seam metal roof, an insulated precast exterior wall system, and six-inch reinforced precast interior walls. The mechanical system is an energy efficient zoned mechanical system.



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LONDON

Broward Co. Special Needs Facility

Ft. Lauderdale, Florida

Brennan Architects completed conceptual design of a 1000-bed mental health detention facility for the Broward County Sheriff's Office.

The new jail, located immediately adjacent to the existing criminal justice buildings, includes a 4-story residential facility that includes male and female assessment and stabilization wards, general population dormitories, and transition and residential units for both sexes.

This building connects at the first and second levels to a core building that houses all ancillary accommodations, as well as court and visitation areas. This Special Needs Facility allows the County to provide healthcare services to the entire detention system, with a particular focus on mental health services. The design includes a Suicide Watch Ward, general infirmary wards for both sexes, a Special Needs Unit, and units for MRSA and other communicable diseases.



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CHARLOTTE

COLUMBIA

MONTGOMERY

LONDON

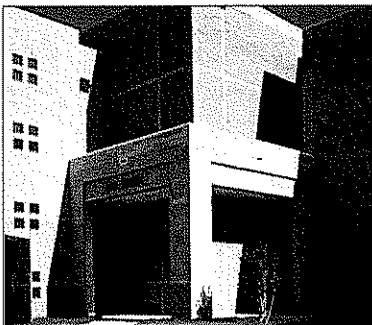
Pulaski County Detention Facility

Little Rock, Arkansas

This 556-bed expansion more than doubled the size of the original 400-bed facility. The facility includes 48 juvenile charge-as-adult beds, with the majority of the 508 remaining beds reserved for maximum security inmates.

Pulaski County officials wanted an attractive structure that retained an institutional look. Use of natural light and spot colors in interior public spaces create a more pleasant working environment, while brick, precast concrete, and small,

square cell windows depict a guarded exterior. The lock systems include pneumatic security locks; Pulaski County Detention Facility was one of the first institutions in Arkansas to use these locks.



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CHARLOTTE

COLUMBIA

MONTGOMERY

LONDON

Richland County Jail Phase I and II

Richland County
Columbia, South Carolina

As Consultant/Detention Specialist for Phase I, provided expertise for this minimum security facility that was designed to accommodate the projected need for 1,400 beds. The project included six 56-bed dormitory housing units and one maximum security unit, as well as the design for support areas and magistrate's court facilities.

Phase II included two medium security units, kitchen additions to the administration/support building, and a stand-alone 24-bed juvenile detention facility.

**Project designed by Jim Brennan while with another firm.*



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CHARLOTTE

COLUMBIA

MONTGOMERY

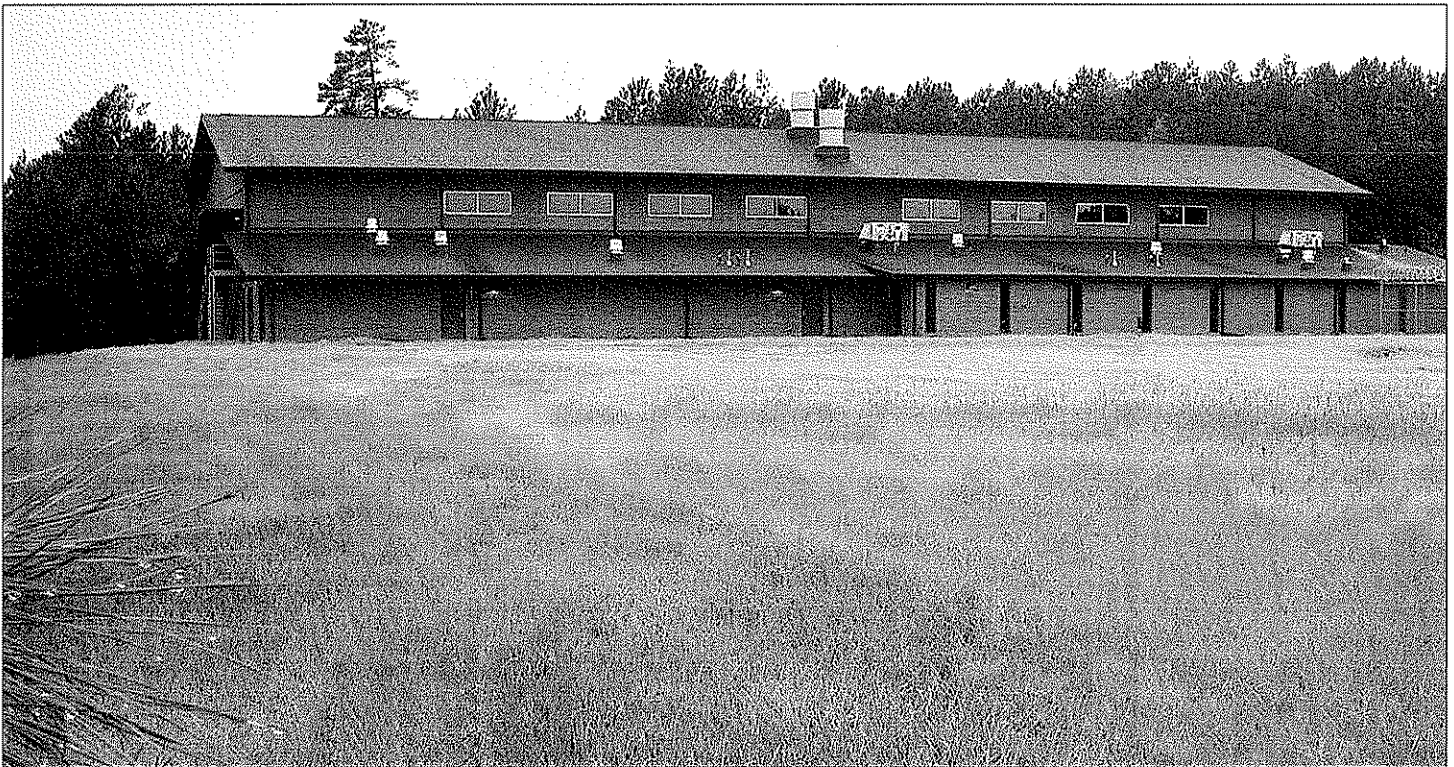
LONDON

Horry County Sheriff's Office J. Reuben Long Detention Center Expansion and Renovation Conway, South Carolina

Brennan Architects, LLC, is providing architectural design services for the addition of 12,000 sq. ft. of housing, plus office space for a juvenile transport section. Housing will consist of two 56-bed dormitory housing units. Phase II of the project includes a 536-bed facility, plus kitchen facilities, a sallyport and administration building. Brennan Management Services, LLC, is providing all preconstruction and construction management services on this project.

In addition, Brennan Consulting & Training Services will provide Transition and Activation Services throughout the design, construction, and occupancy phases of this project. During the design phase, we work with the architectural team to organize space, work flow, and circulation patterns to achieve the greatest functionality and ensure the greatest security for staff, inmates, and the general public.

During the construction phase, we will begin developing staffing plans, post orders, and an administrative structure for the facility. We will organize logistics plans for moving staff and inmates into the new building, develop recruitment and training programs, and write RFPs for contracted services, Policies and Procedures Manuals for the new facility, and job descriptions for new staff.



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CHARLOTTE

COLUMBIA

MONTGOMERY

LONDON

Horry County Sheriff's Office
J. Reuben Long Detention Center
Expansion and Renovation
Conway, South Carolina

"My experience with The Brennan Group on the Horry Co. project has been extremely positive. We went through a very rigorous selection process and short-listed two firms. We spent a lot of time—three or four months—talking to The Brennan Group about our project, their past projects, and then we talked to the owners of those projects. It became very clear very fast that The Brennan Group really knew what they were talking about, they'd done it for other clients, and they knew how to make this project work. They had a lot of good ideas that were important to us, especially about how to build expansion capabilities into the design.

I can best sum it up by saying that *they focus on the project*. Most firms don't understand what this means or how important it is, but they understand how critical it is at The Brennan Group. Projects of any magnitude will have issues that arise, things that need to be addressed or fixed or changed. It's the nature of the beast. The difference with The Brennan Group is that they focus on the project, the success of the project, not on themselves, their image, or their individual egos. I am totally confident that when I call them, they will resolve the issue without delay. The great thing is that they pay attention. They listen. They call me to check in, to ask if I'm satisfied with different approaches, aspects of the project, things like how fast an engineering firm might be responding, the way things are progressing. And then, if there's an issue, they fix it before it escalates or becomes a problem. You really can't ask for more than that.

...Horry County was fortunate to have the resources to hire our own Jail Expansion Project Manager, who has also expressed his appreciation of The Brennan Group's approach. Many counties don't have the resources that Horry Co. does to hire an on-staff PM, so having a firm like The Brennan Group—a firm that oversees the process, a firm with decades of experience working with design and construction firms on such complex projects, a firm that integrates knowledge of the whole process—is critical. They really understand how these buildings need to work. They've done a great job with the operational aspects of the project. They have helped tremendously with presentations to the county council and other county agencies. They are on top of everything.

When they said in the interview process that the principals of the firm would be involved, they meant it—and that's often a very hard promise to follow-through on.

What I haven't seen very often in the thirty years I've been doing this is a design or construction firm working so quickly, so readily, or so conscientiously on behalf of the owner and the success of the project. That's what matters to them: the success of the project."

Gary Watson
Director of Construction and Maintenance
Horry County Government



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CHARLOTTE

COLUMBIA

MONTGOMERY

LONDON

Development of PFI Process for Criminal Justice Procurement Republic of South Africa / Pretoria, South Africa

Jim Brennan's design team won the first international competition seeking a team from the private sector to design, construct, operate, and finance a formerly public sector responsibility in the criminal justice system. This international competition, which resulted in Parc Prison in Bridgend, South Wales, an 800-bed facility for all security levels, was the first use of the Private Finance Initiative (PFI) process and one that continues to be used in the UK.

Based on the success of that first PFI process and project, Nelson Mandela's administration sought out Mr. Brennan to help them deal with the country's overwhelming need for infrastructure improvements and their overwhelming lack of capital to finance those improvements. As Senior Advisor to the Republic of South Africa, Mr. Brennan adapted the PFI framework established in England to develop the process by which private enterprises could invest skills, resources, and capital to improve and expand public sector obligations like the South African Prison System.

The scope of this assignment, which ranged from the development of a strategy and concept all the way through to the construction of finished correctional facilities, involved:

- Working with financial and legal advisors to define facility need
- Working with a focus group to review correctional policies and develop a scope of services for the facility operator's contract; creating the performance and monitoring system for on-going management of the operator contract
- Evaluating and comparing the cost to the public of prison service delivery vs. private sector delivery of the same, i.e., current average cost per inmate in the existing prison system, the change in cost per inmate if existing prisons complied with existing policy and were not over crowded, the Government's expense to perform the services being bid by the private sector, and the financial models submitted by bidders
- Developing the scope of the pilot projects to be constructed
- Working with the Department of Correctional Services, the Department of Public Works, and the Department of Finance to draft and pass legislation to allow the projects to go forward
- Drafting and refining procurement processes that enabled the government to evaluate contracts based on the efficiency of service delivery and operations, in addition to the traditional analysis of cost
- Conducting contract negotiations with design and construction firms from the private sector
- Analyzing staffing and security plans, as well as risk transfer models and all other components of bids from prison facility operators
- Generating private sector interest in projects, analyzing financial proposals, and negotiating terms that were in the interest of all parties
- Creating, implementing, and managing the procurement process used by the South African Government to expand the correctional system's capacity by 6,000 beds. Key Achievements:
- Defining the PFI process, strategy, and policies and procedures that became the model structure for all future PFI acquisitions in any sector in South Africa
- Working closely with various government departments, private bidders, and financial institutions to identify the terms and conditions that would be acceptable to all and enable projects to go forward

Projects Designed and/or Constructed:

- Louis Trichardt Maximum Security Prison (3000 Beds)
- Bloemfontein Maximum Security Prison (3000 Beds)
- Boksburg Awaiting Trial Facility, Gauteng Province (3000 Beds)
- Baberton Youth Development Facility, Mpumalanga Province (1500 Beds)



THE BRENNAN GROUP, LLC

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CHARLOTTE

COLUMBIA

MONTGOMERY

LONDON

Pitt County Detention Center

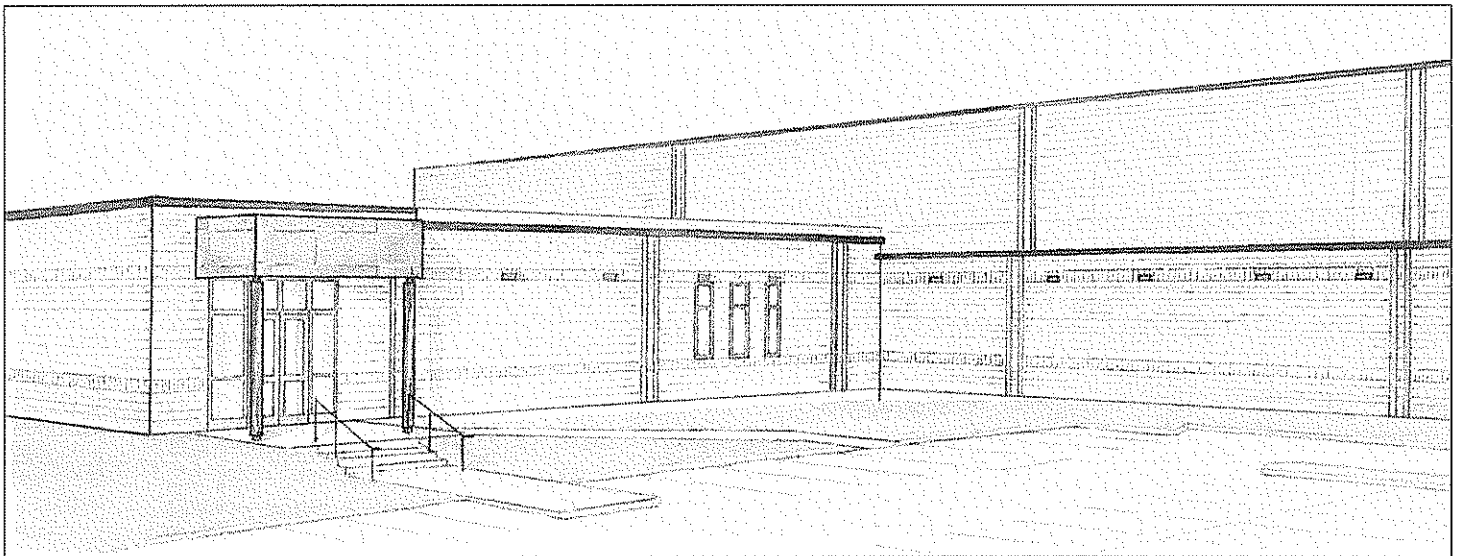
Greenville, North Carolina

Brennan Architects, LLC, is providing architectural design services for this 75,000 sq. ft. expansion project. This assignment includes a 37,500 sq. ft., 192-bed, 96 cell (double-bunked) housing block, a new 20,000 sq. ft. intake and release facility, a new 5,000 sq. ft. sallyport, a new 8,500 sq. ft. kitchen, and renovation to the existing 3,000 sq. ft. laundry area. The security electronics control room located in the new housing block will monitor inmate activity through the various units of the facility through use of technologically advanced hardware. The intake and release building and sallyport, includes holding cells, medical review stations, detoxification cells, magistrates office and general jail administration offices.

Brennan Management Services, LLC, will provide all preconstruction and construction management services on this project. The four-phase expansion effort will allow the County to meet current and future criminal justice needs in Pitt County.

Brennan Consulting & Training Services will provide Transition and Activation Services throughout the design, construction, and occupancy phases of this project. During the design phase, BCTS will work with the architectural team to organize space, work flow, and circulation patterns to achieve the greatest functionality and ensure the greatest security for staff, inmates, and the general public.

During the construction phase, BCTS will begin developing staffing plans, post orders, and an administrative structure for the facility. We will organize logistics plans for moving staff and inmates into the new building, develop recruitment and training programs, and write RFPs for contracted services, Policies and Procedures manuals for the new facility, and job descriptions for new staff.



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Onslow County Justice Complex

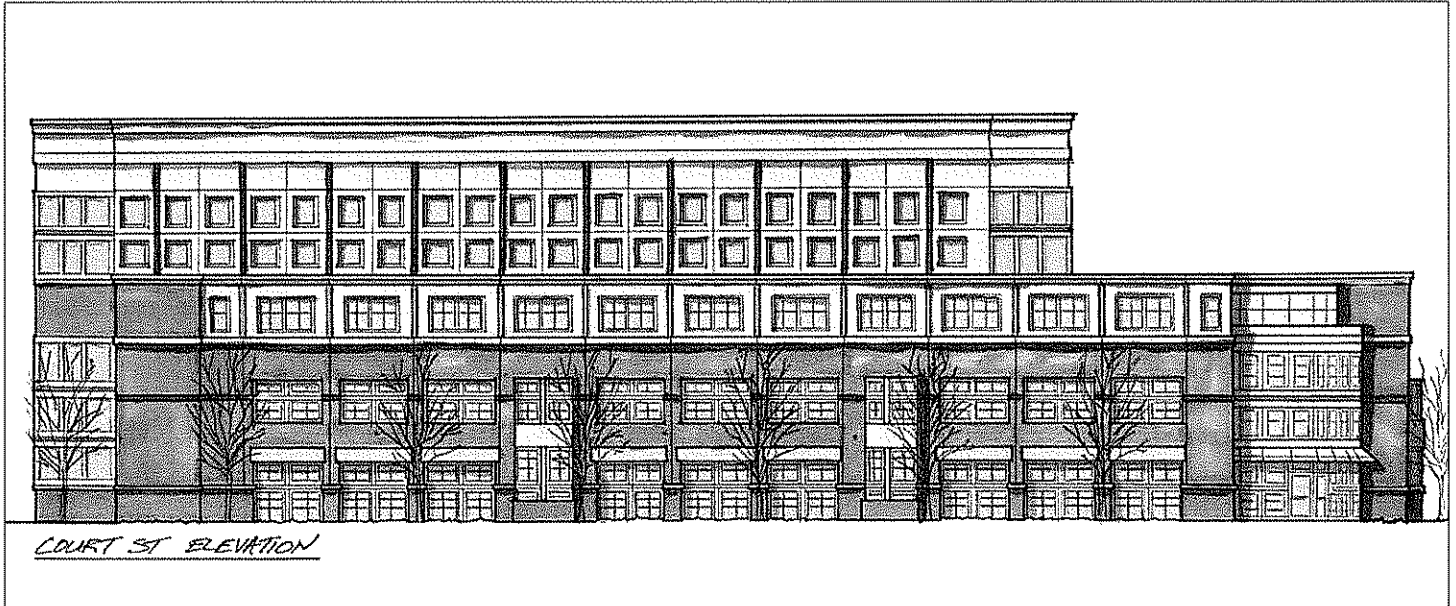
Jacksonville, North Carolina

Brennan Architects is providing architectural design services for a new 528-bed jail in downtown Jacksonville, located adjacent to the existing county courthouses. The project also includes a new 25,000 sq. ft. Sheriff's Building and a 15,000 sq. ft. office complex for justice-related departments. In addition to providing 528 new beds, the new jail component provides a salleyport, kitchen, intake processing, magistrates office, and property and records storage.

Brennan Management Services will provide all preconstruction and construction management expertise on this project.

Brennan Consulting & Training Services will provide Transition and Activation Services throughout the design, construction, and occupancy phases of this project. During the design phase, we work with the architectural team to organize space, work flow, and circulation patterns to achieve the greatest functionality and ensure the greatest security for staff, inmates, and the general public.

During the construction phase, we will begin developing staffing plans, post orders, and an administrative structure for the facility. We will organize logistics plans for moving staff and inmates into the new building, develop recruitment and training programs, and write RFPs for contracted services, Policies and Procedures manuals for the new facility, and job descriptions for new staff.



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MONTGOMERY

LONDON

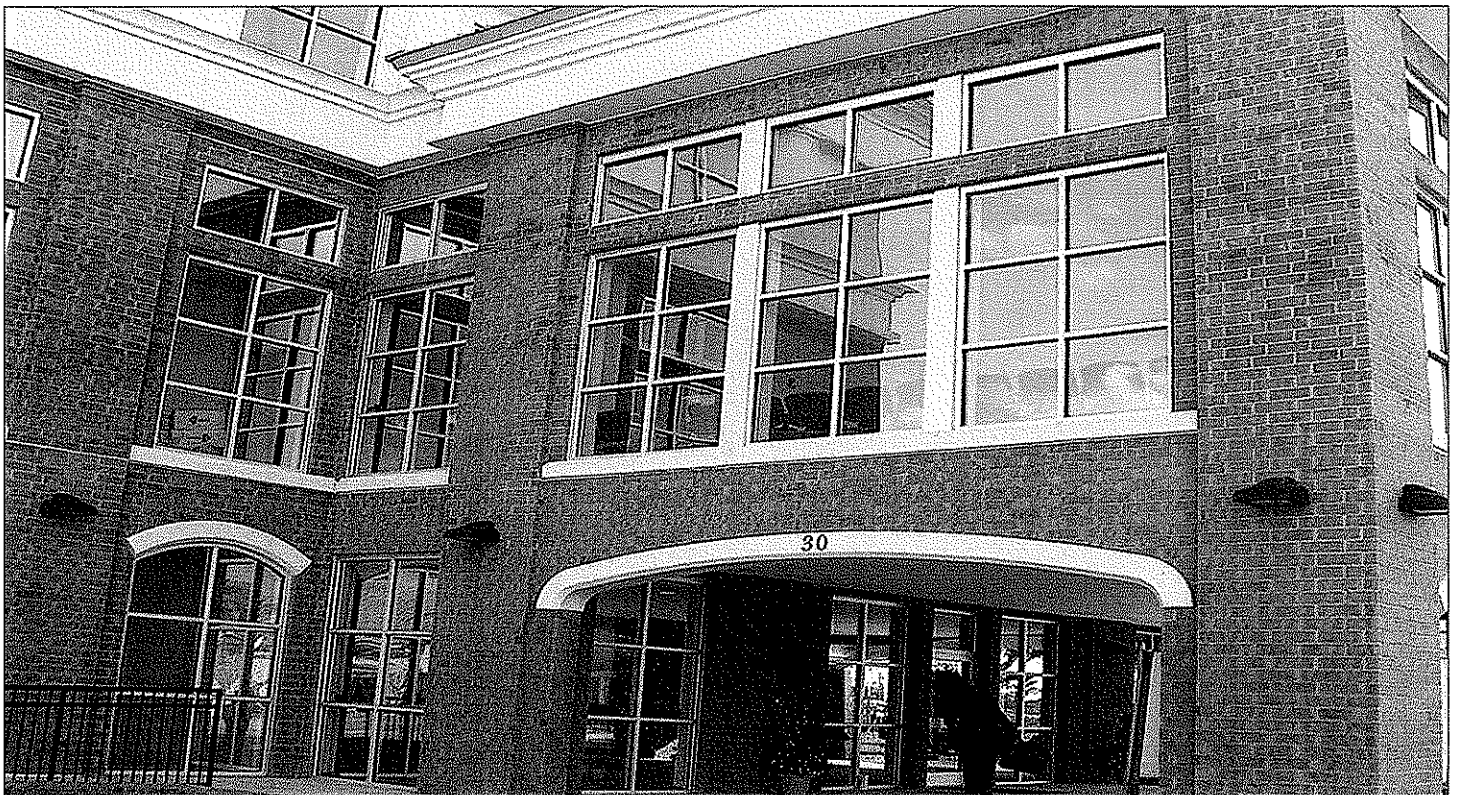
Hyde County Government and Public Safety Centers

Swan Quarter, North Carolina

Brennan Architects, LLC, is the designer and architect of record for both the Hyde County Government Center and the Hyde County Public Safety Center. The Government Center consists of the courts, courthouse and county administration office. The Public Safety Center houses the Sheriff's Office, Emergency Management Operations Center, and a 32-bed jail.

Transition and Activation Services provided by Brennan Consulting & Training Services include working with the design team to organize space, work flow, and circulation patterns to achieve the greatest functionality and ensure the security of staff, inmates, and the general public.

During the construction phase, we will begin developing staffing plans, post orders, and an administrative structure for the facility. We will organize logistics plans for moving staff and inmates into the new building, develop recruitment and training programs, and write RFPs for contracted services, Policies and Procedures manuals for the new facility, and job descriptions for new staff.



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Greene County Justice Center

Snow Hill, North Carolina

This design project involves the expansion of county office space, as well as the addition of courts, new sheriff's offices, and a new 76-bed jail.

Brennan Consulting & Training Services will provide Transition and Activation Services throughout the design, construction, and occupancy phases of this project. During the design phase, we work with the architectural team to organize space, work flow, and circulation patterns to achieve the greatest functionality and ensure the greatest security for staff, inmates, and the general public.

During the construction phase, we will begin developing staffing plans, post orders, and an administrative structure for the facility. We will organize logistics plans for moving staff and inmates into the new building, develop recruitment and training programs, and write RFPs for contracted services, Policies and Procedures manuals for the new facility, and job descriptions for new staff.



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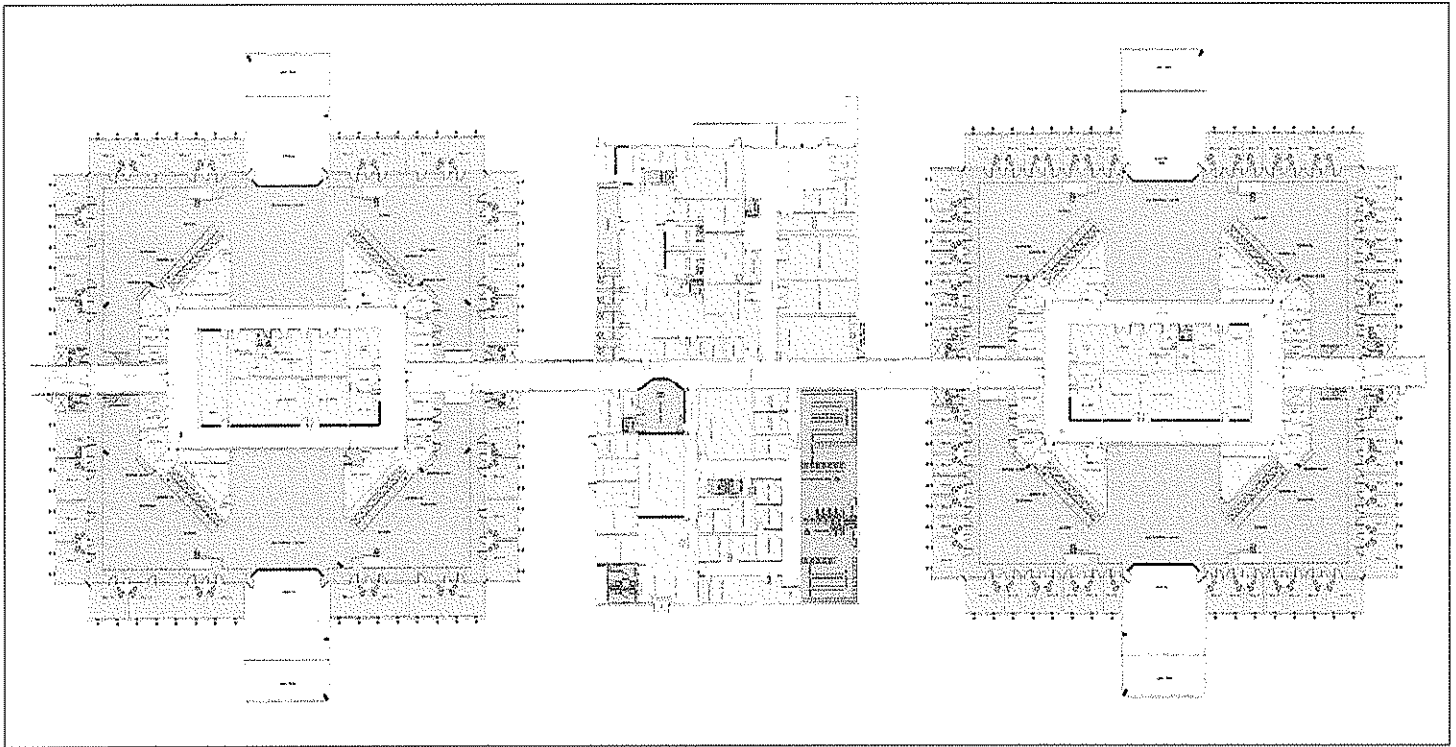
Joseph V. Conte Facility

Pompano Beach, Florida

Brennan Architects provided design for the Joseph V. Conte Facility, a male, medium-custody facility that houses mainly inmates awaiting trial. Conte is a direct supervision facility, meaning deputies are stationed inside the housing units and interact directly with inmates. Meals, recreation, counseling, treatment programs and medical care are provided within the housing units, eliminating the need to escort inmates to other areas to receive them. The Conte Facility is program-intensive and includes 30- and 60-day substance abuse programs, the court ordered ISAP and ATACC programs, as well as various educational programs.

Built at a cost of \$25.5 million, the facility houses 1,328 inmates and is staffed by 231 law enforcement and civilian personnel.

The facility is named for Joseph Conte, a 47-year-old Broward County Sheriff's Office detention deputy who was killed in the line of duty in July 1979.



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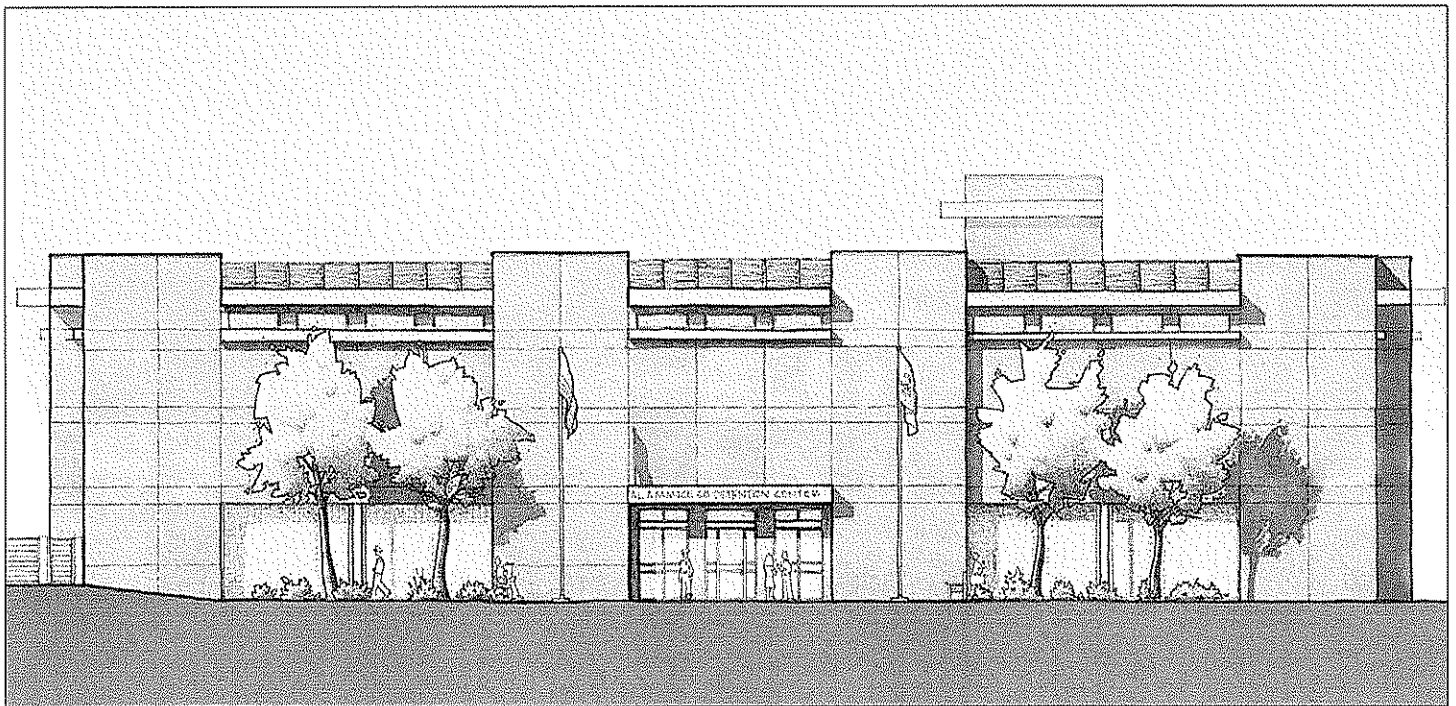
Alamance County Detention Center

Graham, North Carolina

Brennan Architects, LLC, provided design services for this 240-bed addition to the existing facility, which will bring total capacity to 396. The project includes a new intake/release area, public lobby, jail administration offices, magistrate's office, and video visitation area. The building connects through secure corridors to the existing jail and courthouse, and is designed to comply with North Carolina Jail Standards and the US Marshals Office minimum standards.

Transition and Activation Services provided by Brennan Consulting and Training Services include working with the design team to organize space, work flow, and circulation patterns to achieve the greatest functionality and ensure the security of staff, inmates, and the general public.

During the construction phase, we will begin developing staffing plans, post orders, and an administrative structure for the facility. We will organize logistics plans for moving staff and inmates into the new building, develop recruitment and training programs, and write RFPs for contracted services, Policies and Procedures manuals for the new facility, and job descriptions for new staff.



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Anderson County Jail
Anderson, South Carolina

The Brennan Group was recently awarded the contract to provide Anderson County with a Feasibility Study of their jail. Our study will include a complete facility evaluation, the development of inmate population forecasts, and jail staffing analyses.

In addition, we will provide a comprehensive analysis of the cost to repair the facility and bring it into compliance with both code and jail standards versus the cost to replace the facility with new construction. Brennan Architects, LLC, will recommend facility repair/replacement options, and will provide budgets and conceptual designs for expansion of the facility to accommodate more than 1,100 beds.



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4. Relevant Experience

Expression of Interest - October 13, 2009
The West Virginia Regional Jail and Correctional Facility Authority
Repair, Replacement, and/or Renovation Program - RJCMNT012

Select Experience Providing Needs Assessments, Feasibility Studies, and Facility Options for Public Sector Organizations



Anderson County Jail Feasibility Study Anderson, South Carolina

Comprehensive analysis of the cost to repair the facility and bring it into compliance with both code and jail standards versus the cost to replace the facility with new construction. Provided budgets and conceptual designs for expansion of the facility to accommodate more than 1,100 beds.

Hancock County Jail Kiln, Mississippi

Facility Assessment and Feasibility Study to establish the physical and structural condition of the jail following damage from Hurricanes Rita and Katrina.

Services include providing expertise on code issues and State and Federal jail standards affecting design. In addition, we prepared development options and conceptual budgets for repair of the existing facility or construction of a replacement facility.

Franklin County Jail Louisburg, North Carolina

Feasibility Study that involves evaluating the existing facility, forecasting future capacities through 2030, and developing expansion concepts.

Wayne County Detention Facility Goldsboro, North Carolina

Evaluated the existing facility, forecast future capacities, and developed expansion concepts for a 500-bed jail.

Mecklenburg County Detention Facility Boydton, Virginia

Evaluated the existing facility, forecast future capacities, and developed expansion concepts for a 100-bed jail.

Southwestern Regional Jail Study Jackson, Swain, Macon, and Graham Counties, North Carolina

Evaluated existing jails, forecast future capacities, and developed expansion concepts and budgets for each

county. In addition, tested the option of a single regional jail.

Stokes County Detention Facility Danbury, North Carolina

Evaluated the existing facility, forecast future capacities, and developed expansion concepts for a 100-bed jail.

Beaufort County Detention Facility Washington, North Carolina

Evaluated the existing facility, forecast future capacities, and developed expansion concepts.

Catawba-Iredell Regional Jail Catawba/Iredell Counties

Forecast population, determined projected jail capacity, and analyzed various options for dealing with the need for increased capacity. Provided comparative analysis of individual vs. regional facilities.

Caswell County Detention Facility Yanceyville, North Carolina

Evaluated the existing facility, forecast future capacities, and developed expansion concepts for a 150-bed jail.

Burke County Court Renovation/Burke County Detention Center Morganton, North Carolina

Evaluated the existing facility, forecast future capacities, and developed expansion concepts for a 250-bed jail.

Chowan County Detention Facility Edenton, North Carolina

Evaluated the existing facility, forecast future capacities, and developed expansion concepts for a 150-bed jail.

Duplin County Detention Facility Kenansville, North Carolina

Evaluated the existing facility, forecast future capacities, and developed expansion concepts for a 150-bed jail.

4. Relevant Experience

Lenoir County Detention Facility Kinston, North Carolina

Evaluated the existing facility, forecast future capacities, and developed expansion concepts.

Craven County Detention Facility New Bern, North Carolina

Evaluated the existing facility, forecast future capacities, and developed expansion concepts.

Cherokee County Detention Facility Murphy, North Carolina

Evaluated the existing facility, forecast future capacities, and developed expansion concepts and budgets.

Mitchell County Detention Center Bakersville, North Carolina

Gathered data for the needs assessment and feasibility study; evaluated the existing jail, forecast future capacities, and developed expansion concepts and budgets.

Granville County Detention Center Oxford, North Carolina

Evaluated the existing facility, forecast future capacities, and developed expansion concepts and budgets.

Transylvania County Brevard, North Carolina

As Consultant/Detention Specialist, evaluated existing facility, forecast future capacities, and developed expansion concepts and budgets.

Randolph County Jail Asheboro, North Carolina

As Consultant/Detention Specialist, studied the feasibility of locating a proposed 240-bed jail at the existing Courthouse Square site.

Bertie County/Martin County Regional Jail Feasibility Study

As Consultant/Detention Specialist, examined options and analyzed first cost and annual operating costs to develop a 155-bed regional jail for the two counties.



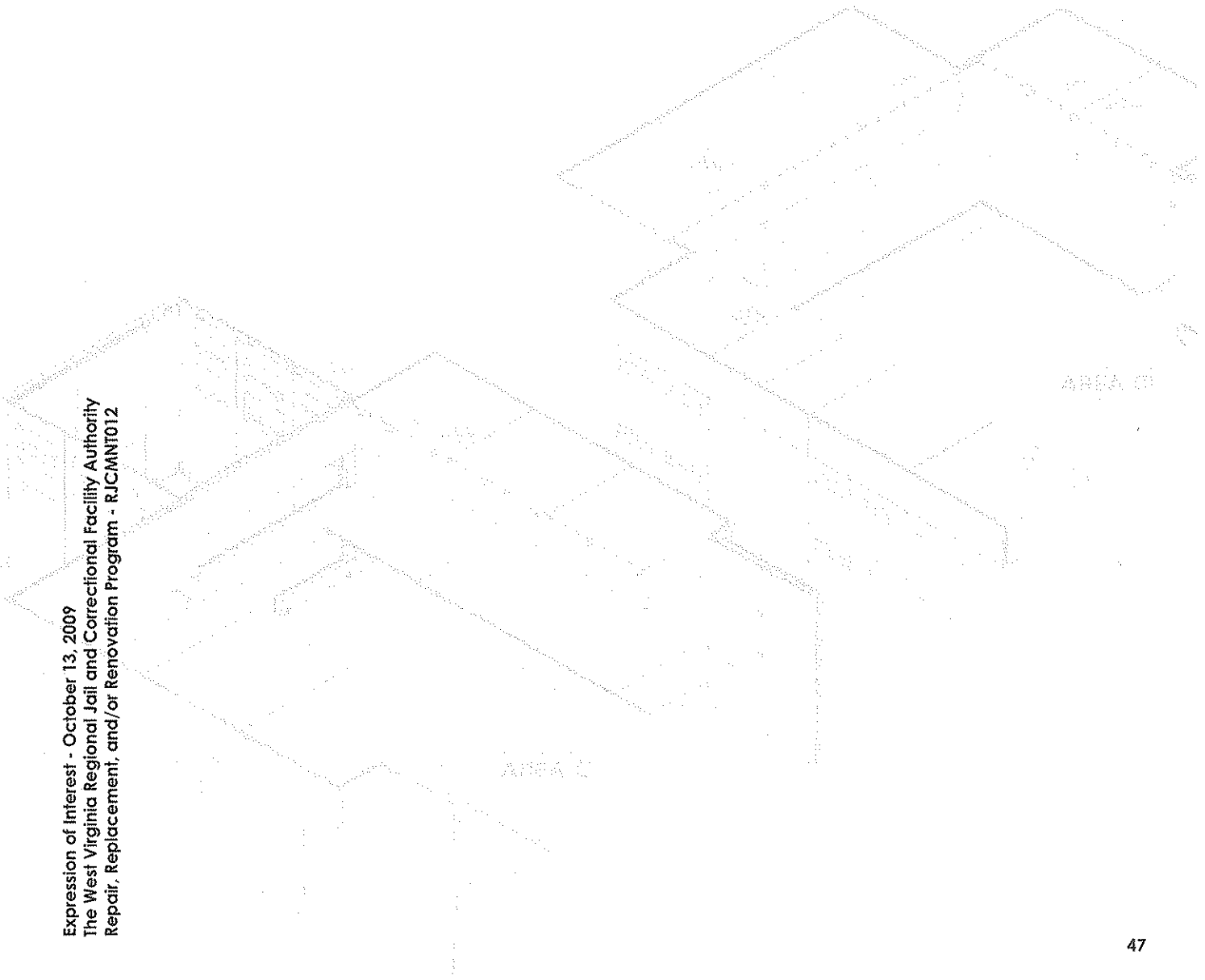
Expression of Interest - October 13, 2009
The West Virginia Regional Jail and Correctional Facility Authority
Repair, Replacement, and/or Renovation Program - RJCMM1012

5. Client References

The chart on the following page includes client references and project data for key assignments awarded to The Brennan Group. We invite representatives of the West Virginia Regional Jail & Correctional Facility Authority to contact these clients for a candid assessment of the quality of our services and our ability to foster a constructive and collaborative approach to their projects



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Repair, Replacement, and/or Renovation Program - RJCMN1012





Representative Experience Project Data

| Project Name/ Location | Owner Name | Number of Beds/Sq. Ft. | Year Completed | Constr. Cost | Contact Name/ Phone Number |
|--|--------------------|---|-------------------|---|---|
| Horry County Sheriff's Office/ J. Reuben Long Detention Center Expansion and Renovation Conway, South Carolina | Horry County | Phase I: 2 64-bed dormitory housing units Phase II: 536 beds 12,000 sq. ft. of housing, plus office space for a juvenile transport section. | 2009 | Budget: \$53 million | Mr. Gary Watson Director of Construction and Maintenance 843.915.5300 |
| Onslow County Justice Complex Jacksonville, North Carolina | Onslow County | A new 528-bed jail; Project includes a new 25,000 sq. ft. Sheriff's Building and a 15,000 sq. ft. office complex for justice-related departments. | 2010 | Budget: \$53 million | Mr. Ron vonLembke, Esq. Onslow County Attorney 910.577.7771 |
| Pitt County Detention Center Greenville, North Carolina | Pitt County | 192 beds; 75,000 sq. ft. expansion project that includes a 37,500 sq. ft. 96 cell (double-bunked) housing block, a new 20,000 sq. ft. intake and release facility, a new 5,000 sq. ft. sallyport, a new 8,500 sq. ft. kitchen, and renovation to the existing 3,000 sq. ft. laundry area. | 2009 | Budget: \$21 million | Mr. Phil Dickerson Deputy County Manager/ Public Services 252.902.3150 |
| Lenoir County Detention Center Kinston, North Carolina | Lenoir County | 200 beds; 5-story structure with large kitchen and laundry facilities, an intake and processing area, a magistrate and jail administration area, video visitation, small medical unit and an after-hours public lobby. | 2011 | TBD; Project in Schem. Design Phase | Mr. Mike Jarman County Manager 252.559.6456 |
| Greene County Justice Center Snow Hill, North Carolina | Greene County | 90 beds; Expansion of the county office space, additional courts, new sheriff's offices, intake/processing, kitchen and laundry. | 2010 | \$12 million | Mr. Don Davenport County Manager 252.747.3446 |
| Anderson County Jail Feasibility Study Anderson, South Carolina | Anderson County | 1,100 beds; Comprehensive analysis of the cost to repair the facility and bring it into compliance with both code and jail standards versus the cost to replace the facility with new construction. | 2008 | N/A | Captain Gary Bryant Jail Administrator 864.260.4363 |
| Pamlico County Detention Center Bayboro, North Carolina | Pamlico County | 108-beds; The project included the design of all associated support areas and a 6,000 square foot law enforcement center. | 2007 | \$6.1 million | Sheriff Bill Sawyer, Jr. Pamlico County Sheriff's Office 252.745.3101 |
| Alamance County Detention Center Graham, North Carolina | Alamance County | 500 beds; Project includes a new intake/release area, public lobby, jail administration offices, magis- trate's office, and video visitation area. | 2006 | \$10.9 million | Mr. David Smith County Manager (now retired) 336.228.1312 |

7. Legal Status

Litigation/Arbitration Proceedings

Brennan Architects is quite aware of its role and responsibility as the client's advocate, whether the project involves a feasibility study, architectural design, or construction administration. We have a risk management program in place that involves actively monitoring and reviewing progress on any project. We clearly describe roles, responsibilities, and expectations for all parties at the earliest stages of a project, and take steps to document activities and progress as the project proceeds. As a result, our experience with litigation has been negligible.

In our firm's history we have been involved in only one instance of litigation. A contractor filed litigation against our client and named us in the complaint. The complaint against both our client and our firm was dismissed by the court.

Debarment from Federal/State Projects

Neither Brennan Architects nor any member of The Brennan Group, LLC, has been debarred from bidding or proposing government contracts for the federal government or any state.

State of West Virginia Procurement

No procurement laws in the State of West Virginia would affect the potential award of a contract to Brennan Architects, LLC, for this project.



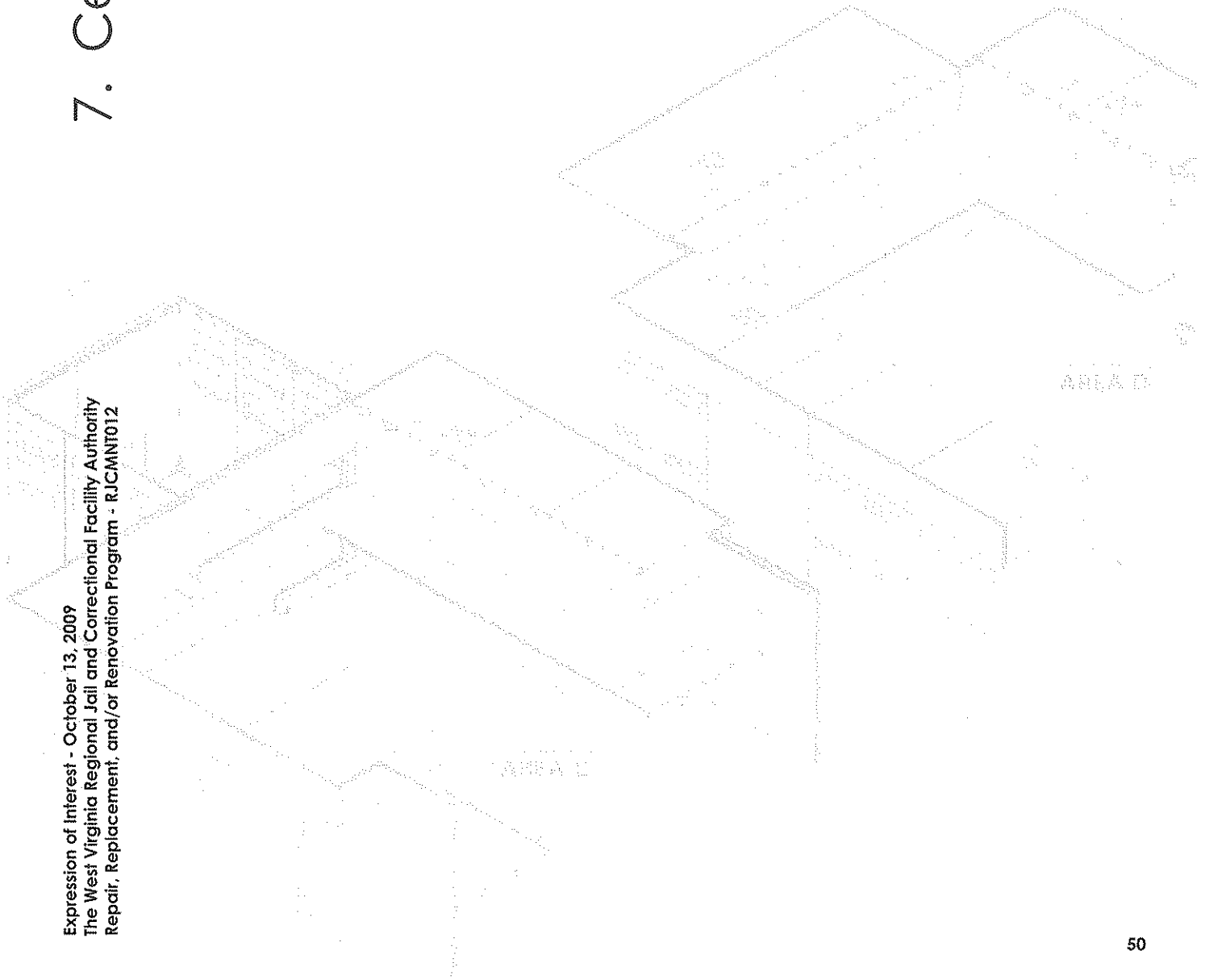
Expression of Interest - October 13, 2009
The West Virginia Regional Jail and Correctional Facility Authority
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7. Certificate of Insurance

Please find Brennan Architects' Certificate of Insurance on the following page. This Certificate identifies the terms and amounts of the firm's professional liability insurance coverage.



Expression of Interest - October 13, 2009
The West Virginia Regional Jail and Correctional Facility Authority
Repair, Replacement, and/or Renovation Program - RJCMN1012





CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
10/6/2009

PRODUCER (803)799-5533 FAX: (803)771-0166

Keenan Suggs
700 Huger St.
Suite 100

Columbia SC 29201

INSURED

Brennan Associates, Inc.
Brennan Management Services LLC
1233 Washington St. Suite 500
Columbia SC 29201

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURERS AFFORDING COVERAGE

NAIC #

INSURER A: Ace American Insurance

INSURER B:

INSURER C:

INSURER D:

INSURER E:

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| NSR ADD'L LTR INSRD | TYPE OF INSURANCE | POLICY NUMBER | POLICY EFFECTIVE DATE (MM/DD/YYYY) | POLICY EXPIRATION DATE (MM/DD/YYYY) | LIMITS |
|---------------------|--|-----------------|------------------------------------|-------------------------------------|--|
| | GENERAL LIABILITY | | | | EACH OCCURRENCE \$ 1,000,000 |
| | COMMERCIAL GENERAL LIABILITY | | | | DAMAGE TO RENTED PREMISES (Ea occurrence) \$ |
| A | CLAIMS MADE OCCUR | EONG23640363001 | 5/3/2009 | 5/3/2010 | MED EXP (Any one person) \$ |
| | X Professional Liab | | | | PERSONAL & ADV INJURY \$ |
| | GEN'L AGGREGATE LIMIT APPLIES PER: | | | | GENERAL AGGREGATE \$ 1,000,000 |
| | POLICY PROJECT LOC | | | | PRODUCTS - COMP/OP AGG \$ |
| | AUTOMOBILE LIABILITY | | | | COMBINED SINGLE LIMIT (Ea accident) \$ |
| | ANY AUTO | | | | BODILY INJURY (Per person) \$ |
| | ALL OWNED AUTOS | | | | BODILY INJURY (Per accident) \$ |
| | SCHEDULED AUTOS | | | | PROPERTY DAMAGE (Per accident) \$ |
| | HIRED AUTOS | | | | |
| | NON-OWNED AUTOS | | | | |
| | GARAGE LIABILITY | | | | AUTO ONLY - EA ACCIDENT \$ |
| | ANY AUTO | | | | OTHER THAN AUTO ONLY: EA ACC \$ |
| | | | | | AGG \$ |
| | EXCESS / UMBRELLA LIABILITY | | | | EACH OCCURRENCE \$ |
| | OCCUR <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> | | | | AGGREGATE \$ |
| | | | | | \$ |
| | DEDUCTIBLE | | | | \$ |
| | RETENTION \$ | | | | \$ |
| | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY | | | | WC STATUTORY LIMITS OTH-ER |
| | ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y/N | | | | E.L. EACH ACCIDENT \$ |
| | If yes, describe under SPECIAL PROVISIONS below | | | | E.L. DISEASE - EA EMPLOYEE \$ |
| | OTHER | | | | E.L. DISEASE - POLICY LIMIT \$ |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS

CERTIFICATE HOLDER

Proof of Coverage

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 10 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE
Robert Graham Jr/JMM

IMPORTANT

If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

DISCLAIMER

This Certificate of Insurance does not constitute a contract between the issuing insurer(s), authorized representative or producer, and the certificate holder, nor does it affirmatively or negatively amend, extend or alter the coverage afforded by the policies listed thereon.