ber 30, 2010

RESSION OF INTEREST

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TE CAPITOL COMPLEX,
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GSD116411

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ashington Street, East
50130
ton, WV 25305-0130

ed by:
l Baker Jr., Inc.
. Washington Street
Floor
lon, WV 25313

iation with:
n H. Gordon
ates, Inc.
aly Drive, Suite 200
y, VA 20191

Michael Baker Jr., Inc.
A Unit of Michael Baker Corporation

5088 West Washington Street
Second Floor
Charleston, WV 25313

304.769.0821 Phone
304.769.0822 Fax

September 30, 2010

Ms. Krista Ferrell, Senior Buyer
State of WV Department of Administration
Purchasing Division
Building 15, 2019 Washington Street East
P.O. Box 50130
Charleston, West Virginia 25305-0130

RE: Expression of Interest to Provide Architectural / Engineering Design Services
GSD116411 – Capitol Campus Security Project
State of WV – General Services Division

Dear Ms. Ferrell:

Michael Baker Jr., Inc. (Baker) is pleased to respond to the Request for Expression of Interest for the design of the Capitol Security including Crime Prevention through Environmental Design (CPTED), Security and Anti-Terrorism standards and Landscaping Designs at the West Virginia Capitol Campus – General Services Division (GSD). Michael Baker Jr., Inc., Charleston WV office, has teamed with W.H. Gordon Associates, Inc. to provide the combined skills and experience required to address this important project on the West Virginia Capitol Campus. It is our understanding that the state intends to have the Security Plan developed while maintaining the open and accessible campus and complementing the existing campus landscape and building design.

Michael Baker Jr., Inc. and W.H. Gordon Associates, Inc. (the Baker team) are ideally suited for this campus security project. Our Principal and project staff is very familiar with the Capitol Complex having recently completed historic research, a survey of utilities and an existing conditions assessment of the West Virginia Capitol Master Plan. Our proposed team for the Capitol Security project is:

- Russell Hall, P.E.,P.S., Baker Principal In-Charge
- Ron Bolen, R.A., AIA, Baker Project Manager

The Baker Team will bring all of the technical and design skills required to scope, plan, and deliver this assignment efficiently and effectively. With our diverse areas of expertise, we will bring all of the required professional expertise to the project without the need for any subconsultants.

The overall approach to this project will follow these steps:

- Survey existing site and utility conditions.
- Coordinate with the GSD for the complete program of the proposed project.
- Prepare Schematic Design Documents and Preliminary Budget.
- Prepare Design Development Documents and Refined Budget.
- Prepare Construction Documents and Final Budget.
- Provide Construction Administration.

In addition to the qualifications described above, one of our team members, Major Michael A. Jones (Ret) of the Virginia Capitol Police, was a key participant in the renovation of the Virginia State Capitol in Richmond, Virginia. That project, completed in 2007, was a total renovation that included significant security improvements very similar to what you are requesting today. Major Jones is well acquainted with the WV Capitol complex and its security needs. We also understand the desire of the WV government to enhance the overall security of the site while maintaining the invaluable sense of openness and accessibility that is the hallmark of representative government in West Virginia. The Baker team is ideally suited to manage this project, as we intimately understand the special circumstances and sensitivities that are inherent at the seat of government.

We have reviewed the terms and conditions of this Expression of Interest as set forth by the Purchasing Division, and will fully comply. It is understood that the vendor relationship is that of an independent contractor. The term of contract is 12 months and may be renewed, as necessary, to obtain a new contract or to complete the work. Insurance coverage at the appropriate levels is in place. No price or fee was requested or permitted, and none has been included. Form WV-1, Vendor Registration, has been provided, as well as a signed Affidavit indicating that no debit is owed to the state. Michael Baker Jr., Inc.'s business and professional licensing is in place. Confidentiality in the preparation of this EOI is certified. There is no conflict of interest, no gratuities have been extended, and we have engaged in no lobbying efforts. The required forms are included in the binder, behind this letter, for this EOI response.

We appreciate your consideration and would be pleased to respond to any questions and to participate in the interview process.

Sincerely,

MICHAEL BAKER JR., INC.

Russell E. Hall, PE, PS
Assistant Vice President / Principal-In-Charge

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

Request for Quotation

RFQ NUMBER	PAGE
GSD116411	1

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

VENDOR
*709015418 02 304-769-0821
MICHAEL BAKER JR INC
5088 W WASHINGTON ST 2ND FLR

CHARLESTON WV 25313

SHIP TO
DEPARTMENT OF ADMINISTRATION
GENERAL SERVICES
BUILDING 1 ROOM MB60
1900 KANAWHA BOULEVARD, EAST
CHARLESTON, WV
25305-0123 304-558-2317

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
08/31/2010				

BID OPENING DATE: 09/30/2010 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	LS		906-07		

A&E SERVICES: CAPITOL CAMPUS SECURITY PROJECT

EXPRESSION OF INTEREST
(EOI)

THE WEST VIRGINIA STATE PURCHASING DIVISION FOR THE AGENCY, THE WEST VIRGINIA DIVISION OF GENERAL SERVICES, IS SOLICITING BIDS TO PROVIDE THE AGENCY WITH ARCHITECTURAL AND ENGINEERING SERVICES FOR THE DESIGN OF CAPITOL SECURITY INCLUDING: CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED), SECURITY AND ANTI-TERRORISM STANDARDS AND LANDSCAPING DESIGNS PER ATTACHED SPECIFICATIONS.

TECHNICAL QUESTIONS CONCERNING THIS SOLICITATION MUST BE SUBMITTED IN WRITING TO KRISTA FERRELL IN THE WEST VIRGINIA STATE PURCHASING DIVISION VIA MAIL AT THE ADDRESS SHOWN IN THE BODY OF THIS RFQ, VIA FAX AT 304-558-4115, OR VIA EMAIL AT KRISTA.S.FERRELL@WV.GOV. DEADLINE FOR ALL TECHNICAL QUESTIONS IS 09/20/2010 AT THE CLOSE OF BUSINESS. ANY TECHNICAL QUESTIONS RECEIVED WILL BE ANSWERED BY FORMAL ADDENDUM TO BE ISSUED BY THE PURCHASING DIVISION AFTER THE DEADLINE HAS LAPSED.

IN THE EVENT OF ADDENDA ISSUED FOR THIS PROJECT, PLEASE COMPLETE THE BELOW ADDENDUM ACKNOWLEDGEMENT. PLEASE NOTE THAT NOT ALL SPACES MAY BE UTILIZED.

EXHIBIT 10

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
Donald E. Hall	304-769-0821	9/30/10

TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE
Project Principle	251228638	

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

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

Request for Quotation

RFQ NUMBER	PAGE
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CHARLESTON, WV
25305-0123 304-558-2317

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
09/27/2010				

BID OPENING DATE: ~~09/30/2010~~ 09/30/2010 BID OPENING TIME ~~01:30PM~~ 01:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
				ADDENDUM NO. 1		
				THIS ADDENDUM IS ISSUED TO PROVIDE ANSWERS TO ALL TECHNICAL QUESTIONS SUBMITTED IN ACCORDANCE WITH THE PROVISIONS OF THE ORIGINAL REQUEST FOR QUOTATION (GSD116411).		
				EOI OPENING DATE REMAINS: 09/30/2010 EOI OPENING TIME REMAINS: 1:30 PM		
				********** END ADDENDUM NO. 1 **********		
0001	1	LS	906-07	A&E SERVICES: CAPITOL CAMPUS SECURITY PROJECT		
				****** THIS IS THE END OF RFQ GSD116411 ****** TOTAL:		

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE: Russell E. Hall | TELEPHONE: 304-769-0821 | DATE: 9/30/10

TITLE: Project Principle | FEIN: 251228638 | ADDRESS CHANGES TO BE NOTED ABOVE

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

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

Request for Quotation

RFQ NUMBER	PAGE
GSD116411	2

ADDRESS CORRESPONDENCE TO ATTENTION OF:
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304-558-2596

VENDOR
*709015418 02 304-769-0821
MICHAEL BAKER JR INC
5088 W WASHINGTON ST 2ND FLR

CHARLESTON WV 25313

SHIP TO
DEPARTMENT OF ADMINISTRATION
GENERAL SERVICES
BUILDING 1 ROOM MB60
1900 KANAWHA BOULEVARD, EAST
CHARLESTON, WV
25305-0123 304-558-2317

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
08/31/2010				

BID OPENING DATE: 09/30/2010 BID OPENING TIME 01:30PM

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

REQUISITION NO.: .....

ADDENDUM ACKNOWLEDGEMENT

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

ADDENDUM NO.'S:

NO. 1 ..... Received 9/27/10

NO. 2 .....

NO. 3 .....

NO. 4 .....

NO. 5 .....

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

VENDOR MUST CLEARLY UNDERSTAND THAT ANY VERBAL REPRESENTATION MADE OR ASSUMED TO BE MADE DURING ANY ORAL DISCUSSION HELD BETWEEN VENDOR'S REPRESENTATIVES AND ANY STATE PERSONNEL IS NOT BINDING. ONLY THE INFORMATION ISSUED IN WRITING AND ADDED TO THE SPECIFICATIONS BY AN OFFICIAL ADDENDUM IS BINDING.

Lowell E. Hall
SIGNATURE

Michael Baker Jr., Inc.

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
Lowell E. Hall	304-769-0821	9/30/10

TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE
Project Principle	251228638	

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

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

Request for Quotation

RFQ NUMBER	PAGE
GSD116411	3

ADDRESS CORRESPONDENCE TO ATTENTION OF:
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*709015418 02 304-769-0821
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DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B	FREIGHT TERMS
08/31/2010				

BID OPENING DATE: 09/30/2010 BID OPENING TIME 01:30PM

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

COMPANY

9/27/10

DATE

NOTE: THIS ADDENDUM ACKNOWLEDGEMENT SHOULD BE SUBMITTED WITH THE EOI.

REV. 09/21/2009

BANKRUPTCY: IN THE EVENT THE VENDOR/CONTRACTOR FILES FOR BANKRUPTCY PROTECTION, THE STATE MAY DEEM THE CONTRACT NULL AND VOID, AND TERMINATE SUCH CONTRACT WITHOUT FURTHER ORDER.

NOTICE

A SIGNED EOI MUST BE SUBMITTED TO:

DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
BUILDING 15
2019 WASHINGTON STREET, EAST
CHARLESTON, WV 25305-0130

THE EOI SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE EOI MAY NOT BE CONSIDERED:

SEALED EOI

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE [signature] TELEPHONE 304-769-0821 DATE 9/30/10

TITLE Project Principal FEIN 251228638 ADDRESS CHANGES TO BE NOTED ABOVE

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

Introduction

The West Virginia Department of Administration, General Services Division (GSD) is seeking a highly-qualified team experienced in program management, planning, design and construction administration for the evaluation and design of the security plan for the West Virginia State Capitol that is both functional and architecturally compatible with the existing facilities. Michael Baker Jr., Inc. (Baker) is a highly-qualified firm with extensive experience in providing these types of services, and we are extremely interested in continuing to establish a professional relationship with the West Virginia Department of Administration, General Services Division.

To begin the process, we have reviewed the Request for Quotation and portions of the Capitol Master Plan to familiarize ourselves with the project and to assess the existing conditions. Baker has assembled a team of skilled individuals and a consultant specialized in security planning of these types of projects.

Baker has formed an association with the renowned practice of William H. Gordon Associates, Inc. (Gordon), a security consulting firm with a wealth of experience in security design projects, and several staff members with the required Crime Prevention Through Environmental Design (CPTED) certification. Gordon will assist in the assessment, design and construction administration.

4.2.1. Concept

Provide a discussion of the project, anticipated concepts and your firm's proposed methods of addressing the concerns and concepts as explained in the Background, General Requirements and Project Description.

Public facilities have historically been recognized as open and accessible venues for the use of our citizens and government. It is a hallmark tradition of a representative government. These facilities are truly "the People's houses." However, many security challenges are faced by public facilities today, including extreme acts of violence, terrorist acts, and traditional criminal activity. Whether specifically directed at the government or individual citizens, these security challenges are part of the risk profile that threatens our public facilities.

Governments must establish a safe environment that does not give the public the feeling of entering an armed camp. A visit to a public facility should not be accompanied by fear, whether real or perceived. Such fear may create reluctance on the part of our citizens to visit these public facilities and participate or interact with our government. Government facilities can protect their citizens and employees while maintaining the openness and accessibility that is an American tradition. The lasting image of our public facilities should not be guards, checkpoints, and barriers, but of places that exemplify an open and strong society. Public facilities must perform their missions without creating an environment that promotes this public insecurity.

The goal is to balance the need, both operationally and philosophically, to maintain accessibility to the public while achieving a responsible level of security. Crime Prevention Through Environmental Design (CPTED) is an advanced approach to designing safe and functional environments. It incorporates physical elements, security staff and the public into a total solution in which all parties play an integral role in the maintenance of safety. The passive participation of the public in a security role enhances the sense of safety and will encourage citizens to visit these public facilities and interact with our government.

Design Considerations for State Capitol Complex, Capitol Campus Security Project

Proposed Approach. The design of the new Capitol Security Plan should utilize the principal tenants of CPTED; natural surveillance, access control and territorial reinforcement. Using these tools, the design team will enhance the existing Capitol Complex facilities, providing a positive and secure environment, establishing design

aesthetics that are complementary to its historical environment, and appropriate for its vision and mission. Programmatic components must consider required and efficient adjacencies that respond to its function and purpose. The design needs to provide visual control of the entire campus, manage any risk, be easily adaptable and relatively maintenance-free. The selected materials and systems must convey a sense of unity and connectivity with the look and feel of the adjacent buildings, and with the Capitol Campus as a whole.

CPTED involves examining four concepts:

Natural surveillance is the physical ability to see what is going on in and around the facilities. Solid walls, tall shrubs, parked cars, outbuildings, sculptures, large signs, and other obstacles can block natural surveillance. If there are locations on a campus where problems often occur, are they hidden from view? If so, we will examine ways to increase visibility. Some common approaches include:

- Installing openings or windows in solid walls to increase visual exposure
- Replacing solid walls with wrought iron fencing
- Blocking access to the hidden area entirely.
- Removing any features, such as benches, that draw people into a hidden area for nefarious purposes

Other options to improve surveillance are convex mirrors to provide visibility around corners, electronic surveillance equipment, or increased patrols. The concept of natural surveillance suggests that the more lighting, the better. Paradoxically, it doesn't always work that way. Sometimes good lighting attracts misbehavior, while darkness drives people away.

Within buildings, room and furniture layouts present especially good opportunities for improving security. For example, a receptionist can observe people approaching the building if there are glass doors and a clear line of sight, unobstructed by walls, counters, equipment, etc.

Access control is the ability to identify and decide who gets in and out of the facilities. Many of the Capitol facilities have so many buildings, breezeways, unlocked doors, and open windows that access is essentially unrestricted, despite any rules to the contrary. As this can be a problem at certain areas, some options may include:

- Re-configuring as many access entry doors as possible so that they automatically lock when closed and only serve as emergency exits.
- Replacing or re-configuring windows so that they cannot be used as entry points for people or contraband.

In some instances, the HVAC system is a major problem — if people are too hot, they will open the windows and no policy is likely to stop them. Small windows or windows covered with grates are other possible solutions if they do not need to serve as emergency exits. Of course, emergency ingress and egress must always be maintained.

Territoriality refers to creating the feeling of ownership and belonging. Letting the bad guy and the public know that the area is being watched (this can be done through signs that tell people to call report concerns) serves to warn that negative behaviors are likely to be seen, reported and the perpetrator caught. Defining clear borders is another step that reinforces territoriality. A low fence or hedge around the edge of the property or portions of the Capitol may not physically stop a trespasser, but it helps identify where public space ends and private space begins.

Maintenance. Without proper maintenance safety, security and emergency response measures often become ineffective or even detrimental.

The goal is to provide a positive, safe and healthy Capitol, while offering an open campus that aids the elected officials, dignitaries, governmental staff, visitors and the activities of the state government. CPTED strategies should provide an enriching ambiance, and a clean appearance that provides a productive and inviting atmosphere with timeless flexibility.

Baker's proposed approach to this project will require a collaborative effort with the West Virginia General Services Division (GSD) and the Baker Team to assess the project requirements, goals and the GSD's conditions of satisfaction for the project, and to balance the desired aesthetic effects with a safe and secure design. These topics, as well as the schedule and budget for the project, will be discussed at a project kick-off meeting (Committee Meeting 1), after which the Baker Team will commence the initial phase.

The initial phase involves an investigation of the existing site conditions, vehicular patterns and utilities. The CPTED evaluation of the campus will include a fringe survey of the adjacent neighborhoods surrounding the project area to develop an understanding of these communities, their functions and their risks. Based on our findings from this investigation and our understanding of the project programming, we will develop concepts and make recommendations to GSD for the design of the proposed Capitol Campus Security Plan. These recommendations will be reviewed with the GSD (Committee Meeting 2) using plans, cut sheets, sketches and computer-generated drawings to communicate the visual effects of the proposed design.

Upon approval from the GSD of the design recommendations, the Baker Team will proceed with Construction Documents. This phase will follow a specified process with established milestones for submittals and approvals in order to maintain target dates in accordance with the GSD's conditions of satisfaction. At the conclusion of the Construction Documents phase, drawings and specifications will be delivered to the client for bidding, procurement and construction of the work.

The Baker Team will continue to support the GSD during the construction phase, answering bid questions, developing clarification sketches or other documents as necessary, providing periodic site observations, reviewing submittals, and answering RFIs (contractor's requests for information to clarify the design). The primary purpose of these activities is to assure the GSD that the construction is proceeding in accordance with the intent of the approved design.

The West Virginia State Capitol Complex is located at 1900 Kanawha Boulevard, East, Charleston, West Virginia and is generally bound between the Kanawha River to Piedmont Road near Interstate 64/77, on the west of Michigan Avenue, and on the east of Greenbrier Street, including adjacent buildings and parking areas and the Laidley field area.

The specific scope of services that support this approach is outlined below.

Scope of Services

Phase 1, Comprehensive Existing Security Evaluation. The security evaluation will involve the following general aspects.

Task 1, Pre-Design Phase

- **Existing Operational Policies.** Review the existing operational and security policies at the Capitol. Tasks will include the review of existing threat/risk assessments and/or studies prepared for the Capitol.
- **Crime Analysis.** Conduct a crime analysis for the State Capitol working area in order to identify the scope and nature of potential threats, as well as provide intelligence to assist in crafting proposed security mitigation measures.

- **Interview Stakeholders.** Interview stakeholders to identify objectives, concerns and issues for campus security objectives. Stakeholders may include:
  - Employees of the Capitol Campus
  - General Services Division
  - Capitol Building Commission
  - Office of the Governor
  - Selected legislative staffers and Legislature leadership as identified by Owner
  - Clerks of the House and Senate
  - West Virginia Division of Protective Services
  - Local and Federal Public Safety community members to include police, fire and EMS, Public Works, Railroad Police, West Virginia State Police Executive Protective Detail, the Office of Homeland Security, and the Secretary of Public Safety, et al
  - Capitol Facility and Security Manager
  - Vendors who service the facility
  - Others identified during project research
- **3D Digital Map (recommended).** Employ High Definition 3D laser scan survey to compile point cloud data at an appropriate density sufficient enough to produce measurable 3D data sets of critical campus areas in Leica TrueView file format. Supplement data sets with field designated utility locations to ensure accurate base information
- **Security Assessment.** Perform an on-site detailed evaluation of the campus during and after working hours to assess campus/building conditions, existing equipment and adjacent properties opportunities to evaluate opportunities to incorporate CPTED principles.
- **Security Program.** Identify specific campus security program requirements to address the operational and security objectives for the campus. Coordinate and conduct a two-day security design conference with the design team and stakeholders to review the project research findings, identify considerations and issues pertaining to security, and make recommendations for incorporation into the security program document. The Security Program and schematic design plans will guide the Preliminary Design phase of the project and will address the following:
  - Security Zones
  - Perimeter Security and Access Control
  - Vehicular and Pedestrian Circulation
  - Surveillance (natural and electronic) including CCTV placement
  - Security Lighting
  - Infrastructure Impacts (Utilities/Storm Water/HVAC)
  - Way Finding (Signage and/or Markings)
  - Security Post(s) and Operations Center (Security/Emergency Management)
  - Event and Evacuation Planning
  - Construction Security
  - Considerations of Landscaping Elements

Task 2, Schematic Design Phase

- **Develop design criteria and preliminary design scheme.** Establish program, criteria and preliminary scheme. Based upon documented conditions, client and team input and design practice, develop a proposed program of hierarchies, needs and related security criteria. Develop a plan consisting of proposed security devices, coverage and functional needs including:
  - Perimeter Security Elements including fences, access control, etc.
  - Building Access Control including Screening/Scanning
  - Security Lighting
  - Electronic Surveillance

- Intrusion Detection
- AEDs and First Aid Stations
- Security Operations Center and Security Post Equipment

- **Develop preliminary opinion of probable costs.** Provide preliminary budgeting and prepare for presentation to GSD for review and approval.
- **Present Schematic design and preliminary budget.** Meet with security planning committee to review and discuss the design and verify the scope is within the established budget and requirements.

Task 3, Design Development Phase

Design Development. Refine the program and scheme to reflect findings in the schematic design and address ongoing client and team input. Develop tentative security plans and outline specifications based upon team findings and standards adapted for the campus. Provide refined budgeting. This task will involve several iterations and interim reviews with the Security Planning Committee to appraise the design evolution, gain consensus from the committee, and check the budget is being adhered to. All design components will be carried over from the Schematic Design Phase.

Task 4, Construction Documents Phase

- **Construction Documents.** Finalize the security plans, specifications and budget based on the approval of the Design Development documents. Present for the Security Planning Committee review and approval.
- **Capitol Building Commission Review.** Final design documents will be submitted to the Capitol Building Commission (CBC) for approval. Task includes modifications as requested by the CBC to the construction documents. Participation by the CBC is requested throughout the development of the plan to reduce any potential revisions.
- **Bidding.** Provide assistance to the GSD during bidding in preparation of addenda to clarify the design concept and evaluate with GSD bids received from contractors.

Task 5, Construction Administration Phase

- **Construction Submittals.** Review shop drawing and submittals for conformance to the design requirements.
- **Site Observations.** Provide periodic site observations to assure GSD the work is proceeding in accordance with the design intent. Verify installations for correct placement, aiming or orientation of devices to achieve the designated effects.
- **Requests for Information.** Answer requests from the contractor to clarify design or address unanticipated field issues.
- **Applications for Payment.** Review contractors' requests for payment for congruence with the actual installed work.
- **Project Closeout.** Develop closeout documents and punchlist at substantial completion.

Optional Tasks

To fully address the potential project scope additional services have been listed for review and consideration. Services include advanced security programming for the Capitol, training programs and policy development:

- Convergence of Life Safety with Security
- Security Policies and Procedures Development
- IT beyond the physical security of the area where the support infrastructure is located, i.e. doors, windows, locks, alarms etc.
- Continuity of Operations Plan (COOP) Reviews (outside the scope of how these plans impact daily security functions)
- Emergency Evacuation Plans
- Security/Employee Training Programs
- Emergency Evacuation Training

Quality Management Plan

The guiding principles for the Quality Management Plan (QMP) are rooted in a Quality Policy, which has three essential tenets: Client Satisfaction Comes First; Prevention vs. Correction; and Quality is Foremost a Management Responsibility. Our Quality Process involves these three elements:

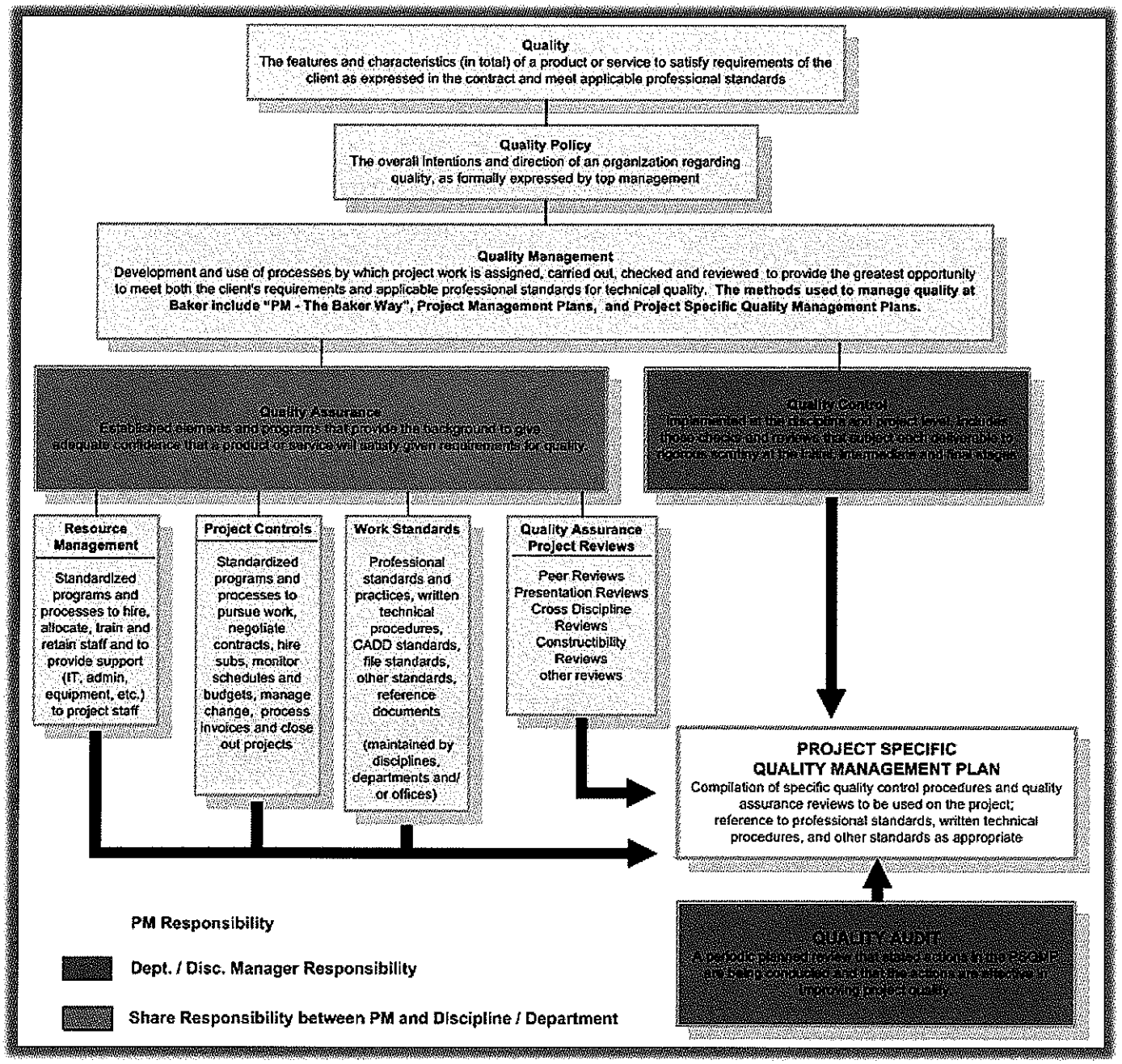
- ***Quality Planning.*** In the planning stage, we identify clients' program requirements, determine which quality standards apply, and determine what will be done to satisfy these program requirements.
- ***Quality Assurance.*** In this effort, we make sure that quality control efforts are taking place; we verify that efforts are producing the desired results, and we make adjustments to the processes as necessary.
- ***Quality Control.*** In this effort, we perform inspection directly on the product itself to determine if it meets the requirements developed in the quality planning stage. We also identify ways to eliminate causes of unsatisfactory results such as change orders created by errors and omissions.

Quality Planning is done up front. Quality Assurance and Quality Control are continuous over the life of the project. Prior to the start of work, Mr. Bolen will develop the Quality Control Plan (QCP) as a part of the overall Project Management Plan. He will review the QCP with Quality Assurance/Control Manager, Mr. Deffenbaugh, and gain concurrence with the appropriate State representatives. Among other items, the QCP outlines all project procedures, routing of correspondence, design criteria, quality assurance and quality control procedures, and submittal requirements.

Quality Control Procedures for Plans, Specifications, and Design Analysis, and Electronic Documents. Our procedures consist of the following steps that are performed at specified milestones and submissions:

- **Intra-discipline Check.** Each discipline checks drawings, specifications, and design calculations for accuracy, as well as consistency, between the drawings and specifications when design revisions are made.
- **Independent Technical Review.** One or more appropriately skilled individuals will perform an Independent Technical Review of the documents on a discipline-by-discipline basis.
- The Quality Plan includes a **checklist of all design criteria and submittal requirements**. This checklist will be used by the Independent Review Team to be sure that the project criteria is met.
- **Construction cost estimates will be performed at each submission** and checked by the team's professional construction cost estimators. Designs will be adjusted or scopes and cost-cutting ideas will be discussed with the appropriate State representatives as the designs progress.
- **All electronic documents and files are stored** using a standard directory structure and all submissions are saved on DVDs to keep an accurate record of the project. If needed, Baker provides electronic bidding .pdf and .cal files. We plot and review the .cal files to verify conversions to match the CADD plots. All electronic documents are under the care of Baker's strict firewall and antivirus software policies.

The following chart represents the various stages and processes of Baker's quality program:


Quality
The features and characteristics (in total) of a product or service to satisfy requirements of the client as expressed in the contract and meet applicable professional standards
Quality Policy
The overall intentions and direction of an organization regarding quality, as formally expressed by top management
Quality Management
Development and use of processes by which project work is assigned, carried out, checked and reviewed to provide the greatest opportunity to meet both the client's requirements and applicable professional standards for technical quality. The methods used to manage quality at Baker include "PM - The Baker Way", Project Management Plans, and Project Specific Quality Management Plans.
Quality Assurance
Established elements and programs that provide the background to give adequate confidence that a product or service will satisfy given requirements for quality.
Quality Control
Implemented at the discipline and project level, includes design checks and reviews that support each deliverable to maximize quality at the initial, intermediate and final stages.
Resource Management
Standardized programs and processes to hire, allocate, train and retain staff and to provide support (IT, admin, equipment, etc.) to project staff
Project Controls
Standardized programs and processes to pursue work, negotiate contracts, hire subs, monitor schedules and budgets, manage change, process invoices and close out projects
Work Standards
Professional standards and practices, written technical procedures, CADD standards, file standards, other standards, reference documents
(maintained by disciplines, departments and/ or offices)
Quality Assurance Project Reviews
Peer Reviews
Presentation Reviews
Cross Discipline Reviews
Constructibility Reviews
other reviews
PROJECT SPECIFIC QUALITY MANAGEMENT PLAN
Compilation of specific quality control procedures and quality assurance reviews to be used on the project; reference to professional standards, written technical procedures, and other standards as appropriate
QUALITY AUDIT
A periodic planned review that assures actions in the PSQMP are being conducted and that the actions are effective in improving project quality
PM Responsibility
Dept. / Disc. Manager Responsibility
Share Responsibility between PM and Discipline / Department

4.2.2. Firm/Team Qualifications

a. *Provide the name, address, phone number, e-mail address and signature of the firm's contact person responsible for the project and having full authority to execute a binding contract on behalf of the firm submitting the proposal.*

Firm name and address:

Michael Baker Jr., Inc.
5088 West Washington Street, Second Floor
Charleston, West Virginia 25313
304-769-0821 (Phone)

Contacts:

Russell Hall, PE, PS, Principal-In-Charge
304-769-2154 (Direct)

Ron Bolen, RA, AIA, Project Manager
304-769-2133 (Direct)

b. *Provide the names, function and resume of individuals within the lead firm's organization who will be assigned to this project.*

Baker's team of professional and technical personnel will be led by Mr. Ron Bolen, RA, AIA. Mr. Bolen is currently serving the State of West Virginia as the lead architect for its Campus Master Planning and Architectural and Engineering Services for the State Capitol Complex. He and many of Baker's team members are intimately familiar with the state complex, including the need for the proposed Capitol Campus Security Project to serve the State of West Virginia's many employees. Mr. Bolen is supported by a team of architects and engineers that are experienced with the policies, procedures and work processes of the State, as well providing services related to the proposed security enhancements.

Resumes for the Baker Team are provided at the end of this section. An organization chart is provided in Section 4.2.3 of this submittal, along with key personnel highlights.

c. *The design team must have expertise in the area of architecture-engineering-security-landscape design services along with contract documents and specification preparation. Provide information on the other project consultants, subconsultants and firms proposed to be employed by the lead firm for this project.*

Michael Baker Jr., Inc. (Baker), headquartered near Pittsburgh, Pennsylvania, employs over 2,900, maintains 87 offices and project locations domestically and internationally, and is publicly traded on the NYSE Amex exchange under the symbol, BKR. In 2009, the Company's continuing operations achieved total contract revenues of $445.2 million. *Engineering New-Record* (ENR) magazine currently ranks Baker in the top 10 percent of the 500 largest U.S. engineering firms (currently 36th in *ENR*'s Top 500 Design Firms) and in the Top 25 engineering firms in a variety of markets, including mitigation, security, planning, transportation, airports, highways, bridges, water supply, pipelines, environmental site assessments, and telecommunications.

Baker's Charleston office located in Cross Lanes, West Virginia employs over 35 people with a variety of architectural skills ranging from architecture, interior design, mitigation, security, planning, mechanical, electrical and civil engineering, landscape architecture, structural engineering and surveying.

William H. Gordon Associates, Inc. (Gordon) is recognized as a leading provider of professional consulting services to public and private sector clients in the Metropolitan Washington, DC region. Founded in Northern Virginia in 1976, Gordon has assembled civil engineers, land planners, landscape architects, surveyors, and security/law enforcement professionals located regionally to provide comprehensive, multi-disciplined services to address the needs of government and business. Gordon has offices in Charles Town, West Virginia and Chantilly, Virginia.

Gordon Site Security Consulting group's mission is to address the security and operational needs of public and private facilities, while maintaining their sense of openness and accessibility. To accomplish this, Gordon has developed a unique approach to security planning by utilizing Crime Prevention Through Environmental Design (CPTED) principles to integrate traditional physical security measures and community policing protocols with operational objectives and sustainability goals for the facility's exterior and interior spaces. This approach advances the objectives for the utilization of CPTED as mandated within the Interagency Security Committee's (ISC) Design Criteria, the Public Buildings Service Facilities Standards (GSA), and the Whole Building Design Guide (WBDG).

Gordon's multi-disciplinary professional consulting team of security/law enforcement professionals, CPTED specialists, and LEED® AP engineers and landscape architects provide innovative, cost effective, site and security solutions by focusing on the positive use of space and natural elements to develop a desirable and functional environment for the intended users, while creating difficult and problematic conditions for the criminal element.

Gordon's staff brings an experience base reflecting many years of service in diverse disciplines, including law enforcement, security, engineering and landscape architecture. As national speakers and advocates for CPTED-based security planning, the Site Security Consulting group is clearly focused on the establishment of a fresh approach to the public security challenges of the 21st century.

Gordon provides Integrated Security Planning for:

- Public Facilities
- Colleges and Universities
- Parks and Trails
- Commercial Buildings
- Data Centers
- Medical Facilities
- Financial Institutions

Expertise with Contract Documents and Specification Preparation

Baker has, and routinely uses, AIA MasterSpec, Uniformat, SpecsIntact, and various other software packages, as required, in the preparation of specifications.

As an example of our experience with contract documents and specification preparation for the State of West Virginia, Baker is currently providing architectural, mechanical and electrical engineering, and cost estimating coordination with other team members for the renovation and rehabilitation of the existing historical West Virginia State Capitol's Restrooms. Baker is leading the effort to assess the facilities and their conformance to current code requirements and code-required capacities, compliance with Americans with Disabilities Act (ADA) requirements, quantification of the building occupancy during normal and peak periods, and other related services.

d. *Provide a statement of the firm's ability to handle the project in its entirety.*

Baker provides all of the traditional consulting services provided by design firms, including programming and planning; architecture and interior design; civil, structural, mechanical, plumbing, fire protection and electrical engineering; and communications systems design. But, beyond that, Baker provides expanded,

truly full-service in-house delivery capabilities, including NEPA, environmental, and hazardous materials remediation, archeology, historic preservation, landscape architecture, virtual reality design, emergency response planning and management, and the full complement of program management and construction management services.

Gordon has the manpower and current availability for this contract. With current workloads at 84% capacity across the breadth of its 75-person firm, Gordon is confident in its ability to complete all assigned tasks within allotted schedules. In addition, the firm has developed a workload management plan that will make additional resources available should the need arise.

e. *Provide a statement of the firm's acceptance and full understanding that any and all work produced as a result of the contract will become property of the Agency and can be used or shared by the Agency as deemed appropriate.*

We understand and accept that any work produced as a result of this contract will become the property of The State of West Virginia, Department of Administration, and can be used or shared by the Agency as deemed appropriate.

f. *Provide evidence of the firm's ability to formulate designs in conformance with all local, state and federal regulations applicable to the project. These requirements shall include building and life safety code requirements and NFPA requirements.*

The Capitol Campus Security Project design will comply with all regulations including: State of West Virginia and City of Charleston Zoning Ordinances (Section 22-040-08); State of West Virginia Fire Codes and NFPA regulations; the International Building Code (IBC); West Virginia Health & Human Resources, Division of Early Care and Education; West Virginia Department of Education; local electric utility company (AEP) requirements (where applicable); and the requirements of the National Electrical Code and the National Electrical Safety Code.

While developing the West Virginia Capitol Complex Master Plan, it was necessary to review the current campus utilities including electric power and other in-ground service feeds. Baker has worked with representatives from American Electric Power Company regarding power feeds both to, and around, the campus, the West Virginia Office of Technology regarding campus fiber optic cabling, Verizon Corporation on phone lines, and the GSD regarding private power feed to campus buildings and site electric power and lighting feeds.

The Baker project manager and project staff have worked closely with the West Virginia State Fire Marshal's office. We will coordinate throughout the project for a smooth review process with that state agency and other agencies having jurisdiction.

g. *Provide a description of any litigation or arbitration proceedings, including vendor complaints filed with the State's Purchasing Division, relating to the firm's delivery of design services, if applicable.*

Michael Baker Jr., Inc. (Baker) is involved in such claims, arbitration proceedings and suits as is typical for the work it performs. Baker's legal department may provide certain non-confidential details relating to any such individual matter after receipt of a specific written request. Baker is not involved with litigation or arbitration proceedings, including vendor complaints filed with the West Virginia Purchasing Division or disputes with other Agencies and the State of West Virginia that involved legal representation by either party relating to Baker's delivery of design services.

capacities, compliance with Americans with Disabilities Act (ADA) requirements, quantification of the building occupancy during normal and peak periods, and an evaluation of gender distribution of restrooms within the Capitol. Baker will provide design, construction sequence and scheduling recommendations. Upon approval of the design, Baker will prepare construction documents and provide construction administration services for the renovation of three restrooms on the basement level.

West Virginia Army National Guard - Tag Wing Improvement, Charleston, West Virginia. *State Army National Guard Headquarters.* Architect. Responsibilities included providing a complete design and construction administration services for architectural improvements of the first floor of the Office of the Adjutant General (TAG), and to provide MEP and HVAC design improvements for the entire TAG Wing, Headquarters Building, and Armory/Drill Floor. Baker performed complete planning, design, and construction management services for the renovations. Project elements included new acoustical ceilings, flooring, energy-saving light fixtures, duplex outlets, communications jacks, several new wall partitions, exterior door replacements, new interior doors and hardware, new wall finishes and asbestos removal. Baker provided construction administration and inspection services as well as periodic site review during construction.

A/E Services for the Office of the Adjutant General, West Virginia Army National Guard, Division of Engineering and Facilities, Charleston, West Virginia. *State Army National Guard Headquarters.* Architect. Responsibilities included providing a complete design and construction administration services for architectural improvements of the first floor of the Office of the Adjutant General (TAG), and to provide MEP and HVAC design improvements for the entire TAG Wing, Headquarters Building, and Armory/Drill Floor. The Facilities Management Officer (FMO) for the State of West Virginia, Division of Engineering and Facilities (DEF), West Virginia Army National Guard (WVARNG) selected Baker for a lump sum/fixed fee contract for architectural and engineering services. The Owner requested the need for modernization of approximately 12,000 square feet of existing outdated office space. Project elements included new acoustical ceilings, flooring, energy-saving light fixtures, duplex outlets, communications jacks, alterations to the existing floor plan, exterior door replacements, new interior doors and hardware, new wall finishes and asbestos removal.

Russell Hall, PE, PS

Principal-in-Charge

General Qualifications

Mr. Hall, Assistant Vice President, is Office Manager of Baker's Charleston, West Virginia office. He is an experienced engineer who has been involved in numerous design projects in West Virginia for over 22 years. His project management responsibilities involve overseeing staff from project inception through completion, and ensuring that the client needs and requirements are met. His strengths include organizing and managing project teams, quality control and quality assurance, and problem resolution. He provides overall direction and maintains direct communications with all clients.

Years with Baker: 6

Years with Other Firms: 18

Education
B.S., 1985, Civil Engineering, West Virginia University Institute of Technology

Licenses/Certifications
Professional Engineer, West Virginia

Professional Surveyor, West Virginia

Relevant Experience

Campus Master Planning and Architectural and Engineering Services for State Capitol Complex, Charleston, West Virginia. *State of West Virginia General Services Division.* Principal-In-Charge. Responsible for oversight of the project management, project finances, schedules, and quality control. Baker is providing comprehensive master planning services, plans and construction specifications, and construction administration for improvements to the historic West Virginia state capitol campus. Master planning services include plans for expansion, location of new buildings, pedestrian and traffic circulation, landscaping, utilities, and site security. Baker is also providing construction plans and contract administration services for some of the security and landscaping improvements.

West Virginia State Capitol Restroom Renovations. *State of West Virginia General Services Division.* Principal-In-Charge. Responsible for oversight of the project management, project finances, schedules, and quality control. The design was for rehabilitating 31 restrooms in the historical West Virginia State Capitol building. Baker is leading a planning study for the renovation of 31 restrooms that will assess the facilities and their conformance to current code requirements and code-required capacities, compliance with Americans with Disabilities Act (ADA) requirements, quantification of the building occupancy during normal and peak periods, and an evaluation of gender distribution of restrooms within the Capitol. Baker will provide design, construction sequence and scheduling recommendations. Upon approval of the design, Baker will prepare construction documents and provide construction administration services for the renovation of three restrooms on the basement level.

West Virginia Army National Guard - TAG Wing Improvement, Charleston, West Virginia. *State Army National Guard Headquarters.* Principal-In-Charge. Responsible for oversight of the project management, project finances, schedules, and quality control. Baker performed complete planning, design, and construction management services for the renovations. Project elements included new acoustical ceilings, flooring, energy-saving light fixtures, duplex outlets, communications jacks, several new wall partitions, exterior door replacements, new interior doors and hardware, new wall finishes and asbestos removal. Baker provided construction administration and inspection services as well as periodic site review during construction.

Sidewalk Improvements, West Milford, West Virginia. *Town of West Milford.* Principal-In-Charge. Responsible for oversight of the project management, project finances, schedules, and quality control. Baker performed complete planning, design, and construction management services for new sidewalks along U.S. Route 270 (Main Street) for the Town of West Milford. The improvements included concrete sidewalks with integral concrete curbs, driveway curb cuts, ADA accessible curb ramps with truncated domes, "ladder-style" crosswalks and storm drainage design. Baker provided construction administration and resident inspection services as well as periodic site review during construction.

Disaster Response and Recovery Plan, Charleston, West Virginia. *Kanawha Valley Regional Transportation Authority.* Principal-In-Charge. Responsible for oversight of the project management, project finances, schedules, and quality control. Baker developed a disaster response and recovery plan for the Kanawha Valley Regional Transportation Authority (KVRTA), West Virginia's largest transit bus service provider. Baker facilitated stakeholder meetings to assess KVRTA's capabilities with regard to their anticipated role in regional emergency response plans. The new plan also includes Continuity of Operations Plan (COOP) elements and is compliant with the National Incident Management System (NIMS) and National Response Plan (NRP) objectives.

U.S. 33 Streetscape Improvements, Phase II, Mason, West Virginia. *Town of Mason.* Principal-In-Charge. Responsible for oversight of the project management, project finances, schedules, and quality control. Baker performed complete detailed design, construction document preparation, and construction management services for new sidewalks and storm sewer improvements. The improvements included concrete sidewalks with integral concrete curbs, driveway curb cuts, ADA accessible curb ramps with truncated domes, ladder-style crosswalks, storm sewer improvements, benches and trash receptacles. Baker provided construction administration and inspection services.

Ralph Deffenbaugh, PE, LEED® AP

Quality Assurance/Control Manager

General Qualifications

Mr. Deffenbaugh, Director of Facilities Engineering for Baker, provides leadership for project quality and interdisciplinary coordination for the engineering group. In his wide-ranging experience, he has provided oversight of the engineering efforts focusing on integration of systems, development of energy reduction strategies, and detailed quality assurance reviews of various types of facilities for government, commercial, military, public, and private clients. In 2007, Mr. Deffenbaugh received his LEED® accreditation from the U.S. Green Building Council. His experience includes serving as project manager, quality manager, lead structural engineer, resident structural engineer, or project/design engineer for various types of facilities, including tactical equipment maintenance facilities, vehicle maintenance facilities, barracks, military facilities, administrative/office buildings, bus maintenance facilities, manufacturing plants, fabrication facilities, utility buildings, clean rooms, administrative facilities, transit stations and park-n-rides, water storage, and water/wastewater treatment facilities. Mr. Deffenbaugh will serve as co-QA/QC Manager and be responsible to administer Baker's quality processes. As Director of Baker's Facilities Engineering services, Mr. Deffenbaugh is responsible for all design projects under his management, ensuring quality and client satisfaction.

Years with Baker: 4

Years with Other Firms: 26

Education
B.A.E., 1980, Architectural Engineering (Structural Design Option), The Pennsylvania State University

Licenses/Certifications
Professional Engineer: Pennsylvania, Louisiana, Ohio, West Virginia, Virginia, Massachusetts, Maryland, Kentucky

LEED® Accredited Professional, 2007

NCEES Certified, 1986

Relevant Experience

A/E Services for the Office of the Adjutant General, West Virginia Army National Guard, Division of Engineering and Facilities, Charleston, West Virginia. *State Army National Guard Headquarters.* QA/QC. Responsibilities included coordinating the quality assurance reviews for architectural, mechanical, and electrical drawings. The Facilities Management Officer for the State of West Virginia, Division of Engineering and Facilities, West Virginia Army National Guard selected Baker for a lump sum/fixed fee contract for architectural and engineering services. Baker provided complete design and construction administration services for the renovation of the first floor of the entire wing of the Office of the Adjutant General. The Owner requested the need for modernization of approximately 12,000 square feet of existing outdated office space – project elements included new acoustical ceilings, flooring, energy-saving light fixtures, duplex outlets, communications jacks, alterations to the existing floor plan, exterior door replacements, new interior doors and hardware, new wall finishes and asbestos removal.

Defense Medical Logistics Center, Fort Detrick, Maryland. *U.S. Army Corps of Engineers, Baltimore District.* QA/QC. Responsibilities included developing tools to coordinate designs using enhanced written descriptions of scope and design decisions, and using CADD coordinated drawings. Baker is the designer-of-record for the design-build delivery of a new Defense Medical Logistics Center at Fort Detrick, Maryland, for the Military Medical Logistics System. The three-story, 128,000-square-foot brick structure houses the top military medical planning agencies from the Army, Navy, Air Force, and Marines. Parking spaces for 310 vehicles were provided. Amenities include off-site stormwater retention pond, reforestation requirements, standing seam hip roof; chilled water HVAC system, dense tele/data systems including SIPRNET, sophisticated security systems, and AT/FP considerations. A design charrette and separate partnering session was held with all project stakeholders.

Sustainment Center of Excellence Headquarters Building, Fort Lee, Virginia. *U.S. Army Corps of Engineers, Norfolk District.* Engineering Manager. Responsible for preparing design costs and design-build proposal narrative coordination. This new four-story, 220,000-square-foot design-build administrative building is a centerpiece of the BRAC buildup and provides high quality, commercial-style office, conference space and multipurpose auditorium. The headquarters contains five training schools for the U.S. Army ordnance, transportation, quartermasters, combat development and training development. Particular attention was given to the anti-terrorism standards, the Uniform Federal Accessibility Standards (UFAS), and the Americans with Disabilities Act Accessibility Guidelines for Buildings and Facilities (ADAAG).

Research and Development Facility, Institute for Scientific Research, Fairmont, West Virginia. *BE&K Building Group.* Technical Manager. Coordinated final project closeout for the engineering designs and completed LEED® documentation. Using a design-build delivery method, a new 263,000-square-foot, five-story Research and Development Facility was constructed for The Institute for Scientific Research (ISR). The facility was outfitted with advanced technology features and amenities that included: distance learning centers; voice/data systems; two-story exhibit hall; heavy research floor with high bay area; prototype workshop and 10-ton crane; fitness center; and full-service kitchen/restaurant. In addition to the environmentally sensitive design features, a number of unique energy-efficient strategies were used to accomplish LEED® certification.

U.S. Army Reserve Center OMS/AMSA/STRG, Greenville, South Carolina. *U.S. Army Corps of Engineers, Louisville District.* QA/QC. Responsibilities included review of the anti-terrorism/force protection upgrade approach. Baker designed a new 88,500-square-foot multi-story Training Center, Organized Maintenance Shop/Area Maintenance Support Activity (OMS/AMSA), and unheated storage (STRG) to accommodate 600 reservists. The new structures consist of structural steel frames, masonry veneer exterior walls, and standing seam metal roofs. The OMS/AMSA houses office and administrative areas, tool and parts storage, 10 work bays, one welding bay, controlled and flammable storage, wash bay, and building support functions. One drive-through bay is serviced by an overhead traveling crane. The Training Center houses offices and administrative spaces, caged unit storage, classrooms, library, learning center, weapons simulation room, physical readiness area, engagement skills trainer, a COMSEC training room, an arms vault and armorer's room, an assembly hall, kitchen, and building support functions. The project also included paving design for on-site parking and storage for military vehicles and for privately owned vehicles. An integrated design approach was used to achieve a Gold SPiRiT sustainability rating.

Duncan Penney, RA, LEED® AP

Life Safety Services

General Qualifications

Mr. Penney's exceptional technical, analytical, and architectural skills reflect more than 24 years of experience in architectural design and project management. His achievements include delivering multi-million dollar projects on time and within construction budget. Mr. Penney has performed project design, project management, design charrettes, feasibility studies, construction administration, and specification writing. A Certified Construction Specifier (CCS), he is skilled in producing construction documents.

Years with Baker: 7

Years with Other Firms: 21

Education
B.Arch., 1979, Architecture, Carnegie Mellon University

A.D., 1975, Fine Arts, Cape Cod Community College

Licenses/Certifications
Registered Architect, Pennsylvania

LEED® Accredited Professional

Construction Documents Technologist

Certified Construction Specifier

Certified Construction Contract Administrator

NCI Charrette System Certificate

NCARB

Relevant Experience

Security Improvements, Pittsburgh, Pennsylvania. *ADP (Automatic Data Processing).* Architect. Responsible as a technical advisor to the architectural team for building codes, architectural design, and architectural specifications. Baker provided design services for alterations to the existing ADP Pittsburgh Office to improve security. Improvements included lobby alterations to limit visitor access including walls, entry access systems, and a turnstile, as well as integration with building-wide electronic security improvements. Baker provided architectural consulting services and construction cost estimating for these improvements, and expanded construction observation services.

Design of Gatehouse and Administration Areas, Confidential Site. *Confidential Client.* Architect. Responsible for building code review, architectural specifications and construction documents, and coordination of disciplines for technical documentation. Renovations were designed for the gatehouse and administrative spaces in three buildings. Services included renovation of approximately 3,300 square feet of office space and an underground control center, and renovation and expansion to the 10,000-square-foot gatehouse, including new roofing and siding, new main site access gate and control system, relocation of the existing security alarm center, support for special electrical systems, security, LAN, and under-vehicle surveillance system, as well as supporting site work such as fencing, external turnstiles, concrete security bollards, and paving.

Defense Medical Logistics Center, Fort Detrick, Maryland. *U.S. Army Corps of Engineers, Baltimore District.* Architect. Responsibilities included serving as Technical Advisor for selection of building envelope and roof system. Baker is the designer-of-record for the design-build delivery of a new Defense Medical Logistics Center at Fort Detrick, Maryland, for the Military Medical Logistics System. The three-story, 128,000-square-foot brick structure houses the top military medical

planning agencies from the Army, Navy, Air Force, and Marines. Parking spaces for 310 vehicles were provided. Amenities include off-site stormwater retention pond, reforestation requirements, standing seam hip roof; chilled water HVAC system, dense tele/data systems including SIPRNET, sophisticated security systems, and AT/FP considerations. A design charrette and separate partnering session was held with all project stakeholders.

Armed Forces Reserve Center, Camp Bullis, San Antonio, Texas. *U.S. Army Corps of Engineers, Louisville District.* Architect. Responsibilities included serving as a technical advisor for the construction documents. Baker teamed with builders other clients, under a Design-build contract for the full design of an Armed Forces Reserve Center (AFRC) to be located at Camp Bullis, Texas. The $39 million, 189,071-square-foot complex consists of five buildings, including a Training Center, Organizational Unit (Heated) Storage building, Vehicle Maintenance Shop, and two Unheated Storage (UHS) buildings. Designs are also required for Comprehensive Interior Design (CID) and Structural Interior Design (SID), utilities, storm drainage, communications, electric, HVAC, fire protection/alarm systems, Intrusion Detection System, Emergency Management Communication System, anti-terrorism and force protection measures, paving, walks, curbs, parking, access roads, exterior lighting, site improvements, grading and landscaping. The project will be designed to meet the Silver Level of LEED®.

New Warehouse and Special Purpose Brigade Operations Buildings, Fort Jackson, Columbia, South Carolina. *U.S. Army Corps of Engineers, Louisville District.* Architect. Served as a technical advisor to the architectural team for building codes, architectural design, and architectural specifications. Baker prepared a Design-build RFP Document for an Operations Building for the U.S. Army Recruiting Command. The 11,000-square-foot facility provided office and storage space and a professional, comfortable work atmosphere to allow the Recruiting Command to meet its important mission of attracting potential soldiers to aid in the defense of the United States. The project consisted of the renovation of an existing three-story building for office space and the construction of a new 3,250-square-foot warehouse structure. Anti-terrorism and force protection measures included progressive collapse analysis, setback requirements, and blast-proof window installation.

Network Operations Center, Quantico Marine Corps Base, Virginia. *Naval Facilities Engineering Command, Atlantic Division.* Architect. Responsibilities included technical writing and analysis for the project to be LEED® 2.1 accredited. This 42,000-square-foot Network Operations Center at the U.S. Marine Corps Base in Quantico, Virginia, manages all of the military's computer network traffic throughout the region. This includes remote operations and monitoring of servers and server farms, routers, networks, along with prevention, detection, and rapid response to attempts to penetrate network security. The project features two SCIF spaces, raised flooring throughout the majority of the facility, and a Command Center designed for 24/7 operation.

Michael Jones

Principal Security Designer

General Qualifications

Mr. Jones recently retired as the Chief of Police (Interim)/Major in the Virginia Capitol Police after 27 years of decorated service. His vast experiences, responsibilities and achievements include conducting crime and risk assessments, physical security planning, crime prevention specialist, CPTED specialist, and the development of police policies and procedures. As a police veteran, his responsibilities included Project Manager, Security Manager, Security Consultant, Security Planner, Contingency Planner, and Incident Commander. Mr. Jones remains a certified police officer and is active in many government commissions regarding law enforcement, critical infrastructure and facility security.

Mr. Jones has long-term experience in the design and application of Crime Prevention strategies, including CPTED, to community and building renovation, including serving as a key planning team member for the Capitol of Virginia Renovation project. As a result, he is intimately familiar with the people, issues, concerns, and the overall rhythm of life in the business and government world. This includes current knowledge of the specific risks and challenges facing Capitols and the seat of government.

Mr. Jones enhances his professional experience with adjunct faculty appointments at Virginia Commonwealth University School of Government and Public Policy as well as the University of Virginia National Criminal Justice Command College.

Mr. Jones has been the featured speaker at a number of venues across the Mid-Atlantic region on crime prevention, anti-terrorism and other relevant topics.

Years with Gordon: 3

Years with Other Firms: 27

Education

M.S., 2005, Criminal Justice Administration, Virginia Commonwealth University

Graduate Certificate, 2005, Criminal Justice, National Criminal Justice Command College - University of Virginia

Post Baccalaureate Certificate, 2001, Criminal Justice, Virginia Commonwealth University

B.S., 1997, Criminal Justice, Virginia Commonwealth University

Relevant Experience

Virginia State Capitol Renovation, Richmond, Virginia. *Commonwealth of Virginia.* Principal Security Representative for the Virginia Capitol Police. Mr. Jones was the Principal Security Representative for security measures at the Virginia State Capitol. This renovation incorporated significant security features consideration given to operations of a dynamic state capitol. Mr. Jones utilized the principles of CPTED for many of the security additions to this project. The use of landscaping elements, terrain design, integration of technological security measures, unobtrusive security devices, vehicle and pedestrian interaction, threat detection devices and placement, use of CCTV and other electronic countermeasures, executive protection, access control, parking, package screening, threat management, emergency evacuation

protocols, crisis management and planning for protective force procedures were among the highlights of the security plan at the state capitol of Virginia.

State Corporation Commission Tyler Building Renovation, Richmond, Virginia. *Virginia State Corporation Commission*. Project Manager. Gordon performed security consulting services for the State Corporation Commission (SCC), specifically, the Tyler Building located in Richmond, VA. Gordon conducted an extensive review of the risks and vulnerabilities that the SCC faces, including traditional risk factors as well as asymmetric threats. This analysis included a review of security systems, security programs, access control, CPTED opportunities, and overall security programming. The analysis led to a series of priority tiered recommendations that the SCC could implement in order to further enhance their security posture and programs.

Virginia State Capitol - Darden Mall Renovation, Richmond, Virginia. *Commonwealth of Virginia* Principal Security Representative. Mr. Jones was the Principal Security Representative for security upgrades for the pedestrian mall at the Virginia State Capitol. Under his direction the mall was designed to allow protests and demonstrations, while keeping security unobtrusive but available. The design of the mall incorporated CPTED principles that unobtrusively protected significant buildings around the perimeter yet allowed for visitors, employees and demonstrators to peacefully coexist.

Headquarters Facility at St. Elizabeths West Campus, Washington, DC. *US General Services Administration.* Project Manager. Gordon provided site security design and civil engineering for the West Campus vehicular and entry gates (6 gates), guard houses, and the entire secured perimeter fence (over 2 miles). Gordon worked closely with A/E design team during the development of the security measure of this Level 5 facility. The use of CPTED and other security/community policing principles helped in the management of a site that is of the highest security in the nation but had public access and historic preservation requirements. Gordon had to integrate very strong anti-terrorism measures along with select public and authorized access control points – all while ensuring that historic features and views were not compromised.

Virginia Department of Taxation, Richmond, Virginia. *Commonwealth of Virginia.* Project Manager. Gordon provided professional security consulting services associated with the renovation of an existing facility located at 1957 Westmoreland Street, Richmond, Virginia to serve the Virginia Department of Taxation. Gordon integrated CPTED based security practices along with COOP/COG planning features.
Anti-terrorism features were also configured into this site due to its controversial and unpopular nature.

Virginia Judicial Security Initiative - VA Supreme Court, Statewide, Virginia. *Commonwealth of Virginia.* Security Director. Mr. Jones was the Security Director responsible for oversight of statewide operations for personnel assigned to Virginia Judicial Security Initiative. This initiative addressed the safety and security of courthouses and related facilities throughout the Commonwealth of Virginia. This program was the first in the country to utilized CPTED based practices in courthouse security design and retrofit. It utilized a customized program involving the diverse clientele of a courthouse.

Virginia School for the Deaf and Blind, Staunton, Virginia. *Commonwealth of Virginia.* Project Manager. Gordon provided risk, threat and vulnerability analysis to a special needs population school. Using CPTED based practices, Gordon provided campus-wide security solutions to this state-owned specialty school.

Mark Dyck, CLA, LEED® AP

Security Designer

General Qualifications

Mr. Dyck, CLA, LEED® AP, provides leadership for his clientele through demonstrated experience in public process and entitlements, master planning, urban design, and landscape architecture throughout the state of West Virginia. He has managed projects in the institutional, commercial, residential, and recreational arenas. Mr. Dyck understands the nuances of *West Virginia* regulatory ordinances and how they can be applied to green infrastructure, creative design, and the considerations of commercial and residential expansions.

Mr. Dyck has played an influential role in the planning and design of communities and facilities throughout the Eastern Panhandle of West Virginia. As a resident of Jefferson County, he has been involved in numerous local planning projects. Mr. Dyck's community activities include serving as the chair of the Charles Town Parks and Recreation Committee, serving as a member of the Eastern Panhandle Home Builders Association Legislative Committee, serving on the Jefferson County Development Authority, and playing an integral role in the revisions to the Berkeley County Subdivision Regulations as a member of the rewrite committee. Most recently, he was appointed as a member of the City of Charles Town Citizens Advisory Committee providing input to the City Council on their proposed Urban Growth Boundary and Comprehensive Plan.

Years with Gordon: 10

Years with Other Firms: 9

Education
B.E.S., 1991, Environmental Studies (Landscape Architecture) University of Manitoba

Licenses/Certifications
Landscape Architect, West Virginia

LEED® Accredited Professional

Relevant Experience

U.S. Customs and Border Patrol Infrastructure, Harpers Ferry, West Virginia. *Department of Homeland Security.* Principal. Mr. Dyck is overseeing programming, planning, and design services for Phases 4 and 5 of the U.S. Customs and Border Protection's Advanced Training Center. Services included a security design charrette, site investigations, evaluation of existing infrastructure, identification of sustainable design and construction strategies, and preparation of preliminary site plans for infrastructure and stormwater management.

Summit Point Tactical Training Center, Jefferson County, Virginia. *SPARC, LLC.* Land Surveyor. Gordon provided planning, engineering and survey services for the development of a 238-acre research and training facility adjacent to the Summit Point Automotive Research Center. The campus plan developed a site for companies specializing in performance automotive research and federal security training programs.

U.S. Customs and Border Patrol Leadership Academy, Harpers Ferry, West Virginia. *Department of Homeland Security.* Principal. Gordon provided civil engineering and landscape architectural services for the proposed 60,000 SF facility. The design included construction documents for the project and coordination of all tasks with existing site improvements and buildings. Gordon was responsible for establishing the LEED® strategies for sustainable sites and water conservation.

U.S. Customs and Border Patrol Shower Facility, Harpers Ferry, West Virginia. *Department of Homeland Security.* Principal. Gordon provided professional planning, engineering and surveying services for the proposed shower building expansion at the US Customs and Border Protection Advanced Training Center located near Harpers Ferry, West Virginia.

City of Ranson Comprehensive Services, Ranson, West Virginia. *City of Ranson, West Virginia.* Gordon is collaborating with the City of Ranson, West Virginia to provide comprehensive consulting services to this rapidly growing area. Traditionally, the City of Ranson needed a very small staff to conduct City business and would outsource only when significant technical needs arose. However, the overwhelming growth pressure presented the need for additional professional services. Services provided by Gordon under this contract included planning and landscape architecture, and civil engineering services for the assessment of existing streetscape conditions, grant writing assistance, the City-wide drainage improvement plan, development and review of the City of Ranson's Master Plan Report for Parks and Recreation, and Preparing and updating the City's Capital Improvement Plan

Chad Wallen, CLA, CPTED

Security Designer

General Qualifications

Mr. Wallen has worked on a wide variety of projects ranging from master plans, landscape and subdivision design, rezonings, annexations, engineering and transportation plans in Berkeley, Jefferson and Morgan Counties, West Virginia and in Loudoun, Frederick and Clarke Counties, Virginia. Mr. Wallen has completed site suitability surveys, community impact statements, waivers, conditional use permits and other documents required in the development process by the various city and county agencies. He has acquired certification as a CPTED Practitioner by the Florida Attorney General's Office and has performed security assessments, surveys and/or plan reviews for Private, Federal, State and Municipal entities. His background in landscape architecture and CPTED contributes to a design approach that integrates the natural and built environment with a variety of security measures to achieve the clients' objectives. He has been involved in security projects ranging from the Customs and Border Protection Training Facility in Harpers Ferry to the Virginia School for the Deaf & Blind in Staunton, Virginia and major transportation facilities in Reston, Virginia. Mr. Wallen brings a broad range of knowledge and creativity in the development process, starting at the research and conceptual stage to a projects final approval.

Years with Gordon: 7

Years with Other Firms: 1

Education
B.L.A., 2003, Landscape Architecture, West Virginia University

Licenses/Certifications
Landscape Architect, Virginia

CPTED Practitioner, Florida

Relevant Experience

State Corporation Commission Tyler Building Renovation, Richmond, Virginia. *Virginia State Corporation Commission.* CPTED Specialist. Gordon performed security consulting services for the State Corporation Commission (SCC), specifically, the Tyler Building located in Richmond, VA. Gordon conducted an extensive review of the risks and vulnerabilities that the SCC faces, including traditional risk factors as well as asymmetric threats. This analysis included a review of security systems, security programs, access control, CPTED opportunities, and overall security programming. The analysis led to a series of priority tiered recommendations that the SCC could implement in order to further enhance their security posture and programs.

U.S. Customs and Border Patrol, Harpers Ferry, West Virginia. *Department of Homeland Security.* CPTED Specialist. Gordon performed professional site security consulting services for the Welcome Center and Security Command Center (WCSCC) proposed at the Advanced Training Center, Harpers Ferry, West Virginia operated by the U.S. Customs and Border Protection.

Headquarters Facility at St. Elizabeths West Campus, Washington, DC. *US General Services Administration.* CPTED Specialist. Gordon provided site security design and civil engineering for the West Campus vehicular and entry gates (6 gates), guard houses, and the entire secured perimeter fence (over 2 miles). Gordon worked closely with A/E design team during the development of the security measure of this Level 5 facility. The use of CPTED and other security/community policing principles helped in the management of a site that is of the highest security in the nation but had public access and historic preservation requirements. Gordon had to integrate very strong anti-terrorism measures along with select public and authorized access control points – all while ensuring that historic features and views were not compromised.

Virginia Department of Taxation, Richmond, Virginia. *Commonwealth of Virginia.* CPTED Specialist. Gordon provided professional security consulting services associated with the renovation of an existing facility located at 1957 Westmoreland Street, Richmond, Virginia to serve the Virginia Department of Taxation. Gordon integrated CPTED based security practices along with COOP/COG planning features. Anti-terrorism features were also configured into this site due to its controversial and unpopular nature.

Virginia School for the Deaf and Blind, Staunton, Virginia. *Commonwealth of Virginia.* CPTED Specialist. Gordon provided risk, threat and vulnerability analysis to a special needs population school. Using CPTED based practices, Gordon provided campus-wide security solutions to this state-owned specialty school.

Glen Burnie Medical Campus, Glen Burnie, Maryland. *Patient First.* CPTED Specialist. Gordon conducted a detailed evaluation of the facility to identify security issues/concerns and provide recommendations that will assist in enhancing the security of the facility.

Will Peart, CLA, CPTED

Security Designer

General Qualifications

Mr. Peart uses his experience in landscape architecture planning, urban design, and landscape construction together with his expertise in physical security, attained through 20 years in the United States Marine Corps, to apply security measures to commercial and public projects. He has participated in many seminars and working groups sponsored by government, law enforcement, university, industry, and professional associations that addressed physical security and crime prevention through environmental design (CPTED). In addition, Mr. Peart has been quoted for his expertise in industry publications, such as Security Management Magazine.

Mr. Peart has considerable knowledge of construction practices, construction document preparation and construction administration. His other skills include single-family and multi-family residential streetscape and amenity planning including the preparation of comprehensive sign plans and buffer and screening plans for county approval. He has acted as a project manager responsible for client interaction and planning for several large residential developments. Through his military service, he has experience in military installation operations including training requirements, housing, and public work support.

Years with Gordon: 8

Years with Other Firms: 2

Education
M.L.A., 2000, Landscape Architecture, Virginia Polytechnic Institute

B.L.A., 1998, Landscape Architecture, University of Maryland

B.S., 1975, Agricultural Business, Northeast Louisiana University

Licenses/Certifications
Landscape Architect, Virginia

CPTED Practitioner, Florida

Relevant Experience

State Corporation Commission Tyler Building Renovation, Richmond, Virginia. *Virginia State Corporation Commission*. CPTED Specialist. Gordon performed security consulting services for the State Corporation Commission (SCC), specifically, the Tyler Building located in Richmond, VA. Gordon conducted an extensive review of the risks and vulnerabilities that the SCC faces, including traditional risk factors as well as asymmetric threats. This analysis included a review of security systems, security programs, access control, CPTED opportunities, and overall security programming. The analysis led to a series of priority tiered recommendations that the SCC could implement in order to further enhance their security posture and programs.

U.S. Customs and Border Patrol, Harpers Ferry, West Virginia. *(Department of Homeland Security)* CPTED Specialist. Gordon performed professional site security consulting services for the Welcome Center and Security Command Center (WCSCC) proposed at the Advanced Training Center, Harpers Ferry, West Virginia operated by the U.S. Customs & Border Protection.

Headquarters Facility at St. Elizabeths West Campus, Washington, DC. *US General Services Administration.* CPTED Specialist. Gordon provided site security design and civil engineering for the West Campus vehicular and entry gates (6 gates), guard houses, and the entire secured perimeter fence (over 2 miles). Gordon worked closely with A/E design team during the development of the security measure of this Level 5 facility. The use of CPTED and other security/community policing principles helped in the management of a site that is of the highest security in the nation but had public access and historic preservation requirements. Gordon had to integrate very strong anti-terrorism measures along with select public and authorized access control points – all while ensuring that historic features and views were not compromised.

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Virginia School for the Deaf and Blind, Staunton, Virginia. *Commonwealth of Virginia.* CPTED Specialist. Gordon provided risk, threat and vulnerability analysis to a special needs population school. Using CPTED based practices, Gordon provided campus-wide security solutions to this state-owned specialty school.

Glen Burnie Medical Campus, Glen Burnie, Maryland. *Patient First.* CPTED Specialist. Gordon conducted a detailed evaluation of the facility to identify security issues/concerns and provide recommendations that will assist in enhancing the security of the facility.

Gallagher Park Security Improvements at Loyola College, Baltimore, Maryland. *Loyola College.* CPTED Specialist. Gordon provided CPTED and Landscape Architecture services for a crime/security assessment and development of mitigation strategies for the proposed student housing facility, adjacent to Loyola College in the inner city Baltimore, MD. This integrated approach delivered a design focused on the positive use of space and natural elements to develop a desirable area for the intended users, while creating difficult and problematic conditions for criminals to operate.

Wiehle Avenue Metro Parking Facility, Fairfax County, Virginia. *Fairfax County DPWES.* CPTED Specialist. Gordon is providing ongoing security/CPTED consulting to address security concerns during the preliminary design phases of the future Wiehle Avenue Metro Parking Facility in Fairfax County, Virginia. Civil engineering services were also provided to prepare a set of performance criteria for a 2,300 car underground parking garage, a 12 bus bay transit center, and 46 car "Kiss and Ride" parking spaces. The facility will be operated by Fairfax.

Brad Dailey, AICP, NCI

Security Designer

General Qualifications

Mr. Dailey is an accomplished planner and leader in the integration of spatial technologies (GIS, remote sensing, and computer mapping) for solving multi-faceted spatial problems. With his many years of professional experience, he is able to capitalize on first-hand knowledge of GIS technology as related to complex land planning and design projects. His diverse experience in land use planning, resource management, urban design, visual analysis, military planning, facilities planning, space planning, and the use of GIS tools make him an invaluable resource for demanding projects requiring the latest in technological innovation.

Years with Baker: 10

Years with Other Firms: 17

Education
M.S., 1995, Geography and Geographic Information Systems, University of South Carolina

B.L.A., 1981, Environmental Planning/Landscape Architecture, Warsaw University, Poland

B.L.A., 1981, Landscape Architecture, Michigan State University

Licenses/Certifications
American Institute of Certified Planners, Virginia

NCI Charrette System Certificate

Relevant Experience

Campus Master Planning and Architectural and Engineering Services for State Capitol Complex, Charleston, West Virginia. *State of West Virginia General Services Division.* QA/QC. Responsible for quality control. Baker is providing comprehensive master planning services, plans and construction specifications, and construction administration for improvements to the historic West Virginia state capitol campus. Master planning services include plans for expansion, location of new buildings, pedestrian and traffic circulation, landscaping, utilities, and site security. Baker is also providing construction plans and contract administration services for some of the security and landscaping improvements.

Public Safety Center Security Enhancements, Alexandria, Virginia. *City of Alexandria, Virginia.* Senior Planner. Responsible for performing site assessment and preliminary security recommendations. When the U.S. Department of Justice made the decision to try suspected terrorists associated with the September 11 attacks at the new Federal Courthouse in Alexandria, the City of Alexandria was faced with holding some of the most dangerous detainees in the world. In keeping with the increased threat, the City moved rapidly to enhance security at its Public Safety Center, which is located near the Federal Courthouse. An intensive study was performed to identify potential threats and determine how the existing facility could best be fortified to withstand those very real threats. Baker then provided design and construction administration services on an extremely accelerated basis. Improvements to the facility included new barriers, guard gates, fencing, a new parking lot, new security checkpoint station, closed-circuit television cameras, and electronic access control features.

IDIQ Pavement and Infrastructure, Various Air National Guard Bases, Nationwide. *National Guard Bureau - Department of the Army and the Air Force.* Project Manager. Responsible for project delivery including project performance, client satisfaction, quality control, and project schedule. Coordinated with client and project team. Master Plan Update, Delaware Air National Guard, New Castle, Delaware; Aircraft Apron Construction/Expansion, Delaware Air National Guard, New Castle, Delaware; Anti-Terrorism Force Protection Studies at over 66 Air National Guard Bases; Relocation of Parking Lots, Buckley Air Force Base, Colorado; and Anti-Terrorism Force Protection Design at Greeley Air National Guard Station, Greely, Colorado. Project included the replacement of glazing with bulletproof glazing in entrance/security check point buildings and realignment of the entrance roadway and vehicle inspection area.

Parking and Traffic Study, Hampton Roads, Virginia. *U.S. Navy, Atlantic Division (LANTDIV).* Principal-In-Charge. Responsible for the development of the project team (including subconsultants), contract implementation, and design quality control. Baker was retained to mitigate the impacts of increased security scrutiny at twelve installations in the Hampton Roads Region. Baker worked as a partner with a select group of naval personnel, known as Task Force Clear Gate. The objectives in this study were to reduce the amount of vehicles entering and exiting through the gates, improve gate access, improve throughput of vehicles entering and exiting the site, identify parking requirements, identify alternative transportation methods, and identify impacts of DoD Unified Standards for Antiterrorism/Force Protection on Navy facilities.

John Porco, PE

Senior Security Advisor

General Qualifications

Mr. Porco has 30+ years of government and private sector experience in emergency planning, response, recovery, security and mitigation at the national, regional and local levels, involving all hazards – natural and technological disasters, terrorism and national security emergencies. He served for 32 years in the U.S. Department of Transportation, 15 of that in the Office of Emergency Transportation, rising to the position of Deputy Director of Emergency Transportation. There, he directed a multi-million dollar Federal program to plan for, respond to, and provide transportation support and infrastructure recovery in a variety of emergencies. This experience has produced a sound foundation in roles of and relationships among federal, state, local, tribal, international, volunteer, and private sector constituents and the disaster response process.

Mr. Porco currently serves as Senior Director for Baker Homeland Security Services, providing all-hazard mitigation and response planning services to a variety of clients, federal, state, county, and local, as well as in the private sector. Mr. Porco has spoken on water infrastructure security and emergency management at more than 20 meetings sponsored by professional associations, including American Water Works Association, Association of Metropolitan Water Agencies, American Public Works Association, Waterworks Operators of Pennsylvania, University of Colorado, and the Floodplain Management Association. He is trained on NIMS and ICS. He has been quoted in the media as a "security expert" and has a SECRET security clearance.

Years with Baker: 12

Years with Other Firms: 32

Education
B.S., 1966, Civil Engineering, Drexel University

Graduate Studies, Public Administration, University of Southern California

Licenses/Certifications
Professional Engineer: Arizona

AwwaRF/Sandia Risk Assess Method Water, Licensed Instructor

Relevant Experience

Centralized Security Control System for Water/Wastewater Facilities, Oakland, California. *East Bay Municipal Utility District.* Project Manager for this project, valued at more than a half million dollars, supervising all project tasks. This project involved the development of a security policy and strategy for the District to guide a major capital investment program ($25 million), a vulnerability assessment (VA), onsite security evaluations of nearly 100 District wastewater and water facilities and development of recommendations and conceptual designs for security mitigation enhancements. Included was a comprehensive review of perimeter security at critical EBMUD facilities, including the water and wastewater treatment plants, offices, maintenance yards, reservoirs, and pumping stations. This perimeter review examined such security measures as fencing, access control, surveillance, and intrusion detection, and provided recommendations for enhancements. CPTED features were considered in the assessment.

Water System Vulnerability Assessment, Glendale, Arizona. *City of Glendale, Arizona.* Project Manager for a vulnerability assessment of the Glendale Water Department's water system. The VA was based on the full application of the Sandia RAM-W process. The project included several workshops; Sandia risk assessment training; on-site inspections of all water facilities, which included both surface and ground water sources; development of risk reduction measures; review of response plans; and a water contamination monitoring review. As with the EBMUD VA, perimeter security at critical facilities was examined in depth and recommendations provided. Baker then completed a second phase of the project to update GUD's emergency response plans and conduct security awareness training for utility employees. CPTED features were considered in the assessment.

Security and Vulnerability Assessment, San Jose, Arizona. *Santa Clara Valley Water District.* Project Manager on a security project for one of the largest water wholesalers in California. Baker conducted a security review of the District's headquarters complex in San Jose, a review of headquarters security plans, and a security assessment of the business information technology system. The final report outlined specific security enhancements recommended for the complex, including architectural and interior floor plan changes, perimeter security, alarms, CCTV, and central monitoring. CPTED features were considered in the assessment.

Arizona Department of Transportation. Project Manager for the development of a Homeland Security Needs Study. The project included a review of the Department's communications interoperability, vulnerability assessments and protection of facilities, IT security, COOP plans, response plans, evacuation plans, interagency and intra-agency coordination, training, and exercises. As a second phase, Baker developed a complete all-hazards emergency response plan. Baker also conducted a full security vulnerability assessment of the ADOT system using a TSA methodology. The project assessed the threats to and vulnerability of ADOT's bridges and tunnels and developed a representative security mitigation plan for each type of facility (tunnel, highway interchange, arch bridge, railway overpass, major Interstate river crossing, traffic operations center, etc.).

American Water Works Association Research Foundation (AwwaRF), Denver, Colorado. Principal Researcher/Technical Manager for AwwaRF and EPA to develop the *Security Practices Primer for Water Utilities,* published to accolades in February 2004. This was among the first water security guidance directed to utilities. The Primer focused on policy and procedures best practices related to security against all terrorist threats, including employee screening and training, protection of sensitive information, media and public relations, water system emergency response, physical security, and coordination with law enforcement and health officials. The project involved intensive document, periodical, and website research; contact with 100 water utilities, water professional organizations, and federal and state agencies; and an expert workshop.

Olympic Security and Response Plans, Utah. *Salt Lake City Department of Public Utilities (DPU).* Senior Technical Analyst/Assistant Project Manager, responsible for developing security and operating plans for the 2002 Winter Olympics for DPU. The project involved assessing the security of DPU's wastewater, water, and stormwater facilities; developing recommended improvements; and preparing a terrorism operations plan for the Olympic period. He conducted extensive coordination with city, county, and State emergency management agencies and the public safety community, developed a document security plan, and prepared a Training and Exercise Plan. Prior to the Olympics, Mr. Porco managed the conduct of six intensive simulation exercises and supervised the preparation and testing of a media relations plan for the DPU.

Diana Hartman, AICP, NCI

Security Planner

General Qualifications

Ms. Hartman is a certified planner with several years of diversified professional experience. She has worked on a wide range of projects including antiterrorism/force protection planning for military bases. She has represented Baker at "Antiterrorism/Force Protection AT/FP Doing It By The Book," the 2003 ANG CEC Conference, where she was a panel member and presenter. Her experience also includes conducting Phase I Environmental Site Assessments for various commercial/industrial properties, writing comprehensive master plans, creating conceptual site plans for property development purposes, and designing initial subdivision layouts. In addition, she has peer-reviewed and interpreted environmental documentation for technical merit as well as provided expert testimony before Planning Boards and Boards of Adjustment.

Years with Baker: 7

Years with Other Firms: 9

Education
B.S., 1994, Landscape Architecture, The Pennsylvania State University

Coursework, International Study Abroad Program, University of Pittsburgh

Licenses/Certifications
American Institute of Certified Planners, Virginia

NCI Charrette System Certificate

Relevant Experience

Antiterrorism and Force Protection Study and Design for the U. S. Air Force Expeditionary Center, McGuire Air Force Base, Burlington County, New Jersey. *U.S. Air Force, McGuire AFB.* Planner. Conducted facility compliance survey for the Expeditionary Center complex at McGuire AFB. Recommended various alternatives and developed preferred design alternatives to guide future construction programming, brought facilities into compliance with AT/FP standards, and reduced the risk of loss of life. Baker conducted a professional engineering survey, analysis, design, and cost estimate for a permanent, 25-meter, vehicle standoff mitigation system for the U.S. Air Force (USAF) Expeditionary Center at McGuire Air Force Base, in accordance with Department of Defense antiterrorism and force protection standards. Baker also developed recommendations for bringing other facilities at the base into compliance with the standards.

Adelphi Laboratory Security Gates Study, Adelphi Campus and Blossom Point Research Facility, Maryland. *U.S. Army Corps of Engineers, Baltimore District.* Planner. Responsible for compiling and evaluating several conceptual designs and threat-scenario analysis for secure ECF vehicle inspection station areas to address immediate and long-term requirements in accordance with governing regulations. ECF designs were prepared for the Floral Drive and Glenmore Gates at Adelphi Laboratory, as well as the ECF at Blossom Point. Prepared response time calculations to assess all alternatives. Adelphi Laboratory Center (ALC) requested assistance in studying the installation's access gates at both Adelphi and Blossom Point to address immediate and long-term requirements. Baker performed a study that looked at the various entrances to determine how best to incorporate a vehicle inspection

station and how best to enter and exit the installation while following the Army's access control plan as much as possible under existing land use constraints.

Assessment of Impacts of the United Facilities Criteria Department of Defense Minimum Antiterrorism Standards for Buildings, 70 Air National Guard Bases, Nationwide. *Air National Guard CRTC/FMB.* Planner. Responsible for conducting assessments at more than half of the assessed installations nationwide. Developed report format, automated report and mapping tools, and established project quality control standards. Performed daily task coordination of assessment teams. Client and installations primary point of contact. Performed quality control monitoring and technical review of work product for all AT/FP reports. Baker was responsible for assessment of impacts of the United Facilities Criteria (UFC) Department of Defense Minimum Antiterrorism Standards for Buildings on existing structures at 70 Air National Guard Bases. Assessment included facility classification; road and parking analysis; creation of road, parking lot, and perimeter standoffs; compilation of a development suitability model; development of recommendations feeding into the project funding process; and planning level cost estimates to ensure compliance of AT Standards. Baker then prioritized the actions required to mitigate terrorism threats.

Sheltering and Evacuation Guide and Resource Database, National Capital Region. *Metropolitan Washington Council of Governments (MWCOG).* Planner. Responsible for compilation of Evacuation and Sheltering Plan and design of accompanying resource database. Also responsible for quality control, content, and consistency. Baker developed an integrated evacuation and sheltering plan for the National Capital Region, focused on catastrophic events. Each jurisdiction in the region has evacuation and sheltering plans, but these plans lacked uniformity and coordination between jurisdictions. Baker researched and evaluated routes, transportation resources, population profiles, infrastructure, and other current data and provided a regional evacuation and shelter plan to coordinate local emergency plans and combine all critical elements into a single plan using a common format.

Special Mobility Needs Evacuation Planning, Seven-County Mid-Ohio Region, Ohio. *Mid Ohio Regional Planning Commission (MORPC).* QA/QC. Responsible for review of proposal and fee estimate for content, quality, and consistency. Also compiled the project schedule and milestones in Microsoft Project. Edited and produced Existing Conditions Matrix that was a gap analysis of existing plans. Compiled, edited, and produced planning framework document. Baker is developing a coordinated, regional, disaster and evacuation plan for populations with special mobility needs. The project includes demographic research, GIS mapping, stakeholder outreach, and public involvement.

Hawthorne RPMP. *U.S. Army Corps of Engineers, Sacramento District.* QA/QC. Responsible for technical review for the final Antiterrorism Force Protection (AT/FP) and Explosive Safety Quantity Distance (ESQD) Study. Developed a set of recommendations to guide future construction programming, brought facilities into compliance with the AT/FP standards, and reduced the risk of loss of life in the event of a terrorist attack. Performed quality control monitoring and technical review to ensure planning products met established project and industry standards of the Gate and Perimeter Fence Study to establish new entry control facilities (ECF) in compliance with AT/FP standards and the TAB management needs and process assessment which explored the feasibility of using RPLANS and ISR as planning support tools to justify the Military Construction (MILCON) program.

Kenneth Zaklukiewicz

Security Planner

General Qualifications

As Senior Program Manager within Baker's Emergency Management Services Division, Mr. Zaklukiewicz has developed security plans, evacuation plans, emergency operations plans and programs, and Continuity of Operations (COOP) plans, conducted vulnerability assessments, and conducted exercises for both private and public sector clients.

As an Emergency Manager, Mr. Zaklukiewicz has extensive experience in emergency operation plans development and hands on experience in emergency response operations in coordinating the efforts of fire, HazMat, bomb disposal, law enforcement, and other emergency management disciplines. Mr. Zaklukiewicz conducts key infrastructure vulnerability and threat assessments utilizing his extensive Chemical, Biological, Nuclear, and Explosive (CBRNE) expertise. He has worked within the local, state, federal emergency management community, military, and private industry.

Years with Baker: 6

Years with Other Firms: 24

Education
M.S., 1997, Business Organizational Management, University of La Verne

B.S., 1994, Occupational Education, Wayland Baptist University

A.S., 1991, Disaster Preparedness, Community College of the Air Force

Licenses/Certifications
NFPA Pro Board Fire Instructor I, West Virginia

HAZMAT Training Certification, Texas

Relevant Experience

Security Vulnerability Assessment, Virginia. *Henrico County, Virginia.* Mr. Zaklukiewicz provided security consulting services, vulnerability assessments to security risk, and threat assessment services for General Government facilities in Henrico County, Virginia. He assessed the risk/threat faced at the facilities and prepares reports summarizing the areas of vulnerability. He evaluated contingency plans for the Emergency Operations Center, existing Security Services protocols including Standard Operating Procedures and made recommendations to develop effective management and security policies to mitigate potential and existing threats to the employees, customers, and assets.

Continuity of Operations (COOP) and Security Plan, Charleston, West Virginia. *Kanawha Valley Regional Transportation Authority (KRT).* Mr. Zaklukiewicz developed a COOP and Security Plan for KRT that includes plans and procedures that delineate business critical functions; specify succession to office and the emergency delegation of authority; provide for the safekeeping of vital records and databases; identifying an alternate operating facilities; and provide for interoperable communications. The Security Plan addresses all-hazards events to protect employees and customers.

Transportation Emergency Response Plan, Arizona. *Arizona Department of Transportation.* Mr. Zaklukiewicz developed an all-hazard Emergency Response Plan (ERP) for the Arizona Department of Transportation (ADOT) that included specific annexes for Natural Disasters, Hazardous Materials, and Terrorism. He led a team that reviewed existing plans, procedures, checklists, and interviewed ADOT key staff to obtain procedures and clarified defined roles and responsibilities relevant to the ERP development, and assessed their adequacy in addressing the threats identified in the Vulnerability Assessment.

Continuity of Operations (COOP) Plan. *Department of Homeland Security, United States Visitor and Immigrant Status Indicator Technology (US-VISIT) Program.* Mr. Zaklukiewicz developed a COOP and Pandemic Influenza COOP Plan to ensure US-VISIT can continue is mission essential functions across a wide range of emergencies that involve their primary facility in the National Capital Region and for and its staff. In addition in developing the COOP, Mr. Zaklukiewicz is working with the General Services Administration (GSA) to assign federally owned or leased space to accommodate US-VISIT's Alternate Operating Facility and has also identified all logistics requirements that includes vital database, records, and mission critical systems that will ensure US-VISIT can be operational within 12 hours and sustain operations for up to 30 days.

Center for National Response, Titan Corporation, Gallagher, West Virginia. Exercise Director. Mr. Zaklukiewicz designed, developed and executed first responder training and exercises and managed a program in a uniquely suited multipurpose exercise highway tunnel facility designed to meet a wide range of WMD and counterterrorism requirements for the DoD, Federal, State, and local organizations. He oversaw the tunnel's physical configuration and venues which included post blast rubble area with hazards and vehicles, subway train and station for chemical attacks, three chemical, biological, and drug laboratories at different levels of sophistication, and highway WMD/HazMat wreck incident configured with a wide variety of chemical, biological, and radiological sources.

Critical Infrastructure Assessment, Confidential Location, Illinois. *Confidential Client.* Task Manager. Provided technical expertise to serve as members of multidisciplinary teams of government and contractor personnel performing assessments of critical infrastructure and key resources. Baker was contracted to support site assessments, buffer zone protection, and other vulnerability-related assessments and planning activities. Baker provided technical experts to serve as members of multidisciplinary teams of government and contractor personnel performing assessments of critical infrastructure and key resources.

United States Air Force, Disaster Preparedness. Mr. Zaklukiewicz 's 22-year military career included duties in Emergency Management, Exercise Design and Evaluation, and Nuclear, Biological and Chemical (NBC) Defense. He gained immeasurable experience in designing numerous emergency response plans and developed exercises and drills to exercise plan changes. He was a key member of the USAF Exercise Evaluation Program and Headquarter Inspector General teams. He served as a disaster coordinator for emergency response and Emergency Operations Center operations.

Tracy Rapp, PE

Electrical Engineer

General Qualifications

Mr. Rapp is an electrical engineer with more than 25 years of experience in project management and electrical design of commercial, industrial, institutional, and government facilities. He has a broad range of skills including operations management, project management, engineering management, and electrical engineering. In his current role as the manager of Baker's electrical engineering department, he is responsible for the staffing, technical quality, and the professional development of his staff. Mr. Rapp is experienced in providing coordination and communications with clients, vendors, code-enforcing authorities, contractors, and utilities. Electrical system design experience includes: electric distribution and control systems, emergency power, ASHRAE energy-efficient building design, lighting systems including site, interior, decorative and streetscape lighting, fire protection and security systems, and communication systems.

Years with Baker: 1

Years with Other Firms: 24

Education
B.S., 1984, Electrical Engineering, Florida Institute of Technology

Licenses/Certifications
Professional Engineer: West Virginia, Virginia, Ohio, Pennsylvania, Massachusetts, Arizona, New York

Relevant Experience

Mellon Institute Security Renovations, Pittsburgh, Pennsylvania. *Carnegie Mellon University (CMU).* Project Sponsor. Responsibilities included overall project quality and project management. Project included design of the main security station within the historic Mellon Institute research facility, as well as building security upgrades and evaluation of chemical, biological, and radiologic material hazards.

Little Kanawha Bus Facility, Calhoun County, West Virginia. *West Virginia Division of Public Transit.* Electrical Engineer. Responsible engineer for the electrical engineering and design, including power, lighting, and coordination with utility. Baker is providing architectural and engineering services, landscape architecture, and construction-phase support for a new, 10,000-square foot, pre-engineered, metal and brick bus maintenance and transit operations facility. The 4,500-square-foot administrative area will include offices, a conference room, a money-counting room, and a driver-training room, and the 5,500-square-foot bus maintenance area will include storage for seven buses. The facility will be ADA-compliant and is being designed to achieve LEED® certification. Services include site survey and design, geotechnical testing, environmental compliance, utility coordination, bid documents, bid-phase support, and as-built drawings.

Office Addition to Duquesne Light Company's Woods Run #3, Pittsburgh, Pennsylvania. *Duquesne Light Company.* Electrical Engineering Department Manager. Provided general oversight and guidance to the electrical design team for the building addition.

Corporate Office Center, Warrendale, Pennsylvania. *Medrad, Inc.* Project Manager. Responsibilities included management of the project team and design services for a 125,000-square-foot corporate office center. The facility, designed using sustainable principles and attaining Gold LEED®, is set within a hilly, forested site. The design employs under-floor air distribution, maximizes daylight and views, and is planned for flexibility and future expansion.

IDIQ Contract for Architectural and General Engineering Services, Tobyhanna Army Depot and Other NAD Locations. *U.S. Army Corps of Engineers, Philadelphia District.* Department Manager. Provided general oversight and guidance to the electrical design team. Baker is performing a three-year Indefinite Delivery Indefinite Quantity (IDIQ) contract for planning, architecture, and general engineering services to be performed at Tobyhanna Army Depot, as well as at other DoD installations within the North Atlantic Division (NAD). Projects awarded to date include: additions and renovations to the rotary-wing maintenance hangar at Wheeler-Sack Army Airfield, Fort Drum, New York; maneuver enhancement brigade (MEB) facilities at Fort Drum, New York, providing barracks, brigade headquarters, battalion headquarters with classrooms, five-unit company operations facility, and a tactical equipment maintenance facility; and the North Post Space Study at Fort Drum, New York.

Ron Schirato, PE, LEED® AP, NCI

Utilities

General Qualifications

Mr. Schirato is a civil engineer with a broad range of experience in environmental permitting and engineering for site development on commercial and military and residential properties. He has extensive experience in stormwater management, best management practices, utility infrastructure design, engineering for transportation (roadways), computerized hydrology and hydraulics, and management.

Years with Baker: 6

Years with Other Firms: 7

Education
B.S.C.E.T., 1997, Civil Engineering Technology, University of Pittsburgh, Johnstown Campus

Master's Certificate, 2009, Project Management, University of Pittsburgh, Katz Graduate School of Business

Licenses/Certifications
Professional Engineer: Pennsylvania, New York, Oregon, Oklahoma

LEED® Accredited Professional

NCEES Certified

NCI Charrette System Certificate

Relevant Experience

Site Development for New Bus Maintenance Facility, Butler Township, Pennsylvania. *Butler Transit Authority Office.* Project Manager. Responsible for managing civil engineering for the project. Managed the preparation of civil engineering construction and project specifications. Engineering work included coordination and permitting with local and state agencies, demolition plan development, geometric site layout, utility infrastructure design, erosion and sediment control design, stormwater pollution prevention plan development, NPDES permit coverage, site grading and earthwork analyses, coordination of landscape plan development. Participated in project design review meetings with client and owner.

Site Design for Mobile Switch Center Building Addition, Bridgeville, Pennsylvania. *Verizon Wireless.* Civil Engineer. Prepared civil engineering construction drawings and specifications for the proposed development. Engineering work included coordination with and approvals from local and state agencies, utility design, erosion and sediment control design, site grading, site layout and stormwater management design, NPDES permitting. The addition of a second building to Verizon Wireless's Mobile Switch Center required approval of a Land Development Plan by both the business park and the local municipality. Baker prepared drawings and supporting documents for the approval process, including: topographic survey, ALTA/ACSM land title survey plan, site plans for the proposed building and parking area, landscape plan, grading and storm drainage plans, utility and paving plans, and site lighting plan.

Open-End Facilities Engineering Services, Pennsylvania and Idaho. *Confidential Client.* Design Review Manager. Provided technical design consultations to the core team members for the NRF Facility Master Plan. Baker provided full-service architectural and engineering services under an open-end contract to a confidential client with secure campus locations in Pennsylvania and Idaho. The Pennsylvania campus serves as a Naval propulsion system research, development, and training facility

with over 50 buildings and more than 2,200 personnel. Located 40 miles from any development, the Idaho site is a nuclear reactor facility for fuel rod reprocessing with 85 buildings and structures, and more than 1,200 personnel.

Defense Medical Logistics Center, Fort Detrick, Maryland. *U.S. Army Corps of Engineers, Baltimore District.* Civil Engineer. Responsibilities included providing technical design consultations to the core team members and conducting interdisciplinary technical quality reviews of the design. Baker is the designer-of-record for the design-build delivery of a new Defense Medical Logistics Center at Fort Detrick, Maryland, for the Military Medical Logistics System. The three-story, 128,000-square-foot brick structure houses the top military medical planning agencies from the Army, Navy, Air Force, and Marines. Parking spaces for 310 vehicles were provided. Amenities include off-site stormwater retention pond, reforestation requirements, standing seam hip roof; chilled water HVAC system, dense tele/data systems including SIPRNET, sophisticated security systems, and AT/FP considerations. A design charrette and separate partnering session was held with all project stakeholders.

U.S. Army Reserve Center OMS/AMSA/STRG, Greenville, South Carolina. *U.S. Army Corps of Engineers, Louisville District.* Civil Engineer. Civil engineer of record for this design-bid-build project. Prepared conceptual site layout and participated in multi-day charrette to shape the design of this site from a civil engineering perspective. Charrette phase work included a preliminary site layout developed in accordance with current Department of Defense Anti-Terrorism/Force Protection Measures for Buildings, grading and engineering design analysis. Final design included civil engineering construction drawings and specifications for the proposed site. Engineering work included coordination and permitting with local and state agencies, demolition plan development, geometric site layout, utility infrastructure design, erosion and sediment control design, stormwater pollution prevention plan development, NPDES permit coverage, site grading and earthwork analyses, stormwater management design, coordination of landscape plan development. Participated in project design review meetings. Responsible for managing geotechnical and surveying subconsultants. Baker designed a new 88,500-square-foot multi-story Training Center, Organized Maintenance Shop/Area Maintenance Support Activity (OMS/AMSA), and unheated storage (STRG) to accommodate 600 reservists. The project also included paving design for on-site parking and storage for military vehicles and for privately owned vehicles. An integrated design approach was used to achieve a Gold SPiRiT sustainability rating.

David Hilliard, LEED® Green Associate

Utilities

General Qualifications

Mr. Hilliard has a wide range of hands-on design and construction experience. From his simple beginnings as a carpenter, he has expanded his professional abilities. His recent design experience has included the complex mechanical design of such projects as a large Charleston, West Virginia hospital. His resume covers over 20 years of real world work in design, layout, fabrication, construction and finishes in both the mechanical and general trades. Mr. Hilliard has continued his education and professional development through his involvement with ASHRAE and other pertinent organizations. He recently received his LEED® Green Associate accreditation.

Years with Baker: 1

Years with Other Firms: 19

Education
B.S.M.E., 2005, Mechanical Engineering, West Virginia University Institute of Technology

B.S., 2002, Mathematics and Science, West Virginia State College

Licenses/Certifications
LEED® Green Associate

Relevant Experience

Campus Master Planning and Architectural and Engineering Services for State Capitol Complex, Charleston, West Virginia. *State of West Virginia General Services Division.* Engineering Technician. Working in conjunction with a team of specialized consultants, currently providing programming, cost estimating, and facilities planning support. Services included HVAC load calculations, as well as utility evaluation and planning for future growth. Baker is providing comprehensive master planning services, plans and construction specifications, and construction administration for improvements to the historic West Virginia State Capitol Complex. Master planning services include plans for expansion, location of new buildings, pedestrian and traffic circulation, landscaping, utilities, and site security. Baker is also providing construction plans and contract administration services for some of the security and landscaping improvements.

West Virginia State Capitol Restroom Renovations. *State of West Virginia General Services Division.* Engineering Technician. Baker is leading a planning study for the renovation of 31 restrooms in the historic West Virginia Capitol Building. The planning study will assess the facilities and their conformance to current code requirements and code-required capacities, compliance with Americans with Disabilities Act (ADA) requirements, quantification of the building occupancy during normal and peak periods, and an evaluation of gender distribution of restrooms within the capitol. Baker will provide design, construction sequence, and scheduling recommendations. Upon approval of the design, Baker will prepare construction documents and provide construction administration services for the renovation of three restrooms on the basement level.

A/E Services for the Office of the Adjutant General, West Virginia Army National Guard, Division of Engineering and Facilities, Charleston, West Virginia. *State Army National Guard Headquarters.* Engineering Technician. Responsible for all mechanical design oversight and construction management. The Facilities Management Officer for the State of West Virginia, Division of Engineering and Facilities, and West Virginia Army National Guard selected Baker for a lump sum/fixed fee contract for architectural and engineering services. Baker is providing complete design and construction administration services for the renovation of the first floor of the entire wing of the Office of the Adjutant General (TAG). The Owner requested the need for modernization of approximately 12,000 square feet of existing outdated office space, including a Child Development Center - project elements included new acoustical ceilings, flooring, energy-saving light fixtures, duplex outlets, communications jacks, alterations to the existing floor plan, exterior door replacements, new interior doors and hardware, new wall finishes and asbestos removal.

West Virginia Army National Guard - Tag Wing Improvement, Charleston, West Virginia. *State Army National Guard Headquarters.* Electrical Technician. Responsible for all mechanical design oversight and construction management. The Facilities Management Officer (FMO) for the State of West Virginia, Division of Engineering and Facilities (DEF), West Virginia Army National Guard (WVARNG) selected Baker for architectural and engineering services. The State Army National Guard Headquarters in Charleston, West Virginia was originally constructed in the early 1960's. Over the years, there have been numerous upgrades to the facility. Baker performed complete planning, design, and construction management services for renovations to the Office of the Adjutant General at the State Army National Guard Headquarters in Charleston, West Virginia. Project elements included new acoustical ceilings, flooring, energy-saving light fixtures, duplex outlets, communications jacks, several new wall partitions, exterior door replacements, new interior doors and hardware, new wall finishes and asbestos removal. Baker provided Construction Administration and inspection services as well as periodic site review during construction.

Little Kanawha Bus Facility, Calhoun County, West Virginia. *West Virginia Division of Public Transit.* Electrical Technician. Responsible for the Mechanical, Electrical and Plumbing Design, MEP Document Preparation, and Construction Administration for a new bus maintenance and office facility for Gilmer County. Duties include the design of the vehicle storage, cleaning and maintenance mechanical systems, as well as oil pumping and collection systems. The design of an energy efficient HVAC system for the entire building is also part of his responsibilities. Baker is providing architectural and engineering services, landscape architecture, and construction-phase support for a new, 10,000-square foot, pre-engineered, metal and brick bus maintenance and transit operations facility. The 4,500-square-foot administrative area will include offices, a conference room, a money-counting room, and a driver-training room, and the 5,500-square-foot bus maintenance area will include storage for seven buses. The facility will be ADA-compliant and is being designed to achieve LEED® certification. Services include site survey and design, geotechnical testing, environmental compliance, utility coordination, bid documents, bid-phase support, and as-built drawings.

Patrick Fogarty, PE, PS

Site Civil Engineer

General Qualifications

Mr. Fogarty has over 24 years of civil engineering project design and management experience. He is responsible for the technical and management aspects of civil design and surveying projects within Baker's Charleston, West Virginia office. Mr. Fogarty has designed and managed projects in numerous disciplines including civil, structural, and transportation engineering; site development planning; and surveying. These projects have included buildings, retail/ commercial site preparation, airports, streets/highways, bridges, parking lots, retaining walls/foundations, sanitary systems and structures, as well as boundary and topographic and photogrammetric surveys. Duties included field surveying, drawings and specification preparation, design, design drafting, construction inspection, quality control testing, shop drawing review, project management, contract administration and report preparation. Management duties include financial planning, management and staff utilization for two departments, human resource planning, marketing, and strategic planning.

Years with Baker: 5

Years with Other Firms: 19

Education
B.S., 1985, Civil Engineering, West Virginia University Institute of Technology

Diploma, 1993, Surveying and Mapping, International Correspondence Schools

Coursework, Business Administration, Heriot-Watt University, Edinburgh College of Art

Licenses/Certifications
Professional Engineer: Civil/Structural, West Virginia, Kentucky, Virginia, Pennsylvania, North Carolina, Ohio

Professional Surveyor: West Virginia, Kentucky, Ohio

Construction Documents Technologist

FAA, Eastern Region Laboratory Procedures Manual Certificate (P-401)

Asphalt Paving Technician, West Virginia

Concrete Technician, West Virginia

Relevant Experience

Campus Master Planning and Architectural and Engineering Services for State Capitol Complex, Charleston, West Virginia. *State of West Virginia General Services Division.* Project Manager. Responsibilities included project management of the planning and infrastructure analysis and the coordination of six specialized subconsultants. Baker is providing comprehensive master planning services, plans and construction specifications, and construction administration for improvements to the historic West Virginia state capitol campus. Master planning services include plans for expansion, location of new buildings, pedestrian and traffic circulation, landscaping, utilities, and site security. Baker is also providing construction plans and contract administration services for some of the security and landscaping improvements.

West Virginia State Capitol Restroom Renovations, Charleston, West Virginia. *State of West Virginia V General Services Division.* Project Manager. Responsible for the overall management of the project. Baker is leading a planning study for the renovation of 31 restrooms in the historic West Virginia Capitol Building. The planning study assesses the facilities and their conformance to current code requirements and code-required capacities, compliance with Americans with Disabilities Act (ADA) requirements, quantification of the building occupancy during normal and peak periods, and an evaluation of gender distribution of restrooms within the Capitol. Baker is providing design, construction

sequence, and scheduling recommendations. Upon approval of the design, Baker will prepare construction documents and provide construction administration services for the renovation of three restrooms on the basement level.

A/E Services for the Office of the Adjutant General, West Virginia Army National Guard, Division of Engineering and Facilities, Charleston, West Virginia. *State Army National Guard Headquarters.* Project Manager. Responsible for the management and coordination of all activities. The Facilities Management Officer for the State of West Virginia, Division of Engineering and Facilities, and West Virginia Army National Guard selected Baker for a lump-sum, fixed-fee contract for architectural and engineering services. Baker provided complete design and construction administration services for the renovation of the first floor of the entire wing of the Office of the Adjutant General. The Owner requested the need for modernization of approximately 12,000 square feet of existing outdated office space – project elements included new acoustical ceilings, flooring, energy-saving light fixtures, duplex outlets, communications jacks, alterations to the existing floor plan, exterior door replacements, new interior doors and hardware, new wall finishes and asbestos removal.

Town of West Milford-Sidewalk Improvements, West Milford, West Virginia. *Town of West Milford.* Project Manager. Engineer-of-Record responsible for the coordination of all activities. Baker performed complete planning, design, and construction management services for new sidewalks along U.S. Route 270 (Main Street) for the Town of West Milford. The improvements included concrete sidewalks with integral concrete curbs, driveway curb cuts, ADA accessible curb ramps with truncated domes, "ladder-style" crosswalks and storm drainage design. Baker provided Construction Administration and resident inspection services, as well as periodic site review during construction.

Flood Protection Options Report for Bonham Elementary School, Kanawha County, West Virginia. *West Virginia Division of Homeland Security and Emergency Management.* Project Manager. Responsible for the development of a report listing potential flood protection options for the facility. Baker was retained by the West Virginia Division of Homeland Security and Emergency Management to prepare a report to address flood protection options for Bonham Elementary School in Kanawha County, West Virginia.

Maple Avenue Streetscape, Moorefield, West Virginia. *Town of Moorefield.* Project Manager. Engineer-of-Record responsible for the coordination of all activities. The Town of Moorefield was in need of a pedestrian-friendly way of connecting the downtown area with the highly utilized nearby community park. Maple Avenue was a secondary street connecting the two areas; there were no sidewalks and deep ditches were along most of the corridor. Moorefield tasked Baker with the planning and design of improvements that would both upgrade existing facilities and create a unified community linking the downtown with the community park.

Lost Creek Train Depot Rehabilitation, Lost Creek, West Virginia. *Town of Lost Creek.* Project Manager. Responsible for the management and coordination of all activities as well as all engineering design. The Town of Lost Creek retained Baker for the planning and design of the rehabilitation of a historic train depot adjacent to the Harrison County Rail Trail. Baker prepared a plan to raise the structure, make repairs to the deteriorated timber, excavate and place the concrete foundation system, then lower the structure to rest on the new foundation. Baker provided construction administration and inspection services as well as periodic site review during construction.

Laura Cox, RLA, ASLA

Landscape Architect

General Qualifications

Ms. Cox is a Registered Landscape Architect with over 30 years of experience in the fields of landscape architecture and land planning. She has knowledge of all phases of design from site analysis and conceptual planning through construction documentation, permitting and, administration. Her design experience includes large-scale site preparation and grading, drainage analysis, stormwater conveyance and detention, and utility and infrastructure design. Ms. Cox has an extensive background in site and land use planning for counties and municipalities including, feasibility studies, review and evaluation of preliminary and final subdivision plans, special exceptions, rezoning applications, yield studies, special use permits, and client representation at public hearings and meetings with civic groups.

Years with Baker: 3

Years with Other Firms: 29

Education
B.S., 1978, Landscape Architecture, West Virginia University

Certificate, 1995, Computer Aided Drafting, Putnam County Technical Center

Licenses/Certifications
Landscape Architect, Virginia

NICET III Transportation-Highway Construction, West Virginia

Relevant Experience

Campus Master Planning and Architectural and Engineering Services for State Capitol Complex, Charleston, West Virginia. *State of West Virginia General Services Division.* Landscape Architect. Responsibilities include assisting in various phases of the Master Planning effort including site analysis, design recommendations, and coordination of graphics for publication. Baker is providing comprehensive master planning services, plans and construction specifications, and construction administration for improvements to the historic West Virginia State Capitol Campus. Master planning services include plans for expansion, location of new buildings, pedestrian and traffic circulation, landscaping, utilities, and site security. Baker is also providing construction plans and contract administration services for some of the security and landscaping improvements.

West Virginia Army National Guard - TAG Wing Improvement, Charleston, West Virginia. *State Army National Guard Headquarters.* Landscape Architect. Assisted in the preparation of the construction documents. Baker performed complete planning, design, and construction management services for renovations to the Office of the Adjutant General at the State Army National Guard Headquarters in Charleston, West Virginia. The facility included administrative spaces, including a Child Development Center. Project elements included new acoustical ceilings, flooring, energy-saving light fixtures, duplex outlets, communications jacks, several new wall partitions, exterior door replacements, new interior doors and hardware, new wall finishes and asbestos removal. Baker provided construction administration and inspection services, as well as periodic site review during construction.

Parsons City-Wide Comprehensive Parks and Recreation Master Plan, Parsons, West Virginia. *Parsons Park Board, Inc.* Landscape Architect. Assisted in the plan preparation and public outreach for this project. Baker prepared a Master Plan of improvements and recommendations for existing and proposed parks and recreation amenities for the City of Parsons. The City, over time, had acquired many parcels of FEMA-condemned properties due to the flood-prone topography of Parsons; in an effort to properly manage existing facilities, yet prepare for the future of the additional facilities scattered throughout the community, this master planning effort was begun. Through a series of public meetings and stakeholder meetings, a final plan was developed with recommendations for ball fields, hiking and biking trails, recreation center, miniature golf course, play structures, picnic facilities, ADA-compliant fishing access, interpretive signage, and landscaping improvements for existing and new park areas.

Sidewalk Improvements, Parsons, West Virginia. *City of Parsons, West Virginia.* Landscape Architect. Assisted in the preparation of construction documents. Baker performed complete planning, design, and construction management services for new sidewalks and streetscape elements for various areas within the City of Parsons. The improvements included concrete sidewalks with integral concrete curbs, driveway curb cuts, ADA accessible curb ramps with truncated domes, ladder-style crosswalks, and storm water management, landscape beds and street trees, side street parking elements, and wrought iron park benches and trash receptacles. Baker provided construction administration and inspection services, as well as periodic site review during construction.

Planning Services, Winfield, West Virginia. *Town of Winfield.* Planner. Responsibilities include acting as Planning Director to the Town, providing support directly to the Planning Commission and Town Staff, grant writing and advising the Town and the Mayor on various planning issues. Under an on-call planning agreement, Baker is providing a wide range of planning, architectural, and engineering services. Acting as city planner, Baker attends city council meetings and planning and zoning committee meetings on an as-needed basis, and receives planning assignments at those meetings. Assignments include review of planned development, zoning appeals, and proposed changes to the zoning ordinance.

US 33 Streetscape Improvement Project - Phase II, Mason, West Virginia. *Town of Mason.* Landscape Architect. Assisted in the preparation of construction documents. Baker performed complete detailed design, construction document preparation, and construction management services for new sidewalks and storm sewer improvements for the Mason Phase II Streetscape Project. The improvements included concrete sidewalks with integral concrete curbs, driveway curb cuts, ADA accessible curb ramps with truncated domes, ladder-style crosswalks, storm sewer improvements, benches, and trash receptacles. Baker provided construction administration and inspection services.

R. Todd Schoolcraft, RLA, ASLA

Landscape Architect

Years with Baker: 3

Years with Other Firms: 16

Education
B.S., 1991, Landscape Architecture, West Virginia University

Licenses/Certifications
Registered Landscape Architect, North Carolina

Registered Landscape Architect, Ohio

General Qualifications

Mr. Schoolcraft has over 19 years of experience in the fields of landscape architecture and land planning, with over 27 years of experience in the building and construction industry. Mr. Schoolcraft has extensive experience managing complex projects and leading multi-disciplined teams of professionals resulting in the successful delivery of numerous quality projects on time and on budget. Major areas of specialty include commercial development, military installation design, land planning, public development, site planning and design, park and recreation design, trails and greenways, streetscape design and urban planning. Mr. Schoolcraft is a retired U.S. Army Officer, holding the rank of Major, with over 23 years of time in service in the U.S. armed forces. In the last years of service, he held the position of Operations Officer with the newly formed Chemical, Biological, Radiological, Nuclear or High Yield Explosive Enhanced Response Force Package Team (CERFP Team) with the West Virginia Army National Guard. Prior to this, he was a combat engineer with the Design Section of the 111th Engineer Group, West Virginia Army National Guard. The 111th Engineer Group served in the Middle East in support of Operation Iraqi Freedom and Operation Enduring Freedom. During that time, Mr. Schoolcraft was awarded the Bronze Star Medal for meritorious service associated with a multitude of engineering and architectural projects in Kuwait and Iraq. Mr. Schoolcraft has been appointed to the West Virginia State Board of Landscape Architects by Governor Joe Manchin, and currently serves as Secretary of the Board.

Relevant Experience

Campus Master Planning and Architectural and Engineering Services for State Capitol Complex, Charleston, West Virginia. *State of West Virginia General Services Division.* Landscape Architect. Responsible for master planning guidance, design, community meeting assistance, and document generation. Baker is providing comprehensive master planning services, plans and construction specifications, and construction administration for improvements to the historic West Virginia state capitol campus. Master planning services include plans for expansion, location of new buildings, pedestrian and traffic circulation, landscaping, utilities, and site security. Baker is also providing construction plans and contract administration services for some of the security and landscaping improvements.

A/E Services for the Office of the Adjutant General, West Virginia Army National Guard, Division of Engineering and Facilities, Charleston, West Virginia. *State Army National Guard Headquarters.* Landscape Architect. Responsible for design and document quality oversight. The Facilities Management Officer (FMO) for the State of West Virginia, Division of Engineering and Facilities (DEF), West Virginia Army National Guard (WVARNG) selected Baker for a lump sum/fixed fee contract for architectural and engineering services. Baker was selected by the Division of Engineering and Facilities to provide complete design and construction administration services for the renovation of the first floor of the entire wing of the Office of the Adjutant General (TAG). The Owner requested the need for modernization of approximately 12,000 square feet of existing outdated office space - project elements included new acoustical ceilings, flooring, energy-saving light fixtures, duplex outlets, communications jacks, alterations to the existing floor plan, exterior door replacements, new interior doors and hardware, new wall finishes and asbestos removal.

West Virginia Army National Guard - Tag Wing Improvement, Charleston, West Virginia. *State Army National Guard Headquarters.* Project Manager. Responsible for design and document quality oversight. Baker performed complete planning, design, and construction management services for renovations to the Office of the Adjutant General at the State Army National Guard Headquarters in Charleston, West Virginia. Project elements included new acoustical ceilings, flooring, energy-saving light fixtures, duplex outlets, communications jacks, several new wall partitions, exterior door replacements, new interior doors and hardware, new wall finishes and asbestos removal. Baker provided Construction Administration and inspection services as well as periodic site review during construction.

Parsons City-Wide Comprehensive Parks and Recreation Master Plan, Parsons, West Virginia. *Parsons Park Board, Inc.* Project Manager. Responsible for master planning design and document quality oversight. Baker prepared a Master Plan of improvements and recommendations for existing and proposed parks and recreation amenities for the City of Parsons, *West Virginia*. The City, over time, had acquired many parcels of FEMA-condemned properties due to the flood-prone topography of Parsons; in an effort to properly manage existing facilities, yet prepare for the future of the additional facilities scattered throughout the community, this master planning effort was begun. Through a series of public meetings and stakeholder meetings, a final plan was developed with recommendations for ball fields, hiking and biking trails, recreation center, miniature golf course, play structures, picnic facilities, ADA-compliant fishing access, interpretive signage, and landscaping improvements for existing and new park areas.

Sidewalk Improvements, Parsons, West Virginia. *City of Parsons, West Virginia.* Project Manager. Responsible for design and document quality oversight. Performed field inventory and analysis functions for the final design. Baker performed complete planning, design, and construction management services for new sidewalks and streetscape elements for various areas within the City of Parsons. The improvements included concrete sidewalks with integral concrete curbs, driveway curb cuts, ADA accessible curb ramps with truncated domes, ladder-style crosswalks, and storm water management, landscape beds and street trees, side street parking elements, and wrought iron park benches and trash receptacles. Baker provided Construction Administration and inspection services as well as periodic site review during construction.

Kevin Nelson, LS

Surveyor/3D Laser Scanning Specialist

General Qualifications

Mr. Nelson, LS, has extensive surveying experience with federal, state, and local authorities in providing complicated and unique surveys throughout the Mid-Atlantic region. His experience includes high accuracy monitoring surveys for tunneling projects, 3D laser scanning, GPS control surveys, topographic and boundary surveys; transportation surveys, utility right-of-way surveys; utility as-builts; construction stakeout of residential, commercial, and industrial buildings; recreational facilities; streets; and utilities. In addition, Mr. Nelson is proficient in obtaining as-built data through the use of 3D laser scanning, as well as the post-processing of this data to create high-quality deliverables to Gordon clientele.

Years with Gordon: 26

Years with Other Firms: 3

Education
Certificate in GIS Program, 1999, Northern Virginia Community College

Virginia Department of Labor and Industry Apprenticeship Program, 1992, Northern Virginia Community College

Suburban Development, 1983, Northern Virginia Community College

Licenses/Certifications
Professional Surveyor, West Virginia

Land Surveyor, Virginia

Relevant Experience

U.S. Customs and Border Patrol, Harpers Ferry, West Virginia. *Department of Homeland Security.* Land Surveyor. Gordon performed professional site security consulting services for the Welcome Center and Security Command Center (WCSCC) proposed at the Advanced Training Center, Harpers Ferry, West Virginia operated by the U.S. Customs & Border Protection.

Headquarters Facility at St. Elizabeths West Campus, Washington, DC. *U.S. General Services Administration*. Land Surveyor. Gordon provided services at the St. Elizabeth's campus under another existing geotechnical contract. Gordon surveyors provided stakeout services for the borings to be performed by the geotechnical engineer for this project.

Summit Point Tactical Training Center, Jefferson County, Virginia. *SPARC, LLC.* Land Surveyor. Gordon provided planning, engineering and survey services for the development of a 238-acre research and training facility adjacent to the Summit Point Automotive Research Center. The campus plan developed a site for companies specializing in performance automotive research and federal security training programs.

Virginia School for the Deaf & Blind, Staunton, Virginia. *Commonwealth of Virginia.* 3D Laser Scanning Specialist. Gordon prepared a field-run survey to obtain a high definition laser scan of a portion of the property and point cloud data set. Utilizing the point cloud data set a computer model was prepared that replicates the primary features of the site. Mapping was based on assumed datum in the absence of benchmark information.

Capital One Westgate Office Park, Fairfax County, Virginia. *Capital One Corporation.* Land Surveyor. Gordon provided surveying, civil engineering, and site security consulting services for the development of a multi-phased, 29-acre, Class A office park in Tysons Corner. This project consists of a 14 story, 1.5 million-SF commercial office building and parking, lecture hall, fitness center, sports field complex, and park, including access to the future Tysons Corner East Metro station.

Lincoln Memorial Rehabilitation, Washington, DC. *National Park Service.* 3D Laser Scanning Specialist. Gordon performed professional surveying services for the subject site located on the National Mall in Washington, D.C. Work performed under this contract was based on plans prepared by National Mall and Memorial Parks (2007). Gordon provided 3D laser scanning services for as-built and construction stakeout surveys.

FBI Quantico Complex, Prince William County, Virginia. *Federal Bureau of investigation.* Land Surveyor. The subject property was a design-build procurement for the construction of a new training facility to house classroom, office, and support spaces for the Center for Intelligence Training (CIT). The proposed facility consists of a two-story steel framed structure of approximately 22,000 square feet, with 11,000 square feet per floor. The proposed site for the structure is the abandoned tennis courts location. The proposed site work and improvements will consist of the removal of all concrete and asphalt pads, athletic surfaces, paved areas and sidewalks, and rerouting of any impacted utilities. New parking was provided as depicted on the conceptual Site Plan. The project included an upgrade of the existing infrastructure as required and will conform to the latest requirements of the ADA.

Joe Crowder, PS

Surveyor/3D Laser Scanning Specialist

General Qualifications

Mr. Crowder is a surveyor at the Charleston, West Virginia office of Baker's South Region. Mr. Crowder has over 11 years of diverse experience that includes assignments in civil design, surveying, construction inspection and field testing.

Years with Baker: 3

Years with Other Firms: 20

Education
A.S., 1989, Computer Aided Drafting, West Virginia State University

Licenses/Certifications
Registered Land Surveyor, West Virginia

Real Estate License, West Virginia

Relevant Experience

Campus Master Planning and Architectural and Engineering Services for State Capitol Complex, Charleston, West Virginia. *State of West Virginia General Services Division.* Researcher. Involved in various meetings with utility companies and officials from the Capitol Complex. Assisted CADD personnel by placing all the various utilities found within the project area onto maps generated. Baker is providing comprehensive master planning services, plans and construction specifications, and construction administration for improvements to the historic West Virginia state capitol campus. Master planning services include plans for expansion, location of new buildings, pedestrian and traffic circulation, landscaping, utilities, and site security. Baker is also providing construction plans and contract administration services for some of the security and landscaping improvements.

A/E Services for the Office of the Adjutant General, West Virginia Army National Guard, Division of Engineering and Facilities, Charleston, West Virginia. *State Army National Guard Headquarters.* Surveyor. Responsible for using real time GPS to actually topo top of roof. Located all of structures such as heating and cooling unites, vents and piping. This material was provided to CADD drafting personnel who created design drawings for projects. The Facilities Management Officer (FMO) for the State of West Virginia, Division of Engineering and Facilities (DEF), West Virginia Army National Guard (WVARNG) selected Baker for a lump sum/fixed fee contract for architectural and engineering services. Baker was selected by the Division of Engineering and Facilities to provide complete design and construction administration services for the renovation of the first floor of the entire wing of the Office of the Adjutant General (TAG). The Owner requested the need for modernization of approximately 12,000 square feet of existing outdated office space - project elements included new acoustical ceilings, flooring, energy-saving light fixtures, duplex outlets, communications jacks, alterations to the existing floor plan, exterior door replacements, new interior doors and hardware, new wall finishes and asbestos removal.

U.S. 33 Streetscape Improvement Project - Phase II, Mason. *Town of Mason.* Surveyor. Used total station to stake out drop inlets, manholes, and to set stakes along the entire length of the sidewalk. Baker performed complete detailed design, construction document preparation and construction management services for new sidewalks and storm sewer improvements the Mason Phase II Streetscape Project. The improvements included concrete sidewalks with integral concrete curbs, driveway curb cuts, ADA accessible curb ramps with truncated domes, ladder-style crosswalks, storm sewer improvements, benches and trash receptacles. Baker provided construction administration and inspection services.

Appalachian Corridor H Environmental Impact Statement, Appalachian Highlands Region, Elkins, West Virginia. *West Virginia Department of Transportation, Division of Highways.* Surveyor. Responsible for survey work on isolated sites in need of additional topo work because of specific site needs pertaining to ground slip sites and wetland delineation. The Appalachian Corridor H is a 100 mile proposed four-lane highway intended to provide access from Interstate 81 in Northwestern Virginia through the rugged, mountainous terrain of West Virginia's Appalachian Highlands Region. Baker was responsible for preparing the tiered Corridor H Supplemental EIS study. This consisted of a corridor-level study evaluation (Corridor Selection EIS) to determine the environmental and engineering constraints existing along 24 potential alternative corridors (Tier 1) and a follow-on Alignment Selection FEIS (Tier 2). Baker also provided advanced preliminary engineering on the preferred alignment. Following the 1996 Record of Decision, the WVDOT and FHWA were sued in Federal District and Appeals Courts by a coalition of 13 environmental groups. Baker provided lawsuit support for legal council during that period-project is now under construction and Baker is providing environmental monitoring and engineering services.

4.2.3. Project Organization

a. *Provide information on the personnel who will manage and persons proposed to be assigned to the project. Provide locations of firm's offices and indicate from where the project will be managed and the work performed. Provide a project organizational chart including key personnel and the proposed organization of the project team and any experience with security design and specification preparation.*

Key Management Personnel

The management approach for this assignment will follow 'The Baker Way' which is the clearly defined and scalable internal process by which all projects are managed throughout Baker. This process requires administrative training for all Project Managers. The training module is known as Baker BEST (Business Enterprise Systems Training) and includes project setup, delivery and billing modules.

Through better organization, tools and methods to monitor budgets, an emphasis on communication, and a structured approach to delivering quality, 'The Baker Way' clearly provides considerable value to our clients.

Baker's Charleston office possesses a diverse engineering, architectural and environmental planning staff. Baker's proposed team of experienced professionals has demonstrated the ability to deliver quality work products to our clients, on time and within budget. While Baker can provide the entire depth of services necessary to complete the project, we will be willing to subcontract certain services (i.e., surveying, geotechnical engineering, inspection and testing, etc.) in an effort to control cost or to meet any small and/or disadvantaged business participation goals established by the principal funding agency.

Each individual on this project team has extensive experience in their field of expertise and have demonstrated success on projects of similar size and scope, as well as experience with all regulatory agencies that will be involved. The following provides a brief discussion of each team member's experience base relevant to this project. The Baker Team's organization chart is provided at the end of this section.

Project Manager – Ron Bolen, RA, AIA *(Charleston, West Virginia):* Mr. Bolen brings over 38 years of design and project management experience to the project. He is currently serving as architect for the West Virginia General Services Division's project for Campus Master Planning and Architectural and Engineering Services for the State Capitol Complex, and for the rehabilitation design of dozens of restrooms in the historic State Capitol building. Over the past decade, he assisted in the several security-related projects ranging from federal prisons and juvenile detention facilities to the West Virginia Capitol Master Plan. Mr. Bolen will act as Project Manager for the West Virginia Capitol Security project.

Principal-In-Charge – Russell Hall, PE, PS *(Charleston, West Virginia):* Mr. Hall, Assistant Vice President, is Office Manager of Baker's Charleston, West Virginia office. He is an experienced engineer who has been involved in numerous design projects in West Virginia for over 22 years. His project management responsibilities involve overseeing staff from project inception through completion, and ensuring that the clients' needs and requirements are met. His strengths include organizing and managing project teams, quality control and quality assurance, and problem resolution. Mr. Hall provides overall direction and maintains direct communications with all clients. His responsibility is to ensure that Mr. Bolen has all of the resources needed for the successful execution of your project, and that all quality programs are followed.

QA/QC Manager – Ralph Deffenbaugh, PE, LEED® AP *(Moon Township, Pennsylvania)*: Mr. Deffenbaugh is Director of Facilities Engineering for Baker, providing leadership for project quality and interdisciplinary coordination for the engineering group. Mr. Deffenbaugh will serve as QA/QC Manager and be responsible to administer Baker's quality processes. As Director of Baker's Facilities Engineering services, Mr. Deffenbaugh is responsible for all design projects under his management, ensuring quality and client satisfaction.

Life Safety Services – Duncan Penney, RA, LEED® AP *(Moon Township, Pennsylvania)*: Mr. Penney has performed project design, project management, design charrettes, feasibility studies, construction administration, and specification writing. A Certified Construction Specifier (CCS), he is skilled in producing construction documents. He is also a U.S. Green Building Council, LEED® accredited professional, and experienced in life safety evaluations and ADA Guidelines.

Principal Security Designer – Michael Jones *(Chatham, Virginia/Chantilly, Virginia/Charles Town, West Virginia):* Mr. Jones recently retired as the Chief of Police (Interim)/Major in the Virginia Capitol Police after 27 years of decorated service. His vast experiences, responsibilities and achievements include conducting crime and risk assessments, physical security planning, crime prevention specialist, CPTED specialist, and the development of police policies and procedures. As a police veteran, his responsibilities included Project Manager, Security Manager, Security Consultant, Security Planner, Contingency Planner, and Incident Commander. Mr. Jones remains a certified police officer and is active in many government commissions regarding law enforcement, critical infrastructure and facility security. Mr. Jones has long-term experience in the design and application of Crime Prevention strategies, including CPTED, to community and building renovation, including serving as a key planning team member for the Capitol of Virginia Renovation project. As a result, he is intimately familiar with the people, issues, concerns, and the overall rhythm of life in the business and government world. This includes current knowledge of the specific risks and challenges facing Capitols and the seat of government.

Security Designer – Mark Dyck, CLA, LEED®AP *(Charles Town, West Virginia):* Mr. Dyck, Senior Vice President, provides leadership for his clientele through demonstrated experience in public process/entitlements, master planning, urban design and landscape architecture in the state of West Virginia. With 19 years of experience in both Canada and the United States, he brings an innovative perspective to the project he manages and works on, and has managed projects in the federal, state, institutional, commercial, residential and recreational arenas. Mr. Dyck understands the nuances of West Virginia regulatory ordinances and how they can be applied to sustainable programming, creative design, and the considerations of both public and private sector clients. Mr. Dyck has played an influential role in the planning and design of communities and facilities throughout the Eastern Panhandle of West Virginia and Northern Virginia.

Security Designer – Chad Wallen, CLA, CPTED *(Charles Town, West Virginia):* Mr. Wallen, a graduate of WVU, has worked on a wide variety of projects ranging from master plans, landscape and subdivision design, rezonings, annexations, engineering and transportation plans in Berkeley, Jefferson and Morgan Counties, West Virginia and in Loudoun, Frederick and Clarke Counties, Virginia. He has acquired certification as a CPTED Practitioner by the Florida Attorney General's Office and has performed security assessments, surveys and/or plan reviews for private, federal, state and municipal entities. His background in landscape architecture and CPTED contributes to a design approach that integrates the natural and built environment with a variety of security measures to achieve the clients' objectives. He has been involved in security projects ranging from the Customs and Border Protection Training Facility in Harpers Ferry to the Virginia School for the Deaf & Blind in Staunton, Virginia and major transportation facilities in Reston, Virginia.

Security Designer – Will Peart, CLA, CPTED *(Chantilly, Virginia):* Mr. Peart uses his experience in landscape architecture planning, urban design, and landscape construction together with his expertise in physical security, attained through 20 years in the United States Marine Corps, to apply security measures to commercial and public projects. He has participated in many seminars and working groups sponsored by government, law enforcement, university, industry and professional associations that addressed physical security and crime prevention through environmental design (CPTED). In addition, Mr. Peart has been quoted for his expertise in industry publications, such as Security Management Magazine.

Security Designer – Brad Dailey, AICP, NCI *(Alexandria, Virginia):* Mr. Dailey is an accomplished planner and leader in the integration of spatial technologies (GIS, remote sensing, and computer mapping) for solving multi-faceted spatial problems. With his many years of professional experience, he is able to capitalize on first-hand knowledge of GIS technology as related to complex land planning and design projects. His diverse experience in land use planning, resource management, urban design, visual analysis, military planning, facilities planning, space planning, and the use of GIS tools make him an invaluable resource for demanding projects requiring the latest in technological innovation.

Senior Security Advisor – John Porco, PE *(Phoenix, Arizona):* Mr. Porco serves as Senior Director for Homeland Security at Baker. He has 30 years of experience in emergency management and infrastructure protection, first with U.S. Department of Transportation (DOT) and then with Baker. At DOT, he directed a multi-million dollar program to prepare for, and provide, transportation resources in disasters and terrorist incidents. At Baker, he has managed a wide variety of major projects, leading Baker's infrastructure security program. He supervised the development of vulnerability assessments and security mitigation plans for 11 large water and wastewater systems nationally, which included an evaluation of perimeter security at essential water treatment facilities and office and yard campuses. He conducted a security assessment of critical highway facilities owned by Arizona DOT and developed protective plans for their structures. Mr. Porco completed a Security Assessment for Salt Lake City prior to the 2002 Winter Olympics, and led the development of the first security guidance for the water sector and a study on the state-of-the art in water security for DHS. Finally, he assisted both Virginia and Arizona in preparing their first terrorism response strategies. He is active in a variety of pertinent organizations, including the National Emergency Management Association, the International Association of Emergency Managers, a number of State EM associations, ASIS International, and the American Water Works Association, where he serves on the Emergency Preparedness and Security Committee. Mr. Porco has a SECRET security clearance and is a Registered Professional Civil Engineer.

Security Planner – Diana Hartman, AICP, NCI *(Alexandria, Virginia):* Ms. Hartman is a certified planner with several years of diversified professional experience. She has worked on a wide range of projects including antiterrorism/force protection (AT/FP) planning for military bases. She has represented Baker at "Antiterrorism/Force Protection AT/FP Doing It By The Book," the 2003 ANG CEC Conference. Her experience also includes writing comprehensive master plans, creating conceptual site plans for property development purposes, and designing initial subdivision layouts. Ms. Hartman has completed "Crisis Preparedness Planning for School Administrators" through West Virginia University.

Security Planner – Kenneth Zaklukiewicz *(Alexandria, Virginia):* Mr. Zaklukiewicz is the Senior Program Manager within Baker's Emergency Management Services Division. He develops security plans, evacuation plans, emergency operations plans, and Continuity of Operations (COOP) plans. As an Emergency Manager, he has hands-on experience in emergency response operations in coordinating the efforts of fire, HazMat, bomb disposal, law enforcement, and other emergency management disciplines. He conducts key infrastructure vulnerability and threat assessments utilizing his extensive Chemical, Biological, Nuclear, and Explosive (CBRNE) expertise. He completed a 22-year military career in Emergency Management and specialized in emergency planning and CBRNE response.

Electrical Engineer – Tracy Rapp, PE *(Moon Township, Pennsylvania):* Mr. Rapp is an electrical engineer with more than 25 years of experience in project management and electrical design of commercial, industrial, institutional and government facilities. He has a broad range of skills including operations management, project management, engineering management, and electrical engineering. In his current role as the manager of Baker's electrical engineering department, he is responsible for the staffing, technical quality and the professional development of his staff. Electrical system design experience includes electric distribution and control systems, emergency power, ASHRAE energy-efficient building design, lighting systems including site, interior, decorative and streetscape lighting, fire protection and security systems, and communication systems.

Utilities – Ron Schirato, PE *(Moon Township, Pennsylvania)*: Mr. Schirato has extensive experience in site development on commercial, military, and residential properties.

Utilities – David Hilliard, LEED® Green Associate *(Charleston, West Virginia)*: Mr. Hilliard is a mechanical engineering technician with a wide range of hands-on design and construction experience. His recent project experience includes providing HVAC load calculations, as well as utility evaluation and planning, for the West Virginia State Capitol Complex Master Planning and Architectural and Engineering Services, and the complex mechanical design of a large Charleston, West Virginia hospital. He recently received his LEED® Green Associate accreditation.

Civil Engineer – Patrick Fogarty, PE, PS *(Charleston, West Virginia):* Mr. Fogarty is the Civil Services Group Manager for Baker's Charleston office and is a Registered Professional Engineer and Licensed Professional Surveyor in multiple states. Mr. Fogarty has provided design engineering on numerous security-related assignments at public, private and military facilities. Projects have included public and private airport facilities to FAA and TSA Standards, and DoD facilities to U.S. Air Force and U.S. Army Standards. Security elements have included the design and specification of CCTV cameras, access control systems, baggage handling systems and security fencing.

Landscape Architect – Laura Cox, RLA, ASLA *(Charleston, West Virginia):* Ms. Cox is a Registered Landscape Architect with over 30 years of experience in landscape architecture and land planning. She has knowledge of all phases of design from site analysis and conceptual planning through construction documentation, permitting and, administration. Her design experience includes large-scale site preparation and grading, drainage analysis, stormwater conveyance and detention, and utility and infrastructure design.

Surveying/3D Laser Scanning – Kevin Nelson, LS *(Charles Town, West Virginia):* Mr. Nelson has extensive surveying experience with federal, state and local authorities in providing complicated and unique surveys throughout the Mid-Atlantic region, including a multitude of project throughout the state of West Virginia. His experience includes high accuracy monitoring surveys for tunneling projects, 3D laser scanning, GPS control surveys, topographic and boundary surveys; transportation surveys, utility right-of-way surveys; utility as-builts; construction stakeout of residential, commercial, and industrial buildings; recreational facilities; streets; and utilities. In addition, Mr. Nelson is proficient in obtaining as-built data through the use of 3D laser scanning, as well as the post-processing of this data to create high-quality deliverables to Gordon clientele.

Surveying/3D Laser Scanning – Joe Crowder, PS *(Charleston, West Virginia):* Mr. Crowder has over 17 years of surveying/civil engineering experience and will provide civil-related services for this project. Mr. Crowder brings extensive design, surveying, construction inspection and field testing experience from numerous facilities projects. He is experienced in boundary, topographic and GPS control surveys and has worked extensively at the West Virginia State Capitol campus.

Office Locations

The management team and key personnel assigned to this project are located in two local Baker offices: Charleston, West Virginia and Moon Township (Pittsburgh), Pennsylvania. The office location for each key person is included above under Key Management Personnel.

Mr. Ron Bolen, RA, AIA, will manage the project from Baker's Charleston office. He has an established working relationship with the appropriate state officials and is located within minutes from the proposed project site. He is currently serving as the Lead Architect on the Capitol Campus Complex Master Plan project.

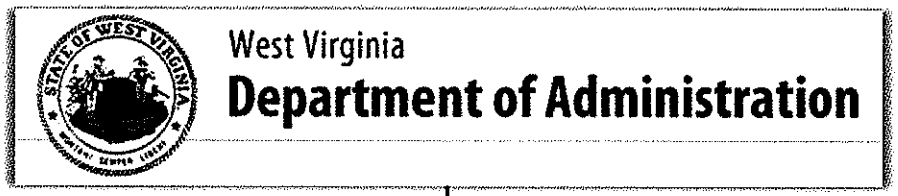
Mr. Russell Hall, PE, PS, is the Office Manager of Baker's Charleston office, as well as an Assistant Vice President of the corporation. He will provide Mr. Bolen with the required support and resources, as well as oversee the management, design and quality processes of the project team.

Other Charleston, West Virginia personnel include Utilities, Civil Engineer, Landscape Architect and Surveying/3D Laser Scanning. All other key personnel and disciplines are located at Baker's Moon Township (Pittsburgh), Pennsylvania, Phoenix, Arizona, or the Alexandria, Virginia offices.

Baker is internally structured to successfully accomplish projects performed by personnel that are located across the country. Project files are stored on servers that use Internet-protocol; every team member has access to, and uses, the same electronic files, reducing the possibility of multiple file versions and errors. All electronic documents and files (meeting minutes, transmittals, drawings, etc.) for all Baker projects are stored on our project server using a pre-established file structure directory. As mentioned earlier in this section, all projects are required to adhere to 'Project Management - The Baker Way'. 'The Baker Way' clearly defines the process for which all projects are managed throughout Baker. The ultimate objective of the process is improving project performance through product delivery excellence. Through better organization, tools and methods to monitor budgets, an emphasis on communication, and a structured approach to delivering quality, 'The Baker Way' clearly provides considerable value to our clients, the company and its shareholders.

The key features of this system are:

- Improving project performance through consistency, organization and efficiency throughout the entire Engineering Division.
- Defining project management processes for every project, but is scalable to appropriately fit the scope and size of any project.
- Serving as a one-stop reference for forms, policies, references and procedures required to properly manage a project.
- Leveraging existing best practices throughout Baker, as well as referencing accepted and established practices from outside sources.
- Providing management tools, procedures and references at the fingertips of project managers through a user friendly, intuitive site.
- All team members are familiar with this process, which allows for organized and quick access and retrieval of information.



Principal-In-Charge
Russell Hall, PE, PS

Project Manager
Ron Bolen, RA, AIA

QA/QC Manager
Ralph Deffenbaugh, PE, LEED® AP

LIFE SAFETY SERVICES

Duncan Penney, RA, LEED® AP (B)

SECURITY ENGINEERING

Principal Security Designer
Michael Jones (G)

Security Designers
Mark Dyck, CLA, LEED® AP (G)
Chad Wallen, CLA, CPTED (G)
Will Peart, CLA, CPTED (G)
Brad Dailey, AICP, NCI (B)

Senior Security Advisor
John Porco, PE (B)

Security Planners
Diana Hartman, AICP, NCI (B)
Ken Zaklukiewicz (B)

ELECTIRCAL ENGINEERING/ UTILITIES

Duncan Penney, RA, LEED® AP (B)

CIVIL ENGINEERING/ LANDSCAPE ARCHITECTURE

Civil Engineer
Pat Fogarty, PE, PS (B)

Landscape Architecture
Laura Cox, RLA, ASLA (B)
R. Todd Schoolcraft, RLA, ASLA (B)

SURVEYING/ 3D LASER SCANNING

Kevin Nelson, LS (G)
Joe Crowder, PS (B)

(B) Michael Baker Jr., Inc.
(G) William H. Gordon Associates, Inc.

b. *Provide a statement or evidence of the firm or team's ability to provide services within the project time frame and a proposed project schedule outlining the key phases.*

The proposed members of the Baker Team, as described in this submittal, are available for the execution of your Capitol Campus Security project for the timeline described on the following detailed project schedule. Baker's local/regional professionals and technical personnel number in excess of 800, in all disciplines. Should additional personnel be required, in any discipline, the Baker Team has the capacity to fulfill those requirements.

The following Project Schedule timeline is detailed, by week, under major work categories including surveying of existing conditions, schematic design, design development, contract documents preparation, and construction administration services. Time allotments for permitting and approval processes, and coordination with the appropriate officials, is included in our proposed schedule. Since specific schedule details such as contract award, and start and completion dates, were not included in your RFQ, Baker's proposed schedule is presented with the understanding that the State of West Virginia may need to adjust our timeline.

4.2.4. Demonstrated Experience in Completing Projects of a Similar Size and Scope

a. *Provide descriptions of relevant projects demonstrating the firm's ability to execute projects similar to those described in this Expression of Interest. Provide descriptions of not more than ten projects performed in the last ten years. Projects of interest should include work performed within the State of West Virginia.*

As requested, the Baker Team has provided ten project examples of work performed during the last ten years that demonstrate our ability to execute projects similar to the proposed West Virginia State Capitol Campus Security Design project, as well as projects that demonstrate experience working within the State of West Virginia.

Campus Master Planning and A&E Services for State Capitol Complex

Charleston, West Virginia

Baker is providing comprehensive master planning services, plans and construction specifications, and construction administration for improvements to the historic West Virginia state capitol campus.

The campus is a 54-acre site on which the State Capitol building, the Governor's mansion, state offices, a cultural center and museum, a historic mansion dating back to 1820, and several statues and fountains are located. The campus is part of the City of Charleston's historic district, and several of the buildings are listed in the National Register of Historic Places. The campus is frequently used for festivals and other public events, and is a major tourist attraction.

The capitol complex has grown from 12 to 54 acres since its founding in the early 1920s, and currently has approximately 768,000 feet of office space and employs approximately 5,000 people. The last campus master plan was completed in the late 1960s.

Baker's master planning services include planning for a proposed campus expansion; pedestrian and traffic circulation plans; parking plans; plans for the location of new buildings and facilities; site utility planning, including buried utilities and lighting; site security planning, and landscaping. Possible additions to the complex include a financial center, a daycare center, and additional office buildings and parking facilities.

All plans are required to be compatible with the original plans for the site, which were developed by the capitol building's architect in 1925, but must also accommodate current and future state government needs.

In addition to developing a comprehensive master plan, Baker is preparing architectural and engineering plans and construction documents for landscaping, security, parking, pavement, and other improvements recommended by the master plan. Design services include architectural, civil, mechanical, and electrical engineering services, and energy conservation (LEED®). Baker will also provide contract administration services for some of the landscaping and security improvements.

Value-Added

Baker is meeting the challenge of planning and designing improvements to a nearly century-old government complex and matching the historic architecture and ambiance of the site, while meeting the current and future needs of employees and visitors and accommodating new facilities. The complex is a tourist attraction and is the venue for numerous public events, and is the site of state government agencies that must remain open to the public. Baker must balance this need for public accessibility with needed security improvements. In addition, the improvements must include sustainability and energy conservation measures.

Client
State of WV General Services Division
Department of Administration
1900 Kanawha Boulevard East
Building 1, Room MB-60
Charleston, WV 25305

Client Contact
Robert Krause, PE, AIA, 304-558-9018

Completion Date & Percentage Complete
2010
Complete: 100%

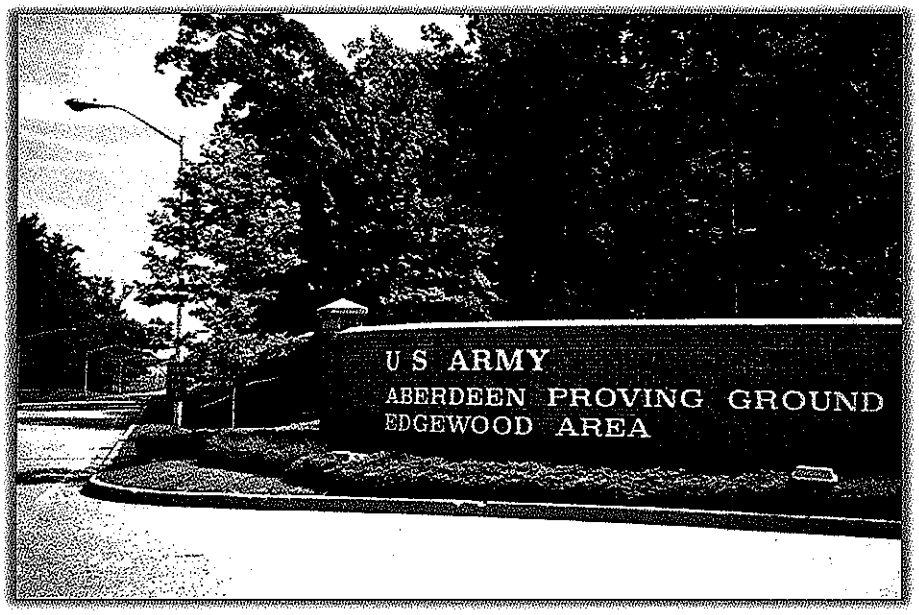
Project Costs
$887,880 (Fee)

Baker's Role
Master planning
Architectural design
Civil, mechanical and electrical engineering
Historic preservation
Energy conservation and LEED®
Construction administration

Force Protection Improvements

Aberdeen Proving Ground, Maryland

Safety and force protection, as it pertains to military installations, have always been a top priority. In an effort to increase security at Aberdeen Proving Ground, Baker is providing comprehensive force protection planning and design services. These have encompassed stand-off studies of critical facilities (143 buildings), gate redesign, perimeter security and fencing upgrades for the entire base, and security enhancements to water and utility systems. Particularly noteworthy are the improvements to base entry gates which have included traffic and parking studies, addition of two new guard gates, redesign of four guard gates, design of two new visitor centers, utility redesign, active and passive barriers, and new truck search areas. This project also included cost estimating and funding strategies.



Client
U.S. Army Corps of Engineers, Baltimore District, Engineering Division
P.O. Box 1715
Baltimore, MD 21203-1715

Client Contact
Frank Cirincione, 410-962-4170

Completion Date & Percentage Complete
2011
Ongoing

Project Costs
$30,000,000 (Fee since 1993)

Baker's Role
Planning
Traffic Studies
Architecture
Landscape Architecture
Civil Engineering

Public Safety Center Improvements

City of Alexandria, Virginia

When the U.S. Department of Justice made the decision to try suspected terrorists associated with the September 11 attacks at the new Federal Courthouse in Alexandria, the City of Alexandria was faced with holding some of the most dangerous detainees in the world.

In keeping with the increased threat, the City moved rapidly to enhance security at its Public Safety Center, which is located near the Federal Courthouse. An intensive study was performed to identify potential threats and determine how the existing facility could best be fortified to withstand those very real threats. Baker then provided design and construction administration services on an extremely accelerated basis. Improvements to the facility include new barriers, guard gates, fencing, a new parking lot, new security checkpoint station, and closed-circuit television cameras.

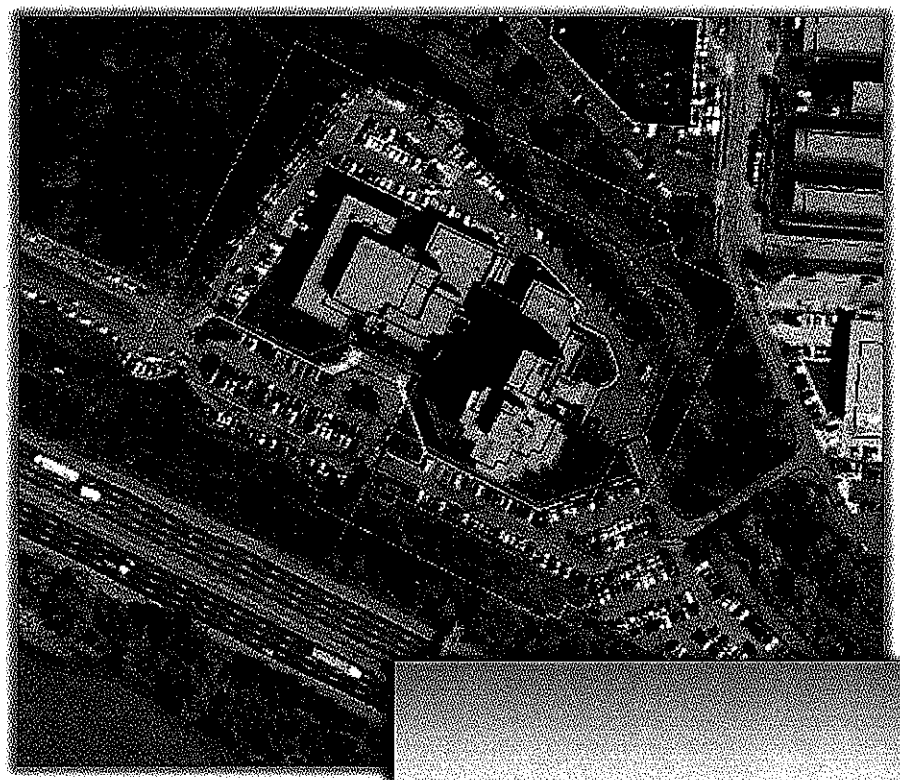
Client
City of Alexandria, Virginia
301 King Street
Alexandria, VA 22314

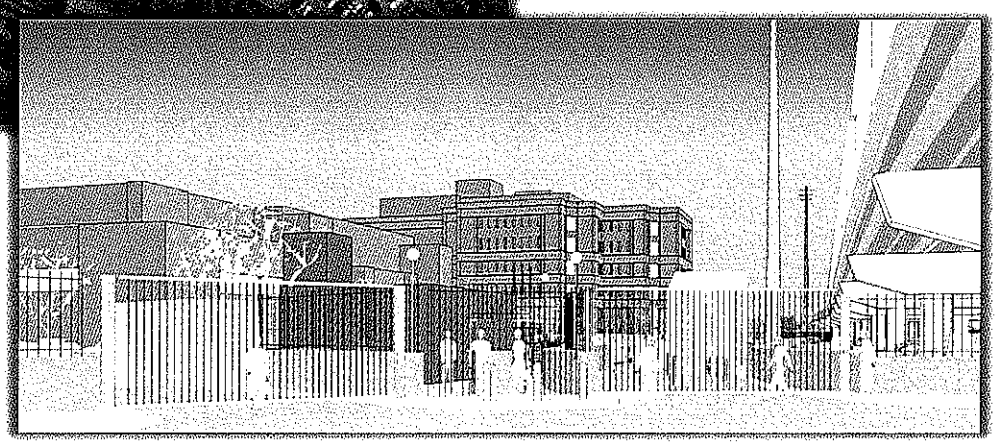
Client Contact
Edward Mandley, 703-746-4770

Completion Date & Percentage Complete
2004

Project Costs
$76,832 (Fee)

Baker's Role
Anti-terrorism/Security Plan
Architecture
Electrical Engineering
Structural Engineering
Civil Engineering
Environmental Engineering





Security Enhancements and Improvements

City Hall and U.S. Federal Courthouse, Alexandria, Virginia

Included as part of the previous project (Public Safety Center Improvements), Baker provided planning, design and construction administration services on an extremely accelerated basis. Tasks included planning and mapping of security posts, new physical barriers, guard gates, areas of responsibility and areas of observation, fencing, routing diagrams, a new parking lot, new security checkpoint station, closed-circuit television cameras, and GIS mapping.

At City Hall, the scope included operational, physical and technology analysis in order to devise security solutions that would still retain the "open government" functionality of the facility.

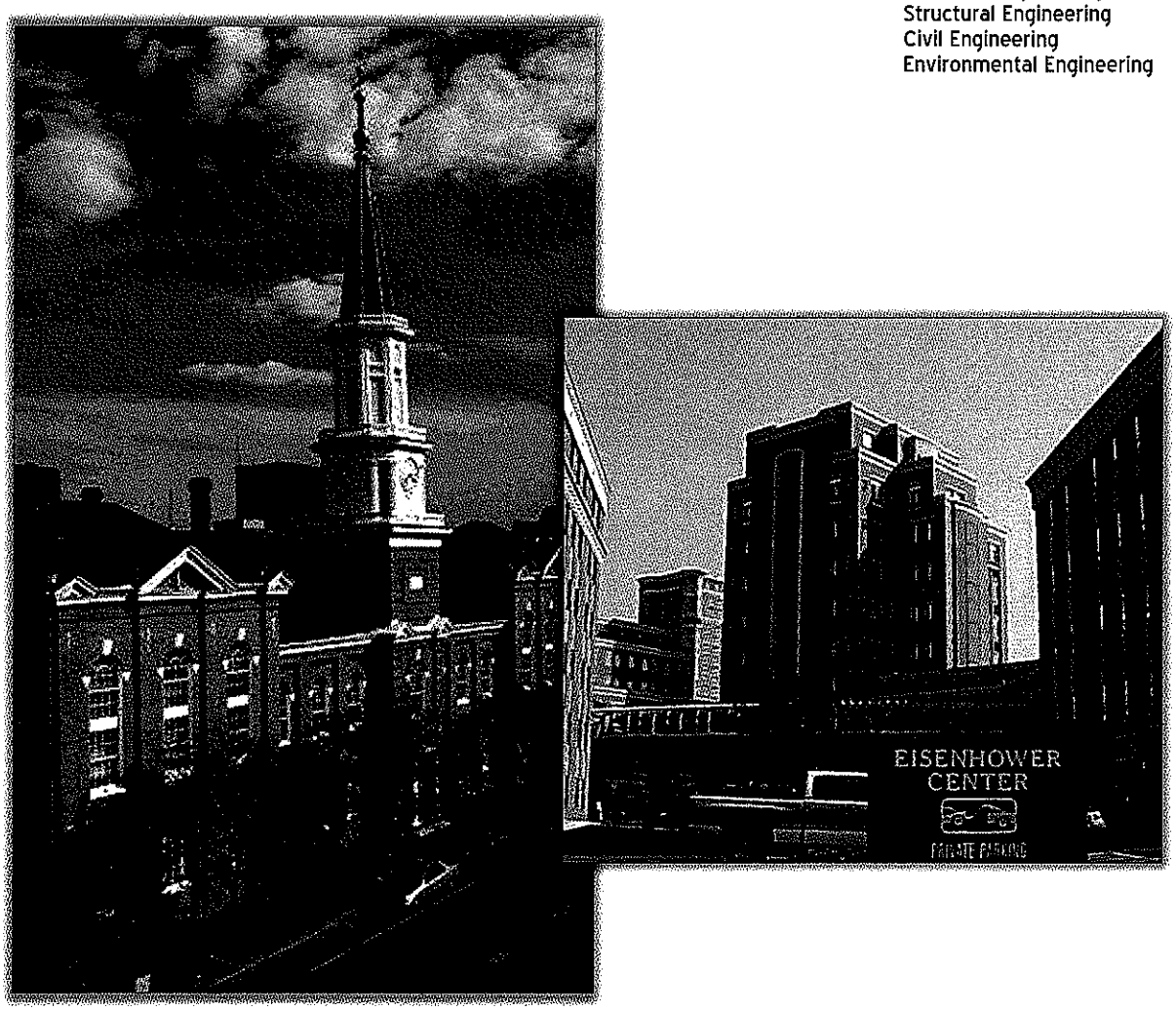
Client
City of Alexandria, Virginia
301 King Street
Alexandria, VA 22314

Client Contact
Edward Mandley, 703-746-4770

Completion Date & Percentage Complete
2002

Project Costs
$49,449(Fee)

Baker's Role
Planning
Threat Assessment
Architecture
Electrical Engineering
Structural Engineering
Civil Engineering
Environmental Engineering



Anti-Terrorism Study, Anti-Terrorism/Force Protection Planning

Multiple Locations, Nationwide

Baker investigated the constraints and impacts of the United Facilities Criteria (UFC) draft, Department of Defense Minimum Anti-Terrorism Standards for Buildings (22 April 2002) on Air National Guard Bases. The study also included the impact of Air Force Vulnerability Assessments. For the purpose of this project, only primary and inhabited facilities were identified that, due to location and other constraints, required a building analysis to solve Anti-Terrorism Force Protection issues.

The initial phase of the project was to develop a model for the documentation and analysis of three Bases. Once the strategy and process for the activity was tested on the three "pilot" Bases, the study was expanded to include 27 additional Air National Guard Bases, followed by another 36 Bases for a total of 66 Bases. The intent is that all Bases will be studied in the future. Project locations for Phase I included Phoenix, Arizona; Gulfport, Mississippi; and Tulsa, Oklahoma. The analyses included:

Document Existing Conditions and Evaluate Impacts from the Unified Facilities Criteria Anti-Terrorism Standards. Baker determined which facilities are classified as primary gathering, inhabited, billeting or unoccupied. Standoff distances for conventional construction were analyzed. This information was used to determine vulnerability and compliance with minimum standards. Baker reviewed all existing aerial photography, base maps, and other facility and infrastructure information.

Assessment of Impacts. The assessment included identification and confirmation of all constraints, including size and density of containment areas. Individual Base Master Plans were reviewed and the impacts of ATFP criteria were determined. The team also identified existing facilities that, due to location, will require further analysis to mitigate the threat posed due to non compliance with the standards.

Order of Magnitude Estimates and Cost Data. Cost estimates were prepared for designs to mitigate impacts identified relative to standoff distances, building operations, parking, roads, driveways, trash, and other issues.

Prioritization. Meeting with Wing Commanders and Base Civil Engineers, actions required to mitigate terrorism threat were prioritized. These meetings addressed anti-terrorism standards, functional and locational needs of each of the units, including constraints of property/leasehold lines, base entrances, and items for immediate action.

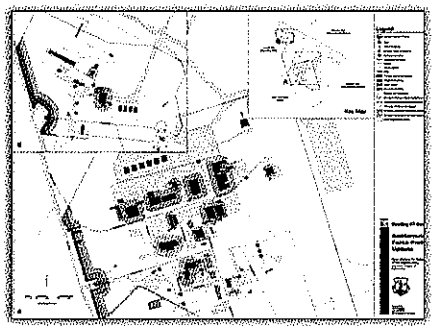
Client
Air National Guard CRTC/FMB
4175 Hewes Avenue, Building 1
Gulfport, MS 39507-4324

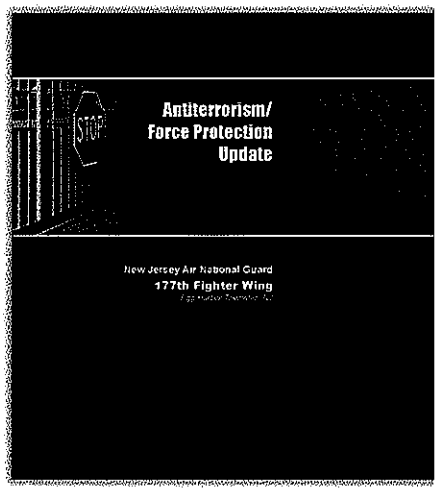
Client Contact
Bill Mell, 309-633-5565

Completion Date & Percentage Complete
2003

Project Costs
$89,902 (Fee)

Baker's Role
Anti-Terrorism/Force Protection Planning
Comprehensive Master Planning
Simultaneous Project Planning





WVARNG Charleston Armory HVAC and Architectural Renovations

Charleston, West Virginia

Constructed in 1961, the existing facility started as the Coonskin Armory. The Headquarters Building was constructed simultaneously with the Coonskin Armory and occupied the second floor. As a separate structure, also in 1961, the Adjutant General's Wing (TAG Wing) was constructed nearby. In 1984, the Coonskin Armory/Headquarters Building was physically connected to the TAG Wing with an area of administrative offices that also includes a Child Development Center. This final major construction project connected all of the buildings into one major facility of over 50,000 square feet, referred to as the Charleston Armory.

The West Virginia Army National Guard (WVARNG) Construction and Facilities Management Office (C&FMO) requested a study be conducted of the consolidated facility, known as the Charleston Armory, to consider such items as the condition of existing HVAC/MEP systems, and proposed improvements or upgrades to these systems; examine the existing building envelope and recommend possible improvements to the envelope; and investigate the requirements of LEED®-certification as it relates to the existing buildings.

Client
West Virginia Army National Guard
Division of Engineering and Facilities
1703 Coonskin Drive
Charleston, WV 25311-1085

Client Contact
Major Michael Beckner, 304-561-6333

Completion Date & Percentage Complete
2010
Complete: 89%

Project Costs
$72,100 (Fee)
$2,990,000 (Estimated Construction)

Baker's Role
Planning
Architecture
Mechanical Engineering
Civil Engineering
CADD Drafting
Bidding
Construction Administration

St. Elizabeths West Campus

Washington, DC

William H. Gordon Associates, Inc. (Gordon) provided site security design, civil engineering, utility designation, site structural engineering (through its subconsultant), traffic engineering (through its subconsultant), and consulting services for the bridging documents of a USCG Headquarter facility and the entire St. Elizabeths West Campus. In addition, Gordon provided surveying services for this project under a separate contract with a geotechnical firm.

Site Security Facilities. Gordon provided the civil engineering and some site security design for the West Campus Vehicular and entry gates (six gates) as well as the entire secured perimeter fence (over two miles). Gordon has worked closely with the architect another "hardened security" consultant during the development of the security measures. Gordon provided an overall security assessment for the St. Elizabeths campus utilizing an All-Hazards approach. This review provided the overall design team with a security knowledge base that the design team will be able to utilize as they continue to develop the campus. Gordon's security services included the design of all gates, guard houses, and the secure perimeter for this Level 5 Secure facility.

Land Surveying. As mentioned above, the Survey department and Mid-Atlantic Utility Locating provided services at the St. Elizabeth's campus under another existing geotechnical contract. Gordon surveyors provided stakeout services for the borings to be performed by the geotechnical engineer for this project.

USCG Headquarters Bridging Documents. As noted, Gordon provided civil design for the development of bridging documents for the USCG headquarters. In addition, Gordon is acting in a peer review role to the design-build team as they move forward to construction. As part of the bridging documents phase, Gordon provided the site design for the approximately 1.1 million square feet of office building and a 2000-space parking garage. The integrated design includes a stepped building cascading down a slope with an elevation difference of approximately 30 meters. Numerous landscaped courtyards are proposed and Gordon worked closely with the architect and the landscape architect to develop a comprehensive stormwater and water quality program consisting of cisterns, step pools, cascading pools and a large pond. The pond serves as both an aesthetic and security amenity. This recommendation also played a role in stormwater management and water quality for the site.

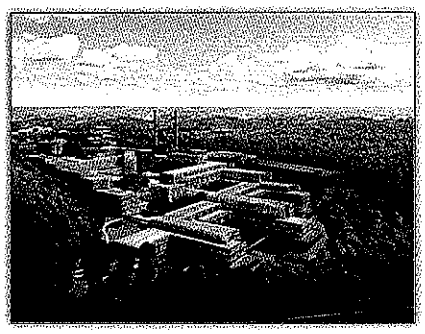
Client
US General Services Administration
Room 4606, 7th & D Streets, SW
Washington, DC 20407

Client Contact
Harry Debes, 202-260-9583

Completion Date & Percentage Complete
2010
Complete: 100%

Project Costs
$99,891,488 (Construction)

Gordon's Role
Site security design
Survey stakeout services
Design of underground utilities
Civil design
Coordination/submittal of site LEED credits



Utilities and Infrastructure. Gordon is presently designing the underground utilities for the West Campus. Gordon is working closely with the MEP engineers for the design of a Campus wide network of utilities radiating from the central utilities plant extending to all buildings on the site. In addition, Gordon is presently responsible for the design of other on-site infrastructure including some of the roadways and pedestrian access ways. The extensive utilities and infrastructure design effort required coordination with several government agencies, including GSA, DHS, FHWA, and the 106 Consulting Party. In addition, Gordon was successful in working with numerous review agencies including DDOE, DCWASA, DDOT, and the DC Department of Mental Health.

Sustainability. Gordon is also increasing its sustainability qualifications through its work at St. Elizabeths. Gordon will work closely with landscape architect and will assist in obtaining and submitting all site LEED® credits for this LEED® Gold facility (pending). In addition, we are officially a team member supporting the Sustainable Sites Initiative Pilot Program. Some of the site amenities for the St. Elizabeths West campus that promote sustainability include a large green roof, cisterns, "green" stormwater management solutions, tree preservation, the adaptive re-use of existing buildings.

Capital One Security Planning

Capital One Campus, McLean, Virginia

Gordon provided programmatic analysis and identified operational and security requirements of the facility. This analysis incorporated findings from an environmental site inventory, interviews with critical operational personnel, and study of site elements. The planning identified priority spaces and elements to be protected, site vulnerabilities/potential threats to be mitigated, and key activities/operational functions to be accommodated. Graphic illustrations and presentations enhanced the client's ability to assess the program analysis and to decide on the appropriate level of protection based on risk acceptance and cost-effectiveness. Application of Crime Prevention Through Environmental Design (CPTED) techniques provided creative design alternatives to meet security requirements. Design parameters manifested through the ISSD process allowed security improvements to be implemented while maintaining the site's picturesque campus image. Specific security elements of the ISSD process included:

- **Perimeter Security.** Bands of existing vegetation and ravines were identified to be combined with planted berms, boulders, bollards and cable fencing to establish a passive perimeter as a blast mitigation measure. Precision underground utility designating and custom footing design for the bollards and fencing were recommended to negotiate existing infrastructure conflicts.
- **Vehicular Access Control.** Curb alignment and specialty paving were recommended to slow and route vehicles through security stations that were to be reinforced with mechanical vehicle barriers. Pop-up mechanical barriers provide a provision for increased security posture to respond to changing threat levels.
- **Separation Zones.** A separation between the public's access to the site's recreational fields and the facilities' private controlled spaces was recommended utilizing CPTED techniques. Berms positioned as seating for recreational spectators double as vehicle obstacles. Cable barriers blend with the setting by plantings. Transition between the public and private spaces to be delineated by specialty paving and controlled by architecturally-enhanced security stations.
- **Surveillance Zones.** Security stations, electronic surveillance devices, and lighting were recommended to be strategically located and integrated with landscaping to allow continuous surveillance of critical zones within the site.
- **CPTED Measures.** Security improvements were blended into the existing campus setting utilizing by CPTED measures. Pre-fabricated security guard stations were to be architecturally enhanced to complement the building architecture. Bollards and mechanical barriers were to be encased with custom aesthetic treatments. Cable barriers were custom designed as site furnishings.

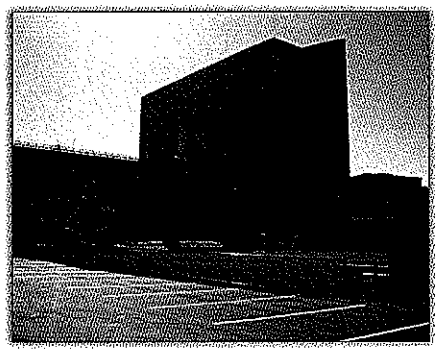
Client
Capital One Corporation
1680 Capital One Drive
McLean, VA 22102

Client Contact
Barry Mark, 703-720-1230

Completion Date & Percentage Complete
2003

Project Costs
$83,558 (Construction)

Gordon's Role
Site Vulnerability Assessment
ISSD™ process
CPTED survey



CPTED

Gordon conducted a Site Vulnerability Assessment and Crime Prevention Through Environmental Design (CPTED) Survey for a 28-acre campus to address potential threats associated with concerns raised by the Department of Homeland Security. Security measures were identified that would mitigate vulnerabilities with minimum degradation of the site's image.

The Site Vulnerability Assessment identified and mapped inherent vulnerabilities of the campus layout including recognition of the various user-groups, facility hours of operation and existing operational security management measures. The campus master plan was assessed to determine how future development would be considered in security requirements including local regulatory requirements for emergency access. Operational and security requirements were consolidated into a program to guide the development of the physical security design. Coordination and reviews with the client and security management were conducted throughout the process. The CPTED survey identified measures which were integrated with physical security devices to meet the client's requirement for a reduced security signature. Major components of the CPTED survey recommendations included:

- **Natural Access Control.** Utilize existing vegetation to form a natural perimeter along two sides of the site adjacent to an interstate highway. A combination of cable fencing and boulders were to be integrated with berms to create non-obtrusive vehicle barriers along the open flanks of the site. Strategically placed stands of planted trees along the perimeter would serve as an additional layer of security to blend with the existing natural landscape.
- **Natural Surveillance.** Strategically placed barriers and security posts along major avenues of approach into the site. Such vantage points enhance the ability of security guards to maintain continuous surveillance of critical areas of the site while performing their primary function of access control. It was recommended that power units for the physical security devices be placed below grade to avoid disruptions to the lines of sight from the security posts. Visual surveillance was to be enhanced with closed circuit television and lighting.
- **Territoriality.** The campus was designated for security purposes into a public and private area. The public area contained recreational fields used by local sports leagues and the general public. The private area consisted of the facility's multi-level office building, service and utility areas, and outdoor employee spaces. A new vehicular drive was recommended to establish access to the public area and eliminate the need for passage into the private areas. The delineation between the two spaces was to be marked by specialty pavement and decorative bollards, and reinforced with physical security gates operated by mechanical devices and guards. The pre-fabricated security guard stations were to be architecturally enhanced to blend them with the existing site architecture. The location of the security stations and recommended changes to the access road layout were coordinated with the campus master plan to ensure compatibility with the future development.

Virginia State Corporation Commission

Richmond, Virginia

Gordon performed security consulting services for the State Corporation Commission (SCC), specifically, the Tyler Building located in Richmond, Virginia. Gordon conducted an extensive review of the risks and vulnerabilities that the SCC faces, including traditional risk factors, as well as asymmetric threats. This analysis included a review of security systems, security programs, access control, CPTED opportunities, and overall security programming. The analysis led to a series of priority tiered recommendations that the SCC could implement in order to further enhance their security posture and programs.

The security features have led this to be declared as one of the most secure and operationally friendly buildings in the state.

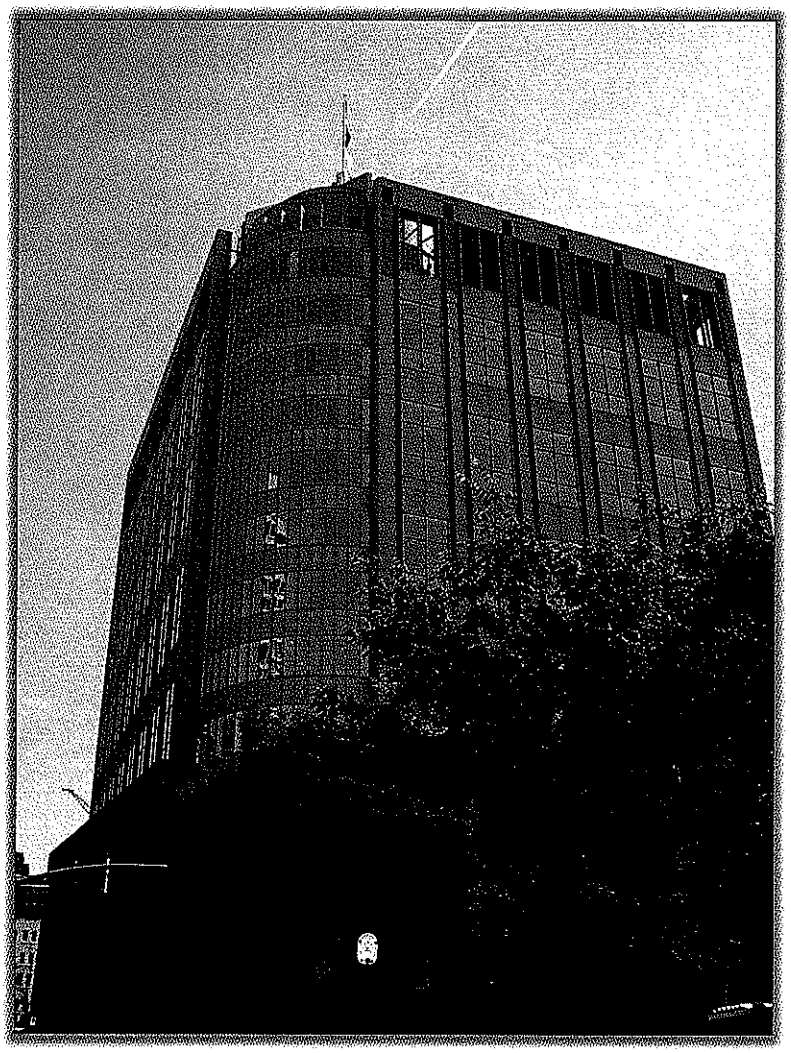
Client
Commonwealth of Virginia
Department of General Services
203 Governors Street
Richmond, VA 23219

Client Contact
Bruce Brooks, 804-786-1821

Completion Date & Percentage Complete
Ongoing
Complete: 80%

Project Costs
$250,000 (Construction)

Gordon's Role
CPTED security design
Review of risks and vulnerabilities



Virginia School for the Deaf and the Blind

Staunton, Virginia

Gordon provided risk, threat and vulnerability analysis to the largest special needs population school in the Commonwealth of Virginia. Using CPTED based practices, Gordon provided campus-wide security solutions to this state-owned specialty school.

The Virginia School for the Deaf and the Blind (VSDB) is the largest educational facility for deaf and blind students for the Commonwealth of Virginia. The 73-acre campus is situated on mostly open to sparsely treed, rolling-to-steep topography. This unique campus also required security improvements to comply with the school's historical nature and non-obtrusive campus environment. The school continues the traditional design as demonstrated through room layouts and furnishings, hallways, and walkways.

Gordon's security assessment for VSDB was conducted in three separate, but coordinated, phases: research, onsite survey and interviews, and analysis. The research phase consisted of a study of similar "type" facilities as a comparison. The on-site survey included an in-depth observation and study of exterior and interior spaces. This phase was conducted during a two-day period, including after-hours. Interviews were utilized as a means to gather concerns and issues of VSDB Department Heads and their staffs. Faculty and staff interviews revealed a sense of urgency to enhance the emergency systems on campus in the aftermath of the Virginia Tech tragedy and a reported VSDB threat. The survey findings were correlated, analyzed and cross-referenced with the existing VSDB Emergency Management Plan/COOP and lock-down procedures.

After analysis of the surrounding environment and campus make up, Gordon found that the VSDB campus has a moderate vulnerability rating. Contributing factors include the vulnerable populace, proximity to the psychiatric hospital, use of periodic inmate maintenance teams in and around the campus, and a marginally adequate level of deterrence. The efficacy of the campus police/security force was an issue as well as outdated policies and procedures.

Gordon's analysis and review has lead to an ongoing relationship with the Superintendent of the school in matters of security and facility design.

Client
Commonwealth of Virginia
Department of General Services
203 Governors Street
Richmond, VA 23219

Client Contact
Bruce Brooks, 804-786-1821

Completion Date & Percentage Complete
2009

Project Costs
$250,000 (Construction)

Gordon's Role
CPTED security
Review/analysis of risks and vulnerabilities

b. *Provide references for the last five clients for whom the firm has conducted projects of a similar size and type, specifically architecture-engineering-security-landscape services design and specification preparation experience; include the name of the customer contact person along with the addresses, telephone numbers and short description of the project.*

Project Information	Reference Contacts
Campus Master Planning and A&E Services for State Capitol Complex, Charleston, West Virginia. Baker is providing comprehensive master planning services, plans and construction specifications, and construction administration for improvements to the historic West Virginia state capitol campus.	State of WV General Services Division Department of Administration 1900 Kanawha Boulevard East Building 1, Room MB-60 Charleston, WV 25305 Robert Krause, PE, AIA, 304-558-9018
Force Protection Improvements, Aberdeen Proving Ground, Maryland. Baker is providing comprehensive force protection planning and design services. These have encompassed stand-off studies of critical facilities (143 buildings), gate redesign, perimeter security and fencing upgrades for the entire base, and security enhancements to water and utility systems.	U.S. Army Corps of Engineers, Baltimore District, Engineering Division P.O. Box 1715 Baltimore, MD 21203-1715 Frank Cirincione, 410-962-4170
St. Elizabeths West Campus, Washington, DC. Gordon provided site security design, civil engineering, utility designation, site structural engineering (through its subconsultant), traffic engineering (through its subconsultant), and consulting services for the bridging documents of a USCG Headquarter facility and the entire St. Elizabeths West Campus. In addition, Gordon provided surveying services for this project under a separate contract with a geotechnical firm.	U.S. General Services Administration Room 4606, 7th and D Streets, SW Washington, DC 20407 Harry Debes, 202-260-9583
Capital One Security Planning, Capital One Campus, McLean, Virginia. Gordon provided programmatic analysis and identified operational and security requirements of the facility including Perimeter Security; Vehicular Access Control; Separation Zones; Surveillance Zones; and CPTED Measures.	Capital One Corporation 1680 Capital One Drive McLean, VA 22102 Barry Mark, 703-720-1230
Virginia State Corporation Commission, Richmond, Virginia. Gordon performed security consulting services consisting of conducting an extensive review of the risks and vulnerabilities that the SCC faces, including traditional risk factors as well as asymmetric threats.	Commonwealth of Virginia Department of General Services 203 Governors Street Richmond, VA 23219 Bruce Brooks, 804-786-1821

RFQ No. GSD116411

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

West Virginia Code §5A-3-10a states: No contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and the debt owed is an amount greater than one thousand dollars in the aggregate.

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

"Debtor" means any individual, corporation, partnership, association, limited liability company or any other form or business association owing a debt to the state or any of its political subdivisions. "Political subdivision" means any county commission; municipality; county board of education; any instrumentality established by a county or municipality; any separate corporation or instrumentality established by one or more counties or municipalities, as permitted by law; or any public body charged by law with the performance of a government function or whose jurisdiction is coextensive with one or more counties or municipalities. "Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceed five percent of the total contract amount.

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

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

WITNESS THE FOLLOWING SIGNATURE

Vendor's Name: Michael Baker Jr., Inc.

Authorized Signature: _____ Date: 9/30/10

State of West Virginia

County of Kanawha, to-wit:

Taken, subscribed, and sworn to before me this 30 day of September, 2010.

My Commission expires April 14, 2013.

AFFIX SEAL HERE

NOTARY PUBLIC _____

OFFICIAL SEAL
NOTARY PUBLIC
STATE OF WEST VIRGINIA
STEPHANIE A. HENSLEY
c/o MICHAEL BAKER JR., INC.
5088 WEST WASHINGTON ST.
CHARLESTON, WV 25313
My commission expires April 14, 2013