

Asymmetric Technologies LLC



RESPONSE TO:

Anti-Terrorism/Force Protection Program Management Solicitation SRC0000004310

8 June 2022

**Point of Contact: Robert Hettler
President
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1. COVER LETTER AND MANDATORY REQUIREMENTS

June 8, 2022

The Adjutant General's Department
AGOH-DIMR-PC, Room W224
2825 W. Dublin Granville Road
Columbus, OH 43235

RE: Anti-Terrorism/Force Protection Program Management RFP SRC0000004310

To Whom It May Concern,

Asymmetric Technologies, LLC is pleased to submit this proposal offering Anti-Terrorism/Force Protection consultant services to ensure the protection of all Ohio National Guard units through the development, coordination, and implementation of AT/FP policies and procedures. We propose a fixed price contract with a period of performance of June 16, 2022–June 15, 2023. Our proposed price is \$137,000. Please see the following pages for mandatory statements from Asymmetric Technologies, LLC for this proposal.

Asymmetric Technologies, LLC is a Service-Disabled Veteran-Owned Small Business (SDVOSB) with its primary location at 6161 Riverside Drive, Dublin, OH 43017. Asymmetric's primary focus areas have been programs focused on anti-terrorism and force protection, including applied technology development, field service representation, technology training, product development, and consulting. Our principal executives have a combined 30+ years of anti-terrorism/force protection experience in the United States Army. They have performed as force protection officers, administered force protection training, and received annual force protection training throughout their OCONUS-deployed and "in garrison" Army careers.

For this effort, we are pleased to offer the incumbent for this Anti-Terrorism/Force Protection Coordinator (ATPC) position—exclusively committed to Asymmetric—who has over fifteen years of experience performing this work for the Ohio National Guard. We are well equipped to offer a quality solution, continuing this important work with the incumbent expert on our staff and supporting her project management needs. Asymmetric stands ready to support the Ohio National Guard.

If you have questions regarding this proposal, please feel free to reach out to Rob Hettler or Lee Wagner at 614-725-5310.

Respectfully,

Robert Hettler
President

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Asymmetric Technologies, LLC

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Mandatory Requirements:

- a. Asymmetric Technologies is an Ohio LLC with a Federal tax identification number of 45-2827482 and a principal place of business at 6161 Riverside Drive, Dublin OH 43017.
- b. Proposal Preparers:
 - i. Robert Hettler, President, hettler@asymmetric.com, 614-725-5310
 - ii. Lee Wagner, Office Manager, wagner@asymmetric.com, 614-725-5310
- c. Robert Hettler, 614-725-5310, hettler@asymmetric.com, 6161 Riverside Drive, Dublin OH 43017 has authority to answer questions regarding this proposal.
- d. Subcontractors: None
- e. Subcontractor Information: N/A
- f. Asymmetric Technologies, LLC's proposed solution for the Project meets all the requirements of this RFP.
- g. Asymmetric Technologies, LLC does not take any exceptions to the Terms and Conditions.
- h. Asymmetric Technologies, LLC does not assume there will be an opportunity to negotiate any aspect of the proposal.
- i. Asymmetric Technologies, LLC will comply with all Federal and Ohio (Ohio Revised Code) Laws and Rules of the Ohio Administrative Code as those laws and rules are currently enacted and promulgated, and as they may subsequently be amended and adopted.
- j. Asymmetric Technologies, LLC will not substitute, at Project start-up, different personnel from those evaluated by the State except when a candidate's unavailability is no fault of the Contractor (e.g., Candidate is no longer employed by the Contractor, is deceased, etc.).
- k. Asymmetric Technologies, LLC is not now and will not become subject to an "unresolved" finding for recovery under Revised Code Section 9.24, prior to the award of a Contract arising out of this RFP, without notifying ADJ of such finding.
- l. Asymmetric Technologies, LLC's personnel and business associates are in compliance with Chapter 3517 of the Revised Code regarding limitations on political contributions and will remain in compliance for the duration of the Contract and with all applicable provisions that extend beyond the expiration of the Contract.
- m. Asymmetric Technologies, LLC has an approved written affirmative action program for the employment and effective utilization of economically disadvantaged persons, as referred to in division (E)(1) of section 122.71 of the Revised Code. A description of the affirmative action program and a progress report on its implementation will be filed with the Equal Employment Opportunity Office annually.
- n. By the signature affixed to this Offer, Asymmetric Technologies, LLC attests that the Offeror is an Ohio corporation that is properly registered with the Ohio Secretary of State. Asymmetric Technologies' Charter Number is 2036516.

2. CERTIFICATION

Asymmetric Technologies, LLC affirms they are the prime Offeror.

Asymmetric Technologies, LLC affirms it shall not and shall not allow others to perform work or take data outside the United States without express written authorization from ADJ.

Asymmetric Technologies, LLC affirms that all personnel provided for the Project, who are not United States citizens, will have executed a valid I-9 form and presented valid employment authorization documents.

Asymmetric Technologies, LLC affirms that any small business program participants will provide necessary data to ensure program reporting and compliance.

Asymmetric Technologies, LLC agrees that it is a separate and independent enterprise from the State of Ohio, the Agency, and the Adjutant General's Office. Asymmetric Technologies, LLC has a full opportunity to find other business and has made an investment in its business. Moreover Asymmetric Technologies, LLC will retain sole and absolute discretion in the judgment of the manner and means of carrying out its obligations and activities under the Contract. This Contract is not to be construed as creating any joint employment relationship between Asymmetric Technologies, LLC or any of the personnel provided by Asymmetric Technologies, LLC and the ADJ.

Asymmetric Technologies, LLC affirms that the individuals supplied under the Contract are either: (1) employees of Asymmetric Technologies, LLC with Asymmetric Technologies, LLC withholding all appropriate taxes, deductions, or contributions required under law; or (2) independent contractors to Asymmetric Technologies, LLC.

Asymmetric Technologies, LLC affirms that they are certified as a Veteran Friendly Business Enterprise as defined by Ohio Revised Code 9.318 and Ohio Administrative Code 123:5-1-01(KK).

3. SIGNED CONTRACTS

Provided after award.

4. OFFEROR PROFILE AND PRIOR PROJECTS

Offeror: Asymmetric Technologies, LLC ("Asymmetric")

Headquarters:

6161 Riverside Dr.
Dublin, OH 43017

614-725-5310

hettler@asymmetric.com

Established: 11 November 2011

Business Type: Service-Disabled, Veteran-Owned Small Business chartered in the State of Ohio as an LLC

Ownership Structure: Asymmetric is wholly owned by Laco Holdings, LLC, a small business that also owns the Asymmetric spin-off companies Terra Sound and Asymmetric Unmanned. Laco provides back-office support to all three companies and is also chartered as an LLC in the State of Ohio.

Financial/Employee Information: Asymmetric Technologies has been bootstrap-funded with no outside investors or pressures. Our cash flow is projected on a weekly basis and positive through the end of 2022, with additional contracts pending and not yet included in the cash flow projections. We currently have 14 employees and a new 18,000 sq. ft office/laboratory space located in Dublin, OH. Two Asymmetric employees are engaged in tasks directly related to work similar to the RFP. Asymmetric has multiple commercial spinoffs/sales from Asymmetric-developed technologies.

Firm Leadership:

- **Brian Borkowski, Founder:** Mr. Borkowski spent 17 years as a US Army officer before founding Asymmetric. Brian's Army career included multiple deployments to Iraq and Afghanistan as a Combat Engineer Officer. Brian started Asymmetric Technologies with the focus of assisting labs and corporations with technology transfer to the military and government security sectors.
- **Robert Hettler, President:** Mr. Hettler is a mechanical engineer and has over 23 years of experience leading the development of applied technology solutions in national security markets, with a focus on unmanned systems and tactical hardware solutions. At Asymmetric, Mr. Hettler has previously served as the Director of Applied Development and is the Program Manager for Asymmetric's IronClad Secure Flight Controller for unmanned systems. Prior to joining Asymmetric in 2015, Mr. Hettler spent 17 years at Battelle, where he managed the Tactical Hardware group and led the development of unmanned systems technologies.
- **Todd McCandlish, Chief Technology Officer:** Mr. McCandlish is a senior electrical engineer with over 20 years of experience at Asymmetric and Battelle Memorial Institute. He has experience in initiating, planning, executing, and controlling product development projects for commercial and government clients in the defense and intelligence communities from inception to completion. Program management experience includes all phases of the program management lifecycle on projects ranging from \$50,000 to \$25 million in business volume. He also has experience leading multidisciplinary teams on several classified unmanned systems programs.

Asymmetric will continue the excellent support for the AT/FP Program Management provided by the incumbent in the past and introduce innovation and additional control measures to improve customer satisfaction. We are prepared to comply with all weekly, monthly, quarterly, and annual tasks which might be required to support the current SOW and additional, emerging requirements for reporting, travel, and other matters. Asymmetric's proposed management and quality processes for this program are described below.

- *Quality Assurance Surveillance Plan (QASP).* Our QASP relies on surveys used to garner client feedback. We will employ surveys to tailor and refine our quality performance during the execution of this program. Asymmetric will perform frequent self-audits and share those results with the Adjutant General contracting authority. We believe in transparency and close collaboration, which supports the best possible outcomes and performance. Our QASP will include the frequent review of AT/FP instructions and directives to ensure compliance with mandatory and recommending AT/FP measures.
- *Reporting.* Asymmetric will report to the Adjutant General contracting authority at a minimum on the monthly, quarterly, and annual milestones. Understanding that higher authorities at the State and Federal congressional levels often request briefings with little to no notice, we will support ad hoc and time sensitive reporting needs as they emerge. Our team will be postured for the rapid provision of essential AT/FP measures, contingency plans, and instructions demonstrating not only the ARNG's reactive preparedness and capabilities but its proactive measures and practices.
- *Transition-In/Transition-Out Plan.* Our Transition-In/Transition-Out plans ensure communication of current tasks status, practices, and plans supported by our alignment to best practices. We have largely eliminated transition risk to this upcoming AT/FP acquisition by exclusively retaining the incumbent staff member who has performed this work for fifteen-plus years. Our corporate standard Transition-Out plan will mitigate any threat to project performance and continuity should we be replaced at the expiration of a contract period of performance. Our plans are based on a time-phased labor approach which provides the right experts "on the ground" on time and in the right places.

Asymmetric was founded in 2011, and since that time we have been providing the Government support of AT/FP-related programs and technologies. Asymmetric possesses a specialized mix of capabilities and expertise, and our contracts have focused on a combination of anti-terrorism and force protection programs and technologies. We have supported these efforts through engineering, development, and support for the rapid development and implementation of these efforts from the initial stages of concept development through the actual operational/tactical implementation of the new technology or equipment prototype in a tactical environment.

For this effort, the incumbent for the AT/FP Program Manager position—exclusively committed to Asymmetric—has over fifteen years of experience performing this work for the Ohio National Guard. Asymmetric's senior staff has numerous years of active-duty AT/FP instruction and

operational project oversight while serving in the United States Army. Our staff also has years of experience in successfully managing projects of similar type and scope.

Asymmetric's completed and ongoing projects from the past five years are shown in Figure 1 below. Asymmetric Technologies has not had a contract terminated for cause or for default in the last five years—or in our history. The company has not been assessed any penalties, including liquidated damages, under any existing or past contract with any organization, including government agencies.

Client	Project Type	Phase	Start Date	Period of Performance	Budget	Contract Number	Program Description
Dept. of Homeland Security	BAA	II	1-Feb-17	15 months	\$1.3M	Fibertek Subk: 817012	Personnel intrusion detection and tracking
Dept. of Homeland Security	OTA	I	23-Mar-17	9 months	\$200k	HSHQDC-17-9-00018	Unmanned Aerial System Cybersure Flight Control
Dept. of Homeland Security	OTA	II	8-Sep-17	9 months	\$200k	HSHQDC-17-9-00041	Unmanned Aerial System Cybersure Flight Control
Dept. of Energy	STTR	I	2-Jul-18	12 months	\$150k	DE-SC0018893	DOE Electric Vehicle Motor Upgrades
US Navy	SBIR	I	8-May-19	9 months	\$140k	N68335-19-C-0361	Navy Unmanned Aerial System (UAS) cybersecurity
Dept. of Homeland Security	OTA	III	24-Aug-18	9 months	\$200k	70RSAT18T00000027	Unmanned Aerial System Cybersure Flight Control
State of Ohio Adj. General	DIRECT	N/A	1-Jun-19	36 months	\$360k	ADJ01-0000008032	AT/FP PM Services for State of Ohio
US Dept. of Energy	STTR	I	1-Jul-19	12 months	\$200k	DE-SC0019937	DOE Carbon Sequestration
US Air Force	SBIR	I	24-Jul-19	3 months	\$75k	FA8730-19-P-0041	USAF UAS Pitch Day, UAS cybersecurity and operations
Parallax Advanced Research	CPNF	N/A	9-Dec-19	30 months	\$1.4M	11197-001	OFRN SOARING Round 4 UAS Flight Controller Enhancements
US Air Force	SBIR	II	12-Dec-19	24 months	\$2.25M	FA8730-20-C-0030	USAF UAS Pitch Day, UAS cybersecurity and operations
US Air Force	SBIR	I	12-Dec-19	3 months	\$50k	FA8649-20-P-0143	AFWERX Open Topic, in-ear physiological monitoring
State of Ohio Adj. General	DIRECT	N/A	23-Dec-19	30 months	\$300k	ADJ01-0000008376	EMPC Services for State of Ohio
Dept. of Homeland Security	OTA	IV	10-Feb-20	9 months	\$200k	70RSAT19T00000027	Unmanned Aerial System Cybersure Flight Control
US Navy	SBIR	I	19-May-20	9 months	\$140k	N68335-20-C-0532	NAVAIR In-Ear Noise Dosimeter
US Army	SBIR	I	26-Oct-20	6 months	\$200k	W911NF-21-P-0008	Army SPARTN – Self Propelled Howitzer Rate of Fire
US Air Force	STTR	I	19-Nov-20	9 months	\$250k	FA8649-21-P-0090	Air Force Agility Prime, UAS cybersecurity
US Air Force	STTR	I	5-Feb-21	6 months	\$50k	FA8649-21-P-0742	Commercial Solutions Opening (CSO), Air Force Installation Energy Solutions
US Army	SBIR	II	22-Jul-21	18 months	\$1.7M	W50RAJ-21-90015	Army Combat Vehicle Modernization and Wireless Systems
US Air Force	STTR	II	2-Sep-21	15 months	\$750k	FA8649-21-P-1630	Air Force Agility Prime, UAS cybersecurity
Parallax Advanced Research	CPNF	N/A	1-Dec-21	18 months	\$1.6M	11227-003	OFRN SOARING Round 5 UAS Flight Controller Enhancements

Figure 1. Asymmetric Technologies completed and ongoing projects, 2017 to 2022

5. OFFEROR REFERENCES

A. Anti-Terrorism/Force Protection Program Management

Contact:

- Name: LTC William Cousins
- Title: Security Specialist
- Role: Government Program Manager for Ohio National Guard AT/FP PM Position
- Email: william.r.cousins.mil@army.mil
- Phone: 614-336-7146

Project Information:

- Project Name: Anti-Terrorism/Force Protection Program Management
- Period of Performance: 6/2016–Present (two separate contracts, each renewed several times)
- Project Description: Since 2016, Asymmetric has provided Anti-Terrorism/Force Protection Program Management services to the State of Ohio Adjutant General's Office, with the incumbent program manager nominated again for this proposal. During this time, Asymmetric and the candidate have successfully completed all required tasking and coordination necessary to ensure the protection of all Ohio National Guard units through the development, coordination and implementation of AT/FP policies and procedures.

B. Emergency Management Program Coordinator

Contact:

- Name: LTC William Cousins
- Title: Security Specialist
- Role: Government Program Manager for Ohio National Guard EMPC Position
- Email: william.r.cousins.mil@army.mil
- Phone: 614-336-7146

Project Information:

- Project Name: Emergency Management Program Coordinator
- Period of Performance: 11/2019–Present (two separate contracts, each renewed several times)
- Project Description: Since 2019, Asymmetric has provided Emergency Management Program Coordinator services to the State of Ohio Adjutant General’s Office. During this time, Asymmetric and the candidate have successfully completed all required tasking and coordination necessary develop, implement, and maintain hazard emergency response plans through coordination with local, state, and federal agency emergency managers, ensuring plans are mutually supported and properly integrated.

C. IronClad Secure Unmanned Aerial System (UAS) Flight Controller Development, U.S. Department of Homeland Security Science and Technology Directorate

Contact:

- Mr. Ron McNeal
- Title: Program Manager for Department of Homeland Security’s Silicon Valley Innovation Program (SVIP)
- Role: Government Program Manager for Asymmetric’s Phase 3 and 4 programs with DHS SVIP for IronClad Secure Flight Controller development
- Email: ron.mcneal@hq.dhs.gov
- Phone: 202-557-6259

Project Information:

- Project Name: Secure UAS Flight Controller
- Period of Performance: 3/2017–8/2020 (four separate phases)
- Project Description: Asymmetric Technologies was funded by DHS S&T Directorate’s Silicon Valley Innovation Program to develop a cybersecure UAS flight control capability (now called IronClad Secure Flight Controller) to aid in Customs and Border Protection’s AT/FP mission using UAS platforms. Asymmetric completed four phases of the effort, with each phase having a period of performance of six months and funding of \$200K; phase four was awarded in September 2019. The phase objectives were as follows:
 - Phase 1: IronClad Requirements, Design and Initial Prototype
 - Phase 2: In-Depth Testing and Additional SUAS Prototype Integrations
 - Phase 3: Design Iteration, Operational Testing, Security Implementation/Red-Teaming
 - Phase 4: IronClad Operational Demonstrations for CBP UAS

D. Ohio Federal Research Network (OFRN) Sustaining Ohio’s Aeronautical Readiness and Innovation in the Next Generation (SOARING) Round 4 and 5 awards

Contact:

- Name: Mr. Matt Bush
- Title: Director of Ohio Federal Research Network SOARING Program
- Role: Program Manager for OFRN SOARING Round 4 and 5 efforts
- Email: matt.bush@parallaxresearch.org
- Phone: 330-708-2099

Project Information:

- **Project Name:** OFRN SOARING Round 4 and 5 Projects
- **Period of Performance:** 12/2019 – Present (two separate contract awards)
- **Project Description:** Asymmetric has been awarded two separate contracts to develop new capabilities for the IronClad Secure Flight Controller for UAS that support AT/FP missions (among other DoD mission applications). These projects have been successfully executed in conjunction with The Ohio State University, Ohio University, and Lockheed Martin. The projects have included the following scope:
 - Adding advanced state-estimation tools to provide damage- and wear-tolerant UAS control systems that can recover from unknown faults and land safely
 - Integrating an open-architecture, platform- and sensor-agnostic detect and avoid autonomy suite with on-board flight-control software that reduces or eliminates the need for constant user monitoring
 - Developing additional cyber-security features, including physically unclonable functions (PUFs), to guard against emerging cyber threats.

6. STAFFING PLAN

Asymmetric Technologies is proud to exclusively offer Ms. Shana Bales-Rakowsky as the Ohio National Guard Anti-Terrorism/Force Protection Program Management services expert. Having served as the incumbent since August 2006 providing the services stated in the Scope of Work (SOW), our candidate meets 100% of the requirements in the SOW as summarized in Table 1 and is uniquely qualified to continue providing these services. Ms. Bales-Rakowsky's resume can be reviewed in Appendix A.

TABLE 1. KEY PERSONNEL REQUIREMENTS

(√ = meets requirement; N= not meeting requirement)

	EDUCATION AND EXPERIENCE
√	Advanced degree; preferably related to Homeland Security/Antiterrorism
√	Five years of experience in leading an Anti-terrorism program
√	DOD intelligence background
√	Experience working with AT funds
√	Antiterrorism Level II qualified. (Tri-annually)
√	U.S. Military leadership position as a Non-commissioned Officer or Company Grade Officer; Military Police or Security Forces

√	Trained and familiar with Corps Vulnerability Assessment Management Program (CVAMP)
√	Experience in computer hardware, software, and other office equipment. This includes the use of Microsoft Office suite
KNOWLEDGE, SKILLS AND ABILITIES	
√	Thorough knowledge of applicable DOD and Army regulations, (DoDD 2000.12, DoDI 2000.16H, AR525-13, FM 3-19.30 and AR190 series or equivalent) policies and directives regarding Antiterrorism, Physical Security, and Force Protection
√	Thorough knowledge of Security Engineering
√	Thorough knowledge of the methods and techniques used in preparing and presenting training programs
√	Considerable knowledge of business and office management practices, financial record keeping and budget preparation
√	Ability to establish and maintain effective working relationships within the Ohio National Guard
√	Ability to plan and organize work activities to achieve established program objectives
√	Ability to prepare and make informational presentations regarding Antiterrorism and Force Protection issues
√	Ability to establish reports and databases
√	Ability to communicate clearly and effectively
√	The ability to train and advise soldiers regarding Antiterrorism and Force Protection issues
SPECIAL REQUIREMENTS	
√	Possess or eligible to obtain a Top Secret Security Clearance
√	Ability to pass initial and periodic background investigations, indicating no felony convictions or misdemeanor domestic violence convictions {per Title 18 U.S. Code Section 922}
√	Ability to pass drug/alcohol testing
√	Ability to obtain and maintain a valid state vehicle operator's license
FUNCTIONAL SKILLS	
√	Public relations work requiring supervisory skills, close public contact, and interaction with the media and community organizations
√	Must be able to work in an often stress filled environment and willing to press through to complete the mission

Should the selected candidate find another position during this contract or be replaced for another reason, Asymmetric stands ready to quickly identify and hire quality replacement personnel. This exact situation recently occurred with the other Adjutant General position we support (Emergency Management Program Coordinator), where our incumbent candidate was offered and accepted a position with the Federal Government. Within two weeks, we were able to identify, hire, and start a replacement candidate who met the position qualifications and has successfully backfilled the role.

All Asymmetric candidates selected for these positions are 100% dedicated to these roles with no other Asymmetric project or time commitments.

7. PERSONNEL PROFILE SUMMARY

Our selected candidate's experience, education, training, and pertinent licenses and certificates are described in Ms. Bales-Rakowsky's resume in Appendix A. Ms. Bales-Rakowsky is the incumbent for this position and has been successfully supporting the Adjutant General's office in this role since 2006.

8. WORK PLAN

Asymmetric's proposed ATPC provides the appropriate experience and expertise to successfully execute each required element in the AT/FP Program Management RFP Work Plan:

- a. *Assist in the development and dissemination of AT plans, guidance, and mandatory standards for protecting ARNG personnel, information, critical resources, key assets, and critical infrastructure from acts of terrorism.*

The ATPC will ensure that the plans, guidance, and standards are coordinated with federal, state, local and other military security programs as appropriate for the optimum protection and mitigation of threats to the OH ARNG. Complete reviews of the AT plan/guidance will be conducted at least annually, with recommended changes made after the consensus of the Anti-terrorism Working Group (ATWG) and AT Committee. The proposed ATPC is already thoroughly familiar with the Ohio Army National Guard programs and policies and will provide expertise to validate the plan for accuracy and completeness.

- b. *Assist in the development and dissemination of AT specific Risk Assessments for special events, mobilizations, assets, facilities and installations.*

AT Program success and comprehensive response to incidents and the mitigation of threats requires significant coordination across all program elements, weighing heavily on the ability of an organization to effectively plan and respond. The ATPC will support the development of annual threat assessments for special events, mobilizations, assets, facilities and installations through a variety of actions. All actions will include a system to monitor, report, collect, analyze and disseminate terrorist threat information in full compliance with AR 381-10, US Army Intelligence Activities; AR 381-12, Threat Awareness and Reporting Program; AR 3801-13, Acquisition and Storage of Information Concerning Non-Affiliated Persons and Organizations; and Department of Defense Directive (DoDD) 5200.27, Acquisition of Information Concerning Persons and Organizations not affiliated with the Department of Defense.

The ATPC will continue to build relationships with law enforcement, intelligence and information sharing networks to monitor threat information of interest to the OH ARNG and disseminate this information through accepted channels. The proposed ATPC will report threat information of significance through appropriate channels as the OH ARNG to the ARNG

Antiterrorism Program Manager (ATPM) at the ARNG Readiness Center. The proposed ATPC will assist the Director of Operations in the development of Priority Intelligence Requirements (PIRs) and Commander's Critical Intelligence Requirements (CCIRs), and will focus collection, analysis, and dissemination to protect personnel, family members, facilities, civil works, and other projects and all locations and situations.

- c. *Assist in the development of required annual and emergent Threat Assessments for special events, mobilizations, assets, facilities and installations.*

Both vulnerability assessments and program reviews support the success of the OH ARNG program as they provide a measure of realism to program planning and threat mitigation as well as provide milestones from which to build a substantive program improvement. Our staff is thoroughly familiar with the requirements of all governing regulations, instructions, and guidance. The proposed ATPC will complete this task by forming an internal VA team to assess installations within the State of Ohio. Assessments will be conducted using established DoD Antiterrorism benchmarks outlined by ARNG and standards will include all applicable elements. The ATPC will also perform an annual program review of the state-level AT program in compliance with the Army AT Tasks designated in AR 525-13, Antiterrorism. Assessments and reviews will be fully documented and briefed to OH ARNG leadership through the AT Committee, and action for program improvements and threat mitigation will be staffed to the AT Committee via the ATWG. Assessments will be coordinated with offsite law enforcement and emergency responders to verify the validity of AT planning requirements.

- d. *Assist in the development and dissemination of a Random Antiterrorism Measures Program (RAMP) to all subordinate units within the State and tracking RAMP measures implemented throughout the State.*

RAMP measures are an effective deterrent to threat elements and an integral part of a comprehensive and effective AT Program. The ATPC has an in-depth familiarity with the development of RAMP for a variety of locations and situations, to include increased patrol, random identification check, and vehicle searches. The ATPC supporting the OH ARNG will develop a formally documented RAMP for inclusion as an annex to the state AT plan/guidance. This annex will include instructions and guidance for Antiterrorism Officers (ATOs) through the state of Ohio for implementation and tracking of RAMP implementation, as well as reporting procedures to the OH ARNG ATO. The ATPC will ensure measures are implemented throughout the state on a random basis without set patterns in terms of measures, selection, times, places and other variables. The ATPC will further ensure program compliance by implementing higher random force protection condition (FPCON) measures and/or intensified site-specific FPCON measures in consideration of the local threat. The ATPC will ensure that local ATOs include tenant commands and units in their RAMP implementation and will record tracking of the program. The ATPC will also maintain contingency plans to ensure all federal, state and local agencies working with OH ARNG are provided with appropriate mitigation plans, alerts, response requirements, recovery plans, and reporting methods in response to terrorist events or actions.

- e. *Assist in the preparation and maintenance of contingency plans for the mitigation, alert, response, recovery, and reporting of terrorist events or actions.*

The ATPC will assist in the annual review of OH ARNG contingency plans for the mitigation, alert, response, recovery and reporting of terrorist events or actions as threat changes occur and are dependent upon the level of threat activity. ATPC will develop procedures to ensure periodic review, update and coordination of response plan with appropriate first responders and other outside agencies, as necessary. The proposed ATPC will ensure contingency plan prescribe appropriate actions for reporting terrorist threat information, responding to threats/actual attacks, and reporting terrorist incidents. The proposed ATPC will report threat information of significance through appropriate the channel at the OH ARNG to the ARNG ATPM and the ARNG Readiness Center. The proposed ATPC will assist the Director of Operations in the development of PIRs, CCIRS and IR and focus collection, analysis and dissemination to protect personnel, families, facilities, and other projects. The ATPC will also ensure response measures in contingency plans address the management of the FPCON system and implementation of all FPCON measures and requirements for terrorist related reports. The ATPC will assist in ensuring that contingency plans are affordable, effective, and attainable; tie security measures together, and integrate efforts by assigning responsibilities, establishing procedures, and ensuring subordinate plans complement one another. The ATPC will support the development and exercise of a mass warning and notification system capable of warning all personnel within 10 minutes of incident notification at the dispatch location. The ATPC will work to ensure the system meets the criteria outlined in the UFC-4-021-01, Design and O&M: Mass Notification System. The ATPC will support efforts to determine if the warning and notification systems used by installations are addressed in the Communication annex to the installation emergency action plan and the AT plan. The ATPC will ensure that guidance is available for activation and operations of the system. Exercises will be developed to test the system and conduct drills to train personnel on emergency evacuation drills.

- f. *Assist in the coordination with Federal, State, Local and Military law enforcement to develop, update, and support the State AT program and share critical resources.*

The ATPC will support coordination with federal, state and local authorities by establishing solid working relationships and supporting effective implementations of processes. The ATPC will integrate and fuse all sources of available threat information from outside agencies and provide continuous analysis of threat information to support the threat warning process and update the OH AT Plan as needed to delineate the use of critical resources. The ATPC will ensure membership is established with Federal and State fusion centers, working groups and task force executive meetings.

- g. *Assist in the coordination with Federal, State, Local and Military law enforcement in the conducting, publishing and dissemination of annual State specific threat assessments and assist subordinate elements in conducting localized threat assessments.*

The ATPC will complete the task by forming an internal assessment team and checklist to assess installations and facilities. Assessment will be conducted using established DoD Antiterrorism benchmarks and standards and will include all applicable elements. The ATPC will also perform an annual program review in compliance with the Army AT tasks as detailed in AR 525-13, Antiterrorism. Assessments and reviews will be fully documented and briefed to OH ARNG leadership through the AT Committee and action for program correction, improvement and threat mitigation will be staffed to the ATWG. Assessments will be

coordinated with offsite local law enforcement and emergency responders to verify the validity of the AT planning requirements. The ATPC will coordinate and conduct risk assessments for State installations and commands to ensure full compliance with AR 525-13, Antiterrorism; DoDI 2000.16, Antiterrorism Standards; and the ARNG Strategic Plan. The ATPC will record assessment results and provide a finalized document to the assessed facility and/or unit. Assessments will be conducted with a keen attention to continual coordination with all involved stakeholders at the site being assessed. The ATPC will support the implementation of effective processes to integrate and fuse all sources of available information for outside law enforcement agencies and activities to provide for continuous analysis of threat information to support the threat warning process. If necessary, the ATPC will coordinate with local agencies to solidify ample and timely response, establish a threat working group and meet quarterly or as necessary.

- h. *Ensure Level I-IV AT Training and Security Engineering is conducted and tracked for all ARNG personnel within the State and ensuring AT training is incorporated into unit training plans and pre-mobilization training.*

The ATPC will monitor, track and report all levels of Antiterrorism Training by providing guidance and direction within the OH ARNG Antiterrorism Policy. Antiterrorism Training is tracked through Department of the Army Installation Status report and captured annually.

In addition, training is monitored through the digital training management system (DTMS) and reported to ARNG for reporting. AT Level II training is managed, tracked and monitored at the State level where the ATPC provides guidance on enrollment and assists in scheduling.

AT Level III is provided on a case-by-case basis for O5-O6 commanders that have not received training at their pre-command course. The ATPC provides training slides and guidance via the G3 operations division orders process. This training is tracked and reported to ARNG on an annual basis.

AT Level IV is provided to O6 commanders and/or executive-level leadership responsible for antiterrorism. This training is a nomination process through the Joint Staff. The ATPC nominates interested commanders and provides guidance and information to attendees. This training is tracked and reported to ARNG on an annual basis.

Security engineering training opportunities are available through the US Army Corps of Engineers Protective Design Center located at Fort Belvoir, VA. These seats are closely held by Department of the Army. Nominations and requests are tracked and monitored by the ATPC.

- i. *Assist in the development and planning of annual State level AT exercises.*

The ATPC will assist in coordination of annual antiterrorism drills and exercises within the OH ARNG framework. The focus of the ATPC coordination efforts will be to ensure that exercises are designed to determine the AT response capabilities, identify training and procedural deficiencies, and aid in implementing additional measures to enhance installation security posture.

- j. *Assist in conducting annual vulnerability assessments for subordinate installations, facilities and sites and pre-deployment vulnerability assessments for deploying units.*

The ATPC will complete this task by forming the assessment team and developing a checklist to assess pre-deployment procedures and vulnerabilities of deploying/mobilizing units. Assessments will be conducted using established DoD AT benchmarks and standards. This will also be assessed at the state level when the ATPC conducts the annual program review.

- k. *Assist in conducting annual AT program reviews and evaluation of subordinate AT programs.*

The ATPC will develop and implement the operations readiness guidance to assist in conducting annual AT program reviews and evaluating subordinate AT programs. The ATPC will develop detailed AT guidance as required by AR 525-13, Antiterrorism, and distribute to all subordinate command and facilities. The ATPC will further support annual AT program reviews by utilizing available checklists to assess mission essential vulnerable areas (MEVAs) and critical missions assets. The ATPC will coordinate to determine the most cost effective means for corrective actions and report finding to ARNG protection directorate.

- l. *Assist in the organization of command and staff relationships in regard to AT and assistance in the establishment of a functional AT Committee and Threat Working Group.*

The ATPC will ensure the OH ANRG meets its requirements to maintain an active AT Committee by ensuring meetings are scheduled and appropriate meeting agenda items concerning AT program progression are addressed. The ATPC will coordinate with the Director of Operations to ensure command support and validation of ATPC members. The ATPC will ensure that Threat Working Group is active and establish relationships and information sharing at the highest level. The ATPC will develop and foster working relationships with federal, state, regional and local agencies to ensure broadest scope of sharing of information pertaining to threats directed against the DoD, DA and ARNG community.

- m. *Assist in AT resource management and ensuring AT funding requirements are identified during the Program Objective Memorandum (POM) and prioritized based on threat, vulnerability and criticality.*

Following full-spectrum assessments and vulnerability assessments submissions, the ATPC will be positioned to provide input for OH ARNG budget and resource requirements by readily identifying vulnerable areas, at-risk locations/personnel and other protection requirements. The ATPC will provide AT resource management and ensure funding requirements are identified during program objective memorandums and prioritized based on current threat, vulnerability and criticality.

- n. *Manage State Core Vulnerability Assessment Management Program (CVAMP) entries.*

The ATPC will ensure compliance with DoD and DA approved vulnerability assessment tracking systems and/or methodologies. The ATPC will assist and support the identification of vulnerabilities and subsequently through all stages.

- o. *Assist in conducting AT review of military construction (MILCON) projects.*

The ATPC will provide support by reviewing all MILCON projects at various stages of development for compliance with applicable DoD and DA AT standards of the various Unified

Facilities Criteria (UFC). AT standards introduce threat mitigation measures in the design phase of new construction that eliminate significant cost of post-construction refit to provide mitigation. The ATPC will attend the next available training for refresher but is well-versed in the standards.

- p. Assist in the maintenance of State AT program products on both the ARNG community within the Antiterrorism Enterprise Portal, (ATEP), and the Force Protection page on Guard Knowledge Online, (GKO).*

The ATPC will utilize the resources available on the information sharing portals provided by DoD, DA and ARNG protection branch. The ATPC will respond to tasks and/or data calls posted to these locations in a timely and accurate manner in full coordination with the leadership of the OH ARNG.

- q. Assist the ATO in the designation of High-Risk Personnel within the State and ensuring individuals so designated receive appropriate resources and additional training per AR 190-58.*

Although State-level ARNG HRP are not recognized by DoD/DA/ARNG, the ATPC will provide support as necessary to identify potential risks, vulnerabilities, and threats to senior staff and commanders within the OH ARNG. The ATPC will also ensure the command review their needs for supplemental security, coordinate the receipts of appropriate resources, and complete additional AT training within 30 days of a change in the threat level, per AR 190-58, Personal Security.

9. SUPPORT REQUIREMENTS

Asymmetric expects the following support from the Adjutant General's office for this position, as described in the RFP:

- a. The ADJ will furnish one (1) government laptop for transit use.
- b. The ADJ will furnish a desktop classified workstation computer and VOI telephone at job location.

10. CONFLICT OF INTEREST STATEMENT

Asymmetric Technologies has no known conflicts of interest for this effort.

11. ASSUMPTIONS

None.

12. PROOF OF INSURANCE

Full form can be provided on request.

13. PAYMENT ADDRESS

Asymmetric Technologies, LLC

Attn: John Hellisz

6161 Riverside Dr.

Dublin, OH 43017

19. PREFERENCE CERTIFICATION STATEMENTS

CERTIFICATION STATEMENTS

Suppliers claiming preference for Domestic Source End Products, the Ohio preference, and/or the Veteran Friendly Business Enterprise (VBE) must complete the following information. **Any supplier who intentionally submits false or misleading information in an attempt to receive a scoring preference will be immediately disqualified and may be subject to legal action up to and including debarment.** The State reserves the right to clarify any information during the evaluation process.

*****SUPPLIERS MUST COMPLETE THE APPROPRIATE CERTIFICATION BELOW TO RECEIVE THE PREFERENCE.*****

A. DOMESTIC PREFERENCE (BUY AMERICAN): Revised Code 125.11 [Not applicable to "[Excepted Products](#)"]

1. Where is each product being offered mined, raised, grown, produced or manufactured?
☒ United States: Ohio (State) ☐ Canada ☐ Mexico (Go to B-1)
☐ Other: (Specify Country) _____ (Go to A-2)
 Or;
2. End product is manufactured outside the United States and at least 50% of the cost of its components are produced, mined, raised, grown or manufactured within the United States. The cost of components may include transportation costs to the place of manufacture and, in the case of components of foreign origin, duty whether or not a duty free entry certificate is issued. ☐ Yes (Go to Section B-1) ☐ No (Go to Section A-3)
3. The **Supplier** hereby certifies that each end product, except the products listed below, is a domestic source end product as defined in the Buy American Act and that components of unknown origin have been considered to have been mined, produced, grown or manufactured outside the United States.
 _____ (Item) _____ (Country of Origin)
 _____ (Item) _____ (Country of Origin)

B. OHIO PREFERENCE (BUY OHIO): Revised Code 125.09

1. The products being offered are raised, grown, produced, mined or manufactured in Ohio.
☒ Yes ☐ No (Go to B-2)
 Or;
2. Supplier has **significant economic presence** within the State of Ohio:
 - a) Supplier has paid the required taxes due the state of Ohio ☐ Yes (Go to B-2b) ☐ No (Go to B-3)
 - b) Supplier is registered with the Ohio Secretary of State
☐ Yes (Charter/Registration No.: _____) (Go to B-2c) ☐ No (Go to B-3)
 Questions regarding registration should be directed to (614) 466-3910 or visit the SOS website at:
<http://sos.state.oh.us/>
 - c) Supplier has ten or more employees based in Ohio. ☐ Yes (done) ☐ No (Go to B-2d)
 - d) Supplier has seventy-five percent or more employees based in Ohio. ☐ Yes (done) ☐ No (Go to B-3)
 Or;
3. **Border state supplier:** (Except products *mined* in Michigan)
 - a) Supplier has ten or more employees based in a border state. ☐ Yes (Go to B-3d) ☐ No (Go to B-3b)
 - b) Supplier has seventy-five percent or more employees based in a border state.
☐ Yes (Go to B-3d) ☐ No (Go to B-3c)
 - c) Is the supplier offering products that are raised, grown, produced, mined, or manufactured in a border state?
☐ Yes (Go to B-3d) ☐ No (done)
 - d) Specify which state: ☐ KY ☐ MI ☐ NY ☐ PA ☐ IN

C. VETERANS PREFERENCE (BUY VETERAN): Revised Code 122.925 and Administrative Code 123:5-1-16

- Is the supplier a certified Veteran Friendly Business Enterprise as defined in Administrative Code 123:5-1-01(OO)?
☒ Yes ☐ No

APPENDIX A: KEY PERSONNEL RESUME

Shana D. Bales-Rakowsky

364 Rosewood Court ♦ Powell, Ohio ♦ balessd@gmail.com

Qualifications:

- Served as an Intelligence Officer, Security Manager and Antiterrorism Program Coordinator with expertise in Personnel Security, Physical Security, Antiterrorism, and Force Protection.
- Responsible for developing, implementing and maintaining a successful Antiterrorism program.
- Proven leadership skills through several positions requiring greater responsibility and management.
- Exceptional professional experience in management, critical thinking, and executing initiatives.
- Strategic planning, resource allocation and optimization, process improvement, relationship management, staff development, coaching and mentoring.
- Maintain current Secret Security Clearance and able to obtain TS/SSBI.

Professional Experience:

Antiterrorism Program Manager Ohio Army National Guard

August 2006-Present

- Responsible for advising the Ohio Army National Guard Command and Staff on the overall implementation, oversight, and centralized control of the antiterrorism and force protection program.
- Conduct intelligence integration and information operations to assess potential threat.
- Write annual antiterrorism threat assessment to support over 11,000 soldiers and their family members.
- Provide consultation on Antiterrorism resource management and funding for training, exercise, and programmatic requirements.
- Review practices and activities to ensure compliance with directives and integration with other security related programs.
- Manage and recommend to the Directorates and Staff on all matters pertaining to the installation
- Conduct annual antiterrorism program reviews, vulnerability and criticality assessments of all Army National Guard units and 64 facilities.
- Provide recommendations, briefings, updates, and staff studies across a broad range of security specialties to influence installation-level decision-making and policy development.
- Collaborate with the Directorate of Installation Management and Resources to assess ensure compliance with Department of Defense antiterrorism construction standards.
- Principal subject matter advisor to the chairperson for various boards and working groups to include the Antiterrorism Working group and the Threat Working Group.
- Establish and maintain working relationships and conducted information sharing with the Federal, State and Local Law Enforcement and Intelligence agencies.
- Authored and continuously revise antiterrorism plans, templates, and planning tools for the Ohio Army National Guard.

United State Army Fort Lewis, Washington 25th Brigade Support Battalion, 1st Stryker Brigade-25th Infantry Division Battalion Intelligence Officer

February 2002-January 2004

- Supervised, trained, evaluated, and mentored Intelligence and Operations section.
- Responsible for collecting, producing, and disseminating timely and accurate intelligence reports and briefings.
- Responsible for safeguarding classified documents.
- Conducted initial investigations and report derogatory information.

- Prepared and presented Force Protection, Antiterrorism and Operational Security training.
- Managed, implemented, and inspected unit level physical and personnel security programs.

United State Army
Fort Lewis, Washington
Headquarters, 1st Stryker Brigade-25th Infantry Division
Brigade Tactical Intelligence Officer

January 2001-February 2002

- Assisted in training and mentoring of five intelligence analysts.
- Assisted with the development and dissemination of intelligence-training products.
- Coordinated storage and shipment of sensitive items.
- Maintained flawless records of intelligence reports, equipment inventories and maintenance schedules.
- Accurately provide clear and concise analysis of intelligence information.

Education:

M.S, 2007, Criminal Justice/Homeland Security Administration, Tiffin University, Tiffin, Ohio
B.A, 2000, Criminology, The Ohio State University, Columbus, Ohio
Diploma, 1995, Princeton High School, Cincinnati, Ohio

Professional Training:

Military Intelligence Officer Basic Course, U.S. Army Intelligence Center, Fort Huachuca, Arizona, 22 weeks, January to June 2001
Military Police School, U.S. Army Police Academy, Fort McClellan, Alabama, 16 weeks, April to July 1998

Other Training:

Antiterrorism Officer Advanced Course, U.S. Army Military Police School, 04/2007
Security Engineering Course, U.S. Army Corps of Engineers, 02/2007
Antiterrorism Officer Basic Course, U.S. Army Military Police School, 01/2007
Principles of Emergency Management (IS-00230), Emergency Management Institute, 09/2006
Preparedness, Response, and Recovery (IS-00275), Emergency Management Institute, 10/2006
National Incident Management System, (IS-700), Emergency Management Institute, 01/2006
Intelligence in Combating Terrorism Course, 40 hours, 01/2003
Security Manager Course, 32 hours, 11/2002
Information Operations Course, 80 hours, 08/2002