

PROPOSAL FOR: EMERGENCY MANAGEMENT CONSULTING SERVICES

RFP #: 002-20

December 18, 2019



WITT



AG WITT, LLC

10801 SEARCY BUILDING, EXECUTIVE CENTER DRIVE, PLAZA 1, LITTLE ROCK, AR 72211



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Cover Letter

December 18, 2019

Cheri Smith, City Clerk
City of Key West, Florida
1300 White Street
Key West, Florida 33040

RE: City of Key West RFP No. 002-20

Dear Ms. Smith,

AG Witt is pleased to offer this proposal to the City of Key West to provide emergency management consulting services. We attest that the proposed team of emergency management professionals has the required background, training and expertise to perform each of the requirements of the Scope of Work as detailed in RFP.

The leadership of AG Witt has been at the forefront of nearly every major disaster to strike the United States since 1993. Our founder and CEO, James Lee Witt, served as Director of the Federal Emergency Management Agency (FEMA), White House Cabinet Member under President Bill Clinton, and Arkansas Department of Emergency Management (ADEM) Director.

The AG Witt team brings unrivaled knowledge of FEMA's disaster response and recovery programs, State of Florida emergency management operations, and the operational needs of local and county governments. There is no firm better equipped to support the City of Key West than the team of AG Witt.

AG Witt understands the recovery challenges faced by the City of Key West. Our team members have worked with countless state and local governments across the United States, helping our clients face similar challenges and turning those challenges into opportunities. AG Witt stands ready to assist the City of Key West.

For this effort AG Witt will team with Plexos Group, LLC, Elite Disaster Consulting, and PVMA, all of whom will serve as subcontractors to AG Witt. This teaming approach will allow us to provide individuals with the best credentials and a team of professionals who can provide the broadest scope of recovery services to the City of Key West. Our team employs experienced and innovative professionals in the field of disaster recovery who have completed similar work for state, county, municipal, and federal agencies. We have hundreds of years of combined experience in managing federal grant programs and have led disaster resiliency and recovery programs in excess of \$40 billion in grant funding. Together, our City of Key West disaster recovery team, the AG Witt Team, has qualifications unmatched by any other firm and has unrivaled credentials and experience.

Our principal point of contact for this proposal is AG Witt Chief Operating Officer Rod Sweetman. He may be contacted at either rod.sweetman@wittpartners.com or 501-920-4765. I am authorized to submit this proposal on behalf of AG Witt. The proposal will remain valid for no less than one hundred twenty (120) calendar days from December 18, 2019.

Respectfully submitted,

William J. Riley,
Senior Vice President



Response to the RFP

Name: AG Witt, LLC

Address: 10801 Searcy Building
Executive Center Drive, Plaza 1
Little Rock, AR 72211

Phone: (501) 920-4765

Authorized Representative: Rod Sweetman, Chief Operating Officer

Proposal Number: RFP # 002-20

[Locations for Delivery of Services](#)

The delivery of services for work in response to this RFP will be performed at a base of operations that AG Witt will establish in the City of Key West. Support for our operations will be provided from our administrative headquarters in Little Rock, AR.

[Capacity to Provide Services and Ability to Respond](#)

The AG Witt team is comprised of a cadre of more than 250 trained disaster recovery specialists and has a demonstrated capacity to fulfill client needs across multiple concurrent disasters. Our team is committed to specific client needs for the duration of every contract activation. We have the depth of resources that allows scalability to meet project demands. Our project managers and key project personnel are available on-site daily, and by phone on a 24-hours basis to meet the needs of our clients.

The geographic disbursement of our offices and staff means that we are strategically located in areas that regularly experience high-impact events and outside of historical impact zones, and out of harm's way, so that we may quickly mobilize and stage staff and resources for immediate deployment.

Our team members have provided assistance to clients across the nation including: the cities of Houston and Galveston, Texas, the State of Louisiana following Hurricanes Katrina, Gustav, Rita and Ike, and the states of Iowa, Indiana, Vermont, and Virginia, to name just a few. Our combined team experience has overseen the development of tens of thousands FEMA Project Worksheets (PWs) and billions of dollars of federal disaster assistance.

Through the course of our project experience, the AG Witt team has provided its clients with guidance on all aspects of FEMA's Public Assistance and Hazard Mitigation grant programs including the navigation of its environmental reviews, historical preservation requirements, insurance coordination, and all required technical aspects of repair, restoration and rebuilding projects. Our team includes experts in each of FEMA's Special Conditions and in every discipline required to deliver successful results.

AG Witt's team members bring the experience of having worked with all 10 FEMA Regional Offices and FEMA HQ. Many of our disaster experts are former FEMA or state emergency management agency employees.

[AG Witt, LLC – Company History](#)

James Lee Witt has been a leader in addressing the response and recovery challenges of nearly every major U.S. disaster since 1993.

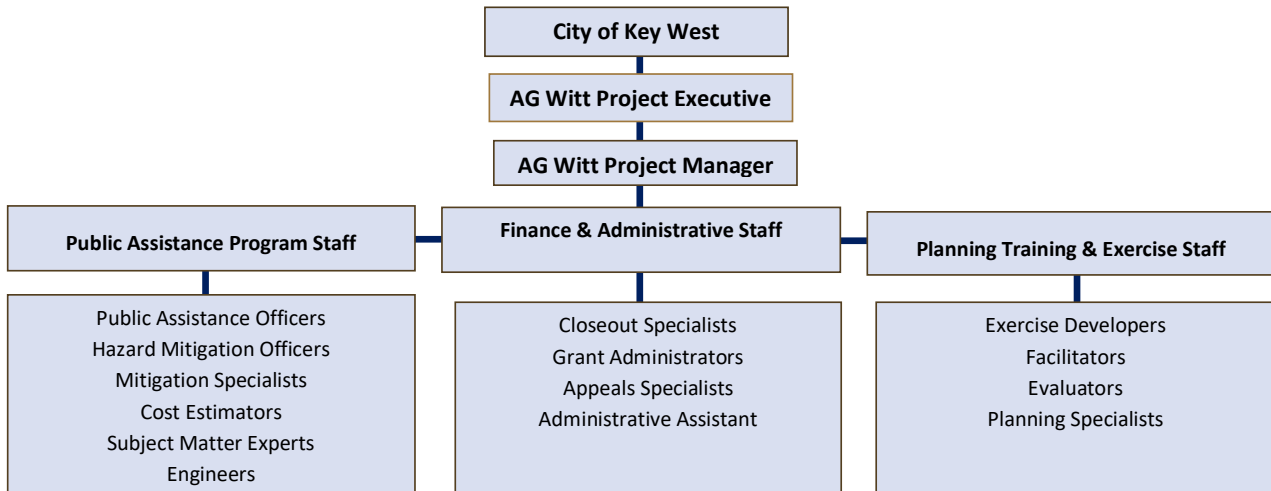


AG Witt, LLC traces its roots to 2001 when, after completing 8 years as Director of FEMA, James Lee Witt founded Witt Associates and began providing emergency management consulting services to state, county and municipal government clients. In 2015 James Lee founded Witt Global Partners and in 2019 teamed with Atlys Global to provide a broader selection of innovative service offerings that include a groundbreaking bridge-financing program for contractors making FEMA eligible repairs to public infrastructure projects.

AG Witt’s unique approach to disaster recovery funding is designed to accelerate a community’s recovery by providing immediate funding for the repair and restoration of disaster damaged facilities long before FEMA disaster grant funding reimbursement begins to flow. James Lee Witt’s history of leadership, growth and innovation has allowed the Witt brand to set itself apart from the competition and remain the industry leader for nearly 20 years.

AG Witt, LLC is a Delaware corporation. The principal officers of the company are James Lee Witt, CEO; Rod Sweetman, COO, and; Bill Riley, Senior Vice President. The company administrative offices are headquartered in Little Rock, AR, and affiliated offices are maintained in California, Florida, Georgia, Illinois, Louisiana, New York, New Jersey, Massachusetts, Pennsylvania, Washington, DC, as well as Puerto Rico, the U.S. Virgin Islands, and London.

Project Organizational Chart





Leadership Team



James Lee Witt, CEO, AG Witt

James Lee is a former director of FEMA and ADEM. As FEMA Director, Mr. Witt coordinated federal disaster response and recovery on behalf of the White House and oversaw more than 350 disasters, some of which were the most devastating disasters of all time.



Bill Riley, Senior Vice President, AG Witt

Bill brings more than 40 years of leadership and experience in state, county and local disaster response and recovery, crisis management, and insurance. He has served the recovery efforts of more than 60 major disasters including Hurricanes Florence, Ike, Irene, Harvey, Maria, Michael and Sandy, the Midwest floods of 2008, and the 9/11 terrorist attacks on the World Trade Center. Before joining AG Witt, Bill led the Hazard Mitigation and Public Assistance practice of a national emergency management consulting firm. Bill has led FEMA disaster grant program efforts at both the grantee and subgrantee levels representing more than \$5 billion in federal disaster assistance grants.



Alan Rubin, Senior Vice President – Client Services, AG Witt

Alan has over 30 years of experience serving as a government relations professional. Mr. Rubin provides strategic advisory services to a wide range of clients in a variety of industries, notably in the banking and finance industries at the state and federal levels of government. He has also worked for clients in the sports, entertainment, national security, defense, and technology sectors.



Shaurice Mullins, CEO – Elite Disaster Consulting

Shaurice Mullins is a Federal Grants Subject Matter Expert with over 16 years of experience in all facets of disaster mitigation and recovery. She has served in numerous capacities in recovery work for seven major hurricanes (Michael, Matthew, Irma, Maria, Sandy, Irene, and Floyd) and several severe storms, tornadoes, straight-line winds, and flooding events. Shaurice has led both Individual and Public Assistance grant program efforts assisting local, county, and state applicants recover billions of funds from FEMA.



Eric Kuntz, Senior Vice President— Compliance, Plexos Group, L.L.C.

Eric has 24 years of public and private experience, including 20 years of honorable military experience and 21 years of emergency management. As the former State Coordinator of Recovery for the Texas Division of Emergency Management (TDEM), he managed \$5.2 billion in federal disaster funds for 17 declared disasters. Major disasters include Hurricanes Michael, Irma, Maria, Harvey, Matthew, Katrina, Rita, Gustav and Ike as well as numerous flooding and severe weather events. Other significant events include the space shuttle disaster, 9/11 response, wildfires, the Deepwater Horizon oil rig explosion, dignitary and significant sporting events coordination.



William J. Doran III, Vice President— Response and Recovery, Plexos Group, L.L.C.

William (Bill) has more than 30 years of professional experience in emergency management, serving state and federal governments, including the United States Air Force. Bill previously served as the Federal Coordinating Officer for FEMA Region VI, where he was presidentially appointed to 25 federally declared disasters and coordinated efforts in 9 states. He served as the Interim Louisiana Recovery Office Director for Hurricanes Katrina and Rita and subsequently as the Response Division Director for Region VI. Successes include delivering more than \$2.4 billion in aid to Louisiana after the 2016 floods, executing a housing program with more than 4,000 manufactured housing units, and providing more than \$1 billion in aid to 120 Texas counties.



Laurie Robinson, Manager Partner — PVMA, L.L.C.

is the quality assurance partner for Project & Vendor Management Advisors, LLC (PVMA) located in Houston, Texas, which is woman-owned small business, State of Texas Historically Underutilized Business (HUB), and a Federal HUBZone certified business. Laurie has over twenty-five years of large-scale program and project management, regulatory compliance, internal audit, and policy experience in the healthcare, disaster management and recovery, and housing industries. Her experience comes from holding positions at the Office of Inspector General for the Department of Health and Human Services, Ernst & Young, MFR Solutions, JWI, and Prudential Insurance Company of America. Laurie specializes in FEMA Individual Assistance Programs and HUD CDBD-DR Housing Programs.

Staff Qualifications

Staffing

We have provided an overview of each of our leadership team above and have included the resumes of all team members proposed for this project as an addendum to this proposal.

Disaster Recovery Administration

Our proposed team of experts providing public assistance; hazard mitigation and grant management; and disaster recovery services are identified below. Not all positions may be required to execute the work under this contract. It is Witt Global Partners' practice to identify staffing requirements in consultation with clients during contract negotiations or the project kickoff meeting.

The AG Witt team recognizes that every disaster is different and that staffing requirements may vary from one disaster to the next as well as over the course of a disaster. Factors such as the type, severity and duration of an event may influence the actual staffing pattern required to best serve the City of Key West.

The AG Witt team is proficient in all local, state, and federal regulations that apply to disaster events and disaster recovery programs. All team members are highly trained professionals, recognized leaders in the industry and are up to date on the latest FEMA policies and procedures.



About Our Team

About AG Witt, LLC



AG Witt, LLC provides comprehensive emergency management and disaster advisory services including: Planning, Training and Exercising; Disaster responses services and EOC staff augmentation and management; FEMA Public Assistance and Individual Assistance grant program, CDBG-DR, DOT, FHWA, NRCS, and Department of Education RESTART recovery advisory services, USDA, and; FEMA Hazard Mitigation Assistance advisory services.

We are an experienced team of professionals with hundreds of years of combined public service and government experience. In other words, we know our way around disaster planning, response, recovery, and mitigation. We know how disaster response and recovery operations and management work.

We work with our clients to help them establish recovery strategies, orchestrate the many instruments needed to succeed, and help them achieve their goals. We have lasting partnerships with our clients because we continually perform for them. We counsel state, county and local governments as they struggle with the myriad of issues presented by disasters, and we help them turn issues into opportunities. Utilizing our team's unique perspectives, we put our experience to work for you.

James Lee Witt is recognized today as the foremost expert in disaster management, response and recovery. AG Witt has the experience to help you navigate the complexities and regulations of disaster response and the recovery efforts after the storm. James Lee Witt has managed the response and recovery for the several of the nation's largest disasters and managed or consulted for over 400 other disasters across the country including the Northridge Earthquake, Oklahoma City Bombing, Hurricanes Katrina, Rita, Gustav, Ike, Isaac, Irma, Maria, Michael, and Sandy. We provide our clients unmatched experience and ability to respond to any disaster at a moment's notice.

About Elite Disaster Consulting

Elite Disaster Consulting (EDC), a certified State of North Carolina HUB and SBA Women Owned Small Business (WOSB), is a highly qualified Emergency Management and Project Management firm. Established in 2013 with the emphasis to provide Emergency Management support to state and local governments, EDC has helped several clients around the world.

With well over 50 combined years of experience in emergency management, planning, training, technical assistance, disaster preparedness, and response, our leadership is able to seamlessly navigate through the disaster grant process. EDC has a proven track record of helping emergency managers and other decision makers achieve results that work.

EDC has applied its experience to multiple FEMA declared disasters and has managed billions of dollars in disaster assistance coming from a wide array of sources and programs including federal, state, local, non-profit and private sector organizations.

Our Our professionals are trained and well diverse in EOC operations. With professionals who have served in various Emergency Support Functions and have utilized WEB EOC during both State and Federally declared disasters.



Our mission is to provide technical expertise, leadership, program management, and advocacy in support of grantees and sub-grantees to enable them to optimize federal, state, and private disaster relief funding and achieve positive community outcomes while avoiding duplication of benefits, properly tracking cost and activities, retaining grant funding through programmatic closeout and audit, and mitigating wherever possible against future similar disasters-all in compliance with funding program requirements.

About Plexos Group



Plexos Group, L.L.C. (“Plexos”) is a privately held limited liability company borne from innovation and centered on people, processes, and technology. Plexos was formed in 2012 by experts with years of unsurpassed experience to leverage our “best in class” resources and technologies across our service offerings.

Plexos is a leading program delivery and information technology firm with senior staff that has more than 200 years of combined experience in providing disaster recovery, grant management, claims management, and information technology solutions for commercial, industrial and government clients across the United States and abroad.

Their collective expertise in senior leadership positions for the administration of complex programs exceeds \$30 billion. Their staff has led top-level management positions, provided expert consultancy services to Fortune 500 companies, regularly testified before Congress, and provided expert guidance to foreign governments. Plexos senior leadership includes qualified professionals who have worked side-by-side with federal, state, and local government agencies and other emergency management officials before, during, and after disasters.

Plexos is managed by David F. Odom PE PMP, President and CEO; H. Kirk Fisher, Chief Operating and Financial Officer; and Paul W. Rainwater, Chief Strategy Officer. Their corporate headquarters are in Baton Rouge, Louisiana with office locations in Boston, Florida, New Orleans, New York, and the US Virgin Islands.

About PVMA



Project & Vendor Management Advisors (PVMA) is a management consulting company that specializes in the management of the implementation of regulatory based project and the operations of government funded programs. Our team concentrates its efforts in the disaster recovery and healthcare industries. PVMA specifically staffs programs under FEMA’s Individuals and Households Program (IHP) including administrative staff for local, state and federal government agencies following a disaster, humanitarian crisis or other Federally declared emergency.

Specifically, PVMA has provided IHP disaster recovery staffing services that include augmenting staff in the following program areas:

- Financial Operations and Reimbursement
- Disaster Call Centers
- Augmentation staffing for Housing Repair programs (STEP, PREP)
- Manufacturing Housing Unit Assistance (MHU)
- Staffing for Joint Field Offices (JFOs) and Disaster Recovery Centers (DRCs)

Members of the PVMA team have provided FEMA funded IHP assistance since 2005, when our team staffed and program managed FEMA’s first-ever large-scale disaster following Hurricane Katrina by providing services to



manage and relocate over 250,000 impacted people from emergency centers to short-term housing (e.g. hotels) to long-term housing and rental assistance for the City of Houston.

When FEMA transferred the IHP's City of Houston Housing Program to the federal Housing and Urban Development for long-term and permanent housing, our team provided staff for the rental assistance operation for 40,000 families in Harris County, Texas, Greater New Orleans, Memphis, Tennessee and in 41 U.S. States and Territories. Our team also assisted HUD in the development of the 2008 Disaster Housing Assistance Program – Case Management Guidelines and managed 10 social service agency vendors to provide case management services to disaster housing program participants.

Most recently, the PVMA team assisted the State of Texas General Land Office (GLO) with providing FEMA funded emergency housing assistance. Our team staffed outreach assistance to inform eligible families about the IHP services, which included the MHU, STEP and rental assistance programs. Our team provided call center assistance and case management assistance following Hurricane Harvey of 2017.

Currently, PVMA provides Disaster Case Management Program (DCMP) staff to augment a prime contractor services for FEMA's IHP in 10 municipalities in Puerto Rico. Our team assists families regain pre-disaster self-sufficiency. Our team also assist our DCMP Clients apply for the Puerto Rican and HUD's CDBG-DR Housing Repair Program (R3 Program) to assist with repair, reconstruction or replacement housing needs.

For this program, we will staff the project with experienced disaster recovery administrative staff and provide our past "Lessons Learned" from Harvey, Maria and Irma programs and implement best-administrative practices for the North Carolina Department of Public Safety's administration of its emergency response programs. Our team will work closely with the NC IHP team, FEMA IA team, and FEMA's Immediate Disaster Case Management (IDCM) team in order to coordinate and collaborate as not to duplicate services.

Relevant Experience

Members of the AG Wtt team have provided quality Public Assistance support services to hundreds of governmental and private organizations, including the following:

- State of Iowa for the 2008 floods (estimated \$1.2 billion in Pan and HMA funding)
- State of Indiana, 2008 floods (estimated \$250 million in PA and HMA funding)
- State of Florida (estimated \$4 billion in PA and HMA funding)
- City of Houston, TX (estimated \$200 million in PA and HMA funding)
- City of Galveston, TX (estimated \$300 million in PA and HMA funding)
- The University of Texas (estimated \$800 million in PA and HMA funding)
- Texas A&M System (estimated \$10 million in PA funding)

Additionally, our team members' experience extends to:

Harris County – Budget Department / Community Development Services / Nan McKay & Associates January 2019 to October 2019 – Provided oversight and compliance monitoring services as a team member to Nan McKay & Associates for Harris County. Provided outreach and survey services on behalf of the Harris County Community Services Department to obtain, track and report Income Verification Survey outcomes as a step for implementing a disaster infrastructure project for 3 Harris County residential areas.

FEMA/NVOAD and Disaster Services Corporation – SVDP USA

AG WITT, LLC

10801 SEARCY BUILDING, EXECUTIVE CENTER DRIVE, PLAZA 1, LITTLE ROCK, AR 72211



September 2018 to present – Currently contract and quality assurance principal for a Consortium of Puerto Rican municipalities providing Disaster Case Management Program (DCMP) operational services to over 2,000 families under a \$10 million FEMA cooperative agreement. Under the DCMP her team provides outreach to the public and other stakeholders concerning recovery services offered by the Federal, commonwealth and nonprofit organizations to assist families back to pre-disaster self-sufficiency.

City of Houston – Housing Programs Harvey - APTIM

January 2018 to August 2019 - Deputy Project Manager on the Project Management Office Team for the City of Houston, Developed Communication, Marketing and Community Outreach for the community to gain awareness of the Housing and Community Development Departments (HCDD -GLO) Harvey Housing programs including FEMA programs. We assisted the City by conducting over 30 community town hall meetings for residents to provide input into the City's CDBG-DR Action Plan. Process include Grant Management, Community Outreach, Program Marketing, and Communication, and Development of Program Standard Operating Procedures and Process Flows.

State of Texas – General Land Office

November 2017 – August 2018 Assisted in the staff management for the GLO's Harvey short-term management team under contract with a third-party vendor and provided staff for the GLO's Harvey call center, residential and MHU inspections for assigned impacted counties in Texas. Provided Community Outreach, Program Marketing, and Communication and File / Case Management services.

Riverside General Hospital – Board of Trustees

January 2014 – May 2016 Provided recovery and consulting services for Riverside General Hospital's (RGH) Board of Directors to review RGH's accounting operations and coordinate with FEMA Office of Inspector General's (OIG) auditors and the State of Texas Office of Emergency Management to determine RGH's prior management's use of \$34 million of FEMA Disaster Recovery funds.

University of Texas Medical Branch Galveston – Financial Management and Grant Administration

October 2008 – December 2011 Managed the accounting and reimbursement services to the University of Texas Medical Branch Galveston (UTMB) with a staff of 25 accountants and compliance professional to account for and manage over \$1.5 billion from FEMA and commercial insurance for UTMB's recovery and rebuild efforts.

Harris County Housing Authority – Disaster Housing Assistance Program

September 2007 – December 2011 Managed eight (8) Disaster Housing Assistance Programs (DHAP) located in Harris County, Memphis, New Orleans, and in 41 U.S. States and Territories following Hurricanes Katrina and Ike on behalf of FEMA, HUD and several public housing authorities to provide 24 months of housing payments, case management and monthly rental payments to over 40,000 families impacted by the hurricanes. DHAP used the Uniform Relocation rules published by HUD to relocate program participants during the programs.

State of Louisiana – Office of Community Development

October 2009 – September 2010 Managed the Statewide Temporary Rental Assistance Program for the State of Louisiana's Office of Community Development and provided services based on HUD's Uniform Relocation Act guidelines for housing assistance and documentation management services for the Disaster Recovery Unit of the Office of Community Development (OCD) awarded contract to administer the Housing Assistance for Rental Services for eligible households in Louisiana who were displaced as a result of Hurricanes Katrina, Rita, Gustav or



Ike, or Road Home Options 1 grantees whose homes have been rebuilt with contaminated drywall. Ms. Robinson managed the close-out activities for families transitioning to permanent housing.

City of Houston – Department of Finance

October 2006 – December 2011 Performed accounting and reimbursement services on behalf of the City of Houston following Hurricanes Katrina and Ike to recovery over \$600 million from FEMA for disaster recovery expenses. Her team worked with all City departments to obtain and manage data and documentation required to gain the reimbursement. Her team also managed the preparation of the City prior to a FEMA Office of Inspector General (OIG) and State audits.

City of Houston – Department of Finance

October 2005 – December 2006 Managed the City of Houston’s 2005 Joint Hurricane Housing Task Force (JHHTF) disaster recovery project following Hurricane Katrina to assist over 250,000 people evacuated from New Orleans to Houston to provide emergency housing and case management during the first 30 days following the hurricane. Her team of 200 disaster staff members managed the JHHTF’s emergency housing voucher program and managed the month rental payments to program landlords.

Notable Projects Led by Members of the AG Witt Team

The AG Witt team’s experience includes the disaster recovery project list below represents our company’s involvement with the most notable disasters since 2001. Our practical experience in managing disaster includes nearly every major disaster since 1993.

YEAR	CLIENT	PROJECT	LOCATION
2001	Texas A&M System	Tropical Storm Allison	Houston, TX
2003	Territory of Guam	Typhoon Pongsona	Hagåtña
2004	Indonesian Tsunami	Tsunami relief	Indonesia
2005	State of Louisiana	Hurricanes Katrina, Rita, Gustav and Ike	Baton Rouge, LA
2008	State of Iowa	Midwest Flood of 2008	Des Moines, IA
2008	State of Indiana	Severe storms and flooding	Indianapolis, IN
2008	University of Texas Medical Branch	Hurricane Ike	Galveston, TX
2008	City of Houston	Hurricane Ike	Houston, TX
2008	City of Galveston	Hurricane Ike	Galveston, TX
2010	Government of Haiti	Earthquake	Port-au-Prince
2011	Joplin School District	Tornado	Joplin, MO
2011	State of Vermont	Tropical Storm Irene	Montpelier, VT
2011	Cathedral High School	Tornado	Springfield, MA
2012	State of Louisiana	Hurricane Isaac	Baton Rouge
2012	State of New Jersey	Superstorm Sandy	Trenton, NJ
2012	Town of Fairfield	Superstorm Sandy	Fairfield, CT
2012	Suffolk County	Superstorm Sandy	Hauppauge, NY
2012	Nassau County	Superstorm Sandy	Mineola, NY
2012	City of Long Beach	Superstorm Sandy	Long Beach, NY
2016	Richland County Schools	Hurricane Mathew	Columbia, SC
2018	Morehead City	Hurricane Florence	Morehead City, NC
2018	Havelock, NC	Hurricane Florence	Havelock, NC
2018	Bay Medical Center	Hurricane Michael	Panama City, FL
2018	Florida Keys Electric Cooperative	Hurricane Michael	Tavernier, FL
2019	City of Fort Smith	2019 Midwest Floods	Fort Smith, AR
2019	City of North Little Rock	2019 Midwest Floods	N. Little Rock, AR

State of Louisiana – Hurricanes Katrina, Rita, Gustav and Ike 2005 through 2016

Benefits to the State of Louisiana

- Reorganized the operations of the SEOC
- Integrated the SEOC with Federal response organizational elements
- Provided surge support for key SEOC positions during the first month of operations
- Prepared & reviewed more than 36,000 original FEMA Project Worksheets and tens of thousand amendments representing \$15 billion in funding
- Added more than \$2 billion in value beyond what FEMA had originally authorized
- Won more than \$1 billion in appeals & arbitration cases

State of New Jersey – Superstorm Sandy – 2012 through 2016

When Superstorm Sandy took aim on the Northeast corridor, the State of New Jersey wasted no time in asking James Lee Witt and his team of disaster recovery experts to lend a helping hand. James Lee responded by deploying a group of recovery professionals to assist the state in addressing its immediate needs, and to help it establish the Governor’s Office of Recovery and Rebuilding (GORR) to address the state’s long-term recovery efforts. The recovery team augmented New Jersey State staff by providing FEMA Public Assistance and Hazard Mitigation program experts to work with affected communities and eligible non-profits. They assisted the State’s sub-grantees in identifying damages, documenting and formulating FEMA Project Worksheets, addressing eligibility issues, and identifying opportunities to use mitigation funding to rebuild safer, smarter and stronger. Through the direct involvement of the team led by James Lee Witt, the State of New Jersey and its subgrantees the team led by James Lee Witt:

- Developed one of the largest combined 404 & 406 Mitigation projects in FEMA history for the Passaic Valley Sewerage Commission;
- Realized more than \$1 billion of additional FEMA funding for recovery projects.

The James Lee Witt team played a pivotal role in New Jersey’s recovery by providing critical staff augmentation, technical expertise, and recovery guidance from the initial stages of recovery through the closeout process.



*State of Iowa -- Midwest Floods of 2008
Largest overland flooding event in FEMA history*

Benefits to the State of Iowa

- Provided critical staff augmentation and technical expertise for 28 of the 52 Public Assistance staff positions
- Added more than \$30 million in value by successfully appealing FEMA eligibility decisions
- Helped develop and stand up the RIO to develop statewide long-term solutions.

Technical Approach

Objectives

Understanding of the Requested Services

The AG Witt team understands the purpose of this project is to provide emergency management consulting services to the City of Key West. Our recovery team will work closely with City staff to identify grant opportunities, coordinate the assimilation and compilation of information and data for concise and complete grant applications, prepare grant applications, respond to questions and/or requests from grant making organizations, and monitor the progression of grant applications until such time that eligibility is granted or denied.

Ability to Deliver the Requested Services

The AG Witt team attests that it possesses the experience, capability, technical expertise, staffing, and capacity to successfully deliver every aspect of the Scope of Work identified by the City of Key West in RFP # 002-20.

Ability to comply with insurance requirements

The AG Witt Team attests that it has the ability to and upon award of contract will comply with the insurance requirements identified by the City of Key West in RFP # 002-20.

Public Assistance Advisory Services

The A G Witt team will work directly with CLIENT NAME staff in all matters related to the establishment of recovery goals, insurance coordination, and the documentation and formulation of FEMA PWs in a manner consistent with Federal and State government requirements.

Disaster Recovery Administrative Services

A G Witt team of recovery experts will support the entirety of the Scope of Work (SOW) described in the CLIENT NAME RFP for Disaster Recovery Administrative Services. Following the approach and methodology contained in this proposal, we will assist the CLIENT NAME with strategic advisory services designed to ensure a successful recovery and maximize available disaster grant program funding.

A G Witt team of disaster recovery experts have helped manage some of the largest and most complex disasters in United States history, including Hurricanes Florence, Harvey, Irma, Irene, Katrina, Rita, Gustav, Ike Irene, Harvey,



Irma, Florence; Superstorm Sandy, and; the Midwest Floods of 2008. A G Witt team members have helped its clients document tens of thousands of FEMA PWs, and secure and retain tens of billions of dollars in FEMA and other federal disaster grant funding.

A G Witt are leaders in designing and implementing disaster recovery plans to effectively and efficiently coordinate resources, identify and capture opportunities, and deliver tangible results. Below, we have responded to each element of the Scope of Work in the same order in which they were presented in the RFP.

Applicant Briefing and Scoping Meeting

A G Witt will provide expert counsel to the CLIENT NAME in its initial FEMA/State Applicant Briefing and Scoping Meeting. These meetings are the beginning of the disaster recovery grant process and they are used by the State, FEMA, and other agencies to provide broad programmatic overviews, set expectations, and begin the process of identifying damaged facilities. The A G Witt team will guide the CLIENT NAME through this process, help them establish initial expectations, and set the tone for the relationship with FEMA, the State and other stakeholders. Our team of recovery experts will continue to provide the same expert advice and guidance for all future meetings with federal and state recovery partners regarding project specific discussions.

Technical Assistance

The A G Witt team will provide expert financial management advice and assistance necessary to develop and support the ongoing activities of its disaster recovery. A G Witt team members are experienced in all aspects of federal disaster grant program eligibility, and we are adept at coordinating activities over the various grant programs in order to maximize funding. We are experts at helping our clients navigate the various programmatic rules and policies, and the requirements imposed by federal procurement regulations and grant management activities. With that in mind, we will assist the CLIENT NAME by:

- Developing a sound recovery strategy;
- Identifying and assessing the scope and eligibility of damaged facilities;
- Providing guidance and advice on the eligibility of facilities, scope of work, and cost for reimbursement through federal disaster grant programs;
- Developing justifications to State, FEMA and other recovery partners and stakeholders on all recovery issues related to the CLIENT NAME;
- Developing presentations to the State, FEMA and other recovery stakeholders on behalf of the CLIENT NAME
- Attending and participating in all meetings with FEMA, the State, and other stakeholders;
- Briefing and providing advice and counsel to CLIENT NAME purchasing, contracting and other department personnel on federal procurement and contracting procedures and identifying issues that could risk future deobligation of federal funding.

Correspondence

Clear and concise communications with an eye to understanding the nuances of federal disaster grant programs is key to identifying issues, resolving conflicts, and maximizing disaster recovery funding. The A G Witt team will prepare appropriate correspondence to the State of Arkansas, FEMA and other agencies on behalf of the CLIENT NAME and provide technical advice on the content of all correspondence as necessary. Additionally, we will prepare a program management plan, and periodic reports that will measure our work activity against the plan and transparency on the status of grant management progress. Our team members will establish a meeting schedule for the purpose of discussing the progress of the recovery and identifying and discussing critical issues.



We will also provide guidance and input through our participation in attend all meetings with the State, FEMA, and other stakeholders.

Inspection/Damage Assessment

Inspection and damage assessment are critical pieces of the disaster recovery process and represent the foundation on which disaster recovery will be built. The A G Witt team will inspect disaster related damage to eligible facilities, identify eligible emergency and permanent work categories and review records of emergency expenses incurred by the City. It is at this stage that we will also begin the process of discerning and discussing with the CLIENT NAME the various options for repair/restoration that would be most appropriate: standard repair, improved project, alternate project, and options available under Section 428 of the Stafford Act. It is also the stage at which we will begin discussing possible mitigation steps that can be taken to build back better, stronger and smarter.

Document

The A G Witt team will work with the CLIENT NAME to ensure all eligible damages have been quantified and presented to State and Federal Inspectors/Project Officers in a manner that will be complete, understandable, and compliant with the requirements of federal disaster grants. Our experts will maintain the documentation, updating it as necessary, and establish a document retention system that will enable the CLIENT NAME to easily retrieve any documentation that may be required to address eligibility issues, problem resolution, appeals, and for project closeout and audit activities.

Financial Tracking

Financial tracking and grant management activities are key to retaining federal disaster recovery funds and avoiding future deobligation. The A G Witt team will assist the CLIENT NAME in all its grant management activities including categorizing, recording, tracking and filing costs on approved forms in support of the financial reimbursement process. We will develop systems and processes tailored to be compatible with your accounting systems to reduce processing errors and help facilitate compliance with federal grant management rules. We will communicate with appropriate departments on a daily basis and maintain an up-to-date database of eligible labor, equipment, and materials costs as reported on Event Activity Tracking Forms to prepare daily reports to City management.

Financial Management

The A G Witt team will assist the CLIENT NAME in requesting Immediate Needs Funding or Grants Based on Estimates; Development and tracking of plans for Cash flow management and disbursements by the State, FEMA, and other federal grant programs; conduct insurance evaluations, documentation adjusting and settlement services to coordinate benefits from disaster assistance grant programs and maximize funding; and we will provide appropriate tracking of project progress, expenditures, reimbursement requests and receipts.

We will establish accounting protocols compatible with CLIENT NAME accounting systems to assure compliance across funding sources, maximize cash flow and support grant management activities from PW obligation through closeout. Our grant management protocols include:

- Capture and retention of memos, letters, and correspondence to internal and external parties related to any item relative to the work requested, to include audit support.



- Development, preparation, and filing of various financial and other invoicing (annual, monthly) reports that are required by the various agencies for which the CLIENT NAME has sought recovery funding.
- Pre-and-post disaster financial documentation including cash flow management and benefit-cost analysis (BCA) reports.
- Development of Monthly Financial Operating Reports on all aspects of the disaster recovery process.

Project Worksheets

The A G Witt team has prepared tens of thousands of FEMA Project Worksheets representing billions of dollars of federal disaster assistance and will bring its experience and expertise in the development of and preparation of Project Worksheets for Categories A through G for review by FEMA and the State.

We will ensure that the scope of work is accurate and comprehensive, estimates are accurate, expenses are eligible and documented, and that projects are categorized as small or large in a manner that ensures prompt and sufficient reimbursement to the City. Our team will assist in completing damage descriptions, assessment, design, scopes of work, and cost schedules in a manner designed to avoid eligibility issues and limit potential problems with the State and FEMA.

We will attend all meetings with the City, State and FEMA (and/or other Federal agencies and stakeholders) to negotiate individual Project Worksheets as needed. Our team members will review all documentation for accuracy, track all PWs through the FEMA review process, and prepare and file all documentation related to quarterly reports and time extension requests.

We are adept at working with new FEMA Public Assistance delivery model and within the State/FEMA public Assistance Portal. We are experts at identifying mitigation opportunities and will document those opportunities within the PWs when appropriate. We will work with the CLIENT NAME to identify alternate, improved, and Section 428 opportunities in order to maximize disaster recovery funding and the ability of the CLIENT NAME to recover as fully as possible.

Repair and Restoration

As disaster recovery progresses and the repair and restoration of facilities begins, the A G Witt team will review the scope of work and bidding procedures of proposed damage repair/reconstruction/restoration work for compliance with FEMA requirements. It is our goal to ensure that every eligible item is captured within the Scope of Work and that every opportunity for federal reimbursement is maximized and that all restoration activities adhere to the Scope of Work. We not only want to help the CLIENT NAME maximize its disaster recovery funding, we want to ensure that its recovery is fully compliant with federal rules and regulations, including procurement and contracting, so the CLIENT NAME will have a successful audit and closeout process after its projects are completed.

Documentation

The collection, organization, accuracy and retention of documentation is a critical element of your recovery and of compliance with federal disaster recovery grant funding. The A G Witt team will support CLIENT NAME departments with organizing reimbursable expenses. Additionally, we will review, maintain and ensure accuracy of documentation prepared by CLIENT NAME departments. As previously described in this proposal, The A G Witt team will establish grant management and tracking procedures to help ensure your compliance with federal disaster grant requirements.



Reporting

The A G Witt team members have prepared and documented tens of thousands of FEMA project worksheets representing tens of billions of dollars. Through the normal course of documenting and formulating FEMA Project Worksheets the A G Witt team will use a robust tracking and reporting system designed to be compliant with FEMA and State requirements for the presentation of costs for all Category A through G project worksheets. This important aspect of the CLIENT NAME recovery process will ensure compliance with programmatic rules and policies governing this aspect of the federal grant management process and minimize the chance of missed opportunities and unfunded or underfunded projects.

Provide assistance to departments having difficulty with their claims

One of the most difficult and trying aspects of any disaster recovery is the inability of departments and staff of recovering communities to give proper attention to both ongoing recovery demands and the responsibilities associated with their normal workday activities. Staff members often find themselves overwhelmed by the sheer volume of work and by performing disaster recovery tasks that are unfamiliar and for which they have not been adequately trained.

The staff augmentation and technical services provided by the A G Witt team brings needed assistance to departmental staff having difficulty navigating the recovery process, adequately documenting claims and dealing with unfamiliar subject matter. The collective services provided by the A G Witt team will address these concerns and help eliminate the difficulty, frustration and anxiety departments may have in dealing with the claim process.

Ensure the City meets all deadlines imposed by FEMA and/or the State for documentation, appeals, completion of work, etc.

There are many critical deadlines imposed by FEMA in the administration of its disaster recovery grant programs. Failure to comply with deadlines may be costly and result in lost opportunities for funding. The A G Witt team routinely deals with these deadlines and has incorporated the ability to track and meet deadline an integral part of its services. We will ensure the CLIENT NAME meets these regulatory and policy deadlines, including, but not limited to:

- The initial deadline for the identification of damages and the completion of a damage inventory;
- FEMA Public Assistance and Mitigation programmatic deadlines;
- Quarterly reports;
- Time extension requests;
- Completion of work;
- 1st and 2nd Appeal deadlines,
- Requests for Information

Appeals

The A G Witt team approach is to vigorously attempt to resolve eligibility issues with the State, FEMA and stakeholders through open dialogue and a clear presentation of disaster recovery grant program rules and policies in an attempt to avoid appeals. However, sometimes the resolution of eligibility issue cannot be attained. Only after all avenues of problem resolution have been exhausted will we recommend an appeal. The A G Witt team is experienced in FEMA appeals work and has a long track record of successfully winning appeals on behalf of its clients. We will provide the CLIENT NAME with fully qualified counsel in support of any legal action required as the result of an appeal.



Closeout

The A G Witt team approach to closeout is that the closeout process is not the last step in the management of federal grants, but rather, it is a continuous process that begins with the applicant briefing, the first step on the road to disaster recovery. It is the A G Witt team philosophy that everything done in the development of a recovery strategy, the preparation and documentation of PWs, the development of damage descriptions and scopes of work, and all the reporting, document control and retention should be done with the goal of providing the cleanest, easiest, most effective and efficient closeout process possible. The A G Witt team will bring that approach to the CLIENT NAME in the preparation of closeout packages including final funding reconciliation, copies of required permits, exemptions or waivers, bid documents, change orders, improved project filings, compliance monitoring, and other documents required or useful for grant closeout review. We will prepare all documentation for, and represent the City in, all project closeout activities, and participate in exit conferences with the State, and FEMA.

Audit

FEMA has stringent grant management requirements for the administration of grants and the completion of work as outlined in a PW's scope of work. In fact, every FEMA grant subject to audit by the Office of the Inspector General (OIG), though large grants have a greater chance of being audited. If a grant is not properly administered, procurement and contracting regulations were not adhered to, a duplication of benefits occurred, or the scope of work contained in the PW was not followed it could result in a costly deobligation of grant funding.

Just as we noted above in the Closeout section of this proposal, the A G Witt team takes a proactive approach in carefully preparing all required PW documentation and grant management activities to reduce the likelihood of any adverse audit findings. Upon completion of all projects and the drawn-down reimbursement for all eligible costs, the A G Witt team will finalize preparations for State and FEMA final inspections and audits. We will assist and guide you through the process, review and provide all required documentation, and offer expert audit advice and counsel.

FEMA 404 and 406 Hazard Mitigation Expertise

The A G Witt team of hazard mitigation experts will assist the City of Key West in identifying, developing and evaluating opportunities for hazard mitigation projects (Section 404 and 406). We will develop hazard mitigation proposals, cost benefit analysis (BCA), and prepare other hazard mitigation services related to Hazard Mitigation Grant Program, Pre-Disaster Mitigation, and other mitigation programs.

The A G Witt team will provide experienced hazard mitigation personnel to help the City of Key West identify and develop cost-effective mitigation measures and perform all tasks to develop eligible, fundable, properly documented project applications for submission to FEMA. We will ensure all technical requirements – including benefit-cost analysis and environmental and historic preservation requirements – are met and documented for each mitigation proposal or application.

In addition to the services contained in the scope of work of this RFP, the A G Witt has the expertise and capability to provide HAZUS modeling support for the benefit of evaluating grant formulation and mitigation proposals.

HAZUS-MH™ is a nationally applicable standardized methodology that contains models for estimating potential losses from earthquakes, floods, and hurricanes. HAZUS-MH™ uses Geographic Information Systems (GIS) platforms to estimate physical, economic, and social impacts of disasters. In addition to loss estimation



capabilities, the current version of HAZUS-MH™ can also be used with FEMA’s Benefit-Cost Analysis (BCA) software. This integration allows for streamlined decision-making for funding eligibility in both the 404 and 406 Programs and allows users to determine and demonstrate the cost-benefit ratio of projects using GIS and other data sources to estimate and document the mitigation benefits of implementing a particular project.

Financial and Grant Management Support

One of the more complicated and time-consuming parts of the overall disaster recovery process includes the activities associated with financial and grant management of the FEMA PA funding platform. Once the project formulation phase is completed and funds have been obligated for use, our professional team of seasoned FEMA Public Assistance experts will assist the City of Key West with the financial/grant management and close-out phase of your recovery efforts. Our primary goals are to define and standardize the activities associated with this phase, to promote consistency in implementing and monitoring the PA Program and provide a mutual understanding of the expectations and requirements of the program. The figure to the right depicts key steps our disaster experts will assist the City with during this phase of its recovery efforts.

HUD Community Development Block Grant - Disaster Recovery (CDBG-DR) Support Services

In response to presidentially declared disasters, Congress may appropriate Disaster Recovery grants to rebuild the affected areas and provide crucial seed money to start the recovery process. Since CDBG Disaster Recovery (CDBG-DR) assistance may fund a broad range of recovery activities, HUD can help communities and neighborhoods that otherwise might not recover due to limited resources. Disaster Recovery grants often supplement disaster programs of FEMA, the Small Business Administration, and the U.S. Army Corps of Engineers. In addition, HOME Disaster Recovery grants can provide an important resource for providing affordable housing to disaster victims.

Grantees may use CDBG-DR funds for recovery efforts involving housing, economic development, infrastructure and prevention of further damage to affected areas. Examples of these activities include:

- Buying damaged properties in a flood plain and relocating residents to safer areas;
- Relocation payments for people and businesses displaced by the disaster;
- Debris removal not covered by FEMA;
- Rehabilitation of homes and buildings damaged by the disaster;
- Buying, constructing, or rehabilitating public facilities such as streets, neighborhood centers, and water, sewer and drainage systems;
- Code enforcement;
- Homeownership activities such as down payment assistance, interest rate subsidies and loan guarantees for disaster victims;
- Public services;
- Helping businesses retain or create jobs in disaster impacted areas; and
- Planning and administration costs (limited to no more than 20 percent of the grant).

The A G Witt team will provide the City of Key West with expert knowledge, experience, and technical competence in the planning, administration, and implementation of eligible CDBG activities as identified at 24 CFR 570 and modified or waived under Federal Register allocation of the CDBG-DR funds. We will assist in conducting unmet needs assessment for eligible housing, infrastructure, and economic recovery needs, and we will provide other HUD related technical assistance and consulting services as needed.



Public Insurance Adjustment Support

AG Witt has teamed with Plexos Group to provide claims services for both man-made and natural catastrophic loss events including Hurricanes, Tornados, Hailstorms, Earthquakes, Floods, Wildfires, Environmental disasters, and other P&C claims programs. Our staff is uniquely positioned to respond immediately following a catastrophic event and we have processed over \$20 billion in claims for such events.

Our team includes seasoned response and recovery staff who respond to disasters throughout the country within 24 hours of notice, including FEMA disaster recovery projects. This experience carries over to our P&C claims services where we use the same strategies to rapidly deploy insurance adjusters, file examiners, claims handlers and all back-office support and IT systems immediately upon notice. Our model allows us to rapidly scale and we have provided hundreds of personnel for individual assignments to immediately start the claims life cycle process.

Our claims experience includes:

- Hurricane Katrina
- Hurricane Ike
- Hurricane Gustov
- Hurricane Rita
- BP Deepwater Horizon Oil Spill
- Superstorm Sandy
- Hurricane Isaac
- South Carolina Storms / Flooding
- Missouri Storms / Flooding
- Louisiana Storms / Flooding
- Hurricane Matthew
- Hurricane Harvey
- Hurricane Irma
- Hurricane Maria
- Hurricane Florence
- Hurricane Michael
- Mississippi River Flooding, Louisiana

With each assignment, we focus on shortening the claims life cycle and increasing the quality of our claims through a robust PMP certified project delivery and quality assurance and control process. Our program support, back office, and analytics platforms optimize the claims process.

Technology

Plexos utilizes client-centric and industry standard software and hardware solutions throughout the claims process to include:

- Xactimate® Estimating Software
- Mitchell® Estimating Software
- Client provided online and tablet-based systems
- Customized program management software for rapid project delivery
- Data integration through API, xml, json, csv and other integration techniques

Location Where Majority of Services Will be Performed

It is the intention of AG Witt to establish a local office in Key West that will allow us to perform 100% of the disaster specific and critical work of this project within the City. Some administrative activities and other activities that do not require an onsite presence will be performed from our administrative office in Little Rock, AR. We are sensitive to the needs of the City from both the recovery and cost containment perspectives and will structure our activities in a manner agreeable to the City and which will be most cost-effective.



Familiarity with Local Area

The AG Witt team members have worked on nearly every disaster event to impact Florida since Hurricane Andrew. Most recently, our team members have been involved with recovery efforts associated with Hurricanes Michael, Mathew and Irma, including work for the Florida Keys Electric Cooperative. Our team has worked extensively with TDEM and FEMA Region IV and FEMA Headquarters staff to address and resolve some of the most complex and challenging eligibility and funding issues faced by Florida subrecipients. Our experience in Florida and first-hand knowledge of issues unique to Florida has contributed to an in-depth understanding of the challenges that Key West is presented with following a major event.

Understanding of the Vendor's Responsibility to Provide the Requested Services

The AG Witt team understands the services it shall be required to deliver and attests that it possesses the requisite experience, qualifications, training, capacity, and expertise to deliver the required services. The AG Witt team understands the services it may be required to deliver includes, but may not be limited to:

1. Providing requested personnel within 48-hours' notice of contract activation.
2. Providing the State Emergency Operations Center with experienced personnel in state/federal EOC operations for:
 - a. Response evaluation
 - b. Response personnel augmentation
 - c. Experienced personnel shall have background in the following areas;
 - d. State and county logistics support requirements
 - e. Disaster response planning and Incident Action Plan (IAP) preparation
 - f. Disaster logistics management
 - g. Damage Assessment
 - h. Disaster Operations management to include action officers, situation unit staff and writing reports

Historically Underutilized Businesses

AG Witt is committed providing opportunities to businesses from diverse backgrounds in its delivery of services to



the City of Key West including businesses owned by minorities, women, disabled, disabled business enterprises and non-profit work centers for the blind and severely disabled.

In an effort to meet our commitment to providing these opportunities, AG Witt will utilize the following Historically Underutilized Businesses in the delivery of services addressed in this proposal:



Elite Disaster Consulting is a certified State of North Carolina HUB and SBA Women Owned Small Business.



PVMA is a women-owned small business as designated by the U.S. Small Business Administration, and a federally certified Historically Underutilized Business ("HUBZone").



In addition to the two vendors mentioned above, AG Witt commits to making a good faith effort to identify and utilize qualified veteran, disadvantaged, minority, women-owned and/or small business suppliers of goods and services to provide:

- Administrative and office staff
- Engineering /Environmental services
- Office supplies and equipment

ATTACHMENT – A

UNIT PRICE PROPOSAL FORM

Proposal costs are inclusive of all related expenses including, but not limited to, contract administration, technical assistance to the City, personnel training and certification, TDMS management, services for security, safety, and associated actions necessary for implementation of emergency management operations by the Proposer as defined in the Contract.

PROPOSAL FROM:

Company: AG Witt, LLC

Address: 10801 Searcy Building, Executive Center Drive, Plaza 1, Little Rock, AR 72211

Phone/ Fax: 501-920-4765

To furnish all materials, equipment and labor and to perform all work in accordance with the Contract Documents for: **As-Needed Emergency Management Services**, located within CITY OF KEY WEST, Florida.

To: *CITY OF KEY WEST*

ATTN: CITY CLERK

1300 White St.

Key West, FL 33040

- 1.0 The undersigned Proposer proposes and agrees, if this Proposal is accepted, to enter into a Contract with CITY in substantially the form as the Contract included in the Proposal

understanding of all terms and conditions for the performance of the Work for which this Proposal is submitted.

- 4.0 Proposer further represents that this Proposal is genuine and not made in the interest of or on behalf of any undisclosed individual or entity and is not submitted in conformity with any agreement or rules of any group, association, organization or corporation; Proposer has not directly or indirectly induced or solicited any other Proposer to submit a false Proposal; Proposer has not solicited or induced any individual or entity to refrain from Proposal; and Proposer has not sought by collusion to obtain for itself any advantage over any other Proposer or over City.

- 5.0 Proposer acknowledges that there are no quantities guaranteed, and Unit Cost information is solely for the purpose of comparison of Proposals, and final payment for all Unit Price Proposal items will be based on actual services provided, determined as provided in the Contract Documents.

- 6.0 Proposer acknowledges that all unit costs include any necessary insurance and bonds.

Table A – UNIT PRICING

PROPOSAL SCHEDULE

Item	Quantity Hours per Event	Unit Price (Fixed Fee)	Extended Total
Emergency Response Activation			
Project Executive	80	\$ 225.00	\$ 18,000
Subject Matter Expert	80	\$ 225.00	\$ 18,000
Project Manager	160	\$ 220.00	\$ 35,200
Public Adjuster	320	\$ 165.00	\$ 52,800
Senior Closeout Specialist	80	\$ 155.00	\$ 12,400
Closeout Specialist	160	\$ 135.00	\$ 21,600
Other: List specialty		\$	\$
Item	Quantity Class	Unit Price (Fixed Fee)	Extended Total
TRAINING CLASSES (FIXED FEE)			
IS 300 – Intermediate Incident Command System	2	\$ 6,750	\$ 13,500
IS 400 – Advanced Incident Command System	2	\$ 5,000	\$ 10,000
CEMP Refresher Incident Commander (IC)	1	\$ 4,000	\$ 4,000
Comprehensive Emergency Management Plan (CEMP); Hazard Annexes and associated emergency response and contingency plans Annual Update (FIXED FEE)	1	\$ 16,000	\$ 16,000
EXERCISES AND DRILLS (FIXED FEE)			
CEMP Exercise	1	\$ 10,250	\$ 10,250
ICS Forms Drill	1	\$ 3,500	\$ 3,500
Joint Information Center (JIC) Drill	1	\$ 3,500	\$ 3,500

PREPAREDNESS EVENTS (FIXED FEE)			
City Emergency Operations Center (EOC) Facilitation	1	\$ 4,500	\$ 4,500
Alternate City EOC Facilitation (IMT)	1	\$ 3,500	\$ 3,500
SPECIAL PROJECTS (HOURLY RATE): GRANT RESEARCH AND APPLICATION	Proposed Hours	Hourly Rate	Extended Total
Project Manager or Lead Consultant	80	\$ 225	\$ 18,000
Project Engineer or Lead Planner	120	\$ 165	\$ 19,800
Associate	80	\$ 150	\$ 12,000
Staff Assistant	40	\$ 85	\$ 3,400
TOTAL PROPOSED CONTRACT PRICE			\$ 279,950

Confirmation of Signature of Unit Price Proposal Information

William J Riley _____

Name of Proposer

Signature of Proposer

Senior Vice President _____

Title



Required Attachments

The attachments listed below may be found beginning on the next page.

- Proposal Form
- Anti-Kickback Affidavit
- Sworn Statement under Section 287.133(3)(a) Florida Statutes, on Public Entity Crimes
- Indemnification Form
- Domestic Partnership Affidavit
- Cone of Silence Affidavit
- All requirements listed in Proposal Submittal Requirements
- Ability to comply with insurance requirements upon award of contract
- Signed confirmation of receipt of all addenda



Attachment – B Proposer’s General Operations Plan

Detailed descriptions of how the Proposer would plan, organize, initiate, and evaluate:

- **Annual Reviews of the City’s CEMP and Hazard Annex review, and associated emergency response and contingency plans**
- **City associate emergency management training**

Comprehensive Emergency Management Plan Update

The AG Witt team has obtained and reviewed the current City of Key West CEMP and related documents in preparation for responding to this RFP. We have studied the CEMP’s Hazard Analysis, Vulnerabilities, and Core Objectives in order to be prepared to conduct a joint review with the City in efforts to update the Plan and maintain its relevancy, effectiveness, and objectives related to any changes in hazards, threats, vulnerabilities and objectives.

We have developed a CEMP review structure to include a review of:

- Local and/or State laws, rules, regulations, executive orders, etc.;
- Federal regulatory requirements;
- Existing hazard analysis and associated vulnerabilities;
- Guidance and crosswalks of existing plans for the jurisdiction;
- The plans of neighboring jurisdictions.
- Mutual agreements and coordination efforts with neighboring jurisdictions, government or military installations, private sector organizations, etc.;
- Past CEMP activations;
- Roles and responsibilities assigned to stakeholders and individuals for carrying out specific actions;
- Lines of authority and organizational relationships;
- Personnel, equipment, facilities, supplies, and other resources available within the City, by agreement with other jurisdictions, or under contract;
- Steps to address mitigation concerns during response and recovery activities.
- Coordination efforts with Monroe County Emergency Management.

AG Witt will develop an exercise around a real-life scenario to test the ICS training, the updated CEMP Plan, and the City’s abilities to properly complete the ICS forms in the event of an incident requiring them to be used. The exercise will be designed as an event that will provide for three hours of exercise followed by a comprehensive review (Hot Wash) and the development of an AAR identifying strengths and weaknesses. Our comprehensive AAR development takes an approach of fact-finding without blame in order to best elicit valid input from all participants.

AG WITT, LLC

10801 SEARCY BUILDING, EXECUTIVE CENTER DRIVE, PLAZA 1, LITTLE ROCK, AR 72211



We will work with you to help identify your risk exposure and to customize a training program to prepare for emergencies, to operate effectively during crises, and to mitigate losses from disasters. In addition, our services include development of complete customized programs, conduct and evaluation of exercises, and design of comprehensive emergency scenarios for dealing with all hazards or for a specific hazard, such as a hurricane or terrorist event.

Comprehensive Emergency Management Training & Exercise Program

The AG Witt team members are experts at designing, planning organizing initiating, and evaluating Comprehensive Emergency Management Plans and associated annexes. The team is also adept at designing and delivering emergency management training and exercise programs around NIMS IS 300 – Intermediate Incident Management System, IS 400 – Advanced Incident Command System, and topics specific to the changing programmatic rules and guidelines developed by FEMA. All of our training and exercise programs are designed using Homeland Security Exercise and Evaluation Program (HSEEP) principles.

Our Team can develop a comprehensive training and exercise program for the City based on the CEMP and COOP. This includes discussion-based exercises such as seminars, workshops, and tabletops. Additionally, we provide operations-based exercises like drills, both functional and full-scale, for a variety of disasters and mass casualty incidents that could occur in any community. An all-hazards exercise program can be developed that will include scenario-based discussion, from tabletop exercises to functional and full-scale exercises.

Specific training courses can be designed around topics outside the IMS/ICS systems and provide programmatic training such as:

- FEMA Public Assistance Basic and Advanced Training
- FEMA Hazard Mitigation Assistance Training
- FEMA/State Portal Training
- Section 428 Public Assistance Alternative Procedures
- Federal Procurement and Contracting Requirements

Specific training designed for the City would be based on need identified in the review of existing plans and training schedules, deficiencies identified in the reviews, specific requests of the City of Key West, and the strategic priorities established by this RFP.

Training Development and Delivery

The AG Witt team proposes to develop an 8-hour training curriculum for the NIMS/ICS and CEMP Plan and annexes for delivery over a two-week period. The trainings will target the specific learning objectives outlined by this RFP. All training materials and visual aids will be provided by AG Witt.

Deliverables:

The delivery of all training classes – NIMS/ICS/Topic Specific -- by AG Witt, LLC will include:

- All materials at least one week prior to the scheduled start of class for review and approval
- Pre-event advertisements, fliers, posters, social media communication, registration, etc.
- Set up and tear down
- All required equipment such as computers, projectors, screens, etc.
- Class materials



- Closeout package

The AG Witt Team of Instructors

Our team of professional trainers qualified to meet the needs of the City of Key West by providing expert level training and exercise programs on a variety of emergency management topics. Our team has worked extensively to support state, county and local governments in their efforts to be compliant with the National Incident Management System (NIMS). Our trained and certified instructors meet or exceed compliance with state and national requirements and standards.

All of our instructors have:

- Successfully completed ICS-100 through ICS-400, IS-700;
- Extensive experience in lesson content and presenting all courses;
- Experience serving as an Incident Commander, or on Command or General staff state or local EOCs;
- Experience in developing, writing and executing incident action plans;
- Reviewed actions taken and developed After Action Reports.

BID PROPOSAL FORM

To: The City of Key West
Address: 1300 White Street, Key West, Florida 33040
Project Title: Emergency Management Consulting Services

Bidder's contact person for additional information on this Proposal:

Company Name: AG Witt, LLC
Contact Name & Telephone #: Bill Riley 508-425-9080
Email Address: Bill.riley@wittpartners.com

BIDDER'S DECLARATION AND UNDERSTANDING

The undersigned, hereinafter called the Bidder, declares that the only persons or parties interested in this Proposal are those named herein, that this Proposal is, in all respects, fair and without fraud, that it is made without collusion with any official of the Owner, and that the Proposal is made without any connection or collusion with any person submitting another Proposal on this Contract.

The Bidder further declares that he has carefully examined the Contract Documents for the construction of the project, that he has personally inspected the site, that he has satisfied himself as to the quantities involved, including materials and equipment, and conditions of work involved, including the fact that the description of the quantities of work and materials, as included herein, is brief and is intended only to indicate the general nature of the work and to identify the said quantities with the detailed requirements of the Contract Documents, and that this Proposal is made according to the provisions and under the terms of the Contract Documents, which Documents are hereby made a part of this Proposal.

CONTRACT EXECUTION AND BONDS

The Bidder agrees that if this Proposal is accepted, he will, within 10 days, not including Saturdays and legal holidays, after Notice of Award, sign the Contract in the form annexed hereto and will provide evidence of holding required licenses and certificates as indicated in the Contract Documents.

CERTIFICATES OF INSURANCE

Bidder agrees to furnish the Owner, before commencing the work under this Contract, the certificates of insurance as specified in these Documents.

ADDENDA

The Bidder hereby acknowledges that he has received Addenda No's. 1, _____,
_____, _____, _____, _____, _____, _____, _____, _____, _____,

(Bidder shall insert No. of each Addendum received) and agrees that all addenda issued are hereby made part of the Contract Documents, and the Bidder further agrees that his Proposal(s) includes all impacts resulting from said addenda.

SALES AND USE TAXES

The Bidder agrees that all federal, state, and local sales and use taxes are included in the stated bid prices for the work.

SURETY

N/A _____ whose address is
_____, _____, _____,

Street City State Zip

BIDDER

The name of the Bidder submitting this Proposal is AG Witt, LLC
_____ doing business at

10801 Searcy Building, Executive Center Drive, Plaza 1, Little Rock, AR, 72211

Street City State Zip

which is the address to which all communications concerned with this Proposal and with the Contract shall be sent.

The names of the principal officers of the corporation submitting this Proposal, or of the partnership, or of all persons interested in this Proposal as principals are as follows:

James Lee Witt, CEO _____

Rod Sweetman, COO _____

William Riley, Senior Vice President _____

If Sole Proprietor or Partnership

IN WITNESS hereto the undersigned has set his (its) hand this _____ day of _____ 2017.

Signature of Bidder

Title

If Corporation

IN WITNESS WHEREOF the undersigned corporation has caused this instrument to be executed and its seal affixed by its duly authorized officers this _____ day of _____ 2017.

(SEAL)

AG Witt, LLC

Name of Corporation

By William Riley

Title Senior Vice President

Attest _____

Sworn and subscribed before this _____ day of _____, 20__

NOTARY PUBLIC, State of _____, at Large

My Commission Expires: _____

ATTACHMENT – B

PROPOSER'S GENERAL OPERATION PLAN

Detailed descriptions of how the Proposer would plan, organize, initiate, and evaluate:

- Annual reviews of the City's CEMP and Hazard Annex review, and associated emergency response and contingency plans
- City associate emergency management training

ATTACHMENT – C

Proposer's Qualifications Statement Form

The undersigned guarantees the truth and accuracy of all statements and the answers contained herein.

1. Please describe your company in detail.

AG Witt, LLC provides comprehensive emergency management and disaster advisory services including: Planning, Training and Exercising; Disaster responses services and EOC staff augmentation and management; FFMA Public Assistance and Individual Assistance grant program, CDBG-DR, DOT, FHWA, NRCS, and Department of Education RESTART recovery advisory services, USDA, and; FEMA Hazard Mitigation Assistance advisory services. We counsel state, county and local governments as they struggle with the myriad of issues presented by disasters, and we help them turn issues into opportunities. AG Witt has the experience to help you navigate the complexities and regulations of disaster response and the recovery efforts after the storm. Our team has managed the response and recovery for most of the nation's largest disasters and has managed or consulted for over 400 disasters across the country including the Northridge Earthquake, Oklahoma City Bombing, Hurricanes Katrina, Rita, Gustav, Ike, Isaac, Irma, Maria, Michael, and Sandy.

2. The address of the principal place of business is:

10801 Searcy Building, Executive Center Drive, Plaza 1

Little Rock, AR 72211

3. Company telephone number, fax number and e-mail addresses:

501-920-4765, Rod.sweetman@wittpartners.com bill.riley@wittpartners.com

4. Number of employees:

Approximately 250 full-time, part-time and temporary employees

5. Number of employees or subcontractors to be assigned to this project (per event) and what is capacity?

The number of employees assigned will be determined by the tasks required to be fulfilled given the nature, scope and severity of an event. The AG Witt team has sufficient resources to fulfill the needs of the City of Key West immediately upon a Notice To Proceed.

6. Company Identification numbers for the Internal Revenue Service:

84-3041891

7. Provide **Occupational License Number (and County)**, if applicable, and expiration date:

Not Applicable

8. How many years has your organization been in business? Does your organization have a specialty?

James Lee Witt has been a leader in addressing the response and recovery challenges of nearly every major U.S. disaster since 1993.

AG Witt, LLC traces its roots to 2001 when, after completing 8 years as Director of FEMA, James Lee Witt founded Witt Associates and began providing emergency management consulting services to state, county and municipal government clients. In 2015 James Lee founded Witt Global Partners and in 2019 teamed with Atlys Global to provide a broader selection of innovative service offerings that include a groundbreaking bridge-financing program for contractors making FEMA eligible repairs to public infrastructure projects while awaiting FEMA disaster grant funding reimbursement.

9. What is the last project of this nature or magnitude that you have completed?

Please provide project description, reference and cost of work completed.

10. Have you ever failed to complete any work awarded to you? If so, where and why?

AG Witt, LLC has never failed to complete any awarded work.

11. Give names, addresses and telephone numbers of three individuals, corporations, agencies, or institutions for which you have previously performed work. List of ALL disaster response contracts performed in the last 5 years, including customer name, total contract amount and yards removed. Use a separate tab if necessary.

• **Name** Mark Riley, Deputy Director, Disaster Recovery (retired)

Address Governor's Office of Homeland Security and Emergency Preparedness

7667 Independence Blvd,
Baton Rouge, LA 70806

Telephone No. 225-573-0027

• **Name** Colonel Patrick Callahan

Address New Jersey State Police Division HQ

P.O. Box 7068
West Trenton, NJ 08628

Telephone No. 609-882-2000 ext. 2939

• **Name** Pat Hall, Director, Response & Recovery (retired)

Address Iowa Homeland Security and Emergency Management

7900 Hickman Rd.
Windsor Heights, IA

Telephone No. 515-979-1835

• **Name** _____

Address _____

Telephone No. _____

12. List the following information concerning all contracts **in progress** as of the date of submission of this proposal. (In event of co-venture, list the information for all co-ventures.)

Table B-1: In Progress Contracts

Name of Project	Owner	Value	Contracted Completion Date	% of Completion to Date
North Little Rock Flood Recovery	City of North Little Rock, AR	\$1.5 Million	September 17, 2021	10%
Fort Smith Flood Recovery	City of Fort Smith, AR	\$600,000	August 6, 2022	70%
Port of Fort Smith Flood Recovery	Port of Fort Smith, AR	\$500,000	August 6, 2022	68%

(Continue list on insert sheet, if necessary.)

13. Has the Proposer or Representative inspected the proposed project site and does the Proposer or Representative have a complete plan for performance of disaster response services?

Yes

-
14. Provide list of subcontractor(s), the work to be performed and also a list of major materials suppliers for this Project?

Table B-2: Subcontractors

Sub Contractor Name	Address	Work to be Performed
Plexos Group, LLC	1800 City Farm Dr, Suite 4B, Baton Rouge, LA, 70808	Insurance claims adjusting and benefits coordination, PA & HM staff augmentation
Elite Disaster Consulting	7427 Matthews-Mint Hill Road Ste. 105 #192	FEMA PA & Mitigation staff augmentation
PVMA	Mint Hill, NC 28227 720 Rusk Street, Houston, Texas 77002, United States	Grants Management support

(Continue list on insert sheet, if necessary)

The foregoing list of subcontractor(s) may not be amended after award of the contract without the prior written approval of the City Manager.

15. What equipment do you own that is available for the work?

The AG Witt team is fully self-sufficient and possesses all necessary equipment, technology and resources to fulfill the obligations under any contract awarded via this RFP including, laptops, printers, hand-held devices, software, and ancillary equipment and peripherals..

PROVIDE LIST IN ATTACHMENT E

16. What equipment will you purchase for the proposed work?

(Continue list on insert sheet, if necessary)

None

18. What equipment will you rent for the proposed work?

(Continue list on insert sheet, if necessary)

None

19. State the names of the proposed project team and include resumes, and give details of his or her qualifications and experience in managing similar work.

(Continue list on insert sheet, if necessary)

This information is provided in Appendix B which is attached

20. State the true, exact, correct and complete name of the partnership, corporation or trade name under which you do business and the address of the place of business. (If a corporation, state the name of the president and secretary. If a partnership, state the names of all partners. If a trade name, state the names of the individuals who do business under the trade name.)

AG Witt, LLC

1801 Searcy Building, Executive Center Drive Plaza 1
Little Rock, AR 72211

- 20.1 The correct name of the bidder is:

AG Witt, LLC

- 20.2 The business is a (Sole Proprietorship) (Partnership) (Corporation).

Corporation

20.3 The names of the corporate officers, or partners, or individuals doing business under a trade name, are as follows:

James Lee Witt, Chief Executive Officer,

Rod Sweetman, Chief Operating Officer

William Riley, Senior Vice President

SUBMITTED BY:

William J. Riley, Senior Vice President

SIGNATURE

PRINT NAME/ TITLE

STATE OF FLORIDA)

) SS.

COUNTY OF _____)

The foregoing instrument was acknowledged before me this ____ day of _____,

20__, by _____ who is personally known to me or who has

produced _____ as identification and who did/did not take an oath.

WITNESS my hand and official seal, this ____ day of _____, 20__.

(NOTARY SEAL)

(Signature of person taking acknowledgment)

ANTI-KICKBACK AFFIDAVIT

STATE OF _____)

: SS

COUNTY OF _____)

I, the undersigned hereby duly sworn, depose and say that no portion of the sum herein bid will be paid to any employees of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

By: William J. Riley, Senior Vice President, AG Witt, LLC

Sworn and subscribed before me this _____ day of _____ 20__.

NOTARY PUBLIC, State of _____ at Large

My Commission Expires:

* * * * *

SWORN STATEMENT UNDER SECTION 287.133(3)(A)
FLORIDA STATUTES ON PUBLIC ENTITY CRIMES

**THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR
OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.**

1. This sworn statement is submitted with Bid or Proposal for _____

2. This sworn statement is submitted by AG Witt, LLC
(Name of entity submitting sworn statement)

whose business address is 10801 Searcy Building, Executive Center Drive, Plaza 1
Little Rock, AR 72211

and (if applicable) its Federal Employer Identification Number (FEIN) is _____

84-3041891

(If the entity has no FEIN, include the Social Security Number of the individual

signing this sworn statement _____

3. My name is William J. Riley
(Please print name of individual signing)

and my relationship to the entity named above is Senior Vice President

4. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including but not limited

Emergency Management
Consulting Services

to, any bid or contract for goods or services to be provided to any public or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, material misrepresentation.

5. I understand that “convicted” or “conviction” as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

6. I understand that an “affiliate” as defined in Paragraph 287.133(1)(a), Florida Statutes, means
 - a. A predecessor or successor of a person convicted of a public entity crime; or

 - b. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term “affiliate” includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm’s length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

7. I understand that a “person” as defined in Paragraph 287.133(1)(8), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with public entity. The term “person” includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

8. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies).

 X Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor any affiliate of the entity have been charged with and

Emergency Management
Consulting Services

convicted of a public entity crime subsequent to July 1, 1989, AND (Please indicate which additional statement applies.)

N/A There has been a proceeding concerning the conviction before a hearing of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. (Please attach a copy of the final order.)

N/A The person or affiliate was placed on the convicted vendor list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. (Please attach a copy of the final order.)

X The person or affiliate has not been put on the convicted vendor list. (Please describe any action taken by or pending with the Department of General Services.)

(Signature)

(Date)

STATE OF _____

COUNTY OF _____

PERSONALLY APPEARED BEFORE ME, the undersigned authority,

William J. Riley who, after first being sworn by me, affixed his/her

(Name of individual signing)

signature in the space provided above on this _____ day of _____, 20____.

My commission expires:

CITY OF KEY WEST INDEMNIFICATION FORM

To the fullest extent permitted by law, the CONSULTANT expressly agrees to indemnify and hold harmless the City of Key West, their officers, directors, agents and employees (herein called the "indemnitees") from any and all liability for damages, including, if allowed by law, reasonable attorney's fees and court costs, such legal expenses to include costs incurred in establishing the indemnification and other rights agreed to in this Paragraph, to persons or property, caused in whole or in part by any act, omission, or default by CONSULTANT or its subcontractors, material men, or agents of any tier or their employees, arising out of this agreement or its performance, including such damages caused in whole or in part by any act, omission or default of any indemnitee, but specifically excluding any claims of, or damages against an indemnitee resulting from such indemnitee's gross negligence, or the willful, wanton or intentional misconduct of such indemnitee or for statutory violation or punitive damages except and to the extent the statutory violation or punitive damages are caused by or result from the acts or omissions of the CONSULTANT or its subcontractors, material men or agents of any tier or their respective employees.

Indemnification by CONSULTANT for Professional Acts. CONSULTANT hereby agrees to indemnify the City of Key West and each of its parent and subsidiary companies and the directors, officers and employees of each of them (collectively, the "indemnitees"), and hold each of the indemnitees harmless, against all losses, liabilities, penalties (civil or criminal), fines and expenses (including reasonable attorneys' fees and expenses) (collectively, "Claims") to the extent resulting from the performance of CONSULTANT'S negligent acts, errors or omissions, or intentional acts in the performance of CONSULTANT'S services, or any of their respective affiliates, under this Agreement. If claims, losses, damages, and judgments are found to be caused by the joint or concurrent negligence of the City of Key West and CONSULTANT, they shall be borne by each party in proportion to its negligence.

The indemnification obligations under the Contract shall not be restricted in any way by any limitation on the amount or type of damages, compensation, or benefits payable by or for the CONSULTANT under Workers' Compensation acts, disability benefits acts, or other employee benefits acts, and shall extend to and include any actions brought by or in the name of any employee of the CONSULTANT or of any third party to whom CONSULTANT may subcontract a part or all of the Work. This indemnification shall continue beyond the date of completion of the work.

CONSULTANT: AG Witt, LLC

SEAL:

10801 Searcy Building, Executive Center Drive Plaza 1
Little Rock, AR 72211

Address

Signature

William J Riley

Print Name

CITY OF KEY WEST CONSULTANT RANKING FORM

Project Name: Emergency Management Consulting

Project Number: RFP # 002-20

Firm AG Witt, LLC

Date _____

SELECTION CRITERIA	POINTS ALLOWED	POINTS EARNED
Professional Qualifications of Key Personnel	25	
Program Approach	25	
Familiarity with Local Area	10	
Cost Proposal and Pricing Methodology	30	
Subtotal Points	90	
References	10	
Total Points	100	

PART 3
DRAFT AGREEMENT

DRAFT AGREEMENT

CITY OF KEY WEST

AGREEMENT TO FURNISH

**EMERGENCY
MANAGEMENT
CONSULTING
SERVICES**

**TO THE
CITY OF KEY WEST**

December 2019

AGREEMENT

THIS IS AN AGREEMENT, dated the _____, 2019, between:

a for profit corporation, authorized to do business in the State of
Florida, hereinafter "CONSULTANT."

and

CITY OF KEY WEST

a Florida municipal corporation, hereinafter "CITY,"

WITNESSED:

In consideration of the mutual terms and condition, promises, covenants, and payments hereinafter set forth, CITY and CONSULTANT agree as follows:

ARTICLE 1

PREAMBLE

In order to establish the background, context and form of reference for this Agreement and to generally express the objectives, and intentions, of the respective parties herein, the following statements, representations and explanations shall be accepted as predicates for the undertakings and commitments included within the provisions which follow and may be relied upon by the parties as essential elements of the mutual considerations upon which this Agreement is based.

- 1.1 The CITY is in need of an independent contractor to provide professional emergency management support services to the City of Key West.
- 1.2 On _____, the CITY received a proposal from CONSULTANT to provide emergency management support services to the CITY, including situational awareness, planning, training, and decision support services.
- 1.3 The CITY and CONSULTANT desired to enter into an Agreement for the provision of emergency management support services as set forth herein.
- 1.4 The CITY Manager is authorized to execute an agreement with CONSULTANT for services related to the scope of work set forth in the Proposal attached hereto as Exhibit "A", (Levels 1 and 2 if appropriate) and as more particularly described herein.

ARTICLE 2
SCOPE OF WORK

2.1 The CONSULTANT shall furnish all of the materials, tools, supplies, and labor necessary to perform all of the work described in the Proposal, a copy of which is attached hereto and specifically made a part of this Agreement as Exhibit "A".

2.2 CONSULTANT hereby represents to CITY, with full knowledge that CITY is relying upon these representations when entering into this Agreement with CONSULTANT, that CONSULTANT has the professional expertise, experience and manpower to perform the services to be provided by CONSULTANT pursuant to the terms of this Agreement.

2.3 None of the work or services under this contract shall be subcontracted beyond that shown on List of Major Sub-contractors submitted to the CITY by CONSULTANT, unless CONSULTANT obtains prior written consent from the CITY. Approved subcontractors shall be subject to each provision of this contract and CONSULTANT shall be responsible and indemnify the CITY for all subcontractors' acts, errors or omissions.

ARTICLE 3
TIME FOR COMPLETION

3.1 The CONSULTANT shall commence work as directed by CITY and in accordance with a project timeline to be provided to CONSULTANT by the CITY. CONSULTANT shall complete all work in a timely manner in accordance with the project timeline and as stated in Exhibit "A", , to this Agreement.

3.2 Anything to the contrary notwithstanding, minor adjustment to the timetable for completion approved by CITY in advance, in writing, will not constitute a delay by CONSULTANT. Furthermore, a delay due to an Act of God, fire, lockout, strike or labor dispute, riot or civil commotion, act of public enemy or other cause beyond the control of CONSULTANT shall extend this Agreement for a period equal to such delay and during this period such delay shall not constitute a delay by CONSULTANT for which liquidated damages are due.

ARTICLE 4
CONTRACT SUM

4.1 The CITY hereby agrees to pay CONSULTANT for the faithful performance of this Agreement, for work contracted in accordance with the Proposal attached hereto as Exhibit "A", Incident Management Support Services, and as directed by CITY. The Annual total base contact price hereto is referred to as "Level 1" Contract Sum and shall not exceed _____ Dollars (\$_____), per year.

4.2 The CITY will make payments to CONSULTANT for contracted and proper work and in the amounts stated in Exhibit "B", "Level 2, Incident Management Support Team Activation" FEE

SCHEDULE and will be calculated per-project amounts according to the following time-and-expense rate table in Exhibit "B".

4.3 The CONSULTANT shall guarantee all portions of the Project against poor workmanship and faulty materials for a period of twelve (12) months after final payment and shall immediately correct any defects which may appear during this period upon notification by CITY.

4.4 The making and acceptance of the final payment shall constitute a waiver of all claims by the CONSULTANT other than those arising from requirements of the specifications.

4.5 CONSULTANT is prohibited from placing a lien on the CITY's property. This prohibition applies to; inter alia, all sub-CONSULTANTS and subcontractors, suppliers and labors.

ARTICLE 5 **CONSULTANT'S LIABILITY INSURANCE**

5.1 The CONSULTANT shall not commence work under this contract until he has obtained all insurance required under this paragraph and such insurance has been approved by the CITY nor shall the CONSULTANT allow any Subcontractor to commence work on his subcontract until all similar such insurance required of the subcontractor has been obtained and approved.

5.2 Certificates of insurance, reflecting evidence of the required insurance, shall be filed with the CITY prior to the commencement of the work. These Certificates shall contain a provision that coverage afforded under these policies will not be canceled until at least thirty (30) days prior written notice has been given to the CITY. Policies shall be issued by companies authorized to do business under the laws of the State of Florida.

5.3 Insurance shall be in force until all work required to be performed under the terms of the Contract is satisfactorily completed as evidenced by the formal acceptance by the CITY. In the event the insurance certificate provided indicates that the insurance shall terminate and lapse during the period of this contract, then in that event, the CONSULTANT shall furnish, at least thirty (30) days prior to the expiration of the date of such insurance, a renewed certificate of insurance as proof that equal and like coverage for the balance of the period of the contract and extension thereunder is in effect. The CONSULTANT shall not continue to work pursuant to this contract unless all required insurance remains in full force and effect.

5.4 Comprehensive General Liability insurance to cover liability bodily injury and property damage. Exposures to be covered are: premises, operations, products/completed operations, and certain contracts. Coverage must be written on an occurrence basis, with the following limits of liability:

- a) Workers' Compensation Insurance – as required by law;
- b) Comprehensive General Liability Insurance - \$1,000,000 per occurrence;
- c) Automobile Liability Insurance - \$1,000,000 per occurrence, \$1,000,000 per Accident for bodily injury and \$1,000,000 per accident for property damage, when applicable.

5.5 The CONSULTANT shall hold the CITY, its agents, and employees, harmless on account of claims for damages to persons, property or premises arising out of CONSULTANT's negligent

operations in completing this Agreement and name the CITY as an additional insured under their policy.

ARTICLE 6
PROTECTION OF PROPERTY

6.1 At all times during the performance of this Contract, the CONSULTANT shall protect the CITY's property and properties adjoining the Project site from all damage whatsoever on account of the work being carried on pursuant to this Agreement.

ARTICLE 7
CONSULTANT'S INDEMNIFICATION

7.1 The CONSULTANT agrees to release the CITY from and against any and all liability and responsibility in connection with the above mentioned matters. The CONSULTANT further agrees not to sue or seek any money or damages from CITY in connection with the above mentioned matters, except in the event that the CITY fails to pay to CONSULTANT the fees and costs as provided for in Article 4 herein.

7.2 The CONSULTANT agrees to indemnify and hold harmless the CITY, its trustees, elected and appointed officers, agents, servants and employees, from and against any and all claims, demands, or causes of action of whatsoever kind or nature, and the resulting losses, costs, expenses, reasonable attorneys' fees, liabilities, damages, orders, judgments, or decrees, sustained by the CITY or any third party arising out of, or by reason of, or resulting from the CONSULTANT's negligent acts, errors, or omissions.

7.3 If a court of competent jurisdiction holds the CITY liable for certain tortuous acts of its agents, officers, or employees, such liability shall be limited to the extent and limit provided in 768.28, Florida Statutes. This provision shall not be construed as a waiver of any right or defense that the CITY may possess. The CITY specifically reserves all rights as against any and all claims that may be brought.

ARTICLE 8
INDEPENDENT CONTRACTOR

8.1 This Agreement does not create an employee/employer relationship between the parties. It is the intent of the parties that the CONSULTANT is an independent contractor under this Agreement and not the CITY's employee for all purposes, including but not limited to, the application of the Fair Labor Standards Act minimum wage and overtime payments, Federal Insurance Contribution Act, the Social Security Act, the Federal Unemployment Tax Act, the provisions of the Internal Revenue Code, the State Workers Compensation Act, and the State unemployment insurance law. The CONSULTANT shall retain sole and absolute discretion in the judgment of the manner and means of carrying out the CONSULTANT's activities and responsibilities hereunder provided.

This Agreement shall not be construed as creating any joint employment relationship between the CONSULTANT and the CITY and the CITY will not be liable for any obligation incurred by CONSULTANT, including but not limited to unpaid minimum wages and/or overtime premiums.

ARTICLE 9
PERFORMANCE BOND

9.1 No performance bond shall be required under this Agreement.

ARTICLE 10
CHANGES TO SCOPE OF WORK AND ADDITIONAL WORK

10.1 The CITY or CONSULTANT may request changes that would increase, decrease or otherwise modify the Scope of Services/Basic Services to be provided under this Agreement as described in Article 2 of this Agreement. Such changes or additional services must be in accordance with the provisions of the Code of Ordinances of the CITY and must be contained in a written amendment, executed by the parties hereto, with the same formality and with equality and dignity prior to any deviation from the terms of this Agreement, including the initiation of any additional or extra work. Each amendment shall at a minimum include the following information on each project:

- PROJECT NAME
- PROJECT DESCRIPTION
- ESTIMATED PROJECT COST
- ESTIMATED COST FOR ADDITION OR CHANGE TO PROJECT CONTRACT
- ESTIMATED PROJECT COMPLETION DATE

10.2 In no event will the CONSULTANT be compensated for any work which has not been described in a separate written agreement executed by the parties hereto.

ARTICLE 11
TERM AND TERMINATION

11.1 This Agreement may be terminated by either party for cause, or the CITY for convenience, upon ten (10) days written notice by the CITY to CONSULTANT in which event the CONSULTANT shall be paid its compensation for services performed to termination date. In the event that the CONSULTANT abandons this Agreement or causes it to be terminated, he shall indemnify the CITY against any loss pertaining to this termination up to a maximum of the full contracted fee amount. All finished or unfinished documents, data, studies, plans, surveys, and reports prepared by CONSULTANT shall become the property of CITY and shall be delivered by CONSULTANT to CITY.

11.2 This Agreement shall take effect as of the date of execution as shown herein below and continue in effect for a period of one (1) year from the date of execution with an option to extend for additional one (1) year.

ARTICLE 12
CONTRACT DOCUMENTS

12.1 CONSULTANT and CITY hereby agree that the following Specification and Contract Documents, which are attached hereto and made a part thereof, are fully incorporated herein and made a part of this Agreement, as if written herein word for word: this Agreement; CONSULTANT's Proposal for Emergency Management Support Services to the CITY , as set forth in and made a part of this Agreement as Exhibit "A", "Level 1 & 2"; and all other exhibits thereto.

ARTICLE 13
MISCELLANEOUS

13.1 Legal Representation. It is acknowledged that each party to this Agreement had the opportunity to be represented by counsel in the preparation of this Agreement and, accordingly, the rule that a contract shall be interpreted strictly against the party preparing same shall not apply due to the joint contribution of both parties.

13.2 Assignments. This Agreement, or any interest herein, shall not be assigned, transferred or otherwise encumbered, under any circumstances, by CONSULTANT without the prior written consent of CITY. For purposes of this Agreement, any change of ownership of CONSULTANT shall constitute an assignment which requires CITY approval. However, this Agreement shall run to the CITY and its successors and assigns.

13.3 Records. CONSULTANT shall keep books and records and require any and all subcontractors to keep books and records as may be necessary in order to record complete and correct entries as to personnel hours charged to this engagement, and any expenses for which CONSULTANT expects to be reimbursed, if applicable. Such books and records will be available at all reasonable times for examination and audit by CITY and shall be kept for a period of three (3) years after the completion of all work to be performed pursuant to this Agreement. Incomplete or incorrect entries in such books and records will be grounds for disallowance by CITY of any fees or expenses based upon such entries. CITY is a public agency subject to Chapter 119, Florida Statutes. To the extent that CONSULTANT is acting on behalf of CITY pursuant to Section 119.0701, Florida Statutes, CONSULTANT shall:

- a) Keep and maintain public records that ordinarily and necessarily would be required to be kept and maintained by CITY were CITY performing the services under this agreement;
- b) Provide the public with access to such public records on the same terms and conditions that the County would provide the records and at a cost that does not exceed that provided in Chapter 119, Florida Statutes, or as otherwise provided by law;

- c) Ensure that public records that are exempt or that are confidential and exempt from public record requirements are not disclosed except as authorized by law; and

- d) Meet all requirements for retaining public records and transfer to CITY, at no cost, all public records in possession of the CONSULTANT upon termination of this Agreement and destroy any duplicate public records that are exempt or confidential and exempt. All records stored electronically must be provided to the CITY.

13.4 Ownership of Documents. Reports, surveys, plans, studies and other data provided in connection with this Agreement are and shall remain the property of CITY.

13.5 No Contingent Fees. CONSULTANT warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the CONSULTANT, to solicit or secure this Agreement, and that it has not paid or agreed to pay any person, company, corporation, individual or firm, other than a bona fide employee working solely for CONSULTANT, any fee, commission, percentage, gift, or other consideration contingent upon or resulting from the award or making of this Agreement. For the breach or violation of this provision, the CITY shall have the right to terminate the Agreement without liability at its discretion, to deduct from the contract price, or otherwise recover the full amount of such fee, commission, percentage, gift or consideration.

13.6 Notice. Whenever any party desires to give notice unto any other party, it must be given by written notice, sent by registered United States mail, with return receipt requested, addressed to the party for whom it is intended and the remaining party, at the places last specified, and the places for giving of notice shall remain such until they shall have been changed by written notice in compliance with the provisions of this section. For the present, the CONSULTANT and the CITY designate the following as the respective places for giving of notice:

CITY: James Scholl, CITY Manager
 1300 White Street
 Key West, FL. 33040

Copy To: Shawn Smith, CITY Attorney
 1300 White Street
 Key West, FL 33040

CONSULTANT: _____

13.7 Binding Authority. Each person signing this Agreement on behalf of either party individually warrants that he or she has full legal power to execute this Agreement on behalf of the party for whom he or she is signing, and to bind and obligate such party with respect to all provisions contained in this Agreement.

13.8 Exhibits. Each Exhibit referred to in this Agreement forms an essential part of this Agreement. The exhibits if not physically attached should be treated as part of this Agreement and are incorporated herein by reference.

13.9 Headings. Headings herein are for convenience of reference only and shall not be considered on any interpretation of this Agreement.

13.10 Severability. If any provision of this Agreement or application thereof to any person or situation shall, to any extent, be held invalid or unenforceable, the remainder of this Agreement, and the application of such provisions to persons or situations other than those as to which it shall have been held invalid or unenforceable shall not be affected thereby, and shall continue in full force and effect, and be enforced to the fullest extent permitted by law.

13.11 Governing Law. This Agreement shall be governed by the laws of the State of Florida with venue lying in Monroe County, Florida.

13.12 Disputes. Any claim, objection, or dispute arising out of the terms of this Agreement shall be litigated in the Sixteenth Judicial Circuit Court in and for Monroe County.

13.13 Attorney's Fees. To the extent authorized by law, in the event that either party brings suit for enforcement of this Agreement, the prevailing party shall be entitled to attorney's fees and court costs in addition to any other remedy afforded by law.

13.14 Extent of Agreement. This Agreement together with Contract Documents, attached as an Exhibit hereto, as amended herein above represents the entire and integrated agreement between the CITY and the CONSULTANT and supersedes all prior negotiations, representations or agreements, either written or oral.

13.15 Waiver. Failure of the CITY to insist upon strict performance of any provision or condition of this Agreement, or to execute any right therein contained, shall not be construed as a waiver or relinquishment for the future of any such provision, condition, or right, but the same shall remain in full force and effect.

ARTICLE 14

BREACH

14.1 CONSULTANT shall perform its services in compliance with all FEMA required methods and procedures in order to maximize CITY'S reimbursement by FEMA for emergency services and expenses. Failure of CONSULTANT to fulfill this obligation or any other obligation under this Agreement shall be a breach of this agreement and CITY shall be able to recover any and all of its losses or damages arising therefrom.

ARTICLE 15

SUSPENSION AND DEBARMENT

(1) This contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such the CONSULTANT is required to verify that none of the CONSULTANT, its principals (defined at 2 C.F.R. §180.995), or its affiliates (defined at 2 C.F.R. §180.095) are excluded (defined at 2 C.F.R. §180.940) or disqualified (defined at 2 C.F.R. §180.935).

(2) The CONSULTANT must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.

(3) This certification is a material representation of fact relied upon by Client. If it is later determined that the CONSULTANT did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to Client, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.

(4) The CONSULTANT agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this Agreement is in force. The CONSULTANT further agrees to include a provision requiring such compliance in its lower tier covered transactions.

ARTICLE 16

BYRD ANTI-LOBBYING CLAUSE

Contractors [including CONSULTANT] who apply or bid for an award of \$100,000.00 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. §1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient. [See Attached signed APPENDIX – 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING]

ARTICLE 17

I. **Access by the Client, Subgrantees, Federal Grantor Agency and Comptroller General:** The CONSULTANT shall allow access by the Client, subgrantees, Federal grantor agency and Comptroller General of the United States, or any of their duly authorized representatives to any books, documents, papers, and records of the CONSULTANT which are directly pertinent to that specific Agreement for the purpose of making audit, examination, excerpts and transcriptions.

Compliance with the Contract Work Hours and Safety Standards Act:

(1) Overtime requirements. No CONSULTANT, contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.

(2) Violation; liability for unpaid wages; liquidated damages. In the event of any violation of the clause set forth in paragraph (1) of this section, the CONSULTANT, and any contractor(s) or subcontractor(s), responsible therefor shall be liable for the unpaid wages. In addition, such CONSULTANT/contractor/subcontractor shall be liable for liquidated damages, if applicable.

(3) Withholding for unpaid wages and liquidated damages. The Client shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold, or cause to be withheld, from any moneys payable on account of work performed by the CONSULTANT or its subcontractor(s) under the Agreement, or any other Federal contract with the same CONSULTANT or subcontractor(s), such sums as may be determined to be necessary to satisfy any liabilities of the CONSULTANT or subcontractor(s) for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (2) of this section.

(4) Subcontracts. The CONSULTANT or subcontractor(s) shall insert in any subcontracts the clauses set forth in paragraphs (1) through (4) of this section, and also a clause requiring subcontractors to include these clauses in any lower tier subcontracts. The CONSULTANT shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (1) through (4) of this section.

ARTICLE 18

Clean Air Act.

(1) The CONSULTANT agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. §7401 et seq.

(2) The CONSULTANT agrees to report each violation to any applicable agency and understands and agrees that the applicable agency may, in turn, report each violation as required to assure notification to the Client, Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.

(3) The CONSULTANT agrees to include these requirements in each subcontract exceeding \$150,000 that is financed in whole or in part with Federal assistance provided by FEMA.

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IN WITNESS WHEREOF, the parties have executed this Agreement on the respective dates under each signature: The CITY, signing by and through its CITY Manager, attested to by its CITY Clerk, duly authorized to execute same, and by CONSULTANT, by and through its President, duly authorized officer to execute same.

CITY

THE CITY OF KEY WEST, FLORIDA

By: _____

James Scholl, CITY Manager

AUTHENTICATION:

Cheri Smith, CITY Clerk

(SEAL)

APPROVED AS TO FORM AND LEGALITY
FOR THE USE AND BENEFIT OF CITY OF KEY WEST, FLORIDA, ONLY

Shawn Smith, CITY Attorney

CONSULTANT

COMPANY:

BY: _____

See attached document for **Exhibit "A"**

Proposal

*(Proposal for Emergency Management Support Services to the
CITY of Key West, "Level 1 & 2 Support")*

Exhibit "B"

Level 2 Support:

Stand-by Incident Management Support Team Activation

In the event that a disaster escalates to a proportion where it exhausts certain City resources up to and including incident management and EOC support personnel, CONSULTANT can provide Incident Management Support Teams (IMSTs) to support and augment staffing at the Local/City/County/State Emergency Operations Center (EOC), to include but not limited to Incident Managers, Command, Operations, Logistics, Planning and Finance/Adm. Sections and other ICS/EOC unit level personnel. This service allows local jurisdictions to maintain continuity of government while effectively managing the incident.

In addition, through the Federal Emergency Management Agency's (FEMA) Public Assistance (PA) Grant Program, FEMA provides supplemental Federal disaster grant assistance for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain Private Non-Profit (PNP) organizations. The PA Program also encourages protection of these damaged facilities from future events by providing assistance for hazard mitigation measures during the recovery process.

CONSULTANT can provide short-term and long-term recovery staff support to assist the City with the FEMA Public Assistance (PA) Grant Program to provide assistance to the City so that you can quickly respond to and recover from major disasters or emergencies declared by the President.

NOTE:

1. The initial response team will vary in number of staff based on the scope of each event. Typically, a two-person team will respond to evaluate the situation status (Phase 1). Staffing will then ramp up to address immediate needs and, should an event escalate to significant additional services proportions, CONSULTANT will have pre-staged staffing on standby for immediate response (Phase 2).
2. CONSULTANT provides the IMST and FEMA-related services on a time-and-expense basis. The overall cost of our service will be based on the number of staff and time required. Per-project amounts will be calculated according to the following time-and-expense rate table.
3. CONSULTANT reserves the right to remove all CONSULTANT staff in harm's way if an event is deemed unsafe due to improper sheltering or as conditions warrant in order to provide and protect the safety of their staff.
4. Activation fees are eligible for reimbursement, if the City is included in a declared disaster by a Presidential declaration.
5. Because of the nature of federal reimbursable funding, EA can make no guarantees concerning the amount of funding the City will receive from applicable funding sources. EA's fees for service are not contingent on FEMA or other reimbursements to the City.

Fee Schedule Level 2 Support: TO BE PROPOSED BY CONSULTANT

Position	Rate/Hour
Emergency Management	
Senior EM CONSULTANT	\$ 225
EM CONSULTANT	\$ 155
Senior Planner	\$ 165
Project Manager	\$ 220
Planner	\$ 150
Incident Management Team Support (Level 2)	
[PHASE 1] Initial On-site Incident Management Support Team Activation (IMST) Fee	\$ 5250 Plus expenses, per 24 hr. day
[PHASE 2] Emergency Management Coordinator <i>(IMST Overhead Teams; Team Leader)</i>	\$ 155
Operations Manager <i>(Any IMST Command or General Staff position)</i>	\$ 135
Operations Specialist <i>(Any non- general/command IMST position)</i>	\$ 125
Hazard Mitigation Assistance	
Senior Program Manager	\$ 220
Program Manager	\$ 155
Technical Specialist	\$ 145
Administrative Support	\$ 110
Preliminary Damage Assessment – Public Assistance	
Damage Assessment Team Lead	\$ 160
Damage Assessment Specialist (Team)	\$ 150
Public Assistance Consulting	
Senior CONSULTANT / Appeals Specialist	\$ 220
CONSULTANT	\$ 165
Technical Specialist I	\$ 160
Technical Specialist II	\$ 150

Note: The Activation fee is based on the following:

On-site Incident Management Support Team (IMST)

Note: *The Activation fee is based on the following onsite Activation, when requested by the City /City Manager and/or OEM to report to the Emergency Operation Center or other designated location.*

- *Onsite Activation: The Activation Fee Schedule is executed when requested by the City Manager and/or OEM and followed with a written "Notice to Proceed" to report to the Emergency Operation Center or other applicable location. Partial days are billed at 12 hour increments.*
- *Initial IMST Response Team will vary in number of staff based on the scope of each event. Typically a two (2) person team will respond for phase 1 to evaluate situation status and resource need. Phase 2, staffing will ramp up to address immediate needs and should an event escalate to significant proportions, CONSULTANT will have pre-staged staffing on standby for immediate response. Phase 2 pricing shall be negotiated and determined based the approved fee schedule and on scope of services at time of request.*
- *Activation (Emergency Management) fees are eligible for reimbursement if the Governing Agency is included in a declared disaster by a Presidential Declaration. The amount of the recovery may vary depending on the disaster eligibility of Federal, State, and local match for the event. (i.e.: In a hurricane activation: 100% recovery for Emergency Protective Measures for initial 72 hours response, 75% Federal / 25% (divided by local and state) for other disaster recovery operations).*
- *Phase 2 Response Fees: Professional fees will be invoiced on a monthly basis. Expenses will be billed to the City at EA's cost. Expense reimbursement will include transportation, lodging, meals and incidentals. EA will make every effort to keep expenses to a minimum. We encourage the City to assist us with this by any means available. To simplify billings, we are agreeable (and prefer) to establishing per diems that are agreeable to the both the City and our team as long as they accurately reflect the current economic conditions.*

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PART 4
CONE OF SILENCE ORDINANCE

CONE OF SILENCE ORDINANCE

Sec. 2-773. - Cone of silence.

- (a) Definitions. For purposes of this section, reference to one gender shall include the other, use of the plural shall include the singular, and use of the singular shall include the plural. The following definitions apply unless the context in which the word or phrase is used requires a different definition:
 - (1) Competitive solicitation means a formal process by the City of Key West relating to the acquisition of goods or services, which process is intended to provide an equal and open opportunity to qualified persons and entities to be selected to provide the goods or services. Competitive solicitation shall include request for proposals ("RFP"), request for qualifications ("RFQ"), request for letters of interest ("RFLI"), invitation to bid ("ITB") or any other advertised solicitation.
 - (2) Cone of silence means a period of time during which there is a prohibition on communication regarding a particular competitive solicitation.
 - (3) Evaluation or selection committee means a group of persons appointed or designated by the city to evaluate, rank, select, or make a recommendation regarding a vendor or the vendor's response to the competitive solicitation. A member of such a committee shall be deemed a city official for the purposes of subsection (c) below.
 - (4) Vendor means a person or entity that has entered into or that desires to enter into a contract with the City of Key West or that seeks an award from the city to provide goods, perform a service, render an opinion or advice, or make a recommendation related to a competitive solicitation for compensation or other consideration.
 - (5) Vendor's representative means an owner, individual, employee, partner, officer, or member of the board of directors of a vendor, or a consultant, lobbyist, or actual or potential subcontractor or sub-consultant who acts at the behest of a vendor in communicating regarding a competitive solicitation.
- (b) Prohibited communications. A cone of silence shall be in effect during the course of a competitive solicitation and prohibit:
 - (1) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the city's administrative staff including, but not limited to, the city manager and his or her staff;
 - (2) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the mayor, city commissioners, or their respective staff;
 - (3) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and any member of a city evaluation and/or selection committee therefore; and
 - (4) Any communication regarding a particular competitive solicitation between the mayor, city commissioners, or their respective staff, and a member of a city evaluation and/or selection committee therefore.
- (c) Permitted communications. Notwithstanding the foregoing, nothing contained herein shall prohibit:
 - (1) Communication between members of the public who are not vendors or a vendor's representative and any city employee, official or member of the city commission;
 - (2) Communications in writing at any time with any city employee, official or member of the city commission, unless specifically prohibited by the applicable competitive solicitation.
 - (A) However, any written communication must be filed with the city clerk. Any city employee, official or member of the city commission receiving or making any written communication must immediately file it with the city clerk.
 - (B) The city clerk shall include all written communication as part of the agenda item when

publishing information related to a particular competitive solicitation;

- (3) Oral communications at duly noticed pre-bid conferences;
 - (4) Oral presentations before publically noticed evaluation and/or selection committees;
 - (5) Contract discussions during any duly noticed public meeting;
 - (6) Public presentations made to the city commission or advisory body thereof during any duly noticed public meeting;
 - (7) Contract negotiations with city staff following the award of a competitive solicitation by the city commission; or
 - (8) Purchases exempt from the competitive process pursuant to section 2-797 of these Code of Ordinances;
- (d) Procedure.
- (1) The cone of silence shall be imposed upon each competitive solicitation at the time of public notice of such solicitation as provided by section 2-826 of this Code. Public notice of the cone of silence shall be included in the notice of the competitive solicitation. The city manager shall issue a written notice of the release of each competitive solicitation to the affected departments, with a copy thereof to each commission member, and shall include in any public solicitation for goods and services a statement disclosing the requirements of this ordinance.
 - (2) The cone of silence shall terminate at the time the city commission or other authorized body makes final award or gives final approval of a contract, rejects all bids or responses to the competitive solicitation, or takes other action which ends the competitive solicitation.
 - (3) Any city employee, official or member of the city commission that is approached concerning a competitive solicitation while the cone of silence is in effect shall notify such individual of the prohibitions contained in this section. While the cone of silence is in effect, any city employee, official or member of the city commission who is the recipient of any oral communication by a potential vendor or vendor's representative in violation of this section shall create a written record of the event. The record shall indicate the date of such communication, the persons with whom such communication occurred, and a general summation of the communication.
- (e) Violations/penalties and procedures.
- (1) A sworn complaint alleging a violation of this ordinance may be filed with the city attorney's office. In each such instance, an initial investigation shall be performed to determine the existence of a violation. If a violation is found to exist, the penalties and process shall be as provided in section 1-15 of this Code.
 - (2) In addition to the penalties described herein and otherwise provided by law, a violation of this ordinance shall render the competitive solicitation void at the discretion of the city commission.
 - (3) Any person who violates a provision of this section shall be prohibited from serving on a City of Key West advisory board, evaluation and/or selection committee.
 - (4) In addition to any other penalty provided by law, violation of any provision of this ordinance by a City of Key West employee shall subject said employee to disciplinary action up to and including dismissal.
 - (5) If a vendor is determined to have violated the provisions of this section on two more occasions it shall constitute evidence under City Code section 2-834 that the vendor is not properly qualified to carry out the obligations or to complete the work contemplated by any new competitive solicitation. The city's purchasing agent shall also commence any available debarment from city work proceeding that may be available upon a finding of two or more violations by a vendor of this section.

(Ord. No. 13-11, § 1, 6-18-2013)



Appendix - Resumes

The resumes of our proposed staff may be found beginning on the next page.

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James Lee Witt

Witt Global Partners/ AG Witt

- AG Witt / Witt Global Partners| CEO |2015-Present
- Witt O'Brien's|CEO|2012-2015
- Witt Associates | CEO |2001-2012
- FEMA | Director |2000 – 1993
- AR Department of Emergency Management | Director | 1988-1993
- Yell County | Judge | 1979– 1988
- Witt Construction| Owner | 1968 – 1979

A former White House Cabinet Member under President Bill Clinton, FEMA Director and perhaps the nation's leading authority of disaster management. James Lee Witt has an unmatched track record of disaster management, coordination, and recovery. During his time as the Director of FEMA, Mr. Witt was responsible for the response and recovery for 348 Presidentially Declared Disasters.

Mr. Witt's strength in leadership and ability to leverage the experience of industry professionals for disaster management and recovery, engineering, construction, and logistics to provide comprehensive recovery solutions has been practiced in response to disasters across the US, including hurricanes, severe flooding, landslides, and earthquakes.

Relevant Professional Experience

Witt Global Partners/AG Witt, CEO

James Lee Witt is currently the Chairman of Witt Global Partners, a comprehensive government relations business consulting, and disaster management consulting firm providing advice and counsel to senior elected and appointed government officials, company CEOs, and others about issues of importance to their futures.

Witt Associates, Witt O'Brien's, CEO

From 2001 through 2011, Mr. Witt established an emergency management and public safety consulting firm, providing services to States, local governments, private non-profit organizations, and private companies on all issues related to disaster preparedness, mitigation, response and recovery. He consulted with Governors, Mayors, and company CEOs on some of the country's largest and most complex disasters in history, including Hurricane Katrina for the State of Louisiana; the BP Oil Spill; Superstorm Sandy (for Governor Chris Christie), and dozens of other events. He also served as the CEO of the International Code Council during this period. Due to his leadership and experience, he built his company from scratch into an industry leader before selling the company in 2011 to eventually re-purchase the company and form Witt O'Brien's.

James Lee Witt

Witt Global Partners/ AG Witt

FEMA, Director

Prior to his consulting career, Mr. Witt was appointed by President Clinton and confirmed by the U.S. Senate as Director of the Federal Emergency Management Agency in April 1993. In February 1996, President Clinton elevated Mr. Witt to cabinet status – a first for a FEMA Director. As FEMA Director, Mr. Witt coordinated federal disaster relief on behalf of President Clinton, including the response and recovery activities of 28 federal agencies and departments, the American Red Cross and other voluntary agencies. He also oversaw the National Flood Insurance Program, the U.S. Fire Administration and other proactive mitigation activities that reduce loss of life and property from all types of hazards. Mr. Witt directed 2,500 employees located in Washington, DC and 10 regional offices.

From 1993-2000, Mr. Witt was responsible for response and recovery operations for some of the most devastating disasters of all time, including the one of the costliest flood disasters in the nation's history, the most costly earthquake, and a dozen damaging hurricanes.

As Director of FEMA, Mr. Witt was the visionary and architect of national government programs related to emergency preparedness and mitigation, response and recovery. In addition to his experience in emergency management on the state and local levels, Mr. Witt has expertise integrating community-based disaster management with national emergency management strategy. He initiated Project Impact, the innovative disaster prevention program implemented in over 240 communities to make communities at the local level disaster resistant.

Mr. Witt integrated flood mitigation, control and protection into FEMA's policy. After the devastating Midwest floods of 1993, Mr. Witt pursued an aggressive flood prone property acquisition and relocation program. By purchasing properties that were repeatedly flooded, he saved taxpayers millions of dollars when floods again ravaged the same Midwest area in 1995.

Mr. Witt's professional career includes the formation of Witt Construction, a commercial and residential construction company. After 12 years as a successful businessman and community leader, he was elected County Judge for Yell County, serving as the chief elected official for the county, with judicial responsibilities for county and juvenile court. At age 34, he was the youngest elected county judge in Arkansas, and was later honored for his accomplishments by the National Association of Counties. After being re-elected six times to the position, Mr. Witt was tapped by then-Governor Bill Clinton to assume leadership of the Arkansas Office of Emergency Services (OES). He served as the Director of the Arkansas OES for four years.

Bill Riley

AG Witt

Education Training

- FEMA Professional Development Series Certificate
- U.S. Department of Justice, Basic Asset Forfeiture & Financial Investigations Certificate
- Numerous IS Certificate's.

Specific Technical Skills

- Develops and analyzes metrics on costs, purchasing goals and cost options for repairs, maintenance and improvements.
- Public Assistance
- Cost Estimating Format (CEF) Proficient
- Specialized in Resource Conservation and Recovery Act (RCRA); Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA: aka."Superfund")
- Has an expert working knowledge of Environmental/Historical Laws that pertain to Public Assistance Grants

Professional Bio

Bill Riley is a Partner and Senior Vice President at AG Witt and leads its Disaster Recovery practice. He is responsible for oversight and management of disaster field operations, client contract and relationship management; recovery planning, analysis, and implementation; and client and disaster program problem resolution.

Bill is highly proficient with private sector, government and non-profit entities, and a skilled administrator and leader with demonstrated accomplishments in emergency and disaster response, including response, recovery, crisis management, insurance, communications, and public affairs.

Bill has managed recovery efforts in New York, New Jersey, and Connecticut associated with Superstorm Sandy and served as project manager for the recovery efforts with the University of Texas Medical Branch, the Vermont State Hospital, the City of Houston, and the City of Galveston. He has managed client projects in Arkansas, Florida, Indiana, Iowa, North Carolina, Rhode Island, and Virginia, and taken a lead position in the resolution of FEMA eligibility issues related to the FEMA Public Assistance Grant Program and the Sandy Relief and Improvement Act.

Prior to joining Witt Global Partners, Bill was Managing Director of Witt O'Brien's LLC. He also served at FEMA as senior advisor to the Federal Coordinating Officer at the sites of presidentially declared disasters in the US and its territories. He was an authoritative spokesperson on all operational, program and policy issues at the scene of major disasters.

JOSEPH REPPUCCI, CEM, MSEM

Education

- M.S., Emergency Management, Massachusetts Maritime Academy, 2010
- B.S., Criminal Justice, Northeastern University, 2006
- B.A., Environmental Studies, Northeastern University, 2006

Training/Certifications

- Certified/Qualified Instructor for Homeland Security Exercise Evaluation Program (HSEEP)
- Certified and Licensed Emergency Medical Technician- State of Rhode Island
- Certificate of Homeland Security, Level III

Professional Bio

Joseph is an experienced leader with over ten years of strong knowledge of emergency management, emergency and major incident response, threat monitoring and analysis, strategic risk reduction, information sharing, emergency triage, crisis communications, HSEEP exercise design and training, and command center operations. He is a skilled negotiator with proven results in preparing for emergency operations and sustaining critical operations during complex events with multiple entities. Joseph prides himself on the ability to make timely decisions to mitigate threats, risk events, or crisis situations in high risk cross-functional partner negotiations with varying priorities and viewpoints. Joe has served on the State of Rhode Island's Type III IMT and in the State EOC in a variety of roles.

Relevant Professional Experience

HEALTHCARE EMERGENCY MANAGEMENT DIRECTOR, Rhode Island Department of Health, 2010-Present.

Develop and implement the Hospital (Healthcare) Preparedness Program and its grant requirements to include contract preparation (grant writing, managing, budgeting, management, reporting, data analysis, and quality assurance) of the federal/state grant application, data reporting schedules for deliverables, preparation of periodic budget status reports, and working with internal and external (state/federal/non-governmental) partners to develop grant goals, objectives, and an operating budget. Maintain a 24/7/365 operational capability for all hazards and operational risk strategy planning for emergencies/incidents, that includes threat monitoring and analysis, situational awareness, incident response, coordination and communication for the Rhode Island Healthcare Sector. Serve as a primary representative for the Rhode Island Department of Health to the State Emergency Operations Center as the Emergency Support Function-8 (ESF-8) Public Health and Medical Services function. Work with federal and state partners in emergency operations centers to coordinate Rhode Island's response activities with the rest of New England and Nationwide. Acting Co-Chairing for the Healthcare Coalition of Rhode Island (HCRI) with emergency management operations, threat monitoring and analysis, information sharing, emergency incident reporting, triage, communications, emergency operations center procedures and response, hazard mitigation, planning, on-site facility trainings, regulatory compliance oversight, HSEEP compliant exercise development and implementation.

ADVANCED EMERGENCY MEDICAL TECHNICIAN, Exeter Fire District Division of Emergency Medical Services, 2014-Present.

Co-Responsible for the advanced life support emergency medical care. Support the town emergency management operations centers, during events of significance.

EMERGENCY INCIDENT COMMAND CONSULTANT, Rhode Island Executive Office of Health and Human Services, 2015.

Served as the Incident Commander/Operations Section Chief to coordinate the activities for the Executive Offices of Health and Human Services for the relocation and medical management of a bariatric patient from a private nursing home to a State-run hospital. Provided operational planning guidance and expertise. Managed and lead planning and executive meetings between State, Local, Private Sector, and Non-Governmental partners.

INSTRUCTOR/TECHNICAL EXPERT, 911 Programs, 2012- Present.

Instruct Emergency Medical Technicians and intermediate Cardiac students. Specialize in mass casualty incident training and emergency vehicle operations training. Provide technical expertise to students regarding public health and the Hospital's role in pre-hospital care.

ASSISTANT HOSPITAL PREPAREDNESS PROGRAM COORDINATOR, Rhode Island Department of Health, 2010.

Assisted in the development and implementation of the Hospital Preparedness Program and its grant requirements, including all contract preparation and working with internal and external partners. Assisted in monitoring all activities within the grant.

EMERGENCY PREPAREDNESS COORDINATOR, Kent Hospital, 2009-2010.

Responsible for the strategic direction and daily operations of the Kent Hospital Emergency Preparedness Program providing comprehensive emergency management services, including grant writing and management, planning, training, exercises, post-disaster recovery, life/fire safety, and COOP. Collaborated with other emergency management personnel and local, state or federal officials when preparing for, responding to, or recovering from disasters. Consulted with area institutions, including nursing homes, schools, and local governments, to determine their needs from the hospital and to ensure the facilitation of programs in the event of disasters. Managed all disaster response or crisis management activities in the event of a disaster. Assisted in the development of instructional materials for the public.

CORRECTIONAL OFFICER- MAXIMUM SECURITY, 2008-2010.

Responsible for the overall administration of \$3.7MM annual allocation of federal Community Development Block Grant funding, deployed over \$12.3MM in additional funding including the Neighborhood Stabilization Program and CDBG-Recovery Program, \$1.5MM in Emergency Service and Rapid Rehousing Grant Programs. Supervised the work of county community development project managers.

COMMUNITY REDEVELOPMENT AGENCY MANAGER, State of Rhode Island Department of Corrections, 2006-2008.

Supervised inmates in housing units and those segregated for administrative or punitive measures; instructed inmates in housekeeping and sanitation; supervised the issuance of clothing and other personal effects to inmates. Maintained security of the inmates while outside of the institution in healthcare facilities, and oversaw the health and safety of the facility staff and prisoners. Made periodic patrols of quarters and work areas and initiated counts of inmates at regular and irregular intervals; maintained control and discipline including the use of physical restraint and restraining device, and prevented the introduction of contraband into the institution.

Samuel Adams AG Witt

Education

PhD, University of Rhode Island,
Expected 2023
M.P.A., American Public
University, 2011
B.S., Historic Preservation,
Roger Williams University,
1996

Training

Advanced Emergency Manager
Rhode Island Emergency Medical Technician
NFPA Firefighter I & II
FAA-certified Remote Pilot

GRANT EXPERIENCE

- FEMA PA
- HUD CDBG-DR

AREA OF EXPERTISE

- Grants Manager
- 428 and BBA Programs
- Appeals
- Cost Estimates
- Grant Application Development & Management
- Infrastructure Recovery
- Policy Review
- Program Administration
- Project Closeouts
- PW Development

YEARS OF EXPERIENCE

- 10 years experience

Professional Bio

Samuel is a seasoned higher education public safety and emergency management executive, who is experienced in program development, strategic planning, budgeting and finance, personnel management, emergency planning, policy and procedure development, and training/education. In Samuel's current role, he serves as the Assistant Director in the Department of Public Safety for the University of Rhode Island, where he is responsible for executing and enacting a community-based program of emergency response while managing the University's Emergency Operations Center and emergency response assets. He is skilled in planning and implementing a variety of all-hazards emergency preparedness training and education programs. Sam is a former Logistics Section Chief and EOC Manager with the State of Rhode Island's Type-III All-Hazards Incident Management Team.

Relevant Professional Experience

ASSISTANT DIRECTOR, DEPARTMENT OF PUBLIC SAFETY, University of Rhode Island, 2014-Present.

Serve as the University's Emergency Management Director, covering four campuses with more than 15,000 students and 2,700 faculty and staff. Execute a comprehensive, community-based program of emergency preparedness that includes preparedness, mitigation/prevention, response, recovery, continuity and communication/coordination. Manage the University's Emergency Operations Center and associated emergency response assets. Oversee the Department's non-law enforcement divisions including Fire and Life Safety, Environmental Health and Safety, and Alarm Services. Work with the heads of these divisions to ensure the University meets or exceeds applicable state and federal laws, codes, and regulations while promoting a community-wide "culture of safety". Manage administrative aspects of all seven Public Safety divisions, including Campus Police and Transportation and Parking Services, with a combined annual budget of \$11 million and 73 personnel. Developed and maintain a five-year department-wide strategic plan based on input from the Director and all division heads. Provide direct support to the Vice President for Administration and Finance with special projects related to institutional policy development, financial modeling, and strategic planning; Serve on the President's Strategic Budget Planning Council and the University's NEASC re-accreditation self-study team. Represent the University to a wide array of public safety partners and stakeholders including local police, fire, and EMS departments as well as the Rhode Island State Police, the Rhode Island Emergency Management Agency, the Rhode Island Department of Environmental Management, and the U.S. Department of Homeland Security.

EMERGENCY PREPAREDNESS PROGRAM COORDINATOR, State of Rhode Island, Department of Health, Center for Emergency Preparedness and Response, 2012-2014.

Planned, implemented, and tracked all-hazards emergency preparedness training throughout the Department of Health and key partner agencies; Coordinated ICS training Department-wide and tracked NIMS compliance. Participated in the Department's 24/7 on-call emergency notification and response role. Provided staff support to the State Emergency Operations Center during hurricanes, winter storms, floods, and disease outbreaks. Served as Tactical Communications Coordinator for the Department of Health and the statewide hospital and EMS network. Supervised build-out of a new, state-of-the-art emergency communications center within the Department of Health's Department Operations Center (DOC) and supervised major upgrades to hospital radio infrastructure. Served as a member of the State of Rhode Island's Type-III All-Hazards Incident Management Team.

Samuel Adams

AG Witt

INTERIM CHIEF, EMERGENCY MEDICAL SERVICES, State of Rhode Island, Department of Health, Division of Emergency Medical Services, 2010. Responsible for regulatory compliance of Rhode Island's statewide EMS system, including more than 4500 EMS personnel, 92 ambulance services, and nearly 500 licensed EMS vehicles. Performed program evaluation and initiated long-term strategic planning for Rhode Island's statewide EMS system; Re-organized, hired, trained, and supervised Division of EMS employees and contract staff. Represented Rhode Island's EMS program to partners at the federal, state and local levels, including the state fire chief's association, state EMS association, Rhode Island Emergency Management Agency, American Red Cross, Federal Emergency Management Agency, and US Department of Health and Human Services.

TRAINING COORDINATOR, EMERGENCY MEDICAL SERVICES, State of Rhode Island, Department of Health, Division of Emergency Medical Services, 2007-2011.
Oversaw all Rhode Island EMS education programs including training and supervision of licensed EMT instructors and maintenance of course curricula; Implemented innovative hybrid classroom/online solutions for EMT refresher courses and EMT-Instructor/Coordinator training programs. Coordinated EMS-related aspects of emergency preparedness for the Department, including rollout of a new statewide Major Incident protocol and development of the State's first EMS Pandemic Response Plan. Contributed to development and implementation of new pre-hospital patient care protocols, including a new ST-Elevation Myocardial Infarction (STEMI) protocol, and revision of existing protocols to comply with current Emergency Cardiac Care (ECC) guidelines of the American Heart Association.

BATTALION CHIEF, EMERGENCY MEDICAL SERVICES, Bristol Fire Department, 2005-2007. Responsible for administration of 100+ member volunteer EMS service, answering approximately 2,000 calls per year for a population of 25,000 residents. Re-wrote the Department's EMS standard operating guidelines to comply with state and national standards; Developed and implemented a formal qualification program for new personnel, including both EMTs and drivers. Coordinated EMS coverage for special events; interfaced with local, state, and federal agencies including the U.S. Coast Guard and the U.S. Secret Service; Established highly successful field hospital operations during Bristol's annual Fourth of July celebration utilizing the RI-1 Disaster Medical Assistance Team.

EMS LIEUTENANT AND FIREFIGHTER/EMT, Bristol Fire Department, 1997-2014.

Patrick J. Hall

Education

- Bachelor of Arts in Business Administration - California State University, San Bernardino, California
- National Disaster Recovery Framework Leadership Academy
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Military

- Retired Army Major and combat veteran of two wars.
- Multiple leadership assignments in command, logistics, and operations.

Professional Bio

Summary of Qualifications

- Seasoned disaster management professional with over 25 years of leadership experience in Federal and State Disaster Recovery Programs.
- Highly effective leader who managed a 100-person organization with demonstrated ability to optimize human, material, financial and time resources.
- Extensive experience in all of the emergency management disciplines.
- In-depth knowledge of federal grants management, budgeting, legislative authorities, federal policy, and program management.

Experience

Deputy Communication IT Sector Director, FEMA San Juan

April 2018 - present

- Coordinates with federal agencies, local governments, and non-governmental organizations to ensure sound Communications/IT disaster recovery support functions.
- Assist in the determining priorities, building partnerships, identifying and coordinating key resources, including information sharing, technical assistance, and potential funding opportunities
- Establish goals, objectives, develop policies and plans, determining numbers and disciplines of staff needed, prepared staffing and budget requests

Recovery Division Administrator - Iowa Homeland Security and Emergency Management

May 2007 – March 2018

- Lead the implementation and delivery of multiple state-wide grant programs exceeding
- \$2 billion in federal, state, and local funds.

Patrick J. Hall

- Collaborated with Federal and State agencies, local governments, private business, and political representatives to successfully implement the State's recovery of the 2008 flooding disaster, the largest disaster to occur in the State of Iowa and the fifth largest disaster in United States history.
- Developed, trained, and lead a 100-person staff of program management and financial professionals located in multiple locations throughout the state. Established Division goals and evaluated overall performance of the organization.
- Served as the State Coordinating Officer for 22 Presidentially declared major disaster declarations and as the Alternate Governor's Authorized Representative (AGAR) for 18 Presidentially-declared major disasters. Task organized the Public Assistance, Hazard Mitigation, and operational staff to achieve maximum results for each disaster event.
- Coordinated funding of disaster recovery projects with the Iowa Finance Authority (IFA), the Economic Development Administration (EDA), National Resource Conservation Service (NRCS), Corps of Engineers, Department of Transportation as well as Housing and Urban Development (HUD) Special Appropriations with the Iowa Economic Development Authority (IEDA).
- Lead grant management activities to facilitate requirements of Federal and State laws, regulations, grant programmatic and financial guidance including procurement, contracting, and budgeting. Directed key staff to implement and coordinate grant monitoring oversight, economic analysis, grant financial and performance close-outs. Determined methods for statewide grant delivery and expenditure reconciliation from multiple Federal sources including a variety of Stafford Act, Homeland Security, Emergency Management, and other grants.
- Oversaw the development of all grant agreements, programmatic reporting, grant financial reporting, procurement actions, contracts, and reconciliation of cash management reports.
- Served as subject matter expert for agency in the resolution of difficult programmatic and policy issues. Researched specific legal relationships and problem areas, developed and implemented action plans to achieve results.
- Researched, identified, and secured funding sources that fit the Division's mission and needs.

- Developed multiple Presidential Disaster Requests, administrative plans, and operational plans.
- Represented the states on the committee for Public Assistance Reengineering. Detailed to provide expert technical assistance in redesigning the national Public Assistance delivery model, developing and executing a training and implementation plan, and effecting cultural change to satisfy a central component of the Administrator's strategic plan.

State Public Assistance Officer - Iowa Homeland Security and Emergency Management

August 1993 – May 2007

- Supervised joint federal and state damage assessment and survey teams to facilitate Presidential Disaster Declaration requests.
- Served as State primary resource person on interpreting Public Assistance regulations, policies, and legislation. Advised State and Local Leadership and other government officials and agencies on the requirements for and options available with respect to the provisions of Public Assistance and Stafford Act programs, laws, policies and regulations. Served on multiple task forces and committees to develop improved rules, guidelines, procedures, organizational structures, and delivery systems.
- Developed work products related to the administration of the Public Assistance Grant Program, Hazard Mitigation grants, and the state disaster loan program in order to expedite delivery of effective federal assistance following a major disaster or an emergency declaration.
- Reviewed and approved infrastructure construction and repair projects provided guidance for making compliance determinations and prepared documentation in compliance with the National Environmental Policy Act, the National Historic Preservation Act, and Federal Executive Orders 11988 and 11990.
- Developed functional knowledge of the Stafford Act, National Flood Insurance Reform Act, Office of Management and Budget (OMB) regulations/circulars and related regulations, Code of Federal Regulation 44 (CFR), National Environmental Act, National Historic Preservation Act, Code of Iowa, Chapter 29C Disaster Services and Public Disorders, State of Iowa, Emergency Plan and Section 322 State Hazard Mitigation Plan.
- Established and maintained project management files to document decisions made, and actions taken, for each project requiring an environmental compliance review.
- Coordinated and chaired the Levee Review Committee and State Hazard Mitigation Team meetings leading efforts to

Patrick J. Hall

coordinate joint interagency work with the US Department of Agriculture, US Army Corps of Engineers, and Natural Resources

- Conservation Service, US Fish & Wildlife Service, and other Federal and other State agencies assisting in disaster relief operations.
- Coordinated recovery activities with other federal, state, local agencies, and private relief organizations that provide other types of recovery assistance.
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Laurie A. Robinson, MBA

PVMA, LLC

Education Training

- Use of PMBOK® Standards
- HUD CDBG – DR Monitoring
- Project Planning and Management
- Quality Assurance Management
- Disaster Case Management
- Program Implementation Program Management
- FEMA Public & Individual Assistance
- Procurement Compliance
- Contract Management
- Communications & Outreach
- HUD's Uniform Relocation Act Guidelines
- Call Center Management
- Fraud Auditing and Investigation

Professional Bio

Ms. Robinson is the managing partner for Project and Vendor Management Advisors, LLC (PVMA) located in Houston, Texas. PVMA is woman-owned small business, State of Texas Historically Underutilized Business (HUB), and a Federal HUBZone certified business. Ms. Robinson has over twenty-three years of large-scale program and project management, regulatory compliance, internal audit, and policy experience in the healthcare, disaster management and recovery, and housing industries. Her experience comes from holding positions at the Office of Inspector General for the Department of Health and Human Services, Ernst & Young, MFR, PC, JWI, and Prudential Insurance Company of America.

Harris County – Budget Department / Community Development Services / Nan McKay & Associates January 2019 to October 2019 – Provided oversight and compliance monitoring services as a team member to Nan McKay & Associates for Harris County. Provided outreach and survey services on behalf of the Harris County Community Services Department to obtain, track and report Income Verification Survey outcomes as a step for implementing a disaster infrastructure project for 3 Harris County residential areas.

Catherine Ures, Program Manager – Nan McKay & Associates
1810 Gillespie Way #202, El Cajon, CA 92020 - (760)567-0323

Disaster Services Corporation – SVDP USA

September 2018 to present – Currently contract and quality assurance principal for a Consortium of Puerto Rican municipalities providing Disaster Case Management Program (DCMP) operational services to over 2,000 families under a \$10 million FEMA cooperative agreement. Under the DCMP her team provides outreach to the public and other stakeholders concerning recovery services offered by the Federal, commonwealth and nonprofit organizations to assist families back to pre-disaster self-sufficiency.

Mr. Anthony Pluchino, VP of Programs – Disaster Services Corporation
320 Decker Dr #100, Irving, TX 75062 - (908) 692-2562

City of Houston – Housing Programs Harvey - APTIM

January 2018 to August 2019 - Deputy Project Manager on the Project Management Office Team for the City of Houston, Developed Communication, Marketing and Community Outreach for the community to gain awareness of the Housing and Community Development Departments (HCDD -GLO) Harvey Housing programs including FEMA programs. We assisted the City by conducting over 30 community town hall meetings for residents to provide input into the City's CDBG-DR Action Plan. Process include Grant Management, Community Outreach, Program Marketing, and Communication, and Development of Program Standard Operating Procedures and Process Flows.

Laurie A. Robinson, MBA

PVMA, LLC

Mr. John Moody, VP Programs – APTIM
1241 Underwood Rd, La Porte, TX 77571 - (512) 289-4676

State of Texas – General Land Office / Witt – O'Briens

November 2017 – August 2018 Assisted in the staff management for the GLO's Harvey short-term management team under contract with Witt – O'Brien's and provided staff for the GLO's Harvey call center, residential and MHU inspections for assigned impacted counties in Texas. Provided Community Outreach, Program Marketing, and Communication and File / Case Management services.

Mr. Jonathan Sawicki
818 Town and Country Blvd #200, Houston, TX 77024 - (720) 232-8383

Riverside General Hospital – Board of Trustees

January 2014 – May 2016 Provided recovery and consulting services for Riverside General Hospital's (RGH) Board of Directors to review RGH's accounting operations and coordinate with FEMA Office of Inspector General's (OIG) auditors and the State of Texas Office of Emergency Management to determine RGH's prior management's use of \$34 million of FEMA Disaster Recovery funds.

Mr. Mason Johnson, Board President Riverside General Hospital
3501 Holman St, Houston, TX 77004 (832)423-5199

MFR Solutions, Inc. – Houston Principal - Public Sector Consulting

Dec 2009 - Dec 2011

University of Texas Medical Branch Galveston – Financial Management and Grant Administration

October 2008 – December 2011 Managed the accounting and reimbursement services to the University of Texas Medical Branch Galveston (UTMB) with a staff of 25 accountants and compliance professional to account for and manage over \$1.5 billion from FEMA and commercial insurance for UTMB's recovery and rebuild efforts.

Ms. Kelli Dean, Financial Compliance and Recovery – University of Texas Medical Branch Galveston
301 University Blvd, Galveston, TX 77555 - (409) 772-3587

Harris County Housing Authority – Disaster Housing Assistance Program

September 2007 – December 2011 Managed eight (8) Disaster Housing Assistance Programs (DHAP) located in Harris County, Memphis, New Orleans, and in 41 U.S. States and Territories following Hurricanes Katrina and Ike on behalf of FEMA, HUD and several public housing authorities to provide 24 months of housing payments, case management and monthly rental payments to over 40,000 families impacted by the hurricanes. DHAP used the Uniform Relocation rules published by HUD to relocate program participants during the programs.

Mr. Guy Rankin, Former CEO – Harris County Housing Authority
Current CEO – Universal Housing Solutions
4615 Southwest Fwy # 510, Houston, TX 77027 – (832) 312-0362

State of Louisiana – Office of Community Development

October 2009 – September 2010 Managed the Statewide Temporary Rental Assistance Program for the State of Louisiana's Office of Community Development and provided services based on HUD's Uniform Relocation Act guidelines for housing assistance and documentation management services for the Disaster Recovery Unit of the Office of Community Development (OCD) awarded contract to administer the Housing Assistance for Rental Services for eligible

Laurie A. Robinson, MBA

PVMA, LLC

households in Louisiana who were displaced as a result of Hurricanes Katrina, Rita, Gustav or Ike, or Road Home Options 1 grantees whose homes have been rebuilt with contaminated drywall. Ms. Robinson managed the close-out activities for families transitioning to permanent housing.

Ms. Amanda Guma, Former Program Manager - State of Louisiana – Office of Community Development

Currently Senior Manager, Harvey M. Rose & Associates, LLC – (415) 552-9292

Witt Global, LLC – City of Houston – Department of Finance

October 2006 – December 2011 Performed accounting and reimbursement services on behalf of the City of Houston following Hurricanes Katrina and Ike to recovery over \$600 million from FEMA for disaster recovery expenses. Her team worked with all City departments to obtain and manage data and documentation required to gain the reimbursement. Her team also managed the preparation of the City prior to a FEMA Office of Inspector General (OIG) and State audits.

Mr. Rick Patterson, former Program Manager – Witt Global, LLC
Current DCMC Partners – (713) 882-1293

Jefferson Wells International, Inc. (JWI) – Houston Internal Audit & Compliance

Jan 2005 - Nov 2006 Director

City of Houston – Department of Finance

October 2005 – December 2006 Managed the City of Houston's 2005 Joint Hurricane Housing Task Force (JHHTF) disaster recovery project following Hurricane Katrina to assist over 250,000 people evacuated from New Orleans to Houston to provide emergency housing and case management during the first 30 days following the hurricane. Her team of 200 disaster staff members managed the JHHTF's emergency housing voucher program and managed the month rental payments to program landlords.

Shaurice Mullins

Federal Grants Subject Matter Expert

Education

- PhD, Philosophy and Religious Studies/Holistic Life Counseling, University of Sedona
- Bachelor of Science in Homeland Security and Emergency Management, Ashford University
- Chaplaincy, Covenant International University and Seminary

Relevant Certifications

- Certified Emergency Manager
- Emergency Management Institute (EMI) Certificate of Achievement
- 43 FEMA Emergency Management Institute Online courses including IS-276 BCA Fundamentals and on-site courses including E-273 Managing Floodplain Development through the National Flood Insurance Program (NFIP)

Relevant Highlights & Expertise

- Over 16 years of experience in managing complex recovery projects
- Expertise in the following programs: FEMA PA, IA, Closeouts, 404 & 406 Hazard Mitigation, HUD CDBG
- 44 CFR & CFR 200
- PW Versions & Appeals
- Preliminary Damage Assessments
- SHPO Protocols and Procedures
- 428 Pilot Program
- DAC Policy and Procedures

Specific Technical Skills

- FEMA Hazard Mitigation Benefit Cost Analysis
- HURREX
- FEMA Grants Management System (New Delivery Module)
- EMMIE & NEMIS

Professional Bio

Ms. Shaurice Mullins is the Chief Executive Officer of Elite Disaster Consulting (EDC), a minority owned corporation, headquartered in North Carolina with a strong background in grant management and program administration. Elite has supported the disaster recovery efforts of several states, including North Carolina, New York, Georgia, Texas, and Puerto Rico. EDC's mission is to provide technical expertise, leadership, program management, and advocacy in support of grantees and sub-grantees to enable them to optimize federal, state, and private disaster relief funding and achieve positive community outcomes while avoiding duplication of benefits, properly tracking cost and activities, retaining grant funding through programmatic closeout and audit, and mitigating wherever possible against future similar disasters—all in compliance with funding program requirements. Ms. Mullins, a Federal Grants Subject Matter Expert, has over 16 years of experience in all facets of disaster mitigation and recovery and has served in numerous capacities in recovery work for seven major hurricanes (Michael, Matthew, Irma, Maria, Sandy, Irene, and Floyd) and several severe storms, tornadoes, straight-line winds, and flooding events.

Relevant Project Experience

Executive Disaster Recovery Director | Managing Partner | DR-4339 | Cornerstone Sigma Consultants

- Manage major project efforts for multiple clients, requiring complex coordination across multiple systems and processes.
- Interact with the end client and elected officials.
- Manage FEMA staff and lead a diverse team of subject matter experts providing policy, program management, compliance, data analysis, reporting, training, operations, and business development services.
- Overseeing day-to-day functions including project status, budgeting, contracts, and procurement.
- Maintain a complete understanding of all the applicable Program policies and requirements.
- Oversee the implementation and operations of various FEMA PA projects, which may include oversight and distribution of resources throughout Puerto Rico, North Carolina, Florida, New York and Georgia.
- Assist with Business Development Strategies including proposal writing, negotiating contracts, and executing disaster recovery projects.
- Monitor and understand the financial performance of various Federal Programs.
- Provide monthly reports to the CEO detailing the status of all projects.
- Perform other duties as required.

Sr. Project Manager, 404 Hazard Mitigation Project Development | DR-4337, -4399 | City of Islamorada | IBTS

- Serve as Lead Hazard Mitigation Grants Manager in the development of 9 million in critical, urgent, and high-level 404 hazard mitigation projects.
- Supervise preparation of grant applications, fees and budgets, compliance, procurement, and related education for the client.

Shaurice Mullins

Federal Grants Subject Matter Expert

- Research service needs and compatible funding sources, and prepare grant proposals and/or contracts on the behalf of the client

Senior FEMA SME & Policy Advisor, Sr. Project Management, | DR-4337| City of Key Colony Beach | IBTS

- Lead IBTS's FEMA Development efforts for PA and HMGP assistance at the local government level.
- Manage the implementation of Disaster Recovery operations to include administration and management of FEMA's Public Assistant and Hazard Mitigation operations in transitional recovery process.
- Serve as the Principal liaison between FEMA and the City officials representing the City of KCB with disaster damage under the FEMA Public Assistance (PA) Program.
- Manage tasks and review work products from other PA Team member's site inspections, cost estimators, and technical specialists, and environmental/historic/insurance specialists.
- Provide oversight in the development of project worksheets (PW), assessed damages, identified mitigating opportunities for the client.
- Assess damages, inventory needs, wrote project worksheets and tracked the progress of the PW's of other team members.
- Work closely with project officers, emergency coordinators, and technical experts. Attend meetings, help the client with FEMA programmatic and special considerations.
- Manage the FEMA grants portal on the behalf of the client.

Sr. Project Manager, Disaster Recovery Support| DR-4332| St. Mark's Medical Center| Hagerty Consulting, Inc.

- Managed the project development and administration of all elements of Federal disaster grant applications related to Presidentially declared emergencies or disasters.
- Provided support and development in grant formulation maximizing eligible reimbursements.
- Provided strategic management and Policy/Program guidance and advice.
- Assessed and oversaw the development of \$2 million in Project Worksheet (PW) grants.

Sr. Project Manager, Disaster Recovery Support & 404 Hazard Mitigation Services| DR-4337| Sarasota Memorial Hospital| Hagerty Consulting, Inc.

- Assisted with managing the project development and administration of all elements of Federal disaster grant applications related to presidentially declared emergencies or disasters
- Provided Subject Matter Expert Expertise and Policy/Program Guidance to ensure maximum federal funding.
- Provided support and development in grant formulation maximizing eligible reimbursements.
- Provided strategic management and Policy/Program guidance and advice.
- Manage the development of HMGP applications nearly. Provided technical assistance from pre-application phase to full application submission.

Sr. Project Manager, Disaster Recovery Support & 404 Hazard Mitigation Services| DR-4338| Brunswick-Glynn Joint Water & Sewer Commission| Hagerty Consulting, Inc.

- Manage the development of nearly \$6 million in HMGP applications. Provide technical assistance from pre-application phase to full application submission. Provide technical assistance including scope of work changes, benefit-cost analysis (BCA), RFI responses, environmental and historic preservation, advance assistance application requests, and technical feasibility.

Shaurice Mullins

Federal Grants Subject Matter Expert

- Assist with managing the project development and administration of all elements of Federal disaster grant applications related to Presidentially declared emergencies or disasters.
- Provide support and development in grant formulation maximizing eligible reimbursements.
- Provide strategic management and Policy/Program guidance and advice.

Risk Reduction Program Manager | DR-1858 -1973 -4165 -4215 -4259 -4284 -4294 -4297 -4338|

Georgia Emergency Management and Homeland Security Agency

- Served as Lead Hazard Mitigation Grants Manager in the development of critical, urgent, and high-level projects. Managed nearly \$100 million in 404 Hazard Mitigation funds.
- Supervised preparation and administration of grants, applications, fees and budgets, compliance, procurement, and related education for the state's 404 Hazard Mitigation Grant Program (HMGP) Program.
- Supervised a team of 10 professional hazard mitigation grant managers, which included field deployed staff, in performing a variety of hazard mitigation grants management and administrative duties such as project grant development and implementation.
- Administered and oversaw ongoing HMGPs and related funds.
- Provided technical assistance to state agencies and local governments related to federal HMGPs.
- Researched service needs and compatible funding sources, and prepares grant proposals or contracts.
- Coordinated the audit of expenditures of grant funds to ensure that funds are spent according to stipulation and deadlines are met.
- Functioned as the primary contact and maintains a detailed database of financial information for the 404 HMGP.
- Oversaw the administration of and/or awards funds on behalf of the state or other grantors.
- Provided on-the-job training and performance coaching for assigned hazard mitigation risk reduction specialist.
- Provided technical/topical expertise, information, planning, and problem resolution for all HMGP-related activities. Monitored compliance to HMGP stipulations.
- Conducted and reviewed BCA to prepare applications to meet FEMA's approval.
- Interacted with all levels of government in a way that promotes respect, encourages cooperation, and contributes to excellent performance. Maintained a consistent, high quality, customer-focused orientation when conducting and providing services or products to clients, the public and other external customers.
- Served as a member of the State's Unified Command Group for DR-4259, DR-4284, DR-4294 & DR-4297.

PA Task Force Leader | Policy Advisor| DR-4085| New York Hurricane Sandy Recovery | Adjusters International

- Assessed and oversaw over \$300 million in Project Worksheet (PW) grants.
- Supervised and managed a team of Public Assistance Coordinators and Project Specialist in the reviewing and formulation of more than 200 projects region wide resulting in an over \$200 million of FEMA PA funding.
- Advised large public institutions, jurisdictions, and municipalities on FEMA PA eligibility requirements.
- Provided technical assistance to New York State as Grantee & Quality Control (QA/QC) Lead in final reviews of grant applications including 406 Hazard Mitigation.
- Directly advised senior management of the state of New York on implementation of the New York's financial recovery from Hurricane Sandy.

Community Development Specialist II/IA Coordinator | DR-1969, DR 4019| North Carolina Division of Emergency Management/North Carolina Public Safety

- Prepared correspondence, reports, presentations, and documents related to emergency management

Shaurice Mullins

Federal Grants Subject Matter Expert

- Worked along with FEMA's IA, community relations, hazard mitigation, and PA departments.
- Worked as the State's Lead Housing Counselor along with FEMA to implement a rapid re-housing plan to find housing for the homeless disaster survivors in Wake County.
- Managed and supervised 15 community development specialists North Carolina's IA.
- Directly supervised 13 Disaster Recovery Center (DRC) Managers, providing exit interviews at regional DRCs during DR-1969 & Hurricane Irene from April-October 2011 for a total of 2,040 hours.
- Monitored and reported on the housing status of over 284 households in counties that participated in the FEMA Transitional Sheltering Program in the aftermath of Hurricane Irene.
- Managed and supervised staff for the State of North Carolina's Small Business Administration (SBA) Task Force/Hotline.

Grants Manager | Certified Housing Counselor | North Carolina Redevelopment Center

- Provided program management and technical assistance (reporting and monitoring) for Crisis Housing Assistance Fund (CHAF) Projects: State Acquisition Relocation Funds (SARF) Supplements for Homeowners, Low-Income Home Replacement Program, Low-Income Home Repair and Rehabilitation (carried out in conformity with CDBG housing rehabilitation standards), SBA Successful Grant Program (\$2 million allocated), Home Owner Relocation, Infrastructure for New Neighborhoods Program, and Temporary Housing. Funds allocated to CHAF housing projects totaled \$836 million.
- Provided technical assistance to sub recipients with compiling North Carolina CHAF documentation in compliance with all HUD/CDBG requirements.
- Provided support and technical assistance to over 38 North Carolina counties devastated by Hurricane Floyd; assisted over 5,000 families with damage assessments, eligibility determinations and temporary housing, relocation, repair and replacement. Analyzed title opinions and surveys.
- Participated in meetings with grantees and sub recipients to establish initial assessment of proposed recovery projects and activities to explain CHAF rules and regulations.
- Assisted grantees and sub recipients with compiling CHAF required documentation in compliance with all HUD/CDBG requirements.
- Provided technical assistance with review and oversight of funded projects through close-out. Coordinated the activities of personnel, consulting with local leaders to acquaint them with the various aspects of federal and state programs. Worked with officials and personnel at the state level, as required, in the analysis of proposed and on-going programs. Worked closely with internal & external partners to develop coordinated emergency plans. Prepared correspondence, reports, presentations, and documents related to emergency management.
- Worked along with FEMA's IA, community relations, hazard mitigation, and PA departments.

Disaster Recovery & Work History

Elite Disaster Consulting, Inc., CEO, 2013-Present

Cornerstone Sigma, LLC, Independent Consultant, Present

Institute for Building Technology & Safety (IBTS), Independent Consultant, Present

Hagerty Consulting, Inc., Independent Contractor, Present

Georgia Emergency Management and Homeland Security Agency, Risk Reduction Program Manager – Hazard Mitigation Division, 2015-2017

Adjusters International, Public Assistance Task Force Leader, 2012-2015

North Carolina Division of Emergency Management/Public Safety, Community Development Specialist II & Individual Assistance Coordinator, 2011-2012

Shaurice Mullins

Federal Grants Subject Matter Expert

North Carolina Redevelopment Center, Grants Manager /Certified Housing Counselor,
2004-2011

Family First Mortgage Corp, Branch Manager/Senior Loan Processor, 1999-2004

Branch Banking & Trust (BB&T), Call Center Technical Support, 1995-1999

References:

Pam Crosby|Purchasing Director|Brunswick-Glenn County Joint Water & Sewer Commission
Email: pcrosby@bgjwsc.org| Ph: (912) 261-7127

Yolanda Abram|Director|NC Redevelopment Center-NC Public Safety
Email: landa1954@gmail.com| Ph: (919) 225-4594

Angelica Maldonado|CEO|Cornerstone Sigma Consultants, LLC
Email: ams@cornerstonesigma.com| Ph: (347) 413-0071

Ed Mulford|PA DAR Lead|NY Office of Emergency Management
Email: Ed.Mulford@dhses.ny.gov| Ph: (845) 649-3369

Gregory Szymanski|Director of Public Assistance and Recovery Services|Adjusters International
Email: gszymanski@aidrc.com| Ph: (315) 527-4186

Brad Bassett| Disaster Recovery Consultant
Email: bbassett@patriotrg.com| Ph: (407) 462-1952

Vincent Lintz| Program Manager| Institute for Building Technology & Safety (IBTS)
Email: vclintz@yahoo.com| Ph: (515) 490-3166

Christopher Moonis| City Manager| City of Key Colony Beach, Florida
Email: cmoonis@keycolonybeach.net| Ph: (717) 725-5508 (305) 849-0273

Kelsey Goodman|Hazard Mitigation Program Manager| Georgia Emergency Management &
Homeland Security| Email: kelseygoodman@gmail.com| kelsey.goodman@gema.ga.gov|
Ph: (770) 605-7198

Michael Spletto| Corporate Disaster Recovery Executive| Institute for Building Technology &
Safety (IBTS)| Email: MSpletto@ibts.org| Ph: (225) 573-4354

Steve Green| Disaster Recovery Director| Institute for Building Technology & Safety (IBTS)|
Email: sgreen@ibts.org| Ph: (225) 270-3198

Nathaniel Rogers|Envirovision|VP of Operations|Email: nrogers42000@yahoo.com|
Ph: (252) 258-7775

Janice Adekoya| JEMA Ventures| Managing Partner| Email: jadekoya1@gmail.com|
Ph: (404) 490-1809

Mark Rueshmann| FEMA Lead Trainer-Task Force Leader| Ph: (417) 543-4742

Timothy Paul Coyle

AG-Witt

Education Training

New Jersey City University (Jersey City, New Jersey)	2004
Bachelor of Science	
Fairleigh Dickinson University (Teaneck, New Jersey)	2009
Master of Administrative Science	
Naval Postgraduate School (Monterey, California)	2014
Master of Security Studies	

Professional Bio

Capt. Coyle has served for the past twenty-five years served the State of New Jersey as a law enforcement officer. Capt. Coyle has come through the ranks from trained investigator to police executive. He now intends to bring this skill set into the private sector. His drive to succeed has led me to excel in my profession. He offers uncommon skill sets which include my service in a command position, University Adjunct Professor, Hazard [Crime Centers director and policy author focused on leveraging the full potential of a dynamic multicultural work force.

Relevant Professional Experience

New Jersey State Police | Captain June 1998 - Present

- Chief of the Watch & Warning Bureau – Regional Operations & Intelligence Center
- Directed the equivalent of the Global Security Operation Center for the State of New Jersey managed by the established Watch Officers responsible for “All Threats, All Crimes, and All Hazards” on a 24/7 basis
- Created several Intelligence processes including deliverables which have been identified by the public and private sector as offering value by providing actionable information in real time
- Authored numerous policies related to administration and governance of critical capabilities: facial recognition, privacy & constitutional rights of citizens, Memorandums of Understanding(s), Non Disclosure Agreements, and critical incident messaging protocols
- Fiduciary for center funding annually totaling in excess of 4 million dollars (this includes purchasing, procurement, and audits)
- Created and maintained relationships with executives in critical and key resources for New Jersey, this includes Verizon Wireless, Goldman Sachs, Johnson & Johnson, United Parcel Service, Public Service Energy Group, etcetera
- Created an oversight mechanism that efficiently eliminated overtime scheduling by introducing a civilian element. This initiative manifested in the reduction of eight hundred thousand dollars of paid overtime annually
- Created an internal hiring process and personnel management system, responsible for establishing performance metrics, policy adherence, and involuntary separations of service
- Supervisor Major Crime Unit
- Supervised complex large-scale investigations, including but not limited to, suspicious death investigations, mass causality incidents, police-involved shootings, terrorism events and multinational kidnapping occurrences
- Supervisor Cyber Crime Unit
- Participated in a multinational investigation of possessors of previously identified child pornographic movie files.
- Supervised an investigative team during a national investigation into the distribution and manufacturing of identified child pornographic movie files

Timothy Paul Coyle

AG-Witt

- Conducted both on site and laboratory computer forensic previews of digital media belonging to suspects and victims.

- Participated in locating kidnapped and runaway children by the forensic analysis of computers

Jersey City Police Officer November 1994 – June 1998

- Assigned to a Community Service Post
- Individually recognized for crime reduction techniques within the highest violent crime area of Jersey City.
- Assigned to undercover street crime operations
- Specifically focused on investigations associated to robbery, possession of firearms, burglary, and aggravated assault

Key Skill Sets

In 2016, I applied for and received a United States Department of Justice grant award creating an Anti-Heroin Task Force in New Jersey. The grant award was approximately \$1,000,000 in value. I assumed the role of project manager and administered the award from "cradle to grave." I ensured governance for permissible uses, procurement, distribution of assets, product tracking, and subsequent grant audits. While managing the grant, I authored several grant amendments reprogramming funds within the submitted budget. The amendments afforded the Regional Operations Intelligence Center the ability to sustain critical capabilities for a prolonged period of time.

I have been a key stakeholder in the development and execution of table top exercises related to identifying the criticality of the information sharing enterprise in dynamic environments (natural | manmade). Specifically, I have worked to optimize the response and preparedness phase of events for emergency managers. I have worked directly with crisis managers from the Federal Emergency Management Agency, Prudential Center (Newark, New Jersey) and Met Life Stadium (East Rutherford, New Jersey).

Arthur R. Jennings III

AG Witt

Education

- Virginia Commonwealth University
Bachelor of Science

Training

Virginia Commonwealth University, Richmond VA, Fully FEMA Trained from Ops 1 thru Grants Manager, BBA and 428 and former Nemis and Emmie trained.

Dependable, Detail Oriented, Self-Starter, High Quality Work Products and Proficient in Microsoft Office Suite, RS Means and CEF. I currently have a FEMA MBI, DHS Security Clearance, Current FEMA Contractor Badge and a Current Passport.

GRANT EXPERIENCE

- FEMA PA
- HUD CDBG-DR

AREA OF EXPERTISE

- Grants Manager
- 428 and BBA Programs
- Appeals
- Cost Estimates
- Grant Application Development & Management
- Infrastructure Recovery
- Policy Review
- Program Administration
- Project Closeouts
- PW Development

YEARS OF EXPERIENCE

- 17 years 2003 - 2019

Professional Bio

Mr. Jennings brings 17 years of experience assisting clients in the administration of federal grant programs for disaster recovery. Mr. Jennings started his career in disaster recovery following Hurricane Isabel in 2003, where he served as a Project Specialist/Public Assistance (PA) Officer for the Federal Emergency Management Agency (FEMA).

Mr. Jennings was recently FEMA trained in the 428 and BBA programs and Grant Portal / Grants Manager programs, experienced in the development of project worksheets (PW's) for Categories A-G, estimating with use of RS Means and CEF's and assisting clients with the appeals and closeout process. He has served as project specialist, PA coordinator (PAC), Super PAC, TFL, Planner, Bid Writer, Appeals writer and Closeout Specialist for numerous disasters. He has managed technical assistance coordinators (TAC) and FEMA staff for PA and Infrastructure Recovery to state agencies and local governments.

Additionally, Mr. Jennings has knowledge of the construction industry, having worked for multiple commercial contracting and building companies where he managed the Businesses as Vice President and Director of Operations, reviewed blueprints and shop drawings, reviewed contracts, oversaw Quality control and directed total building operations.

Relevant Professional Experience

Subject Matter Expert / Project Manager / Senior Disaster

Recovery Specialist, Costing Estimator, December 2018 - present

REDLINE GLOBAL LLC DR 4339 Puerto Rico

Following Hurricanes Maria, Puerto Rico has struggled to recover from a Category 5 Hurricane that devastated the Country. Many Municipalities have hired the services of REDLINE GLOBAL LLC to assist them in the recovery effort to be their consultant to write projects (PW'S) and represent them to FEMA. His services were requested to be team were requested to be a member of a select team as a Subject Matter Expert /Senior Disaster Recovery Specialist to review damage assessments, write PW's Create Estimates using R S Means and Calculate Cost Estimates, CEF's.

Project Manager / Team Leader /Subject Matter Expert / Senior Disaster Recovery Specialist (January 2018 – December 2018)

Witt- Obrien's Inc.

United States Virgin Islands, DR- 4335, DR-4340 St. Thomas, St. John

Following Hurricanes Irma and Maria, the USVI was trying to recover from two Category 5 Hurricanes in a 12-day time span. Struggling to recover they hired the Services of Witt O'Brien's to consult them and represent them to FEMA. My services were requested to be team manager of Disaster Specialists who were assigned to write all PWs for St. John and St. Thomas. I wrote PW's, Cost Estimates, CEF's QA/QC for the company and VITEMA and other management assignments.

Arthur R. Jennings III

AG Witt

Principle Consultant / Subject Matter Expert (September 2017 – January 2018) Tetra Tech

County of Ft Bend | Principle Consultant and Program Manager Following Hurricane Harvey, the County of Ft Bend was one of the communities to receive a disaster declaration from the devastating flooding in the State of Texas. The County activated Tetra Tech to provide post-disaster FEMA PA consulting services following the disaster declaration. Mr. Jennings is responsible for the overall management of the recovery project for the County and to provide PA grant application and administration services and technical assistance to the County.

Project Manager / Subject Matter Expert, (March 2017 – July 2017) Tetra Tech

City of Fayetteville, North Carolina | FEMA Public Assistance Consulting Following Hurricane Matthew, the City of Fayetteville was one of the communities to receive a disaster declaration in the State of North Carolina. The City activated Tetra Tech to provide post-disaster FEMA PA services following the disaster declaration. Mr. Jennings was responsible for the overall management of the project and provided PA grant application and administration services and technical assistance to the City of Fayetteville.

Senior Consultant / Construction Estimator / (March 2017- Present) Tetra Tech

Dougherty County, Georgia | Severe Storms and Tornadoes

Following the two tornadoes that affected Dougherty County in early 2017, Tetra Tech was retained to assist with disaster debris program management and PA consulting services.

Mr. Jennings has been providing technical assistance and is responsible for the development of project worksheets for emergency and permanent work.

Contractor (2005 - 2017)

TRS Staffing/FLUOR Senior Estimator / Senior Construction Manager / TFL

Mr. Jennings served as a senior level disaster contract employee for Fluor Government Group. Mr. Jennings has served in multiple roles beginning in 2005 with Hurricane Katrina and Hurricane Rita in Region 4 Mississippi and continuing to the Texas Region 6 following the severe storms, tornadoes, straight-line winds, and flooding in 2016. He has managed TAC and FEMA staff for PA and Infrastructure Recovery to state agencies and local governments.

Arthur R. Jennings III

AG Witt

Stateside and Applicant Consulting

Louisiana Department of Emergency Management Witt Obrien Project Specialist for project closeouts and PW rewrites, for Hurricanes Katrina and Rita 2013

CDBG Project Manager SENECA SCMC LLC New Jersey for Hurricane Sandy Restorations 2013

Preliminary Damage Assessments for Hurricane Matthew 2016 Paul Manno Assoc. Virginia Department of Emergency Management Hurricane Matthew

Winter Storm Disaster Closeout Specialist to Virginia Department of Emergency Management. Hurricane Matthew, Principle Consultant (September 2017 – Present) Paul Manno Assoc.

Project Manager (March 2017 – July 2017) TETRA TECH Hurricane Matthew
City of Fayetteville, North Carolina | FEMA Public Assistance Consultant and, Project Manager

Senior Consultant (March 2017- Present) TETRA TECH Dougherty County, Georgia | Severe Storms and Tornadoes

Principle Consultant (September 2017 – December 2017) TETRA TECH
County of Ft Bend | Principle Consultant and Program Manager DR-4332

Principle Consultant City of Houston TETRA TECH (December 2017 – December 2017) QA/QC reviews. DR- 4332

Principle Consultant / Appeals (October 2017 to December 2017) TETRA TECH
City of Sumter, South Carolina | Grants and Appeals writer and specialist.

Project Manager, Subject Matter and Policy Expert (January 2018 to December 2018) Witt O'Brien's
US Virgin Islands, St. Thomas and St. John DR 4335 and DR 4340

REDLINE GLOBAL LLC. Project Manager / Subject Matter Expert / Senior Disaster
Senior Disaster Recovery Specialist DR 4339

Disasters

- DR-4339 Hurricane Irma
- DR-4297 Georgia Severe Storms, Tornadoes
- DR-4285 Hurricane Matthew, North Carolina
- DR-4291 Hurricane Matthew, Virginia
- DR-4223 TX Tornadoes & Flooding
- DR-1606 Hurricane Rita
- DR-1604 Hurricane Katrina DR-1491 Hurricane Isabel
- DR-4332 Hurricane Harvey
- DR-4337 Hurricane Irma
- DR-4335 Hurricane Irma
- DR-4340 Hurricane Maria

Vincent E. Etzel, MSHS, CFM

AG Witt

Education

- Bachelor of Arts, Science, Fairleigh Dickerson University
- Associate of Science, Criminal Justice, Ocean County College
- FEMA Public Assistance Operations I & II
- FEMA Emergency Management Certificates: IS-100, IS-200, IS-230, IS-235, IS-240, IS0-254, IS-300, IS- 400, IS-700, IS-800
- Professional Development Series, Public Assistance Specialist Course State Disaster Management Course
- Leadership and Influence Course Public Assistance Operations I Course
- Mid-Level Management & Leadership Course Level 5 On-Scene Incident Commander Course
- Decision Making in a Crisis Basic & Advanced Critical Incident Stress Management Course Preliminary Damage Assessment Course
- School Security Initiative Instructor
- N.H.C. - Intro to Hurricane Preparedness

Professional Bio

Nick Massa has over 20 years of experience in Emergency Management, most recently as a Disaster Recovery Specialist with Witt/O'Brien's. Since joining the team, he has closed out over 250 large projects for the State of New Jersey. He served as an advisor to regional recovery staff and leadership concerning policy issues around providing and delivering support, particularly within the realm of grant closeout.

He has held many important positions in the field of Emergency Management through his career with the New Jersey State Police managing projects in response to the World Trade Center Disaster, 9/11, severe winter storms which resulted in three Presidential Declared Disasters to include Hurricane Sandy response and recovery effort.

Nick has served as the State Coordinating Officer (SCO) for three (3) disasters, DR-1867, 1873 and 1889 for the State of New Jersey. This was an unprecedented event in the history of the New Jersey State Police. His daily routine involved engaging with the Federal Coordinating Officer (FCO) and other FEMA Officers involved in these disasters, as well as Senators from New Jersey and Political personnel throughout the local and county municipalities.

He served as a supervisor during the 9/11 World Trade Center attacks in New York City and was assigned to the New York Office of Emergency Management, Pier 92, New York City Emergency Management Operation Center as a liaison between New York City and New Jersey in the recovery effort for this event.

Nick has served as the Bureau Chief for the NJOEM Recovery Bureau with State-Wide responsibilities having been actively involved in ten (10) disasters. He was responsible for three (3) Units: Public Assistance, Mitigation, and the Preparedness/Exercise and Training Unit which is staffed by over 80 enlisted and civilian personnel. The Public Assistance Unit has been responsible for delivering over \$2 billion dollars to 21 counties throughout the State of New Jersey with the assistance from Federal grants from FEMA. The Mitigation Unit is responsible for assisting the residents of the State of New Jersey with over \$60 million dollars in Federal funding from FEMA. The Preparedness /Exercise/Training Unit is responsible for instructing courses and for conducting exercises for over 567 municipalities throughout the State of New Jersey. He monitored schedules, deadlines, and benchmarks to ensure work is completed by staff in a timely fashion.

Vincent

Vincent E. Etzel, MSHS, CFM

AG Witt

Professional Experience

Closeout Specialist, Witt/O'Brien's SEACOR Company (December 2014 – August 6, 2019)

Responsible for review and processing of FEMA Public Assistance (PA) Project Worksheet closeout packages. Worked on site under contract with the State of New Jersey Office of Emergency Management (NJOEM) conducting final inspection reports (FIRs), and the collection and evaluation of contract and procurement documentation, force account labor, force account materials, force account equipment, direct administrative costs, hazard mitigation, etc. Worked closely with very large Applicants in closing out their multi-million dollar FEMA PWs to include Mantoloking, Toms River, Margate, Atlantic City, Brigantine, various Monmouth County applicants, and the Port Authority of New York and New Jersey. Worked as a member of the Region II Joint FEMA-State Category A and B Closeout Taskforce. This work included intimate coordination with various stakeholders within each municipality.

Nick was working with the State of Florida supporting Pompano Beach and Coral Springs as an Applicant liaison, conducting PW formulation as part of the new FEMA PA Implementation Model using the FEMA Grants Portal. This work included gathering and uploading of all pertinent PW documentation, and coordination with a FEMA Program Delivery Manager (PDMG). This work also included coordination with various stakeholders within each municipality. Nick was also working with the Township of Berkeley closing out the rest of their Sandy projects with the State of New Jersey and FEMA.

Bureau Chief, NJ State Police (NJSP), NJ Office of Emergency Management (NJOEM) (December 2011- January 2012)

Bureau Chief for the Recovery Bureau with State-Wide responsibilities which has been actively involved in ten (10) active disasters in the last two years.

Responsible for three (3) Units: Public Assistance, Mitigation and the Preparedness/Exercise and Training Unit which is staffed by over 80 enlisted and civilian personnel. The Public Assistance Unit has been responsible for delivering over \$500,000,000.00 dollars to 21 counties throughout the State of New Jersey with the assistance from Federal money from FEMA. The Mitigation Unit is responsible for assisting the residents of the State of New Jersey with over \$60,000,000.00 dollars in Federal money from FEMA.

The Preparedness/Exercise/Training Unit is responsible for instructing courses and for conducting exercises for over 567 municipalities throughout the State of New Jersey.

Served as the State Coordinating Officer (SCO) for three (3) disasters, DR 1867, 1873 and 1889 for the State of New Jersey which was an unprecedented event in the history of the New Jersey State Police.

Unit Head, South Region, NJ State Police (NJSP), NJ Office of Emergency Management (NJOEM) (April 1999 – December 2011)

Unit Head, South Region, New Jersey Office of Emergency Management, responsible for County planning, Training and Exercise to includes 10 Counties and 268 Municipalities throughout the South Region.

Assist Counties and local OEM Coordinators with Emergency Plans and coordination for all emergency response and preparedness.

NJSP OEM liaison for numerous disasters that took place in the State of New Jersey during my seventeen years in Emergency Management.

Vincent

Vincent E. Etzel, MSHS, CFM

AG Witt

**NY OEM Liaison, World Trade Center 9/11 NY/NJ, NJ State Police (NJSP), NJ Office of Emergency Management (NJOEM)
(September 2001-December 2002)**

Supervisor during the 9/11 World Trade Center attacks in New York City and was assigned to the New York Office of Emergency Management, Pier 92, New York City Emergency Management Operation Center, for 4 months.

Blondell Biggs Hoggard

AG Witt

Education Training

- Martin Community College - Business Administration
- Martin Community College- Dialysis Technician Training
- North Carolina A & T State University-Child Development Associate
- Elizabeth City State University- Early Childhood/Business Administration Beaufort Community College- Early Childhood
- Plymouth High School Graduate

FEMA Training

- IS-100 Introduction to Incident Command System
- IS-101 Preparing for Federal Disaster Operations
- IS-200 ICS for Single Resources and Initial Action Incidents
- IS-393 Introduction to Hazard Mitigation
- IS-403 Introduction to Individual Assistance
- IS-547 Introduction to Continuity of Operations
- IS-633 Debris Management Plan Development
- IS-634 Into to FEMA'S Public Assistance Program
- IS-700 National Incident Management System (NIMS) Introduction
- IS-800 National Response Framework Introduction

Professional Bio

Thirty Years of experience in Family and Human Development, Behavioral and Mental Health Management and implementation of Outreach. Twenty Years of experience in Community Development and Human Services with assignment involving management and supervision of staff. Experience in Finance and Housing Counseling and Public and Community Relations.

Relevant Professional Experience

NC Division of Emergency Management - Community Development Specialist
Raleigh, NC April 2011 to April 2013

Deployed as a Disaster Recovery Center Manager in the Individual Assistance Program throughout the State of North Carolina. Provided assistance to disaster survivors to apply for FEMA and NC State provided assistance. Worked as NC Lead Case Manager along with FEMA Recovery and Outreach Program to coordinate with Volunteer Agencies to provide support to qualified individuals. Worked with FEMA Case Workers to use the information in NEMIS to ensure each survivor maximum qualified assistance. Attended town meetings, faith based functions and volunteer gatherings to provide training on the Individual Assistance Program. Worked as a Housing Counselor assisting individuals with the application process for the Transitional Housing Program, Rapid Housing Efforts and NC State Hazard and Mitigation Grant Project and VOAD Replacement Housing Programs. Assisted Individuals with navigation of insurance policies, title searches, various inspections and SBA application process. Interviewed survivors on the Governors Hotline and SBA Hotline in the Call Center. Trained and managed other Disaster Recovery Center Managers, Community Relations Staff and Case Managers for the Recovery and Outreach Program.

Andrea C. Hebert, MBA,CFM,GCM

AG Witt

Deputy Public Assistance Officer – FEMA, - May 2006 - October 2008

Managed, monitored, evaluated and implemented assistance programs of the DHS/FEMA Public Assistance Program both in Baton Rouge and in the Western Parishes office. Compiled data for program analysis, researched and identified complex Public Assistance program issues or problems, took remedial action, made recommendations for and implemented resolutions and improvements. Attended meetings, conferences, and other forums with officials of State, local, other Federal agencies and other professional groups. Reviewed and evaluated existing strategies and communication plans for disseminating information about changes in Public Assistance program and determined the most effective means of getting this information to concerned organizations and individuals. Reviewed project worksheets for eligibility issues, prepared grant obligation packages, and assisted the Public Assistance Officer in policy formulation, coordination, and administered and oversaw various special projects and activities. Developed the FEMA SOP for Progress Report Preparation and review for the Louisiana Recovery office.

Project Officer 2 – FEMA, March 2006 – May 2006

Attended kick-off meetings as the primary point of contact for applicants. Assisted local governments to apply for public assistance funds, guided applicant interviews, determined the eligibility of claim, interpreted and administered the PA assistance program policies and procedures. Prepared project worksheets substantiating the damage, scope of work, and project costs, and reviewed all supporting documents and all cost estimates, provided guidance on 406 mitigation possibilities and provided training to new section employees.

Project Officer 1 – Express Personnel, Contractor for FEMA local hires, November 2005 – March 2006

Attended kick-off meetings as the primary point of contact for applicants. She assisted local governments to apply for public assistance funds, guided applicant interviews, determined the eligibility of claim, interpreted and administered the PA assistance program policies and procedures. Prepared project worksheets substantiating the damage, scope of work, and project costs, and reviewed all supporting documents and all cost estimates, provided guidance on 406 mitigation possibilities and provided training to new section employees.

Executive Administrative Assistant, Express Personnel, Contractor for FEMA local hires, October 2005 – November 2005

Formulated and maintained spreadsheets for Public Assistance Health and Education group for tracking purposes. Maintained communication log in NEMIS, lead team to determine the scope of questions that applicants could present, and completed other special assignments as needed.

Planning and Support System Coordinator, Louisiana State University Health Sciences Center, Health Care Services Division, July 2002 – October 2005

Assimilated and analyzed complex health care issues and/or practices, statistics and data related to health care operational practices/procedures, for the development of strategic policies, practices and plans. I made recommendations regarding operational practices based on analysis of past performance, new trends, etc., and provided consulting assistance throughout the HCSD. Formulated and maintained the HCSD's statistical reporting policy, as well as the monthly official services utilization report, advised senior management on the interpretation of statistics. Provided technical assistance and support to medical centers for the assimilation and production of the utilization reports for the L.A. Performance Accountability System. Provided data and reports as part of managerial operational review.

Anthony Hurley, MEP, CPP®, PCI®, CPD AG Witt

Professional History (Witt O'Brien's)

- Managing Director, Utility Practice (December 2017 - present)
- Associate Managing Director, Utilities, (January 2017 - December 2017)

Professional History (FirstEnergy)

- Vice President of Operations, Jersey Central Power & Light (2013-2017)
- Director, Operations Services, Toledo Edison (2011-2013)
- Manager, Engineering, Project and Asset Management, Ohio Edison/Penn Power (2009-2011)
- Director, Asset Management, FirstEnergy Corporation (2007-2009)
- Director, Operations Support, Toledo Edison (2005-2009)
- FirstEnergy Companies, Regional and Corporate positions (1980-2017)

Areas of Expertise

Utility Operations, Emergency Management and Physical Security

Professional Associations

Member/Past Chair, Utilities Security Council, ASIS International

Member, Global Terrorism, Political Instability, and International Crime Council, ASIS International

Co-Chair, All Hazards Consortium, Fleet Movement Working Group

Member, National Hurricane Conference Planning Committee, and Chair of Utilities Topics, and Homeland Security Topics Committees

Member, National Emergency Management Association (NEMA) Information Sharing Task Force

Member, InfraGard (an FBI Alliance), Austin, Texas Chapter

Professional Bio

Anthony Hurley has a unique background, with thirty-seven (37) years with an electric utility, of which twenty-seven (27) of those years were in various managements roles, ranging from Supervisor to Vice President.

His ability to exceed project expectations by empowering diverse teams provided him with an opportunity to lead numerous special assignments over his career.

The organizations and special teams that he managed prided themselves on delivering upon the identified safety, reliability, financial stewardship, capital portfolio management, and environmental goals, and then improving upon those.

Hurley has an extensive background in emergency management that includes the preparedness, response and recovery of countless

thunderstorms, ice storms, floods, tornados, wind events, and hurricanes, both with his own utility, and while assisting other utilities. Many of these events were national emergencies, with some being recognized by the

Edison Electric Institute (EEI) Emergency Recovery and Emergency Assistance awards. His hurricane deployments include Isabel (NJ), Francis (FL), Ivan (FL & AL), Katrina (LA), Rita (TX), Irene (NJ), Sandy (NJ), Harvey (TX), and hurricanes Irma and Maria (U.S. Virgin Islands). He has also responded to natural disasters in OH, MI, KY, MD, NJ, WV and PA.

Prior to retiring from his electric company (NJ) in early 2017, he held numerous prominent positions in several New Jersey utility sector and trade groups including:

- Chair of the Energy Sector for the Infrastructure Advisory Council of the New Jersey Office of Homeland Security and Preparedness
- Vice Chair of the Infrastructure Advisory Council of the New Jersey Office of Homeland Security and Preparedness
- Member, New Jersey BPU Electric and Gas Security Working Group
- Member, Exercise Planning Team, New Jersey Office of the Homeland Security and Preparedness
- Board member, New Jersey Emergency Preparedness Association

Anthony Hurley, MEP, CPP®, PCI®, CPD

AG Witt

Witt O'Brien's, a SEACOR Company

February 2017-present

Anthony Hurley, joined Witt O'Brien's after retiring, in January of 2017, as an Associate Managing Director. Later that year he was promoted to Managing Director, of Witt O'Brien's Utility Practice, where his team provides consulting services to electric, gas, water, wastewater, communications, and hydro clients. His practice offers emergency management and security management services, including storm support, public assistance, emergency and security plan review and development, security assessments, the implementation of the Incident Command System (ICS), exercise development and execution, in addition to other services.

Being a new practice, he was responsible for the development of a utility practice marketing plan, and all associated marketing materials. He led an initiative to identify and join specific industry associations, with an emphasis of building strong relationships with those associations. These associations were:

- American Gas Association (AGA)
- American Public Power Association (APPA)
- American Water Works Association (AWWA)
- Edison Electric Institute (EEI)
- Emergency Management Association of Texas (EMAT)
- National Rural Electric Cooperative Association (NRECA)
- Texas American Water Works Association (TAWWA)

Immediately after hurricane Irma had devastated the U.S. Virgin Islands (USVI), Anthony was asked to deploy to the USVI to serve as part of the Bloomberg/Secunda Storm Response Team. On September 12, 2017, five days after Irma, he arrived on St. Croix, USVI, and served as the Power Restoration Advisor to the USVI Governor Kenneth Mapp. Besides the Governor, he worked closely with Board President of the USVI Water and Power Authority (VIWAPA), FEMA, Department of Energy (DOE), and the Army Corps of Engineers (USACE).

Days later hurricane Maria impacted the USVI, further damaging critical infrastructure, and to some degree, damaging utility assets that had recently been repaired. By establishing a restoration plan, and managing those expectations, VIWAPA achieved 90% power restoration of eligible customers by Christmas Day, 2017, which has been recognized as their most expeditious restoration ever (compared to past hurricanes Hugo and Marilyn, and unnamed storms).

While deployed in the U.S. Virgin Islands for hurricanes Irma and Maria, USVI Governor Mapp named Hurley to the U.S. Virgin Islands Hurricane Recovery and Resilience Task Force, which was tasked with developing long-term mitigation and hardening directives. That Task Force eventually finalized a 273- page report that is being used to build resilience for the U.S. Virgin Islands.

Anthony continued his work in USVI, working closely with VIWAPA Board Chair and Vice-Chair, and numerous USVI agencies in the development and project managing of utility mitigation solutions with an emphasis on industry best practices. Project assignments include validation of funding sources (FEMA, HUD and EPA), compliance audits, and compliance with public assistance (PA) programs. He was also given a special assignment to work with the Chair and the USVI Waste Management Authority.

Anthony Hurley, MEP, CPP®, PCI®, CPD AG Witt

Jersey Central Power & Light, a FirstEnergy Company

May 2013 - February 2017

His solid professional involvement in the utility industry spans 37 years. As VP of Operations for Jersey Central Power & Light (JCP&L), he managed more than 1,250 employees across 13 departments, including: emergency management; construction and maintenance (transmission and distribution lines and substations); engineering; dispatch; forestry; fleet; meter operations; facilities; and physical security.

Safety being paramount, JCP&L has improved each of the last three years, with OSHA rates of 1.53 (2013), 1.20 (2014), 1.08 (2015) and 0.96 (2016). This was accomplished by establishing and communicating expectations, engaging all employees, both management and labor, and learning from every close call and minor / OSHA accident. Management and labor employees participate in monthly regional meetings, where candid discussions occur in regards to safety related incidents, and root cause.

Reliability performance is essential, both in meeting the expectations of regulators, and in its correlation to customer satisfaction. JCP&L has improved reliability each of the last three years, in the areas of SAIDI (131.95, 109.32 and 88.04), CAIDI (114.05, 104.75 and 91.97) and SAIFI (1.16, 1.04 and 0.96), respectively. This was accomplished by identifying process and training opportunities, maximizing capital investment, and communicating our strategy to all employees. In 2015 JCP&L was recognized for their 'Best Service Reliability Results in Thirteen (13) Years'. In addition, J.D. Powers and Associates recently acknowledged Jersey Central Power & Light as a "Most Improved Brand", with a 46 point increase from the previous year.

Financial management is crucial to an organization's success. As Vice President, Anthony managed a budget of over \$250 million in their capital (\$145M) and maintenance (\$105M) portfolio. This is independent of a corporate portfolio for transmission projects. In the last three years, JCP&L met their financial and capitalization goals, working closely with the Corporate Business Services group that resided in the region. Anthony accomplished this by creating an internal training team that worked with internal organizations to validate capital vs. maintenance expenditures.

Prior to Anthony joining JCP&L, an engineering firm had been contracted to identify design solutions for the flood mitigation of nineteen (19) flood-prone JCP&L substations. That firm submitted a plan that would have cost \$169 million, and taken several years to construct. Sure that there were better options, he used his industry contacts, and identified better industry alternatives. He created an internal team of construction and operations personnel, and engineers, who were able to develop a robust flood mitigation plan that cost less than \$10 million, had a reduced timeline of 18 months, and was approved by the regulatory agency.

Best Performing Business Unit' Award. Each of their ten (10) operating companies had forty (40) operational (safety, financial and reliability) and customer satisfaction metrics that provided an oversight into their operations performance and efficiencies. Over the last three years, JCP&L improved significantly, and in 2014, they were awarded the FirstEnergy Utilities 'Best Performing Business Unit' award, which is the first time that JCP&L received this award. In 2015 JCP&L again was honored with the winning of this award. Over the last six years (2010-2015), Anthony has been a member of the operating company that has won this prestigious award five times (Ohio Edison in 2010, Toledo Edison in 2012 & 2013, and JCP&L in 2014 and 2015). Overall, he has been a member of the winning operating company on seven (7) occasions.

Labor Relations

Contract Negotiations – Anthony represented FirstEnergy Utilities in three (3) contract negotiations. Two (2) were with IBEW Locals, and one (1) was with a professional group represented by the AFL-CIO. For the AFL-CIO contract, he was able to negotiate the first five (5) year contract FirstEnergy ever had.

Anthony Hurley, MEP, CPP®, PCI®, CPD AG Witt

Anthony was invited to speak at the 2014 and 2015 IBEW District Three annual meetings. He focused his presentations on the working relationship and progress made with JCP&L's IBEW partners, particularly in the areas of safety, productivity and efficiencies.

JCP&L was selected by the IBEW to implement the IBEW 'Code of Excellence' program. This was the second operating company that Anthony has been part of that has implemented this program.

When he joined JCP&L in 2013, there was a backlog of over 2,000 grievances that spanned back thirteen (13) years. Anthony worked with the leadership of the IBEW Local to schedule regular meetings over a one year period, reducing this backlog to less than 250 grievances, with none older than two years.

Special Assignments

Special Assignment 2015/2016 – Anthony was assigned as Lead for the JCP&L Operational and Financial Review that was initiated by the Board of Public Utilities. This project required the selection of a consulting firm, and the development of an internal working group. The project reported to an Executive Steering Committee, and was completed in the 3rd quarter of 2016. There were zero discrepancies identified during the review, which led to JCP&L receiving their first ever rate increase settlement not requiring full hearings, and being approved for a higher return than anticipated.

Special Assignment 2013 – After hurricanes Irene (2011) and Sandy (2012), the Board of Public Utilities (BPU) commissioned a study on utility best practices and lessons learned from both events. In early 2013, that study was released, and resulted in 92 recommendations that JCP&L was required to incorporate. Anthony, who was Director in an Ohio operating company at the time, was tasked with the implementation of those recommendations related to the Incident Command System (ICS), and all associated processes, principles and protocols. This required the development of an ICS structure including new positions and organizations, and identifying training for the various roles. In addition, BPU recommendations related to staging sites, damage assessment, substation mitigation plans, and preparedness exercises were also required. In all cases, the 92 recommendations were completed by their deadline, with most mandated to be in place by December 31st, 2013.

Special Assignment 2011 – FirstEnergy Utilities (FEU) created a small financial review team to evaluate the performance of all organizations, corporate and regional, within FEU. Anthony was assigned to evaluate eight (8) specific processes to identify opportunities for improvement, and ensure consistency across all organizations. This resulted in significant savings to the corporation.

Special Assignment 2010 – After the announcement of the merger between Allegheny Energy (AYE) and FirstEnergy (FE), Anthony was assigned as the Team Lead of the 'Emergency Response' merger team. This team was made up of three members from each company, and worked for four (4) months to identify processes and synergy opportunities between the two organizations. The team's efforts resulted in \$22.4 million in savings being identified over a three-year period. These results were tracked, and verified as being met.

Special Assignment 2007-2009 - FirstEnergy Utilities (FEU) wanted to create an Asset Management organization, and develop robust asset management processes focused on a more robust qualification of capital projects, the prioritization of capital projects across organizations, and indexing asset health to maximize corporate investments. Asset management processes included the development of storm damage assessment tools, the implementation of root cause analysis to investigate safety and outage incidents, and the reporting of metrics. Anthony was named as the Corporate Director of Asset Management, which required the hiring of thirty (30) professionals, half from outside FirstEnergy. Many of the processes developed are in place today.

Vincent

Jakob A. Weingroff

AG Witt

Education

Education & Training:

Farleigh Dickinson University, Teaneck NJ

- Masters of Administrative Science (MAS), February 2006

Rowan University, Glassboro NJ

- Bachelors of Administration with a concentration in Finance May 2000

- Minor – Spanish

Professional Bio

Accomplished Emergency Management executive within the state government arena with leadership experience in a broad range of disciplines including Public Assistance, EMAC deployments, governmental finance, governmental accounting, documentation preparation and auditing.

Professional Experience

New Jersey State Police, West Trenton, New Jersey

Sergeant First Class, New Jersey State Police 11/01-Present

Key Accomplishments and Responsibilities

- State Disaster Financial Officer for the New Jersey Office of Emergency Management for numerous disasters including DR-4021, DR-4033, DR-4039, DR-4048
- Public Assistance Officer for the New Jersey Office of Emergency Management including Hurricane Sandy DR-4086 and New Jersey Severe Storms and Straight Line Winds DR-4070
- Generated and maintained several FEMA disaster budgets for the State of New Jersey including the Category Z budget for Hurricane Sandy
- Oversaw all disaster disbursement from numerous FEMA disasters in excess of well over one billion dollars
- Performed audits of numerous State Police accounts including Emergency Management specific grants
- Manage numerous enlisted personnel and civilian personnel within the Division
- Finance Section Admin Chief – State of New Jersey deployment to Puerto Rico during Hurricane Irma and Hurricane Maria
- Reorganized the Recovery Bureau within the Division to better manage disasters including implementing a cloud based software
- Holder of a FEMA badge
- Working knowledge of FEMA's Data Warehouse
- Analyzed fiscal expenditures to ensure revenue targets are met or exceeded
- Spearheaded fiscal and grant closeouts throughout the year
- Oversee and manage a \$400 million dollar State Police budget
- Recipient of the Colonel's Certificate of Commendation

Dow Jones and Company, New York City, New Jersey

Budget Comptroller, 08/00-06/01

Key Accomplishments and Responsibilities

- Managed budgetary requirements for index marketing
- Generated financial budgetary documents on a monthly, quarterly and yearly basis
- Interacted with high level professionals within the company and with prospective clients
- PeopleSoft reporting

Vincent

Jakob A. Weingroff

AG Witt

Education & Training:

Farleigh Dickinson University, Teaneck NJ

- Masters of Administrative Science (MAS), February 2006

Rowan University, Glassboro NJ

- Bachelors of Administration with a concentration in Finance May 2000
- Minor – Spanish

Mortgage Loan Originator License – NJ

Countless FEMA related training classes

Vincent

Tommy R. Malmay, Jr.

AG Witt

Education

Louisiana State University Fireman Training Courses:

Computer Aided Management of Emergency Operations (CAMEO)
High Hazard Analysis - CAMEO
Introduction to ArcView 3.0 ArcView
Advanced Hazardous Materials Awareness Train the Trainer
Hazardous Materials Operations Level
Hazardous Materials On- scene Coordinator

EPA

2018 Region 6 LEPC Workshop

Texas A&M:

Coastal Oil Spill Control

Federal Emergency Management Agency:

Disaster Recovery Operations
Hurricane Planning Emergency Planning Introduction to Emergency Management Principles of Emergency Management Mass Fatalities Hazardous Materials Contingency Planning Public Assistance Inspector Debris Management and Environmental Radiological Monitoring Exercise Design Radiological Monitoring Instructor Professional Development Series

United States Office of Domestic Preparedness:

Weapons of Mass Destruction (100)

National Weather Service:

Severe Storms Spotter Basic

Severe Storms Spotter Advance

Professional Bio

Mr. Tommy Malmay has over twenty (25) years of experience in disaster management leading in the development and execution of all-hazards community mitigation, preparation, response and recovery programs. Extensive leadership roles in community team building, resiliency planning, project development and management, GIS technology integration and budgeting. Served active duty in in the U.S. Coast Guard and Reserves. Recalled to active duty in 1991 during Desert Shield.

Professional Experience

April 2018 – May 2019 – Lazenby Associates, Inc

Malmay & Associates, LLC – Recovery Manager for Ouachita Parish Resiliency Project
Serving as recovery manager for Ouachita Parish Resiliency Project. Responsibilities include analysis, planning, meeting facilitation, press releases, media interviews, resource management and resiliency plan development.

February 2018 – April 2018

Malmay & Associates, LLC – Mississippi Hazard Mitigation Plan Update

Researched future conditions of natural hazards. This included interviews with stakeholders. Profiled disaster history using declaration history, PA, IA and newspaper articles.

April 2017 – June 2017

Malmay & Associates, LLC – DR-4277 South Louisiana Flood

Assisted CB&I with depth damage product in support of the recovery effort. The task included project management, methodology development and web map services.

June 2016 – May 2018

Malmay & Associates, LLC – DR-4263 Ouachita Parish Floods

Assisted S.E. Huey on the City of West Monroe recovery effort. Activities included assistance with planning, coordination, data collection, HMGP and PA application development, damage assessments, web map application development and SITREPS. Long-term Recovery activities included local strategy development, Logic Models and coordination with federal family (HUD, EDA, USDA, USACE, OCD, FEMA and GOHSEP) and team building.

February 2017 – October 2017

Malmay & Associates, LLC – Virginia State Hazard Mitigation Plan Update

Assisted Witt Obrien's with the Virginia Hazard Mitigation Plan update. Task included researching Future Conditions, analysis of NFIP and Public Assistance records, assistance with Loss Avoidance Study (LAS) development and local hazard mitigation plan integration.

September 2016 – October 2016

Malmay & Associates, LLC – Hurricane Hermine

Assisted Witt Obrien's with debris removal application development. Deployed multiple data collection applications to monitor debris removal activities in Leon County and Tallahassee, FL.

Vincent

Nicholas Massa

AG Witt

Education

- Bachelor of Arts, Science, Fairleigh Dickerson University
- Associate of Science, Criminal Justice, Ocean County College
- FEMA Public Assistance Operations I & II
- FEMA Emergency Management Certificates: IS-100, IS-200, IS-230, IS-235, IS-240, IS0-254, IS-300, IS- 400, IS-700, IS-800
- Professional Development Series, Public Assistance Specialist Course State Disaster Management Course
- Leadership and Influence Course Public Assistance Operations I Course
- Mid-Level Management & Leadership Course Level 5 On-Scene Incident Commander Course
- Decision Making in a Crisis Basic & Advanced Critical Incident Stress Management Course Preliminary Damage Assessment Course
- School Security Initiative Instructor
- N.H.C. - Intro to Hurricane Preparedness

Professional Bio

Nick Massa has over 20 years of experience in Emergency Management, most recently as a Disaster Recovery Specialist with Witt/O'Brien's. Since joining the team, he has closed out over 250 large projects for the State of New Jersey. He served as an advisor to regional recovery staff and leadership concerning policy issues around providing and delivering support, particularly within the realm of grant closeout.

He has held many important positions in the field of Emergency Management through his career with the New Jersey State Police managing projects in response to the World Trade Center Disaster, 9/11, severe winter storms which resulted in three Presidential Declared Disasters to include Hurricane Sandy response and recovery effort.

Nick has served as the State Coordinating Officer (SCO) for three (3) disasters, DR-1867, 1873 and 1889 for the State of New Jersey. This was an unprecedented event in the history of the New Jersey State Police. His daily routine involved engaging with the Federal Coordinating Officer (FCO) and other FEMA Officers involved in these disasters, as well as Senators from New Jersey and Political personnel throughout the local and county municipalities.

He served as a supervisor during the 9/11 World Trade Center attacks in New York City and was assigned to the New York Office of Emergency Management, Pier 92, New York City Emergency Management Operation Center as a liaison between New York City and New Jersey in the recovery effort for this event.

Nick has served as the Bureau Chief for the NJOEM Recovery Bureau with State-Wide responsibilities having been actively involved in ten (10) disasters. He was responsible for three (3) Units: Public Assistance, Mitigation, and the Preparedness/Exercise and Training Unit which is staffed by over 80 enlisted and civilian personnel. The Public Assistance Unit has been responsible for delivering over \$2 billion dollars to 21 counties throughout the State of New Jersey with the assistance from Federal grants from FEMA. The Mitigation Unit is responsible for assisting the residents of the State of New Jersey with over \$60 million dollars in Federal funding from FEMA. The Preparedness /Exercise/Training Unit is responsible for instructing courses and for conducting exercises for over 567 municipalities throughout the State of New Jersey. He monitored schedules, deadlines, and benchmarks to ensure work is completed by staff in a timely fashion.

Vincent

Nicholas Massa

AG Witt

Professional Experience

Closeout Specialist, Witt/O'Brien's SEACOR Company (December 2014 – August 6, 2019)

Responsible for review and processing of FEMA Public Assistance (PA) Project Worksheet closeout packages. Worked on site under contract with the State of New Jersey Office of Emergency Management (NJOEM) conducting final inspection reports (FIRs), and the collection and evaluation of contract and procurement documentation, force account labor, force account materials, force account equipment, direct administrative costs, hazard mitigation, etc. Worked closely with very large Applicants in closing out their multi-million dollar FEMA PWs to include Mantoloking, Toms River, Margate, Atlantic City, Brigantine, various Monmouth County applicants, and the Port Authority of New York and New Jersey. Worked as a member of the Region II Joint FEMA-State Category A and B Closeout Taskforce. This work included intimate coordination with various stakeholders within each municipality.

Nick was working with the State of Florida supporting Pompano Beach and Coral Springs as an Applicant liaison, conducting PW formulation as part of the new FEMA PA Implementation Model using the FEMA Grants Portal. This work included gathering and uploading of all pertinent PW documentation, and coordination with a FEMA Program Delivery Manager (PDMG). This work also included coordination with various stakeholders within each municipality. Nick was also working with the Township of Berkeley closing out the rest of their Sandy projects with the State of New Jersey and FEMA.

Bureau Chief, NJ State Police (NJSP), NJ Office of Emergency Management (NJOEM) (December 2011- January 2012)

Bureau Chief for the Recovery Bureau with State-Wide responsibilities which has been actively involved in ten (10) active disasters in the last two years.

Responsible for three (3) Units: Public Assistance, Mitigation and the Preparedness/Exercise and Training Unit which is staffed by over 80 enlisted and civilian personnel. The Public Assistance Unit has been responsible for delivering over \$500,000,000.00 dollars to 21 counties throughout the State of New Jersey with the assistance from Federal money from FEMA. The Mitigation Unit is responsible for assisting the residents of the State of New Jersey with over \$60,000,000.00 dollars in Federal money from FEMA.

The Preparedness/Exercise/Training Unit is responsible for instructing courses and for conducting exercises for over 567 municipalities throughout the State of New Jersey.

Served as the State Coordinating Officer (SCO) for three (3) disasters, DR 1867, 1873 and 1889 for the State of New Jersey which was an unprecedented event in the history of the New Jersey State Police.

Unit Head, South Region, NJ State Police (NJSP), NJ Office of Emergency Management (NJOEM) (April 1999 – December 2011)

Unit Head, South Region, New Jersey Office of Emergency Management, responsible for County planning, Training and Exercise to includes 10 Counties and 268 Municipalities throughout the South Region.

Assist Counties and local OEM Coordinators with Emergency Plans and coordination for all emergency response and preparedness.

NJSP OEM liaison for numerous disasters that took place in the State of New Jersey during my seventeen years in Emergency Management.

Vincent

Nicholas Massa

AG Witt

**NY OEM Liaison, World Trade Center 9/11 NY/NJ, NJ State Police (NJSP), NJ Office of Emergency Management (NJOEM)
(September 2001-December 2002)**

Supervisor during the 9/11 World Trade Center attacks in New York City and was assigned to the New York Office of Emergency Management, Pier 92, New York City Emergency Management Operation Center, for 4 months.

Art Botterell

AG Witt

Education

- Humanity Road (global NGO using social media in disasters)- Board of Directors (2012-Present)
 - Proficient in information technology management and software development (Java, C, Python, JavaScript, HTML5 and other languages; Windows, OS X, Linux and Unix operating systems.)
 - UC Berkeley Extension, Emergency Management Program- Instructor (1996-98)
 - Emergency Management Institute (FEMA)- Instructor, Public Affairs Officer courses (1995-96)
 - California Specialized Training Institute- Instructor, Exercise Design, Emergency Operations Center Design, Public Information courses (1990-95)
 - Firefighter/EMT- Suisun City Fire Department (1990-94)
- First Class Radiotelephone Operator License - Federal Communications Commission (1974)

Professional Bio

Art Botterell is an experienced expert in mobilizing technology and systems to help communities and individuals cope with sudden and unexpected change.

Experience

Senior Emergency Services Coordinator

California Governor's Office of Emergency Services, Sacramento, California
Coordinating and planning for state public warning capabilities, training State and local staff in public warning procedures and practices, drafted first-ever integrated public warning plan for the State. Reviewing and approving Operational Area (county) and local IPAWS applications. Providing technical support to California

Staff Programmer Analyst

California Department of Justice, California

Programmed, tested and maintained software for the statewide Criminal Justice Information System. Technologies used included Oracle, 12c, PL/JQL, Java, Spring, MVC, JQuery, Angular.js, Node.js

Technical Director, Disaster Management Systems Raydant International, Ltd., Fairfield, California/ Bangkok, Thailand

Led international team in design of emergency operations, disaster communications, public warning and emergency information systems.

Disaster Management Consultant

Carnegie Mellon University Silicon Valley, NASA Ames Research Park, Moffett Field, California

Provided subject matter expertise to Disaster Management Initiative at Carnegie Mellon's campus in California. Directed design, implementation and operation of iNext Generation EOC workspace and systems in partnership with NASA. Led staff and students on development of Delay Tolerant Networking for unmanned air vehicles in disasters. Co-authored academic papers on emergency communications and workspaces. Provided consultation to DHS Science and Technology Directorate on wireless emergency alerts (WEA). Served on DHS First Responder Resource Group.

Special Technical Expert

Joint Interoperability Test Command, Indian Head, Maryland (via ManTech International Corp.)

Provided expert advice and technical support to the Defense Information Systems Agency in support of FEMA's Integrated Public Alert and Warning System (IPAWS). Provided guidance on IPA WS network architecture, security and training. Participated in National EAS trial exercise in Alaska and developed instrumentation designs for future national tests. DoD TS/SI/TK clearance.

Art Botterell

AG Witt

Community Warning System Manager

Office of the Sheriff, Contra Costa County, Martinez, California

Managed an advanced industry-funded public warning system integrating sirens, broadcast alerts, NOAA weather radio, telephone notification, Internet-based alerting and social media. Served on numerous advisory bodies including: Federal Communications Commission design committee for wireless mobile alerting; National Academies of Science study panel on information technology in the future of emergency management; National Center for Accessible Media study on alerting for special-needs populations; Statewide Interoperability Executive Committee.

Emergency Information Systems Consultant Fairfield, California

Providing EOC and emergency information system planning, technical, evaluation and training services to clients including the Department of Homeland Security, Department of Defense, National Geospatial Intelligence Agency, California Governor's Office of Emergency Services, Emergency Management Australia, Ministry of Home Affairs of Singapore, European Research Executive Agency and United Nations Development Program. Designed and led standardization and adoption of the Common Alerting Protocol (CAP)

Emergency Information Systems Project Manager

Governor's Office of Emergency Services (OES), Sacramento, California

Managed design, construction and operation of the Governor's "Y2K" Joint Information Center (JIC). Managed renovation of the statewide Emergency Digital Information Service and developed new operational data communication systems for the State Warning Center in Sacramento.

Executive Producer, Digital Media

Anderson & Lembke Advertising, San Francisco, California

Led designers and programmers in producing award-winning Internet advertising and training content for Microsoft and other clients. Public Affairs Specialist

Federal Emergency Management Agency (FEMA), Washington, D.C.

Designed, deployed and managed FEMA's broadcast systems for disaster public information. Managed broadcast logistics and operations after 1995 Hurricane Marilyn in the U.S. Virgin Islands and 1997 flooding in Grand Forks, ND among others. Led Joint Information Center operations and trained FEMA PAOs in multiple disasters.

Assistant Chief, Telecommunications Division

Governor's Office of Emergency Services, Sacramento, California

Built, maintained and deployed voice and data communication systems for emergency response. Designed and built statewide Emergency Digital Information Service (EDIS) for emergency public information. Maintained and managed regional and state Emergency Operations Centers. Developed first OES website (1994). Supported planning and deployment of statewide satellite communications network. Deployed emergency communications during numerous disasters including the 1989 Loma Prieta earthquake and the 1991 Oakland Hills firestorm. Chief Engineer of joint FEMNOES public information radio and TV broadcasts after the 1994 Northridge (Los Angeles) earthquake.

Frank Mullen

AG Witt

Education Training

- Senior Subject Matter Expert
- Project Management
- Senior Policy Advisor
- Field Assessment for Projects/Mitigation
- PW Development
- Certified CEF Writer
- RS Means Cost Estimates
- Native American Tribes
- Appeals Specialist
- Closeout Specialist
- FHWA-ER Program
- 428 and BBA Programs

Grants Experience

- FEMA PA
- FHWA ER
- HGMP

Professional Bio

Mr. Mullen is a highly skilled Senior Disaster Recovery Professional with extensive Construction Experience. He has worked on 40+ FEMA disasters leading Teams supporting Federal, State, Local and Native American Tribes recover from disasters. He has served as a Senior Construction Inspector/Estimator in Infrastructure/PA including working as a senior manager for FEMA.

Having a strong commercial/residential construction background, Mr. Mullen has advised numerous applicants to apply for, manage grants, solve complex problems, appeals and the closeout process. Mr. Mullen has also advised and worked with applicants with the Federal Highway Administration Emergency Relief (FHWA-ER) Program.

Closeout/Appeal Experience: Mr. Mullen was the Team Lead in completing hundreds of closeouts for the States of West Virginia and Virginia. He has also worked extensively with Virginia Department of Emergency Management (VDEM) and other Applicants across the country in completing large/small final Closeouts and Appeals.

RELEVANT EXPERIENCE/EMPLOYMENT SUMMARY

Independent Consultant-Nov 15-Current Senior Subject Matter Expert, Closeout Specialist, Appeals Specialist, QA/QC Review, PW Development,Certified CEF-RS Means Cost Estimator, FHWA Program,428 & BBA Program, Infrastructure Recovery, Trainer. Redline Global LLC (Mar. 2018-Nov. 2019) Subject Matter Expert Puerto Rico | Hurricane María

Mr. Mullen is Principal Consultant, Senior Subject Matter Expert,Policy Advisor and QA/QC review for the FEMA PA Program. Lead the US Team supplying Applicant Project Worksheet Packages for FEMA in Category's A – G, including Costing and Mitigation. He personally completed over 100 PW Packages for \$150 million dollars for Applicant's including DDD/SOW, Project Costing with RS Means and FEMA CEF.

Principal Consultant (Sept. 2017-Mar. 2018) Tetra Tech Senior Subject Matter Expert,

Fort Bend County, Texas | Hurricane Harvey

Mr. Mullen provided Subject Matter assistance and Policy Guidance to Fort Bend County for the FEMA PA Program and FHWA-ER Program. Mr. Mullen assisted Fort Bend County with preparing their expedited project worksheets for Category A – Debris and Category B – Emergency Protective Measures, conducted site visits for their Drainage Districts/Roads and prepared Applicant's FEMA PW Packages including DDD/SOW, Project Costing with RS Means and FEMA CEF for the Road & Bridge Department and completed the FHWA ER Projects.

Frank Mullen

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**Principal Consultant Senior Subject Matter Expert, (March 2017- August 2017) Tetra Tech
City of Albany, Georgia | Severe Storms and Tornadoes | FEMA Public Assistance Consulting**

Mr. Mullen provided Policy assistance to the FEMA PA Team during project formulation of \$35M in PA reimbursable costs. This included all categories of permanent work A-G damaged by two federal declared disasters. He also addressed coordination with FEMA PA staff during site visits, cost estimating, documentation collection, and prepared PA grant applications for the Electrical Coop.

**Principal Consultant Senior Subject Matter Expert, (March 2017- August 2017) Tetra Tech
City of Fayetteville, North Carolina | FEMA Public Assistance Consulting**

Mr. Mullen provided Policy assistance to the FEMA PA Team during project formulation including DDD/SOW, Project Cost and CEF's for PA reimbursable costs for permanent work. Mr. Mullen assisted with site visits, engineer meetings, cost estimating, document collection, and preparing full PA grant applications including CEF's for Hurricane Matthew.

Principal Consultant Manno Associates (2016-2017)

Mr. Mullen worked with VDEM to prepare large and small quality closeout PWs ready to be submitted to FEMA for final approval. He was on the state A-Team to complete preliminary damage assessments (PDA) for tornados and hurricanes. Mr. Mullen assisted the state with the preparation for a declared disaster, assisted with preliminary damage assessments (PDA) for the Virginia Department of Emergency Management for storm damages from Hurricane Matthew (DR 4291) and also performed QA/QC, closeouts, and PW rewrites for the Virginia Winter Storm Jonas VDEM snow disaster (DR 4262).

TAC Contractor Fluor/TRS (2005-2020) Senior PA Recovery Specialist

Mr. Mullen served as a Senior PA Recovery Specialist (Level 3) on multiple disasters serving as a Task Force Lead, Group Supervisor, PA Coordinator, Native American Tribal Lead and a Senior Construction Inspector/Estimator in Infrastructure/PA. He has addressed a variety of projects and developed PW cost estimates for roads, bridges, schools, hospitals/medical facilities, large chemical plants, sewage/water treatment facilities, electrical co-ops, beaches, and public buildings. This includes historical buildings with consideration for mitigation, environmental and floodplain aspects of the work. Mr. Mullen was an expert for assistance and recovery to FEMA, State, Local and Native American Tribes.

Department of Homeland Security/FEMA | Philadelphia, PA (2001 – 2005)

Mr. Mullen worked as a Deputy Public Assistance Officer, PAC, Native American Tribal Lead and Trainer in Infrastructure/PA. He was responsible for supervision of the FEMA program and developing cost estimates for complex projects including damages for roads, bridges, dams, reservoirs, shore protective devices, chemical/sewage/water facilities, schools, hospitals, public buildings, parks and historical buildings with consideration for mitigation, environmental and floodplain aspects of the work. He also served as FEMA Region 3 PDA Lead. Mr. Mullen was the lead member of the Region Closeout Team and developed a comprehensive program for closeouts for the region, including forms and the closeout process. He completed hundreds of large and small closeouts for the States of West Virginia and Virginia for multiple disasters.

Frank Mullen

AG Witt

Colonial Homes, Inc. | Roanoke, VA (1985 to 2001)

As a Class A general contractor, Mr. Mullen's broad experience includes serving as a project construction manager for commercial and residential work. From ground-breaking to project completion, Mr. Mullen's work included land development, road/infrastructure installation, project management, construction estimating and site supervision.

EDUCATION AND TRAINING

Graduate Jefferson High School, Roanoke, VA, Attended Mississippi College and UVA Extension, Industry Supervisory Management Program, Pennwalt Management Training Program, FEMA Training Program. FEMA Training includes: NEMIS, EMMIE, Certified CEF, OPS 1 & 2, ICE Series, Debris OPS, PDA, Hazard Mitigation, Environmental, Floodplain and Historic and has extensive knowledge in FEMA 44 CFR, 9500 Series Policy, OMB Circulars, Sandy Recovery Act, FEMA 428 and the STEP Program. I am very knowledgeable with the FHWA ER Program. Having Native American blood and being raised in the culture has been a valued asset in working with Native American Indian Tribes in California, Rhode Island, Iowa, Nebraska, Virginia, North and South Dakota.

Patrick Schellert

AG Witt

Education

Arkansas Tech University BS Emergency Management and Administration
Completed coursework toward BS in Architectural Studies and a MS in Emergency Management and Homeland Security

Multiple FEMA instructor led classes including grants manager, mass casualty and active shooter. Completed over 50 FEMA IS courses including the Basic Recommended Series: IS 100, IS 200, IS 700, IS 800; and FEMA Professional Development Series. NIMS Compliant with certificates of achievement for numerous (IS) courses

TECHNICAL SKILLS

Highly proficient in Microsoft Office Software to include CRM, Excel, PowerPoint, Word, Adobe Pro, Auto-CAD, and 3D-Studio Max.

Experienced developing debris plans, Request for Proposals (RFP) and EM planning research and development.

Proficient in understanding contracts, insurance, mutual aid agreements, and other contractual agreements as they pertain to Public Assistance.

Grants Management to include the use of FEMA Grants Manager, Grants Portal and MB3 systems.

Professional Bio

Experienced FEMA PDMG, Public Assistance Coordinator, Project Manager, State Applicant Liaison, Debris Lead, Grants Manager and Closeout Team. Over 13 years of PA experience representing FEMA, states, counties, and higher educational institutions with their public assistance recovery efforts and another 12 years of experience working in Emergency Operations Centers and Tactical Operations Centers representing the U.S. Military and as a consultant to the United States Department of Agriculture's (USDA) Animal and Plant Health Inspection Service (APHIS). Worked 22 disasters in five different FEMA regions coordinating the recovery efforts of complex debris issues, preliminary damage assessments, project formulation and management of hundreds of small and multi-million-dollar projects, project reconciliation, mitigation, planning, and closeout since 2005. Successfully closed in excess of \$100 million in over 100 large projects, some of which were quite challenging, in multiple states including Hurricane Katrina. Obtained over 12 years of response experience with the United States Army and U.S. Army National Guard as a consultant with active roles in Emergency Operations Centers and Tactical Operations Centers, managing and directing live fires of military combat artillery to Unit Resource Leader positions.

Specialties: Debris management, salt water inundated trees, Closeouts, Liaison, Project Development, Grants Management, FEMA PA policies and program delivery to include 406 and 428 as well as State-Led Disasters.

Professional Experience

CDR Maguire

May 2019 – Current

Helping the commonwealth of Kentucky recover from a flooding and landslide event utilizing FEMA's new State-Led Disaster policy while acting as a Program Delivery Manager for up to 17 applicants. Conducting Recovery Scoping Meetings, gathering damage data, developing projects and providing technical assistance along with customer service to various towns, counties and water districts.

FEMA

Sep 2018 –

Apr 2019

Emergency Management Specialist serving in the Closeout section validating and processing projects for multiple disasters within Region IV. Also performed preliminary damage assessments, review and acceptance or denial of debris management plans, producing determination memos, and other Region IV processing tasks.

INTEGRITY

Jun 2018 –

Sep 2018

Closeout Specialist and Reimbursement Specialist for multiple Presidentially declared disasters within Florida. Worked and resolved reconciliation issues, packaged closeout documentation, wrote final closeout project worksheets, and reviewed team members projects.

Integrated Solutions Consulting

Jun 2017 – Jun 2018

Deputy Program Delivery Manager (PDMG/PAC) for multiple flooding disasters in California. Assisted applicants of the PA grants program with technical guidance and provided program delivery. Wrote CAT A, B, C, D, and G project worksheets. Coordinated with site visits and meetings between FEMA, State, Applicant, and USACE and other agencies.

Vincent

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Disasters, Strategies, & Ideas

Jan 2016 – Apr 2017

Public Assistance Coordinator (PAC) for Hurricanes Hermine and Matthew for the State of Florida. Wrote multiple projects while assisting my team of four, grant sub-recipients, FEMA, state, and other key players in the recovery process. Collaborated with FEMA PDMs as a team environment to reach the common goal of PW production. Closeout Specialist for multiple Presidentially declared disasters within Florida. Worked and resolved reconciliation issues, packaged closeout documentation, wrote final closeout project worksheets, and reviewed team members projects.

Witt | O'Brien's

Aug 2009 – Jan 2016

Debris Planner, Public Assistance Coordinator (PAC), Closeout Team Lead, Mitigation Officer, Resource Unit Leader, and Debris Project Manager on client projects with the University of Texas Medical Branch, Arkansas Game and Fish Commission, the states of Louisiana, Vermont, New Jersey, Maine, and Florida along with numerous smaller clients.

Recovery Management Inc.

Oct 2005 – Aug 2009

Region IV Lead Debris Specialist, Project Manager and Architectural Recoupment Officer in Louisiana while filling the role of liaison between federal and state agencies, and local elected officials to ensure all parties were meeting the requirements and regulations for each federal grant. Extensive experience as part of the State Debris Team in setting up and running the documentation collection process for right-a-way and private property debris removal, as well as demolition projects. Helped FEMA write and review PWs. Wrote Debris Management Plans for several local governments within the state.

DISASTERS WORKED

Kentucky: DR4428

Program Delivery Manager writing PA grants under the new FEMA delivery model through FEMA's new State-Led Disaster recovery model. Provided additional technical assistance to applicants and helping them collect and log the data necessary to recover more efficiently.

California: DR4301, DR4305, DR4308, 2017

Deputy Program Delivery Manager writing PA grants under a morph of the new FEMA delivery model, conducting site visits on action items that needed further clarity, organizing and running meetings with Sub-recipients, and helping FEMA rewrite and/or address problem projects.

Florida: DR4283, DR4280, DR4068, DR4177, DR4138, DR1785, 2015-Present

Closeout specialist and helping state emergency management with applicant issues such as scope changes, coordinating site inspections, signature collection on various required documents, cost validations, alternate and improved projects, identifying mitigation opportunities, and periodic reporting requirements.

United States Department of Agriculture: MN HPAI (Avian Influenza Outbreak),2015

Resource Unit Leader within the Emergency Operations Center tracking all resources and personnel, production of the daily Incident Action Plan, review of ICS forms from the field, updated ICS 203, 204, 214 and other reports, monitored and updated organizational charts and area of operation maps, and helped with the Deputy Planning Chief tasks.

New Jersey: DR4070, DR1897, DR1954, DR4021, DR4086, 2014-2015

Closeout specialist and state applicant liaison for debris operations for wet debris removal, local applicant debris removal, private property debris removal, and private property demolition. Helped the state with applicant issues such as scope changes, time extensions, reimbursement requests, site inspections, coordinating meetings between applicants and FEMA, cost validations, alternate and improved projects, identified mitigation opportunities, and periodic reporting requirements.

Vermont: DR4022, 2011-2012

State Agency Liaison and assisted applicants with project development, site damage description and dimension collection, worked in close

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Patrick Schellert

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cooperation with FEMA on the writing of project worksheets, FEMA EMMIE PW review for accuracy, requests for reimbursements of funds, identified mitigation opportunities, and provided environmental and historical guidance for the debris operations.

Louisiana: DR1603, DR1607, DR1786, DR1792, 2005-2008 and 2012-2013

State Applicant Liaison, closeout specialist, debris lead, project manager, architectural recoupment officer, state applicant liaison during the recovery efforts, identified and cataloged damaged and dying trees due to salt water inundation, identified mitigation opportunities, helped applicants develop Debris Management Plans, and provided environmental and historical guidance for the debris operations.

Arkansas Game and Fish Commission: DR1804, 2011

Public Assistance Coordinator and Project Manager partnered with the Arkansas Game and Fish Commission tasked with collecting damage assessments, writing both large and small projects, and other State Applicant Liaison activities for the entire north central region.

University of Texas Medical Branch: DR1781, 2009-2010

Debris Project Manager for all salt water inundated tree damages and removals. Tasked with setting up debris collection and grinding sites, project development and tracking, request for proposal development, and cataloging trees for closeout with FEMA.

BP: Deepwater Horizon Oil Spill Response, 2010-2011

Health and safety auditor, and state applicant liaison for activities within the areas of operation. Conducted health and safety audits, monitored grey and black water tanks for discharge, produced reports for distribution to USCG and BP Environmental.

MICHAEL B. HIRSCH

1018 ½ Canyon Road
Santa Fe, New Mexico 87501
(703) 343-0756
michaelbhirsch@yahoo.com

Profile

Former Federal Senior Executive and FEMA Deputy General Counsel. Responsible for implementation of the Federal Emergency Management Agency's (FEMA) disaster assistance program. Led development of FEMA's Office of General Counsel (now Office of Chief Counsel) into an integral component of the Agency.

Areas of Expertise

- Comprehensive knowledge of all FEMA authorities, including the Robert T. Stafford Disaster Relief and Emergency Assistance Act, the National Flood Insurance Act and other Federal disaster-related legislation
- 30 years of diverse experience as a government attorney and disaster assistance program director

Career Highlights

- FEMA's Deputy General Counsel during much of the 1990s - when FEMA was considered among the most effective agencies in the Federal government
- Built and managed partnerships within FEMA, as well as between FEMA and other Federal agencies, which enhanced FEMA's ability to implement the Federal disaster assistance and mitigation programs
- Created a cadre of temporary FEMA attorneys who provide legal services throughout the United States following Presidentially-declared emergencies and major disasters

Experience

Emergency Management Consultant 2006-2019

- Consultant to FEMA, State and local governments and nonprofit organizations on numerous Public Assistance, Individual Assistance, Mitigation and Preparedness projects.

Innovative Emergency Management, Inc. 2006
Director, Recovery Division

- Oversaw IEM's Federal Emergency Management Agency activities

FEMA/Department of Homeland Security 2001-2005
Senior Policy Advisor and Individual Assistance Branch Director

- Led FEMA's implementation of Individual Assistance program for victims of disasters throughout the United States
- Led efforts to improve FEMA's relationship with other Federal agencies and non-governmental organizations that work with FEMA in the implementation of the disaster assistance program

- Spearheaded activities of Office of Cerro Grande Fire Claims, a \$600 million claims program created by Congress to reimburse victims of the Cerro Grande fire in 2000
- Chair of the Congressionally-created Emergency Food and Shelter (EFS) Program National Board, which provides funding to local organizations that assist homeless individuals and families
- At the request of the State Department, traveled to India in 2003 to provide assistance to that country relating to its development of a more robust disaster assistance program.

Federal Emergency Management Agency, Office of General Counsel

Deputy General Counsel 1997-2001

- Managed FEMA's Office of General Counsel (OGC) and served periodically as the Acting General Counsel
- Ensured OGC provision of comprehensive legal services to FEMA's Director and throughout the Agency

Associate General Counsel 1989-1996

- Led OGC's efforts to improve FEMA's implementation of the Federal government's disaster assistance, mitigation and preparedness programs
- Responsible for implementation of FEMA's legislative and regulatory activities
- Lead attorney in FEMA's successful efforts during the 1990s to clarify and expand FEMA's authorities to prepare for more effective responses to disasters
- Lead role in FEMA's efforts to enact revisions to the Federal government's disaster relief and mitigation authorities

Attorney-Advisor 1979-1988

- Provided legal services throughout FEMA on issues relating to the disaster assistance program, the National Flood Insurance Program (NFIP), the National Disaster Medical System (NDMS), the Defense Production Act, the Continuity of Operations (COOP) program, the Radiological Emergency Preparedness program, the Chemical Stockpile Emergency Preparedness program, the Urban Search and Rescue (USR) program and the Emergency Food and Shelter program
- Represented FEMA in negotiations with members of Congress and their staffs, as well as other Federal agencies, on legislative and regulatory activities

Department of Housing and Urban Development, Attorney-Advisor 1976-1979

- Provided legal services to the Federal Disaster Assistance Administration, which was responsible for administering the Federal disaster relief program before FEMA was created in 1979

General Accounting Office, Attorney-Advisor 1974-1976

- Provided legal services to the General Accounting Office (now known as the Government Accountability Office) in its preparation of reports on program implementation by Federal agencies

Education

Duke University, B.A. 1971
George Washington University, J.D. 1974

Bar Membership

Washington, D.C.

Awards and Recognition

- FEMA SES Peer Award (received during my first year in the Senior Executive Service, this award recognized me as the most outstanding member of FEMA's SES cadre in 1998)
- Member and Chair of the FEMA Labor-Management Partnership Council, 1997-2000
- Outstanding performance ratings consistently throughout my career
- FEMA Meritorious Service Award for my leadership role in drafting and coordinating amendments to the Stafford Act
- Acting Regional Director in FEMA's regional office in San Francisco in 1998

Resume



Ryan Kappes

254.498.4188

505 Chado Lane, Robinson, TX 76706 | ryan.kappes@gmail.com

EDUCATION:

BA, 1998, Business Management, University of Baylor, Waco, TX

Certificate, 2010, Emergency Management, Frederick Community College, Frederick, MD

TRAINING & CERTIFICATIONS:

2005, Texas All-Lines Adjuster, Texas License No. 1313215, expires 7/31/2020

FEMA Training: Public Assistance Operations 1 and 2, CEF, 406 Mitigation, NIMS Certified

YEARS OF EXPERIENCE:

With Firm: 1

Total: 15

EMPLOYMENT HISTORY:

Redline Global, LLC, Vice President of Public Assistance, 2018 - Present

DCMC Partners, Public Assistance Lead, 2017 - 2018

Witt O'Brien's, Director, 2007 – 2017

Golder Associates, FEMA Technical Assistance Contractor (TAC), 2005-2007

Crawford and Company, FEMA Technical Assistance Contractor (TAC), 2004

United States Navy, 1992-1994, Honorably Discharged

PROFESSIONAL PROFILE:

Ryan Kappes is one of the most respected and dedicated consultants in the industry with disaster recovery experience that spans over thirty-four presidentially declared disasters. He has directly managed over \$6 billion in FEMA Public Assistance Grants for two states, hundreds of local governments and private non-profits organizations.

RELEVANT AND RELATED EXPERIENCE:

Redline Global, LLC. 2018-Present

The Commonwealth of Puerto Rico, Dorado, Puerto Rico, VP of Public Assistance. As the Vice President of Public Assistance for Redline Global, LLC, Ryan leads the public assistance operations to support the municipalities and state agency clients in their recovery efforts. He engaged proven processes to enhance and improve operations involving damage assessments, project formulation and teams Public Assistance consultants working for applicants. Ryan is directly involved and responsible for Public Assistance Program for the (13) clients of Redline Global, LLC. (2018-Present)

Resume

DCMC Partners, LLC. 2017-2018

The Commonwealth of Puerto Rico, San Juan, Puerto Rico, PA Technical Lead. As the PA Technical Assistance Lead for Puerto Rico, Ryan began recovery operations as a result of Hurricanes Irma and Maria to support the GAR. He implemented Public Assistance and the processes to efficiently improve project reviews and project formulations involving his team and teams of consultants working for applicants. (2017 to 2018)

Witt Obrien's 2007-2017

Debris Monitoring Operations, Louisiana, Georgia, Florida, Project Manager. Ryan performed duties as Project Manager in 4 debris monitoring operations as a result of Hurricane Matthew and Hurricane Irma. As project manager of major debris operations, he was directly responsible for managing up to 95 employees and ensuring that only FEMA eligible storm debris was picked up and charged to the clients. This maximized funding reimbursements involving the FEMA Public Assistance Program. (2016 to 2017)

City of Fernandina Beach, Florida, Director. As a Director, Ryan initiated the recovery process on behalf of the City of Fernandina Beach, formulated the documents for project work sheets, and coordinated with the state and federal governments in matters involving the PA program. (2017)

Texas State University, San Marcos, Texas, Director. Ryan managed the recovery process on behalf of Texas State University as result of flooding. Ryan formulated the documents for project work sheets, and coordinated with the state and federal governments in matters involving the PA program. (2015 to 2016)

State of New Jersey, Senior Disaster Recovery Specialist. Ryan served as State Applicant Liaison for five counties and more than 150 sub-grantees, including the Port Authority of New York and New Jersey. He performed state Quality Assurance/Quality Control reviews for project worksheets, ensured all applicants received payments from the grantee, served as subject matter expert on behalf of State Representatives to support applicants in the PA Program, and performed duties as a closeout specialist for Monmouth, Ocean, Sussex, and Warren counties. (2013 to 2015)

Louisiana Governor's Office of Homeland Security and Emergency Preparedness, Senior Disaster Recovery Specialist. Ryan spearheaded the work with Louisiana's Southern Parishes and managed, coordinated, and directed teams of recovery experts in the greater New Orleans area to achieve the clients' objectives. He prepared and oversaw detailed management reports and recommend staffing requirements to ensure targeted goals. He also assisted management with monitoring a cadre of contractors, requirements and responsibilities and consulted with FEMA upper management for complex issues and potential resolutions. He teamed with State Applicant Liaisons for Orleans, St. Bernard, Jefferson, and Plaquemines Parishes and was directly responsible for the recovery efforts of the

Resume

City of New Orleans. He reported weekly to state management and consulted with other state governmental agencies as requested by the State of Louisiana.

As the lead disaster recovery specialist for the Western Parishes of Louisiana, Ryan managed recovery efforts of the 13 parishes in western Louisiana for Hurricanes Humberto and Gustav. He also resolved highly complex and programmatic issues. Ryan also served as the State of Louisiana's applicant liaison and he assisted the Cameron Parish School Board with the recovery efforts as a result of Hurricanes Rita and Ike. During Ryan's time as the state's temporary facility expert he coordinated and advised GOHSEP and their applicants on the eligibility of all temporary facilities across the State of Louisiana. He also worked with challenging and highly visible applicants to achieve success (2007 to 2013)

Golder Associates 2005-2007

Federal Emergency Management Agency, TAC. As a FEMA contractor representing FEMA, Ryan held many positions such as Group Lead of the Interim Housing, Lead Project Officer for Higher Education, Temporary Facility Specialist Project Officer and Insurance Specialist.

Ryan assisted in the implementation of the Interim Housing Program which mimics FEMA's Individual Assistance Program. His duties included disbursement of assignments to project specialists, Quality Assurance/Quality Control review of PWs to determine eligibility and reporting to PA management.

As Lead Project Officer, Ryan's responsibilities included supervising and organizing projects for numerous project officers. His duties primarily focused on the educational applicants, including the eight campuses of Delgado Community College, the Orleans Parish School Board, and the Jefferson Parish Public School System. He estimated damages for buildings and contents using RS Means, reported on Cost Estimating Formats (CEFs), and made eligibility determinations.

As a Temporary Facility Specialist, Ryan met with applicants to determine eligibility for temporary classrooms, schools, libraries, utilities, or other temporary needs related to the disaster.

As a Project Officer, Ryan's responsibilities included making eligibility determinations, estimating and writing PWs on the behalf of the applicant. He performed duties as project officer for a snow emergency, ice storms, and flooding which consisted of Categories A-G. He also estimated damages for roads, bridges, waste water treatment facilities, schools and debris and documented actual costs from force accounts as well as contract labor.

Crawford and Company 2004

Resume

Federal Emergency Management Agency, TAC. As a FEMA contractor representing FEMA, Ryan performed duties as Insurance Specialist for St. Lucie County in Florida. Primary role was to determine the amount of insurance would be received by all applicants within his assignment.

United States Navy 1992-1994

Assault Boat Coxswain - E-3 (Seaman); honorable discharge

DISASTER EXPERIENCE: (34) Presidentially Declared Disasters

EM 3270, EM 3272, DR 1539, DR 1545, DR 1551, DR 1561, DR 1603, DR 1607, DR 1678, DR 1702, DR 1786, DR 1792, DR 1867, DR 1873, DR 1889, DR 1897, DR 1954, DR 4021, DR 4033, DR 4039, DR 4048, DR 4085, DR 4086, DR 4223, DR 4225, DR 4270, DR 4277, DR 4283, DR 4284, EM 3384, DR 4336, DR 4337, DR 4338, DR 4339



William J. Doran, III

Vice President, Response and Recovery

Education

MS, Management | University of Maryland
Master of Strategic Studies | USAF Air War College
BA, Journalism | Louisiana State University

Certifications/Registrations

Certified Emergency Manager (CEM), International Association of Emergency Managers; Designated Type 2 Qualified FCO; TS DCID SCBI Security Clearance; Certified USAF Aircraft Crash Investigator

Years of Relevant Experience

30 years

Employment History

Plexos Group, L.L.C. | Vice President, Response and Recovery | Apr 2018-present
FEMA | Federal Coordinating Officer Region VI | 2010-2018
United States Air Force | Colonel | 1987-2015

Professional Summary

William J. Doran III (Bill) has over 30 years of public and private experience and is a retired Colonel from the Louisiana Air National Guard. For seven years, Bill served as a FEMA Federal Coordinating Officer for FEMA Region VI overseeing many large-scale, multi-jurisdictional federally declared disasters around the country, coordinating efforts for nine states, and directly influencing federal policy for disaster response and recovery initiatives. He also served as the Interim Louisiana Recovery Office Director for Hurricanes Katrina and Rita, and subsequently as the Response Division Director for Region VI.

Bill was the principal presidential appointee for 25 federally declared disasters including individual assistance, public assistance, mitigation, long-term recovery planning and implementation programs. Disaster experience includes Hurricanes Katrina, Rita, Gustav, Ike; the Moore, OK tornado; Colorado Floods of 2013; Hurricane Isaac; Texas floods of 2015; Louisiana floods of 2016; and Hurricane Harvey.

Bill has achieved numerous accomplishments during his career including, but not limited to, delivering over \$2.4 billion in aid after the Louisiana floods of 2016. He instituted FEMA's debris pilot for the Moore Tornado in OK, in addition to using Disaster Survivor Assistance teams for the first time. He oversaw and provided FEMA guidance for Private Property Debris Removal (PPDR) during Louisiana's Hurricane Isaac. He provided over \$1 billion in aid to over 120 counties in Texas, and obligated over \$2 million in public assistance per month for Hurricanes Katrina and Rita recovery.

Bill's contributions shaped policy changes that benefited FEMA, HUD, SBA, Army Corps of Engineers, Department of Transportation, Department of Agriculture, and others. Through after-action reviews, successful changes were implemented for Hurricanes Katrina/Rita (PKEMRA), Sandy Recovery Improvement Act (SRIA), and the Disaster Recovery Reform Act of 2018. Bill is a Subject Matter Expert in FEMA programs and policy.

Disaster Recovery

Federal Emergency Management Agency, Region VI, Federal Coordinating Officer, 2010 - 2018.

DR-4277 Louisiana. This disaster ranks in the top ten in FEMA history for monetary damages and includes over \$750 million in Individual Assistance and \$750 million in Public Assistance to re-establish communities. Delivered over \$2.4 billion in aid after the Baton Rouge, Louisiana area floods of August 2016. Executed one of the largest housing programs (over 4000 manufactured housing units) to date in FEMA history. Instrumental in saving the federal government nearly \$30 million by ceasing operation of faulty tank and pump systems for fire suppression after quality control issues in manufactured housing units became evident.

DR-4266, DR-4269, DR-4272 Texas. Provided over \$1 billion in aid to the State of Texas after the 2016 floods, including over 120 counties declared over a large geographical area. The area in comparison would stretch from New England to Indiana to Virginia. Managed unique political challenges between the City of Houston, Harris County, congressional delegations and the Governor's office, all with competing priorities for recovery.

DR-4332 Hurricane Harvey, Texas. As the pre-designated FCO for Hurricane season to Louisiana, responded to Hurricane Harvey on the Louisiana side of the Texas border, along with the Governor's Office of Homeland Security and supporting State agencies, coordinating federal support to provide search and rescue, transport and transitional sheltering.

Tornado, Moore, Oklahoma, 2015. Responded for the Moore Tornado in Oklahoma 2015, instituting FEMA's debris pilot for the first time as well as the National Disaster Recovery Framework, organizing philanthropic donations, other federal agencies and volunteer organizations in a whole community approach to recovery. Utilized Disaster Survivor Assistance Teams for the first time, enabling rapid registration and monetary assistance support to survivors within hours of registration. Facilitated mitigation efforts by assisting the

William J. Doran, III

State of Oklahoma with their Sooner Safe program which provided safe rooms in new construction of homes and schools.

DR-4080 Hurricane Isaac, Louisiana. Hurricane Isaac was a Major Disaster Declaration declared on August 29, 2012. It flooded the city of LaPlace in St John the Baptist Parish. As the Deputy FCO for this disaster, was assigned to oversee and provide FEMA guidance for Private Property Debris Removal (PPDR). Intimately involved in advising on the Parishes Request to the State and further to FEMA, the approval process and further advised the Parish and it's debris contractor on the Right of Entry requirement as well as the health and safety issues that needed to be documented and provided as back up data to complete PPDR.

DR-1603 Hurricane Katrina and DR-1607 Hurricane Rita, Louisiana. As Interim Director of the Louisiana Recovery Office, obligated over \$2 million in public assistance per month for Hurricanes Katrina and Rita Recovery. This influx of Recovery assistance helped New Orleans become the 5th fastest growing city economy in the United States. Met with the Mayor of New Orleans on a monthly basis to ensure projects continued to move forward. Along with the State of Louisiana, developed and instituted a strategic plan that projected final closeout in 2018, re-aligning staff and facilities to meet the scope of work left to be accomplished.

EM 3365 Colorado, Colorado Floods of 2013. Provided initial rapid response to the Colorado floods of 2013 EM 3365 CO, providing direct federal assistance for Incident Command and Search & Rescue to the State of Colorado. Advised the State Emergency Manager and Governor on response activities to ensure immediate needs of survivors were being met.

South Carolina Floods of 2015. Team lead for National Incident Management Team (IMAT) West Lead responding to the South Carolina Flood of 2015. Led a team to establish stability in Columbia, SC after a devastating flood.

Texas Floods of 2015. Director of the Regional Readiness Control Center (RRCC) at FEMA Region VI for the 2015 Texas floods.

Relevant Military Experience - USAF 1987-2015

Louisiana Air National Guard Headquarters, New Orleans, LA, 2010 - 2015. As a retired Colonel, strategically led over 1200 airmen and officers. Developed and wrote Air Force, joint services, National Guard (NG) and combined plans and programs and policies. Coordinated all planning with multi-functional areas of responsibility to meet mission objectives to

include homeland security and emergency management; considered a contingency planning and homeland security expert.

Joint Director of Military Support and Military Liaison to the Governor's Office of Homeland Security and Emergency Preparedness | 2007 - 2010. As a retired Colonel, led over 10,000 Louisiana Army and Air National Guardsmen in performing military support to civil authorities (MSCA) during times of disaster. Responsible for managing the preparedness, planning, exercising, training, response and recovery of the Louisiana National Guard for all-hazards. Provided policy guidance and ongoing assistance on program areas to units within the state NG and external agencies to include the Offices of the Governor and US Attorney.

Baton Rouge Community College, Baton Rouge, LA | Jan 2009-May 2009. An Adjunct Instructor of Emergency Management. Instructed college students concentrating in emergency management or criminal justice in all phases to include practical exercises, lecture, and professional development.

Louisiana National Guard, Baton Rouge, LA | Nov 2006-Oct 2007. As a Military Liaison and Strategic Plans and Policy Officer, instructed college students concentrating in emergency management or criminal justice in all phases to include practical exercises, lecture, and professional development.

Louisiana Office of Homeland Security and Emergency Preparedness, Baton Rouge, LA | 2003-2006. As Operations Division Chief, managed response operations and all-hazard planning for Louisiana. Primary state liaison to DHS and FEMA for response and initial recovery activities. State Unified Command Operations Section Chief for all-hazards. Designed and participated in exercises, drills and training. Facilitated grant oversight for all-hazard planning.

Louisiana Air National Guard, 159th Fighter Wing, Joint Reserve Base, New Orleans, LA. *Commanding officer, 159th Aircraft Maintenance Squadron | 1997-2003 and Commanding Officer, 159th Aircraft Generation Squadron | 1995-1997.* Commanded 400 airmen and officers of which 200 were full-time federal employees, for a USAF Fighter Wing of F-15 Fighter Aircraft for sovereign alert of US territorial waters and airspace as well as wartime missions. Planned, resourced and executed an operations and maintenance annual flying schedule. Previous assignments include: Aircraft Maintenance Officer: 1993-1995, Wing Staff Officer, 1987-1993.



WILLIAM J. GOULD

Accounting and Audit



Qualifications Summary

William Gould performs program management consultation and disaster recovery services for FEMA Public Assistance applicants on projects more than \$1.9 billion. William provides quality assurance, control and analysis functions for client review and external publication. He coordinates and performs joint damage assessments for all Public Assistance categories including roads, bridges, buildings, parks and other critical infrastructure. His experience includes reconciling eligible expenses for FEMA Public Assistance categories, drafting and reviewing Request for Proposal documents and procurement guidelines, and ensuring compliance with applicable federal laws and regulations.

Projects of Similar Experience

- Closeout STRIKE Team Lead, FEMA PA, GOHSEP STRIKE Team, LA.
- Program Controls Specialist, FEMA PA, Tangipahoa Parish, LA, and Williamsburg Regional Hospital, SC.

Relevant Experience

Plexos Group, L.L.C. | June 2016 to Present

GOVERNOR'S OFFICE OF HOMELAND SECURITY AND EMERGENCY PREPAREDNESS (GOHSEP), STATE OF LOUISIANA – FEMA PUBLIC ASSISTANCE CLOSEOUT

STRIKE Team Lead

- Manage staff of 6 employees from prime and subcontractors to achieve deliverables and metrics for final reconciliation and project closeout of disaster recovery grants for applicants statewide including State and local government entities, universities, school boards and various other Public Assistance applicants.
- Works with the State's Grants Management and Closeout divisions as well as 'high-risk applicants' to identify and resolve various technical problems including incomplete or missing project documentation, compliance with federal procurement requirements as well as issue tracking and reporting.
- Organizes STRIKE Teams with the financial accounting and documentation skills necessary to organize subrecipients and assist them with closeout of FEMA projects in parishes throughout the State.

REFERENCE: *Shahbaz Niazi, Senior Manager, Deloitte & Touche LLP, 415 N. 15th St. Baton Rouge, LA., (832) 755-8699*

WILLIAMSBURG REGIONAL HOSPITAL, SOUTH CAROLINA & TANGIPAHOA PARISH GOVERNMENT, LOUISIANA – FEMA PUBLIC ASSISTANCE

Program Controls Specialist

- Creation, reconciliation and review of Direct Administrative Cost reports associated with work completed for multiple Public Assistance clients in excess of \$2M to minimize non-compliance risk and ensure funding from disaster recovery grants.

Education

M.B.A., Internal Audit and Consulting | Louisiana State University

B.S., Marketing | Louisiana State University

Areas of Expertise

- Grant Management
- Risk Analysis
- Quality Assurance/Control
- Project Cost Reconciliation
- Internal Controls
- Risk Management and Assurance
- Process Improvement and Innovation
- Financial / Data Analysis and Reporting
- Proposal Writing
- Field Reporting

Certifications

Certified Internal Auditor, Certification in Progress (2 of 3)

Affiliations/Awards

Member— Institute of Internal Auditors (IIA), Baton Rouge, LA

First Place— IIA IAEP Team Case Study Competition

Louisiana State University (LSU) Representative— SEC MBA Team Case Study Competition

- Public Assistance consultation for Williamsburg Regional Hospital in Kingstree, SC Disaster DR-4241 (\$31M repair/replacement of Category E facility).
- Reconciliation of expenses for Category B Emergency Protective Measures and Donated Resources in excess of \$3.5M for Williamsburg Regional Hospital.
- Drafting and quality assurance role for numerous reports to FEMA and State emergency management agencies including extensive technical reports for damage assessment and cost estimation.
- Financial analysis of lease-or-buy agreements for Williamsburg Regional Hospital's temporary facility and contents.
- Administration of risk analysis and reporting for clients detailing the likeliness and impact of funding and operational decisions on project outcomes.
- Public Assistance consultation for Tangipahoa Parish Government in Amite City, LA Disaster DR-4263 and DR-4271 (\$5.5M between Categories A debris, B emergency protective measures and donated resources, C roads and bridges, E permanent facilities).
- Reconciliation of expenses for Category B Emergency Protective Measures and Donated Resources in excess of \$1M for Tangipahoa Parish Government.
- Field reporting, compilation and analyses of damage descriptions including scope of work and cost estimates for Tangipahoa Parish-wide road and bridge systems including geospatial overlays of disaster sites.

REFERENCE: Sharon Poston, CEO, Williamsburg Regional Hospital, 500 Nelson Blvd. Kingstree, S.C., (843) 319-7737; Robbie Miller, Parish President, 15481 W. Club Deluxe Road, Hammond, LA 70403. (985) 748-3432, rmiller@tangipahoa.org.

Walmart – Global Audit Services, Bentonville, AR | Summer 2015

Internal Audit Intern

Completed two high-priority audits, engaged internal clients with the Marketing and Merchandising Audit team, led risk assessment meetings and reporting, performed internal controls testing, wrote applicable sections of audit reports, presented audit findings and results to senior management, networked with fellow practitioners and finance associates

- Performed staff auditor role, completing two high-priority projects including Sam's Club membership reporting audit and Walmart's "Made in America" compliance audit.
- Drafted scope of work and deliverables documents to define purpose, timeline and objectives of audit engagements for process owners.
- Led client interviews and created subsequent flowcharts to exhibit lapses in control and opportunities for improvement in accordance with Walmart's Total Quality Management initiative.
- Created risk assessments defining and prioritizing inherent risks associated with multiple critical infrastructure processes and suggested controls to mitigate risk to a tolerable organizational level.
- Drafted and presented audit results, findings and recommendations in formal briefing to Walmart's CFO and Executive Vice Presidents.

REFERENCE: Anthony Draine, Project Manager, Walmart, 702 SW 8th St. Bentonville, AR., (706) 975-5196

LSU Auxiliary Services, Baton Rouge, LA | September 2014 To May 2016

Graduate Assistant

Managed design staff, assured compliance with LSU branding requirements, purchased signage, coordinated cross-promotion with TigerCASH vendors, drafted revenue reports generated from cross-promotional initiatives with clients and vendors

- Assurance role for stringent University branding and marketing requirements for all externally published advertisements and promotions.
- Responsible for compliance with University regulations and State law for procurement of all promotional products and externally produced signage for LSU's Student Union.
- Generated revenue reports detailing successful cross-promotions with TigerCASH merchants and vendors as a direct result of Auxiliary Services marketing and outreach initiatives.
- Accountable for 2 undergraduate graphic designers and a social media coordinator regarding content produced to promote external vendors and internal departments.



HECTOR E. SEDA

631 Pinehurst Drive, Gulf Shores, Alabama 36542

Tel: 917-806-0917 email: hecseda@yahoo.com

SUMMARY

- Project Manager / Project Liaison
- Real Estate Development / Site Evaluations
- Project Budgeting, Estimating and Scheduling, take-offs
- Project Damage Assessment Specialist / Contract and estimation Review
- Alabama State Licensed Adjuster
- New Jersey Licensed Builder
- ACE III-Initial Disaster Housing Inspector
- Planning Official for the State of New Jersey
- S-500 Structural Water Damage Certification
- S-500 Fire and Smoke Damage Certification
- S-520 Mold Damage Certification
- Public Assistance Program Contractor / Mgt. for Infrastructure at UTMB
- Estimator
- Certified in Mold Remediation, Structural Drying, Water mitigation, and water remediation
- Certified New Jersey Planning Official

PROFESSIONAL EXPERIENCE:

BAY MEDICAL CENTER, Panama City, FL Witt/O'Brien Disaster and Crisis Management Specialists

- Disaster Recovery Consultant for WITT/O'BRIEN on damages sustained during Hurricane Maria
- Subject Matter Expert on damages, reconstruction, and price analysis
- Disaster Recovery Consultant on estimates, evaluations on costs involving Structural Drying, Water Mitigation, Remediation, Mold, Reconstruction, and Federal Funding.

BAPTIST HEALTH SOUTH FLORIDA, INC Tidal Basin Government Consulting & Adjusters International, Inc.

- Disaster Recovery Consultant for Tidal Basin Government Consulting on damages sustained during Hurricane Irma
- Subject Matter Expert on damages and reconstruction, and price analysis
- Disaster Recovery Consultant on Structural Drying, water mitigation, remediation, and mold.
- Due to the damages to the hospital sustained by Hurricane Irma, I assessed and calculated all visual and non-functioning impairments to structures, equipment, and locations. Performed work needed to secure damage costs within my capacity, to move the project forward, and support and guide client reimbursement issues.

SUBJECT MATTER EXPERT (SME) for Home Depot & Lowes

- I brainstormed with the editor on ideas presented to me on guidance for brand advertising.
- I have written many articles for various issues for bloggers that promoted these major building supply entities — the focus of the items were geared mainly with the professional in mind.

OWNER of MITIGATION AND RESTORATION COMPANY

- Owned a successful Mitigation and Restoration Company in Baldwin County, Alabama.

- Work performed was mold remediation and reconstruction, Category A, and B water mitigation, also structural mitigation, restoration; including, tornadoes, fire and smoke mitigation and reconstruction. I also assessed and estimated all work; over 200 projects in 2.5 years.

WITT ASSOCIATES, INC.
DISASTER RECOVERY CONSULTANT

- One of my roles included, advising the University of Texas Medical Branch (UTMB) and representing the client in relations with the Federal Emergency Management Agency (FEMA) and facilitated coordination efforts for damages to 188 structures, damaged components, and infrastructure on and off campus.
- Coordinated all building and infrastructure FEMA site evaluations and helped in expediting the approval of over \$400MM in infrastructure reimbursement for UTMB which included the mitigation of temporary steam and chilled water plant valued at \$60M. The entire project was tight to \$1B.
- I was also directly involved in the mitigation efforts for the infrastructure on campus and most items related to maintaining the ongoing practices of the Research, Administration, Academic, and Infrastructure on and off campus.

WILSON / SEDA BUILDERS, LLC., Pompton Lakes, N.J.
Principal

- Spot developers of new and renovated mid to high end, homes in Bergen. Passaic Counties in N.J. and New York City
- General Contractor Commercial Construction / Specializing in Design-Build – in Bergen, Passaic and Morris Counties, N.J.

LANDMARK CONSTRUCTION, LLC., Pompton Lakes, New Jersey
Principal

- **Brooklyn Hospital** - Brooklyn, N.Y.
\$470,000 - commercial kitchen alterations
- **Harlem Hospital** – New York City, NY
\$2.1 M - commercial kitchen alteration
- **Northern Services Group, INC** – Monsey, N. Y.
\$1.1 M - alterations and renovations

LEONARD AND LEONARD ENGINEERING, P. E.
Consultant, Westbury, N.Y.

- Client representative for AT&T projects; Complete build-outs of telephone switch rooms in Manhattan for communication redundancy in N. Y. C.
- I operated the theodolite and transit for the topography and slope for the as-built survey of a section of the New York Thruway in the Bronx, N.Y. area, as well as, for post placement accuracy.

PATRIOT CONSTRUCTION INC., Brooklyn, N.Y.

Project Manager, Estimator, Construction Superintendent / Project Manager and Consultant for the following projects:

- **PUBLIC SCHOOL 152** - Brooklyn, N.Y.
\$11M - Total renovation. A record 6-month turnkey delivery. This project was highly visible and politically charged. It noted project success and referenced in the *NY Post* and *NY Daily News* as a success.
- **SOCIAL SECURITY ADMINISTRATION** - Brooklyn, N.Y.
\$2.5M – New office build-out

- **THE LEGAL AID SOCIETY- Brooklyn, N.Y.**
\$2.5M. High-end office build out, located in downtown Manhattan
- **The BANNEKER ACADEMY H.S. - Brooklyn, N.Y.**
\$15M – Total renovation and conversion from Drake’s snack cake factory to an NYC high school. The project required rapid deadlines. Two floors completed in time for school opening and two more levels completed two months later. The project commenced in June and concluded in November.
- **General Services Administration (GSA)– Brooklyn, N.Y.**
\$2.8M – Office build-out

CONSOLIDATED STRUCTURAL APPLICATIONS & DEVELOPMENT CORPORATION

New York, New York

Project Manager / Estimator / Construction Superintendent

- **PAD Houses** – Pratt Area Community Council, Brooklyn, N.Y.
This project included a complete gutting and rehabilitation of six buildings and 70 units. Approximately \$20M
- **Viacom/FCB** – 304 East 45th Street, New York, N.Y.
\$4.5M – Very high-end total rehabilitation of the building’s 15th and 16th floors
- **B.N.I.A.** (Non-Profit organization) – located on St. Marks Place, Brooklyn, N.Y.
\$6.2M – five building, 35-unit total gutting, and rehabilitation.

WAGMAN CONSTRUCTION, INC., Valley Stream, New York

Project Manager/Construction Superintendent / Jr. Estimator

- **H.P.D.** \$12.2M – three buildings, 101 apartments, daycare centers, and offices for H.R.A.
This project completed for the Housing, Preservation, and Development Corp. for the City of New York, located in Brooklyn, N.Y.
- **West Lawrence Estates** – Far Rockaway, N.Y.
\$7M – four-acre development, new roads, sewers, and 24 houses on pile and grade beam construction.
- **Villa Lafayette Condominiums** – Long Beach, N.Y.
\$3 M – 14-unit condominium/townhouse project
 - **Conservation and Preservation Committee (C.P.C.) Historical Landmark Buildings** – Fulton Street, Brooklyn, N.Y. Maintained the outer shell integrity of its’ era and supported the exterior façade, side, and rear walls while constructing the interior. Also needed to reconstruct the Subway entrance and stairs as per Department of Transportation Standards and Codes
\$4.2 M – 45 units and four stores.

Queens Construction Corporation, Queens, New York

Construction Superintendent

- Residential \$15M - New 15-story condominium, shopping center, and garages on the corner of Queens Boulevard and the Long Island Expressway - Queens, N.Y.

H.H.H. DEVELOPMENT CORPORATION, Queens, New York

Assistant Construction Superintendent

- \$3 million 30-unit condominium complex - Queens, N.Y.
And we also performed spot building of multiple dwellings throughout Queens, N. Y.

CERTIFICATIONS:

- Disaster Recovery Professional
- Certified New Jersey Planning Official
- ACE III-Initial Disaster Housing Inspector
- FAA Certified Private Pilot

AUTHOR:

- *“What Your Parents Never Told You About Owning A Home”* (i-Universe)
- *“Repair for Resale”* (Simon and Schuster) released Fall 2010

Correspondent, and Syndicated Columnist, and Subject Matter Expert for:

- North Jersey Media, LLC.
- Ethix Media, LLC and Homeminders.com

- Bi-weekly Comcast CN8 "Your Morning" Show
(on camera) Subject Matter Expert in Philadelphia.
Vista Research, a Standard & Poors and McGraw-Hill Co.
- I provided Real Estate & Construction consulting for institutional fund managers and investors.

DALE CARNEGIE: Graduate Assistant

ORGANIZATION MEMBERSHIPS:

- National Association of the Remodeling Industry
- National Kitchen and Bath Association
- The Society of Industry Leaders
- Association of Construction Inspectors
- Writer's Guild Association
- National Press Association

ASHLEY M. HEBERT
MECHANICAL ENGINEER

Provide technical assistance to local applicants for HMGP Project applications.
Conduct site inspections to validate mechanical damage and record detailed damage descriptions during the inspection. Generates checks, reviews and approves parallel cost estimates to verify/confirm/dispute applicants/vendors/contractors cost and time proposals for all types of Emergency Work (Cat A: Debris Removal and Cat B: Emergency Protective Measures) and Permanent Work (Cat C: Roads and Bridges, Cat D: Water Control Facilities, Cat E: Buildings and Equipment, Cat F: Utilities, and Cat G: Parks, Recreational Facilities and Other Facilities).

Education

B.S. Mechanical Engineering, University of Louisiana at Lafayette

May 2004

Relevant Experience

Serco, Inc.

May 2019 - Present

Public Assistance Cost Analyst

Responsible for:

Providing cost estimates for Public Assistance Infrastructure and Repair projects.

Witt O'Brien's

October 2018 – Present

Hazard Mitigation Specialist

Responsible for:

- Providing technical assistance to local applicants for Hazard Mitigation Project applications. Worked with the University of Texas Medical Branch at Galveston (UTMB) and Sienna Plantation Levee Improvement District (SPLID) to help develop HMGP projects and BCAs totaling over \$119 million for submittal to the Texas Department of Emergency Management and the Federal Emergency Management Agency (FEMA).

Wilson & Associates Consulting, LLC

August 2018 – Present

Disaster Recovery Project Manager

Responsible for:

- Providing technical assistance to local applicants for Hazard Mitigation Project applications. Worked with multiple counties to develop HMGP projects totaling over \$35 million for submittal to the Texas Department of Emergency Management and the Federal Emergency Management Agency.
- Conducting training regarding Benefit Cost Analysis

The Sulzer Group

September 2016 – August 2018

Cost Analysis Specialist

Responsible for:

- Conducted One-hundred (100) Cost Reasonable Analyses on Projects (Cost Estimator) as a GOHSEP Contractor in Public Assistance Closeout.
- Reviewed Invoices and produced estimates for PA projects that did not follow the proper procurement process for all projects over \$10,000.00.

Ashley M. Hebert - (985) 233-0285 - ashley.hebert@hotmail.com

Bryant Hammett & Associates, LLC

April 2016 – September 2016

Cost Analysis Specialist

Responsible for:

- Reviewed Invoices and produced cost estimates for PA projects that did not follow the proper procurement process for all projects over \$10,000.00.

Turnkey Disaster Management LLC

January 2016 – April 2016

Mechanical Engineer Technical Assistance

Responsible for:

- FEMA PA, Hurricane Sandy: Served as a Project Worksheet support and put together project versions.
- Supplied technical assistance for mechanical equipment and reviewed PW versions for reasonableness.
- Reviewed mechanical equipment PW's (i.e. wastewater treatment plants).

Gregory C. Rigamer, Incorporated (GCR, Inc.)

September 2015 – January 2016

Cost Analysis Specialist

Responsible for:

- GOHSEP Contractor - PA Closeout: Performed Quality Assurance and Quality Control for the Geospatial Information System database for the New Orleans levee breach class action lawsuit.
- Conducted cost estimates for Large Public Assistance projects for both Hurricanes Katrina and Rita.

Shread-Kuyrkendall and Associates

January 2015 – July 2015

Benefit Cost Analysis Project Consultant

Responsible for:

- 404 Mitigation - Conducted a full data Benefit Cost Analysis (BCA) using flood studies for Large Flood Mitigation Projects (400+ homes) in St. Bernard and Plaquemines Parishes.

NOVA Catastrophe Services

December 2013 – December 2014

Quality Assurance/Quality Control

Responsible for:

- Conducted review of Xactimate estimates completed for the New York Rising program. Reviewed cost estimates for repair and drawings for homes affected by Hurricane Sandy.
- In quality checks, added items as needed that were over-looked by the initial inspectors to help the homeowners completely repair their homes.

Innovative Emergency Management (IEM)

October 2013 – December 2013

Cost Benefit Team Lead

Responsible for:

- Analyzed data for program analysis, reviewed HMGP projects for cost effectiveness
- Managed a team of five individuals
- Provided training to other teams for BCA preparation.
- In this position, reviewed costs related to projects and provided guidance to applicants to inform them of their options available to collect information for cost effective projects. Provided detailed BCA RFIs to the applicants to allow for preparation of a BCA for their projects.

Ashley M. Hebert - (985) 233-0285 - ashley.hebert@hotmail.com

Federal Emergency Management Agency

October 2015 – October 2013

HMGP Cost Benefit Specialist with the Hazard Mitigation Grant Program

Responsible for:

- Was responsible for the Benefit Cost (BC) review for most of the new DR 1603 (Katrina) allocation totaling \$390 million dollars released November 14, 2011.
- Developed and implemented ongoing Mitigation Program changes as necessary to adapt and improve processes.
- Responsible for providing advice and guidance to FEMA Louisiana Recovery Office team members and to State and Local partners on Benefit Cost (BCA) concerning the 404 Hazard Mitigation Grant Program.
- Was responsible for the review of projects, as needed, for engineering feasibility and reviewed projects for Phase I and II deliverables.

Lead Hazard Mitigation Grant Program Specialist

Responsible for:

- Member of the “Strike Team” in Baton Rouge evaluated and made determinations on 1786-1792 (Hurricanes Gustav and Ike) projects so that they could move forward.
- Reviewed Scope of Work and Master Budgets for cost eligibility and feasibility and made recommendations for approval or denial
- Conducted site visits to institutions representing DHS/FEMA
- Utilized numerical methods for use in BCA Modules and Excel.
- During my tenure in Mitigation with FEMA, I calculated in excess of \$455 million in benefits, which enabled more than \$196 million in approved FEMA HMGP projects.
- Served as the Technical Expert for the BCA section and trained other team members on innovative ways to gain project benefits. In doing this, I implemented techniques to utilize the Full Data Module for computing benefits for Drainage Projects.
- Reviewed projects for engineering feasibility for wind retrofits, drainage, elevations and acquisitions and provided technical assistance to multiple State and Parish officials to aid them in preparing a Benefit Cost Analysis Report.

Technical Specialist and Project Officer - Public Assistance Program

Responsible for:

- Served as the Mechanical Systems and Equipment Specialist, performed cost estimates for various Mechanical Equipment in buildings (i.e. HVAC Systems, Elevators, Boilers, Etc.)
- Determined engineering feasibility of projects, assessed damages, inventoried needs, wrote project worksheets, and maintained case management files.
- Assisted applicants with project scoping, formulation, and other programmatic and special considerations, and that the applicants followed the laws and financial terms for federal grants.
- Provided guidance on the National Flood Insurance Program and other federal programs available to applicants, identified mitigation measures and other tools/resources to aid in rebuilding communities.

Applicant Assistant Specialist (Individual Assistance Program)

Responsible for:

- Served disaster victims in applying for the Individual Assistance and Households program.
- Identified opportunities for assistance on a situational basis. Directed disaster victims to additional services to include crisis counseling, disaster unemployment assistance, legal services, and special tax considerations

Ashley M. Hebert - (985) 233-0285 - ashley.hebert@hotmail.com

Scientific International, Incorporated

June 2003 – September 2003

June 2004 to October 2005

Engineer

Responsible for:

- Designed, built, repaired, modified, and tested oil-field tools that re-faced drill pipe connections, supported deployment to the field, testing and trouble-shooting of equipment when necessary, and through engineering calculations and design, implemented a method for dynamically balancing tools to remove the vibration problems that were causing damage to the equipment

Engineering Management Group

February 2004 – May 2004

Design Consultant

Responsible for:

- Assisted with AutoCAD overflow work on an as needed basis

Monsanta Chemical Company

January 2004 – September 2004

Mechanical Engineering Co-op

Responsible for:

- Developed a major capital project, developed a mechanical seal and pump survey for the APAP unit.
- Assisted the de-bottlenecking team to help scope a major capital project with the goal of removing outdated equipment
- Recommended pipe modification and updated Engineering Flow Diagrams.
- Attended and worked with the pump workshop on various projects, and worked on other smaller projects that involved process improvement, reliability, maintenance, electrical and instrumentation.

Certifications and Training

EIT – Licensed Engineer Intern, LA No. 21597

Certified Flood Plain Manager – Association of State Floodplain Managers ID: 26540

Certified Grants Manager (Federal Track)

Contracting Officer Technical Representative – 2007 to 2010

Trained in Community Relations for FEMA

Background Investigation/Badging

Homeland Security FEMA Public Trust

Current FEMA badge

Andrea C. Hebert, MBA, CFM, CGM

(985) 233-0268 – andreamba2003@yahoo.com

Education

- MBA- Southeastern Louisiana University
- Double BA-Management and Marketing, Southeastern Louisiana University

Highlights

- Has managed large disaster operations and has provided oversight on Public Assistance and 404 Hazard Mitigation FEMA disaster recovery programs.
- Has helped implement many projects to elevate, reconstruct or acquire houses
- Assisted with many drainage improvement projects
- Helped develop over \$3 billion in HMGP projects in LA, New York, and Texas

Registrations/Certifications

- 14+ Years Emergency Experience
- Certified Flood Plain Manager
- Certified Grant Manager – Federal Track

Training

- NIMS Compliance Training: ICS/NIMS 100.b, 200.b, 300, 700.a, 800.b
- Mitigation Workshop, Project Worksheet Writing workshop, Grants Management/Closeout, Leadership and Management Training, OPSEC, COTR
- Public Assistance Ops 1 & 2
- JFO for Middle Managers
- Disaster Field Operations Management

Andrea C Hebert, MBA, CFM, CGM Emergency Management Program Manager

Professional Qualifications

I have over 14 years of emergency management experience, and have programmatic and management experience with FEMA's Public Assistance and Hazard Mitigation Programs. I have been deployed in response to multiple disasters to serve in response and recovery support. I have helped develop Hazard Mitigation Grant Program projects to mitigate individual properties, and have provided oversight on the delivery of many elevation, reconstruction, acquisition, and safe room projects. In addition, I have worked to develop large drainage improvement projects to include increased capacity culverts and flood walls. I have managed disaster staffs in multiple programs for FEMA Disaster Assistance. I helped develop and implement mitigation projects, totaling over \$3 billion. I currently work with Grantworks, Inc and serve as a Mitigation Subject Matter Specialist, where I provide support on Hazard Mitigation, Public Assistance and Disaster Resiliency projects. In addition, I have moved into Project Management of Mitigation and Public Assistance projects for infrastructure projects and serve as a resource for development of implementation for Elevation/Acquisition/Reconstruction projects.

Prior to joining Grantworks, Inc., I worked as a Floodplain Manager and NFIP Insurance Specialist for FEMA. I have also worked in Public Assistance Closeout for the State of Louisiana, where I helped to close out large projects. I have provided Benefit Cost Analysis leadership during Hurricane Sandy in New York, where I led a group of individuals to review projects and completed BCAs for the Hazard Mitigation group. During my tenure in Disaster Management, I have worked as a Lead Hazard Mitigation Group Program Specialist and a member of the "Strike Team" to evaluate and make determinations on 1786-1792 projects. While employed with the State of Louisiana I served as the Director of Disaster Recovery Finance and was responsible for the gathering and review of State Management Cost documentation for submittal to FEMA. During my time in Public Assistance, I quickly progressed through the ranks from Project Officer to Deputy Public Assistance Officer where I managed, monitored, evaluated, and implemented assistance programs to include obligation for funding of projects.

Andrea C. Hebert, MBA, CFM, CGM

(985) 233-0268 – andreamba2003@yahoo.com

Relevant Project Experience

HMGP Subject Matter Specialist, Grantworks, Inc, September 2018 – Present

In this position, I have been responsible for developing Hazard Mitigation Grant Program Projects from conceptualization to delivery of the application to the State of Texas for forwarding to FEMA. I serve as a project manager for a Public Assistance 429 project and will be responsible for project management on grants that are awarded by FEMA.

Senior Project Manager (SAL), Sulzer Group, September 2016– September 2018

Provided Technical Assistance to the Louisiana Governor's Office of Homeland Security and Emergency Preparedness with policy advice and assistance in carrying out HMGP responsibilities. Worked with Bossier, Washington, St. Tammany, St. Helena, Tangipahoa, Allen, Union, Vernon, Webster and Winn, Livingston, East Baton Rouge, West Baton Rouge, Iberville, Ascension, and Point Coupee Parishes to develop HMGP projects. Worked to co-author a Standard Operating Procedure for both sub-applicants and for State Applicant Liaisons for the entire application process.

Flood Plain Manager and National Flood Insurance Program (NFIP) Insurance Specialist, FEMA, May 2016 – September 2016

Served as a subject matter specialist and responded to requests for information from Disaster Recovery Centers, Joint Field Offices, and HM Floodplain Management Group on NFIP insurance questions, issues, or problems. Supported the floodplain management program and process by attending, as needed, community coordination meetings with local government officials to explain flood insurance implications of new or revised flood insurance studies and/or flood insurance rate maps and floodway maps. Provided information to homeowners, renters and business owners on building and rebuilding of homes, Spoke with homeowners on how they could mitigate their homes, Provided technical assistance to internal and external partners on insurance issues and responded to inquiries from internal and external partners such as insurance agents, lenders, adjusters, and Federal, State and local government officials regarding insurance issues. Conducted public speaking events with disaster affected communities, local insurance offices, and real estate agents to disseminate NFIP guidance.

Closeout Specialist, Louisiana Governor's Office of Homeland Security and Emergency Preparedness, March 2015 – May 2016

Provided review of documentation and expenses as submitted by applicants to ensure that all costs were allowable and fully supported under State and Federal rules. Assisted applicants in completing Cost Analysis of projects, prepared request for funding for applicants, closed out projects.

Disaster Program Consultant, NOVA Catastrophe Services, Consultant to New York Rising, February 2014 – March 2015

Conducted review of Xactimate estimates completed for the New York Rising program. Reviewed cost estimates for repair and drawings for homes affected by Hurricane Sandy. In quality checks, added items as needed that were over-looked by the initial inspectors to help the homeowners completely repair their homes.

Benefit Cost Analysis Team Lead, Innovative Emergency Management, Inc., Consultant to the State of New York, 2013

Analyzed data for program analysis, reviewed HMGP projects for cost effectiveness, managed a team of five individuals, and provided training to other teams for BCA preparation.

	Andrea C. Hebert, MBA, CFM, CGM
	(985) 233-0268 – andreamba2003@yahoo.com

Lead Hazard Mitigation Group Program Specialist, Federal Emergency Management Agency, September 2008 – October 2013

Met with State Agencies and communities impacted by disasters from 2008-2013. Served as a member of the “Strike Team” in Baton Rouge to evaluate and make determinations on 1786-1792 projects to get them moving forward. Worked hand-in-hand with State counterparts to ensure sub-applicants understood needed documentation for an effective project. Provided guidance concerning the full life cycle of the grant agreement and advised management and staff on all matters concerning assigned grants. Reviewed project applications for eligibility and provided recommendations for approval or denial. Involved with all aspects of State Management Cost Claims for four disasters. Reviewed Mitigation plans and completed “Cross-walk” forms to send feedback to sub-applicants. Member of initial Monitoring Team who worked to develop a Monitoring Standard Operating Procedure for the Louisiana Recovery Office.

Direct of Disaster Recovery Finance, Louisiana Governor’s Office of Homeland Security and Emergency Preparedness, January 2008 – June 2008

Managed and monitored day-to-day activities within the Disaster Recovery Office. Evaluated and implemented actions for the GOHSEP Finance Office. Represented the Finance office on various issues and conflicts, negotiated with key Federal, State, and local officials on controversial issues to gain acceptance of recommendations or program issues. Attended meetings, conferences, and other forums with officials of State, Local, Federal agencies, and other professional groups. Established effective working relationships to discuss preparation, interpretation, and revision of Disaster Recovery Finance programs and policies. Assisted the Deputy Director of Administration and Finance in policy formulation and coordination, and administered and oversaw various special projects and activities. Managed all activities regarding State Management Cost Claims for FEMA reimbursement.

Deputy Public Assistance Officer – FEMA, - May 2006 - October 2008

Managed, monitored, evaluated and implemented assistance programs of the DHS/FEMA Public Assistance Program both in Baton Rouge and in the Western Parishes office. Compiled data for program analysis, researched and identified complex Public Assistance program issues or problems, took remedial action, made recommendations for and implemented resolutions and improvements. Attended meetings, conferences, and other forums with officials of State, local, other Federal agencies and other professional groups. Reviewed and evaluated existing strategies and communication plans for disseminating information about changes in Public Assistance program and determined the most effective means of getting this information to concerned organizations and individuals. Reviewed project worksheets for eligibility issues, prepared grant obligation packages, and assisted the Public Assistance Officer in policy formulation, coordination, and administered and oversaw various special projects and activities. Developed the FEMA SOP for Progress Report Preparation and review for the Louisiana Recovery office.

Project Officer 2 – FEMA, March 2006 – May 2006

Attended kick-off meetings as the primary point of contact for applicants. Assisted local governments to apply for public assistance funds, guided applicant interviews, determined the eligibility of claim, interpreted and administered the PA assistance program policies and procedures. Prepared project worksheets substantiating the damage, scope of work, and project costs, and reviewed all supporting documents and all cost estimates, provided guidance on 406 mitigation possibilities and provided training to new section employees.

	Andrea C. Hebert, MBA, CFM, CGM
	(985) 233-0268 – andreamba2003@yahoo.com

Project Officer 1 – Express Personnel, Contractor for FEMA local hires, November 2005 – March 2006

Attended kick-off meetings as the primary point of contact for applicants. She assisted local governments to apply for public assistance funds, guided applicant interviews, determined the eligibility of claim, interpreted and administered the PA assistance program policies and procedures. Prepared project worksheets substantiating the damage, scope of work, and project costs, and reviewed all supporting documents and all cost estimates, provided guidance on 406 mitigation possibilities and provided training to new section employees.

Executive Administrative Assistant, Express Personnel, Contractor for FEMA local hires, October 2005 – November 2005

Formulated and maintained spreadsheets for Public Assistance Health and Education group for tracking purposes. Maintained communication log in NEMIS, lead team to determine the scope of questions that applicants could present, and completed other special assignments as needed.

Planning and Support System Coordinator, Louisiana State University Health Sciences Center, Health Care Services Division, July 2002 – October 2005

Assimilated and analyzed complex health care issues and/or practices, statistics and data related to health care operational practices/procedures, for the development of strategic policies, practices and plans. I made recommendations regarding operational practices based on analysis of past performance, new trends, etc., and provided consulting assistance throughout the HCSD. Formulated and maintained the HCSD's statistical reporting policy, as well as the monthly official services utilization report, advised senior management on the interpretation of statistics. Provided technical assistance and support to medical centers for the assimilation and production of the utilization reports for the L.A. Performance Accountability System. Provided data and reports as part of managerial operational review.