



**RFP #001-18**

**Emergency Management Consulting Services  
City of Key West Florida**



*November 6, 2017 – Key Largo, Florida - The conch has come to be a symbol of the Keys. This sign proclaims its resiliency following Hurricane Irma. (Photo by Howard Greenblatt/FEMA).*

**Proposer | Witt O'Brien's, LLC**

Local Office | 2200 Eller Drive, Fort Lauderdale, FL 33316 | Phone 954-523-2200

FEIN 27-2783923 | [vendors@wittobriens.com](mailto:vendors@wittobriens.com)

**Proposal Contact | Bill Riley, Managing Director-Recovery**  
508-425-9080

Submission due January 10, 2018

## Cover Letter

January 9, 2018

The Honorable Craig Cates, Mayor of Key West  
1300 White Street  
Key West, Florida 33040

### **RE: RFP #001-18 Emergency Management Consulting Services**

Dear Mayor Cates:

Witt O'Brien's, LLC appreciates the opportunity to offer this proposal to the City of Key West to provide comprehensive Emergency Management Consulting Services in the event of a disaster. We understand the general requirements contained in this RFP, and are prepared to immediately mobilize staff to assist the City of Key West with its recovery and preparedness efforts.

Witt O'Brien's is a global leader in risk management with unrivaled experience and knowledge of public safety, disaster mitigation, continuity of operations, and emergency response, recovery and management issues. Our company helps ensure that public, private, and non-governmental organizations are fully prepared to meet the challenges of crises and disasters of any type and magnitude.

We have unparalleled experience and knowledge in technical assistance and FEMA funding regarding the application and interpretation of Federal law, regulations, and policies applicable to Public Assistance (PA), Individual Assistance (IA), and Hazard Mitigation Assistance (HMA) programs. We have qualified program specialists who offer a combination of skilled project management, disaster response, and recovery technical expertise in public safety, emergency management, and business continuity. We have skilled specialists experienced in preparedness efforts that include emergency response planning, business continuity planning, training, exercises and drills. We work with leaders from all levels of government and private sector partners in the US to forge solutions to emergency preparedness challenges.

Since 2001, we have assisted in the management and implementation of more than \$30 billion in Public Assistance (PA) Program funding, representing more than 80,000 Project Worksheets (PWs). We have helped manage and implement more than \$3.1 billion in HMA funds for more than a thousand mitigation projects. Witt O'Brien's experts have helped clients justify, secure, and utilize more than \$12 billion in disaster supplemental funding – funding beyond PA and HMA – including monies from the Community Development Block Grant Program (CDBG). Clients appreciate that we are small enough to be highly responsive to client needs, while also possessing the depth of resources, experience, and expertise necessary to produce the highest quality of work.

Our primary contact person regarding our proposal is Bill Riley, Managing Director; (508) 425-9080; [briley@wittobriens.com](mailto:briley@wittobriens.com). Our primary point of contact regarding contractual matters is Cheryl Detillieu Joiner, Director of Contracts and Compliance; (281) 606-4721; [cdetillieu@wittobriens.com](mailto:cdetillieu@wittobriens.com). You may also contact me at your convenience (404) 942-7750; [gfonton@wittobriens.com](mailto:gfonton@wittobriens.com).

We are confident our proposal clearly identifies Witt O'Brien's as the most qualified and effective candidate to work alongside the City's staff, and serve in an advisory role in this effort. We look forward to your favorable review of our proposal.

Respectfully yours,



Greg Fenton, Chief Operating Officer  
Witt O'Brien's, LLC

## Table of Contents

Cover Letter .....	1
Response .....	4
Company Information .....	4
Qualifications .....	5
Familiarity with Florida and the Florida Keys.....	20
Client References .....	20
Attachments.....	21
Appendix A.....	22

# Response

## Company Information

**Witt O'Brien's builds resilience.** Witt O'Brien's mission is to help our clients across both the public and private sectors to be readyRESILIENT™ in the face of emergencies and crises. We help them prepare before disaster strikes, and help them respond and recover if it does. Crisis and emergency management is all we do – no distractions. These services include elements such as planning, training, exercises, incident management, staff augmentation, crisis communications, debris management, federal grant management, long-term recovery, and hazard mitigation. Throughout our firm's history we have helped communities recover from recent major hurricanes such as Maria, Irma, Harvey, Matthew, Sandy, Katrina, Rita, Ike, and Gustav. As well as the Joplin Tornadoes, Iowa floods, and the September 11<sup>th</sup> Terrorist Attacks.

Not only have we responded to these incidents, but the Louisiana Business Emergency Operations Center, the New Jersey Emergency Preparedness Association, and others have recognized Witt O'Brien's for its critical role supporting affected communities in their recovery and preparedness efforts following these significant incidents.

Witt O'Brien's was established in January 2013 through the combination of the nation's top preparedness, crisis management, and disaster response and recovery organizations: Witt Associates, founded in 2001 by former Federal Emergency Management Agency (FEMA) Director James Lee Witt, and O'Brien's Response Management, founded in 1983 by Jim O'Brien, a premier leader in oil spill response management and debris management. Now, Witt O'Brien's is a limited liability company, incorporated in the State of Delaware on October 29, 2009, with approximately 400 full-time, part-time, and on-call employees nationwide with offices in Washington, DC, Fort Lauderdale, Florida, and Houston, Texas, and a global office in Brazil. Witt O'Brien's is a 100% wholly owned subsidiary of SEACOR Holdings, a \$1billion+ publicly traded company on the New York Stock Exchange under the symbol CKH. SEACOR and its subsidiaries are global providers of risk management, marine transportation equipment and logistics services primarily servicing the U.S. and international energy and agricultural markets. Witt O'Brien's is a dynamic corporation, and as such, all organizational structure is subject to change.

Witt O'Brien's specializes provides Crisis and Emergency Management Consulting services in the areas of preparedness, response, communication and recovery. These services include elements such as planning, training, exercises, incident management, staff augmentation, crisis communications, debris management, federal grant management, long-term recovery, and hazard mitigation.

At no time has any voluntary or involuntary bankruptcy petitions been filed by or against Witt O'Brien's, nor are we or have we been involved in any litigation.

**Current Workload:** Witt O'Brien's currently holds 54 disaster services contracts in the State of Florida. Of those 54 contracts, 30 are in South Florida. We also have 32 disaster services contracts in the southeast United States.

Our success extends to supporting multiple clients at once—**we have supported as many as 22 concurrent client deployments.** We are presently supporting debris monitoring efforts because of 2017 Hurricane Irma in Florida and Georgia and 2017 Hurricane Harvey in Texas, activating more than 1,500 personnel including local, minority/women business firms. We supported recovery efforts because of the August 2016 floods in Louisiana, and Hurricane Matthew in Georgia, Florida, North and South Carolina. On these, we activated more than 500 personnel.

For this project we propose the following organizational chart:





## Qualifications

Witt O'Brien's recognizes that every disaster theoretically may require a varied level of staffing, expertise, and talent. Consequently, 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.

## Proposed Key Staff

We are presenting key full-time employees who can serve the City of Key West in their respective positions and are our experts in the FEMA Public Assistance and Hazard Mitigation Assistance Program:

- Bill Riley, Project Executive
- Valarie Philipp, Project Manager
- Ralph Lawrence, Sr. Public Assistance Specialist
- Cathy Roberts, Public Assistance Specialist
- Shaletha Smith, Sr. Grant Administrator
- Lynn Storz, Grant Administrator
- Erin Buchanan, Hazard Mitigation Specialist
- Adam Ferguson, Hazard Mitigation Specialist
- William Patrigo, Appeals Specialist
- Christina Crue, MEP, Project Manager
- Andrew Bumback, Exercise Specialist
- Frank Castro Wehr, Planner, Trainer, Facilitator
- Crystal Kline, MEP, Exercise Specialist

Please see full resumes for key Witt O'Brien's proposed project personnel in **Appendix A**.

We are fully prepared to offer expert FEMA Public Assistance support services for grant program claims in all categories of emergency and permanent work. We can provide experienced FEMA program consultants to assist with the management and administration of all disaster mitigation, planning, response and recovery needs. We work with you from the beginning of the response and recovery process to accurately capture and scope all eligible costs and work through final inspection, closeout and financial audit.

Our effective experience supporting large-scale recovery, allows us to adjust to changing client requirements such as the requirements listed in this procurement.

We have successfully provided quality Public Assistance support services to hundreds of governmental and private organizations, including the following, for example:

- State of Iowa for the 2008 floods (estimated \$1.2 billion in PA 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)

Our experience supporting large-scale recovery, allows us to adjust to changing client requirements. Our disaster recovery project list below represents our company's involvement with the most notable disasters since 2001:

- 2017 – Hurricane Irma in Florida, Puerto Rico and the U.S. Virgin Islands
- 2017 – Hurricane Maria in Puerto Rico and the U.S. Virgin Islands
- 2017 - Hurricane Harvey in Texas
- 2016 – Hurricane Matthew in Florida, South Carolina, and Georgia
- 2016 – Severe storms and flooding that impacted Louisiana and Hurricane Hermine in Florida
- 2015 – Severe storms and flooding that impacted central Texas and South Carolina
- 2014 – Severe winter storms that impacted Georgia, North Carolina, and other communities
- 2014 - Severe storms and flooding in Florida
- 2012 – Hurricane Sandy in New Jersey, New York and Connecticut
- 2012 – Hurricane Isaac in Louisiana
- 2011 – Souris Basin Flooding in North Dakota
- 2011 – Midwest Tornado Outbreak that impacted Joplin, Missouri and other communities
- 2010 – Earthquake in Haiti
- 2008 – Floods and tornados in Indiana
- 2008 – Tropical Storm Fay in Florida
- 2008 – Hurricane Ike in Texas and Louisiana
- 2008 – Severer storms and flooding in Indiana
- 2008 – Great Midwest Floods in Iowa
- 2006 – Tropical Storm Ernesto and the severe storm disasters impacting Virginia
- 2005 – Hurricanes Katrina and Rita in Louisiana
- 2005 – Hurricanes in Florida
- 2004 – Indonesian Tsunami disaster
- 2004 – Hurricanes in Florida and the Cayman Islands
- 2003 – Super Typhoon Pongsona in Guam
- 2002 – Tropical Storm Allison in Texas

*Three examples of FEMA PA services submitted including pricing methodology used.*

Witt O'Brien's has worked with some of the largest disasters the U.S. has experienced. Below are three detailed examples of past performances where Witt O'Brien's has provided similar services to those required by Key West. In each of these (and numerous other) incidents, Witt O'Brien's brought high-quality personnel with the necessary depth of experience to support the client and help them succeed, even with little notice. As we have met these unanticipated challenges, we have also performed our original, core mission.

## School Board of Broward County, Florida

Date of Performance 2008 – Present

Client Contact: Victoria Stanford, Manager, Emergency Management

School Board of Broward County

Contact Information: 600 SE Third Avenue, North Lauderdale, FL 33301

Tel: 754-321-1900; [vstanford@browardschools.com](mailto:vstanford@browardschools.com)

We assisted SBBC in preparing initial projects and versions, as well as gathering, reviewing, and compiling the relevant documentation for final inspection and closeout and financial reconciliation and reimbursement for all Project Worksheets generated for the 2004 through 2008 disasters. The declared disasters include Hurricanes Frances, Jeanne, Katrina and Wilma, and Tropical Storms Rita and Fay. The funds for these projects amount to the management of over **\$50 million in Public Assistance grants** representing approximately 540 projects made up of FEMA Category A, B, E and G projects. Our responsibilities included:

- *Coordinating with FEMA, state, and SBBC staff on interim site inspections, improved project requests, time extension requests, and preparation of project versions where required;*
- *Working with all departments and other agencies to obtain all costs and necessary backup documentation to develop, revise, and/or submit project worksheets and closeouts to FEMA and the State of Florida Division of Emergency Management (DEM) personnel;*
- *Working with FEMA and the State of Florida DEM personnel to provide additional information needed to process project worksheets, requests for reimbursement, or resolve any issues and/or questions related to project worksheets;*
- *Representing the SBBC at meetings with FEMA, state, and/or at internal department meetings;*
- *Writing, compiling, and submitting appeals;*
- *Providing comprehensive executive briefing regularly;*
- *Providing all-inclusive grants management assistance;*
- *Preparing a FEMA-approved districtwide comprehensive disaster debris management plan;*
- *Completing the final inspection and closeout of 177 large FEMA Project Worksheets; reconciling documentation, conducting validation, preparing the summary of documentation and the Joint Closeout Toolkit documents for review and approval, and tracking the closeout versions through obligation*
- *Reconciling the SBBC insurance claims for Hurricane Wilma resulting in the submittal of new claims processed and paid by the carriers seven years after the disaster occurrence; and*
- *Supporting the SBBC in an official Department of Homeland Security Office of Inspector General (DHS OIG) audit of 2005 disaster funding in the amount of almost \$15 million in grant funds.*

Our efforts resulted in the District's recovery of more than \$3.2 million in additional funds recovered from the insurance carriers and the recovery of more than \$9.4 million in funds from FEMA grants to date, with an approximately \$8 million pending final obligation and reimbursement as well as appeal determinations.

We assisted the District with the preparation of a comprehensive, all-hazards emergency operations plan that was completed and exercised in 2016. Additionally, we continue to assist the District with emergency preparedness efforts involving training initiatives, system process improvements, and in garnering departmental and executive leadership participation in future disaster events. Total value of contract thus far is just over \$450,000.



## City of Orlando, Florida – Grants Consulting Services

Date of Performance 2004 - Present

Client Contact: Michelle McCrimmon, CPA

Contact Information 400 S. Orange Ave., P.O. Box 4990, Orlando, FL 32802-4990

Tel: 407-246-2142; [michelle.mccrimmon@cityoforlando.net](mailto:michelle.mccrimmon@cityoforlando.net)

Witt O'Brien's is currently working in FEMA's new delivery model, on this project as described earlier in this proposal. We are gathering force account, labor, equipment, materials as well as contract invoicing and estimates to support work conducted by the City.

Witt O'Brien's has worked with the City of Orlando in various capacities since 2004 on hurricanes that impacted the City, Charley, Frances, and Jeanne. Original tasks were related to grants management and FEMA project worksheet preparation for the City. Subsequently we supported the City with FEMA appeals related to insurance deobligations sustained during FEMA's evaluation of Applicants and insurance proceeds in the State of Florida.

We were retained to provide our expertise in the preparation of the City's debris hauling procurement with respect to FEMA rules and Federal procurement compliance. Additionally, we provide grants management consulting services, assisting in the City of Orlando's response to Hurricane Matthew in October 2016. We are currently assisting with documentation collection and review in preparation for submittal to FEMA for Project Worksheet preparation.

## City of Pompano Beach, Florida – Grant Consulting Services

Date of Performance 2011 - Present

Client Contact Kimberly Cristiano, CEM

Contact Information 100 W. Atlantic Blvd., Suite 220, Pompano Beach, FL 33060

Tel: 954-545-7799; [kimberly.spill-cristiano@copbfl.com](mailto:kimberly.spill-cristiano@copbfl.com)

Witt O'Brien's was retained by the City of Pompano Beach in 2011 to assist with the final inspection and closeout of the City's Hurricane Katrina and Wilma FEMA Project Worksheets. Based on experience from the 2005 hurricanes, we assisted the City with their pre-disaster preparedness efforts to create an electronic Disaster Claims Management System. This system was created to store City policies, disaster recovery regulations, templates, guides, etc. on the City computer server and to set up pre-populated projects and folders for use by Department in the case of a future event. We created a user manual and training for City staff to implement and discuss these efforts with staff that could have responsibilities in future disaster recovery. Witt O'Brien's was subsequently engaged by the City to provide appeals support for insurance deobligations that the City sustained over 10 years after the occurrence Hurricane Wilma due in part to negative OIG findings against Applicants in the State of Florida.

We were activated to assist the City with grants management services for their response to Hurricane Matthew that occurred in October 2016. Witt O'Brien's was tasked with the review and compilation of packages for both Category A debris removal and Category B emergency measures costs incurred for in-house labor, equipment, materials and generator usage.

We are currently engaged in Hurricane Irma grants management and public assistance and also tasked with completing an After Action Report for Hurricane Irma.

## Program Approach and Price

1. *From a technical perspective, explain why your organization should be selected for performing services covered under this Request for Proposals and how you can add value to the goals and objectives of the City. Include examples of your success in performing such services with other entities.*

Our extensive record of providing Public Assistance program leadership and support has resulted in an unmatched record of experience in years, funding reimbursement, and Project Worksheets completed.

Since 2001, during this work, we have documented and developed project worksheets, assisted in the compilation and filing of insurance claims, prepared audit review documentation, conducted eligible cost reconciliation, prepared audit checklists, evaluated and prepared appeal responses, and conducted extensive audit and closeout work. We are experts in force account labor and equipment reimbursements, supplies, donated services, mutual aid and contracted services. We have performed more of this work at the state and local levels than nearly any other company who performs similar work.

Witt O'Brien's experience and expertise extends well beyond the project development and grants management activities. We are also a leader in providing project closeout services. We have provided document and closeout services managing more than \$30 billion in grants awarded through the FEMA Public Assistance and Hazard Mitigation Assistance Programs. We also have supported similar efforts for many other federal programs, including the US Department of Housing and Urban Development's Community Development Block Grant Program (CDBG), and programs from the Federal Highway Administration (FHWA), Natural Resources Conservation Service (NRCS) and US Department of Commerce Economic Development Administration (EDA).

Our team members work with clients to identify, review, and evaluate current emergency preparedness efforts and they support clients with ensuring that planning documents are updated, usable, and effective while assisting with the development of new preparedness program elements. We develop innovative ways to address gaps, and ensures all emergency management and response personnel, as well as the whole community of stakeholders, can participate in the planning process, ensuring that the resulting plan directly meets the needs of the organization while also meeting emergency preparedness best practices. Our Planning teams are experienced practitioners - subject matter experts in technical, managerial, and organizational capabilities. They understand the emergency preparedness needs and challenges of our clients by immersing themselves in the respective client organization.

Through our disaster recovery and grant management activities, we have produced measurable results and demonstrated tangible benefits by helping Recipients and Subrecipients receive maximum funding for the repair and replacement of eligible facilities. For example:

- After the occurrence of Superstorm Sandy in 2012, the State of New Jersey contracted Witt O'Brien's to advise the State's recovery coordinator, and assist the State in its long-term recovery needs; to provide staffing of its disaster recovery operations; and to assist the State and its local communities in developing, documenting, managing, and submitting grant applications for funds available under FEMA Public Assistance and HMGP. We provided significant senior-level advisory services to address problems and develop strategies for issue resolution. Our engagement helped the State of New Jersey address complex programmatic and policy problems, and design and implement long-term recovery strategies. Our presence working on Superstorm Sandy recovery for the State of New Jersey and many of its subgrantees resulted in the State obtaining nearly \$1 billion in assistance that they would not have otherwise received.
- Following Hurricanes Katrina, Rita, Gustav, and Ike, Witt O'Brien's helped to establish and implement the State of Louisiana's Public Assistance program to maximize funding availability for Louisiana Applicants. We provided an initial team of nearly 190 program experts to work directly with State agencies, local governments and subdivisions, and eligible nonprofit organizations on all aspects of their Public Assistance program recovery efforts, involving more than 36,000 project worksheets and tens of thousands of revisions and amendments. Programmatically, we provided significant support in the development and delivery of disaster relief programs to the affected area. We were credited

### Witt O'Brien's has...

- ✓ **Provided FEMA Public Assistance and Hazard Mitigation consulting since 2001**
- ✓ **Helped manage and implement more than \$30 billion in Public Assistance funding**
- ✓ **Prepared and assisted with implementation of more than 80,000 Project Worksheets**

by the State in helping them secure more than \$3 billion in funding that they believe they would not have received otherwise.

- After major flooding impacted one of the elementary schools in the Ottawa, Illinois School District, FEMA offered \$1.2 million in Public Assistance to repair the existing facility. Within 8 weeks after the District engaged the services of Witt O'Brien's, we convinced FEMA that their methodology for assessing damages at the school was flawed, and the School District should be eligible to receive funding for a new school located outside of the floodplain. Witt O'Brien's performed a detailed analysis of the damage, developed arguments and data to support the position of the District and as a direct result, the grant award was increased to nearly \$17 million, 14 times what was originally proposed.
  - Following severe storms, tornadoes and flooding, Witt O'Brien's contributed technical and professional services to assist and implement the State of Indiana's responsibilities as a grantee under the FEMA Public Assistance Program, ranging from initial damage assessments through the final closeout of more than 800 project worksheets. Over the life of the engagement, we were credited with not only providing the State and local applicants with the staff capacity and expertise they needed to facilitate a more rapid recovery, but also with securing substantial additional funding. In just over our initial one year of service, our program experts helped secure more than \$13 million in funding originally denied by FEMA. We also helped secure millions more in funding that applicants did not realize they were eligible to receive prior to our involvement.
2. *From a logistics perspective, explain how your organization intends to interact and interface with the City in the performance of the Services covered under the Request for Proposals.*

**I. FEMA Public Assistance Advisory Services**

***Develop a process/system to efficiently submit Federal grant applications, identify eligible projects, capture costs, prepare cost reports, reconcile invoices, and close-out projects.***

Witt O'Brien's has a vast amount of experience and expertise assisting local government entities with the development and implementation of recovery plans and procedures. We will support the entire scope of work and criteria required in a manner consistent with Federal program guidelines and regulations to maximize the City's eligibility and reimbursement for all aspects of its recovery programs.

Witt O'Brien's uses several project management tools to prioritize, report, and document the recovery workload. We have configured Microsoft's SharePoint, a web-based project management and project collaboration platform, to provide up-to-date accounting of team performance and project worksheet status. Our SharePoint sites have been successful tools to manage and provide visibility into projects by providing:

- **Accessibility** – All team members have full visibility on the status of all projects that have been submitted
- **Document Repository** – Ability to store all completed projects in a sortable, filterable manner
- **Charts/Reporting** – Ability to display scorecard charts with live data
- **Team Calendar** – Calendar to track meetings and time off for all of the Witt O'Brien's Team
- **Daily Activity Report** – Report by team member populated daily with anticipated workload for the day, created as a management tool to track workloads, prioritize resources and allow visibility on issues
- **406 Mitigation Tracker** – Tracks current status of all 406 Mitigation projects
- **Alternate/Improved (A/I) Tracker** – Tracks current status of all A/I projects
- **Cost Analysis Tracker** – Tracks current status of all Cost Analysis projects
- **Direct Administrative Costs (DAC) Surveys/Correspondence** – Tracks all correspondence regarding the DAC Incentive
- **Environmental/Historical Tracker** – Tracks all projects with Environmental/Historical concerns and their corresponding findings, issues and comments
- **ICC Tracker** – Tracks the status of all ICC requests

- **Insurance Issues Tracker** – Tracks all insurance issues and their current status
- **Time Extension Tracker** – Tracks written time extension requests that need to be entered forwarded to FEMA. This also tracks the assignments for any Requests for Information (RFIs) requested by FEMA to support time extensions

***Attend meetings with relevant local, state, and federal officials to address eligibility and process issues, at the request of the client.***

In an effort to be responsive to client requirements, Witt O'Brien's will utilize periodic meetings to allow our personnel to meet with and discuss issues with the County. The timing and structure of these meetings will vary based on client needs and requirements, but they will certainly be designed to provide responsiveness to the County information demands and to offer an opportunity for two-way communication.

***Provide extensive knowledge, experience and technical competence in dealing with Federal regulations, specifically including the Robert T. Stafford Disaster Relief and Emergency Assistance Act, Post-Katrina Emergency Management Reform Act of 2006, and the Sandy Recovery Improvement Act of 2013.***

Witt O'Brien's was established through the combination of the Nation's top emergency management organizations. Witt Associates was founded in 2001 by former FEMA Director James Lee Witt. O'Brien's Response Management was created in 1983 by Jim O'Brien, a premier leader in oil spill response and disaster debris management.

We have unrivaled experience in technical assistance and in FEMA funding, knowing exactly how to manage applications and interpretation of Federal law, regulations, and policies applicable to Public Assistance (PA), Individual Assistance (IA), and Hazard Mitigation Assistance (HMA) programs. Our firm has qualified program specialists who have accomplished project management, disaster response, and recovery technical expertise. We present a fresh approach to the crisis and disaster industry, and we do this by combining extensive real-world experience with innovative, customized planning, training, exercises, response, and recovery solutions focused on controlling the outcome and that of the executive level disaster.

Witt O'Brien's experts help manage and implement critical recovery programs for disaster-impacted communities. We have assisted in management and implementation of **more than \$30 billion in PA Program funding**, representing **more than 80,000 Project Worksheets (PWs)**; helped manage and implement **more than \$3.1 billion in HMA funds** for more than a thousand mitigation projects; and helped clients justify, secure, and utilize **more than \$12 billion in disaster supplemental funding**, which is funding beyond PA and HMA, including monies from the Community Development Block Grant Program (CDBG).

Additionally, Witt O'Brien's experience and expertise extends well beyond the project development and grants management activities. Witt O'Brien's is also a leader in providing project closeout services. In fact, since our inception we have provided document and closeout services in the management of well over **\$15 billion** in grants awarded through the FEMA Public Assistance and Hazard Mitigation Grant Programs and have supported similar efforts for many other federal programs, including the U.S. Department of Housing and Urban Development's Community Development Block Grant Program (CDBG), and programs from the U.S. Department of Transportation and U.S. Department of Commerce Economic Development Administration (EDA).

***Proactively identify and resolve issues that may arise related to the funding of work completed or to be completed.***

- Witt O'Brien's will utilize regular staff conference calls to provide an opportunity for our team members to exchange information with each other, City, and Witt O'Brien's' management. These calls will highlight issues that require City attention and provide for the free flow of information and discussion of conditions that impact the work effort, and ensure that all partners in the recovery effort remain informed and involved.
- In an effort to be responsive to client requirements, Witt O'Brien's will utilize periodic meetings to allow our personnel to meet with and discuss issues with the City. The timing and structure of these meetings may vary based on client needs and requirements, but they will certainly be designed to provide responsiveness to City information demands and to offer an opportunity for two-way communication.

- We will be prepared to utilize a standard reporting regimen where our team of experts provide written summaries of issues, project status, and other information (as defined by the City) to assist with the City's ability to track work effort, concerns and priorities, and project status. The schedule and content of these reports will be designed to meet the City's needs and to ensure the City can effectively manage overall operations.
- Through the implementation of these management processes, Witt O'Brien's can clearly demonstrate its commitment to establishing the structure, communications, and accountability systems necessary for the City to manage its recovery. Our ability to keep City leadership apprised of critical situations and issues, maximize funding through documentation efforts, and demonstrate the effectiveness of consultant work efforts can have significant and positive impacts on efforts contemplated in the future under the scope of work.

***Provide technical assistance, as requested. Technical assistance may involve engineering and architectural support, among other types of assistance.***

Witt O'Brien's will provide the professional staff capable of interfacing with architectural, engineering and design teams, to ensure these teams have the guidance and understand FEMA policies and regulations for the reconstruction of damaged facilities. Witt O'Brien's has developed a unique training which we will gladly provide to the design team which outlines the recovery process and how to maximize the City's grant dollars for recovery efforts. This training was instrumental in our work at the University of Texas Medical Branch at Galveston.

***Help assess damage to public infrastructure components, transportation systems, and facilities, as needed.***

Witt O'Brien's will provide support and guidance to the City of Key West to assess damage to its public infrastructure components, transportation systems, and facilities, and to prepare comprehensive scopes of work and cost estimates for either repair or replacement of the damaged elements or facilities and critical infrastructure. We will assist the City with the incorporation of insurance eligibility and claim information and well as assist with exploring the potential for hazard mitigation opportunities that may be available.

***Obtain, analyze and gather field documentation, including gathering relevant records in order to extract pertinent information necessary for submittal including timekeeping and staff assignment records.***

A key strategy to program delivery is site-visits for field operations. There is no substitute for skilled experts in the field. It is our experience that problems are more easily – and quickly – resolved when addressed at the lowest-possible level. Often, issues of disagreement can be resolved within days or weeks when addressed with the FEMA Project Officer, but it may take months or even longer to resolve if the issue is elevated to the Joint Field Office, the FEMA Region, or FEMA Headquarters. By having highly-qualified and experienced program experts working directly with the City, Witt O'Brien's can assist with developing strong arguments based on law, regulation, policy, and precedent that helps resolve issues when differences of opinion in interpretation of statute, regulation and policy arise.

It is imperative to Witt O'Brien's that the City of Key West not only receive funding for which it is eligible, but retain funds received. For this reason, we focus on maximizing available funding within the context of what can be justified under program eligibility requirements. Our team will work with the City to meet disaster-related needs and manage expectations, while ensuring all staff fully understand the challenges and risks that may exist when decisions are made.

***Review for all data and supporting documentation to determine whether costs eligible and are adequately supported.***

Witt O'Brien's will assist and guide the City in the development and review of all forms, data and supporting documentation necessary to complete the Request for Public Assistance. These forms include the Request for Public Assistance, the Designation of Authorized Agent, the direct deposit form, and any additional forms required by the Florida Division of Emergency Management (FDEM) and FEMA. Witt O'Brien's will provide guidance as to the appropriate City staff member to be designated at each position.



***Evaluate and assist in the formulation of FEMA PA Emergency and Permanent Work Project Worksheets. This will involve expertise in Cost Estimating, developing Detailed Damage Descriptions and Dimensions (“DDD”) and a project’s Scope of Work (“SOW”).***

Witt O’Brien’s will engage with the City leadership as well as state and federal agencies to determine eligible work. Our team’s knowledge of and experience working with these varied programs has proven extremely valuable for our clients, in that we can often avoid or shorten the duration of misunderstandings between federal agencies regarding who has responsibility for certain damages (which can significantly delay recovery funding). Once responsibility for damages has been determined, our team uses our vast experience to help document and administer program funds from relevant programs to ensure recovery resources are maximized and utilized only on eligible work. We consistently ensure operations are within FEMA guidelines for Public Assistance. Witt O’Brien’s will write and review Category A, through G Project Worksheets and resolve and identified problems or deficiencies.

***Assist in the development of hazard mitigation proposals under Sections 406 and 404 of the Stafford Act.***

Witt O’Brien’s will provide experienced hazard mitigation personnel to help the City capitalize upon every opportunity to invest in cost-effective mitigation measures. During consultation, our staff will discuss and provide expert advice related to possible mitigation measures that can be pursued as part of the process of repairing damaged assets under the provisions of Section 404 and 406 of the Stafford Act. Our staff will survey damaged sites along with FEMA representatives and make notes relating to potential Section 406 mitigation measures, as well as identify opportunities for Section 404 mitigation. Selected Section 406 mitigation opportunities will be incorporated and documented by Witt O’Brien’s staff at the time the Public Assistance Project Worksheets are developed. For opportunities selected for Section 404 mitigation application, our staff will work with the District to develop eligible, fundable, documented project applications for submission to FDEM. 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.

***Evaluate alternate and/or improved projects.***

Witt O’Brien’s will assist the County with the development of Alternate or Improved project requests for submittal to the State and FEMA. Witt O’Brien’s experts will coordinate with the County to identify opportunities to utilize PA repair funds to contribute to Alternate or Improved Projects when the County does not wish to repair damaged facilities and infrastructure to pre-disaster form and function. Based on our experience with Alternate and Improved Projects, we understand that it is critical to fully document eligible losses as if the existing facility was to be repaired in place and without any changes or improvements. While it may seem counterintuitive to do so, law and regulation caps the amount of eligible funding for an Alternate or Improved Project based on the repair scope of work and cost estimate.

Furthermore, appeal arguments may preclude the introduction of supplemental damage assessment information not a part of the original assessment and request. As such, we know it is critical that this be done correctly the first time, without regard to the facility owner’s plans for the site.

***Review Project Worksheets to determine final eligible costs and third party refunds and reimbursements.***

Witt O’Brien’s uses only seasoned professionals when staffing projects. Our expertise includes supporting hundreds of city and local jurisdictions with the Public Assistance process. We have worked on more than 80,000 Project Worksheets since 2001, valued at more than \$30 billion, and on more than 3,000 Hazard Mitigation Grant Program projects totaling more than \$3.5 billion.

Additionally, critical to each project is our proven ability to quickly and successfully resolve situational program difficulties on behalf of our clients. No other firm can claim anywhere near this level of experience, or the ability to bring such broad national experience to support the City leadership. Working with communities in Florida, Louisiana, Texas, Missouri, Iowa, Indiana, New Jersey and numerous other locations across the country in the aftermath of actual disaster events, makes our services valuable. We bring practical experience that ensures compliance with rules, guidelines and standards. We help clients avoid common problems that often delay recovery. We help turn plans into constructive action.



Our approach allows us and our clients to merge with expertise that is often more reliable than the personnel utilized by FEMA in resolving Public Assistance program claims. The result is Project Worksheet packages that are professionally documented and capture the maximum available funding; appeals that are well thought out, grounded in sound logic and reasoning, and which have an established basis in governing policies, laws and regulations.

***Reconcile eligible costs and prepare Project Worksheet versions, as necessary.***

From the onset of the recovery process, we will work with the City leadership to prepare for the period of closeout by providing the critical guidance needed to diligently document recovery efforts. This allows the City leadership to streamline the final project closeout process and retain maximum federal funding. We have executed numerous FEMA disaster program closeouts. Our experience will ensure that the City leadership will have the support and expertise available to minimize or eliminate any potential problems as funded projects are financially reconciled.

As projects are completed, we will work with the City leadership to conduct preliminary reviews of the documentation and files, complete a final site inspection, and assist with the financial and programmatic closeout of the project. Our personnel ensure that all documentation is organized to justify all project expenditures per the approved scope of work. When final closeout teams or auditors review the project, all documentation will be available in a form that meets both FEMA and state requirements.

***Prepare first and second appeals, as requested.***

To provide comprehensive advice and assistance relating to the Public Assistance program, an Appeals Specialist must be thoroughly knowledgeable about the entire Stafford Act and all its implementing regulations, and must take on the responsibility of informing applicants about the appeals process so that all parties understand their roles and responsibilities, and have an appreciation for related timelines. Our comprehensive knowledge of and experience in implementing the Public Assistance program uniquely qualifies us to provide advice and assistance to the City leadership, its political subdivisions, and eligible private nonprofit organizations, during appellate activities relating to the Public Assistance program.

After an appeal is prepared, the Appeals Specialist will be involved in supporting the City leadership with the review of the appeal that is filed, and assist with the development of supplemental analysis that will accompany the appeal when it is sent to FEMA for consideration. The Witt O'Brien's approach to this task is again to involve the team – Public Assistance Program Assistance Liaisons, Technical Assistance Liaisons, and the City leadership staff – in the effort so that all angles are covered and the strongest possible case can be assembled. To the extent that the appeal is supportable, the Appeals Specialist will then utilize the City leadership extensive legal and regulatory background to craft a response that maximizes the likelihood of appeal approval. We also take the approach that every action of an Appeals Specialist may end up as a consideration in the appeals or arbitration processes, and may impact the eventual outcome.

***Monitor reconstruction efforts, actual versus PW scope of repair and progress payments.***

Witt O'Brien's will provide the professional staff capable of interfacing with engineering and design teams, to ensure these teams have the guidance and understand FEMA policies and regulations for the reconstruction of damaged facilities.

***Perform PW Closeouts.***

Witt O'Brien's will bring its extensive experience with disaster closeout operations with respect to the FEMA Public Assistance Program and Stafford Act as well as the Sandy Recovery Improvement Act regulations to serve the County. We executed numerous, successful FEMA disaster program closeouts, at both the Recipient and Sub-recipient levels, and that experience will ensure the City has the support and expertise available to minimize or eliminate any potential problems as funded and completed projects are financially reconciled.

***Prepare appeals and arbitration, as required.***

Our staff has years of experience at all jurisdictional levels implementing the provisions of the Stafford Act. These provisions include sections 402 (General Federal Assistance), 403 (Essential or Emergency – Assistance), 404 (Hazard Mitigation), 406

(Repair, Restoration and Replacement of Damaged Facilities), 407 (Debris Removal), 422 (Simplified Procedure), 423 (Appeals), and 424 (Dates of Eligibility) of the Stafford Act. In addition, the regulations implementing these Public Assistance-related provisions of the Stafford Act are lengthy and complex.

To provide comprehensive advice and assistance relating to the Public Assistance program, an Appeals Specialist must be thoroughly knowledgeable about the entire Stafford Act and all its implementing regulations, and must take on the responsibility of informing applicants about the appeals process so that all parties understand their roles and responsibilities, and have an appreciation for related timelines. Our comprehensive knowledge of and experience in implementing the Public Assistance program uniquely qualifies us to provide advice and assistance to the City leadership, its political subdivisions, and eligible private nonprofit organizations, during appellate activities relating to the Public Assistance program.

After an appeal is prepared, the Appeals Specialist will be involved in supporting the City leadership with the review of the appeal that is filed, and assist with the development of supplemental analysis that will accompany the appeal when it is sent to FEMA for consideration. The Witt O'Brien's approach to this task is again to involve the team – Public Assistance Program Assistance Liaisons, Technical Assistance Liaisons, and the City leadership staff – in the effort so that all angles are covered and the strongest possible case can be assembled. To the extent that the appeal is supportable, the Appeals Specialist will then utilize the District leadership extensive legal and regulatory background to craft a response that maximizes the likelihood of appeal approval. We also take the approach that every action of an Appeals Specialist may end up as a consideration in the appeals or arbitration processes, and may impact the eventual outcome.

***Respond to audit findings, as required.***

Witt O'Brien's will work with the City to establish a central document collection and repository location and filing system as well as create electronic files of all pertinent documentation for long term storage and easy transmittal to the State and FEMA if needed in the project preparation through closeout and audit process. All documentation - whether hard copy of electronic copy - must be stored securely but remain easily accessible for a timeframe that far exceeds the actual physical recovery process. FEMA and State regulations mandate that the documents be available for a period up to 3 years' post disaster closure in the event of an audit. This process should begin as soon as the first dollar is spent and should be a continuous process throughout the response and recovery. We can provide checklists and training to City staff to also ensure that personnel responsible for handling the numerous phases of documents (procurement, purchasing, finance, project managers, etc.) understand the various types of documents that must be retained to ensure the receipt and long-term retention of grant funding.

## ***II. FEMA 404 and 406 Hazard Mitigation Expertise***

***Assist in identifying, developing, and evaluating opportunities for hazard mitigation projects to reduce or eliminate risk from future events.***

***Prepare hazard mitigation proposals, grant applications, benefit cost analysis, and other services related to Hazard Mitigation Grant Program, Pre-Disaster Mitigation, and other mitigation programs.***

Witt O'Brien's will provide experienced hazard mitigation personnel to help the City capitalize upon every opportunity to invest in cost-effective mitigation measures. During consultation, our staff will discuss and provide expert advice related to possible mitigation measures that can be pursued as part of the process of repairing damaged assets under the provisions of Section 404 and 406 of the Stafford Act. Our staff will survey damaged sites along with FEMA representatives and make notes relating to potential Section 406 mitigation measures, as well as identify opportunities for Section 404 mitigation. Selected Section 406 mitigation opportunities will be incorporated and documented by Witt O'Brien's staff at the time the Public Assistance Project Worksheets are developed. For opportunities selected for Section 404 mitigation application, our staff will work with the City to develop eligible, fundable, 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.

### **III. Financial and Grant Management Support**

#### ***Advise on FEMA's rules, practices, and procedures, and how to track costs, including direct administrative costs to facilitate reimbursement for all eligible client costs, including contractor costs.***

Witt O'Brien's will assist in applying statutory/regulatory procurement rules and regulations to meet the specific requirements of the governmental entities. Witt O'Brien's has used its staff of disaster recovery experts, and their combined technical expertise to ensure compliance with rules, guidelines and standards, as well as to address and resolve problems before they stand in the way of recovery. This approach has allowed Witt O'Brien's and our clients to come to the table with expertise that is often more reliable and experienced than the personnel utilized by FEMA in the resolution of Public Assistance program claims. The result is Project Worksheet packages that are professionally documented to capture the maximum available funding, and which have an established basis in governing policies, laws and regulations.

#### ***Provide general grant management advice.***

Our services include general FEMA Public Assistance grant management advice and assistance, assistance with development and ongoing activities of a team of County employees to manage the FEMA Public Assistance process, assistance with preparation of correspondence to State of Florida and FEMA when required, advice as to eligibility of expenses, assistance in meeting deadlines imposed by FEMA and the State of Florida for documentation, appeals, completion of work, etc., review of current County policies and assistance with development and documentation of new County policies to ensure compliance with FEMA and State of Florida requirements, assistance with hazard mitigation proposals, alternate projects, and improved projects to protect the County's interests, assistance with formulation and preparation of Project Worksheets, compiling and summarizing category costs so the scope of work is accurate and comprehensive, estimates are accurate, expenses are eligible and documented, and projects are categorized in a manner that ensures prompt and sufficient reimbursement to the County, assistance with dispute resolution and appeals, periodic reports to management as to status of FEMA Public Assistance process as requested, and assistance with project final inspections and audits.

#### ***Perform internal controls assessment.***

Our experts provide gap assessment and analysis, and emergency management capability assessments. Witt O'Brien's will meet with City leadership and staff to assess the City's internal controls and procedures for strengths and weaknesses; we will interview City staff, review documents, and discuss our findings in a report.

#### ***Conduct pre-audit activities and prepare documentation for audit.***

Witt O'Brien's will work with the County to establish a central document collection and repository location and filing system as well as create electronic files of all pertinent documentation for long term storage and easy transmittal to the State and FEMA if needed in the project preparation through closeout and audit process. All documentation - whether hard copy of electronic copy - must be stored securely but remain easily accessible for a timeframe that far exceeds the actual physical recovery process. FEMA and State regulations mandate that the documents be available for a period up to 3 years' post disaster closure in the event of an audit. This process should begin as soon as the first dollar is spent and should be a continuous process throughout the response and recovery. We can provide checklists and training to County staff to also ensure that personnel responsible for handling the numerous phases of documents (procurement, purchasing, finance, project managers, etc.) understand the various types of documents that must be retained to ensure the receipt and long-term retention of grant funding.

#### ***Meet as necessary with City/County/State/Federal representatives in connection with the programmatic, financial, contracting and accounting services related to Federal and State regulations.***

- We will utilize regular staff conference calls to provide an opportunity for our staff to exchange information with each other, the City, and our management. These calls will highlight issues that require the City leadership's attention and provide for the free flow of information and discussion of conditions that impact the work effort, and ensure that all partners in the recovery effort remain informed and involved.

- To be responsive to client requirements, we will utilize periodic meetings to allow our personnel to meet with and discuss issues with the City. The timing and structure of these meetings will vary based on client needs and requirements, but they will certainly be designed to provide responsiveness to the City information demands and to offer an opportunity for two-way communication.
- We will be prepared to utilize a standard reporting regimen where our experts provide written summaries of issues, project status, and other information as defined by the City, to assist with the City's ability to track work effort, concerns and priorities, and project status. The schedule and content of these reports will be designed to meet the City's needs and to ensure the City can effectively manage overall operations.
- Through the implementation of these management processes, we can clearly demonstrate its commitment to establishing the structure, communications, and accountability systems necessary for the City to manage its recovery. Our ability to keep the City leadership apprised of critical situations and issues, maximize funding through documentation efforts, and demonstrate the effectiveness of consultant work efforts can have significant and positive impacts on efforts contemplated in the future under the scope of work.

***Prepare reports for the State and FEMA, as needed.***

We will be prepared to utilize a standard reporting regimen where our experts provide written summaries of issues, project status, and other information as defined by the City, to assist with the City's ability to track work effort, concerns and priorities, and project status. The schedule and content of these reports will be designed to meet the City's needs and to ensure the City can effectively manage overall operations.

***Provide oversight of contractor's billing to ensure that they invoice in accordance with their contract, and that all costs eligible for the disaster grant funding are documented and claimed.***

Witt O'Brien's is prepared to staff the City leadership's project at a level commiserate with the magnitude of the disaster and the amount of recovery to be completed and presented for grant funding if funding becomes available. The amount of staffing provided will also be dependent upon the availability and participation of personnel from various City leadership departments responsible for both the direct response and recovery activities and the oversight of those activities. Our typical grants management structure lends to a Project Manager providing general oversight and high-level communication and issue resolution to the City leadership with placement of a Public Assistance Coordinator level team member directly reporting on a daily or as needed basis to the City leadership's main representative for the grants recovery. Additional Project Officer level team members will be added as necessary to supplement and provide detailed oversight of assessing damages, preparing scopes of work and cost estimates and collection of appropriate supporting documentation.

***Categorize, record, track and file costs in support of the financial reimbursement process. Track Project Worksheet status and status of payment from the State.***

Witt O'Brien's uses several project management tools to prioritize, report, and document the recovery workload. We have configured Microsoft's SharePoint, a web-based project management and project collaboration platform, to provide up-to-date accounting of team performance and project worksheet status. Our SharePoint sites have been successful tools to manage and provide visibility into projects by providing:

- **Accessibility** – All team members have full visibility on the status of all projects that have been submitted
- **Document Repository** – Ability to store all completed projects in a sortable, filterable manner
- **Charts/Reporting** – Ability to display scorecard charts with live data
- **Team Calendar** – Calendar to track meetings and time off for all of the Witt O'Brien's Team
- **Daily Activity Report** – Report by team member populated daily with anticipated workload for the day, created as a management tool to track workloads, prioritize resources and allow visibility on issues
- **406 Mitigation Tracker** – Tracks current status of all 406 Mitigation projects
- **Alternate/Improved (A/I) Tracker** – Tracks current status of all A/I projects
- **Cost Analysis Tracker** – Tracks current status of all Cost Analysis projects

- **Direct Administrative Costs (DAC) Surveys/Correspondence** – Tracks all correspondence regarding the DAC Incentive
- **Environmental/Historical Tracker** – Tracks all projects with Environmental/Historical concerns and their corresponding findings, issues and comments
- **ICC Tracker** – Tracks the status of all ICC requests
- **Insurance Issues Tracker** – Tracks all insurance issues and their current status
- **Time Extension Tracker** – Tracks written time extension requests that need to be entered forwarded to FEMA. This also tracks the assignments for any Requests for Information (RFIs) requested by FEMA to support time extensions

***Assist in providing interagency (Federal, State, County, City) coordination and technical support, as well as identifying funding resources that may be available to assist in the long-term recovery process.***

Witt O'Brien's will coordinate with the City to develop, track, and document all deliverables to the State and FEMA. This documentation will include digital as well as paper documentation. Witt O'Brien's will maintain these records under the control of the City and only transmit information as authorized by the City. Witt O'Brien's, through our 15-year work history in Florida, can expedite the recovery efforts due our knowledge of internal FDEM and FEMA operations.

#### ***IV. Public Insurance Adjustment Support***

***Work with the County to identify any potential insurance claims.***

***Work with the County's insurance carrier(s) to ensure maximum insurance coverage is applied to impacted facilities.***

***Work with FEMA and the State to ensure proper insurance coverage is applied to project worksheets.***

- Witt O'Brien's will provide insurance and risk management professionals that have experience in reviewing and applying insurance benefits to specific projects in the FEMA Public Assistance Program. These professionals will review the determinations made by FEMA to ensure they are accurate, correctly applied and in compliant with applicable FEMA policies. Witt O'Brien's can further provide assistance in gathering and documentation of current insurance proceeds and the identification of insurance purchase requirements for buildings and contents.

Our insurance recovery services include:

- Review and assess the insurance policy, and provide a detailed overview
- Contact the insurance company adjuster to schedule future meeting and formulate the scope of damages
- Conduct on-site evaluation of the damaged property, and create a detailed written estimate of damages for submission to the insurance company adjuster, according to the insurance company's standard accepted practices
- Create short-term/long-term goals and recommendations regarding the future handling of the insurance recovery process
- Advise County of the settlement status
- Expedite the claim recovery process to avoid shortfalls of cash flow
- Negotiate a favorable settlement (with County approval)

#### ***V. HUD Community Development Block Group Disaster Recovery (CDBG-DR) Support Services.***

***Provide 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 the Federal Register allocation of the CDBG-DR funds.***

***Conduct unmet needs assessments that identify type and location of the community's disaster recovery needs especially in the three core aspects of recovery – housing, infrastructure, and the economy.***

***Provide extensive knowledge of CDBG eligible activities and national objectives particularly as they apply to disaster recovery.***

***Provide technical assistance as requested including HUD level environmental reviews and clearance and other cross-cutting federal requirements such as procurement, federal labor standards, fair housing, accessibility, uniform administrative requirements, and monitoring and compliance.***

***Help develop and submit HUD required Action Plan for Disaster Recovery, Action Plan Amendments, performance reporting, and grant closeout.***

***Develop policies and procedures for implementing CDBG-DR funded programs and activities including contractor, and sub recipient oversight and monitoring. Maintain project files with supporting documentation for all CDBG-DR funded activities.***

Our Project Team of expert federal and state grant program managers are highly skilled and in demand, and can satisfy and exceed the needs and goals of the City's CDBG programs. The wealth of knowledge, federal and state grant management experience, and technical problem solving skills that our team possesses is second to none. One example of Witt O'Brien's ability to meet the City's overall requirements in the designated time frame: We were hired by the State of Florida Division of Emergency Management and the State of Florida Department of Transportation following the unprecedented 2004 and 2005 hurricane seasons to assist with their FEMA Public Assistance and FHWA Emergency Relief Grant Management staffing respectfully (this will be discussed later in our response in further detail).

Our team's services that will be provided to the City of Key West under this grant proposal will be in support of the CDBG guidelines, as well as, working efficiently and effectively to obtain the maximum eligible CDBG funding for the state from the United States Housing and Urban Development CDBG grant programs. Our staff, as detailed in the organizational tables, charts and staffing matrix, will perform according to task orders as directed by the City in order to assist with the specific CDBG programmatic needs.

In addition, as part of the project verification and eligibility review, Witt O'Brien's will provide the following: Review eligibility issues, and work with the City and other applicants to develop justifications to HUD/CDBG and the State; Attend meetings with the City and state to negotiate individual Project Applications, as needed; Assist the City of Key West with compiling and summarizing costs for HUD/CDBG and the State; Assist the City to prepare Project Applications based upon information provided by the departments; Provide oversight to departments having difficulty with their applications; Assist in determining if all eligible damages have been properly quantified and presented to Engineers/Architects and Grant Specialists; Work with the City to resolve disputes that may arise; assist to strategize and write appeals, if the State of Louisiana disagrees with HUD/CDBG determinations; Upon the City of Key West completing all projects and drawing down reimbursements for all eligible costs Witt O'Brien's will assist with preparations for HUD/CDBG final inspections, as well as audits. Witt O'Brien's staff will also participate in exit conferences with State and HUD/CDBG staff.

1. *Specify address of Firm's designated office where the majority of work on this project will be performed. Indicate percentage total overall of the Services to be performed by the Firm's office specified above. Specify address of Firm's other office(s) where any part of the work for these Services will be performed if applicable.*  
The majority of work on this project will be performed from our office at 2200 Eller Drive, Fort Lauderdale, FL. Some parts of this project may be performed from our Houston office, but the majority of the work will be completed through our Ft. Lauderdale office.
2. *Describe any limitations that may exist that would impact your organization's ability to perform the services covered under this RFP. The City of Key West is an island with unique vulnerabilities.*  
We are not aware of any such limitations.
3. *Proposed price for a three year period for the scope of services of the RFP. The price includes but is not limited to CONSULTANT'S travel costs (meals and lodging), transportation, fringe benefits, clerical support, salaries, general overhead costs, direct expenses, profit and all other out-of-pocket expenses.*  
Please refer to Attachment A and Fee schedule in Exhibit B.



4. *Any other material as may be helpful to establish that the respondent has the necessary facilities, ability, and financial resources to furnish the required services in a satisfactory manner.*

## Familiarity with Florida and the Florida Keys

Witt O'Brien's currently holds 54 disaster services contracts in the State of Florida. Of those 54 contracts, 30 are in South Florida. We also have 32 disaster services contracts in the southeast United States.

Our success extends to supporting multiple clients at once—we **have supported as many as 22 concurrent client deployments**. We are presently supporting debris monitoring efforts because of 2017 Hurricane Irma in Florida and Georgia and 2017 Hurricane Harvey in Texas, activating more than 1,500 personnel including local, minority/women business firms. We supported recovery efforts because of the August 2016 floods in Louisiana, and Hurricane Matthew in Georgia, Florida, North and South Carolina. On these, we activated more than 500 personnel.

## Client References

### *School Board of Broward County, Florida*

Date of Performance 2008 – Present

Client Contact: Victoria Stanford, Manager, Emergency Management

School Board of Broward County

Contact Information: 600 SE Third Avenue, North Lauderdale, FL 33301

Tel: 754-321-1900; [vstanford@browardschools.com](mailto:vstanford@browardschools.com)

### *City of Orlando, Florida – Grants Consulting Services*

Date of Performance 2004 - Present

Client Contact: Michelle McCrimmon, CPA

Contact Information 400 S. Orange Ave., P.O. Box 4990, Orlando, FL 32802-4990

Tel: 407-246-2142; [michelle.mccrimmon@cityoforlando.net](mailto:michelle.mccrimmon@cityoforlando.net)

### *City of Pompano Beach, Florida – Grant Consulting Services*

Date of Performance 2011 - Present

Client Contact Kimberly Cristiano, CEM

Contact Information 100 W. Atlantic Blvd., Suite 220, Pompano Beach, FL 33060

Tel: 954-545-7799; [kimberly.spill-cristiano@copbfl.com](mailto:kimberly.spill-cristiano@copbfl.com)

## Attachments

Please see Witt O'Brien's' completed required attachment forms and documents listed below:

- Proposal Form
- Anti-Kickback Affidavit
- Sworn Statement on Public Entity Crimes
- Indemnification Form
- Domestic Partnership Affidavit
- Cone of Silence Affidavit
- Witt O'Brien's Signature Authorization
- Compliance with Insurance Requirements
- Signed Addenda
- Attachment A
- Attachment B
- Attachment C
- Attachment E
- Attachment F
- Proposed Fee Schedules

## **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: Witt O'Brien's LLC

Contact Name & Telephone #: Greg Fenton, Chief Operating Officer 404-942-7750

Email Address: gfenton@wittobriens.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

PNC Bank NA \_\_\_\_\_ whose address is

800 17th St. NW, 3rd Floor, Washington, DC, 20006

Street City State Zip

### BIDDER

The name of the Bidder submitting this Proposal is Witt O'Brien's LLC

\_\_\_\_\_ doing business at

2200 Eller Drive, Fort Lauderdale, FLA, 33316

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:

Charles Fabrikant, Principal Greg Fenton, COO

Eric Fabrikant, Principal Kellie Kim, CFO

Bruce Weins, Principal Lisa Manekin, Treasurer

Tim Whipple, CEO William Long, Secretary

If Sole Proprietor or Partnership

IN WITNESS hereto the undersigned has set his (its) hand this 9<sup>th</sup> day of January, 2018

\_\_\_\_\_  
Signature of Bidder

COO  
\_\_\_\_\_  
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 9<sup>th</sup> day of January, 2018.

(SEAL)

Witt O'Brien's LLC

\_\_\_\_\_  
Name of Corporation

By Greg Fenton

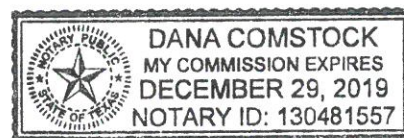
Title Chief Operating Officer

Attest \_\_\_\_\_

Sworn and subscribed before this 9<sup>th</sup> day of January, 2018

NOTARY PUBLIC, State of Texas, at ~~Large~~

My Commission Expires: 12/29/18



**ANTI-KICKBACK AFFIDAVIT**

STATE OF Texas )

: SS

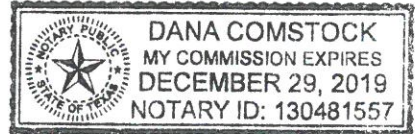
COUNTY OF Harris )

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: \_\_\_\_\_

Sworn and subscribed before me this 9<sup>th</sup> day of January 2018.

\_\_\_\_\_  
NOTARY PUBLIC, State of Texas -at Large-



My Commission Expires: 12/29/2019

\* \* \* \* \*



**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 City of Key West, Florida  
RFP #001-18 Emergency Management Consulting Services

2. This sworn statement is submitted by Witt O'Brien's LLC  
(Name of entity submitting sworn statement)

whose business address is 2200 Eller Drive, Fort Lauderdale, FL 33316

and (if applicable) its Federal Employer Identification Number (FEIN) is 27-2783923

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

signing this sworn statement \_\_\_\_\_

3. My name is Greg Fenton  
(Please print name of individual signing)

and my relationship to the entity named above is Chief Operating Officer

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

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 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).

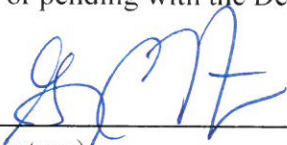
☒ Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor any affiliate of the entity have been charged with and

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

\_\_\_\_ 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.)

\_\_\_\_ 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.)

\_\_\_\_ 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)

1/9/18  
(Date)

STATE OF Texas

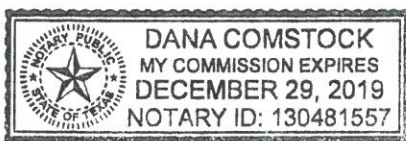
COUNTY OF Harris

PERSONALLY APPEARED BEFORE ME, the undersigned authority,

Greg Fenton who, after first being sworn by me, affixed his/her  
(Name of individual signing)

signature in the space provided above on this 9<sup>th</sup> day of January, 2018

My commission expires: 12/29/19





**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: Witt O'Brien's LLC

SEAL:

2200 Eller Drive, Fort Lauderdale, FL 33316

Address

  
Signature

Greg Fenton, Chief Operating Officer

Print Name



**EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT**

STATE OF Texas )  
 : SS  
COUNTY OF Harris )

I, the undersigned hereby duly sworn, depose and say that the firm of Witt O'Brien's LLC

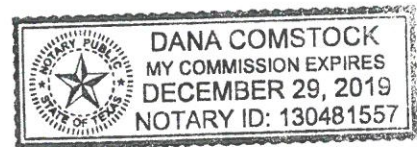
provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses, per City of Key West Code of Ordinances Sec. 2-799.

By: [Signature]

Sworn and subscribed before me this 9<sup>th</sup> day of January, 2018

[Signature]

NOTARY PUBLIC, State of Texas ~~at Large~~



My Commission Expires: 12/29/19

\* \* \* \* \*

**CONE OF SILENCE AFFIDAVIT**

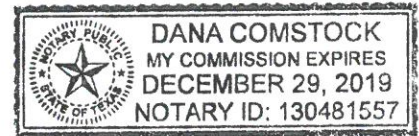
STATE OF Texas )  
 : SS  
COUNTY OF Harris )

I, the undersigned hereby duly sworn, depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of Witt O'Brien's LLC have read and understand the limitations and procedures regarding communications concerning City of Key West issued competitive solicitations pursuant to City of Key West Ordinance Section 2-773 Cone of Silence.

By: \_\_\_\_\_

Sworn and subscribed before me this

9th day of January 2018.  
\_\_\_\_\_  
Dana Comstock



NOTARY PUBLIC, State of Texas ~~at Large~~

My Commission Expires: December 29, 2019

\* \* \* \*



WITT O'BRIEN'S, LLC

JOINT UNANIMOUS WRITTEN CONSENT OF THE MEMBERS AND BOARD OF  
MANAGERS IN LIEU OF ANNUAL MEETING

The undersigned, being all of the managers and all of the members of Witt O'Brien's, LLC, a Delaware limited liability company (the "**Company**"), hereby consent, approve and adopt the following resolutions as if duly adopted at a formal meeting of the board of managers (the "**Board**") and the members held for this purpose.

**WHEREAS**, the Board and Members desire to adopt resolutions by unanimous written consent in lieu of the annual meeting of the Board and Members for 2017;

**NOW, THEREFORE, BE IT**

**RESOLVED**, that the undersigned hereby waive all formal requirements, including the necessity of holding a formal or informal meeting, and any requirements that notice of such meeting be given; and be it further

**RESOLVED**, that any and all acts of the managers, officers, employees, agents and representatives of the Company, taken pursuant to the minutes of any meetings of, and any resolutions adopted by unanimous written consent of the Board and Members since the last annual meeting are ratified, affirmed and approved in every respect; and be it further

**RESOLVED**, that the following person(s) are hereby elected to serve on the Company's Board until the next annual meeting of the Members or until their successors are duly elected and qualified, except in the event of earlier termination of term of office through death, resignation, removal or otherwise:

Charles Fabrikant  
Eric Fabrikant  
Bruce Weins

and be it further

**RESOLVED**, that the following persons are hereby appointed to the offices set forth opposite their names, to hold office until the first meeting of the Board following the next annual election of managers and until their respective successors shall have been duly appointed and qualified, except in the event of earlier termination of term of office through death, resignation, removal or otherwise:

Tim Whipple  
Gregory Fenton  
Kellie Kim  
Lisa Manekin  
William C. Long

Chief Executive Officer  
President and Chief Operating Officer  
Chief Financial Officer  
Treasurer  
Secretary

and be it further

**RESOLVED**, that the Amended and Restated Signature Authorizations set forth on Schedule A attached hereto (the “***Signature Authorizations***”), are hereby approved and supersede all prior authorizations; and be it further

**RESOLVED**, that Tim Whipple, Chief Executive Officer, is hereby authorized to amend the Signature Authorizations from time to time as he deems necessary and appropriate to carry out the business purposes of the Company, and to execute, certify, and deliver documentation evidencing such authorization.


**RESOLVED**, that (a) the undersigned may evidence their consent to this Joint Unanimous Written Consent by (i) executing a counterpart hereto and delivering the same to the Company in paper form, by facsimile or electronic mail in portable document format (PDF) or (ii) electronic transmission (i.e., email) stating that such person consents to actions set forth in the Joint Unanimous Written Consent, and (b) this Joint Unanimous Written Consent shall be effective for all purposes as of the latest date consent hereto is received by one of the means referenced in clause (a) above.

*[Signatures on next page]*


IN WITNESS WHEREOF, the undersigned have executed this Joint Unanimous Written Consent on the dates set forth below.

**MEMBERS**


ORM HOLDINGS INC.


By:   
Eric Fabrikant, President  
Dated: 8/9/17

**MANAGERS**

  
Charles Fabrikant  
Dated: 8/9/17

ORM HOLDINGS II LLC

By:   
Eric Fabrikant, President  
Dated: 8/9/17

  
Eric Fabrikant  
Dated: 8/9/17

*[Signature page to Joint Unanimous Written Consent of the Members and Board of Managers of Witt O'Brien's, LLC]*

Schedule A  
WITT O'BRIEN'S, LLC  
SIGNATURE AUTHORIZATIONS  
(Amended and Restated Effective as August 9, 2017)

**General**

The Board of Managers ("**Board**") and Officers of the Company are authorized to sign contracts, insurance documents, statements, amendments, and other miscellaneous documents, in the name of, and on behalf of, the Company that are required in the ordinary course of the Company's daily business activities, except if such contracts or documents directly relate to actions that require prior approval of the Board. Additionally, the Board and Officers of the Company may delegate signature authority to an employee provided such authorization is in writing.

**Bank Accounts**

The following persons are authorized to draw checks on behalf of Company from Company accounts, when such checks are signed with the signature of such person certified to such financial institution by the Secretary of the Company:

Bruce Weins	Chief Financial Officer-SEACOR Holdings Inc.
Tim Whipple	Chief Executive Officer
Kellie Kim	Chief Financial Officer
Greg Fenton	Chief Operating Officer
Lisa Manekin	Treasurer

**Client Contracts and Proposals**

The following persons are authorized to sign contracts in the name of, and on behalf of, the Company, governing the performance of work and/or services to its clients, including any ancillary documents, amendments, task orders, purchase orders, and/or extensions related thereto ("Client Contracts"), and to sign proposals including any associated ancillary documents, in the name of, and to be submitted on behalf of, the Company in response to requests for proposals ("Proposals"), and to execute, certify, and deliver documentation evidencing such authorization:

Tim Whipple	Chief Executive Officer
Kellie Kim	Chief Financial Officer
Greg Fenton	Chief Operating Officer
William C. Long	Secretary

The following employees are authorized to sign Client Contracts (in the form approved by company as standard contract form) and Proposals including any associated ancillary documents, on behalf of the Company, for services with a value up to \$50,000.00, and for services with a value over \$50,000.00, with prior written authorization by the Chief Executive Officer, Chief Financial Officer, or Chief Operating Officer and to execute, certify, and deliver documentation evidencing such authorization:

Charlie Fisher	Senior Managing Director
Brad Gair	Senior Managing Director
Christina Crue	Managing Director
Bill Riley	Managing Director

The following person is authorized to sign Client Contracts and Proposals including any associated ancillary documents on behalf of the company, and to execute, certify, and deliver documentation evidencing such authorization, with prior written approval from the Chief Executive Officer, Chief Financial Officer, or Chief Operating Officer:

Cheryl Detillieu      Director Contract & Compliance

**Non-Disclosure/Teaming Agreements**

The following persons are authorized to sign non-disclosure/confidentiality agreements, and teaming agreements on behalf of Company, and to execute, certify, and deliver documentation evidencing such authorization.

Tim Whipple	Chief Executive Officer
Kellie Kim	Chief Financial Officer
Greg Fenton	Chief Operating Officer
Cheryl Detillieu	Director of Contracts & Compliance

**Vendor Contracts**

The following persons are authorized to sign contracts with persons or entities that will provide products and/or services to Company, including but not limited to subcontractor agreements, IT agreements, office supply agreements, equipment leases and the like, on behalf of, and in the name of Company, and to execute, certify, and deliver documentation evidencing such authorization:

Tim Whipple	Chief Executive Officer
Kellie Kim	Chief Financial Officer
Greg Fenton	Chief Operating Officer
Cheryl Detillieu	Director of Contracts & Compliance

**Offer Letters**

Christine Royer, Director of Human Resources, is authorized to sign offer letters on behalf of the Company, in connection with the employment or engagement of an individual to provide services to the Company provided that she consults with, and obtains the consent of, the Chief Executive Officer and/or Chief Operating Officer of the Company to proceed with the offer, and to execute, certify, and deliver documentation evidencing such authorization.

## INSURANCE REQUIREMENTS

1. **CONSULTANT** is to secure, pay for, and file with the City of Key West, prior to commencing any work under the Contract, all certificates for Workers' Compensation, Public Liability, and Property Damage Liability Insurance, and such other insurance coverages as may be required by specifications and addenda thereto, in at least the following minimum amounts with specification amounts to prevail if greater than minimum amounts indicated. Notwithstanding any other provision of the Contract, the **CONSULTANT** shall provide the minimum limits of liability insurance coverage as follows:

Auto Liability (WOB's Business Liability meets the \$1Million combined single limit)	\$1,000,000	Combined Single Limit
General Liability (WOB's Marine General Liability policy is written on policy form MASILNY000123-7 with limits of \$1Million/\$2Million)	\$2,000,000	Aggregate (Per Project)
	\$2,000,000	Products Aggregate
	\$1,000,000	Any One Occurrence
	\$1,000,000	Personal Injury
	\$ 300,000	Fire Damage/Legal
Professional Liability (if appl.) (WOB's Professional Liability is written on a claims-made policy with limits of \$5Million/\$10Million and retention of \$250,000 each claim)	\$1,000,000	Per Claim/Aggregate
Additional Umbrella Liability (WOB's Excess Liability limits is \$10Million)	\$2,000,000	Occurrence / Aggregate

2. **CONSULTANT** shall furnish an original Certificate of Insurance indicating, and such policy providing coverage to, City of Key West named as "Additional Insured" on a **PRIMARY** and **NON CONTRIBUTORY** basis utilizing an ~~SO standard endorsement at least as broad as CG 2010 (11/85) or its Equivalent, (combination of CG 20 10 07 04 and CG 20 37 07 04, providing coverage for completed operations is acceptable)~~ **(WOB's Marine General**



**Liability policy is written on policy form MASILNY000123-7 which has blanket additional insured endorsement when required by written contract with insurance primary and non-contributory; If the City request specific Additional Insured Endorsement we will have to request from the carrier for approval and there may be additional premium) INCLUDING a “Waiver of Subrogation” clause in favor of City of Key West on all policies. (WOB’s marine general liability, business auto liability & professional liability policies have blanket waiver of subrogation when required by written contract subject to the endorsements terms. If the city requires a specific Waiver of Subrogation endorsement we will have to get approval from the carrier and there may be an additional premium charged) CONSULTANT will maintain the Professional Liability, General Liability and Umbrella Liability insurance coverages summarized above with coverage continuing in full force including the “additional insured” endorsement until at least 3 years beyond completion and delivery of the work contracted herein. (WOB’s policies are written on an annual term; WOB will be responsible to make sure they have coverage per the above at least 3 years beyond completion)**

3. Notwithstanding any other provision of the Contract, the **CONSULTANT** shall maintain complete Workers’ Compensation coverage for each and every employee, principal, officer, representative, or agent of the **CONSULTANT** who is performing any labor, services, or material under the Contract. Further, **CONSULTANT** shall additionally maintain the following minimum limits of coverage:

Bodily Injury Each Accident	\$500,000
Bodily Injury by Disease Each Employee	\$500,000
Bodily Injury by Disease Policy Limit	\$500,000

**WOB’s workers compensation meets the statutory limits and the employers liability limits are \$1Million/\$1Million/\$1Million)**

4. **CONSULTANT** shall provide the City of Key West with a Certificate of Insurance verifying compliance with the workman's compensation coverage as set forth herein and shall provide as often as required by the City of Key West such certification which shall also show the insurance company, policy number, effective and expiration date, and the limits of workman's compensation coverage under each policy.
5. ~~CONSULTANTS’s insurance policies shall be endorsed to give 30 days’ written notice to the City of Key West in the event of cancellation or material change, using form CG 02 24, or its equivalent.~~ **(Recommend to have this removed; if unable we will have to request from the carriers to approve and add by endorsement. This may generate additional premium)**
6. Certificates of Insurance submitted to the City of Key West will not be accepted without copies

of the endorsements being requested. This includes additional insured endorsements, ~~cancellation/material change notice endorsements~~, and waivers of subrogation. **PLEASE ADVISE YOUR INSURANCE AGENT ACCORDINGLY. (Please note that we would have to request the cancellation endorsements if WOB is unable to the City removed. Also if the City will not accept the blanket Additional Insured and blanket Waiver of Subrogation endorsements, we will have to request the specific endorsements from the carrier to approve and issue)**

7. **CONSULTANT** will comply with any and all safety regulations required by any agency or regulatory body including but not limited to OSHA. **CONSULTANT** will notify City of Key West immediately by telephone at (305) 809-3811 any accident or injury to anyone that occurs on the jobsite and is related to any of the work being performed by the **CONSULTANT**.

**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. (WOB's subcontractors need to have the same insurance coverage as what you have to carry per the insurance requirements)

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. (Recommend to have this deleted from the contract. If unable to have deleted we will have to request from the carrier for approval and there may be additional premium)

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. (WOB's Marine General Liability policy has blanket Additional Insured endorsement when required by written contract subject to the terms of the endorsement; if County requires specific Additional Insured we will have to request from the carrier for approval and there maybe an additional charge).

**City of Key West**

**RFP 001-18 Emergency Management Consulting Services**

**Addendum #1**

**1/3/2018**

**To all Bidders: The following information is provided in accordance with RFP 001-18 , Emergency Management Consulting Services as fully and as completely as if they were fully set forth therein:**

**Black - Vendor questions   Red – City response**

1. Page 9 and 14 indicates points for “references” and page 13 indicates FEMA reimbursements within the last a and 5-years. This is interpreted as requirement for a “prime” firm to meet. For newer state certified and federal certified small business state minority firms that have less than 5-years in operations and given that until 2017 Florida had not seen a direct hit Hurricane over the last 10-years, newer firms with well qualified personnel that possess extensive individual disasters experience but as a new “firm” would not be able to submit “firm” references as a “prime” even though as an organization the actual staff possess extensive experience, would the City allow consideration of references of a key “sub” for newer state/federal certified small business minority firms to be considered as “team” reference to meet this requirement. The Florida Department of Transportation (FDOT) allows in similar type solicitations for Emergency Management Services where “personnel qualification” are required to be submitted as opposed to “firm” qualifications as staff can come and go from firms and firm qualifications don’t necessarily mean that existing personnel performed those services. **Yes, the City would accept a “team” reference to meet this requirement.**
2. Also note page 14 indicates 3 references but page 27 indicates 4 references in past 5 years. Per our request above we are seeking the opportunity to have our “proposal team client references” to be accepted as satisfying client references requirement and not solely require prime firm only references? **Yes, the City will accept “proposal team client references”.**
3. Does the City of Key West currently have a firm performing there services for the City either in a prime or sub role under emergency procurement or normal contracting acquisition processes. If so can the name of this entity be disclosed. Will this entity be allowed to submit on this RFP or will the City consider them to be conflicted and therefore excluded from responding to this RFP.  
**That doesn’t seem relevant to bid process.**
4. It is assume that the required “original” response is to be a printed “HARD COPY” response document to be submitted with additional two (2) separate flash drives containing one (1) electronic PDF copy of the proposal on each flash drive. The clarification sought is the term HARD COPY for the original document format? **Printed on paper.**

5. RFP page 4 indicates a “City of Key West Business Tax Receipt” will be required to enter into a agreement. It is assumed that a business will be “required” lease commercial space and apply and obtain a City of Key West Business Tax and must complete this within 10-days. First bullet item on page 14 indicates submission of ....”familiarity with Florida Keys..describe emergency management in Florida keys”... In aggregate these combined requirements seem to indicate a “geographic preference”. This may conflict with 2 CFR Part 200.319 which prohibits non-federal entities from using “geographic preference” in evaluation of Bids or proposals. The City’s legal may need to further evaluate this for further clarity. **The local preference requirement is not part of the selection process. Local preference cannot be used.**

On page 4, the city requires professional services for grant application and management which is in line with the scope of services for emergency response on pages 18-20, but the city continues to request services for emergency preparation on pages 28-34. So, to clarify, the city is seeking a vendor that can satisfy all tasks within both scopes of services, emergency response and emergency preparation? **Yes.**

The RFP requires that equipment be listed on Attachment E and References and Experience listed on Attachment F, but no attachments were included in the RFP package. Is the intent that the vendors will create these attachments? **Yes the vendor should create these attachments.**

Also, the RFP references Attachments A-F, except for Attachment D. Is there an Attachment D? **No.**

Both the qualifications section of the response to the RFP (page 13) and Attachment C require resumes of assigned staff. The response to RFP section is capped at 20 total pages, would it be appropriate to reference the resumes of our assigned staff in the response section and include them in our submission of Attachment B. This way we can maximize the use of our allotted 20 pages for the criteria on pages 13-14. **Yes, that would be fine.**

Page 14 and Attachment C require a minimum of 3 client references, while page 27 requires 4 client references? Does this possibly mean that the city requires 3 references for the emergency response scope of services and 4 references for the emergency preparation scope of services? **Yes.**

Section 11	Pg. 9	Page 9 Section 11. Execution of Contract states the City wants two original contracts within 10 working days while page 21 Instructions
------------	-------	---

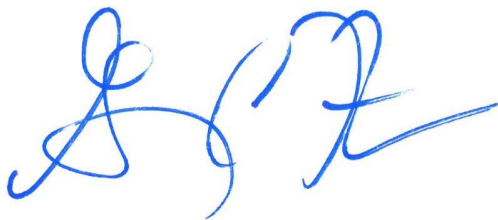
		to Proposers and page 25 Contract Execution states four copies of the original contract within 15 working days. <b>Disregard page 9 sec. 11. It should be 4 copies within 15 working days.</b>
INSTRUCTIONS TO PROPOSERS	Pg. 4, 21, and 22	Page 21 includes "P.O. Box 1409" as part of the address for proposal delivery. The address given on page 4 and page 22 does not include this P.O. Box. Please confirm the correct address for FedEx/UPS delivery. <b>City of Key West 1300 White St. Key West, FL 33040 Att. Cheri Smith RFP #001-18</b>
PROPOSAL SCHEDULE	Pg. 38 and pg. 78	Please confirm that respondents are required to complete the Proposal Schedule beginning on page 38 and submit with their proposal and that a second fee schedule included on page 78 is not required for the proposal response. <b>Both are required.</b>
Attachments	Pg. 45 and pg. 27	Please confirm the lettered attachments that should be included. The RFP includes Attachments A, B, and C. There is no reference to an attachment D. Is there an attachment D? Attachment E is list of equipment per page 45 and Attachment F is References and Experience List per page 27. Are there City forms for these attachments or does the proposer use their own format? . <b>No there is not an attachment D. The proposer should use their own format.</b>
INSTRUCTIONS TO PROPOSERS, paragraph 8	Pg. 21	The RFP states, "PROPOSER must fill in all blank spaces on the PROPOSAL SCHEDULE included herein in ink." Does the City want this information completed by hand, or are we allowed to type the information into the form? <b>You may type the info.</b>
General	N/A	Did a consulting firm assist in the development of this RFP? If so, will they be eligible to receive an award under this proposal? <b>No.</b>
General	N/A	Does the City see an immediate need for this work considering the devastation from Hurricane Irma? <b>N/A</b>
General	N/A	Does the City intend to stand up an EOC in 2018? <b>N/A</b>

RFP/SOW Page Number	Question
Pg. 5 and Pg. 26	On page 5 of the RFP, it states "Verbal communications, per the City's "Cone of Silence" ordinance are not allowed. Page 15 requires Bidder to declare "...., that he has personally inspected the site..." Page 26 of the RFP states that "For information concerning the proposed work, or for an appointment to visit the site of the proposed work, contact:" Kenneth Wardlow and a phone number is provided, seemingly for the purpose of contacting Mr. Wardlow for information or an appointment. Attachment A, page 36 of the RFP, requires Proposer to represent that "Proposer has had an opportunity to visit the site and become familiar with....", something clearly not possible given the "Cone of Silence" and therefore certifying as such is not possible. Please resolve these conflicts. <b>Contacting Mr. Wardlow for an appointment to visit site does not break the Cone of Silence Ordinance.</b>
Pg. 13, 18 to 20, 27 and 28	At page 27, an entirely separate set of experience is discussed than the qualifications stated on page 13. This is followed on page 28 by a Scope of Services for



	Emergency Preparation, entirely different than the "Scope of Services, Emergency Response" described on pages 18-20. <b>Please resolve these conflicts. These are all Scope of Services required from the proposer to the City.</b>
Pg.13	On page 13, it states under item 1 for Qualifications that, "1. Resumes of academic training and employment in the area of emergency management." This item falls under the Responses to the RFP section which was given a 20pg limit. Will the City allow resumes to be submitted as an Appendix outside the 20 page limit? <b>Yes.</b>

Acknowledged

A handwritten signature in blue ink, appearing to be 'G. Fenton', written in a cursive style.

Greg Fenton, Chief Operating Officer  
Witt O'Brien's, LLC

## 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: Witt O'Brien's, LLC

Address: 2200 Eller Drive, Fort Lauderdale, FL 33316

\_\_\_\_\_

Phone/ Fax: 954-523-2200 (p); 954-524-9185 (f)

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

Documents to perform all Work and any Additional Services as specified or indicated in the Proposal Documents at the unit prices and within the times indicated in this Proposal and in accordance with the other terms and conditions of the Proposal Documents.

2.0 Proposer accepts all of the terms and conditions of the Invitation to Proposal and Instructions to Proposers, including without limitation those dealing with the disposition of Proposal security. The Proposal will remain subject to acceptance for 90 days after the Proposal opening, or for such longer period of time that Proposer may agree to in writing upon request of CITY.

3.0 In submitting this Proposal, Proposer represents, as set forth in the Contract, that:

A. Proposer has examined and carefully studied the Proposal Documents, the other related data identified in the Proposal Documents, and the following Addenda, receipt of all, which is hereby acknowledged;

Addendum No.	Addendum Date
1	January 3, 2018
_____	_____
_____	_____
_____	_____

B. Proposer has had an opportunity to visit the Site and become familiar with and is satisfied as to the general, local and Site conditions that may affect cost, progress, and performance of the Work;

C. Proposer is familiar with and is satisfied as to all federal, state and local Laws and Regulations that may affect cost, progress and performance of the Work;

E. Proposer has given the City written notice of all conflicts, errors, ambiguities, or discrepancies that Proposer has discovered in the Proposal Documents, and the written resolution thereof by the City is acceptable to Proposer;

F. The Proposal Documents are generally sufficient to indicate and convey

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
<b>Emergency Response Activation</b>			
Project Executive	80	\$ 260.00	\$ 20,800
Subject Matter Expert	80	\$ 225.00	\$ 18,000
Project Manager	160	\$ 150.00	\$ 24,000
Public Adjuster	320	\$ 115.00	\$ 36,800
Senior Closeout Specialist	80	\$ 135.00	\$ 10,800
Closeout Specialist	160	\$ 130.00	\$ 20,800
Other: List specialty		\$	\$
Item	Quantity Class	Unit Price (Fixed Fee)	Extended Total
<b>TRAINING CLASSES (FIXED FEE)</b>			
IS 300 – Intermediate Incident Command System	2	\$ 13,500	\$ 27,000
IS 400 – Advanced Incident Command System	2	\$ 13,000	\$ 26,000
CEMP Refresher Incident Commander (IC)	1	\$ 26,000	\$ 26,000
Comprehensive Emergency Management Plan (CEMP); Hazard Annexes and associated emergency response and contingency plans Annual Update (FIXED FEE)	1	\$ 35,000	\$ 35,000
<b>EXERCISES AND DRILLS (FIXED FEE)</b>			
CEMP Exercise	1	\$ 30,000	\$ 30,000
ICS Forms Drill	1	\$ 15,000	\$ 15,000
Joint Information Center (JIC) Drill	1	\$ 15,000	\$ 15,000

PREPAREDNESS EVENTS (FIXED FEE)			
City Emergency Operations Center (EOC) Facilitation	1	\$ <b>*see note</b>	\$
Alternate City EOC Facilitation (IMT)	1	\$ <b>*see note</b>	\$
<b>SPECIAL PROJECTS (HOURLY RATE): GRANT RESEARCH AND APPLICATION</b>	Proposed Hours	Hourly Rate	Extended Total
Project Manager or Lead Consultant	80	\$ 168.00	\$ 13,440
Project Engineer or Lead Planner	120	\$ 150.00	\$ 18,000
Associate	80	\$ 120.00	\$ 9,600
Staff Assistant	40	\$ 40.00	\$ 1,600
<b>TOTAL PROPOSED CONTRACT PRICE</b>			<b>\$ 365,840</b>

**\*-Witt O'Brien's proposes a fee of \$160 per hour due to unknown nature of scope of work for EOC and IMT Facilitation.**

**Confirmation of Signature of Unit Price Proposal Information**

Greg Fenton

Name of Proposer

Chief Operating Officer

Title

Signature of Proposer



## Attachment B

### Proposer's General Operation Plan

Detailed description 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

Witt O'Brien's will develop and deliver a training and exercise program focused on NIMS IS 300 – Intermediate Incident Management System, IS 400 – Advanced Incident Command System, and refresher classes on Comprehensive Emergency Management Plan (CEMP), a Comprehensive Emergency Management Plan update, and a CEMP Exercise.

The training and exercise program will be designed, delivered, and evaluated utilizing the Homeland Security Exercise and Evaluation Program (HSEEP) principles. The trainings and exercise will be targeted to specific needs identified by the City of Key West, and implemented based on the strategic prioritization established by this RFP.

Training Development and Delivery Witt O'Brien's will develop a series of 8-hour training courses for the Incident Command System and CEMP Plan over a period of two weeks. The trainings will be highly targeted to specific learning objectives outlined by this RFP. All training materials and visual aids will be provided by Witt O'Brien's.

Deliverables:

- a. Training Classes

Witt O'Brien's will provide:

- 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
  - Student
  - Agenda
  - Sample certificate
  - Curriculum vitae
  - Course objectives
  - Participant's evaluation summary
  - Student evaluations
  - Certificates of completion
- b. IS-300 NIMS Training – Intermediate Incident Command System
- c. IS-400 Training – Advanced Incident Command System

d. Comprehensive Emergency Management Plan Refresher Classes

- Incident Commander (IC)
- Public Information Officer (PIO)
- Liaison Officer/EOC Representative (LNO)
- Safety Officer
- Operations Section Chief and Operations Branch Directors
- Planning Section Chief and Support Personnel
- Logistics Section Chief and Support Personnel
- Finance and Administration Section Chief and Support Personnel
- Information Technology Section Chief and Support Personnel
- General Requirements for General Safety Refresher Training

e. Comprehensive Emergency Management Plan Update

f. ICF Forms Drill and CEMP Exercise

Witt O'Brien's will develop a 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 a three hour drill to take place on one day.

Witt O'Brien's will design, develop, facilitate and evaluate this drill and exercise, followed by hot washes, and a comprehensive After Action Report detailing strengths and area of needed improvement.

## 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.

Witt O'Brien's is a crisis and emergency management consulting firm. Witt O'Brien's mission is to help our clients across both the public and private sectors to be ready RESILIENT™ in the face of emergencies and crises. We help them prepare before disaster strikes, and help them respond and recover if it does. Crisis and emergency management is all we do – no distractions. Throughout our firm's history we have helped communities recover from recent major hurricanes such as Maria, Irma, Harvey, Matthew, Sandy, Katrina, Rita, Ike, and Gustav. As well as the Joplin Tornado, Iowa floods, and the September 11th Terrorist Attacks.

For a more detailed description of our company, please see Attachment C Supplemental Information in the Appendix.

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

1201 15th Street, NW, Suite 600, Washington, DC 20005

---

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

phone: 954-523-2200; fax: 954-521-9185

email: Bill Riley, Managing Director, [briley@wittobriens.com](mailto:briley@wittobriens.com);

Greg Fenton, Chief Operating Officer, [gfonton@wittobriens.com](mailto:gfonton@wittobriens.com); Cheryl Detillieu Joiner, Director of Contracts and Compliance, [cdetillieu@wittobriens.com](mailto:cdetillieu@wittobriens.com)

---

4. Number of employees:

400 full-time, part-time, and on-call employees nationwide with offices in Washington, DC, Houston, Texas, Fort Lauderdale, Florida, San Juan, Puerto Rico, and a global office in Brazil.

---

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

Witt O'Brien's recognized that every disaster requires a different level of staffing, expertise, and talent. Factors such as the type, severity and duration of an event may influence the actual staffing pattern required best to to serve the City. Our company has an impressive lineup of subject matter experts, including financial/reimbursement specialists, seasoned recovery specialists, emergency preparedness planners, and Master Exercise Practitioners who will support both the Emergency Management and Emergency Preparedness efforts to fulfill the length of the contract from start to finish. They meet and/or exceed the minimum qualifications the City desires.

6. Company Identification numbers for the Internal Revenue Service:

FEIN Number: 27-2783923; DUNS Number: 962763277

---

---

7. Provide **Occupational License Number (and County)**, if applicable, and expiration date:  
State of Florida Certificate of Good Standing: M10000003124
- 
- 

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

Witt O'Brien's was established in January 2013 through the combination of the nation's top preparedness, crisis management, and disaster response and recovery organizations: Witt Associates, founded in 2001 by former Federal Emergency Management Agency (FEMA) Director James Lee Witt, and O'Brien's Response Management, founded in 1983 by Jim O'Brien, a premier leader in oil spill response management and debris management. Our specialty is building resilience to disruptions through forward-thinking preparedness, rapid response, and recovery planning for the short-term and long-term.

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.

Virginia Department of Emergency Management Date of Performance 2014 – Present

Reference: Jeffrey D. Stern, State Coordinator; 10501 Trade Court, N. Chesterfield, VA  
804-897-6501 jeff.stern@vdem.virginia.gov

Cost of work completed: \$360.000

For a detailed project description, please see Attachment C Supplemental Information in the Appendix.

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

No.

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** State of Virginia, Jeffrey D. Stern, State Coordinator

**Address** 10501 Trade Court N. Chesterfield, VA

**Telephone No.** 804-897-6501 jeff.stern@vdem.virginia.gov

- **Name** State of Louisiana, Mark Riley, Deputy Director of Disaster Recovery, Governor's Office of Homeland Security and Emergency Preparedness

**Address** 7667 Independence Blvd., Baton Rouge, LA 70806

**Telephone No.** 225-573-0027

- **Name** State of New Jersey, City of New York, Colonel Patrick Callahan, Acting Superintendent

**Address** New Jersey State Police Division Headquarters

P.O. Box 7068, West Trenton, New Jersey 08628

**Telephone No.** 908-235-2673

• **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.)

See Attachment C Supplemental Information in the Appendix

**Table B-1: In Progress Contracts**

Name of Project	Owner	Value	Contracted Completion Date	% of Completion to Date
See Attachment C	Supplemental Information in the Appendix			

*(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?

No, the Proposer or Representative has not inspected the proposed project site.



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

N/A

**Table B-2: Subcontractors**

Sub Contractor Name	Address	Work to be Performed

*(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?

PROVIDE LIST IN ATTACHMENT E

See Attachment E.

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

*(Continue list on insert sheet, if necessary)*

See Attachment E.

---

---

18. What equipment will you rent for the proposed work? We will not rent equipment.

*(Continue list on insert sheet, if necessary)*

---

---

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)*

See Attachment C Supplemental Information in the Appendix.

---

---

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.)

Witt O'Brien's, LLC

---

---

- 20.1 The correct name of the bidder is:

Witt O'Brien's LLC

---

---

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

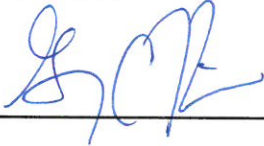
Limited Liability Corporation

---

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

Tim Whipple, Chief Executive Officer; Greg Fenton, President and Chief Operating Officer;  
Kellie Kim, Chief Financial Officer; Lisa Manekin, Treasurer; William Long, Secretary;  
Charles Fabrikant, Board Manager; Eric Fabrikant, Board Manager; Bruce Weins, Board Manager

SUBMITTED BY:



Greg Fenton, Chief Operating Officer

SIGNATURE

PRINT NAME/ TITLE

STATE OF FLORIDA )

) SS.

COUNTY OF Harris )

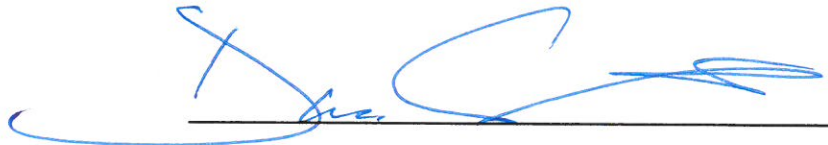
The foregoing instrument was acknowledged before me this 9<sup>th</sup> day of 2018.

2018, by Greg Fenton who is personally known to me or who has

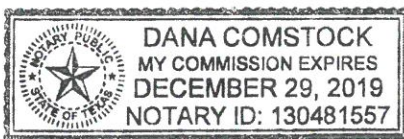
produced N/A as identification and who did/did not take an oath.

WITNESS my hand and official seal, this 9<sup>th</sup> day of January, 2018

(NOTARY SEAL)



(Signature of person taking acknowledgment)



## Attachment C

### Proposer's Qualifications Statement Form Supplemental Information

1. Please describe your company in detail.

Witt O'Brien's is a crisis and emergency management firm. Witt O'Brien's mission is to help our clients across both the public and private sectors to be readyRESILIENT™ in the face of emergencies and crises. We help them prepare before disaster strikes, and help them respond and recover if it does. Crisis and emergency management is all we do – no distractions.

Throughout our firm's history we have helped communities recover from recent major hurricanes such as Maria, Irma, Harvey, Matthew, Sandy, Katrina, Rita, Ike, and Gustav. As well as the Joplin Tornadoes, Iowa floods, and the September 11<sup>th</sup> Terrorist Attacks.

Not only have we responded to these incidents, but the Louisiana Business Emergency Operations Center, the New Jersey Emergency Preparedness Association, and others have recognized Witt O'Brien's for its critical role supporting affected communities in their recovery and preparedness efforts following these significant incidents.

Witt O'Brien's was established in January 2013 through the combination of the nation's top preparedness, crisis management, and disaster response and recovery organizations: Witt Associates, founded in 2001 by former Federal Emergency Management Agency (FEMA) Director James Lee Witt, and O'Brien's Response Management, founded in 1983 by Jim O'Brien, a premier leader in oil spill response management and debris management. Now, Witt O'Brien's is a limited liability company, incorporated in the State of Delaware on October 29, 2009, with approximately 400 full-time, part-time, and on-call employees nationwide with offices in Washington, DC, Houston, Texas, Fort Lauderdale, Florida, San Juan, Puerto Rico, and a global office in Brazil. Witt O'Brien's is a 100% wholly owned subsidiary of SEACOR Holdings, a \$1billion+ publicly traded company on the New York Stock Exchange under the symbol CKH. SEACOR and its subsidiaries are global providers of risk management, marine transportation equipment and logistics services primarily servicing the U.S. and international energy and agricultural markets. Witt O'Brien's is a dynamic corporation, and as such, all organizational structure is subject to change.

Witt O'Brien's has decades of experience in emergency management planning and program development, and we know all aspects and phases of emergency management. In particular, ***we know exercises. We plan, deliver, and evaluate more than 125 annually, and we have been doing it since 1983.*** Our clients appreciate that we apply innovative practices, decrease unnecessary work, and facilitate challenging, safe, and HSEEP-compliant exercises.

We develop and deliver more than 115 training sessions per year for frontline responders to senior executives. Members of our project team are sought-after training and exercise experts, having developed and delivered training and exercises for clients in North America, South America, Europe, the Middle East, and Asia, as well as for emergency management professional associations and at emergency management conferences.

On average, we develop 7,000 response-based plans for government, transportation, and private sector businesses each year. These plans range from tactical response-based plans, hazard specific and capabilities based plans, to comprehensive emergency response plans.

Through our preparedness and response services, we have assisted public and private sector partners with emergency planning, preparedness, mitigations, training and exercises, response, and recovery operations. Furthermore, we have assisted public policy and private industry leaders in making important strategic decisions regarding crisis management planning and after action implementation in the wake of crises.

Witt O'Brien's has a proven track record of providing expert service to many clients, even when faced with the impacts of very large and catastrophic events. Our success in supporting multiple clients at once – as many as 22 concurrent client deployments – demonstrates our ability to seamlessly meet CRRO's goals and objectives.

2. The address of the principal place of business is:  
2200 Eller Drive, Fort Lauderdale, FLA 33316
3. Company Telephone number, fax number and e-mail addresses:  
  
phone: 954-523-2200 fax: 954-521-9185  
  
email: vendors@wittobriens.com
4. Number of employees: 400 full-time, part-time, and on-call employees nationwide with offices in Washington, DC, Houston, Texas, Fort Lauderdale, Florida, San Juan, Puerto Rico, and a global office in Brazil.
5. Number of employees or subcontractors to be assigned to this project per event and what is capacity? Witt O'Brien's recognizes that every disaster requires a different level of staffing, expertise, and talent. Factors such as the type, severity and duration of an event may influence the actual staffing pattern required best to serve the City. Our company has an impressive lineup of subject matter experts, including financial/reimbursement specialists, seasoned recovery specialists, emergency preparedness planners, and Master Exercise Practitioners who will support both the Emergency Management and Emergency Preparedness efforts to fulfill the length of the contract from start to finish. They meet and/or exceed the minimum qualifications the City desires.
6. Company Identification numbers for the Internal Revenue Service: FEIN Number: 27-2783923; DUNS Number: 962763277
7. Provide Occupational License Number (and County), if applicable, and expiration date:  
M10000003124
8. How many years has your organization been in business? Does your organization have a specialty? Witt O'Brien's was established in January 2013 through the combination of the nation's top preparedness, crisis management, and disaster response and recovery organizations: Witt Associates, founded in 2001 by former Federal Emergency Management Agency (FEMA) Director James Lee Witt, and O'Brien's Response Management, founded in 1983 by Jim O'Brien, a premier leader in oil spill response management and debris management. Our specialty is building resilience to disruptions through forward-thinking preparedness, rapid response, and recovery planning for the short-term and long-term.
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.

City of Galveston, TX - Hurricane Ike

Date of Performance 2008 – Present

Reference: Tesa Wroblewski, FEMA Public Assistance Coordinator, City of Galveston

Contact Information P.O. Box 779 823 Rosenberg Galveston, TX 77553

Tel: 409-797-3500; [twroblewski@cityofgalveston.org](mailto:twroblewski@cityofgalveston.org)

Cost of work completed:

On September 13, 2008, Hurricane Ike washed over the City of Galveston with a fury that surprised many of the 20,000 people who decided to stay despite the evacuation orders issued throughout the region. Damages were estimated in the tens of billions of dollars. In January of 2009, Witt O'Brien's was contracted to provide support with a broad spectrum of emergency management and recovery needs, including FEMA's Public Assistance program, Hazard Mitigation Grant Program, and the debris oversight process, which included ensuring that debris operations were handled efficiently and in conformance with program requirements so that problems could be avoided and debris-related reimbursement from FEMA could be maximized. Some of the critical ways in which we assisted the City of Galveston include:

- Provided general grant management advice and assistance in development of a disaster recovery team, and development of a comprehensive recovery strategy
- Provided eligibility guidance, working with the City of Galveston to develop justifications for presentation to FEMA and the state, working with the City to resolve disputes
- Assisted in the preparation of Project Worksheets
- Inspection of damaged sites
- Assisted affected applicants with completing debris removal documents
- Advocating for maximum benefits for the City with both the state and FEMA
- Assisted with requests for time extensions to FEMA
- Advised the City on requests for Improved or Alternate projects
- Advised the City on processing appeals within federally mandated deadlines
- Suggested and identified hazard mitigation projects for damaged facilities, working with City departments to develop HMGP project applications for consideration by the state and FEMA

Shortly after the Galveston efforts began, the City was already crediting Witt O'Brien's with securing substantial amounts of additional funding for them, and advancing complex and politically sensitive recovery projects that had languished since the hurricane devastated Galveston Island. Specifically, we were able to change the cleaning of the City's Storm Drainage System category from the permanent category "C" to the debris removal category "A," and increase the City's reimbursement of debris removal expenses by millions of dollars.

Witt O'Brien's provided assistance to the City's EOC prior to landfall for Hurricane Harvey. After Hurricane Harvey, Witt O'Brien's continues to provide damage assessment and project worksheet development. We have already developed file structure and pictures of damages impacted by Hurricane Harvey.

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

No.

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.

1. City of Galveston - Hurricane Ike 2008 – Present  
 Client Contact: Tesa Wroblewski, FEMA Public Assistance Coordinator, City of Galveston  
 P.O. Box 779 823 Rosenberg Galveston, TX 77553  
 Tel: 409-797-3500; [twroblewski@cityofgalveston.org](mailto:twroblewski@cityofgalveston.org)
2. State of New Jersey – Hurricane Sandy Response and Recovery 2012 – Present  
 Client Contact: Lt. Colonel Jeff Mottley  
 P.O. Box 7068, West Trenton, NJ 08628  
 Tel 609-882-2000; [lpp5300@gw.njsp.org](mailto:lpp5300@gw.njsp.org)
3. State of Iowa – Largest overland flooding event in FEMA history 2008 – Present  
 Client Contact: Patrick Hall, Recovery Division Director  
 Iowa Homeland Security and Emergency Management Division  
 7105 NW 70th Ave., Camp Dodge, Bldg. W-4, Johnston, IA 50131  
 Tel: 515-979-1835; [patrick.hall@iowa.gov](mailto:patrick.hall@iowa.gov)

COMPLETED AND ACTIVE PROJECTS	PROJECT TYPE	DATE	CONTRACT AMOUNT
CITY OF ALVIN	Debris/PA	5/2011-12/2021	?
BROWARD COUNTY SCHOOL BOARD	Debris/PA	2008-5/2020	
CORAL GABLES, FL	Debris/PA	3/2010-present	
CORAL SPRINGS, FL	PA	9/2011-8/2019	
DAVIE, FL	Debris/PA	9/2017-9/2022	
DIOCESE OF VENICE FLORIDA	PA	10/19/2017 - 10/19/2020	
CITY OF FERNANDINA BEACH	PA	8/2011-8/2018	
CITY OF GAINSVILLE, FL	Debris/PA	6/2017-9/2018	
CITY OF GALVESTON, TX	PA	2008-present	
HILLSBOROUGH COUNTY, FL	PA	10/2017-10/2018	



<b>CITY OF HOUSTON, TX</b>	PA	2008-present
<b>JOPLIN SCHOOL DISTRICT</b>	PA/Recovery	2011-present
<b>LAFOURCHE PARISH</b>	Debris/PA	7/2017-7/2019
<b>LAUDERDALE-BY-THE-SEA</b>	Debris/PA	7/2011-12/2019
<b>LIGHTHOUSE POINT</b>	Debris	5/2012-5/2018
<b>VILLAGE OF KEY BISCAYNE, FL</b>	Debris/PA	11/2010-6/2018
<b>STATE OF LOUISIANA</b>	Debris/PA	2005-present
<b>CITY OF MIAMI GARDENS, FL</b>	Debris/PA	8/2011-8/2019
<b>CITY OF MILTON, FL (SANTA ROSA COUNTY)</b>	Debris/PA	5/2014-5/2018
<b>NASSAU COUNTY, FL</b>	Debris/PA	8/2013-12/2017
<b>NEW HANOVER COUNTY, NC</b>	Debris/PA	2/2014-7-2014
<b>STATE OF NEW JERSEY</b>	Debris/PA	11/28/2012 - 11/27/2017
<b>CITY OF NEW ORLEANS</b>	Debris/PA	5/2017-5/2018
<b>CITY OF NORTH LAUDERDALE, FL (NEW)</b>	Debris/PA	8/2015-8/2020
<b>CITY OF NORTH MIAMI BEACH, FL</b>	Debris/PA	10/2015-5/2019
<b>CITY OF OAKLAND PARK, FL</b>	Debris	6/2011-7/2019
<b>CITY OF OAKLAND PARK, FL</b>	PA	8/2011-8/2022
<b>CITY OF ORLANDO, FL</b>	PA	3/2011-5/2020
<b>OSCEOLA COUNTY, FL</b>	Debris/PA	12/2014-12/2017
<b>CITY OF PARKLAND, FL</b>	Debris	4/2013-4/2018
<b>CITY OF POMPANO BEACH, FL</b>	Debris/PA	12/2014-12/2019
<b>PONCE INLET</b>	Debris/PA	6/2015-6/2018
<b>CITY OF PORT ARTHUR, TX</b>	Debris/PA	9/2016-9/2020
<b>STATE OF RHODE ISLAND</b>	PA	07/20/2012 - 07/19/2017

<b>RICHLAND COUNTY SCHOOL DISTRICT ONE</b>	PA	1/2016-1/2019
<b>ROMAN CATHOLIC BISHOP OF SPRINGFIELD</b>	PA	02/10/2012 - 02/12/2016
<b>ROMAN CATHOLIC BISHOP OF SPRINGFIELD</b>	PA	03/10/2017 - 05/31/2019
<b>CITY OF SANFORD, FL</b>	Debris/PA	1/2011-present
<b>CITY OF SAVANNAH, GA</b>	PA	2016-present
<b>CITY OF SAVANNAH, GA</b>	Debris	9/1/17-9/1/18
<b>SHELDON INDEPENDENT SCHOOL DISTRICT</b>	PA	09/26/2017 - 08/01/2020
<b>CITY OF SLIDELL, LA</b>	PA	8/2015-5/2018
<b>SOUTHWEST RANCHES, TOWN OF</b>	Debris	9/2011 - 9/2021
<b>SOUTHWEST RANCHES, TOWN OF</b>	PA	11/2017-9/2022
<b>STATE OF SOUTH CAROLINA</b>	PA	03/14/2017 - 03/14/2020
<b>STATE OF SOUTH CAROLINA</b>	PA	03/14/12 - 03/14/2017
<b>SULLIVAN &amp; WARD P.C. (ON BEHALF OF NOBLES COOPERATIVE ELECTRIC)</b>	PA	10/1/2013 - 09/31/2016
<b>CITY OF SUNNY ISLES BEACH, FL</b>	Debris/PA	7/2014-6/2020
<b>SURFSIDE, FL</b>	Debris/PA	11/2013-11/2017
<b>TEXAS STATE UNIVERSITY</b>	PA	06/01/2015 - 06/29/2017
<b>CITY OF THIBODAUX, LA</b>	Debris/PA	6/2011-6/2018
<b>TOWNSHIP OF TOM'S RIVER, NJ</b>	PA	11/16/2012 - present
<b>TOMS RIVER REGIONAL SCHOOL DISTRICT</b>		02/18/2016 - present
<b>TOMS RIVER FIRE DISTRICT</b>		11/16/2012 - present

TWO RIVERS WATER RECLAMATION AUTHORITY	PA	04-16-2013 - 04-16- 2016
TOWN OF FAIRFIELD, CT	PA	02/01/2013 to 02/01/2018
UNIVERSITY OF FLORIDA	PA	4/2015-7/2020
UNIVERSITY OF TEXAS MEDICAL BRANCH	PA	2008-present
UNIVERSITY OF TEXAS SYSTEM (UTS)	PA	08/01/2014 - 08/31/2018
UNIVERSITY OF TEXAS SYSTEM (UTS)	Debris/PA	08/01/2008 - 08/01/2014
THE VILLAGES	PA	Emergency Extension
VILLAGE OF VIRGINIA GARDENS, FL	PA	11/2016-5/2019
COMMONWEALTH OF VIRGINIA DEPARTMENT OF EMERGENCY MANAGEMENT	Debris/PA	12/01/2015 - 11/30/2018
VOLUSIA COUNTY, FL	Debris/PA	6/2015-6/2018
WARD COUNTY, ND	PA/Recovery	12/09/2016 - 12/09/2019
CITY OF WEST UNIVERSITY PLACE	Debris/PA	4/2017-5/2019

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.)

Name of Project	Owner	Value	Contracted Completion Date	% of Completion to Date
Debris Mgmt/Public Assistance Consulting	City of Alvin		12/2021	
Debris Mgmt/Public Assistance Consulting	Broward County School Board		5/2020	

Debris Mgmt/Public Assistance Consulting	Coral Gables, FL			
Public Assistance Consulting	Coral Springs, FL		8/2019	
Debris Mgmt/Public Assistance Consulting	Davie, FL		9/2022	
Public Assistance Consulting	Diocese of Venice, FL		10/2020	
Public Assistance Consulting	City of Fernandina Beach, FL		8/2018	
Debris Mgmt/Public Assistance Consulting	City of Gainesville, FL		9/2018	
Public Assistance Consulting	City of Galveston, TX			
Public Assistance Consulting	Hillsborough County, FL		10/2018	
Public Assistance Consulting	City of Houston, TX			
Public Assistance/Recovery Services	Joplin School District			
Debris Mgmt/Public Assistance Consulting	LaFourche Parish		7/2019	
Debris Mgmt/Public Assistance Consulting	Lauderdale-By-The-Sea		12/2019	
Debris Mgmt Services	Lighthouse Point, FL		5/2018	
Debris Mgmt/Public Assistance Consulting	Village of Key Biscayne, FL		6/2018	
Debris Mgmt/Public Assistance Consulting	State of Louisiana			
Debris Mgmt/Public Assistance Consulting	City of Miami Gardens, FL		8/2019	
Debris Mgmt/Public Assistance Consulting	City of Milton, FL (Santa Rosa County)		5/2018	
Debris Mgmt/Public Assistance Consulting	City of New Orleans		5/2018	

Debris Mgmt/Public Assistance Consulting	City of North Lauderdale, FL		8/2020	
Debris Mgmt/Public Assistance Consulting	City of North Miami Beach, FL		5/2019	
Debris Mgmt Services	City of Oakland Park, FL		5/2019	
Public Assistance Services	City of Oakland Park, FL		8/2022	
Public Assistance Services	City of Orlando, FL		5/2020	
Debris Mgmt Services	City of Parkland FL		4/2018	
Debris Mgmt/Public Assistance Consulting	City of Pompano Beach, FL		12/2019	
Debris Mgmt/Public Assistance Consulting	Ponce Inlet, FL		6/2018	
Debris Mgmt/Public Assistance Consulting	City of Port Arthur, TX		9/2020	
Public Assistance Services	Richland County School District One		1/2019	
Public Assistance Services	Roman Catholic Bishop of Springfield		5/31/2019	
Debris Mgmt/Public Assistance Consulting	City of Sanford, FL			
Public Assistance Services	City of Savannah, GA			
Debris Mgmt Services	City of Savannah, GA		9/2018	
Public Assistance Services	Sheldon Independent School District		8/2020	
Public Assistance Services	City of Slidell, LA		5/2018	
Debris Mgmt Services	Southwest Ranches, Town of		9/2021	
Public Assistance Services	Southwest Ranches, Town of		9/2022	
Public Assistance Services	State of South Carolina		3/2020	

Debris Mgmt/Public Assistance Consulting	City of Sunny Isles Beach, FL		6/2020	
Debris Mgmt/Public Assistance Consulting	City of Thibodaux, LA		6/2018	
Public Assistance Services	Township of Tom's River, NJ			
	Tom's River Regional School District			
	Tom's River Fire District			
Public Assistance Services	Town of Fairfield, CT		2/2018	
Public Assistance Services	University of Florida		7/2020	
Public Assistance Services	University of Texas Medical Branch			
Public Assistance Services	University of Texas System (UTS)		8/2018	
Public Assistance Services	The Villages			
Public Assistance Services	Village of Virginia Gardens, FL		5/2019	
Debris Mgmt/Public Assistance Consulting	Commonwealth of Virginia Department of Emergency Management		11/2018	
Debris Mgmt/Public Assistance Consulting	Volusia County, FL		6/2018	
Public Assistance/Recovery Consulting Services	Ward County, ND		12/2019	
Debris Mgmt/Public Assistance Consulting	City of West University Place, TX		5/2019	

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?  
No, the Proposer or Representative has not inspected the proposed project site.

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

N/A

15. What equipment do you own that is available for the work? PROVIDE LIST IN ATTACHMENT E.  
Witt O'Brien's will provide assets to fulfill the length of contract from start to finish for services reached with the City. We will provide our own computers, printers, and other necessary resources to be self-sufficient to perform the work required in the scope of services.

During a response, Witt O'Brien's can provide mobile command posts that we will quickly deploy and operate, whenever and wherever needed. These mobile command posts provide support to response operations, increase the State's incident command capabilities, assist in the scaling of events, and provide redundancy in command operations and capabilities.



To support Debris response, Witt O'Brien's utilizes DebrisPro™ to effectively captures debris monitoring field operations and synchronizes information to a central server over the internet. This allows leadership teams to view reports, charts, and summaries relevant to their level of authority through a web portal. The system automates the tracking, documentation and quantification of disaster debris. To support debris pro we deploy mobile printers and tablets. These are provided by Witt O'Brien's and included in our costs.

16. What equipment will you purchase for the proposed work?
17. N/A
18. What equipment will you rent for the proposed work?
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.

Witt O'Brien's recognizes that every disaster theoretically may require a varied level of staffing, expertise, and talent. Consequently, factors such as the type, severity and duration of an event may influence the actual staffing pattern required to best serve the City.

We are presenting key full-time employees who can serve the City in their respective positions and are our experts in the FEMA Public Assistance and Hazard Mitigation Assistance Program:

- Bill Riley, Project Executive
- Valarie Philipp, Project Manager
- Ralph Lawrence, Sr. Public Assistance Specialist
- Cathy Roberts, Public Assistance Specialist
- Shaletha Smith, Sr. Grant Administrator
- Lynn Storz, Grant Administrator
- Erin Buchanan, Hazard Mitigation Specialist
- Adam Ferguson, Hazard Mitigation Specialist
- William Patrigo, Appeals Specialist



- Christina Crue, MEP, Exercise Specialist
- Andrew Bumback, Exercise Specialist
- Frank Castro Wehr, Planner, Trainer, Facilitator
- Crystal Kline, MEP, Exercise Specialist

Please see full resumes for key Witt O'Brien's proposed project personnel in Appendix A.

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.)

Witt O'Brien's, LLC

1201 15th Street, NW, Suite 600, Washington, DC 20005  
Phone (202) 585-0780; Fax (202) 524-9185

20.1 The correct name of the bidder is:

Witt O'Brien's, LLC

20.2 The business is a Limited Liability Corporation

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

- Tim Whipple, Chief Executive Officer
- Greg Fenton, President and Chief Operating Officer
- Kellie Kim, Chief Financial Officer
- Lisa Manekin, Treasurer
- William (Bill) Long, Secretary
- Charles Fabrikant, Board Manager
- Eric Fabrikant, Board Manager
- Bruce Weins, Board Manager

## Attachment E

Witt O'Brien's has the resources to be self-sufficient to complete the required scope of work. Our assigned personnel will show up with computers, printers, and be self-sufficient to perform the work required in the scope of services.

## Attachment F

### Experience List

Please see the Appendix for resumes that include credentials as required by the proposal specifications of the RFP for emergency preparation scope of services for the Witt O'Brien's' personnel listed below:

- Christina Crue, Project Manager
- Frank Castro-Wehr, Instructor
- Andrew Bumbak, Exercise Program Leader
- Crystal Kline, Exercise Specialist

### Reference List:

#### *California State University System*

Zach Gifford, Director, System-Wide Risk Management

Phone: 562-961-4568 [zgifford@calstate](mailto:zgifford@calstate)

Years of Service: 16

Scope of Services:

- Emergency management training for various CSU presidents and executive management, focusing on Policy Group decision-making responsibilities.
- Development of an Active Shooter Tabletop at the California State University Chancellor's Office (CSUCO) that involved input from City of Long Beach emergency manager and public safety officials, and the CSU Long Beach Law Enforcement and Emergency Management. (February 9, 2017).
- Developed, facilitated and evaluated multiple tabletop exercises, workshops and trainings for the CSUCO over the last 15 years. Worked with the Emergency Manager and other leadership to develop inclusive and interactive events at their EOC. Conducted EOC Position Training as a precursor to the exercise events.
- Development of an Emergency Management Plan, and a Continuity of Operations (COOP) for the Chancellor's Office to maintain services to the 23 campuses in an emergency.
- Review of Emergency Operations Plans for each of the 23 campuses to ensure compliance with the new Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education, developed by the U.S. Department of Education, FEMA, and the Department of Homeland Security.
- Evaluated all campuses for pandemic flu preparedness and made recommendations for system-wide improvements during the H1N1 pandemic.
- Tabletop exercises targeting different regions in the state to facilitate coordination and communication between and among CSU campuses in a disaster.

#### *Cortland County, New York*

Scott Roman, Director

Cortland County Department of Emergency Response and Communications

607-753-5064 [sroman@cortland-co.org](mailto:sroman@cortland-co.org)

Years of Service: 4

Scope of Services:

Witt O'Brien's assisted the County with an analysis of their existing plans, updating their CEMP, and converted existing annexes and appendices into the Emergency Support Functions (ESF) format. We reviewed all existing safety plans and established their emergency procedures manual.

We developed and facilitated a 1-day training and tabletop exercise focused on EOC activation and the roles and responsibilities of each department in the EOC. After the training session concluded, Cortland Emergency Management activated their alert system to notify all trainees to respond to the EOC. They were given an overview of their roles and responsibilities, then provided input to the EOC through the EOC manager. This tabletop EOC exercise evaluated the training and the County and local government's ability to respond to and recover from multiple incidents during a weather-related event.

### *Montana State University*

Robert Lashaway, Associate Vice President

406-994-2001 [rwl@montana.edu](mailto:rwl@montana.edu)

Years of Service: 3

Scope of Services:

Montana State University (MSU) engaged Witt O'Brien's in 2013 to create a blueprint for MSU's Emergency Preparedness Plan, review the resulting Plan, and provide training and exercises to the Plan and their EOC.

Witt O'Brien's conducted a gap analysis which included:

- On-site review of Emergency Management Program, meeting with stakeholders, document review
- Review of MSU Emergency Preparedness Plan against national standards and best practices

After the gap analysis, we guided MSU through the revision process to enhance the current plan for consistency with best practices and federal guidelines.

We conducted emergency management training for the emergency coordination personnel and the senior administrators, the Policy Group at MSU to ensure all emergency personnel were familiar with MSU plans, procedures and emergency management concepts such as the EOC operations and emergency management principles and practices.

Following the training, we conducted a tabletop exercise to allow MSU to practice and test procedures outlined in the Emergency Preparedness Plan.

Finally, we captured all lessons learned and areas of improvement in a comprehensive after action report and improvement plan.

### *Hawaii Statewide Exercise*

Makani Pahili 2014 City and County of Hawaii

Department of Emergency Management

Hiro Toiya, Training and Exercise Officer Department of Emergency Management  
(808) 499-4636; htoiya@honolulu.gov

Period of service provided: January to October 2014 (seven months)

The Makani Pahili (MP) 2014 exercise was one of the largest in Hawaii's history. With a simulated Category 4 Hurricane directly impacting all of the Hawaiian Islands, the State, local jurisdictions, FEMA, and the DoD participated in this realistic and complex exercise. Tabletop, functional, and full-scale exercises were conducted to fully test capabilities to effectively respond and recover to a major hurricane with statewide. Fifteen full-scale exercises were conducted with at least one in each county (multiple full-scales in some counties) and at the state level, and seven tabletop exercises were conducted along with five, three-day EOC-based functional exercises in each county and at the state and federal level. In total, 27 exercises were conducted. Witt O'Brien's developed and supported this exercise on behalf of all of the stakeholders and partnered with the Pacific Disaster Center (PDC) and Native Hawaiian Veterans (NHV). Visual Documentation of Witt O'Brien's Exercises ✓ Ventura County Full-Scale Exercise (January 2014) <https://www.youtube.com/watch?v=c9vOV3BNOEM> ✓ State of Hawaii /Makani Pahili 2014 statewide exercise program (May-June 2014)

<https://www.youtube.com/watch?v=X3fyLnniiBs> ✓ Baylor University Functional Exercise (2011)  
<https://www.youtube.com/watch?v=ErNza2TTwD8> "Overarching – Excellent exercise. Support in getting us ready – Superb! We learned a lot! We have been able to identify key gaps and weaknesses, which will assist us in addressing these issues." Participant feedback, Makani Pahili Exercise, 2014 Fort Bend County Health and Human Services | Proposal: Arbovirus and Zika Training and Exercise Page | 7 of 10  
Region V Maryland Hospital Coalition Regional

## PROPOSAL SCHEDULE

Item	Quantity Hours per Event	Unit Price (Fixed Fee)	Extended Total
<b>Emergency Response Activation</b>			
Project Executive	80	\$ 260.00	\$ 20,800
Subject Matter Expert	80	\$ 225.00	\$ 18,000
Project Manager	160	\$ 150.00	\$ 24,000
Public Adjuster	320	\$ 115.00	\$ 36,800
Senior Closeout Specialist	80	\$ 135.00	\$ 10,800
Closeout Specialist	160	\$ 130.00	\$ 20,800
Other: List specialty		\$	\$
Item	Quantity Class	Unit Price (Fixed Fee)	Extended Total
<b>TRAINING CLASSES (FIXED FEE)</b>			
IS 300 – Intermediate Incident Command System	2	\$ 13,500	\$ 27,000
IS 400 – Advanced Incident Command System	2	\$ 13,000	\$ 26,000
CEMP Refresher Incident Commander (IC)	1	\$ 26,000	\$ 26,000
Comprehensive Emergency Management Plan (CEMP); Hazard Annexes and associated emergency response and contingency plans Annual Update (FIXED FEE)	1	\$ 35,000	\$ 35,000
<b>EXERCISES AND DRILLS (FIXED FEE)</b>			
CEMP Exercise	1	\$ 30,000	\$ 30,000
ICS Forms Drill	1	\$ 15,000	\$ 15,000
Joint Information Center (JIC) Drill	1	\$ 15,000	\$ 15,000

PREPAREDNESS EVENTS (FIXED FEE)			
City Emergency Operations Center (EOC) Facilitation	1	\$ *see note	\$
Alternate City EOC Facilitation (IMT)	1	\$ *see note	\$
<b>SPECIAL PROJECTS (HOURLY RATE): GRANT RESEARCH AND APPLICATION</b>	Proposed Hours	Hourly Rate	Extended Total
Project Manager or Lead Consultant	80	\$ 168.00	\$ 13,440
Project Engineer or Lead Planner	120	\$ 150.00	\$ 18,000
Associate	80	\$ 120.00	\$ 9,600
Staff Assistant	40	\$ 40.00	\$ 1,600
<b>TOTAL PROPOSED CONTRACT PRICE</b>			<b>\$ 365,840</b>

**\*-Witt O'Brien's proposes a fee of \$160 per hour due to unknown nature of scope of work for EOC and IMT Facilitation.**

**Confirmation of Signature of Unit Price Proposal Information**

Greg Fenton

Name of Proposer

Chief Operating Officer

Title

Signature of Proposer



## Fee Schedule Level 2 Support: TO BE PROPOSED BY CONSULTANT

Position	Rate/Hour
<b>Emergency Management</b>	
Senior EM CONSULTANT	\$ 225
EM CONSULTANT	\$ 175
Senior Planner	\$ 175
Project Manager	\$ 190
Planner	\$ 150
<b>Incident Management Team Support (Level 2)</b>	
<b>[PHASE 1]</b> Initial On-site Incident Management Support Team Activation (IMST) Fee	\$ 0 Plus expenses, per 24 hr. day
<b>[PHASE 2]</b> Emergency Management Coordinator <i>(IMST Overhead Teams; Team Leader)</i>	\$ 170
Operations Manager <i>(Any IMST Command or General Staff position)</i>	\$ 160
Operations Specialist <i>(Any non- general/command IMST position)</i>	\$ 140
<b>Hazard Mitigation Assistance</b>	
Senior Program Manager	\$ 168
Program Manager	\$ 150
Technical Specialist	\$ 140
Administrative Support	\$ 75
<b>Preliminary Damage Assessment – Public Assistance</b>	
Damage Assessment Team Lead	\$ 135
Damage Assessment Specialist (Team)	\$ 130
<b>Public Assistance Consulting</b>	
Senior CONSULTANT / Appeals Specialist	\$ 155
CONSULTANT	\$ 140
Technical Specialist I	\$ 130
Technical Specialist II	\$ 115

**Note:** The Activation fee is based on the following:

**On-site Incident Management Support Team (IMST)**

## Appendix A

Please see the following items listed below:

Resumes

Witt O'Brien's Proposed Contract Language Statement

Witt O'Brien's Redlined Contract Draft Agreement

## Qualifications Profile

Bill Riley is a Witt O'Brien's Managing Director responsible for oversight and management of disaster field operations and client contract, and relationship management. He also is responsible for recovery planning, analysis, and implementation.

Bill is highly proficient in interacting with private sector, government, and non-profit entities. He is a skilled administrator and leader, with demonstrated accomplishments in emergency and disaster response. Bill has worked in disaster response and recovery, crisis management, insurance, communications, and public affairs. He has expertly managed a diverse multi-national organization and compassionately delivered emergency relief to those affected by natural disasters. He has also capably directed facility construction, renovation and relocation efforts.

Bill managed Hurricane Sandy recovery efforts in New York, New Jersey, and Connecticut for Witt O'Brien's. He also served as the Project Manager for the University of Texas Medical Branch at Galveston (UTMB) and the cities of Houston and Galveston's recovery efforts from Hurricane Ike. He worked as the Project Manager for Witt O'Brien's and oversaw the Vermont State Hospital's recovery from Tropical Storm Irene.

He has managed client projects in Arkansas, Indiana, Iowa, Rhode Island, and Virginia, and took a leading position in the resolution of eligibility issues related to the FEMA PA Program and the Sandy Recovery Improvement Act (SRIA).

Prior to joining Witt O'Brien's, Bill 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.

## Relevant Project Experience

### State of New Jersey (2012-Present)

Bill managed Witt O'Brien's recovery efforts on behalf of the State, including the closeout efforts associated with Hurricane Sandy, Hurricane Irene, and 15 additional disasters.

### Various Entities, New York (2001; 2012—2015)

Bill served as Witt O'Brien's Project Manager for recovery efforts with Nassau County, Suffolk County, the City of Long Beach, and several other local jurisdictions and eligible non-profits.

### Areas of Expertise

Client and relationship management, Public Assistance, program management, insurance, communications, public affairs, media relations, strategic advising, training, staff management, project management

### Registrations and Certifications

FEMA IS-100, IS-100.HC.b, IS-200, IS-200.HC.a, IS-240, IS-250, IS-288, IS-324.a, IS-393, IS-403, IS-546, IS-547, IS-630, IS-631, IS-632, IS-700, IS-800.b, IS-802, IS-803, IS-85, IS-814, IS-821, IS-900

FEMA Classroom Training: Management Concepts for the Lead Public Affairs Officer

FEMA Public Information & Congressional Affairs Policies and Procedures

Certified Insurance Counselor, Society of Certified Insurance Counselors

Coastal Community Resilience, National Disaster Preparedness Training Center, Woods Hole Oceanographic Institute

Emergency Information & Public Affairs Policies and Procedures

### Education

Villanova University

University of Connecticut School of Insurance

### Year Joined Witt O'Brien's

2008

### Base Location

Washington, DC

### Town of Fairfield, Connecticut (2012 – Present)

Bill managed recovery efforts for the Town of Fairfield, Connecticut, including the development of Project Worksheets documentation through project closeout.

### State of Vermont (2011 -2012)

Bill served as the Project Manager for Witt O'Brien's work on behalf of the State of Vermont following the historic flooding as the result of Tropical Storm Irene, including recovery efforts for the 28 hardest hit communities and the management of the recovery associated with the Vermont State Hospital. He also advised the State on the creation of the Irene Recovery Office and assisted the State with complex recovery issues.

### The City of Galveston, Texas; The City of Houston, Texas; and The University of Texas Medical Branch at Galveston, Texas (2008 - 2012)

Bill was Witt O'Brien's Project Manager during Hurricane Ike recovery efforts with the City of Houston, the City of Galveston, and the University of Texas Medical Branch at Galveston (one of the largest single Public Assistance applicants in FEMA history). These three applicants were among the hardest hit by Hurricane Ike, and resulted in some of the most innovative approaches to FEMA Public Assistance funding and the development of 404 and 406 hazard mitigation projects.

### State of Iowa (2008 - 2009)

Bill performed in an integral capacity assessment and helped the State of Iowa stand up its Rebuild Iowa Office, including the development and management of Iowa's Jump Start program, which provided direct assistance to Iowans affected by the flooding of 2008.

### State of Indiana (2008 -2010)

Bill served as the Project Manager for the team of recovery experts that assisted the State of Indiana following the 2008 severe storms, tornadoes, and floods.

Prior to joining Witt O'Brien's, Bill had the following experience:

### Massachusetts Not-for-Profit (1999-2007)

Bill spent more than eight years as Chief Operating Officer of an international not-for-profit in Massachusetts where he was responsible for all operational concerns of the organization's holding company, two operating companies, and five business units in 15 countries.

### US Chemical Safety and Hazard Investigation Board (1998-1999)

Bill was Manager, Media Relations and the Incident Operations Center at the US Chemical Safety and Hazard Investigation Board in Washington, DC. Where he was a member of the five-person start-up team of this US government executive branch agency. In this role, Bill responded to oil refinery and chemical plant explosions and fires in California, Nevada, New Jersey and Maryland.

### Federal Emergency Management Agency (1994-1998)

Bill was a 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. His experience includes disasters in the US Virgin Islands, Arkansas, Illinois, Indiana, Kentucky, Maine, Massachusetts, Minnesota, New York, North Dakota, South Dakota, Vermont, West Virginia, and Wisconsin.

Bill also served as the national and international media liaison for FEMA's Urban Search and Rescue (US&R) Task Forces operating at Ground Zero.

## Qualifications Profile

Valarie Philipp is a Director for Witt O'Brien's with over 12 years of experience in emergency management. Throughout her tenure, Valarie has assisted various governmental and non-governmental organizations with disaster planning, response, and recovery efforts, and provided insight into successfully navigating federal grant management programs through training and education efforts. She has steadily guided dozens of local governmental applicants in South Florida to a successful completion and closeout of the multiple disasters that have afflicted the state from 2004-2016.

Valarie has worked with many large governmental entities such as the State of Florida, Florida Department of Transportation, Miami-Dade County, the School Boards of Broward and Miami-Dade Counties, and the Cities of Miami and Orlando as well as numerous others. Valarie regularly assists governmental clients with annual contract maintenance activities, as well as planning and training initiatives. She oversees appeals resolution, procurement compliance, and FEMA grant and disaster closeouts. She assists clients with debris planning efforts and pre-event contract procurement activities. Valarie recently provided a training session to local governments in FDEM Region 5 on navigating federal procurement regulations and corresponding FEMA guidance.

Prior to joining Witt O'Brien's, Valarie served as a FEMA Technical Assistance Contractor (TAC) from 2004-2006, where she performed building damage assessments, prepared cost estimates, wrote Project Worksheets, managed building assessment team members and served as the Deputy PAC for debris operations for Hurricane Katrina in South Florida.

## Relevant Project Experience

### City of Baltimore, Maryland (2016-2017)

As the Project Manager responsible for the City of Baltimore's recovery efforts from Winter Storm Jonas, Valarie along with her team assisted the city with guidance and oversight to successfully navigate the FEMA Public Assistance program. The team helped to identify and collect documentation for expenditures related to debris removal, emergency protective measures and damages to roadways, sidewalks and parks throughout the city totaling over \$10 million.

### The School Board of Broward County, Florida (2008-2017)

Valarie served as Project Manager and directed the School Board of Broward County's long-term recovery efforts after the various disasters that impacted the School Board from 2004 to 2012. She oversaw the reconciliation and closeout of debris removal projects, emergency protective measures, and permanent work that totaled more than \$60 million. Valarie assisted the School Board with gathering, reviewing, and compiling the relevant documentation for the final inspection and closeout of

### Areas of Expertise

Project management, Public Assistance, grants management, appeals, closeout, debris planning, training, procurement compliance

### Registrations and Certifications

FEMA IS-008, IS-056, IS-100, IS-156, IS-200, IS-253, IS-279, IS-300, IS-318, IS-340, IS-386, IS-393, IS-400, IS-403, IS-547, IS-613, IS-631, IS-632, IS-700, IS-800, IS-801, IS-803

FEMA Classroom Training: Operations I, Cost Estimating Format, G-202 Debris Management

Registered Professional Engineer, Florida and Georgia

### Education

Master of Engineering, Structures, University of Florida

Bachelor of Science, Civil Engineering, University of Florida

### Year Joined Witt O'Brien's

2006

### Base Location

Fort Lauderdale, FL

PWs. She also assisted in identifying, and pursuing, more than \$9 million in unclaimed FEMA funds and project cost over-runs, as well as more than \$3 million in insurance benefits. When FEMA's Office of the Inspector General (OIG) conducted an audit of 32 of the School Board's projects, which were repairing \$15 million in damages, Valarie assisted the applicant by gathering and submitting supporting documentation. She also prepared formal appeals to FEMA to dispute adverse funding decisions. Most recently Valarie has assisted the School Board with efforts to comply with updates to the FEMA program guidelines including updating procurement policies and procedures to be in line with federal procurement regulations as well as implementing disaster expenditure recording procedures to capture damages through the County by Department, location, and by FEMA category of work.

### Borough of Allendale, New Jersey (2013-2017)

Valarie assisted the Borough of Allendale, New Jersey with their recovery efforts from Hurricane Sandy. She worked with the borough, state, and FEMA to prepare PWs and to prepare subsequent reimbursement requests and final closeout packages. She reviewed disasters that remained open prior to Sandy and prepared reports on their completeness to provide to the state in order to complete disaster closures. Most recently she prepared the Borough's FEMA project packages for Winter Storm Jonas that occurred in February 2016.

### The City of Miami, Florida (2008-2012)

As Project Manager, Valarie provided oversight and guidance for the City of Miami's long-term recovery efforts. She assisted city staff with all aspects of the debris planning and preparation process, from project inception through disaster closure and financial audits. She assisted the city with the final inspection and closeout of 27 large PWs that represented more than \$34 million in obligated funds. The majority of the PWs were related to debris removal and emergency protective measures. Valarie helped secure more than \$9.5 million in unclaimed obligated funds and cost overruns, which resulted in successful project closeouts. To secure the funds, Valarie collected, reviewed, and prepared all pertinent documentation from various city departments. Additionally, she assisted the city in preparing a response to the findings from an audit by FEMA's Office of the Inspector General. Valarie's assistance led to the recovery of more than two-thirds of the \$3.8 million of funds in question. She worked with the city to complete a FEMA-approved Disaster Debris Management plan and provided assistance during the bidding and contracting phase. She also helped select and approve a temporary debris management site and facilitated annual debris coordination meetings with city staff and contracted vendors.

### Florida Department of Transportation (2008-2015)

Valarie served as the Project Manager assisting FDOT with their recovery efforts from the Spring 2014 flooding that impacted North Florida. Valarie previously served as FDOT's PAC and helped the department perform closeout activities for 110 large PWS, related to nine State of Florida declared disasters from 2004-2008 representing more than \$75 million in obligated funds. She assisted with final inspections, appeals, and grant reimbursements, and also provided QA/QC services. She worked with FDOT districts in Southeastern Florida to compile supporting documents to ensure the successful allocation of obligated funding. Valarie also prepared and reviewed documentation to file Detailed Damage Inspection Reports (DDIRs) with the Federal Highway Administration (FHWA) for multiple jurisdictions throughout the Miami-Dade County area, which totaled more than \$8 million in federal disaster aid. She assisted with the development of FEMA public assistance and Federal Highway Administration (FHWA) emergency relief training materials for FDOT and other local government applicants. She also delivered training to more than 3,000 representatives.



### Florida Division of Emergency Management (2006-2008)

Valarie served as a PAC for FDEM, and was responsible for recovery efforts in Miami-Dade County, which included 218 municipal and private non-profit organizations applying for more than \$560 million in federal funds. She oversaw the PA program activities for six State of Florida declared disasters, which impacted the Miami metro area in 2004 and 2005.

Prior to joining Witt O'Brien's, Valarie had the following experience:

### Federal Emergency Management Agency (2004-2006)

As a Technical Assistance Contractor (TAC) for FEMA, Valarie assisted Palm Beach County's (Florida) efforts to respond to Hurricanes Frances and Jeanne. She performed building damage assessments, prepared cost estimates, wrote PWs, and managed building assessment team members.

She also assisted applicants in Miami-Dade and Broward counties for both hurricanes Katrina and Wilma. During the recovery efforts in Miami-Dade and Broward counties, Valarie helped determine debris removal project eligibility and funding obligations. She also managed debris specialists and performed Quality Assurance and Quality Control (QA/QC) and helped resolve special projects.

### Wiss, Janney, Elstner, and Associates (1997-2004)

Valarie began her professional career as a structural engineer for the firm of Wiss, Janney, Elstner and Associates. During that time, she performed general condition surveys and forensic evaluations of various types of structures, such as low-rise and high-rise facilities, parking structures, bridges, retaining walls, storm sewers and residential facilities. She investigated and performed structural analysis on structural materials, such as masonry; cast-in-place, post-tensioned and precast concrete, steel, stucco, exterior insulation and finishing systems and stone cladding. Valarie prepared construction documents and determined project specifications. She also performed observation and administrative services on various construction projects. Valarie also assisted in litigation support by providing extensive organized documentation and the preparation of visual presentations for mediation.

## Qualifications Profile

Ralph Lawrence is a Disaster Program Manager with Witt O'Brien's. He has extensive experience in project management and Public Assistance (PA) coordination for local and state governments and for private non-profit entities. Ralph has actively worked in the response and recovery efforts for many disasters, including Hurricanes Jean, Francis, Ivan, Charley, Dennis, Katrina, Rita, Irene and Sandy. He also assisted in the response to Tropical Storm Debbie, the Joplin, Missouri Tornado Disaster, the 2008 Floods in Iowa and Indiana and the BP Deepwater Horizon Oil Spill response and recovery. A skilled communicator, Ralph provides comprehensive technical assistance to his clients, and has helped applicants work their way through the entire PA process, from initial response to long-term recovery and closeout of all projects.

Ralph has closed more than 500 PWs covering all categories of work. He has also written PWs for applicants to fund repairs to and replacement of facilities. Ralph has comprehensive experience assisting applicants in writing PWs, submitting requests for versions of PWs, developing Improved and Alternate projects and writing appeals for PWs. He has managed disasters with budgets in excess of \$600 million, with individual projects valued at \$40 million to \$60 million. Ralph is also trained and skilled in the developing and submission of applications for hazard mitigation funding under Section 406 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

Ralph was responsible for coordinating response to the June 2008 Midwest Floods, which was the state of Indiana's single largest disaster. Flooding caused \$200 million in damages across Indiana. With \$140 million in damages, Columbus Regional Hospital was the largest sub-grantee. The hospital system suffered damage to its building and equipment and the destruction of patient records and medical supplies. Ralph, along with hospital staff, FEMA personnel and other contractors, wrote, submitted and obligated 246 PWs in six months. Because of this effort, Columbus Regional Hospital was able to re-open its emergency medicine department in just nine months. The hospital was able to fully re-open only 18 months after the flood.

## Relevant Project Experience

### City of Savannah, Georgia (2016-Present)

Ralph worked with the City of Savannah, Ga. as Team lead/Project Specialist for Hurricane Matthew. He was responsible for meeting with City Department Managers who directed multiple City departments: City Facility Maintenance Division, City Sanitation/Debris division, City Water & Sewer Divisions, City Parks & Recreation division & City Cemeteries division to identify damaged City facilities, work with City Department mgrs. And their Engineering firm to develop scopes of work for repairs & cost estimates and or complete replacement projects & costs, depending on the severity & magnitude of the damages. Ralph assisted the City Parks dept. and Collins Engineering in successfully justifying a full Golf Course

### Areas of Expertise

Disaster recovery, disaster response, Public Assistance, 406 hazard mitigation, project management, staff management, special considerations,

### Registrations and Certifications

FEMA IS-003, IS-010, IS-030.a, IS-100.b, IS-100.HC.b, IS-120.a, IS-130, IS-139, IS-200.b, IS-200.HC.a, IS-208, IS-230, IS-235, IS-240, IS-241, IS-242, IS-244, IS-253, IS-288, IS-292, IS-301, IS-302, IS-324, IS-346, IS-393.1, IS-546.a, IS-547.a, IS-630, IS-632.a, IS-700.a, IS-701.a, IS-800.b, IS-805, IS-808, IS-814, IS-860.c, IS-1900

MB-3 system

FEMA's National Emergency Management Information System (NEMIS)

FEMA's Emergency Management Mission Integrated Environment (EMMIE)

NIMS-compliant

### Education

Associates Degree, Accounting, Pensacola State College

### Year Joined Witt O'Brien's

2009

### Base Location

Fort Lauderdale, FL

Bridge replacement vs. a repair by his expertise in the use of applicable Codes & Standards that applied to the damaged bridge that existed at the time of the disaster, but could not be repaired to pre-disaster conditions due to it not meeting today's current Codes & Standards and resulted in an additional \$85,000.00 to the project worksheet and a "new replacement" bridge to be built for the City. To date the City of Savannah has submitted to FEMA an estimated \$19 million dollars in cost estimates for all projects in Hurricane Matthew.

### Joplin School District, Missouri (2011-Present)

Ralph served as the Project Manager and Subject Matter Expert for the Joplin, Missouri School District following the EF-5 tornado that struck Joplin, Missouri. The tornado damaged or destroyed 15 school district buildings and facilities. As project manager and lead subject matter expert, Ralph was responsible for project development and tracking costs and reimbursements for submittal to FEMA. He also met with contractors, engineers and experts regarding the development of the temporary facilities for the school district. The temporary facilities had to be designed and built within 85 days so as not to delay the start of the fall semester. Ralph and his team worked with FEMA PA staff to properly account for the correct scopes of work and costs associated with replacing/rebuilding the schools to pre-disaster conditions, as well as adding current codes and standards concerns. In addition, Ralph was able to secure a disaster-specific waiver under Section 406 of the Stafford Act, which allowed FEMA to fund the construction of new safe rooms in the newly-built schools.

### State of New Jersey (2012-2015)

Ralph was the Recovery Project Manager for Hurricane Sandy in the State of New Jersey. For this \$2 billion disaster, he was responsible for managing and overseeing more than 40 staff members assigned to work FEMA's Public Assistance Program and the Hazard Mitigation Grant Program., as well as maintaining the position of technical and subject matter expert for Public PA Policy. As a result of these efforts, the State of New Jersey and their applicants received an additional \$800 million in obligated funding from FEMA, funding that FEMA had initially deemed ineligible or was unaccounted for in the project formulation process.

### BP Deepwater Horizon Oil Spill (2010)

Ralph served as Lead Project Specialist responsible for project development and tracking of costs and reimbursements for Okaloosa County, Florida for submittal to BP in response and recovery operations during the 2010 BP Deepwater Horizon Oil Spill. Ralph tracked the spill's effects on the beaches, wildlife and economy for all of Okaloosa County and its municipalities. He met with contractors, engineers and other experts to discuss necessary techniques and technologies to prevent oil from entering area waterways and associated cleanup operations. He also assisted in cost and reimbursement tracking system related to items purchased and contractors hired.

### Passaic Valley Sewerage Commission (2012-2014)

Ralph served as the Project Manager and Subject Matter Expert for the Passaic Valley Sewerage Commission (PVSC) in Newark, New Jersey, during the reconstruction efforts after Hurricane Sandy. Situated on a 140-acre campus with 2.5 miles of tunnels below ground, PVSC is the fourth largest wastewater treatment plant in the country. During the storm the entire property was inundated with storm surge, suffering more than \$360 million dollars in damages. During the response process, Ralph was responsible for three Witt O'Brien's staff members/project specialists as well as four sub-contracted sewage engineers. Ralph also oversaw PVSC personnel and provided the commission with technical and subject matter expertise regarding FEMA policies and procedures. As a result of his management and assistance, PVSC received one of the largest project obligations under Section 406 of the Stafford Act.

FEMA obligated \$256 million to PVSC for various mitigation measures, including a floodwall, standby power generation plant, motor control center switches, flood-proofing individual buildings, and installation of waterproof submarine doors in tunnels, corridors, and galleries.

### State of Iowa Homeland Security and Emergency Management (August 2008-November 2008)

During the recovery from Iowa's 2008 floods, Ralph worked as a State Public Assistance Coordinator (PAC). As a State PAC, Ralph managed project officers and oversaw project writing for all categories of work, and reviewed project worksheets covering damages from repairs of small to large complex projects for total replacements, quality and accuracy. He handled all areas of special considerations, involving environmental, historical, floodplain management, and insurance information to determine FEMA eligibility. Additionally, he conducted applicant kickoff meetings, applicant briefings and applicant exit briefings. He created PWs for all categories of work for the flooding disaster, Ralph also assisted cities, counties, school districts, and private non-profit organizations with comprehensive information, explanations and technical assistance for all areas of the PA program.

### State of Indiana Department of Homeland Security (2008-2010)

Ralph served as the State's PA Coordinator and Project Manager for four state primary agency committees and managed 10 FEMA project officers and oversaw project writing for all categories of work. He also wrote PWs for the initial projects, as well as for first and second round appeals to the FEMA Regional Administrator for projects that had originally been denied funding. Ralph also reviewed PWs covering damages from repairs of small projects to larger, more complex projects for quality and accuracy, and worked on special considerations involving environmental, historical, floodplain management, and insurance data to determine programmatic eligibility.

Ralph also worked on the single largest PA project ever put forward by the state of Indiana — Columbus Regional Hospital — which had flood damages in excess of \$110 million. He served as the point of contact for all the entities working on the repairs to the hospital. He set up and conducted meetings and provided guidance on FEMA policy and funding eligibility for various aspects of the project. He oversaw 10 project officers, wrote project worksheets for repairs to the hospital, helped the applicant and their contractors collect information necessary to submit to FEMA for the projects and reviewed each and every document composed for FEMA prior to the applicant reviewing and approving for signature.

Prior to Joining Witt O'Brien's, Ralph had the following experience:

### Florida Division of Emergency Management (2006-2008)

Ralph served as a State PAC for the Florida Department of Emergency Management (FDEM) during the reconstruction process for Hurricanes Charley, Frances, Ivan, Jeanne, Dennis, Katrina and Wilma. Ralph managed project officers and oversaw PW development for all categories of work; He also reviewed PWs for quality and accuracy. Ralph dealt with areas of special considerations involving environmental, historical, floodplain management, and insurance information to determine programmatic eligibility. He assisted local and state agencies and not-for-profit organizations with all areas of the PA program. He provided comprehensive technical assistance as needed through the complete PA process. Ralph closed more than 100 PWs, covering all categories of work. He served on a State Agency Task Force, charged with closing projects for the Florida Department of Transportation. He also assisted applicants with writing debris management plans, in response to FEMA's PA Pilot Program, and served on a post-disaster assessment team for Florida's State Emergency Response Team.

## Qualifications Profile

Cathy Roberts is a Witt O'Brien's Disaster Recovery Specialist, and one of her primary roles is that of a closeout specialist. Her responsibilities include coordinating closeout process with Public Assistance Applicants, Sub-Grantees throughout, and reconciling Applicant documentation with payments to verify accurate payments to close Applicants for disasters.

She was instrumental in the development of State of LA Public Assistance Closeout process, and was responsible for completing project closeouts of more than 700 of the 2,000 projects closed by the State Closeout Team for current disasters. She facilitated closeout of past disasters, applicants and projects from 2001 through 2005, and coordinated with Applicants and FEMA to resolve concerns and issues that could retard project and/or Applicant closeout. In addition, she coordinated with Applicants, Disaster Recovery Specialists to facilitate payments; reviewed, inspected damaged sites/documentation to verify work performed as defined in scope of work; processed revisions as needed in accordance with 44 CFR, state and local regulations, Public Assistance Policy Digest; compiled and submitted Final Inspection Reports.

As a former Louisiana State PA Assistant Regional Coordinator, she assisted the Regional Coordinator for Region 2 during and following disasters to assist in emergency response and recovery.

Cathy is also well-informed of FEMA NEMIS and EMMIE systems.

## Relevant Project Experience

### Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)

Close-Out Specialist, Baton Rouge, LA (2008 to 2016)

Close-Out Specialist/ Document Preserver, Governor's Office of Homeland Security and Emergency Preparedness, Baton Rouge, LA (2007-2008)

Cathy responsibilities as a closeout specialist have included coordinating closeout process with Public Assistance Applicants, Sub-Grantees throughout the State, and reconciling Applicant documentation with payments to verify accurate payments to close Applicants for disasters. She was instrumental in the development of State of LA Public Assistance Closeout process, and was responsible for completing project closeouts of more than 700 of the 2,000 projects closed by the State Closeout Team for current disasters. She facilitated closeout of past disasters, applicants and projects from 2001 through 2005, and coordinated with Applicants and FEMA to resolve concerns and issues that could retard project and/or Applicant closeout. In addition, she coordinated with Applicants, Disaster Recovery Specialists to facilitate payments; reviewed, inspected damaged sites/documentation to verify work performed as defined in scope of work; processed revisions as needed in accordance with 44 CFR, state and local regulations, Public Assistance Policy Digest; compiled and submitted Final Inspection Reports.

### Areas of Expertise

Disaster recovery, Public Assistance, closeout, site inspections, financial management, grant management

### Registrations and Certifications

FEMA Courses IS-100, IS-139, IS-200, IS-208, IS-230, IS-235, IS-240, IS-241, IS-244, IS-253, IS-288, IS-292, IS-300, IS-393, IS-394, ICS-400, IS-547, IS-630, IS-631, IS-700, IS-800

FEMA's National Emergency Management Information System (NEMIS)

FEMA's Emergency Management Mission Integrated Environment (EMMIE)

American Correctional Association, Certified Corrections Manager, 2003

Comprehensive Public Training Program Levels I, II, & III – State of Louisiana

### Education

Associates Degree – Accounting, Spencer Draughon Business College

### Year Joined Witt O'Brien's

2015

### Base Location

Slidell, LA

As the State PA Assistant Regional Coordinator, she assisted the Regional Coordinator for Region 2 during and following disasters to assist in emergency response and recovery.

### The University of Texas Medical Branch at Galveston (2012 –2015)

Cathy served as a PA Program and Closeout Specialist for the University of Texas Medical Branch at Galveston (UTMB) following Hurricane Ike. Cathy was responsible for writing Project Worksheets and performing and documenting scope alignments. She managed data and documents related to the PA Program, and providing technical assistance to UTMB and its contractors. She led efforts on project closeout for PA projects, ensuring proper documentation and payment, expenses, and work performed.

### Clerk of Court's Office, Document Preserver, St. Francisville, LA (2007-2008)

Cathy was responsible for redacting sensitive information from on-line originals, and preserving historical documents.

### Governor's Office of Homeland Security and Emergency Preparedness, Team Lead, Baton Rouge, LA (2006-2007)

As Team Lead, Cathy was responsible for scheduling training needs for Grants Administrators, recording and approving attendance; reviewing and submitting paperwork for payments to Applicants; explaining the public assistance program to applicants and assisting with concerns/problems; and preparing Preliminary Damage Assessment (PA & IA) throughout the State following disasters; inspecting and documenting damaged sites to determine repair costs, eligibility for assistance following disasters.

### Pinpoint – James L. Witt, Grants Administrator, Baton Rouge, LA (2006)

Cathy was responsible for introducing Applicants to the Public Assistance Program and assisting with concerns/problems; coordinating with FEMA to help resolve Applicant issues; and reviewing, approving, and submitting paperwork for payments to Applicants.

### Small Business Administration, Customer Services Representative – Disaster Assistance, Baton Rouge, LA (2005-2006)

Cathy was responsible for assisting home-owners and business owners who experienced losses from Hurricanes Rita & Katrina with relief loan applications; verifying receipt of applications through Customer Service and relaying information to Applicants inquiring on loan status; referring Applicants to FEMA for any additional assistance; reviewing and submitting paperwork on employee attendance; and compiling statistical reports for Team Lead.

### Louisiana State Penitentiary, Administrative Manager, Angola, LA (1974-2005)

As the Administrative Manager, Cathy was responsible for managing mail and package department of maximum security prison; approving/denying employee attendance requests; reviewing employee performance, and recommending promotions and merit increases based on performance; and designing and implementing programs to prevent or reduce contraband.



## Qualifications Profile

Since joining Witt O'Brien's, Shaletha Smith has worked as a Disaster Recovery Specialist focused on the State of Louisiana's recovery efforts as a Closeout Specialist. Her experience additionally includes working directly for the Louisiana Governor's Office of Homeland Security & Emergency Preparedness (GOHSEP), responsible for certifying that all recovery work was completed, appeals were resolved, and all eligible costs were reimbursed. In addition, she was responsible for closing projects and auditing reports by determining if each sub-grantee met eligibility requirements and documentation standards according to federal and state regulations. She also provided applicants with clear, accurate information regarding disaster recovery programs, and performed payment reconciliation to ensure accuracy and request refund for de-obligated funds.

Shaletha developed, managed, negotiated, and awarded contracts, subcontracts, and agreements awarded to vendors. She developed acquisition plans and maintained acquisition databases, tracked contractual requirements, and monitored deliverables. She was responsible for ensuring the accountability of all sub-grantees and that they meet all applicable grant requirements, and for performing detailed analysis of bids and proposals received from vendors, contractors, and subcontractors. In addition, she prepared and processed all related documentation for Public Assistance (PA) grants in accordance with applicable regulations, rules, policies, and procedures.

## Relevant Project Experience

### State of New Jersey (2013 - Present)

Shaletha was responsible August 2013 validating and verifying funding authorizations and expenditures by analyzing financial reports for accuracy and determinations of potential obligations or de-obligations of federal funding. As a Closeout Specialist, she conducted final reviews of all submitted invoices, contracts, procurement packages, and other closeout documentation. She prepared and recommended final grant versions before closeout, and advised applicants of grant management and audit requirements, as described in federal regulations. She monitored and maintained allowable grant costs as submitted by applicants, and provided weekly reports of closeout activities and final inspection reports submitted to FEMA.

Prior to joining Witt O'Brien's, Shaletha had the following experience:

### Louisiana Governor's Office of Homeland Security & Emergency Preparedness (2006 –2013)

Shaletha was responsible for certifying that all recovery work was completed, appeals were resolved, and all eligible costs were reimbursed. In addition, she was responsible for closing projects and auditing reports by determining if each sub-grantee met eligibility requirements and documentation standards according to federal and state regulations. She also provided applicants with clear, accurate information regarding FEMA/State disaster recovery programs, and performed payment reconciliation to ensure

#### Areas of Expertise

Disaster recovery, Public Assistance, grant closeout, audit, project monitoring, financial management

#### Registrations and Certifications

FEMA IS-100, IS-120, IS-130, IS-200, IS-212.a, IS-230.d, IS-242.b, IS-253.a, IS-276, IS-324.a, IS-393.a, IS-403, IS-453, IS-552, IS-554, IS-559, IS-631, IS-634, IS-700, IS-703.a, IS-775, IS-800.a, IS-910.a, IS-1100, IS-1104, IS-1112

#### Education

Bachelor of Science, Business Administration / Accounting, Northwestern State University

#### Year Joined Witt O'Brien's

2014

#### Base Location

Houston, TX



accuracy and request refund for de-obligated funds. Shaletha entered payment vouchers for electronic payment to applicants affected by disasters into LouisianaPA.com, maintained Smartlink records of all expenses processed by grant administrators, submitted payment requests to the Louisiana Department of Treasury, and copied and filed documentation mailed to applicants after payments were processed.

### US Small Business Administration (2005 –2006)

Shaletha assisted administrative officers in preparation of the Disaster Area Office's annual budget, maintained accounting records, and reviewed invoices, statements, and travel vouchers for payments to the appropriate vendors and travelers. As directed by her supervisor, she answered questions and assisted supervisors, loan officers, loss verifiers, and other staff regarding policy and regulations governing travel vouchers and proper overtime requests.

### Other Experience

- Closeout Specialist (November 2015 – Present) | Colts Neck, NJ
- Disaster Recovery Specialist, Finance Department (May 2014 – October 2015) | Trenton, NJ
- Closeout Lead (August 2013 – August 2014) | Eatontown, NJ

### Combined Responsibilities as Closeout Specialist/Closeout Lead

- Assisted in the formulation of Closeout SOPs and Final Inspection Report that are currently being used by the Closeout Specialists in the State of New Jersey Public Assistance division.
- Supervised 9 Witt O'Brien's Closeout Specialists working in northern New Jersey counties closing pre-Sandy declared disasters.
- Reviewed final inspection reports submitted by closeout staff prior to submitting for final payment to ensure accuracy and thoroughness.
- Trained both staff and applicants on project closeout and the proprietary system that was being used—MB3 (NJEMGrants.com). Sole person in the New Jersey office with this specific knowledge and experience.

### Combined Responsibilities as Disaster Recovery Specialist

- Manage multiple projects simultaneously, and provide recovery consulting services for State of New Jersey encompassing 14 declared disasters including Hurricane Sandy. Worked remotely several months assisting the Finance Department in Trenton, NJ.
- Train applicants affected by the ravaging flood waters of Hurricane Sandy on how to use the NJEMGrants software system.
- Provide technical, regulatory compliance, and multimillion-dollar grants management assistance to the New Jersey Office of Emergency Management finance staff.
- Process reimbursement requests in compliance with state guidelines and approved FEMA scope of work.
- Proficient in grant tracking programs—National Emergency Management Information System (NEMIS) and Emergency Management Mission Integrated Environment (EMMIE), as well as MB3 (EMGrantsPro) for management of federal grants awarded for disasters.

## Qualifications Profile

Lynne Storz has thirteen years of experience in FEMA programs and disaster recovery operations. Her experience includes managing disaster debris monitoring operations, acting as a State Agency Liaison for the State of New Jersey, providing statewide planning and training on FEMA debris regulations, preliminary damage assessments, and providing technical assistance for project closeouts to local and state agencies.

Lynne currently serves as a consultant responsible for managing disaster debris monitoring operations, providing direction and oversight to field staff and coordinating with the private sector and local government. She also provides technical assistance to local and state governments relevant to the FEMA Public Assistance Program reimbursement process. Lynne provides planning expertise in the development of disaster debris management plans for state and local governments.

Prior to joining Witt O'Brien's, Lynne managed an 11-city recycling program for the county of Washington in Oregon, where she developed and implemented waste reduction, curbside, yard debris, multi-family and commercial recycling programs for more than 400,000 area residents.

### Areas of Expertise

Project management, debris operations, planning, training, preliminary damage assessments, grant management

### Registrations and Certifications

FEMA IS-001, IS-003, IS-026, IS-100, IS-120, IS-130, IS-200, IS-253, IS-393, IS-403, IS-546, IS-547, IS-548, IS-559, IS-630, IS-631, IS-632, IS-700, IS-800, IS-801, IS-802, IS-803, IS-804, IS-805, IS-806, IS-807, IS-808, IS-809, IS-810, IS-811, IS-812, IS-813, IS-814

FEMA Classroom Training: G-318 (Mitigation Planning), NIMS ICS 300 (Intermediate ICS for Expanding Incidents), NIMS ICS 400 (Advanced ICS)

### Education

Bachelor of Science, Sociology, Portland State University

Master of Urban and Regional Planning, Portland State University

### Year Joined Witt O'Brien's

2004

### Base Location

Fort Lauderdale, FL

## Relevant Project Experience

### Debris Management Planning – Various Clients (2007 – Present)

Lynn was responsible for developing disaster debris management plans based upon individual client requirements. Each plan is prepared after consultation with the client and the participating departments that are involved in the debris removal project. Planning efforts typically involve discussion with outside agencies (state and federal governments and/or agencies) and private entities, as required, and discussion and coordination with the internal departments ranging from public works, solid waste, transportation, planning, GIS, finance/accounting (grants management) to environmental resources and historic preservation. Plan development has been performed for the following local, state, and tribal governments: Seminole Tribe of Florida; State of Maine; City of Fernandina Beach Florida; Broward Health Hospital; City of North Miami Florida; Cooper City Florida; Town of Davie Florida; Florida Department of Transportation

### New Jersey Office of Emergency Management (2012 –2014)

Lynn worked with 25 New Jersey state agencies, primarily the New Jersey Department of Transportation (NJDOT), providing technical assistance to the agencies in the FEMA Public Assistance (PA) program following Hurricane Sandy. She provided technical assistance – including Project Worksheets (PW) formulation, reimbursement requests, time extensions, and quarterly reports – for NJDOT's approximately \$30 million in PS claims.

### Lafourche Parish, Louisiana (August 2012 – October 2012)

Lynne provided oversight of debris monitoring operations for Lafourche Parish, Louisiana during the recovery efforts from Hurricane Isaac in 2012. She also provided the Parish with technical assistance with the FEMA PA Program and was responsible for ensuring compliance with Louisiana Department of Environmental Quality reporting requirements.

### Florida Department of Transportation (FDOT) (2007 – 2013)

As a Senior Consultant and Project Manager, Lynne provided long-term disaster recovery, emergency management, and planning expertise to the Florida DOT. She provided technical assistance and planning to local governments in the areas of FEMA PA and FHWA Emergency Relief programs. In this role, she served as Public Assistance Coordinator (PAC) for the FDOT and oversaw project closeout, appeals and project worksheet formulation. Lynne assisted in securing approximately \$100 million in grant reimbursement for the FDOT, assisting more than 80 local governments with preparing documents for Detailed Damage Inspection Reports (DDIR), which were submitted to the FHWA for reimbursement. Lynne also managed the development of FDOT's statewide debris management plan, which was approved by FEMA Region IV and also developed seven district Debris Operations Plans, as well as the development and delivery of training on the implementation of those plans. Lynne also assisted in the development of FEMA PA and FHWA Emergency Relief training, which was delivered to more than 2,000 local government personnel in Florida.

### State of New Jersey (2011)

Lynne assisted the State of New Jersey in the response to Hurricane Irene and performed preliminary damage assessments.

### Washington County, Oregon (1991 – 2002)

As the Solid Waste Management Coordinator, Lynne managed a 11 city recycling program, developed and implemented waste reduction, curbside, yard debris, multi-family and commercial recycling programs for more than 400,000 area residents. Her fields of expertise include program administration and management, program planning, facility capacity (landfill/materials recovery) planning, public policy development, program development and implementation, ordinance development, rate regulation, and franchise negotiation.

## Qualifications Profile

Erin Buchanan has more than a decade of hazard mitigation experience, including project and application development, grants management, financial data management, and mitigation planning. Erin is a graduate of FEMA's Professional Development Series and is a Certified Floodplain Manager (CFM).

Erin developed funding strategies and financial management tracking tools that managed over \$2.7 billion in federal funds. She developed a master project tracker, which tracked all financial components of over 400 individual projects, including allocations, federal and non-federal cost shares, all obligations/de-obligations, payments, administrative costs, etc. Erin also developed several financial tracking reports specific to GOHSEP's requests/needs, including the Riley Report and Master List, as well as other individual reports, all of which were used by GOHSEP senior staff, FEMA, and political leadership. Erin advised GOHSEP senior staff on all disaster funding allocations as well as all cost overrun requests on an individual project basis.

Erin also has expertise in planning, including HMGP Administrative Plans, the state hazard mitigation plans, and local hazard mitigation plans. Erin is skilled at helping communities connect hazard mitigation planning to project and application development, and with ensuring that communities understand and own their plans.

Erin has worked on applications and projects using the US Department of Housing and Urban Development's Community Development Block Grants (CDBG) funding. She worked on a team that provided guidance to clients with eligibility requirements.

Prior to joining Witt O'Brien's, Erin performed disaster recovery consulting work for Buchanan Mitigation Consulting, LLC, serving Witt O'Brien's contracts. Erin previously worked as a Disaster Assistance Employee (DAE) for FEMA Region IV, responsible for providing support and technical guidance to State and Local governments during the development and implementation of the hazard mitigation program and projects. Erin was also a coordinator for FEMA's Community Education and Outreach group, where she assisted in the development of the mitigation community education and outreach strategy and managed outreach and education activities.

### Areas of Expertise

Disaster recovery, hazard mitigation, project management, grants management, grant closeout, emergency management, hazard mitigation planning, financial data management, data management, document management, training

### Registrations and Certifications

FEMA IS-001, IS-003, IS-005, IS-007, IS-008, IS-010, IS-011, IS-015, IS-22, IS-036, IS-055, IS-100, IS-111, IS-120, IS-139, IS-200, IS-208, IS-212, IS-230, IS-235, IS-240, IS-241, IS-242, IS-244, IS-253, IS-271, IS-275, IS-288, IS-279, IS-292, IS-318, IS-324, IS-362.a, IS-393, IS-394, IS-395, IS-546, IS-547, IS-630, IS-632, IS-650, IS-700, IS-775, IS-800, IS-814, IS-870

#### FEMA Classroom Training:

DF-100, DF-105, DF-106, DF-109, DF-120, DF-128, DF-219, DF-228, DF-304, DF-305, DF-308, DF-310, DF-319, DF-416, DF-418, DF-420, DF-421, DF-434, DF-435, DF-437, DF-500, DF-505, DF-506, DF-507, E-253, E-273, E-276, E-842, L-273, L-386, L-701

FEMA's National Emergency Management Information System (NEMIS)

FEMA Professional Development Series Certificate

Certified Floodplain Manager (CFM), The Association of State Floodplain Managers

CDBG Basics: Training for Practitioners - May 2015

### Education

Bachelor of Arts, International Affairs, Marshall University

**Year Joined Witt O'Brien's**  
2010

### Base Location

Washington, DC

## Relevant Project Experience

### Jefferson County, Arkansas (2016-2017)

Erin worked as a Mitigation Planner for this project, and was responsible for the QA/QC of updated plan documents for *The Jefferson County, Arkansas Multi-jurisdictional Hazard Mitigation Plan*.

### Louisiana Governor's Office of Homeland Security and Emergency Preparedness (2007-2016)

Erin served as a Hazard Mitigation Specialist supporting GOHSEP during the rebuilding efforts from Hurricanes Katrina, Rita, Gustav, Ike, and Isaac. She assisted in the development and implementation of strategic plans for mitigation programs. Erin provided expert guidance regarding mitigation, assisted in identifying and developing HMGP projects and applications, ensured guidance and legislative criteria were met, performed QA/QC reviews, assisted with problem resolution, developed cost analysis, assisted in training GOHSEP staff and local sub-recipients, and developed funding strategies and financial management tracking tools that managed over \$2.3B in federal funds.

Erin assisted GOHSEP with the development of the State of Louisiana Hazard Mitigation Plan Update in 2011. She provided information and documentation to support the plan update, and reviewed portions of the document related to her areas of expertise.

Erin also provided technical assistance to Parishes and Towns in Louisiana during the development of their local hazard mitigation plans, including the Parishes of Caldwell, Concordia, Lafayette, Lincoln, Morehouse, Point Coupee, Tensas, Union, and Washington, as well as the Town of Sterlington. In addition, she provided technical assistance to the University of Louisiana-Lafayette.

### Fairfax County, Virginia (2015-2016)

As a Mitigation Planner, Erin worked with the Northern Virginia Counties of Arlington, Fairfax, Loudoun, and Prince William, the Cities of Alexandria, Fairfax, Falls Church, Manassas, and Manassas Park, and the Towns of Clifton, Dumfries, Haymarket, Herndon, Leesburg, Lovettsville, Middleburg, Purcellville, Occoquan, Round Hill, and Vienna to update the Hazard Identification and Risk Assessment (HIRA) for the *Northern Virginia Hazard Mitigation Plan*. Erin provided technical assistance, document and data management, research, and QA/QC for this multi-jurisdictional hazard mitigation plan.

### The University of Texas Medical Branch at Galveston (2015-2016)

Erin worked as a Mitigation Planner for this project, and was responsible for the QA/QC of updated plan documents for The University of Texas Medical Branch at Galveston Disaster Resistant University Hazard Mitigation Plan.

### The City of Galveston, Texas (2015-2016)

In her role as a Mitigation Planner, Erin worked with the City of Galveston, Texas to update their hazard mitigation plan. She was responsible for documenting the plan update process, data and document management, research, and QA/QC of the updated plan documents.

### Auburn University (2016)

Erin was responsible for the QA/QC of plan documents for the *Auburn University Disaster Resistant University Hazard Mitigation Plan*, which included a preliminary Business Impact Assessment (BIA) for multiple departments at the University.

### The University of Minnesota (2015-2016)

As a Senior Mitigation Planner, Erin worked closely with the five campuses of the University of Minnesota to collect data and documents necessary to create the University's inaugural hazard mitigation plan and threat/hazard identification and risk assessment (THIRA). Erin was responsible for documenting the development process for the plan, for managing data and documents provided by the participating campuses and departments, for researching information for the plan, and for formatting the plan document – which was more than 250,000 words and 1,000 pages. She worked closely with both the Client and the representatives involved in the plan development process, and provided technical assistance at each stage of plan and document development, including in the development of the mitigation strategy for each campus and the public participation process. Erin also worked with GIS staff to ensure that all map products created for the plan were accurate and correctly reflected conditions, assets, and data sources.

Prior to joining Witt O'Brien's, Erin had the following experience:

### Federal Emergency Management Agency (2004-2007)

Erin was previously a Hazard Mitigation Grant Program (HMGP) Specialist and Disaster Assistance Employee (DAE) for FEMA Region IV, responsible for providing support and technical guidance to state and local governments during the development and implementation of the hazard mitigation program and projects. Erin was also a coordinator for the Community Education and Outreach group. She assisted in the development of the mitigation community education and outreach strategy and managed outreach and education activities.



## Qualifications Profile

Adam Ferguson has worked with Witt O'Brien's on disaster recovery-focused assignments and federally funded hazard mitigation grant programs. He provides programmatic and technical assistance in program delivery, organizational assessment, and policy development. He also provides specialized assistance in supporting functional areas, procedure development, and regulatory/statutory compliance. Where permitted, he provides legal analysis and review (Florida).

Adam's experience prior to joining Witt O'Brien's includes working as a Florida-licensed attorney and principal for a disaster recovery-focused consulting firm. He provided programmatic and technical assistance in hazard mitigation program delivery, benefit-cost analysis, organizational assessment, and restructuring. He also provided specialized assistance in supporting functional areas, policy development, and regulatory/statutory compliance, and served as acting project manager for the Hazard Mitigation Grant Program (HMGP).

### Areas of Expertise

Hazard mitigation, regulatory compliance, organization assessments, process and procedure development

### Registrations and Certifications

Member of the Florida Bar

### Education

Juris Doctor, University of Miami School of Law

Master of Public Administration, University of North Carolina at Wilmington

BA, Psychology, University of North Carolina at Wilmington

### Year Joined Witt O'Brien's

2014

### Base Location

Fort Lauderdale, FL

## Relevant Project Experience

### State of New Jersey (October 2013 - Present)

Adam worked as the Senior Advisor and Program Specialist supporting the New Jersey State Hazard Mitigation Officer. In that capacity, he provided policy guidance and program support to the SHMO and the New Jersey Office of Emergency Management's Mitigation Unit. He developed and implemented application development training seminars for local applicants, and provided technical assistance towards State funding priorities. He also worked with State Mitigation Staff to develop a Standard Operating Procedures Manual and a variety of programmatic and technical job aids to assist with grant management. Adam worked with State Mitigation Staff to develop a policy proposal for FEMA Headquarters to allow for county-level aggregation of benefits, which was accepted by FEMA and was implemented.

Prior to Joining Witt O'Brien's, Adam had the following experience:

### Federal Emergency Management Agency (2005 –2009)

Adam worked as a program and grant specialist in support of FEMA's post-disaster operations, providing assistance to state and local governments in developing grant applications and project concepts conforming to federal regulatory standards. He was responsible for group and branch management and programmatic oversight, and was tasked with developing new employee training manuals/ programs. He was responsible for delivering the benefit-cost analysis training classes, and was designated as the FEMA Region IV subject management expert (SME) to be sent to FEMA Headquarters to provide advice on development of the National Field Operations Guide for hazard mitigation positions. He also served as an advisor to SHMOs in Kentucky and South Carolina, and developed HMGP training for both state and FEMA field staff.

### Devi Consulting Solutions LLC. – Miami, FL/Witt O'Brien's, LLC.

*Principal & Owner – October 2013 to Present – WOB FTE September 2014 to October 2015*

Florida-licensed Attorney and Principal for Disaster Recovery-focused consulting firm actively sub-contracting in federally-funded Hazard Mitigation Grant Programs. Provides programmatic and technical assistance in program delivery, benefit-cost analysis, organizational assessment and restructuring. Provide specialized assistance in supporting functional areas, policy development, and regulatory/statutory compliance. Serve as acting Project Manager for post-disaster Hazard Mitigation Grant Program. Legal analysis and review where permitted [Florida]. Converted from sub-contractor to Full Time Employee of Witt O'Brien's, LLC in September of 2014.

### Houckanderson, P.A., Miami, FL - The Chartwell Law Offices, LLP.

*Associate Attorney January 2013 – October 2013*

Responsible for case management related activities including pleading and motion preparation and drafting, taking and attending depositions, coordinating with experts and associated third parties. Perform research and legal drafting of memoranda as requested. Provide substantive inputs into development of draft/model insurance policy language, exculpation agreements.

*Academic Year Law Clerk August 2011 – April 2012; August 2012 – November 2012*

Provides legal research support in support of pending and potential litigation, primarily in the field of Maritime Law. Responsible for drafting and proofing motions and legal memoranda supporting trial motions. Assist in Business Development activities.

### Monroe County, FL, Attorney's Office, Key West, FL

*Clerk May 2011 – August 2011*

Competitively-selected law clerk assigned to work on issues pertaining to riparian/littoral rights, natural resource management, code and zoning enforcement, and other legal issues facing the county. Provided research and analysis in preparation for board and administrative hearings, as well as in support legal memoranda pertaining to current litigation at the state and federal level.



## Qualifications Profile

William Patrigo has over 14 years of experience as a Disaster Recovery Specialist, and has worked on many different disasters across several states. He is an expert on appeals and arbitrations, and works on behalf of applicants in obtaining favorable determinations on FEMA projects. William uses his experience and education in law to advise, prepare, and present arguments to FEMA and arbitration panels on behalf of applicants denied from obtaining FEMA assistance.

William was instrumental in the successful arbitration of the Charity Hospital project in New Orleans, Louisiana. The hospital was heavily damaged by Hurricane Katrina, and portions of the damage documents by the State of Louisiana were denied by FEMA. William worked extensively with Kantrow, Spaht, Weaver, and Blitzer, the law firm retained to handle the arbitration. His expertise with FEMA's PA Program, proved beneficial including related statutes, regulations, and policies, and assisted with the formulation of relevant arguments for the arbitration, which awarded \$474.8 million dollars to the State of Louisiana.

Relative to electric cooperatives, William authored successful appeals for Lake Region Electrical Cooperative (OK) including recovery of \$4.1 million from FEMA for reconductoring and FEMA's adoption of DAP 9580.6; Mor Gran Sou Electric Cooperative (ND) including recovery of \$7.5 million relating to contractor work hours and procurement; and Lyon Rural Electric Cooperative, Osceola Electric Cooperative, Iowa Lakes Electric Cooperative & Sanborn Electrical Telecommunication Utility (IA) leading to a combined \$20 million recovery relating to reconductoring. Additionally, at the request of the North Dakota Association of Rural Electric Cooperatives, William conducted a 2016 CLE course for its members' in-house and outside legal counsel on dealing with FEMA.

Prior to joining Witt O'Brien's, William practiced law and was Senior Vice President, General Counsel, Secretary to Remington Companies, Secretary and General Counsel for Gates Learjet Corporation, Department Head of the Federal Deposit Insurance Corporation, and Assistant Counsel to several other privately held companies.

## Relevant Project Experience

### Electric Cooperatives Projects (2007 – Present)

William authored successful appeals for the following Electrical Cooperatives:

- Lake Region Electrical Cooperative (OK) including recovery of \$4.1 million from FEMA for reconductoring and FEMA's adoption of DAP 9580.6;
- Mor Gran Sou Electric Cooperative (ND) including recovery of \$7.5 million relating to contractor work hours and procurement;
- Lyon Rural Electric Cooperative, Osceola Electric Cooperative, Iowa Lakes Electric Cooperative and Sanborn Electrical Telecommunication Utility (IA) leading to a combined \$20 million recovery relating to reconductoring;

### Areas of Expertise

General law, hazard mitigation, Public Assistance, appeals, arbitration, strategic advising, policy guidance, regulatory compliance

### Registrations and Certifications

FEMA IS-001, IS-100, IS-200, IS-202, IS-630, IS-632, IS-700, IS-800

FEMA Classroom Training: Preliminary Damage Assessments

### Education

Juris Doctorate, University of Nebraska

Master of Science, Administrative Leadership, University of Oklahoma

Bachelor of Arts, Marketing and Economics, University of Iowa Parsons College

### Year Joined Witt O'Brien's

2010

### Base Location

Slidell, LA

- At the request of the North Dakota Association of Rural Electric Cooperatives, William conducted a 2016 CLE course for its members' in-house and outside legal counsel on dealing with FEMA.

### Louisiana Governor's Office of Homeland Security and Emergency Preparedness (2005 – 2016)

William served GOHSEP under the Legal Division as Senior Disaster Recovery Specialist, and developed and authored numerous primary and secondary appeals on behalf of various state and local governments, special districts, and eligible non-profit corporations that were denied assistance under FEMA's Public Assistance (PA) Program. He provided legal and technical assistance to management regarding issues associated with GOHSEP's Hazard Mitigation Grant Program (HMGP). William researched, developed, and authored numerous white papers on compliance with federal laws and regulations, R.S. Means Costs and Calculations, the Louisiana Department of Insurance, and the State Licensing Board for Contractors. He worked with various FEMA staff, GOHSEP personnel and management, state and local governments, and state agencies to identify specific issues and develop resolutions. He was effective in assisting state officials in developing messages for policies.

William also served as a PA Project Officer, responsible for writing PWs, assessing damages, and providing technical assistance to local governments in Orleans Parish, Louisiana and the State of Florida.

Prior to joining Witt O'Brien's, William had the following experience:

### Remington Companies, Inc. (1983 – 1993)

William was the Senior Vice President, General Counsel, and Secretary to a privately-held investment company located in Dallas, Texas, responsible for all legal matters related to the company. His professional emphasis was real estate, finance, labor/employment law, litigation, and commercial transactions.

## Qualifications Profile

Christina Crue is Managing Director of Strategic Advisory Services for Witt O'Brien's, providing preparedness-related consulting services to the public and private sector. Christina's areas of strong expertise include the development and delivery of exercises, training courses, and other experiential learning opportunities, as well as advising clients on improvement and strategic planning at all levels of government and private sectors.

She has led projects ranging from supporting national-level emergency response operations to developing and evaluating the most realistic and complex exercises. A highly experienced educator, Christina has presented countless preparedness courses and exercises worldwide for the US State Department.

Christina has long experience in the NCR. With Witt O'Brien's, she has worked with both Maryland Region V and Region III Healthcare Coalitions with a diverse array of projects including Strategic Planning and Full Scale Exercises.

Prior to joining Witt O'Brien's, Christina led the exercise and training division at the University of Maryland Center for Health and Homeland Security, served as Branch Manager at MEMA, and supported the US DHS, the US Army, and others while working for Battelle Memorial Institute.

From 2006-2009 Christina served in leadership roles in the NCR's Exercise and Training Oversight Panel (ETOP). Under her leadership, ETOP led the first large-scale regional functional hurricane exercise. This accomplishment was repeated several times in her tenure at ETOP. Christina also led the development of the regions Corrective Action Program to facilitate the tracking and completion of corrective actions identified in regional exercises funded through ETOP.

## Relevant Project Experience

### Park Plex, Region V Healthcare Coalition Full Scale Exercise

Developed and delivered a complex full-scale exercise for 12 hospitals in the National Capitol Region to test their ability to implement hospital specific and regional medial surge plans.

### Maryland Department of Health and Mental Hygiene, Health Facility Evacuation Full Scale Exercise Series

Christina led a team that developed and delivered thirteen unique full-scale exercises focused on managing the evacuation of State-run health facilities. Partners included Medical Staff, Law Enforcement, and Fire Rescue personnel at thirteen sites throughout Maryland.

### APHIS HPAI Response (2015-2017)

Christina is the Project Manager, responsible for providing preparedness and operational support to the Animal and Plant Health Inspection Service of the USDA. Services include plan writing, training and exercise development as well as EOC operations for events such as the 2014-2015 HPAI Response, the

### Areas of Expertise

Training and exercise design and development, planning, strategic advisement, EOC management and operations.

### Registrations and Certifications

Master Exercise Practitioner  
Certification, Emergency Management  
Institute

Certified Trainer, Homeland Security  
Exercise and Evaluation Program  
(HSEEP)

Certified Emergency Manager (CEM),  
International Association of Emergency  
Managers

### Education

Bachelor of Arts in Education from Hood  
College in Frederick Maryland

Master of Science in Emergency Health  
Services, Emergency Management from  
University of Maryland, Baltimore  
County

### Year Joined Witt O'Brien's

2013

### Base Location

Baltimore, MD

2016 Avian Influenza Response, multiple HPAI investigations, and APHIS emergency response improvement planning.

### Washington Nationals Emergency Response Plan and Preparedness Program (2015-2017)

Developed a comprehensive emergency response plan for the ballpark to include responses during game-day events, special events, and incidents that occur during day-to-day operations. Provided training and exercising for senior leadership on the incident command system as well as the newly developed emergency response plan.

### Seattle Safe at Home Exercise (2014-2015)

Developed, facilitated and evaluated multiple tabletop exercises for the Seattle Police Department, the Seattle Seahawks, and the Seattle Mariners to evaluate community response capabilities to events at the stadiums.

### Central United States Earthquake Consortium CAPSTONE-14 Exercise After-Action Report

Christina developed and delivered a comprehensive after-action report for an eight-state region, outlining current capabilities and prescribing future enhancements to support successful response operations to a catastrophic event. Particular focus was given to the integration of the private sector into public sector response.

### National Capital Region, Capital Shield Exercise

Christina developed, delivered, and evaluated cross discipline full-scale exercises testing the response to mass casualty events in the National Capital Region, which included hundreds of mock victims, and responders from the Department of Defense, Law Enforcement, Fire, Emergency Medical Services, and Hospitals. She led this effort on behalf of Maryland jurisdictions.

### Additional Project Expertise

- USDA APHIS VS-IMT Workshop
- USDA HPAI National Outbreak 2014 -2015 in Minnesota and Iowa
- Makani Pahili; Hawaii State-wide Safety and Security Exercise
- Region V Hospital Park Plex Exercise, 2014
- Department of State, Anti-Terrorism Assistance Program, Critical Infrastructure Seminar
- Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) Strategic Plan for Recovery

## Qualifications Profile

Andrew “Drew” Bumbak is a Senior Emergency Management Consultant for Witt O’Brien’s. He specializes in training and exercises, catastrophic disaster planning and preparedness, continuity of operations, the intersection of emergency management with public safety and public health, and response and recovery operations. He has more than 20 years of experience working in emergency management and public safety.

Drew is a highly experienced educator and emergency manager who has developed and presented numerous preparedness and response courses around the world. He has served as an exercise developer, controller, and evaluator for countless local, state, national, and international exercises. He has also developed multiple preparedness and response plans, including several medical surge plans for local, state, and national level jurisdictions, and responded to numerous disasters and catastrophic disasters.

Prior to joining Witt O’Brien’s, Drew served as the project manager on a multitude of emergency preparedness, continuity, and medical surge plans for various client organizations and was the National Level Exercise 2011 National Recovery Tabletop Exercise Program Manager and Project Lead. He also was the founding Director of the Center for Emergency Education and Disaster Research at the University of Maryland, and has a background in Public Safety (EMS, Fire, and Law Enforcement) as well as healthcare (hospital and pre-hospital based). He also serves as the Chair of the IAEM Children in Disasters Caucus.

Recent experience includes:

- NY-NJ-CT-PA Regional Catastrophic Planning Team - SME Consultant for Medical Surge Planning
- Maryland Institute for Emergency Medical Services Systems - EMS Bioterrorism Surge Research, Planning, and Training program
- Maryland Department of Health and Mental Hygiene
  - Medical Surge Planning and Resources Project
  - Pandemic Influenza Surge Plan
  - Facilities Emergency Planning Project
  - Facilities Training and Exercise Project
  - Facilities Multi-year Improvement Planning Project
- Prince George’s County Catastrophic Disaster Surge Capacity Planning Project
- International Emergency Preparedness and Response Research and Training Programs
  - Afghanistan Ministry of Health
  - Egyptian Ministry of Health and Population
  - Iraqi Ministry of Health
  - Kingdom of Jordan Ministry of Health
  - Kurdistan Ministry of Health

### Areas of Expertise

Training and exercises, catastrophic disaster planning and preparedness, continuity of operations

### Registrations and Certifications

DHS/FEMA: Professional Development Series

DHS/FEMA: Continuity Practitioner Level I

Certified Trainer, Homeland Security Exercise and Evaluation Program

DHS/FEMA: Emergency Response to Terrorism, Basic Concepts Instructor

DHS/FEMA: Emergency Response to Terrorism, Operations Instructor

### Education

MS, Emergency Health Services and Emergency Management, University of Maryland

BS, Biology, Austin College

**Year Joined Witt O’Brien’s**  
2015

### Base Location

Washington, DC

- Metropolitan Washington Council of Governments ESF-8 Planning and Training needs assessment and development program
- Maryland National Disaster Life Support Coalition
- Maryland MEMA, MIEMSS, and DHMH NIMS Training and Implementation
- National Disaster Medical System training program
- Maryland NDMS Patient Reception Exercise

## Relevant Project Experience

### International Association of Emergency Managers, Arlington, VA (2012 to Present)

As Chair, IAEM-USA Children in Disasters Caucus, Drew leads the IAEM caucus on improving planning, preparedness, and outcomes for children in disasters; determines caucus directions and goals; lead interactions with national organizations and agencies and address national meetings; recruits new members and better involve non-member partner organizations; and plans and conducts in-person and virtual meetings, workshops, and courses to further caucus priorities.

### BHI / Dynamic Police Training, Nokesville, VA (2012 – Present)

As Vice President & COO, Drew leads EM, COOP/COG, and healthcare / public health planning, training, exercises, and publishing; consults with schools (early childhood and K – 12) on emergency preparedness, planning, safety, and security; serves as an SME on Catastrophic Disaster planning and response, public safety, public health & law enforcement planning, exercise, and training projects; collaborates on law enforcement training and publishing, and writes white papers, policy papers, etc.; and provides EOC design consulting and operations support for public and private sector clients, including federal, state, local, and international organizations.

### APHIS HPAI Response (2014-2015)

Drew is a Senior Emergency Management Consultant responsible for leading or consulting on multiple tasks for APHIS, including the 2014-2015 HPAI Response (Planning Section, Deputy Chief and Chief), the 2016 Avian Influenza Response, multiple HPAI investigations, and APHIS emergency response improvement planning.

### MSA (Man-Machine Systems Assessment), Washington, DC (2011 – 2012)

As Project Manager/Senior Associate, Drew led multiple Emergency management, COOP/COG, and safety/security planning and training projects; consulted on Operations Center design, build out, procedures development, and operations for federal clients; led seminars and facilitation sessions, training programs, and national exercises; and worked with law enforcement, higher education, and public safety, planning, exercise, and training projects SME.

### SAIC, Washington, DC (2009 – 2011)

As Principal Consultant (Emergency Management and COOP/COG), Drew led and served as a SME for medical surge planning, EM, catastrophic disaster, continuity, healthcare, and law enforcement planning projects for state and federal clients; participated in and led medical surge planning (both WMD and conventional disaster based) for multiple clients, including cabinet and executive agencies, regional, and local agencies; led exercise development and evaluation at all levels from local to national and cabinet level; led NLE 11 National Recovery Working Group and development of National Recovery Tabletop Exercise; analyzed policies, legislation, and Executive Orders to develop and deliver positions and responses for interagency/cabinet working groups and committees; developed and presented Senior Official and interagency briefings and policy documents; and served as Treasury Department Office of Emergency Programs Deputy Test, Training, and Exercise Manager.



### National Disaster Medical System, Washington, DC (2001 – 2009)

As Security Specialist/ Response Team Member, Drew provided security and emergency medical assistance, and acted as safety officer and safety trainer. Deployed to federally declared disasters and National Security Special Events; and served in staff and section chief roles in multiple EOCs for various national level responses.

### L-3 Communications/FEMA, Washington, DC (2008 – 2009)

As Senior Management Analyst, FEMA Catastrophic Planning Branch, Drew co-authored Catastrophic Incident Annex and Supplement to the National Response Framework; developed Congressional and Presidential briefings on catastrophic planning, response and recovery; and analyzed and supervised planning, response, and recovery efforts (especially medical surge related) for the Catastrophic Planning Branch.

### University of Maryland, Baltimore, MD (2005 – 2008)

Drew served as Program Director, Center for Emergency Education and Disaster Research where he led research, training, and consulting center with a ~\$5M budget, multiple employees, and faculty; led multiple local and state planning projects for improving preparedness and safety at educational institutions (both K – 12 and higher education); led multiple local and state planning projects on EM, catastrophic disasters, international EM, Public Health, pandemic, law enforcement, EMS, emergency medicine, leadership, safety and security, and CIKR/Cyber; and oversaw and led medical surge plans for multiple regional, state, local, federal, and international clients, including the Prince Georges County Healthcare Coalition's bioterrorism surge plan, and the MIEMSS Statewide Bioterrorism Surge Plan. In addition, he developed and assessed exercises for local, state, federal, private, and international organizations; led training design, development, and maintenance for local, state, federal, and international organizations; and conducted research, wrote publications, and developed and delivered presentations.

### Highland Park Department of Public Safety, Highland Park, TX (2000 – 2004)

Drew served as a police officer/paramedic/fire fighter in nationally recognized CALEA-accredited agency. He coordinated and delivered training and managed special projects at the direction of the EMS commander, deputy chief, and chief, including development and implementation of WMD / hazardous materials response protocols, and COOP planning.

## Publications and Presentations

- Bumbak, A. K. (Publication expected winter 2016) *Emergency Water Preparedness: Getting Clean Water During a Disaster*
- Bumbak, A.K. (Publication expected winter 2016) *Small Business Preparedness Bible*
- Bumbak, A.K., Bumbak A.R. (Publication expected winter 2016) *Dynamic Emergency Management Training and Exercises*
- Saltzberg, J.R., El-Setouhy, M., Bumbak, A.K., Stratton, S.J. (Publication expected fall 2016) *Disaster Preparedness Training in a Cross-Cultural Setting*. (Submitted for publication, the Journal of Prehospital and Disaster Medicine).
- Bumbak A.K. *Who's Afraid of the Big Bad Bird? Why Emergency Managers Should Care About Bird Flu and Other Annual Health Emergencies*. (IAEM Bulletin, Vol. 32 (10) October 2015, pp. 23-24).
- Bumbak A.K. *Children in Disasters: IAEM-USA Caucus Considers Their Unique, Distinct Needs*. (IAEM Bulletin, Vol. 31 (5) May 2014, pp. 1, 7).

- Bissell R.A., Bumbak A.K., Echebi P., Levy M. *Long-Term Global Threat Assessment: Can Emergency Management Make a Difference?* (Journal of Emergency Management, Vol. 7 (1) March/April 2009, pp. 19-38).
- Bumbak A.K., Bumbak A.R., Manela A.J. (2008) *Maryland Department of Health and Mental Hygiene Facilities Emergency Management and Pandemic Influenza Surge Plan and Multi-Year Improvement Plan*.
- Bumbak, A.K., Bissell, R.A. *Catastrophe – A new course in the making*. (June 2008) Presented at the 2008 Emergency Management Institute's Emergency Management Higher Education Conference, Emmitsburg, MD
- Bissell R.A., Bumbak A.K., Dean S., Maguire B.J., Walz B.J., (2005). *EMS Response to a Bioterrorism Event or Massive Infectious Disease Outbreak*. (MIEMSS Statewide Plan). Baltimore: University of Maryland Baltimore County, Department of Emergency Health Services.
- Maguire B.J., Bissell R.A., Dean S., Walz B.J., Bumbak A.K. *Epidemic and Bioterrorism Preparation among EMS Systems*. (Prehospital and Disaster Medicine. Volume 22 Number 3, July – August 2007)
- Bumbak, A.K. *Preparedness and Lessons Learned*, presented at the 2007 Maryland Pandemic Preparedness Conference, Baltimore, MD (March 2007)
- Bumbak, A.K. *Introduction to Strategic National Stockpile Operations*, presented at the 2007 Maryland Preparedness Conference, Baltimore, MD (March 2007)
- Bumbak, A.K., Stopford, B. *Partnering for a Practical Approach to Pandemic Influenza – All-Hazards Planning Best Practices Case Studies* presented at the 2007 Public Health Preparedness Summit, Washington, D.C. (February 2007)
- Bumbak, A.K. *Nursing Home Emergency Planning Essentials*, presented at the 2006 Disaster and Emergency Preparedness Conference, Baltimore, MD. (July 2006)
- Bumbak, A.K. *Nursing Home and Long Term Care Facility Evacuation Needs and Planning*, presented at the 2006 Disaster and Emergency Preparedness Conference, Baltimore, MD. (July 2006)
- Bumbak, A.K. *Emergency Planning Fundamentals*, presented at the Greater DC, Maryland, and Virginia Emergency Response Conference, Rockville, MD (November 2005)



## Qualifications Profile

As a Director of Readiness and Resilience Programs for Witt O'Brien's, Frank Castro-Wehr provides technical expertise, project management, and consultation services to government, private and non-profit sector clients on emergency management, including preparedness, continuity, and response activities. He has more than 30 years of experience with emergency management projects, including emergency preparedness and response activities, as well as experience with environmental engineering, assessment, and hazardous materials removal and remediation work. Frank has supported the planning, training, exercising, and evaluating of both public entity and private facility emergency programs. He has worked on regional, local, and private government and industry terrorism response plans for response to chemical, biological, radiological, nuclear, and explosive threats.

Frank has conducted continuity planning for city and county governments, higher education institutions, and state agencies. These continuity plans included pre-development workshops to orient the plan end-users and planning team members to the design, function, and usefulness of a continuity plan and program. He has developed action guides, relocation maps, and overall continuity of operations management tools to support clients in addition to developing department specific annexes. He has also supported the creation of multi-agency, multi-jurisdictional geographic area response plans to oil and hazardous materials releases, as well as local area all-hazards National Incident Management System (NIMS)-compliant plans. In addition, he has conducted Business Continuity Plan reviews for private sector clients.

Frank has worked in collaboration with key public, private, and non-profit sector clients to develop user-friendly and effective emergency plans that focus on management and operational procedures in response to various hazards. With Witt O'Brien's, he has developed plans in support of Emergency Operations Centers, evacuation response, public sheltering, medically fragile sheltering, hospital evacuation coordination, agricultural incidents, food contamination incidents, and Improvised Explosive Device (IED) incidents. In all cases, the plans were developed in close collaboration with end users, which aligned plan protocols with the entities' current systems and served as informal initial training on emergency management protocols as they pertained to the client.

With Witt O'Brien's, he is co-chair of the Climate Adaptation working group, and supports introduction of climate change risk into response and preparedness strategies. He has worked on regional, state and local government, as well as with private sector entities in organizing stakeholder meeting toward achieving regional planning and problem resolution objectives.

Prior to joining Witt O'Brien's, Frank worked as a consultant to the U.S. Environmental Protection Agency (EPA). He managed the contract emergency response team and provided technical support during emergencies involving train derailments, plating shop releases, refinery fires, tire fires, oil spills, floods, abandoned drums, meth labs, and abandoned explosives facilities. He conducted exercises and

### Areas of Expertise

Project Management, Training, Exercising, Planning

### Registrations and Certifications

2015 Certification - Business Continuity Institute (BCI)  
Homeland Security Exercise and Evaluation Program (HSEEP) Certified  
California Specialized Training Institute: Enhanced Exercise Design  
FEMA Professional Continuity Practitioner  
US Department of Justice, FBI IED Awareness  
American Red Cross Shelter Volunteer Course

### Education

Bachelor of Science (1982), Chemical Engineering, University of Arkansas  
Master of Arts (1990), Philosophy and Theology, Graduate Theological Union, Berkeley, California

**Year Joined Witt O'Brien's**  
2006

### Base Location

California

assessments at chemical facilities and refineries, and he managed and provided engineering, technical, and research and development support to numerous time-critical removal actions under the contract, including pesticide manufacturers, oil storage, abandoned drum, plating shops, wood treatment facilities, and others. He managed the contract's Targeted Brownfield Assessment program, completing dozens of assessments, risk assessments, and cleanup cost estimates that supported moving underutilized properties back to productive use.

## Relevant Project Experience

### Continuity of Operations/Business Continuity

*Hess Corporation, Hess Tower Business Continuity Planning, Houston, Texas (2012)*

Developed a business continuity plan and process that would be activated in the case of an impact to the Houston headquarters building. Developed department and division plans that provided guidance for localized emergency, and emergency to satellite facilities that impacted the headquarters operations. Facilitated numerous planning workshops, and a training for senior leadership in plan implementation.

*City of Sacramento Continuity Program, Sacramento, California (2007 - 2008)*

Managed a team that developed the COOP /COG plans for the City, including annexes for the activation of continuity teams in all departments.

*County of Sacramento Continuity Program, Sacramento, California (2008)*

Managed a team that developed the COOP /COG plans for the County. Developed inter-connectivity matrices that supported the relocation and other strategies, and ensured resources for essential function continuity were effectively managed. Worked with County Executives to establish a continuity coordination component that aligned with EOC operations in large scale events.

*California State Universities Preparedness Planning, Long Beach, California (2015-2016)*

Development of the Business Continuity Plan for the Chancellor's Office, and incorporation of BC elements into the emergency management coordination structure of the Office. Developed and facilitated multiple tabletop exercise to use and expand on continuity plan implementation strategies.

*Portland Community College (2013)*

Developed the continuity plan for all four colleges in the system, and mapped the inter-connectivity between college campuses to support strategies for academic and operational recovery. Developed a continuity coordination team concept, and trained leadership in implementation of the plan to emergencies.

*County of Fresno, Department of Social Services COOP Plan, Fresno California (2016)*

Conducted meetings with all Division representatives in the Department, along with department managers, to develop the continuity plan. Conducted a workshop at the DOC with the operations staff. Elements included essential functions, succession, alternate facilities, interoperable communications, vital records, and a pandemic annex.

*California Department of Food and Agriculture (2015)*

*Developed and deliver HSEEP exercises related to Avian Influenza, and to milk contamination events.*  
Used our Continuity of Operations Plan review guidance to evaluate the agency program.

### Emergency Management- Preparedness – Plan, Train, Exercise

*City and County of Sacramento Emergency Management Program, California*

Managed the teams during numerous plan development and exercise events, including:

- *Emergency Operations Plan update for City of Sacramento*
- *People with Access and Functional Needs Annex for City of Sacramento.*
- *Evacuation Plans for both the City and the County*
- *Continuity of Operations Plans for both the City and the County*
- *Recovery Workshops and Tabletops for both the City and the County*
- *Transportation Asset Emergency Management Guidance and workshops with operational area transit staff, including Regional Transit*
- *Hospital Evacuation Coordination Plan*
- *Golden Guardian Functional Exercises for Evacuation in Flood event in the operational area including tabletop exercises; and other training and consulting events*
- *Chlorine Release Functional Exercise for evacuation and response in operational area.*

*Hawaii State-wide Exercise Makani Pahili, Honolulu, Hawaii (2014)*

Managed the state-wide exercise event that included: seven tabletop exercise events; five 3-day functional exercise events, one at each island, one at the State EOC, and one at the FEMA regional operations center; and fifteen full-scale exercises with at least one in each county (multiple full-scales in some counties) and at the state level. A total of 27 exercises were conducted. The Makani Pahili 14 was one of the largest in Hawaii's history. For this effort, led the statewide planning meetings and managed the team developing HSEEP documentation, control, evaluation, and simcell operations for the entire event. Served as Exercise Director and managed the Exercise ICS operations. Developed the AAR/IP that integrated findings from all islands, state and federal entities.

*Ventura County Full-Scale Exercise, Camarillo, California (2013 – 2014)*

Managed the team that developed and designed the full-scale exercise *Operation Ready Ventura 2014*. Exercise included an Earthquake Scenario with the destruction of a venue, mass casualties, search and rescue, evacuation, transportation coordination, and Local Assistance Center establishment. Led the after-action process and the implementation plan development.

*Orange County Transportation Authority (OCTA), California (2013)*

Managed annual training and exercise update by designing a Back to Basics program that included training for operator and maintenance personnel, training and exercise for the Department Operations Center personnel, and a Workshop for Executive staff.

*Los Angeles County Earthquake Annex Development, Los Angeles, California (2006)*

Led team to develop the stakeholder meetings and Earthquake Annex, and led workshop developed to support roll-out of Annex.

*Yurok Tribe Preparedness Planning, California (2009)*

Developed a Chemical, Biological, Radiological, Nuclear (CBRN)/Improvised Explosive Device (IED) plan, including training and exercise development for plan implementation.

*Los Angeles County Earthquake Annex Development, Los Angeles, California*

Led team to develop the stakeholder meetings and Earthquake Annex, and led workshop developed to support roll-out of Annex.

*City of Folsom Medically Fragile Shelter Plan Development, Training and Exercise, California*

Led the development of a shelter plan for medically fragile individuals in support of both local and county-wide emergencies. Developed and let the tabletop exercise to support end-user familiarity and both shelter and local EOC activations.

*Solano County EOP and Annex Development, California (2012)*

Managed the project to update an Emergency Operations Plan and develop numerous annexes. Developed and led supporting training and Emergency Operations Center activation drills, then refined the annexes.

*California Department of Food and Agriculture (2011)*

Developed and deliver HSEEP exercises related to Avian Influenza, and to milk contamination events. Used our Continuity of Operations Plan Review Guidance document to evaluate the agency program. Supported the activation to the Light Brown Apple Moth outbreak by serving in planning section in the response command post.

*Miami Dade EOC*

Worked with team to revise the WebEOC for board updates and end-user support.

## Higher Education Emergency Management- Preparedness – Plan, Train, Exercise

*California State Universities Preparedness Planning (2001 – Present)*

Supported the evaluation and recommendations of the multiple campuses' pandemic plans and emergency operations plans. Supported numerous training and drill events at the CSU Chancellor's Office to exercise emergency management plans, continuity of operations plans, and system-wide support services.

*University of California System – Preparedness Planning (2001 – Present)*

Co-facilitated a Tabletop Exercise during a system-wide conference designed to practice system wide coordination and understand best practices that could be shared across campuses and medical centers.

*San Francisco State University (2014)*

Facilitated a workshop for the Student Affairs and Enrollment on EOC positions, and implementation of COOP and emergency management procedures.

*SCU Channel Islands. (2013 - 2016)*

Worked with University as part of planning team to host county-wide exercise at their facility.

*Cornell University (2015)*

Support Tabletop Exercise Scenario and materials development.

*Montana State University EOC Management Training*

Provided an EOC Management workshop and training course for EOC staff.

*Baylor University Functional Exercise*

Supported the University-wide Functional Exercise as EOC controller.

*Northwestern University EOC Training and Tabletop*

Developed and facilitated a tabletop exercise to practice EOP procedures that our team developed, and to roll out the new Emergency Operations Plan.

*Pulaski Technical Community College Training*

Led Emergency Operations Center (EOC) position training, and then conducted a workshop with an active shooter scenario.

*Portland Community College Business Continuity Planning, Portland, Oregon*

Managed a team that developed the Business Continuity and crisis communication updates for the college system. Facilitated BC Plan workshop for executives and CB coordination team.

## Agriculture Sector Preparedness and Response

### *California Department of Food and Agriculture (CDFA) Preparedness Support.*

Frank supported the CDFA with developing their Departmental Operations Center plan in coordination with multiple CDFA divisions, including position guides, notification, activation, reporting, logistics and resource management. A DOC guidance manual and multi-agency coordination group guidance manual were also developed. The materials were provided to CDFA end-users via a seminar that included DOC practice sessions.

He also supported development of a Food Contamination Plan Development that incorporated the response authorities, roles and responsibilities of the Milk and Dairy Food Safety Branch, the USDA-exempt Meat and Poultry Branch, and the Feed, Fertilizer, Eggs and Livestock Drug Regulatory Branch. Our team was engaged at this same time with response planning for the California Department of Public Health, and we developed plans for multi-agency coordination in food contamination responses that involve both agencies. Working with the CDFA partners, he also developed the California Agricultural Response Team (CART) that outlined field emergency response for assessment and emergency inspection teams.

CDFA Response Support. For the melamine response, he supported CDFA staff at their DOC. For the Light Brown Apple Moth response, he supported field staff with establishing successful Emergency Operations Center operations and Field Incident Command Structures. In this role, he supported both State and Federal (USDA) responders.

### *County Agricultural Response Plans*

Frank took the lead in developing an All-hazard Emergency Response Food and Agriculture Response Plan for both Stanislaus and Fresno counties. The plan was based on a template that Witt O'Brien's developed for the State's Agricultural Commissioners. The agricultural response plan included a base plan and numerous operational guidance documents such as: MAC Group operations, animal reportable diseases, and state and federal report templates.

The plans were presented to the stakeholder groups, and he led several HSEEP-compliant workshops designed to detail specific response structures for Avian Influenza and other agricultural-related responses. The workshop process led to the design of field incident command and operational area organizations structures, as well as supported the CDFA EOC activation and management.

### *California Veterinarians Medical Association, CARES Program, Sacramento, California*

Managed the assessment of the California Animal Response System (CARES) implementation throughout all the operational areas. Developed the report for the CVMA and the California Department of Food and Agriculture (CDFA) to support CARES program improvement.

## Rail and Transit Preparedness and Response

### *City and County of Sacramento Emergency Management Program*

Conducted a functional exercise that was based on the events of the train derailment and resulting chlorine spill at Graniteville, North Carolina. We used the Graniteville case study to prepare EOC staff on rail car response and potential outcome related to evacuations and shelter-in-place. We met with rail representatives from the local Roseville CA Rail Yard for their input to our scenario realism, and had them attend exercise as observers.

### *Various Rail Related Projects.*

Before coming to Witt O'Brien's, Frank managed and supported numerous preparedness project related to rail and other transit services as a contractor with Region 9 USEPA. He supported:

- *Development of the Feather River Area Contingency Plan, with the focus on community readiness, and rail and highway preparedness with respect to the high volume of rail and truck traffic that paralleled the watershed. Plans included communications for cities and counties throughout the watershed, tabletop exercises with local communities, developing resource list and storage area locations, and concept of operations with private and local partners.*
- *Responses to multiple train derailments and resultant hazardous materials spills involving flammable and explosive materials. Efforts included watershed protection, air and groundwater monitoring, and community outreach activities.*
- *Non-regulatory assessments of rail system transit processes, including safety assessment of a rail yard at a southern California ports, evaluation of communications drills, and assessment of earthquake related safety procedures.*

## Program Assessment

### *Seattle City Lights, City of Seattle, Washington*

Managed the 2014 emergency management program assessment for the City Lights Department. Developed a final report for the department based on the core capabilities and program goals. As a second phase of the project, developed metrics for the evaluation of the program success based on preparedness, and effectiveness of program effectiveness based on core capabilities.

### *California Veterinarians Medical Association, CARES Program, Sacramento, California*

Managed the assessment of the California Animal Response System (CARES) implementation throughout all the operational areas. Developed the report for the CVMA and the California Department of Food and Agriculture (CDFA) to support CARES program improvement.



## Qualifications Profile

Crystal Kline is a disaster preparedness SME and Oklahoma's first female Master Exercise Practitioner (MEP). She provides disaster preparedness planning and training in support of preparedness and resilience efforts in the public and private sectors. Nearly 20 years in the emergency management industry has given her a strong background in disaster preparedness, hazard mitigation, public relations and communications, development and facilitation of exercise programs, and building public/private partnerships.

Crystal's experience includes assisting universities and other institutions of higher education in developing their emergency operations plans, business continuity plans, and testing their plans with exercises designed to highlight their strengths and address areas in need of improvement. Her after action work includes post-exercise reviews and reports for CERT Haiti, LSU Lafayette, University of Oklahoma, Tulsa Community College and its five large campuses, the City of Tulsa, Tulsa County, Region VII Terrorism Early Warning Group, Oklahoma State University, Dollar Thrifty, and Beggs Public Schools.

She has facilitated multiple workshops and exercises, including A Day Without Business: A Business Continuity Summit, Disaster Management for Long Term Care Facilities, several Homeland Security Summits, and Citizen Corps National Conferences.

As a Recovery Specialist, with Witt Associates (now Witt O'Brien's) Crystal assisted in training and exercise development and facilitation, and crisis communications and external affairs. In 2009 and 2010, she was part of the partnership with the Clinton Global Initiative's efforts to spur economic development in Haiti through providing Haitians with Community Emergency Response Team (CERT) training, where she not only led the preparation of the curriculum and designed the exercises, but accompanied a team of Haitian New York City firefighters to Port-au-Prince where they trained 400 residents of the nation's largest tent city to become the nation's first CERT team. She assisted in management of the training efforts which included two full-scale exercises, managed the media covering the event, and acted as public spokesperson in interviews with the British Broadcasting Corporation (BBC), and MSNBC. She was a weekly radio guest on Neighborhood Watch on allblackradio.com.

In the fall of 2010, she worked on the long-term recovery of the Gulf Coast in the aftermath of the British Petroleum Deepwater Horizon oil spill. She met with and interviewed community stakeholders to assess the long-term impacts and needs of the coastal communities impacted by the oil spill, reported on her findings, and assisted in analysis of the gathered data.

As a contract employee with the company, she was deployed to Des Moines, Iowa in response to the Midwest floods of 2008. There she worked in External Affairs, monitoring news stories and assisting in data analysis.

As a reservist in FEMA's Mitigation Cadre, she was deployed during hurricane seasons in 2004 and 2005, responding to Hurricanes Ivan, Charlie and Francis in Orlando, FL in 2004 and to Hurricane Katrina in

### Areas of Expertise

Emergency Operations Development and Planning; Resilience and Business Continuity Planning and Development; After Action and Improvement Plan Development; Exercise Development and Facilitation

### Registrations and Certifications

Master Exercise Practitioner FEMA  
Emergency Management Institute 2005

Homeland Security Exercise and Evaluation Program (HSEEP) certified, FEMA  
Emergency Management Institute 2011

Disaster Resilience Network

Disaster Resistant Business Council

Homeland Security Advisory Board of  
Oklahoma Northeastern University (NSU)

### Year Joined Witt O'Brien's

2017

### Base Location

Tulsa, OK

Pensacola, FL in 2005. Her responsibilities included writing success stories, photographing damages, public mitigation education and awareness, and counseling survivors in the Disaster Recovery Center.

Crystal is an award-winning writer, a former member of the Board of Directors for the Disaster Resilience Network (for which she still actively volunteers), a member of the Disaster Resilient Business Council, and a member of the Homeland Security Advisory Board of Oklahoma Northeastern State University (NSU).



## Proposed Contract Language

Witt O'Brien's would like to include the following statement into our proposal response regarding the Contract Terms and Conditions:

“Proposer reserves the right to negotiate the terms of the Agreement to Furnish Emergency Management Consulting Services to The City of Key West after receiving notice of award. The terms of the City of Key West Indemnification Form and article 7 of the Draft Agreement provided by the City are inconsistent.”

## Contracts Review

### EXCEPTIONS TO DRAFT AGREEMENT

#### 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 contract 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 specification~~the indemnification clause, which shall survive the termination of the Agreement.

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~~ The coverage afforded under these policies will not be canceled until at least thirty (30) days prior written notice has been given to the CITY by the CONSULTANT. 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 sole negligent operations in completing this Agreement and ~~name~~ the CITY shall be as an additional insured under their policy (CONSULTANT has a Blanket Additional Insured endorsement when required by written contract).

## **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.~~

~~7.27.1~~ 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 sole negligent acts, errors, or omissions.

~~7.37.2~~ 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 11**  
**TERM AND TERMINATION**

11.1 This Agreement may be terminated by either party for cause by giving to the party in default a written notice and ten (10) days opportunity to cure any default, or the CITY This agreement may also be terminated by either party for convenience, upon ten (10) days written notice by one party to the other. the CITY to CONSULTANT in which In any 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 13 MISCELLANEOUS**

13.1 Notice. Whenever any party desires to give notice unto any other party, it must be given by written notice, sent by email with delivery confirmation request and mail 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: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_