

# **Town of Ponce Inlet, Florida**

## **Emergency Preparedness and Disaster Recovery Services**

### **Request for Proposal**

**Prepared for:**

Kim McColl, Finance Manager  
Town of Ponce Inlet  
4300 S. Atlantic Avenue  
Ponce Inlet, FL 32127

**November 9, 2016**

**WITT | O'BRIEN'S**

*Prepared by:*  
Witt O'Brien's  
2200 Eller Drive  
Ft. Lauderdale, FL 33316  
T: 1+954.523.2200  
F: 1+954.524.9185  
[www.wittobriens.com](http://www.wittobriens.com)

## Table of Contents

|  |    |
|--|----|
| Table of Contents.....   | 2  |
| I. Corporate Background and Experience.....  | 3  |
| Witt O'Brien's   Background.....   | 3  |
| Work with Local Government Entities in Florida.....                                  | 3  |
| Where We Are Located in the United States.....                                       | 3  |
| Florida Office and Personnel.....  | 4  |
| Overall Company Experience.....  | 4  |
| II. Past Performance References.....   | 7  |
| Hurricane Katrina Recovery, State of Louisiana (2005 – present).....                 | 7  |
| Statewide Flooding Recovery, State of Indiana (2008 - present).....                  | 8  |
| Hurricane Ike Recovery, City of Galveston (2008 – Present).....                      | 9  |
| School Board of Broward County – Disaster Events (2008-Present).....                 | 10 |
| University of Texas Medical Branch (2008 – Present).....                             | 11 |
| III. Technical Approach .....  | 13 |
| How We Can Help .....  | 13 |
| Advising the Town on Disaster Recovery.....  | 13 |
| FEMA Public Assistance Advisory Services.....  | 13 |
| HUD Community Development Block Grant Disaster Recovery (CDBG-DR) Support Services.. | 15 |
| FEMA 404 and 406 Hazard Mitigation Expertise .....                                   | 16 |
| Financial and Grant Management Support.....  | 16 |
| Information Technology, Data Management and Reporting Support.....                   | 17 |
| IV. Staffing and Resumes .....   | 18 |
| V. Full Scope of Available HGACBuy Services and Rates .....                          | 19 |
| Services Overview .....  | 20 |
| Preparedness.....  | 20 |
| Response Services .....  | 22 |
| Recovery and Mitigation Services.....  | 23 |
| Pricing.....   | 26 |
| Notes on Witt O'Brien's HGAC Contract Rates .....                                    | 28 |
| Value-Added Service Pricing.....   | 29 |
| Value-Added Services.....  | 30 |
| Technology Solutions.....  | 31 |

## I. Corporate Background and Experience

### Witt O'Brien's | Background

Witt O'Brien's builds resilience. As a global leader in crisis and emergency management, our innovative solutions help governments, communities, and businesses to Control the Outcome® of emergencies and crises. We make a difference by partnering with our clients to save lives, protect assets, and recover from disasters.

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.

Witt O'Brien's brings unrivaled experience and knowledge in technical assistance and FEMA funding in connection with the application and interpretation of Federal law, regulations, and policies applicable to Public Assistance (PA), Individual Assistance (IA), and Hazard Mitigation Assistance (HMA) programs. Our firm brings together qualified program specialists who offer a combination of skilled project management, disaster response, and recovery technical expertise.

Witt O'Brien's experts help manage and implement critical recovery programs for disaster-impacted communities. Since 2001, we have assisted in the management and implementation of **more than \$40 billion in 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).

Witt O'Brien's has successfully provided disaster recovery services to more than half the States in the U.S. as well as hundreds of smaller governmental and private organizations. We are excellently positioned to bring together policy architects and technical experts in public safety, emergency management, and business continuity with leaders from all levels of government and private sector partners to forge solutions to emergency preparedness challenges.

### Work with Local Government Entities in Florida

Witt O'Brien's has worked with local government entities all over the US, as well as many in Florida including: Collier County, Escambia County, Volusia County, City of Orlando, Town of Palm Beach, Delray Beach, Coral Springs, Pompano Beach, School Board of Broward County, Cooper City, Town of Davie, City of Miami, Miami Lakes, Coral Gables, and Miami-Dade County, among others.

### Where We Are Located in the United States

Washington DC - *Corporate Headquarters*

Houston, Texas – *Executive Office*

Anchorage, Alaska

Slidell, Louisiana

**Ft. Lauderdale, Florida**

Bismarck, North Dakota

## Florida Office and Personnel

Witt O'Brien's has an office within the Headquarters of our parent company, SEACOR Holding, Inc., where they have been providing services for more than 25 years. Witt O'Brien's offices are located inside Port Everglades at 2200 Eller Drive, Ft. Lauderdale, FL, 33316.

Witt O'Brien's local personnel include experts in FEMA Public Assistance and Hazard Mitigation Grant Programs, disaster debris monitoring and Federal procurement guidelines. Additional personnel located throughout the State of Florida, including the Tampa, Orlando and Tallahassee areas, provide support in these critical areas of recovery as well as subject matter expertise that can be called upon as required.

## Overall Company Experience

Since 2001, Witt O'Brien's experts have helped manage and implement over \$40 billion in FEMA Public Assistance Grant Program, FEMA Hazard Mitigation Grant Program, and disaster supplemental funding. Witt O'Brien's has extensive experience in developing emergency preparedness, response, and recovery programs, including writing emergency operations plans, continuity of operations plans, hazard assessments, hazard mitigation plans, crisis communications plans, emergency notification protocols, recovery plans, and other emergency management plans; designing and facilitating exercises; conducting organizational and post-incident assessments; developing and conducting specialized emergency management training; and providing leadership in emergency response and recovery operations. 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.

No firm that provides disaster recovery consulting services is more experienced than Witt O'Brien's when it comes to advising governmental agencies on recovery and providing a full range of recovery services under the Stafford Act.

Witt O'Brien's provides a suite of disaster recovery services, including:

- FEMA Public Assistance Grant Program
- FEMA Hazard Mitigation Grant Program and all aspects of FEMA's HMA
- Alternate disaster assistance programs including FHWA, NRCS, and HUD CDBG
- Insurance adjusting and coordination
- Problem resolution
- Closeout and audit support
- Appeals
- Long-term Recovery Planning

Witt O'Brien's has unmatched experience supporting disaster recovery efforts. Witt O'Brien's has been involved in nearly every significant disaster recovery since 2001, including:

- 2001 - Tropical Storm Allison in Texas
- 2003 - Hurricane Isabel in the Carolinas
- 2003 - Super Typhoon Pongsona in Guam
- 2004 - Hurricanes in Florida and the Cayman Islands
- 2004 - Indonesian Tsunami disaster
- 2005 - Hurricanes in Florida
- 2005 - Hurricanes Katrina and Rita in Louisiana
- 2006 - Tropical Storm Ernesto and the severe storm disasters impacting Virginia
- 2008 - Great Midwest Floods in Iowa
- 2008 - Floods and tornados in Indiana
- 2008 - Tropical Storm Fay in Florida
- 2008 - Hurricane Gustav in Louisiana
- 2008 - Hurricane Ike in Texas and Louisiana
- 2010 - Earthquake in Haiti
- 2011 - Midwest Tornado Outbreak that impacted Joplin, Missouri and other communities
- 2011 - Tropical Storm Irene in Vermont
- 2012 - Hurricane Isaac in Louisiana
- 2012 - Hurricane Sandy in New Jersey, New York and Connecticut
- 2014 - Severe Winter Storms that impacted Georgia, North Carolina, and other communities
- 2014 - Severe Storms and Flooding in Florida
- 2015 - Severe storms and flooding that impacted central Texas and South Carolina

This extensive record of providing Emergency Operations Center support, Public Assistance program leadership and support, Hazard Mitigation support, Recovery Planning, and applying the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, and Related Authorities (FEMA 592), has resulted in Witt O'Brien's having an unmatched record of experience in years, dollars in Public Assistance and Hazard Mitigation funding, and number of Project Worksheets.

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, 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 has 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).

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 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.

- The **University of Texas Medical Branch at Galveston** (Texas), experienced nearly **\$1 billion in damages** to facilities, loss of revenue and loss of research opportunities, due to **Hurricane Ike** in 2008. Witt O'Brien's helped secure more than \$800 million in FEMA funded projects, including more than \$400 million in funding that was originally denied by FEMA. This represents a return of more than 26 times what Witt O'Brien's has been paid in consulting fees to provide disaster support services. In addition, Witt O'Brien's helped UTMB secure more than \$50 million in Hazard Mitigation Grant Program funding, and facilitated the development of UTMB's first FEMA-approved hazard mitigation plan.
- Following **Hurricanes Katrina and Rita** as well as following 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 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.

## II. Past Performance References

Witt O'Brien's has a proven record of providing successful disaster recovery services with a substantial return on investment record for its clients. Numerous states, counties, cities, universities, and councils of governments have called upon Witt O'Brien's during and following disasters to guide them through the complicated FEMA financial recovery processes.

### **Hurricane Katrina Recovery, State of Louisiana (2005 – 2016)**

Beginning in 2005, Witt O'Brien's delivered significant value through its approximate 11-year partnership with Louisiana and GOHSEP, providing support to GOHSEP staff on a full-time basis in response to some of the most severe disasters in Louisiana history, including Hurricanes Katrina, Rita, Gustav, Ike, and Isaac, as well as other declared disasters.

Within 48 hours of Hurricane Katrina's landfall, our team deployed to Baton Rouge. We established a functional joint operations center within 24 hours of our arrival, providing essential State and local personnel with the tools needed to communicate effectively throughout the State to begin the recovery.

In the early days of the recovery, we provided 250 surge specialists to assist GOHSEP's then staff of 25. We helped GOHSEP build its organizational structure; develop its policies, processes, and procedures; and facilitate its relationship with FEMA. Today, we continue to work side-by-side with GOHSEP, mentoring and providing knowledge transfer to State employees, resulting in a highly skilled GOHSEP recovery staff of 300.

During that time, Witt O'Brien's provided technical assistance to the State, contributing to its long-term recovery efforts. We provided strategic advice to the Governor's Office on overall response and recovery efforts. We served as the senior emergency management advisor for the Louisiana Recovery Authority (LRA) Board of Directors and as official liaison between the State and parishes affected by Hurricanes Katrina and Rita. Our experts were engaged in every facet of the State's recovery, playing key roles in supporting GOHSEP on policy, programmatic, operational, technical and grants management issues.

From 2005 to 2016, Witt O'Brien's provided a suite of disaster recovery services to the State of Louisiana including:

- Establishing and standing up its Emergency Operations Center (EOC);
- Determining applicant, work, and cost eligibility for participation in FEMA PA and HMA Programs for Louisiana Subrecipients;
- Representing Subrecipient claims to FEMA and working with FEMA to resolve programmatic issues;
- In partnership with the State, obtaining more than \$2 billion (to date) in funding initially denied by FEMA;
- Assisting the State to identify and develop Alternate and Improved Projects;
- Aligning damage scopes of work and estimated repair costs;
- Securing program management funding for Subrecipients, including Direct Administrative Cost (DAC) reimbursements;
- Identifying and resolving Environmental and Historic Preservation (EHP) issues;

- Assisting the State and Subrecipients in developing, filing, and prosecuting appeals and arbitration claims;
- Closing projects, including providing audit support;
- Pursuing and obtaining supplemental appropriations and/or increased Federal cost shares applicable to reimbursements formulas;
- Identifying and providing justification for 406 Mitigation projects; and
- Developing and implementing the Hazard Mitigation Grant Program (HMGP).

**Reference:**

Mark Riley, Recovery Division, Deputy Director  
Governor's Office of Homeland Security and Emergency Preparedness  
7667 Independence Blvd, Baton Rouge, LA 70806  
Tel: 225-573-0027 Email: [mriley@ohsep.louisiana.gov](mailto:mriley@ohsep.louisiana.gov)

**Statewide Flooding Recovery, State of Indiana (2008 - present)**

The summer floods of 2008 dealt heavy blows to the State of Indiana. Witt O'Brien's was contracted to assist the State of Indiana Department of Homeland Security (IDHS) with a range of disaster recovery services, including strategic advice and technical assistance in the form of organization, communication, and planning services. In addition, we provided strategic advice and assistance to the State for pre-event preparedness and pre-declaration activities.

Witt O'Brien's staff provided technical and professional services to assist and implement the State's responsibilities as the Recipient under the PA Program, ranging from initial damage assessments through the final closeout of more than 800 PWs. Our staff provided coordination, team development, and technical assistance support with eligible Subrecipients, helping to maximize grant awards. Witt O'Brien's also provided grants and financial management support to the State, as well as to Subrecipients, including through the provision of expert staff to facilitate program, Subrecipient, and project closeout and audit support services. Witt O'Brien's utilized our expert team of PA specialists and project closeout specialists to provide this overarching support.

Witt O'Brien's staff brought extensive experience with hazard mitigation assistance to the project as well. Throughout the recovery process, Witt O'Brien's expert staff worked with Subrecipients to identify and incorporate Section 406 mitigation measures into their reconstruction efforts. In addition, Witt O'Brien's supported Indiana's Hazard Mitigation Grant Program (HMGP) and hazard mitigation planning, providing mitigation specialists to support the State needs in the implementation of its HMGP program. Our mitigation experts provided direct technical assistance to Subrecipients on questions of project identification, scoping, and eligibility; facilitated application preparation; delivered technical assistance (including for benefit-cost analysis (BCAs)); and supported both Subrecipients and the State with problem resolution services.

Witt O'Brien's program experts helped secure more than \$13 million in funding originally denied by FEMA, helped secure millions more in funding that Subrecipients did not realize they were eligible to receive prior to our involvement, and used our collective expertise and knowledge of recovery program precedent to resolve hundreds of problems standing in the way of Subrecipient recovery efforts.

**Reference:**

Arvin Copeland, Director of Response and Recovery  
Indiana Department of Homeland Security  
402 W. Washington Street, Indianapolis, IN 46204  
Tel: 317-232-3834 Email: [acopeland@dhs.in.gov](mailto:acopeland@dhs.in.gov)

**Hurricane Ike Recovery, City of Galveston (2008 – Present)**

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 voluntary and mandatory evacuation orders issued throughout the region. Ike caused tens of billions of dollars in damages.

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 PA program grant process and the debris oversight process. This effort included the efficient handling of debris operations in conformance with program requirements to maximize debris-related reimbursement from FEMA.

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
- 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
- Assisted the City in the project closeout process

Shortly after the Galveston efforts began, the City was already crediting Witt O'Brien's with securing substantial amounts of additional funding, and advancing complex and politically sensitive recovery projects that had languished since the hurricane devastated Galveston Island. Examples of this effort include the correct identification of expenditures as emergency work to maximize the federal cost share, the identification and documentation of City damaged fire hydrants resulting in an additional \$4 million in federal funding, and finally the assistance and development of closeout process.

Starting immediately with our engagement with the City, Witt O'Brien's staff documented the City's projects thoroughly with the goal of a successful closeout completion. Witt O'Brien has helped the City to develop both digital and paper copies of the source documentation to support each project. Witt O'Brien has worked with the City to develop a sound strategy and tracking matrix to document the status of each project worksheet in the closeout process in order to provide the City leadership and Council quarterly closeout status of all projects. Witt O'Brien's continues to provide the City with staff to review and document FEMA eligible scopes and assist the City's accounting and finance staff in documenting the final claims.

**Reference:**

John Simsen, Disaster Recovery Manager  
City of Galveston  
P.O. Box 779, 823 Rosenberg, Galveston, TX 77553  
Tel: 409-797-3500 Email: [simsenjoh@cityofgalveston.org](mailto:simsenjoh@cityofgalveston.org)

**School Board of Broward County – Disaster Events (2008-Present)**

The School Board of Broward County, Florida (SBBC) contracted Witt O'Brien's in October 2008 to provide emergency management services and program implementation and administration consulting for their large volume of FEMA PA grants. SBBC is the largest fully accredited public school district and is the sixth overall largest public school district in the nation. SBBC encompasses 283 schools, including 138 elementary schools, 42 middle schools, 38 high schools, and 55 charter schools.

Our staff has assisted SBBC in preparing initial projects and project versions as well as with gathering, reviewing, and compiling relevant documentation for final inspection and closeout of PWs prepared to address damages from the 2004, 2005, and 2008 Hurricanes and Tropical Storms including Frances, Jeanne, Katrina, Wilma, Rita and Fay. Witt O'Brien's has assisted with the management and reconciliation of more than \$50 million in Public Assistance grants representing roughly 540 projects made up of FEMA Category A, B, E and G projects. Our responsibilities to SBBC have included and continue to include:

- 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;
- Working with FEMA and the State of Florida to provide additional information needed to process project worksheets, requests for reimbursement, or resolve any issues and/or questions related to project worksheets;
- Representing SBBC at meetings with FEMA, State, and/or at internal department meetings;
- Writing, compiling, and submitting appeals;
- Providing comprehensive executive level briefings on a regular basis;
- 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 PWs including 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 7 years after the disaster occurrence; and
- Supporting the SBBC in an official DHS OIG Audit of 2005 disaster funding in the amount of almost \$15 million in grant funds.

Our efforts to date have resulted in SBBC recovering more than \$3.2 million in additional funds from their insurance carriers and more than \$9.4 million in funds from FEMA grants with approximately \$8 million pending final obligation and reimbursement to SBBC.

Currently, we are assisting SBBC with the preparation of a comprehensive, all-hazards Emergency Operations Plan to be completed and exercised in 2016-2017. Additionally, we continue to assist SBBC with emergency preparedness efforts involving training initiatives, system process improvements and in garnering departmental and executive leadership participation in future disaster events.

**Reference:**

Jerry Graziose, Director of Safety, Chief Fire Official, Ret.  
City of North Lauderdale Commissioner  
701 SW 71 Ave, North Lauderdale, FL 33068  
Tel: 954-881-3669 E-mail: [jgraziose@nlauderdale.org](mailto:jgraziose@nlauderdale.org)

**University of Texas Medical Branch (2008 – Present)**

Following Hurricane Ike in October 2008, the University of Texas System contracted Witt O'Brien's to assist UTMB in developing, documenting, managing, and submitting grant applications for funds available in FEMA's disaster programs.

Witt O'Brien's provided strategic advice and technical assistance to UTMB in the form of planning, recovery management, and oversight. Witt O'Brien's also provided strategic advice and assistance for pre-event preparedness and pre-declaration activities regarding the declaration process and providing information regarding the financial implications of strategic and programmatic operational decisions, with total damages estimated at nearly \$1.5 billion.

The primary focus of Witt O'Brien's work was to provide counsel to UTMB on critical aspects of the public assistance program by highlighting nuances of federal regulations to maximize UTMB's disaster recovery awards. Witt O'Brien's worked with UTMB staff and department managers and to identify damages, conduct site inspections, develop documentation and verification of damages; compile project worksheet packages; manage public assistance applications; quantify cost details; and champion opportunities for UTMB under the 406 hazard mitigation provisions of public assistance. Acting as UTMB's representative, Witt O'Brien's negotiated with FEMA to resolve eligibility issues and gain FEMA's support to increase public assistance awards, including scope alignment to projects that had been missed in FEMA's initial assessments and successful appeals of FEMA's decisions. Witt O'Brien's was integral in negotiating the funding of a new \$100 million elevated clinical service wing as a way of mitigating critical functions of the hospital complex.

Witt O'Brien's efforts resulted in \$583 million in public assistance and hazard mitigation eligible projects to the UTMB thus far, \$250 million of which was originally denied by FEMA. Witt O'Brien's assisted in development of projects for an additional \$125 million in damages and mitigation, and UTMB has been better able to oversee work effort and documentation to maximize reimbursements, support project claims processing, facilitate project reporting, and effectively support appeals and audits.

Witt O'Brien's developed and submitted applications for approximately \$115 million in mitigation projects and assisted in the development of more than 1400 FEMA project worksheet packages. More than \$60 million for HMGP has been approved.

## Reference:

Steve LeBlanc, Assistant Vice President, Business Operations and Facilities - Risk Management  
UTMB, Administration Building, Room 6.206  
301 University Blvd, Galveston, TX 77555  
Tel: 409-772-3568 Email: [sjleblan@UTMB.EDU](mailto:sjleblan@UTMB.EDU)

Listed below are references from a number of our other satisfied clients:

### **Arkansas Game & Fish Commission**

Dale Gunter, Chief of Ecological and  
Engineering Services  
2 Natural Resources Drive  
Little Rock, AR 72205  
Tel: 501-978-7309  
Email: [jdgunter@agfc.state.ar.us](mailto:jdgunter@agfc.state.ar.us)

### **Borough of Lavallette, New Jersey**

Chris Parlow, Borough Administrator  
Phone number: 732-793-7477  
E-mail: [cparlow@lavalletteboro.com](mailto:cparlow@lavalletteboro.com)

### **Joplin, MO School District**

Paul Barr, CPA, Chief Financial Officer  
Joplin School District, P.O. Box 128  
Joplin, MO 64802  
Tel: 417-625-5200, x2009  
Email: [pbarr@joplin.k12.mo.us](mailto:pbarr@joplin.k12.mo.us)

### **Toms River, NJ**

Paul Daley, OEM Director  
Tel: 848-992-0471  
Email: [oem@trpolice.org](mailto:oem@trpolice.org)

### **Two Rivers Waste Water Reclamation Authority (New Jersey)**

Mike Gianforte, Executive Director  
Tel: 732-229-8578 Ext. 16  
Cell-732-610-4555  
Email: [mgianforte@trwra.org](mailto:mgianforte@trwra.org)

### **Passaic Valley Sewerage Commission (Newark, NJ.)**

Chris O'Shea, Director of Security  
Tel: 973-817-5861  
Cell: 201-280-4911  
E-mail: [coshea@pvsc.nj.gov](mailto:coshea@pvsc.nj.gov)

### **Toms River Fire District (New Jersey)**

Brian Kubiak, Fire Commissioner  
Tel: 908.901.4865  
Email: [bkubiak@trfire.org](mailto:bkubiak@trfire.org)

### III. Technical Approach

#### How We Can Help

Upon notice of award, contractual terms and conditions will be provided for mutual consideration and agreement, as per the End User Agreement submitted and apart of Witt O'Brien's HGAC Contract. After the contracting phase is complete, Witt O'Brien's and the Town of Ponce Inlet (the Town) will have an initial meeting to discuss and review immediate and long-term needs. Witt O'Brien's will then be able to appropriately define and assign personnel to support the Town as required. Whether the Town has the need for just a few specialized individuals, or requires a team of professionals covering a wide range of recovery program areas to support the Town in navigation FEMA's Public Assistance, the Hazard Mitigation Grant Program, the Community Development Block Grant Program (CDBG), or information technology and data management needs during disaster recovery, Witt O'Brien's is able to efficiently scale up and down to meet the Town's needs.

#### Advising the Town on Disaster Recovery

No firm providing disaster recovery consulting is more experienced than Witt O'Brien's when it comes to advising governmental agencies on disaster recovery. The most daunting and challenging issues faced during disaster recovery after a significant event are exactly the issues and problems Witt O'Brien's has tackled and been successful in resolving for a number of clients.

Witt O'Brien's can advise the Town on all aspects of disaster recovery including, but not limited to:

- FEMA Public Assistance Grant Program Advisory Services, including 406 Mitigation
- HUD Community Development Block Grant Disaster Recovery (CDBG-DR Support Services)
- Section 404 Hazard Mitigation Grant Program and all aspects of FEMA's HMA
- Financial and Grant Management Support
- Information Technology, Data Management and Reporting Support
- Long-term Recovery Planning
- Other federal disaster assistance programs including FHWA, NRCS, and HUD CDBG funding
- Insurance coordination
- Problem Resolution
- Appeals
- Closeout and audit support
- Debris Monitoring

#### *FEMA Public Assistance Advisory Services*

Witt O'Brien's will assist the Town in managing and administering all aspects of the Public Assistance Grant Program including:

1. Developing and implementing a process/system to efficiently submit Federal grant applications, identify eligible projects, capture costs, prepare cost reports, reconcile invoices, and close-out projects.
2. Attending meetings with the state and FEMA to address eligibility and process issues, as requested.

3. Providing extensive knowledge, experience and technical competence in dealing with Federal regulations, specifically including the Stafford Act, Post Katrina Emergency Management Reform Act, and the Sandy Recovery Improvement Act.
4. Proactively identifying and resolving issues that may arise related to the funding of work completed or to be completed.
5. Providing technical assistance, as requested. Technical assistance may involve engineering and architectural support, among other types of assistance.
6. Supporting and completing an assessment of damage to public infrastructure components, transportation systems, and facilities.
7. Obtaining, analyzing and gathering field documentation, including gathering relevant records in order to extract pertinent information necessary for submittal including timekeeping and staff assignment records.
8. Reviewing for clarity and completeness, as well as consistency and accuracy, all data and supporting documentation.
9. Evaluating and assisting 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 (“DDDs”) and a project’s Scope of Work (“SOW”).
10. Assisting in the development of hazard mitigation proposals under Section 406 of the Stafford Act.
11. Evaluating alternate and/or improved projects.
12. Reviewing Project Worksheets to determine final eligible costs and third party refunds and reimbursements.
13. Reconciling eligible costs and prepare Project Worksheet versions, as necessary.
14. Preparing first and second appeals, as requested.

Witt O'Brien's will also provide assistance to the Town, as required, with:

- Preliminary Damage Assessments
- Preparing Project Worksheets and Accompanying Documentation
- Project and Project Deadline Tracking
- Scope of Work Changes
- Implementation of Public Assistance Alternative Procedures
- Alternate and Improved Projects
- 404/406 Mitigation Considerations
- Insurance Considerations
- Special Considerations/EHP
- Documenting Indirect and Direct Administrative Costs
- Advocacy
- Appeals
- Closeout and Audit

## ***Preparing Project Worksheets and Accompanying Documentation***

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.

Witt O'Brien's will provide the Town with qualified personnel adept in analyzing projects, preparing the scope of work and damage descriptions of projects, analyzing project worksheets and accompanying documentation, and in preparing project worksheet documentation for submittal to FEMA.

## ***Project and Project Deadline Tracking***

Witt O'Brien's brings to the Town a full array of tracking tools it has developed and refined over the many disaster recovery engagements it has performed in its participation in the recovery from nearly every major disaster in the United States since 2001. These tools provide for tracking Project Worksheets from the initial documentation all the way through the closeout process. Our tracking tools will assist the Town in always being able to access the latest status of project development, submission, amendment requests, insurance recovery, mitigation proposals, historical and environmental reviews and project funding. Our tracking and reporting capabilities will assure adherence to all project deadlines and reporting requirements, the timely generation of quarterly reports, and the filing of project related time extension requests.

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

Witt O'Brien's will assist the Town with program support services in all aspects of HUD CDBG-DR by providing:

1. Extensive 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.
2. Experience with undertaking 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.
3. Extensive knowledge of CDBG eligible activities and national objectives particularly as they apply to disaster recovery.
4. 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.

5. Extensive knowledge of the development and submission of HUD required Action Plan for Disaster Recovery, Action Plan Amendments, performance reporting, and grant closeout.
6. Extensive knowledge of Project Management and Operations including the ability to develop policies and procedures for implementing all CDBG-DR funded programs and activities including contractor, subcontractor, and sub-recipient oversight and monitoring.
7. The ability to maintain project files with supporting documentation for all CDBG-DR funded activities that meet HUDs regulatory requirements.
8. Knowledge and understanding of HUD's Disaster Recovery Grant Reporting (DRGR) data management system including Action Plan set-up and Quarterly Reporting. Have extensive knowledge of HUD's requirements for housing programs including rehabilitation, reconstruction, acquisition, buyout, relocation, and rental assistance.
9. Extensive knowledge of HUD's requirements for infrastructure and public facilities including FEMA PA match programs.
10. Extensive knowledge of HUD's requirements for economic development activities.
11. Extensive knowledge of HUD's requirements for calculating duplication of benefits in compliance with the Stafford Act.

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

Witt O'Brien's will assist the Town with program support services in all aspects of FEMA's 404 and 406 Mitigation programs by:

1. Assisting in the identification, development and evaluation of opportunities for hazard mitigation programs to reduce or eliminate risk from future events.
2. Providing experienced hazard mitigation staff to identify and 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.

### ***Financial and Grant Management Support***

Witt O'Brien's will assist the Town with financial and grant management support by:

1. Advising the Town on FEMA's rules, practices and procedures and providing advise on how to track costs, including direct administrative costs to facilitate reimbursement for all eligible client costs, including contractor costs.
2. Providing general grant management advice.
3. Conducting pre-audit activities and preparing documentation for audit.
4. Meeting as necessary with Town/State/Federal representatives in connection with the programmatic, financial, contracting and accounting services necessary to meet Federal and State regulations.

5. Preparing reports for the State and FEMA, as needed.
6. Providing oversight of contractors' billing to ensure that they invoice properly and are only compensated for work actually performed, and that all costs eligible for the disaster grant funding are documented and claimed.
7. Categorizing, recording, tracking and filing costs in support of the financial reimbursement process.
8. Tracking Project Worksheet status and status of payment from the State.
9. Providing interagency (Federal, State, Town) coordination and technical support, as well as identifying funding resources that may be available to assist in the long-term recovery process.

### ***Information Technology, Data Management and Reporting Support***

Witt O'Brien's will assist the Town with information technology and reporting support by:

1. Designing and developing IT solutions that support the management and implementation of the disaster recovery programs.
2. Providing experienced staff to manage data for disaster recovery programs.
3. Providing expertise in systems to report information to assist in the management of the disaster recovery programs.
4. Provide expertise to analyze data and information for process improvement and optimization.

### ***Documenting direct and indirect costs***

Through the use of Witt O'Brien's proprietary time keeping system, Time Tracker, much of Witt O'Brien's costs are reimbursable by FEMA for our assistance associated with a Presidentially Declared Disaster. Time Tracker permits our team to track time in as small as 15 minute increments, linking each block of time to a description of work done and information about specific projects and tasks.

Time Tracker is a significant update to our previous proprietary system, WittTrak, which was developed in consultation with DHS's Office of the Inspector General (OIG). WittTrak was one of the only systems proven to maintain documentation regarding consultant time in a manner sufficient to justify and maximize reimbursements under both Direct and Indirect Administrative Costs allowed under all FEMA grant programs. This allows Recipients to maximize reimbursement of our costs under our engagements.

Time Tracker captures the documentation required to justify our team's time and attribute our time to specific projects. The same documented allocation of time and expense is required of any subcontractor that we utilize on our team. Costs are added to eligible PWs or HMA projects, allowing for reimbursement to the Recipient. Documentation provided in the Witt O'Brien's Time Tracker system can be used in a successful manner to justify and obtain client reimbursement.

## IV. Staffing and Resumes

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 to best serve the Town of Ponce Inlet. The following personnel are representative of those that are available to serve the Town in their respective stated capacity for the services that the Town currently desires to procure.

### FEMA Public Assistance and Hazard Mitigation Assistance Program

Bill Riley, Principal

Valarie Philipp, Public Assistance Specialist I

Ralph Lawrence, Public Assistance Specialist II

Cherie Clevenger, Public Assistance Specialist III

Alana Oglesby, Public Assistance Specialist III

Kelly George, Hazard Mitigation Specialist I

### Disaster Debris Monitoring

Chuck Brannon, Principal

Kevan Parker, Senior Regional Debris Manager

Ryan Booth, Debris Project Manager

Resumes for each of the above named staff may be found at the end of this proposal.

A full schedule of **positions and hourly rates** is included in **Section V** of this proposal.

## V. Full Scope of Available HGACBuy Services and Rates

**We specialize in all facets of emergency management and emergency planning as well as homeland security consulting; we are in business to help clients in times of crisis or change.**

Events of the last several years have demonstrated that it has never been more vital that local governments, states, and other entities have a team with proper knowledge and experience to call upon in times of disaster and to prepare for the occurrence of a potential disaster. Drawing on our extensive experience, we work with our clients to connect all the interrelated aspects of planning, preparedness, response, and recovery to maximize both effectiveness and funding opportunities that may become available. We have an excellent record of service supporting local agencies, states, and the federal government in developing and implementing effective pre-disaster planning and recovery programs.



Witt O'Brien's has the ability to draw upon existing relationships and knowledge, and to provide a near immediate response to our clients' needs. We have all seen the structural, physical, emotional, and economic damages that occur when communities fail to prepare for the worst, and searching for the right consultant during the early days before or after a disaster can slow the response and recovery process down significantly. Witt O'Brien's can mobilize significant numbers of additional qualified contractor personnel as needed, cutting down on "ramp up" time, and providing the *End User* the capability to establish operations and manage events efficiently and effectively.



**We have the experience, capability, and commitment to provide disaster preparedness, planning, consulting & recovery services to federal, state, and local governments across the country.**



## Services Overview

| Category                                     | Services   |  |
|--|--|--|
| <b>Preparedness, Training and Mitigation</b> | <ul style="list-style-type: none"> <li>• Assessment and Gap Analysis</li> <li>• Emergency Management Accreditation Program Support Services (EMAP)</li> <li>• Emergency Management Capability Assessments</li> <li>• Physical and Cyber Security Assessments</li> <li>• Emergency Response Planning; All-Hazard and Hazard-Specific</li> </ul> | <ul style="list-style-type: none"> <li>• Continuity of Operations/ Government Planning</li> <li>• In-Person and Computer-Based Training</li> <li>• Emergency Operations Center Planning, Training, Exercising</li> <li>• Public Health Preparedness</li> <li>• HSEEP-Based Exercises</li> </ul>                                |
| <b>Response</b>                              | <ul style="list-style-type: none"> <li>• Logistics Management Operations Management and Support Functions</li> <li>• Crisis Communications Preparation Training and Representation</li> </ul>  | <ul style="list-style-type: none"> <li>• Fully NIMS/ICS Compliant Staffing</li> <li>• Planning Support and Management</li> <li>• Finance and Administration</li> <li>• Technology Solutions</li> </ul>   |
| <b>Recovery</b>                              | <ul style="list-style-type: none"> <li>• Long-Term Recovery Planning</li> <li>• FEMA Public Assistance Program Support and Technical Assistance</li> <li>• Financial and Grant Management</li> <li>• Debris Management/ Monitoring</li> <li>• FEMA Hazard Mitigation Program Support and Technical Assistance</li> </ul>                       | <ul style="list-style-type: none"> <li>• Staff Augmentation</li> <li>• Insurance Recovery &amp; Adjusting</li> <li>• FEMA Close-out and Audit Support</li> <li>• <b>FEMA 1<sup>st</sup> and 2<sup>nd</sup> Appeal Assistance</b></li> <li>• Federal Disaster Recovery Grants</li> <li>• Disaster Housing Assistance</li> </ul> |

### Preparedness

Preparedness is the foundation of success. Witt O'Brien's works with clients to improve their preparedness to meet the challenges of crises and disasters of any kind. We develop and refine plans and procedures in alignment with national frameworks and guidance, regulatory requirements, and industry best practices.

**Emergency Management Accreditation Program (EMAP) Support Services**—The Emergency Management Accreditation Program is a standards-based, voluntary assessment and accreditation process. In order to become accredited, a jurisdiction must demonstrate compliance with the Emergency Management Standards.

**Emergency Management Capability Assessments**—A program-wide assessment is a key first step in improving a jurisdiction's or organization's ability to mitigate, respond to, communicate, and recover from all hazards. Our assessments support State and local governments in improving disaster preparedness and emergency management programs, strategically prioritizing initiatives, and enhancing response and recovery capabilities. Assessment activities include support for preparing for Emergency Management Accreditation Program (EMAP) review.

**Physical and Cyber Security Assessments**—Hostile actions—presenting as either terrorist-based, workplace violence, or criminal—target both the public and private sector. These risks present themselves through cyber intrusions or physical threats. A Physical and Cyber Security Assessment uncovers vulnerabilities and identifies strategies to harden these areas.

**Emergency Response Planning; All-Hazard and Hazard-Specific**—Emergency response plan development may involve the creation of a new plan, updating of an existing plan, or the development of annexes and appendices to support an existing plan, based on the needs of the organization. Witt O'Brien's helps clients use recommended practices and guidance to build actionable plans that meet local, state, and organizational objectives. These plans are developed to be scalable and align with Comprehensive Preparedness Guide 101 (CPG 101), national frameworks, as well as other relevant plans and guidance. Following national guidance and standards helps ensure that the organization is able to work seamlessly with other organizations and jurisdictions during emergency response operations.



**Continuity of Operations/Government Planning**—Government provides numerous vital and essential services to the public. Witt O'Brien's works with clients to develop continuity of operations and continuity of government plans that establish a framework to maintain essential functions across the range of the jurisdiction's risks.



**In-Person and Computer-Based Training**— In-person and computer-based training provides opportunities for emergency managers, responders, and other personnel to be more effective in their roles. Compliance-based training, just-in-time training, and plan-specific training are customized for the jurisdiction or organization to provide optimum learning outcomes.



**Emergency Operations Center Planning, Training, Exercising**— The EOC serves as the coordination hub for multiple jurisdictions and organizations. Witt O'Brien's works with clients to improve capabilities to maintain situational awareness, prioritize tasks, and distribute resources to the field, understanding that EOC staffing often involves personnel whose day-to-day work is in roles other than emergency management.

**Public Health Preparedness**—Public Health professionals have found themselves on the front line of a response with significant public health challenges over the last decade, to include Pandemic Influenza and Ebola. Witt O'Brien's offers clients assistance with preparedness program evaluation, planning, and training and exercise.

**HSEEP-Based Exercises**—The Homeland Security Exercise and Evaluation Program (HSEEP) provides guidelines for exercise design, development, delivery, and evaluation. Witt O'Brien's team members help communities and organizations design and deliver HSEEP-compliant exercises and implement improvement planning activities.

## Response Services

We recommend that clients be provided with a full suite of services and tools so that their response to disasters and emergencies is efficient and effective. Our Incident Commanders and response professionals are able to provide staff to augment existing organizations, support organizational process improvements, track and manage documentation for reimbursement, reports and analytics generation for management edification, and provide strategic advice and guidance when the unexpected happens. We have worked with government and industrial response teams at the local, state, federal and international levels, and are qualified and experience practitioners of the National Incident Management System and Incident Command System.

- Qualified Individual (QI) representation
- NIMS/ICS qualified incident management teams
- Emergency operations center Command and General Staff (EOC) management or augmentation
- Geographic information support/data analysis
- Financial management and documentation
- Claims program implementation
- Event and effort documentation and Situation Unit expertise

We provide a 24/7 Command Center located in Slidell, Louisiana, staffed with Incident Commanders, which responds to more than 1,000 incidents per year and is supported by a fully redundant Command Center in Houston, Texas, and two mobile command posts that can be quickly transported where needed.

**Logistics Management**—Provides a comprehensive, national disaster logistics planning, management, and sustainment capability that harnesses the resources of Federal logistics partners, key public and private stakeholders, and non- governmental organizations (NGOs) to meet the needs of disaster victims and responders.

**Operations**—Operations is responsible for the management of tactical operations and tactical resources directly in support of the primary mission objectives. Operations activates and supervises ICS organization elements and directs IAP implementation. Operations also directs the preparation of operational plans, requests or releases resources, monitors operational progress, makes expedient changes to the IAP when necessary, and reports to the IC/UC.



**Planning** — During the initial stages of incident management, planners must develop a simple plan that can be communicated through concise verbal briefings. Frequently, this plan must be developed very quickly and with incomplete situation information. As the incident management effort evolves over time, additional lead time, staff, information systems, and technologies enable more detailed planning and cataloging of events and “lessons learned.”

**Finance and Administration** — Finance and administration is responsible for all financial, administrative and cost analysis aspects of the incident, and includes recording of resource (equipment and personnel time); managing commissary operations; administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements; management and direction of all administrative matters pertaining to compensation for injury and claims-related activities; managing all claims-related activities; collecting all cost data; performing cost-effectiveness analyses; providing cost estimates and cost-saving recommendations; administering all personnel issues; and accounting for all property procured during a response.

**Crisis Communications and Representation** — Witt O'Brien's crisis communications services are built upon and strengthened by our understanding of all facets of crisis management and emergency response. Our team of communications professionals are integrated with our response staff, providing our clients with a holistic and effective communications capability. We are a response company, and our media and public representation capabilities are integral to our support of client requirements in times of crisis.

Whether clients require a solo effort on our part or if we are needed to augment a client's communications team, we professionally represent clients to the media and public during routine operations or during a crisis event. Utilizing our PierPro™ software solution, we offer a secure, enterprise-wide, cloud-based communications platform which provides flexible solutions for handling internal and external communications—making it easier to deliver messages, streamline processes, automate tasks, and prevent inaccuracies during routine events, minor incidents, and major catastrophes.

## Recovery and Mitigation Services

Recovery is highly complex, often taking months or years to implement and taxing existing staffing and resources. Witt O'Brien's brings the capability to provide a team of experts who understand what can be expected from government sources (federal, state, and local), NGOs, and the private sector to achieve results and maximize opportunities.

**FEMA Public Assistance Program Support and Technical Assistance**—Navigating and keeping up with the ever-changing FEMA Public Assistance program rules and regulations can become a full-time job. The Public Assistance process, including tracking of expenditures and use of resources, begins either in the preparation stage for an impending disaster or in the response stage due to an unforeseen disaster, and continues through the initial and long-term recovery and culminates in the disaster closure.



Components of this program can include but are not limited to damage assessment, project worksheet preparation, cost estimation, improved/alternate project preparation, hazard mitigation, appeals, audits and project worksheet closeout. Technology solutions such as Direct Administrative Cost (DAC) tracking capability should be a standard offering from any contracted consulting support entity.

**Financial and Grant Management**—Accompanying the FEMA Public Assistance project worksheet process is the tedious management and financial tracking of the grants that are prepared to capture the eligible work conducted related to disaster response and recovery. This is a critical step to ensure timely submittal of information, disbursement of funds, preparation of required reports and progression towards ultimate disaster financial reconciliation and closure.

**Debris Management/Monitoring**—Debris clearance, removal and disposal operations can become priority activities to undertake post-disaster to help a community recover and get back to normal operations and activities. Performing these activities in a FEMA or other grant program-compliant manner to ensure the maximum reimbursement potential is vitally important. Monitoring debris clearance and hauling activities throughout the process with appropriate documentation, photographs and reporting is a reimbursable FEMA-required step that will help support eligibility of work conducted and costs expended. Technology solutions such as an Automated Debris Management System (ADMS) should be a standard offering from a contract monitor support entity.

**FEMA Hazard Mitigation Program Support and Technical Assistance**—Hazard Mitigation includes the process of identifying risks, planning to reduce future losses, and implementing comprehensive mitigation solutions. Understanding federal and state mitigation rules and regulations, environmental/historic considerations, hazard identification and risk assessment, benefit-cost analysis (BCA), federal planning requirements, and project management capabilities is important to navigating all available mitigation programs as they become available in various stages of pre- and post-disaster environments.



**Staff Augmentation**—ICS- and NIMS-trained and experienced personnel managing both ICS and EOC operations is a necessity during the post-disaster period. When that expertise does not exist or is deficient in-house, you need a trusted partner to guide personnel or physically fulfill specific roles in the response structure to implement Incident Command objectives for each operational period.

**Insurance Recovery** — After the occurrence of an insurable loss, the primary goal of policyholders is to maximize insurance recovery efforts. Sometimes this is in coordination and conjunction with other funding opportunities such as the FEMA Public Assistance program. Understanding and interpreting an insurance policy and timely and accurately facilitating the claims process will ensure that there are no gaps in funding while pursuing potential grant funding.



**FEMA Closeout and Audit Support**—Obtaining grant funds from FEMA and other federal agencies to help with your disaster response and recovery efforts is a major challenge and keeping these funds through the closeout and audit can be extremely difficult as well and can expose you to substantial financial risk. We have provided document and closeout services managing more than \$25 billion in grants awarded through the FEMA Public Assistance and Hazard Mitigation Grant Programs.

**Long-Term Recovery Planning**—Identify goals and priorities; provide strategic advice on restoration and rebuilding, long-term monitoring for progress and impact. Strategic planning and initiatives to jumpstart the local economy and return to normalcy are paramount in the community recovery efforts. We have developed and implemented regional and statewide planning activities designed to address issues that cross jurisdictional boundaries.

**FEMA 1<sup>st</sup> and 2<sup>nd</sup> Appeal Assistance**—There are times when FEMA makes eligibility determinations on work performed, costs incurred, methods of procurement, etc. that are not favorable to the Recipient or Sub recipient that result in the loss of FEMA funding. The FEMA Public Assistance program affords two time-sensitive opportunities to appeal an unfavorable determination: the first appeal being at the FEMA Regional level, and the second appeal being at the FEMA Headquarters level. Being able to prepare, argue, and successfully resolve appeals based on programmatic guidelines and policies can be the difference between the re-instatement of the funds lost or having to absorb the costs internally for the work performed.

**Other Federal Disaster Recovery Grants** —These programs are complementary to the FEMA Public Assistance program that offer grant funding for some aspects of the response and recovery process. These programs may include the Federal Highway Administration (FHWA) Emergency Relief (ER) program, Natural Resources Conservation Service (NRCS) Emergency Watershed program, Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) program, US Small Business Administration (SBA) program, and others.

## Pricing

| Emergency Response Services            |          |
|--|----------|
| Administrative Lead                    | \$100.00 |
| Technical Support                      | \$140.00 |
| Sr. Technical Support                  | \$145.00 |
| Command Response Manager               | \$160.00 |
| General Response Manager               | \$160.00 |
| Response Manager                       | \$155.00 |
| Branch Response Supervisor             | \$160.00 |
| Division Response Supervisor           | \$160.00 |
| Group Response Supervisor              | \$160.00 |
| Response Supervisor                    | \$155.00 |
| Incident Commander                     | \$170.00 |
| Deputy Incident Commander              | \$170.00 |
| Qualified Individual                   | \$175.00 |
| Watchstander I                         | \$90.00  |
| Watchstander II                        | \$85.00  |
| Debris Monitoring Services             |          |
| Project Coordinators                   | \$27.37  |
| Operations Managers                    | \$55.00  |
| GIS Analyst                            | \$48.47  |
| Environmental Coordinator              | \$95.00  |
| Field Supervisors                      | \$47.89  |
| Data Manager                           | \$53.75  |
| Debris Site/Tower Monitors             | \$31.76  |
| Debris Roving Monitors                 | \$40.00  |
| Crew Monitors                          | \$32.50  |
| Load Ticket Data Entry Clerks (QA/QC)  | \$24.43  |
| Health and Safety Manager              | \$57.00  |
| ADMS Specialist (Field ADMS Logistics) | \$48.00  |
| Debris Management Planner / Trainer    | \$95.00  |
| Federal Grant Specialist (Debris)      | \$92.85  |
| Administrative Support Staff           | \$24.43  |
| Billing/Invoice Analyst                | \$33.95  |

## Pricing; *continued*

| Professional Consulting Services |          |
|----------------------------------|----------|
| Executive Testimony              | \$500.00 |
| Executive                        | \$330.00 |
| Vice President                   | \$250.00 |
| Trainer I                        | \$300.00 |
| Trainer II                       | \$200.00 |
| Trainer III                      | \$175.00 |
| Trainer IV                       | \$150.00 |
| Trainer V                        | \$125.00 |
| Specialist I                     | \$225.00 |
| Specialist II                    | \$175.00 |
| Specialist III                   | \$137.50 |
| Specialist IV                    | \$100.00 |
| Planner I                        | \$225.00 |
| Planner II                       | \$175.00 |
| Planner III                      | \$150.00 |
| Planner IV                       | \$135.00 |
| Planner V                        | \$115.00 |
| Project Manager I                | \$350.00 |
| Project Manager II               | \$245.00 |
| Project Manager III              | \$190.00 |
| Project Manager IV               | \$150.00 |
| Sr. Debris Project Manager       | \$78.00  |
| Deputy Debris Project Manager    | \$72.00  |
| Subject Matter Expert I          | \$350.00 |
| Subject Matter Expert II         | \$260.00 |
| Subject Matter Expert III        | \$225.00 |
| Subject Matter Expert IV         | \$190.00 |
| Subject Matter Expert V          | \$170.00 |
| Subject Matter Expert VI         | \$150.00 |
| Editor                           | \$170.00 |
| Technical Writer                 | \$95.00  |
| Consultant I                     | \$350.00 |
| Consultant II                    | \$225.00 |
| Consultant III                   | \$175.00 |
| Consultant IV                    | \$150.00 |
| Consultant V                     | \$125.00 |
| Consultant VI                    | \$95.00  |
| Admin I                          | \$90.00  |

| <b>Professional Consulting Services Continued</b> |           |
|---|-----------|
| Admin III   | \$52.50   |
| Admin III   | \$40.00   |
| <b>Public Assistance Services</b>                 |           |
| Principal   | \$260.00  |
| Public Assistance Officer I                       | \$140.00  |
| Public Assistance Officer II                      | \$130.00  |
| Public Assistance Officer III                     | \$115.00  |
| Appeals Specialist                                | \$155.00  |
| Mitigation Specialist I                           | \$140.00  |
| Mitigation Specialist II                          | \$130.00  |
| Mitigation Specialist III                         | \$115.00  |
| Insurance Specialist I                            | \$150.00  |
| Insurance Specialist II                           | \$140.00  |
| Insurance Specialist III                          | \$130.00  |
| State Public Assistance Coordinator I             | \$155.00  |
| State Public Assistance Coordinator II            | \$135.00  |
| State Public Assistance Coordinator III           | \$120.00  |
| Accountant Level II Journal Entry                 | \$75.00   |
| Sr. Grant Administrator                           | \$150.00  |
| Grant Administrator                               | \$120.00  |
| Senior Engineer / Senior Programmer               | \$165.00  |
| Engineer/Programmer                               | \$140.00  |
| Accountant Supervisor                             | \$ 114.00 |
| Closeout Specialist I                             | \$ 135.00 |
| Closeout Specialist II                            | \$130.00  |
| Closeout Specialist III                           | \$ 114.00 |
| Damage Assessment Specialist I                    | \$ 135.00 |
| Damage Assessment Specialist II                   | \$130.00  |
| Damage Assessment Specialist III                  | \$115.00  |

### **Notes on Witt O'Brien's HGAC Contract Rates**

1. Based on services required, specific scope of work, and schedule for work completion requested by the Town, Witt O'Brien's will provide a time and materials, not to exceed proposal based on the HGAC rate schedule with applicable expenses to be billed per Town specified travel policies or current GSA schedules at cost with no markup.
2. The services and rate schedule detailed in this quotation are valid for the duration of the contract period between Witt O'Brien's and HGAC. Any contract modifications between Witt O'Brien's and HGAC shall apply and be incorporated into the End User Agreement with the Town.

## Value-Added Service Pricing

|   |   |
|---|---|
| <p><b>ePlanPro®</b><br/><i>*Typical cost, additional fees may apply based on client requirements, for example, security requirements, data management, reporting and system scans, etc.</i></p>   | <p><b>Annual Subscription Fee</b></p> <ul style="list-style-type: none"> <li>\$20,000/year annual subscription</li> </ul> <p><b>Initial Setup and Implementation</b></p> <ul style="list-style-type: none"> <li>\$10,000 (one-time set-up charge)*</li> </ul> <p><b>Plan Fee</b></p> <p>Software Training is billed on a day rate, upon client request a proposal and estimate will be provided.</p> <ul style="list-style-type: none"> <li>Additional provisioning fees may apply based on client requirements.</li> </ul> <p>This is a client specific plan billed on a time and materials basis as per the positions and rates contained herein.</p>   |
| <p><b>CommandPro®</b><br/><i>*Typical cost, additional fees may apply based on client requirements, for example, security requirements, data management, reporting and system scans, etc.</i></p> | <p><b>Annual Subscription Fee</b></p> <ul style="list-style-type: none"> <li>\$15,000/year annual subscription</li> </ul> <p><b>Initial Setup and Implementation</b></p> <ul style="list-style-type: none"> <li>\$5,000 (one-time charge)*</li> </ul> <p><b>Plan Fee</b></p> <p>Software Training is billed on a day rate, upon client request a proposal and estimate will be provided.</p> <ul style="list-style-type: none"> <li>Additional provisioning fees may apply based on client requirements.</li> </ul> <p>This is a client specific plan billed on a time and materials basis as per the positions and rates contained herein.</p>   |
| <p><b>DebrisPro</b><br/><i>*Typical cost, additional fees may apply based on client requirements, for example, security requirements, data management, reporting and system scans, etc.</i></p>   | <p><b>Annual Subscription Fee</b></p> <ul style="list-style-type: none"> <li>\$30,500/year annual subscription</li> </ul> <p><b>Initial Setup and Implementation</b></p> <ul style="list-style-type: none"> <li>\$5,500 (one-time charge)*</li> </ul> <p><b>Plan Fee</b></p> <p>Software Training is billed on a day rate, upon client request a proposal and estimate will be provided.</p> <ul style="list-style-type: none"> <li>Additional provisioning fees may apply based on client requirements.</li> </ul> <p>This is a client specific plan billed on a time and materials basis as per the positions and rates contained herein.</p>   |
| <p><b>PIERPro™</b><br/><i>*Typical cost, additional fees may apply based on client requirements, for example, security requirements, data management, reporting and system scans, etc.</i></p>    | <p><b>Annual Subscription Fee</b></p> <ul style="list-style-type: none"> <li>\$18,500 PIERPro Annual subscription</li> <li>\$30,000 PIERPro NIST Annual Subscription</li> </ul> <p><b>Initial Setup and Implementation</b></p> <ul style="list-style-type: none"> <li>\$20,000/site (one-time set-up charge)*</li> </ul> <p><b>PIERPro Technical Support and Training</b></p> <ul style="list-style-type: none"> <li>Technical Support Planning: \$250/hr</li> <li>Technical Support Provisioning: \$250/hr</li> <li>Training (on-site or web-based): \$250/hr</li> </ul> <p><b>PIERPro Notification and Usage</b></p> <ul style="list-style-type: none"> <li>\$0.07/message, Pay – Go SMS Distribution</li> <li>\$0.32/minute, Text to Voice Distribution</li> <li>\$0.19/minute, Pay-Go Fax Distribution</li> </ul> <p>\$2.75/GB Data Transfer overage charges, per GB over 200 GB of data transferred (inbound and outbound) per calendar month.</p> <p><b>Plan Fee</b></p> <p>Software Training is billed either on an hourly or day rate, upon client request a proposal and estimate will be provided.</p> <ul style="list-style-type: none"> <li>Additional provisioning fees may apply based on client requirements.</li> </ul> |

### **Value-Added Services**

The following *value-added* services complement our preparedness, response, and recovery services outlined above and are not included in the Scope A specifications.

#### **Crisis Communications**

Using our firm's experience managing and counseling clients throughout myriad disasters and corporate crises as well as relevant best practices and standards, our team of communications experts assist leaders in business, education institutions, and governments with important strategic decisions.

Witt O'Brien's crisis communications services are built upon and strengthened by our understanding of all facets of crisis management and emergency response. Our team of communications professionals are integrated with our response staff, providing our clients with a holistic and effective communications capability. We are a response company, and our media and public representation capabilities are integral to our support of client requirements in times of a crisis.

Whether clients require a solo effort on our part or if we are needed to augment a client's communications team, we professionally represent clients to the media and public during routine operations or during a crisis event.

Utilizing our PierPro™ software solution, we offer a secure, enterprise-wide, cloud-based communications platform which provides flexible solutions for handling internal and external communications, making it easier to deliver messages, streamline processes, automate tasks, and prevent inaccuracies during routine events, minor incidents, and major catastrophes.

- Public Information Officer (PIO) and spokesperson representation in a Unified Command or at the corporate/business unit level
- Stakeholder/Media engagement
- Crisis communications plan development and vulnerability assessments
- Crisis communications exercises and training
- Strategic counsel
- Media and public engagement training
- Crisis dark site preparation and operations using PIERPro™
- Community engagement on behalf of your company
- Joint Information Center (JIC) training and exercises
- 24/7/365 response/notification through our Command Center

## Technology Solutions

Having the right tools to manage a disaster, communicate information, capture data, manage invoices, and develop customized reports is an essential qualifier when soliciting professional disaster management and recovery services. To help large organizations and jurisdictions, Witt O'Brien's has developed several tools that are simple to use and intuitive in nature. Each management tool we offer has a specific use and operates under our award-winning Common Operating Platform™ (COP) to improve situational awareness by providing real-time information and data on dynamic map-based viewers, powered by the latest ESRI ArcGIS online platform. These technology solutions include:

**Prepare:** ePlanPro®

**Respond:** CommandPro®

**Communicate:** PIERPro™

**Recover:** DebrisPro™

Our technology solutions are customized for each client's specific applications, and are priced according to the scope of work and level of sophistication desired.



A robust, adaptable system for effective plan preparation and maintenance. ePlanPro® provides a comprehensive and quality controlled option to today's complex planning and recordkeeping requirements. Designed by the industry's most respected preparedness, compliance, and

response professionals, and built by our dedicated staff of exclusive experienced developers, this software combines decades of experience using the latest technology to provide this state-of-the-art solution.



CommandPro® is a powerful, yet simple interface that automates the ICS planning process to manage any emergency event. An All-Hazards/All-Risk tool, the software streamlines the planning process and

automates the development of an Incident Action Plan. ICS process automation is accomplished utilizing the familiar ICS planning "P" as a powerful, yet intuitive interface. Responders with basic ICS training will quickly recognize the copyrighted planning "P" user interface and can begin using CommandPro® almost immediately.

CommandPro® is fully and bi-directionally integrated with a Geographical Information System (GIS)- based Common Operating Platform™ solution. COP is powered by Esri's newest ArcGIS Online platform through a strategic partnership and coordinated development. COP allows you to present an overview of an incident and access detailed information that enables the Incident Commander to make effective and timely decisions. The tool also drives response planning at the Incident Command Post, supports operational implementation in the field, and incorporates real-time measures and changes. COP is a single situational display of operational and planning information, such as critical facilities, resource allocation and tracking, work assignments and effectiveness measures.



incidents, and major catastrophes.

PIERPro™ offers a secure, enterprise-wide, cloud-based communications platform which provides flexible solutions for handling internal and external communications, making it easier to deliver messages, streamline processes, automate tasks, and prevent inaccuracies during routine events, minor



server infrastructure, hand-held devices, and a web portal to simplify the basic tasks of managing debris monitoring and removal, contracts management, and office operations. DebrisPro provides a distributed as well as a central database-driven platform to create different rosters, manage contracts and contractors, load tickets, and deliver business results in a timely, productive, and customizable manner.

DebrisPro simplifies managing debris monitoring, removal, contracts, and operations. Witt O'Brien's electronic debris management solution is a securely hosted, multi-device supported, web-enabled system.

It integrates the best of the breed technology, tools, server infrastructure, hand-held devices, and a web portal to simplify the basic tasks of managing debris monitoring and removal, contracts management, and office operations. DebrisPro provides a distributed as well as a central database-driven platform to create different rosters, manage contracts and contractors, load tickets, and deliver business results in a timely, productive, and customizable manner.

DebrisPro™ effectively captures field operations and synchronizes information to the 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.

## Resumes

The following pages of resumes are representative of those individuals who are available to serve the Town in the respective capacity stated on page 18 of this proposal.

## KEY QUALIFICATIONS

Bill Riley is Witt O'Brien's Vice President of Disaster Recovery Services. He is 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

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

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.

### Town of Fairfield, Connecticut

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

### State of Vermont

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

### 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, Certifications & Training

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

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.

*Prepare.  
Respond.  
Communicate.  
Recover.*

### The City of Galveston (Texas), The City of Houston (Texas), and The University of Texas Medical Branch at Galveston (Texas)

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

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

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

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

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

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.

## KEY QUALIFICATIONS

Valarie Philipp is a Senior Program Manager for Witt O'Brien's with over 11 years of experience in emergency management. She has assisted various state, county, and municipal governments, as well as healthcare providers, educational institutions, and non-governmental organizations with disaster response and recovery, and provided insight into federal grants management programs. Valarie served as the Project Manager for large clients throughout the State of Florida, such as the City of Miami and the School Board of Broward County (Florida), and provided assistance with efforts to recover from various disasters that afflicted the area from 2004 to 2012.

Valarie regularly assists governmental clients with contract maintenance activities, as well as planning and training initiatives. She oversees appeals resolution, procurement, and FEMA grant and disaster closeouts. She performs many other essential grants management functions and ensures that clients accurately conform to the most recent updates to federal grant regulations.

She served as a Public Assistance Coordinator (PAC) for both the Florida Department of Transportation (FDOT) and the Florida Division of Emergency Management (FDEM). Valarie oversaw FDOT's closeout activities for disasters dating from 2004-2008, and was responsible for FDEM's 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 PA program activities for six declared disasters in the State of Florida in 2004 and 2005. 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.

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, and managed building assessment team members. Valarie began her professional career as a structural engineer for the firm of Wiss, Janney, Elstner and Associates.

## Relevant Project Experience

### The School Board of Broward County (Florida)

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 2008. 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 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.

### Areas of Expertise

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

### Registrations, Certifications & Training

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, Florida

### Borough of Allendale (New Jersey)

Valarie assisted the Borough of Allendale, New Jersey with their response to Hurricane Sandy. She worked with the Borough, state, and FEMA to prepare PWs and to prepared reimbursement requests and closeout packages.

### The City of Miami (Florida)

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

Valarie served as FDOT's PAC and helped the department perform closeout activities for 110 large PWS, related to nine State of Florida declared disasters and 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.

### Florida Division of Emergency Management

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

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.

*Prepare.  
Respond.  
Communicate.  
Recover.*

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.

*Prepare.  
Respond.  
Communicate.  
Recover.*

#### **Wiss, Janney, Elstner, and Associates**

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.

## KEY QUALIFICATIONS

Ralph Lawrence is a Disaster Program Manager with Witt O'Brien's. Ralph has extensive 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. Ralph 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

### State of New Jersey

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.

### Joplin School District (Missouri)

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

### Areas of Expertise

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

### Registrations, Certifications & Training

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

Tate High School, Florida

Associates Degree, Accounting, Pensacola State College

Year Joined Witt O'Brien's  
2009

### Base Location

Fort Lauderdale, Florida

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.

*Prepare.  
Respond.  
Communicate.  
Recover.*

### BP Deepwater Horizon Oil Spill

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

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.

### The University of Iowa

Ralph served as the Section 406 Hazard Mitigation Specialist for the project review of the University of Iowa's electrical power plant and steam generating plant after it was damaged by flooding in 2008. He reviewed the proposal for the University's plan to floodproof the electrical and steam plant, and worked with their electrical engineers in the plans and proposal for submission to FEMA.

### State of Indiana Department of Homeland Security

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.

*Prepare.  
Respond.  
Communicate.  
Recover.*

### State of Iowa Homeland Security and Emergency Management

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.

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

### Florida Division of Emergency Management

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.

## KEY QUALIFICATIONS

Cherie Clevenger is a highly experienced Public Assistance Specialist with Witt O'Brien's, with more than 11 years of experience with grants management, closeout, and FEMA's Public Assistance (PA) Program. Cherie served as a Deputy Debris Operations Manager, Documentation/Database manager, FEMA program consultant for Fairfax County, Virginia's Snow Emergency project, a Recovery Specialist during the BP Deepwater Horizon Oil Spill, and was the PA Team Lead for both the Arkansas Game and Fish Commission's Tornado and Flood recovery and the Joplin School District's Tornado recovery projects. She also served as the Deputy Project Manager for the State of New Jersey's recovery from Hurricane Sandy.

## Relevant Project Experience

### State of New Jersey

Cherie served as the Deputy Project Manager for State of New Jersey's rebuilding efforts after Hurricane Sandy. She advised management on FEMA process and eligibility, coordinated daily with FEMA on eligibility and scope issues, managed the budget and finance interface for obligated payments, and coordinated with all departments to complete PWs. She also managed field offices, created closeout documentation, and appealed FEMA decisions. She coordinated and directed support required to maintain normal operations, resolve field issues and concerns, developed daily operations goals and supervised field management, transportation management, and communications.

### Joplin School District (Missouri)

Cherie was the Team Lead responsible for helping the Joplin, Missouri School District rebuild after an EF-5 tornado devastated the town. Cherie was involved in PW formulation, eligibility reviews, and Category A-G PW documentation and data collection. She advised School District management on FEMA process and claim eligibility issues, managed the budget and finance interface for obligated payments, and coordinated with all departments to complete PWs. She managed field offices, created closeout documentation, and appealed FEMA decisions.

### Arkansas Game and Fish Commission

As the PA Team Lead during tornado and flood recovery, Cherie was involved in PW formulation, project eligibility reviews, Category A-G PW documentation and data collection, database maintenance for project management, budget and finance interface for obligated payments, and coordinating with county departments to complete PWs. She also managed field offices, created closeout documentation, and appealed FEMA decisions.

### BP Deepwater Horizon Oil Spill

Cherie worked as a Recovery Specialist during the BP Deepwater Horizon Oil Spill. She was involved in the budget and finance interface for payments to affected state and local government entities for all involved states.

### Fairfax County, Virginia

Cherie assisted Fairfax County, Virginia with PW formulation, eligibility reviews, and Category A-G PW documentation and data collection. She

### Areas of Expertise

Public Assistance, grants management, database documentation and management, debris operations, project management

### Registrations, Certifications & Training

FEMA IS-100, IS-200, IS-240.b, IS-241.b, IS-253, IS-300, IS-393, IS-400, IS-630 IS-631, IS-632, IS-700, IS-702, IS-703, IS-800

FEMA Classroom Training: L-381, L-406, L480

Florida CPTED Network – Crime Prevention Through Environmental Design

Polk State College - Residential Property Appraisal

AS Computer Information Systems Analysis

### Education

Polk State College

Year Joined Witt O'Brien's  
2014

### Base Location

Florida

coordinated with county departments to complete PWs, assisted with closeout documentation, and appeals.

### Louisiana Governor's Office of Homeland Security and Emergency Preparedness

Cherie was tasked to GOHSEP to fill multiple roles during the creation of Louisiana.com, the state of Louisiana's PA grant management portal. As a Documentation Specialist Consultant her pivotal role involved managing the Engineer/Programmer-Database as System Administrator. She also performed business analysis, system design, data analysis, and report design/development for Louisiana.com. Cherie served as the liaison between the State of Louisiana and Louisiana.com developers, as well as trained grant administrators on the public assistance process, oversaw the grants management process, and trained State of Louisiana applicants, field personnel, and FEMA personnel on Louisiana.com.

Prior to joining Witt O'Brien's, Cherie's experience included:

### Federal Emergency Management Agency (TAC)

Cherie was responsible for PW formulation and project eligibility reviews as a Technical Assistance Contractor (TAC) to FEMA.

### Polk County, Florida

After the 2004 hurricane season, Cherie was contracted by Polk County, Florida for debris documentation review and PW processing, Category A eligibility review and documentation, Category A-G PW documentation and data collection, database maintenance for project management, and budget and finance interface for obligated payments. She also coordinated with County departments to complete PWs, managed field offices, and generated closeout documentation.

Cherie also created a database from debris contractor load tickets and truck certification data, prepared queries and reports required by the client, acted as liaison with FEMA personnel, furnished required data for PW preparation, audited PWs prepared by FEMA representatives for accuracy, and created closeout documentation.

Cherie also coordinated all field operations for debris monitoring, recruited, hired and trained field monitors, conducted periodic inspections of field operations and resolved field issues, coordinated and directed support required to maintain normal operations, resolved field issues and concern, and developed daily operations goals. She also supervised field management, transportation management, communications and data entry, as well as maintained and approved timesheets for all field personnel. Cherie coordinated operations with client representatives, met daily with contractor on load issues and monitored requirements, communicated field monitor requirements to field management for daily scheduling and maintained and documented ticket inventory. She also furnished information to client finance office for payment of contractor invoices, complied with request for information from FEMA and conducted final load ticket and truck certification audits.

*Prepare.  
Respond.  
Communicate.  
Recover.*

## KEY QUALIFICATIONS

Alana Oglesby is a Senior Disaster Recovery Specialist with Witt Obrien's. Alana has worked with various public entities, private non-profit organizations, and higher education facilities across the US. Alana is adept at assisting clients with navigating FEMA's Public Assistance (PA) Program, where she has more than 20 years of experience.

Alana has been a valuable part of the federal, state, and local teams necessary to write Project Worksheets (PWs) for the identification of reimbursable costs under the PA program. Alana's expertise includes assisting applicants with preparing the initial PWs, documenting damages, project monitoring, and preparing the applicants' closeout packages.

Prior to joining Witt O'Brien's, Alana served as a State Public Assistance Coordinator (PAC) with the State of Florida, where she assisted with the recovery from all major and emergency disaster declarations from Hurricane Andrew to Hurricanes Charley, Frances, Ivan, Jeanne, Katrina, and Wilma. During that period, she served as the state PAC for applicants throughout South Florida, responsible for ensuring that PWs were written in compliance with all applicable regulations and policies.

## Relevant Project Experience

### Louisiana Governor's Office of Homeland Security and Emergency Preparedness

Alana was selected to join an elite team of Disaster Recovery Specialists assembled to help clear a backlog of Reimbursement Request Forms for W dating back to Hurricane Katrina. She coordinated with FEMA staff, GOHSEP personnel, and local applicant representatives to assemble the documentation necessary to validate the funding associated with the PWs identified for this initiative.

### The City of Houston, Texas

Alana functioned as the City of Houston's Disaster Assistance Representative during recovery efforts from the 2015 Memorial Day Floods. She assisted with the identification of approximately \$60 million in eligible damages. She collected and formatted supporting documentation and presented the expenditures to FEMA representatives for the preparation of PWs.

### State of New Jersey

Alana assisted the State of New Jersey with the final inspection and closeout of subgrantee recovery projects for all disaster events, including Hurricanes Irene and Sandy. She used the New Jersey Emergency Management Grants (NJEMGrants) program to manage the subgrantee's reimbursements, requests, and project status. Her assigned subgrantees included all municipalities and private nonprofit organizations within Middlesex County, New Jersey.

### Louisiana Governor's Office of Homeland Security and Emergency Preparedness

Alana worked as a state Public Assistance Coordinator (PAC)/State Applicant Liaison (SAL) for the GOHSEP. Her focus was reimbursement, recovery, and closeout efforts. She used the Louisiana Public Assistance (LAPA) grant management system to assist applicants with tracking the progress of PWs, reimbursements, and version requests. Alana assisted applicants with preparing

### Areas of Expertise

Public Assistance, State Applicant Liaison, closeout specialist

### Registrations, Certifications & Training

FEMA IS-100.a, IS-100.b, IS-200.a, IS-200.b, IS700.a, IS703.a, IS-800

FEMA Classroom Training: Public Assistance Operations I & II

### Education

Bachelor of Science, Accounting, Florida Agricultural and Mechanical University

Year Joined Witt O'Brien's  
2010

Base Location  
Florida

documentation in advance of the closeout process. She serviced a variety of applicants throughout Louisiana, including several parishes, private non-profit organizations, higher education facilities, fire, recreational, and health districts. Her assigned applicants included the Louisiana Division of Administration's Office of Facility Planning and Control, Terrebonne Parish, the Roman Catholic Archdiocese of New Orleans, Louisiana Community and Technical College in Baton Rouge, Nunez Community College in Chalmette, Louisiana and Delgado Community College in New Orleans.

### State of Iowa

Alana served as a PAC and State Review Specialist for the Iowa Homeland Security and Emergency Management Division (HSEMD) where she performed Quality Control (QC) functions. She reviewed more than 4,500 PWs and was instrumental in securing approximately \$564 million in funding for eligible damages. She also assisted in the management of more than 130 eligible private non-profit organizations and coordinated with the FEMA PAC to provide programmatic and technical assistance to applicants and a staff of 10 Project Specialists.

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

### Florida Department of Community Affairs

As a PAC/Planning Management Analyst, Alana directed both State of Florida and FEMA Project Officers in the writing of PWs documenting damages in accordance with the PA Program. She provided programmatic and technical assistance to State and local agencies; she served as an Advance Recovery Liaison, where she assisted local government officials during pre-event and preliminary damage assessments. She also assisted the applicants with navigating the Florida PA program, and prepared and processed closeout packages for applicants within Broward and Miami-Dade Counties. Additionally, she trained state and local government personnel to properly document claims in accordance with applicable regulations and policies. She also conducted statewide technical training for all potential applicants of the FEMA PA Program.

Alana also worked as a Contract Auditor, where she worked in conjunction with the State of Florida and FEMA Offices of the Inspector General, conducting examinations of applicant damage survey reports (DSRs) written under the PA Program. She supported recommendations regarding DSR eligibility. She also presented audit findings to FEMA personnel, as well as state and local government officials, in both verbal and written reports. She provided technical assistance to local government officials on the dynamics of the FEMA PA Program, and transitioned the South Florida Recovery Office files to the North Florida Recovery Office.

As a Grants Manager/Team Leader, Alana administered PA grants under the Stafford Act regulations for disaster declarations. She provided technical assistance to local government officials on the reimbursement process under the PA Program, in accordance with applicable regulations and policies. She also assisted the engineering staff with reviewing documentation submitted by the applicants to support claims during the initial, interim and final inspections process. She also served as Team Leader in the research, writing, and submittal of appeals to FEMA.

*Prepare.  
Respond.  
Communicate.  
Recover.*

## KEY QUALIFICATIONS

Kelly George, CFM is a nationally recognized hazard mitigation and hazard mitigation planning expert, with more than 15 years of hazard mitigation planning, grants management, project and application development, and project management experience. She brings a broad management perspective to clients and projects, having worked for and with various levels of government and non-profit organizations. Kelly specializes in the development of large, complex mitigation projects and applications, often with multiple funding sources. She is adept at project planning, grant source integration, staff management, and timeline management. In addition, Kelly is also a skilled hazard mitigation planner who understands the connection between planning and project development.

Kelly has provided her expertise to a wide range of clients, from states to local governments to universities to the public sector. She is skilled at consensus and partnership building, and is a skilled negotiator.

Prior to joining Witt O'Brien's, Kelly was a Disaster Assistance Employee (DAE) for FEMA Region IV (Atlanta), where she worked in all aspects of federal mitigation programs, including the Hazard Mitigation Grant Program, planning, the National Flood Insurance Program, and community education and outreach. Previously, she served as the Disaster Services Director for the East Georgia Chapter of the American Red Cross, in Athens, Georgia.

## Relevant Project Experience

### Fairfax County, Virginia

Kelly served as the Project Manager and Senior Mitigation Planner responsible for the update of the HIRA for a four county hazard mitigation plan update that included 19 jurisdictions. Developed on a compressed timeline and designed to be integrated into the updated plan, the HIRA required a significant reformat as well as a complete update in order to meet federal mitigation planning regulations and requirements. In addition to planning work, Kelly was responsible for staff management, contract management, and client reporting.

### The University of Minnesota

Kelly served as the Project Manager and Senior Planner responsible for the development of a system-wide hazard mitigation plan, covering all five campuses of the University of Minnesota. In addition, she led efforts to update the existing Threat Hazard Identification and Risk Assessment (THIRA) for the main campus, and development of a new THIRA for the other four campuses. In addition to planning work, Kelly was responsible for staff management, contract management, and client reporting.

### Auburn University (Alabama)

Kelly served as the Project Manager and Senior Planner responsible for the development of Auburn University's inaugural hazard mitigation plan, which included a preliminary Business Impact Assessment (BIA) for approximately ten departments and functions within the University. In addition to planning work, Kelly was responsible for staff management, contract management, and client reporting.

### Areas of Expertise

Hazard mitigation, hazard mitigation planning, grants management, public speaking, training, exercises, project development, application development, project management, technical writing, strategic advising

### Registrations, Certifications & Training

FEMA IS-001, IS-003, IS-005.a, IS-007, IS-008, IS-010, IS-011, IS-015.a, IS-022, IS-030, IS-031, 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-247.a, IS-253, IS-271, IS-275, IS-279, IS-288, IS-292, IS-317, IS-318, IS-319, IS-320, IS-321, IS-322, IS-323, IS-324, IS-328, IS-340, IS-346, IS-362, IS-386, IS-393, IS-394, IS-453, IS-520, IS-546, IS-547, IS-630, IS-632, IS-650, IS-660, IS-662, IS-700, IS-800.b, 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, IS-820, IS-821, IS-860.a, IS-870, IS-2900

FEMA Classroom Training: L-253 (Coordinating EHP Compliance), L-701 (Basic Grants Management), L-727 (Implementing EO 11988), L-761 (Planning Modules), L-778 (Middle Manager Training),

FEMA Professional Development Series Certificate

Certified Federal Grants Manager, Grants Management Certification – Federal Track (MCI)

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

Certified Disaster Services Instructor, American Red Cross

### Education

Master of Public Administration/Emergency Management, Jacksonville State University

Bachelor of Arts, English, University of Memphis

Year Joined Witt O'Brien's  
2009

### Base Location

Fort Lauderdale, Florida

*Prepare.  
Respond.  
Communicate.  
Recover.*

### The City of Galveston (Texas)

Kelly served as the Senior Planner responsible for the update of the City of Galveston's hazard mitigation plan, which includes the City's extensive historic assets, beach and coastal concerns, and unique utility and infrastructure concerns. In addition to planning work, Kelly was responsible for staff management and client reporting.

### The University of Texas Medical Branch at Galveston

Kelly served as the Senior Planner responsible for the update of the University of Texas Medical Branch at Galveston's (UTMB) hazard mitigation plan, which addresses the unique hazards and risks associated with a major medical college and trauma center located on a barrier island. In addition to planning work, Kelly was responsible for staff management and client reporting.

### Louisiana Governor's Office of Homeland Security and Emergency Preparedness

Kelly served as GOHSEP's safe room expert, provided project and application development and project implementation guidance to applicants throughout the State of Louisiana, including St. Tammany Parish, the Union Parish School Board, and Abbeville General Hospital (Abbeville, Louisiana). She provided programmatic guidance and advice regarding all aspects of program delivery and implementation to both GOHSEP and to their applicants, as well as managed Witt O'Brien's hazard mitigation team. In addition, Kelly was also the mitigation team lead, responsible for a staff of six technical experts, including benefit-cost analysis staff. In addition to program work, Kelly was responsible for staff management and client reporting.

### Jefferson County (Arkansas)

Kelly served as the Project Manager and Senior Planner responsible for the update of Jefferson County's (Arkansas) multi-jurisdictional hazard mitigation plan, which included 14 participating jurisdictions, including four school districts and two institutes of higher education. In addition to planning work, Kelly was responsible for staff management, contract management, and client reporting.

### Mountrail County (North Dakota)

Kelly served as the Project Manager and Senior Planner responsible for the update of Mountrail County's (North Dakota) multi-jurisdictional hazard mitigation plan, which included nine participating jurisdictions located in the Bakken Oil Field of North Dakota. In addition to planning work, Kelly was responsible for staff management, contract management, and client reporting.

### North Dakota Department of Emergency Services

Kelly served as Project Manager and Subject Matter Expert for a private property acquisition project in Minot, North Dakota. She and her staff developed programmatic guidance, processes, and documentation for a state-funded acquisition program, focusing on properties that were ineligible for traditional acquisition funding sources. Kelly was responsible for field staff,

weekly reporting, outreach efforts, eligibility determinations, and funds monitoring.

*Prepare.  
Respond.  
Communicate.  
Recover.*

#### Mississippi HIRA Updates (partner with Neel-Schaffer, Inc.)

Kelly served as the Project Manager and Senior Planner responsible for the update of the HIRA for hazard mitigation plans in Jackson County (Mississippi), the City of Biloxi (Mississippi), Itawamba Community College (Mississippi), Mississippi Delta Community College (Mississippi), and Pearl River Community College (Mississippi). She and her staff delivered HIRAs that were easily integrated into the larger plan, which was developed by Neel-Schaffer. In addition to planning work, Kelly was responsible for staff management, contract management, and client reporting.

#### North Dakota Department of Emergency Services

Kelly served as Project Manager for the development of a legislative flood study that focused on the State of North Dakota's flood response and mitigation capabilities and capacity. More than 30 agencies and entities were interviewed for the study, which reviewed every aspect of the State's extensive flood response and mitigation history. Kelly and her staff completed the project in less than six months, working with hundreds of North Dakotans in the process.

#### The University of Louisiana at Monroe

Kelly served as the Project Manager and Senior Planner responsible for the development of the University of Louisiana at Monroe's inaugural hazard mitigation plan. In addition to planning work, Kelly was responsible for staff management, contract management, and client reporting.

#### Ward County (North Dakota)

Kelly served as the Project Manager and Senior Planner responsible for the update of Ward County's (North Dakota) multi-jurisdictional hazard mitigation plan, which included 13 participating jurisdictions. Completed in less than 90 days, the updated plan was approved by the State and FEMA in less than 90 days with minimal revisions required. In addition to planning work, Kelly was responsible for staff management, contract management, and client reporting.

#### The Alamo Area Council of Governments (Texas)

Kelly served as the Project Manager and Senior Planner responsible for the update of this 55 participant plan, which included 12 counties, one State River Authority, and more than 40 cities and towns. In addition to planning work, Kelly was responsible for staff management, contract management, and client reporting.

#### Tulane University (Louisiana)

Kelly served as the Project Manager and Senior Planner responsible for the development of Tulane University's inaugural hazard mitigation plan. In addition to planning work, Kelly was responsible for staff management, contract management, and client reporting.

#### North Dakota Department of Emergency Services

Kelly served as Project Manager and Subject Matter Expert for a recovery efforts following extensive flooding throughout North Dakota in 2011. She was responsible for a diverse staff, including Hazard Mitigation Grant Program

(HMGP) specialists, Community Development Block Grant (CDBG) specialists, Public Assistance (PA) specialists, and appeals staff. She and her staff worked with communities and applicants throughout North Dakota to resolve issues, develop projects and applications, and file formal appeals of previously-made decisions. In addition to programmatic work, Kelly was responsible for staff management, contract management, and client reporting.

*Prepare.  
Respond.  
Communicate.  
Recover.*

### Chatham County (Georgia)

Kelly served as Project Manager and Subject Matter Expert for the update of the Chatham County (Georgia) National Flood Insurance Program Community Rating System Plan. In addition to planning work, Kelly was responsible for staff management, contract management, and client reporting.

### The University of Florida

Kelly served as an exercise facilitator and monitor for the University of Florida's annual tabletop exercise. She monitored the progress of exercise participants and provided facilitation notes, in addition to drafting a portion of the after action report.

### The City of San Antonio (Texas)

Kelly served as Project Manager and Senior Planner for the development of the City of San Antonio's first Hazard, Vulnerability, and Risk Assessment, required for compliance with and accreditation by EMAP. Kelly worked with City staff and officials to document the City's extensive history of hazards, risks, and vulnerabilities, and to ensure the final assessment complied with all EMAP standards. In addition to planning work, Kelly was responsible for staff management, contract management, and client reporting.

### Pinellas Suncoast Transit Authority (Florida)

Kelly served as Project Manager for a large education and community outreach project for the Pinellas Suncoast Transit Authority (PSTA) in Florida. The project included the development of an application for first responders for use in accidents and extractions, the development of printed materials for PSTA users, and the completion of a public outreach campaign to encourage vigilance and reporting among transit users. Kelly managed both Witt O'Brien's staff as well as a team of sub-contractors for the duration of the project. In addition to planning work, Kelly was responsible for staff management, sub-contractor management, contract management, and client reporting.

### South Florida Urban Area Security Initiative

Kelly served as Project Manager and Subject Matter Expert for the development of both a Threat/Hazard Identification and Risk Assessment (THIRA) and an accompanying risk/vulnerability assessment for the South Florida UASI Region. Comprised of Broward, Palm Beach, Monroe, and Miami-Dade Counties, the area covered one of the most heavily populated areas of the country. Kelly and her staff worked with representatives of more than 50 agencies, departments, and entities to develop the THIRA, as well as with a sub-contractor to perform risk and vulnerability assessment calculations. In addition to planning work, Kelly was responsible for staff management, sub-contractor management, contract management, and client reporting.

### Cade Ranch Acquisition (Texas)

Kelly served as the Program and Subject Matter Expert for the development of an HMGP application to acquire the last undeveloped 400 acres of land on the Texas Gulf Coast, which was located in a Coastal Barrier Resources Area. The project was denied by FEMA Region VI, and Kelly was responsible for both the first appeal to FEMA Region VI and the ultimate final appeal to FEMA Headquarters. Though the appeals were ultimately unsuccessful, the project did provide FEMA with incentive to revise the programmatic rules for private property acquisition regarding land in special areas. In addition to programmatic work, Kelly was responsible for staff management, contract management, and client reporting.

*Prepare.  
Respond.  
Communicate.  
Recover.*

### Caldwell Parish (Louisiana)

Kelly served as the Project Manager and Senior Planner responsible for the development of the Parish's hazard mitigation plan update. In addition to planning work, Kelly was responsible for staff management, contract management, and client reporting.

### Concordia Parish (Louisiana)

Kelly served as the Project Manager and Senior Planner responsible for the development of the Parish's hazard mitigation plan update. In addition to planning work, Kelly was responsible for staff management, contract management, and client reporting.

### Jackson Parish (Louisiana)

Kelly served as the Project Manager and Senior Planner responsible for the development of the Parish's hazard mitigation plan update. In addition to planning work, Kelly was responsible for staff management, contract management, and client reporting.

### Lincoln Parish (Louisiana)

Kelly served as the Project Manager and Senior Planner responsible for the development of the Parish's hazard mitigation plan update. In addition to planning work, Kelly was responsible for staff management, contract management, and client reporting.

### Union Parish (Louisiana)

Kelly served as the Project Manager and Senior Planner responsible for the development of the Parish's hazard mitigation plan update. In addition to planning work, Kelly was responsible for staff management, contract management, and client reporting.

### The City of Galveston (Texas)

Kelly served as the Senior Planner responsible for the development of the City of Galveston's hazard mitigation plan, which includes the City's extensive historic assets, beach and coastal concerns, and unique utility and infrastructure concerns. In addition to planning work, Kelly was responsible for staff management and client reporting.

### The University of Texas Medical Branch at Galveston

Kelly served as the Senior Planner responsible for the development of the University of Texas Medical Branch at Galveston's (UTMB) hazard mitigation plan, which addresses the unique hazards and risks associated with a major medical college and trauma center located on a barrier island. In addition to planning work, Kelly was responsible for staff management and client reporting.

*Prepare.  
Respond.  
Communicate.  
Recover.*

#### State of Rhode Island

Kelly served as the Senior Planner responsible for the development of the local capability assessment for the State of Rhode Island's State Hazard Mitigation Plan Update.

#### US Virgin Islands

Kelly served as the Senior Planner responsible for the development of the Severe Repetitive Loss (SRL) Strategy and the capability assessment for the US Virgin Island's Territorial Hazard Mitigation Plan Update.

#### The City of Galveston (Texas)

Kelly worked as the City of Galveston's Hazard Mitigation Advisor following Hurricane Ike in 2008. She was responsible for project identification, project development, application development, staff training, and strategic advising to City leadership, department heads, staff, and contractors. She worked with the City to develop complex infrastructure projects that use combined FEMA, CDBG-DR, capital, and state funding, ensuring the eligibility and funding of all work and all dollars allotted to the projects. She advised the City's planning staff regarding changes to the Flood Damage Prevention Ordinance, the National Flood Insurance Program, and the Community Rating System. She provided programmatic and grant management training to City staff, ensuring that they developed the necessary capacity to manage federal mitigation grants.

#### The University of Texas Medical Branch at Galveston

Kelly worked with UTMB following the devastation of Hurricane Ike in 2008. She served as the University's programmatic expert regarding hazard mitigation programs, and was responsible for project and application development, project implementation, grant management, and advising on UTMB leadership, staff, and contractors. She worked with University staff and contractors to develop more than \$50 million in Hazard Mitigation Grant Program (HMGP) project applications, all of which were awarded to the University. She served as UTMB's grant manager for the largest two projects, which involved more than \$30 million in federal mitigation grant funding.

#### The City of Houston (Texas)

Kelly worked as the City of Houston's (Texas) Hazard Mitigation Advisor, responsible for the management of more than \$10 million in hazard mitigation grant funding

#### State of Iowa

Kelly served as the Hazard Mitigation Program Advisor and trainer for the Iowa Department of Homeland Security and Emergency Management (HLSEM) in 2008. She was responsible for application design, guidance document development, strategic advising, and training of all HLSEM mitigation staff hired after the flooding in 2008.

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

#### Federal Emergency Management Agency

Kelly worked as a Disaster Assistance Employee for the Federal Emergency Management Agency's Region IV, based out of Atlanta. During her time with FEMA, Kelly worked in a variety of FEMA mitigation programs, including the Hazard Mitigation Grant Program, hazard mitigation planning, the National Flood Insurance Program, environmental and historic preservation compliance, and community education and outreach. She worked on some of the largest disaster declarations in the country, including the 2004 Hurricane Season in Florida and Hurricane Katrina (Alabama and Mississippi), as well as non-disaster mitigation grant programs.

#### The American Red Cross, East Georgia Chapter

Kelly served as the Director of Disaster Services for the East Georgia Chapter of the American Red Cross, in Athens, Georgia. During her tenure, the Chapter's disaster volunteer base grew from approximately 15 volunteers to more than 200 active volunteers. She and her volunteer staff managed more than 300 incidents each year, the majority of them structure fires. Kelly was responsible for volunteer recruiting and management, case management, agency coordination, planning, reimbursements, budgeting, training, and reports to the Board of Directors.

*Prepare.  
Respond.  
Communicate.  
Recover.*

## KEY QUALIFICATIONS

Chuck Brannon has executive oversight of Witt O'Brien's debris monitoring services division in response to five major disasters since 2011. He has more than 25 years of experience in emergency management and 34 years of experience working for the Florida Department of Transportation (FDOT).

Chuck served as the Florida Department of Transportation's (FDOT) Right-of-Way (ROW) Resource Management Manager, where he was responsible for the development of policy statements, rules, procedures, and guidelines for the Statewide \$600 million ROW Work Program, ROW Funds Management, Property Management, and the ROW Training program. He also worked with district offices to perform in-depth analysis by project of projected roll forward, assisted districts in setting targets for contingencies, and helped ensure that projects were funded at proper levels.

Chuck worked in the FDOT's Emergency Management Office as the Domestic Security and Recovery Manager. In this role, he managed the development of the FDOT's Continuity of Operations (COOP) plans and programs. He served as an advisor on state, regional, and national regulatory policies for security practices, as the representative for FDOT at the State Emergency Operations Center (SEOC), and as a Shift Manager for Emergency Support Functions (ESF) 1 and 3 when activated or when called upon by the State Coordinating Officer.

Chuck also served in the US Army for more than 27 years, where he gained invaluable experience in emergency operations support, security, and administration. He was deployed to Guantanamo Bay, Cuba, in support of Operation Enduring Freedom, serving as First Sergeant for the 160<sup>th</sup> Military Police Battalion. He supervised personnel and administrative functions of the company, prepared rosters, schedules, reports, correspondence and operational orders, and ordered operations and security of resources and installations.

## Relevant Project Experience

### Columbia County, Georgia and New Hanover County, North Carolina

Chuck performed executive-level oversight for the Columbia County, Georgia, and New Hanover County, North Carolina, recovery projects providing high-level organization and planning. He leveraged the experience of the Witt O'Brien's Debris Specialists to aid the clients in full, long-term recovery.

### Louisiana Cities and Parishes

Chuck was responsible for executive oversight for many Witt O'Brien's debris monitoring projects from 2011 to 2013, including the Hurricane Isaac (DR-4080) Disaster Debris Monitoring projects for several parishes and cities in Louisiana. Chuck worked on initial response teams and provided executive oversight to ensure work was executed efficiently and safely, all personnel were properly trained, and preliminary damage assessments were completed.

### Areas of Expertise

Debris monitoring and management, project management, staff management, client relations, Continuity of Operations (COOP)

### Registrations, Certifications & Training

FEMA IS-100, IS-200, G-300, G-400, IS-630, IS-632, IS-700, IS-800

NIMS ICS-300, Intermediate ICS for Expanding Incidents Training

NIMS ICS-400, Advanced ICS Training

US Army Anti-Terrorism/Force Protection Level II Instructor Certification

Department of Homeland Security Enhanced Threat and Risk Assessment Training

Florida Division of Emergency Management COOP Program Manager Training

### Education

Associate of Science, Business, [Vincennes University](#)

Year Joined Witt O'Brien's  
2010

### Base Location

Fort Lauderdale, Florida

### Massachusetts Cities

Chuck was responsible for executive oversight of the Massachusetts EMA Severe Snow Storm Debris Monitoring, and State of Massachusetts Tornadoes Debris Monitoring projects. He worked on initial response teams and provided executive oversight to ensure work was executed efficiently and safely, all personnel were properly trained, and preliminary damage assessments were completed.

*Prepare.  
Respond.  
Communicate.  
Recover.*

### New Jersey Boroughs, Cities, and Towns

Chuck was responsible for executive oversight for the New Jersey OEM Hurricane Sandy Debris Monitoring, where he worked on initial response teams and provided executive oversight to ensure work was executed efficiently and safely, all personnel were properly trained, and preliminary damage assessments were completed.

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

### Florida Department of Transportation

Chuck served as the Recovery Manager for emergency services for the Florida Department of Transportation's (FDOT) FEMA-PA and FHWA-ER programs, where he was tasked with providing qualified PA Coordinators and Project Officers. Chuck was responsible for tracking the \$27 million program budget for programming, encumbrances, and expenditures, and for developing Standard Emergency Operations Policies and Procedures for Emergency Management related functions and processes. Chuck also assisted the department's Emergency Coordination Officer in coordinating emergency operations for FDOT and ESFs 1 and 3.

## KEY QUALIFICATIONS

A Regional Debris Manager for Witt O'Brien's, Kevan Parker has 40 years of experience in and for government agencies at the local, state, and federal levels, including 20 years of emergency management, Federal Highway Administration-Emergency Relief (FHWA-ER) Program, and FEMA Public Assistance (PA) Program experience, and more than 10 years of disaster debris eligibility and oversight experience. Kevan has worked more than 24 major disasters, where he documented the removal of several million cubic yards of debris, assisted in the reimbursement of more than \$100 million in debris-related costs. He has overseen the hiring, training, and deployment of more than 300 employees and the associated equipment to accurately document and expedite the entire debris removal process.

Kevan served as Senior Project Manager over seven debris monitoring projects in Louisiana for Hurricane Isaac and eight projects in New Jersey in response to Hurricane Sandy, and as the Senior Regional Manager over two debris projects in North Carolina and Georgia as a result of Severe Winter Storm Pax. During these activations, Kevan directly oversaw as many as 200 employees.

Kevan previously worked as state PA Project Officer and Coordinator during several major disasters, including Hurricanes Opal, Erin, and Ivan. He also served on the Rapid Impact Assessment Team (RIAT) covering the State of Florida and adjoining states. He was part of a five-man team deployed to Mississippi and Louisiana during Hurricane Katrina to determine the needs of local governments and relay information back to the Emergency Operations Center in Florida for the deployment of personnel and assets.

He worked with the Louisiana Department of Transportation and Development (LaDOTD), the Florida Department of Transportation (FDOT), and the Texas Department of Transportation (TxDOT). Specifically as Project Manager for a TxDOT project, he managed bay cleaning, private property debris removal, monitoring of threatened and endangered species, and demolition of facilities. He was also responsible for storm generated debris removal from a 2,000-acre state park, two miles of beach sand removal, 2 million cubic yards of sand removal from ditches and drainage canals (FHWA-ER), 6,000 feet of more than five miles of revetment wall, removal of more than 500 vehicles and vessels and dangerous tree and limb debris removal from public rights of way.

## Relevant Project Experience

### New Handover County, North Carolina and Columbia County, Georgia

Kevan served as Senior Regional Manager over the New Handover County, North Carolina, debris monitoring project and Project Manager over the Columbia County, Georgia, debris monitoring project. Both projects were resulted from Winter Storm Pax and involved 125,000 (New Handover County) and 650,000 (Columbia County) cubic yards of debris.

### Louisiana Cities and Parishes

Kevan was Senior Project Manager for seven debris monitoring projects in Louisiana for Hurricane Isaac recovery efforts. He managed disaster debris monitoring and FEMA PA consulting for the Cities of Central, Mandeville, Slidell, and Thibodaux, and Lafourche, Livingston, and St. Bernard Parishes.

### Areas of Expertise

Debris management, disaster recovery, Public Assistance, FHWA-ER program, project management, program management, hazardous materials, staff management

### Registrations, Certifications & Training

FEMA PAC Project Officer, Certified

FEMA IS-16, IS-100, IS-200, IS-700, IS-800, IS-630, IS-631, IS-632, IS-775, IS-801, IS-805, IS-807, IS-814

HazMat Technician Training

Asbestos Inspector and Manager Training

Air Quality Training

Emergency Medical Technician Training

Florida Firefighter Training

FDOT Advanced Maintenance of Traffic Training

### Education

Chipola Junior College

Florida Fire College

Year Joined Witt O'Brien's  
2010

### Base Location

Fort Lauderdale, Florida

The storm's cleanup totaled \$2,122,936 in removal costs for more than 230,000 cubic yards of debris. He was part of a team that was on the ground within hours of the event, providing preliminary damage assessments, hiring and training local residents and ensuring that all FEMA, state, and local requirements were adhered to during the removal process.

*Prepare.  
Respond.  
Communicate.  
Recover.*

#### **New Jersey Boroughs, Cities, and Towns**

As Senior Regional Manager, Kevan oversaw eight projects, managing debris monitoring projects for Boroughs of Deal, Keansburg, Lavallette, Sea Bright, and Union Beach, Town of Holmdel, Neptune Township, and Ventnor City.

#### **Massachusetts Cities and Towns**

In the aftermath of the Massachusetts Storms and Tornadoes, Kevan worked as a Project Manager with several debris projects in 20 cities and towns in western Massachusetts. He served as project manager for severe winter storm recovery in Wilbraham, Massachusetts, responsible for more than 2,300 tickets and for more than 107,200 cubic yards of debris, including 5,681 hangers and 337 leaners, for a removal cost of about \$4.6 million.

#### **BP Deepwater Horizon Oil Spill**

Kevan served as a Field Accounting Monitor on the BP Deepwater Horizon Oil Spill in the Gulf of Mexico, responsible for managing overall field response efforts.

## KEY QUALIFICATIONS

Ryan Booth has 7 years of experience as a debris management specialist. He has held many important positions in debris monitoring projects, including managing projects including his most recent project managing waterway debris removal in Livingston Parish, Louisiana. He has also managed projects like North Carolina's severe winter storm, Louisiana's Hurricane Isaac, and Massachusetts' storms and tornadoes.

As Project Manager of the Hurricane Isaac debris monitoring project in Louisiana, Ryan managed crews that monitored private property debris removal programs involving rights of entry and hold harmless agreements with residents, structure demolitions, and removal of debris for Parish waterways. The storm's cleanup involved three Parishes and four Cities, totaling more than \$2 million in removal costs for more than 230,000 cubic yards of debris. He was part of a team that was on the ground within hours of the event, providing preliminary damage assessments, hiring and training local residents, and ensuring that all federal, state, and local requirements were adhered to during the removal process.

Ryan has worked to ensure debris removal contractors adhere to all laws and regulations. His effective management has provided efficient and safe debris monitoring operations even when managing multiple projects. In the aftermath of the Massachusetts storms and tornadoes, he worked as a project manager with the Massachusetts Emergency Management Agency to manage several debris projects in 20 cities and towns in western Massachusetts.

He served as a division supervisor for Mobile and Escambia Counties in Alabama on the BP Deepwater Horizon Oil Spill response project, where he coordinated cleanup efforts with the state and local municipalities. Ryan taught boom deployment strategies to response staff and was instrumental in overseeing more than 1 million feet of boom being deployed throughout the region. He implemented safety, health, and security procedures and requirements.

Ryan worked at the Naval Air Station Pensacola in Florida, overseeing the decontamination station for the US Coast Guard ships at the naval base's shipyard during the cleanup, and as a member of the Rapid Strike Force Response Team, where he was in charge of all first-response vessels that responded to and investigated oil contaminated areas. He was in charge of the beach cleanup in Escambia County, utilizing innovative oil removal machinery such as the E5 and E7 oil removal filters. This machinery could be programmed to sift and clean oil out of the beaches as deep as six feet. At the height of the response, Ryan coordinated the work of more than 750 beach tech workers.

## Relevant Project Experience

### Livingston Parish, Louisiana

Ryan oversaw the removal of waterway debris in Livingston Parish, Louisiana. Over 10,000 cubic yards were removed from over 80 miles of shoreline. Since the debris was scattered in many locations, he worked with contractors and developed efficient methods to remove and transport the debris to FEMA-approved locations. The project was finished ahead of schedule and under budget.

### Areas of Expertise

Debris management, project management

### Registrations, Certifications & Training

FEMA IS-100, IS-200, IS-230, IS-235, IS-240, ISO-254, IS-300, IS-400, IS-700, IS-703, IS-704

Hazardous Materials Emergency Response Training (HAZWOPER 40-Hour)

Occupational Safety and Health Administration (OSHA) Training (30-Hour)

Hazardous Communications Training

American Red Cross First Aid & CPR Certified

HSC Basic Plus Safety Course

Transportation Security Administration Transportation Worker Identification (TWIC) Card

Confined Space Attendant

Firewatch Attendant

Breathing Air Bottleneck Attendant

Year Joined Witt O'Brien's 2011

### Education

Bachelor of Arts, Business, University of Alabama

Associate of Science, Faulkner State Community College

### Base Location

Houston, Texas

### US Department of Agriculture

Ryan was part of the USDA's response team for the Avian Influenza outbreaks. He oversaw the composting efforts of infected turkeys and chickens. He helped develop the method that USDA used to compost all remains and ensure that the virus naturally decomposed and did not spread to other farms. He also worked with experts and veterinarians to make sure the process was effective and could be duplicated on a large scale.

*Prepare.  
Respond.  
Communicate.  
Recover.*

### The City of Wilmington, North Carolina

As the Project Manager, Ryan was one of the initial first responders into the State. He was responsible for collecting more than 100,000 cubic yards of debris. He also hired and trained all monitors. This project utilized hand-held tablets and printers.

### The City of Chalmette, Louisiana

Ryan was part of the initial response team that was on the ground with two mobile command units ready to begin preliminary assessments within hours of "all clear" being sounded after Hurricane Isaac. He hired and trained local residents to fill monitoring positions, ensured adherence to federal, state, and local requirements, and monitored and managed public and private property debris removal, as well as waterway removal and private structure demolitions.

### The City of Springfield, Massachusetts

Ryan was the Project Manager for 20 debris monitoring projects in western Massachusetts in response to severe snowstorms. He led planning and coordination between clients, FEMA and contractors. Storm cleanup totaled 41,792 tickets and 1,726,420 cubic yards of debris; the storm created 96,696 hanging limbs and left 4,093 leaning trees, for a total cost of \$74,769,145.

### BP Deepwater Horizon Oil Spill

Ryan implemented safety, health, and security procedures and requirements as part of the response to the BP Deepwater Horizon Oil Spill. He managed response teams for cleanup efforts, and purchased/leased equipment — ATVs, absorbent boom, personal protective equipment, boats, trucks, etc. — to enhance the cleanup effort, as well as taught booming strategies to personnel. He also conducted weekly safety training for responders and coordinated efforts with local municipalities and communities. He collected and submitted samples for analysis and investigated and managed cleanup of oil-contaminated areas. Additionally, Ryan conducted incident investigation on injuries, illnesses and near misses. He implemented hurricane preparedness plans, and ensured compliance with Federal and State air quality, water quality, and waste regulations, in addition to OSHA and US Coast Guard regulations.