

ORIGINAL

RFP-EM2023-001

SEPTEMBER 18, 2023 | 4:00 PM

A PROPOSAL FOR FRANKLIN COUNTY, FLORIDA

EMERGENCY PLANNING, DISASTER RECOVERY, AND MITIGATION GRANT PROGRAM SERVICES



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INTRODUCTORY LETTER

September 18, 2023

Jennifer Daniels, FPEM

Director, Franklin County Emergency Management

28 Airport Road

Apalachicola, FL 32320

RE: Emergency Planning, Disaster Recovery and Mitigation Grant Program Services, RFP-EM2023-001

Dear Ms. Daniels and Members of the Selection Committee:

Witt O'Brien is pleased to submit our proposal to Franklin County (the County) to provide Emergency Planning, Disaster Recovery and Mitigation Grant Program Services. The requirements outlined in the RFP encompass precisely who we are and what we do. Witt O'Brien's and its legacy organizations bring nearly 40 years of experience supporting the full spectrum of emergency management preparedness, response, recovery, mitigation operations, and business process analysis for emergency management organizations for all levels of government, Fortune 500 companies, and various private entities across the U.S. and internationally. In fact, our staff have developed many of the principles, program-specific standards, and recognized best practices that serve as the foundation for the emergency management industry today.

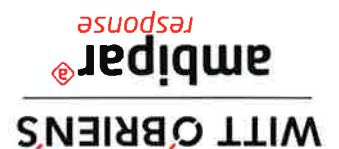
As a premier, full-service, emergency management firm, Witt O'Brien's primary focus has always been on comprehensive disaster management to achieve the best outcomes for governmental entities and the communities and populations we serve. We provide inclusive and culturally competent services that ensure equity for all diverse populations. Since 2001, we have successfully helped our clients justify, secure, and utilize more than \$65 billion in Federal disaster recovery funding across the full spectrum of available sources for some of the nation's most devastating and costliest disasters. The Witt O'Brien's team offers the County the following important advantages:

- We can execute and deliver every element in the Scope of Work. This translates into a clear understanding of how the work in each category is part of the whole, with the end goal being more resilient communities.
- We are a specialized, emergency management consulting firm—this work is not an "add-on" service for us. Our firm is solely focused on all four phases of emergency management to provide solutions that are realistic, culturally competent, actionable, and support the specific goals and priorities of the clients and communities we serve.
- We bring comprehensive program management for Emergency Management Programs. We are a firm with a corporate Program Management Office (PMO) focused on accountability for agreed-upon outcomes that drive our overarching goal as an emergency management firm—bringing together the best-in-class people, processes, and performance to manage small and straightforward projects to large and complex projects in emergency management.

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- We know the stumbling blocks that others miss. We bring a team with significant and noteworthy depth of industry experience. This includes former senior Federal Emergency Management Agency (FEMA) officials, state emergency management directors, city managers, local emergency managers, and credentialled disaster recovery experts, defining Witt O'Brien's as the recognized experts in the application of FEMA recovery programs and policies.
- We have been in your shoes. Many of our team members have managed emergency management/disaster preparedness, response, recovery, and hazard mitigation programs as public servants at the Recipient and Subrecipient levels well before becoming consultants.
- We bring an all-hazards approach to emergency management and experience across the spectrum. Witt O'Brien's and our leadership team have been engaged with almost every major disaster in the U.S. from the Exxon Valdez Oil Spill to the recent Amplify Energy Oil Spill, from earthquakes to flooding, from hurricanes to snowstorms, tornadoes, and more.

People, Process, Performance. Witt O'Brien's is committed to the success of the County's programs. We are passionate about our work and meeting the needs of the residents, workers, and organizations within the County. We stand ready to leverage our expertise, hands-on experience and skills, to partner with the County.

Witt O'Brien's reserves the right to negotiate terms and conditions applicable to any final Agreement, and, if selected, will negotiate in good faith with the County to enter into a mutually agreeable formal written Agreement.

Our principal contact for this proposal is Matt Erchull, Practice Lead – Community Services. If you have any questions about our proposal submission, our capabilities, or our past performance, he can be reached at 713-518-2009 or merchull@wittobriens.com, with a copy to contractrequests@wittobriens.com.

Respectfully,

Witt O'Brien's, LLC

Cheryl Joiner

Cheryl Detillieu Joiner, CPCM

Director of Contracts & Compliance

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1. QUALIFICATIONS AND EXPERIENCE

1.1 FIRM HISTORY

As one of many communities nestled along the Gulf of Mexico, the County has faced the repeated challenges of extreme weather and other natural disasters. To meet these challenges, the County must not only maintain the capacity to respond to such disasters when they occur but must also proactively prepare for and mitigate against similar disasters in the future. Beyond that, they must stay up to date on an ever-changing landscape of Federal grants and funding streams, coordinating with state and Federal agencies to ensure key standards are met. Success in this area benefits all citizens of the County, keeping them in their homes and allowing their communities to thrive. To achieve that success, the County seeks an industry partner with expertise across the full emergency management lifecycle that is capable of assisting across numerous program areas and funding sources.

Witt O'Brien's brings that expertise in spades. Unlike other firms that might have a single division working in emergency and crisis management, Witt O'Brien's is fully dedicated to developing innovative solutions to help state and local governments, communities, and businesses respond to and recover from disasters and emergencies. Throughout the recovery process, we strive to make the communities we serve more resilient, maximize all sources of funding, and seize every opportunity to rebuild facilities that are

hardened to future threats.

Since 2001, Witt O'Brien's has delivered more than

80,000 FEMA Public

Assistance (PA) projects.

We have helped justify and secure more than **\$65 billion**

in funding across the

spectrum of available sources. Our corporate and

personnel experience and capabilities span all Federal

funding programs, including the most recent funding

streams from the Coronavirus Aid, Relief, and Economic

Security (CARES) Act,

Emergency Rental Assistance Programs (ERAP), American

Rescue Plan Act (ARPA) and the Infrastructure Investment

and Jobs Act (IIJA), where

we are advising on over \$15

billion in funding.

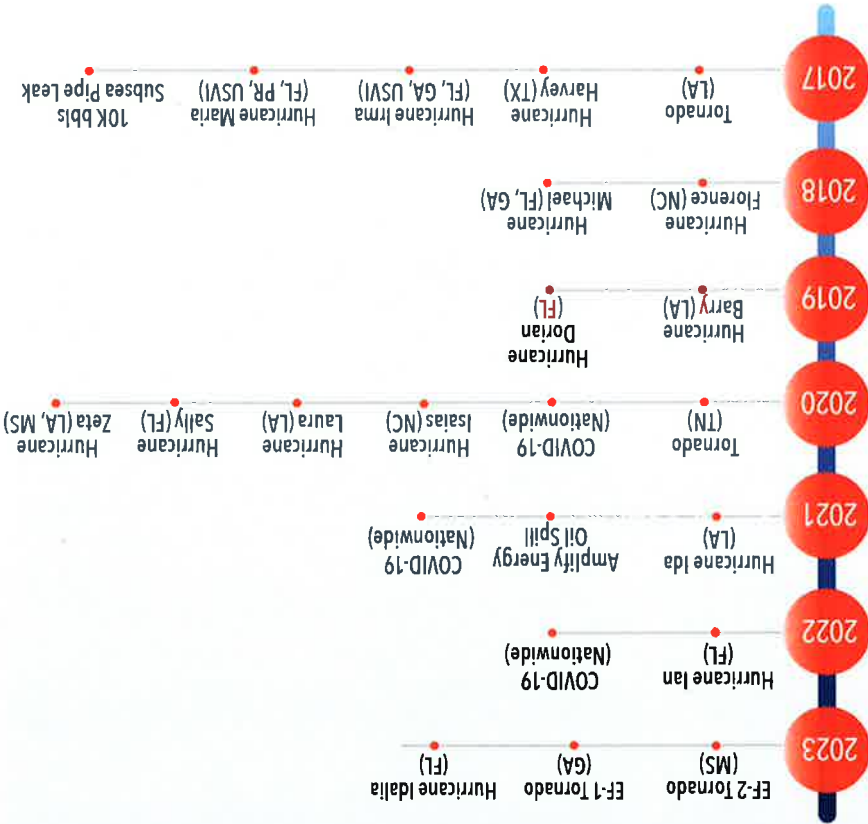
We are especially proud of our recent success and

ongoing work helping the U.S. Virgin Islands (USVI) secure

and execute more **than \$14**

Our Experience
This timeline details a snapshot of Witt O'Brien's comprehensive emergency management project experience.

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1.2 KEY PERSONNEL

billion in FEMA PA and HUD Community Development Block Grant Disaster Recovery (CDBG-DR) recovery funding since 2017 and we will address this keystone project throughout this section. Our team engineered and implemented numerous programs to assist the island territory as it managed its recovery from the devastating impacts of hurricanes Irma and Maria. This work has included the execution of PA, Hazard Mitigation Grant Program (HMGP), CDBG-DR, Shelter and Temporary Electric Power (STEP) emergency housing repair, and highway programs. We are now beginning support for construction management and continuing to work multiple mitigation programs to make the USVI more resilient against future storms.

Our success as an emergency management firm rests on the talents and tenacity of our team. Proposed personnel for the County include subject matter experts (SMEs) and senior managers with decades of experience supporting counties like Franklin across the individual areas of expertise, backed by a cadre of experienced emergency management professionals. From this exceptional team, we have selected the ideal individuals to support the County's grant programs. These team leaders are well-versed in the funding streams applicable to the County during recovery operations.

Witt O'Brien's personnel have served in staff capacities at the following federal agencies:

24 FEDERAL AGENCIES
121 EMPLOYEES



Our team is nimble enough to respond quickly to the needs of the County and possesses the depth of resources, experience, and expertise necessary to provide high-quality, reliable services. As our nation grapples with aging infrastructure, rapidly changing demographics, population growth and movement, and climate change impacts, communities face an increasing number of natural, human-caused, and technological crises. *The Witt O'Brien's team is continually evolving our expertise, our people, and our tools to meet these increased demands.*

We have organizational processes and systems that support **our ability to rapidly deploy and scale our capabilities**, as validated in the infographic below. Although we are still providing our clients with ongoing support to legacy events (e.g., hurricanes as far back as Harvey), our firm has been able to respond effectively to the storms of 2021, COVID-19, the Amplify Energy Oil Spill in California, and most recently to Hurricane Ian.



Our team of highly qualified SMEs with demonstrated local and national experience across relevant grants programs, preparedness activities, response operations, and mitigation programs listed in the solicitation—particularly FEMA, Housing and Urban Development (HUD), and the U.S. Department of Transportation (USDOT)—is coupled with our decades of experience providing end-to-end services to help clients aggressively tackle the issues and maximize the efficacy of available funds.

WE HAVE THE RIGHT TEAM – LEADERSHIP AND SUBJECT MATTER EXPERTISE

Our purpose-built team of Federal grants management, preparedness, response, recovery, mitigation, and resilience experts will be led by our **Project Manager, Laurie Carley**. Laurie is an emergency planning and emergency management operations SME. She has served as an on-site full-time mentor to the Hillsborough County Emergency Management Staff as well as an Emergency Management Director, Incident Commander, and other Emergency Operations Center (EOC) chief and support positions for government entities in Florida. She has implemented emergency plans and programs and has a proven history of effectively managing emergency incidents and events, which has informed her strong understanding of NIMS and ICS. Her experience also includes managing client interfaces regarding the FEMA PA Program for recipients and subrecipients and coordinating multi-jurisdictional, multi-project response efforts. In addition, Laurie brings public / crisis communications expertise from her background servicing as a Communications Specialist for the Washington County Sheriff's Office and the Florida Department of Transportation (FDOT) Transportation Management Center.



Our Project Manager will be supported by SMEs from across the emergency management spectrum who will serve as the management team to partner with the County in the development and execution of task orders in support the community. As requested, detailed information about our key personnel is provided in **Appendix B**, and a summary of our qualifications is provided below:

Subject Matter Expert – Recovery: Rachel Ingle. Rachel is an emergency management expert with more than 20 years of experience in disaster and medical / public health preparedness, response, and recovery at the local, state, and Federal levels. Since joining Witt O'Brien's, Rachel served as a senior manager and SME for project delivery in Federal grant programs, including FEMA Public Assistance (PA) and Mitigation, HUD Community Development Block Grant Disaster Recovery (CDBG-DR) and Community Development Block Grant Mitigation (CDBG-MIT), and COVID-19 related grants. She has experience in PA project management across multiple projects, completing project applications and receiving over \$200 million in funding. She also led the planning effort in receiving over \$20 million in CDBG-MIT funding as well as over \$19 million in CDBG-DR funding for the municipal government.



Subject Matter Expert – Mitigation: Erin Buchanan, CFM. Erin is a Certified Floodplain Manager with more than 16 years of hazard mitigation experience, including mitigation planning, project and application development, grants management, and financial data management. She has led the development of mitigation plans for state and local governments and large universities. As part of her role, Erin supports communities with connecting hazard mitigation planning to project and application development. Erin has successfully led the development of numerous Hazard Mitigation Assistance (HMA) projects of all types and is skilled in the development of funding strategies. She has developed financial management tools to track and manage over \$2.7 billion in Federal funds and over 400 individual projects. She is an expert in project planning, client coordination, and timeline management. Erin is currently serving as Project Manager/Senior Mitigation Planner for the regional mitigation plan updates for Massachusetts Emergency Management Agency (MEMA) Districts 4 and 8, and previously for the 2018 MEMA Statewide Hazard Mitigation Plan Update.



Subject Matter Expert – Financial Reporting & Compliance: Michelle Little. Michelle leads teams responsible for compliance monitoring, closeout, and managing internal and external engagements. She is currently providing eligibility and compliance services related to the Treasury's ARPA and for COVID-19 recovery which involves more than 1,500 contracts. She previously served as the Director of Compliance & Monitoring for the New York City Mayor's Office of Management and Budget ensuring compliance for more than \$4.2 billion of CDBG-DR funds following Hurricane Sandy. In this role, her responsibilities included managing internal and external monitoring engagements and audits with HUD and the Office of Inspector General (OIG). Prior to serving in this capacity for the City of New York, Michelle was a CDBG-DR Program Manager for the City of New Orleans, overseeing \$88 million in capital projects for the Office of Community Development – Disaster Recovery Unit.



Subject Matter Expert – HUD Grant Programs: Matt Erchul. Matt is a recognized HUD technical assistance expert in CDBG-DR/MIT and NDR programs as well as the development of public policy, program and project management, research, and quantitative analysis focused on assisting state and local governments, NGOs, and private non-profits with federally funded grants programs. Matt has worked on recovery from some of the nation's most devastating manmade and natural disasters dating to Hurricane Katrina in 2005. He worked with the Texas



Department of Housing & Community Affairs after Hurricanes Ike & Dolly, supported long-term recovery efforts in Illinois, Mississippi, Louisiana, and North Dakota through 2013 and supported the State of New York as Director of Research & Strategic Analysis in its response to Superstorm Sandy. Following Hurricanes Irma and Maria in 2017, he served as a lead policy and program development director in both Puerto Rico and the USVI helping develop the foundation of nearly \$20B of CDBG-DR project funding. In total, Matthew has directly supported facets of implementing over \$60B of the nearly \$90B of CDBG-DR funding allocated in its history.



Sr. Appeals Officer or Legal Counsel: Grady Joseph. Prior to joining Witt O'Brien's, Grady served as Assistant Director for the California Governor's Office of Emergency Services (Cal OES) and brings extensive disaster response and recovery experience with deployments to over 20 states. As Assistant Director, he served as a Governor's Authorized Representative (GAR) and led the Office's Recovery Operations division overseeing the management of over \$12 billion in PA funding for both State only and Federal declared disasters. He was also selected by the Governor to lead disaster logistics for COVID-19 as well as major fires, earthquakes, and flooding events. Prior to serving as Cal OES Assistant Director, Grady held positions at FEMA headquarters supporting the development and implementation of the PA New Model and leading the modernization of FEMA's Grants management systems from FEMA Region IX. As a contractor, he led field operations for a 5-year, \$650 million contract providing technical support to FEMA's PA TAC IV in FEMA Regions V, VI, and VIII (17 states). His responsibilities included full scope readiness strategy for a roster of 500 technical experts including implementation of deployment tracking technology, development of comprehensive training program, deployed staff support and contract performance management.

1.3 SUBCONSULTANTS

Witt O'Brien's does not anticipate the use of subcontractors in the successful completion of this contract.

1.4 FLORIDA-BASED EMPLOYEES

Witt O'Brien's brings extensive experience supporting the state of Florida across a wide array of emergency management disciplines and grant programs. Our staff has successfully worked with both state- and local-level clients, gaining familiarity with the diverse communities within the state. We have successfully supported Florida by relying on a strong backbone of Florida-based employees, drawn from our cadre of on-call staff and full-time employees. These staff bring deep experience in their individual areas of expertise, spanning the full emergency management lifecycle. This includes staff who are experienced in emergency planning, training, exercises, debris monitoring and cost reimbursement, PA, mitigation, disaster recovery, audits, appeals, and closeout. They also bring expert knowledge of FEMA, HUD, FHWA, and other Federal agencies, alongside local expertise in the policies and guidelines of Natural Resources Conservation Service (NRCS), FDOT, Florida Department of Environmental Protection (FDEP), and Florida Fish and Wildlife Conservation Commission (FWC).

A sampling of our available Florida-based staff is provided in the table below.

Name	Area of Expertise	City	State
Curt Johnson	Emergency Response	Big Pine Key	Florida
Mark J Delozier	Emergency Response	Crystal River	Florida

Thomas E Garrett	Emergency Response	The Villages	Florida
Laura Lorence	Continuity	Ormond Beach	Florida
Christopher B. Ritter	PA	Tampa	Florida
Arvin Copeland	PA	Sarasota	Florida
Martyn R Gygard	PA	Vero Beach	Florida
Barbara Jean Prine	Hazard Mitigation	Fort Meade	Florida
Brent E Takahashi	PA	Kissimmee	Florida
Bill Johnson	PA	Port Saint Lucie	Florida
Travis Morris	PA	Key Largo	Florida
Edmond M. Ciancone	PA	Stuart	Florida
Christopher B. Ritter	PA	Tampa	Florida
Timothy J. McCormick	Response Operations	Fort Myers	Florida
Jeffrey M. Temple	Response Operations	Ormond Beach	Florida
Christopher J. Church	Response Operations	Hobe Sound	Florida

1.5 SPECIALIZED EXPERTISE OF TEAM MEMBERS

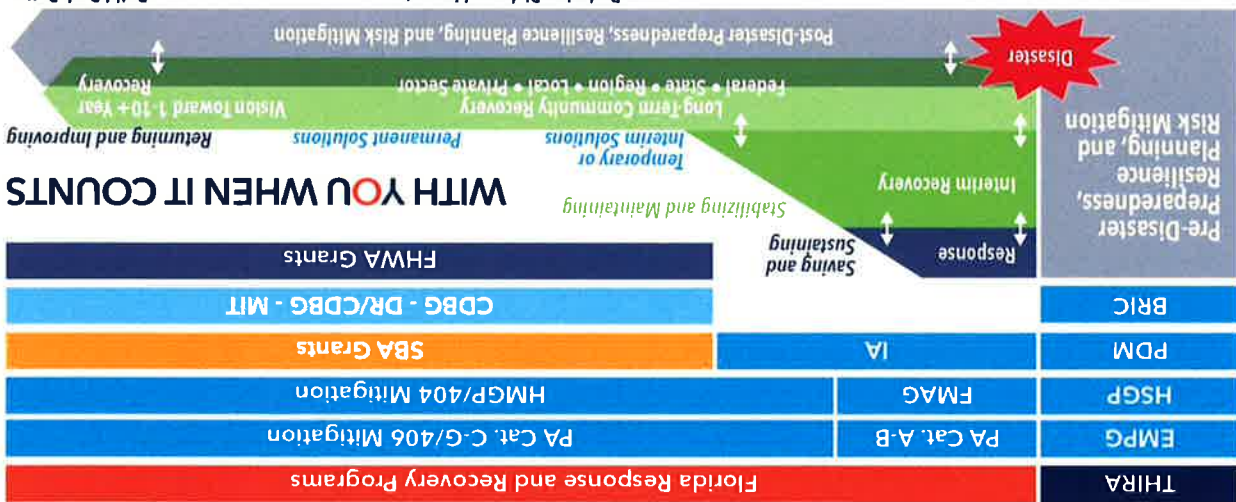
1.5.1 SPECIAL EXPERTISE WITH FEMA AND STATE OF FLORIDA

Our services encompass a complete range of planning, mitigation, preparedness, and prevention that help communities be better prepared before a crisis occurs and recover more quickly and efficiently after a disaster. Throughout our history, we have strived to make the communities we serve more resilient, maximize all sources of funding, and seize every opportunity to rebuild facilities that are hardened to future threats. A summary of our services is presented below.



Although we support the entire disaster cycle, our strength is in our disaster recovery work, where our services include not only disaster debris monitoring but also grants management (including FEMA PA, COVID-19, Federal Highway Administration [FHWA] grants, etc.), and hazard mitigation support. We understand and are experienced in the full suite of Federal disaster recovery programs and the interrelationship of agencies involved in the process.

COLLABORATION ACROSS STATE, COUNTY, AND CITY AGENCIES, NON-PROFITS, FAITH-BASED GROUPS, AND THE PRIVATE SECTOR



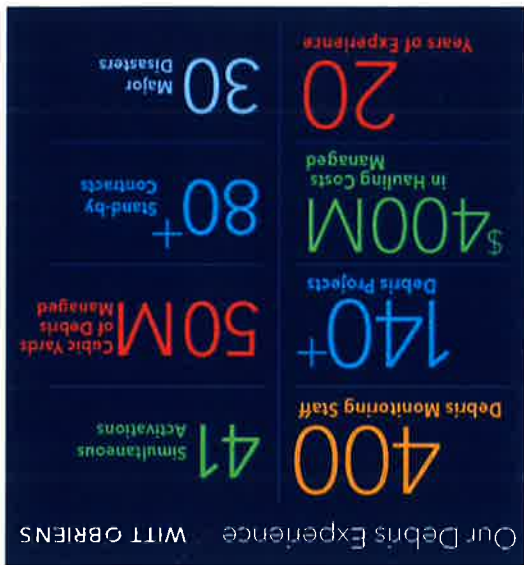
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A core element of our services is monitoring the removal and disposal of disaster-generated debris in compliance with FEMA requirements for cost reimbursement. For nearly 20 years, Witt O'Brien's has overseen 140 debris management projects totaling more than 50 million CY of debris and \$400 million in hauling costs. We have also monitored the removal and disposal of more than 8 million pounds of solid waste. Our firm currently holds more than 80 standby debris monitoring contracts, all of which involve direct cooperation and collaboration with local clients, statewide emergency and environmental agencies, and FEMA.

We offer expertise and technical advice on all debris management activities, such as developing FEMA-compliant debris monitoring and action plans; hiring and training field staff; identifying ineligible debris; measuring and certifying trucks; managing hazardous debris; monitoring residential drop-off; tracking and reporting damages; managing and reporting data; disseminating information to the public; and documenting removal costs. We can supplement this support with planning (i.e., developing comprehensive emergency management plans), conducting training and exercises, and assisting with grants management of recovery funding.

Our automated debris management system (ADMS) *DebrisPro™* enables us to capture and document debris operations in real-time, reducing the likelihood of errors or lost records. We mobilize rapidly, adjust to fluid circumstances, seamlessly implement our field-tested and proven operating procedures, and provide successful debris monitoring services.

Witt O'Brien's has provided debris monitoring services at the state, county, and city levels in response to a wide range of events, including hurricanes, floods, tornadoes, and winter storms. While most of our projects have involved debris removal from public property and public rights-of-way (ROW), we also have experience in situations requiring special handling and compliance, including private property debris



removal (PPDR), waterway debris removal, and operations near environmental or historic sites. The table below provides a select list of our debris monitoring projects within the last 5 years.

DISASTER	LOCATION	DEBRIS (CY)	HAZ TREES	SPECIAL DEBRIS
Hurricane Ian (2022) 523,0289 TOTAL CY 4,479 TOTAL TREES/OTHER	Bradenton, FL	72,647	1,242	-
	Palmetto, FL	31,698	77	-
	Edgewater, FL	122,210	-	-
	Sanford, FL	44,646	13	-
	Venice, FL	195,779	3,147	-
	Lake County, FL	51,921	-	-
	Ponce Inlet, FL	4,128	-	-
	New Orleans, LA	354,485	16,730	8.3M+ lbs Solid Waste
	Lafourche Parish, LA	1.7+ Million	9,137	1,915 White Goods
	Port of Lafourche, LA	79,786	-	-
Hurricane Ida (2021) 17.26+M TOTAL CY 10,263 TOTAL TREES/OTHER	SE LA FPA, LA	43,583	517	82 pilings/49 tires/3 boats
	Thibodaux, LA	141,622	746	-
	New Orleans, LA	103,270	4,550	-
	Lafourche Parish, LA	67,268	-	-
	Moss Point, MS	9,073	-	-
	Ruston, LA	15,078	-	-
	Natchitoches Parish, LA	18,430	7,447	-
	Milton, FL	14,067	234	-
	New Hanover Co., NC	173,787	743	-
	Wilmington, NC	230,066	-	-
Hurricane Barry (2019) 403,853 TOTAL CY 743 TOTAL TREES/OTHER	Lafourche Parish, LA	8,415	-	-
	New Hanover Co., NC	1,603,715	7,690	-
Hurricane Florence (2018) 2.59+M TOTAL CY 17,549 TOTAL TREES/OTHER	Wilmington, NC	896,462	9,859	-
	Wayne County, NC	97,940 lbs	-	-
Hurricane Michael (2018) 4.42M+ TOTAL CY 103,489 TOTAL TREES/OTHER	Washington County, FL	1,963,689	54,495	-
	Alachua County, FL	227,412	32,528	-
	Bradenton, FL	88,380	2,457	-
	Broward Co. Schools, FL	40,451	-	-
	Brunswick, GA	48,401	1	-
	Coral Gables, FL	656,334	17,093	-
	Davie, FL	543,729	-	-
	Edgewater, FL	48,401	-	-
	Fernandina Beach, FL	59,387	1,528	-
	Hardee County, FL	88,392	5,593	-
Hurricane Irma (2017) 4.42M+ TOTAL CY 103,489 TOTAL TREES/OTHER	Hardee County, FL	88,392	5,593	-
	Homestead, FL	264,655	-	-
	Indian Creek, FL	11,172	-	-

DISASTER	LOCATION	DEBRIS (CY)	HAZ TREES	SPECIAL DEBRIS
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Hurricane Irma (2017) <i>(Continued)</i>	Key Biscayne, FL	69,828	397	-
	Lighthouse Point, FL	21,282	521	-
	Loxahatchee Groves, FL	24,942	-	-
	Miami Lakes, FL	97,550	9,549	-
	Nassau County, FL	259,169	7,192	-
	North Lauderdale, FL	117,523	882	-
	North Miami Beach, FL	85,972	2,961	-
	Oakland Park, FL	52,448	796	-
	Ocala, FL	205,905	440	-
	Orange County, FL	64,863	309	-
	Parkland, FL	94,748	2	-
	Plantation, FL	686,383	14,072	-
	Sanford, FL	62,325	866	-
	Sanibel, FL	197,455	-	-
	Southwest Ranches, FL	202,794	709	-
	Surfside, FL	4,448	-	-
	Virginia Gardens, FL	9,201	-	-
	Port Arthur, TX	702,201	-	5,311 white goods and 47,886 lbs e-waste
	Clear Brook MUD, TX	46,883	-	7,820 lbs HHW
	Jones Creek, TX	3,599	-	-

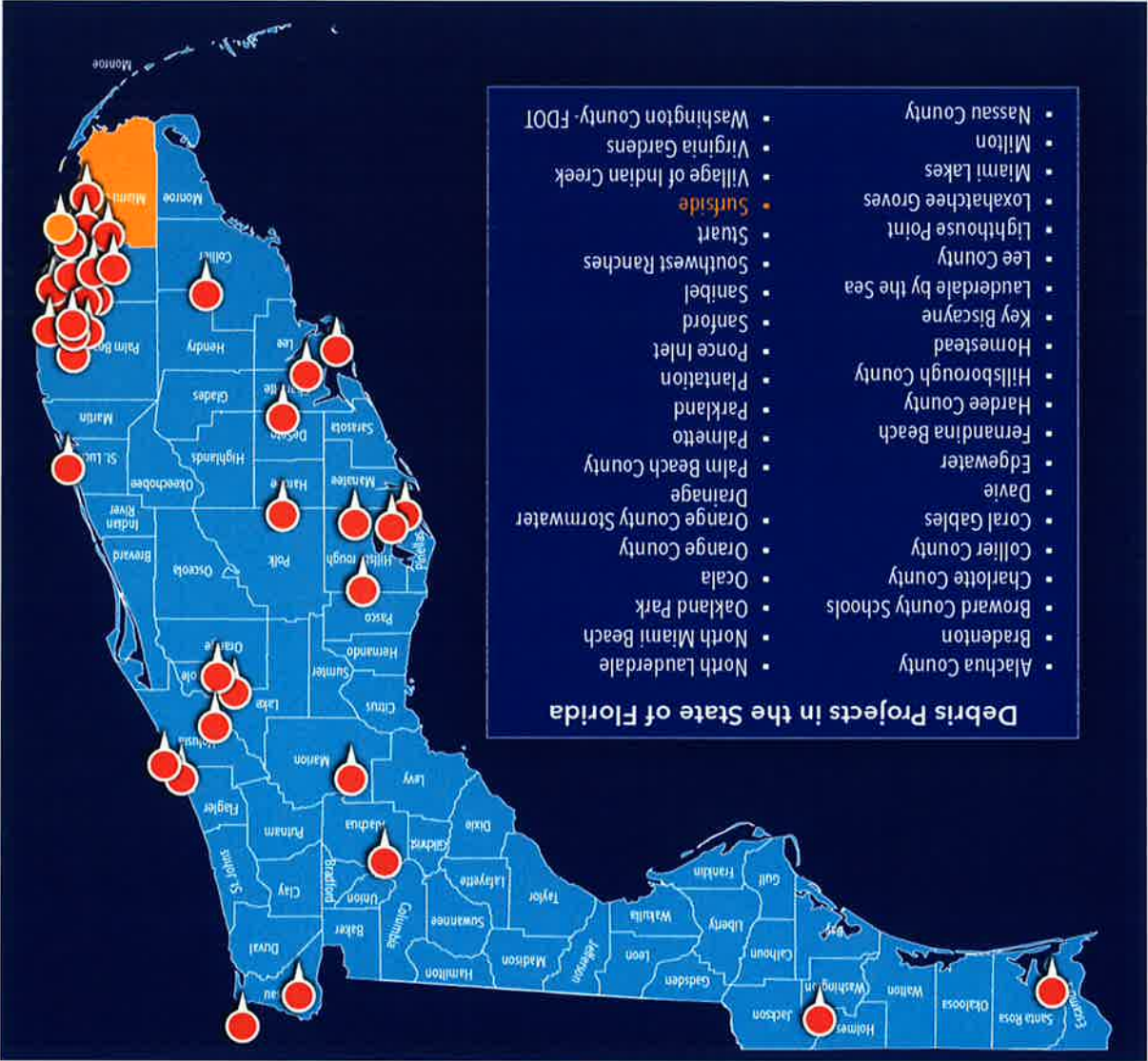
Hurricane Harvey (2017) 757,492 TOTAL CY 65,937 TOTAL OTHER	West Columbia, TX	2,520	-	1,640 lbs of HHW; 44 pieces of e-waste; and 7 pieces of white goods
	Waller County, TX	1,158	-	-
	West University Place, TX	1,131	-	4,920 lbs of HHW
	New Orleans East, LA	57,172	209 haz trees	594 lbs HHW
	Edgewater, FL	261,953	2,812	-

Hurricane Matthew (2016) 1.11M+ TOTAL CY 32,640 TOTAL TREES/OTHER	Fernandina Beach, FL	4,490	1,469	-
	Nassau County, FL	86,556	2	-
	New Hanover County, NC	96,461	506	-
	Ponce Inlet, FL	12,164	-	-
	Savannah, GA	582,310	27,851	-
	Thunderbolt, GA	9,897	-	-
	Brunswick, GA	58,000	-	-

1.5.2 SPECIAL EXPERTISE WITH FDOT AND FHWA

We have a long history providing disaster preparedness, response, recovery, and mitigation support across Florida. Beginning with Hurricane Charley's impact on Southwest Florida in 2004, we have supported more than 50 Florida clients across more than 15 counties, 25 municipalities, 3 utilities, 2 school boards, and 2 hospitals.

We have conducted dozens of debris monitoring, PA, and emergency preparedness projects across the State.



Our experience providing both PA cost recovery and debris monitoring services in Florida has afforded us an opportunity to work with FEMA Region IV, FDEM, and other federal state agencies, including:

NRCS – our PA staff have advised on the NRCS program, and our debris staff have conducted clean-up monitoring and charged to NRCS

FDOT – we have engaged with FDOT along with FHWA for work on roads for PA and debris

FDEP – we engaged with FDEP for PA services that support beach renourishment grants funding

FWC – we engaged with FWC for debris coordination involving derelict vessels in waters for which FWC is responsible

1.5.3 EXPERIENCE WITH FLORIDA DISASTER RECOVERY REIMBURSEMENT PROJECTS

Since 2001, Witt O'Brien's experts have helped manage and implement **over \$40 billion in grants funding reimbursements** across FEMA PA services, preparing and assisting with the implementation of **80,000+ Project Worksheets (PWs)**. We have a strong team of disaster management specialists

with superior working knowledge of eligibility guidelines for Federal, state, and local ordinances, statutes, laws, and regulations.

Witt O'Brien's is adept at applying the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, and related authorities including 44 Code of Federal Regulations (CFR), 2 CFR, PAPP, Sandy Recovery and Improvement Act (SRIA), the Disaster Recovery Reform Act of 2018 (DRRA), and HUD Community Development Block Grant-Disaster Recovery (CDBG-DR) funds. Witt O'Brien's staff also have extensive experience with FEMA's HMA programs and have provided expert support for Section 404 and 406 hazard mitigation funding.

Witt O'Brien's has a high success rate ensuring clients receive reimbursement for eligible, supported disaster recovery costs. Our disaster recovery experts ensure compliance with rules, guidelines, and standards, and address and resolve difficulties before they can hinder the recovery process. Our PV packages are professionally documented to capture the maximum available funding. The table below presents select examples of our Federal grants program cost-recovery successes.

Client	Funds/Grants Managed
Territory of USVI	\$15 billion in FEMA PA and HMA, and HUD CDBG-DR funding
State of Louisiana	\$14 billion in PA and HMA funding
State of Florida	\$4 billion in PA and HMA funding
States of Iowa and Indiana	\$1.5 billion in PA and HMA funding
State of New Jersey	\$1 billion in PA and HMA funding
University of Texas Medical Branch	\$800 million in PA and HMA funding
City of Galveston, Texas	\$300 million in PA and HMA funding
City of Houston, Texas	\$200 million in PA and HMA funding
State of Alabama	\$143 million in PA funding
State of Kansas	\$180 million in PA funding (COVID-19)
School Board of Broward County, Florida	\$53.6 million in PA funding

While our FEMA PA grants management support typically includes all FEMA categories A through G, we have experience helping communities develop, review, and submit FEMA PA projects for **reimbursement specifically for debris-related costs (Category A)**. In some cases, we have conducted the debris monitoring operations followed up by support for FEMA reimbursement; for other clients, we have been brought in to assist with reimbursement of all debris-related costs incurred by other firms conducting the debris removal (hauling contractor) and monitoring.

For the state of Florida, we maintain a variety of active contracts, including numerous clients for whom we provide disaster recovery reimbursement support. A list of these contracts, their scope, and their periods of performance are provided below.

State	Client	Line of Service	Project Effective Date	Project Expiration Date
FL	Charlotte County	PA	12/7/2022	12/31/2023
FL	Clay Electric Coop	PA / Hazard Mitigation	8/29/2019	8/29/2023

FL	Coral Gables, City of	Debris Monitoring & PA	3/13/2020	5/22/2025
FL	Coral Springs, City of	PA / Hazard Mitigation	5/20/2020	5/19/2026
FL	Davie, Town of	Debris Monitoring & PA / Comm Services	9/6/2017	9/5/2027
FL	Daytona Beach	Debris Monitoring & PA / Readiness	4/20/2023	4/19/2026
FL	Doral, City of (Contracted as City Council of the City of Doral)	PA / Hazard Mitigation/Comm Services	2/8/2021	2/11/2024
FL	Edgewater, City of	PA / Hazard Mitigation	10/7/2019	10/6/2024
FL	Fernandina Beach, City of	PA / Hazard Mitigation	6/1/2021	7/7/2023
FL	Gainesville Regional Utilities	PA / Hazard Mitigation	12/23/2021	12/30/2024
FL	Gainesville Regional Utilities	PA/Infrastructure	5/1/2022	12/30/2024
FL	Hernando County	PA	8/16/2019	8/12/2023
FL	Indian River County	Grant Consulting	8/29/2022	8/28/2027
FL	Key Biscayne, Village of	Public Assistance/ Debris Monitoring/ Response	4/12/2022	4/11/2025
FL	Lauderdale by the Sea, Town of	Debris Monitoring & Public Assistance	9/28/2020	9/28/2025
FL	North Broward Hospital District (dba Broward Health)	PA	8/4/2022	8/3/2025
FL	North Lauderdale, City of	Debris Monitoring & PA	8/10/2015	8/9/2025

FL	Oakland Park, City of	PA / Hazard Mitigation	8/23/2022	8/22/2025
FL	Ocala, City of	PA	1/1/2022	7/31/2024
FL	Orlando, City of	PA / Strategic Planning / HMGP	9/26/2022	9/25/2025
FL	Pinellas County	PA / Comm Services	1/14/2020	1/14/2025
FL	Plantation, City of	Debris Monitoring & PA	7/13/2016	7/12/2025
FL	Pompano Beach, City of	Debris Monitoring & PA / Comm Services	9/28/2020	9/27/2025
FL	Ponce Inlet	PA / Hazard Mitigation/Comm Services	9/23/2021	7/31/2024
FL	School Board of Broward County	Debris Monitoring & PA	6/1/2020	5/31/2024
FL	South Broward Hospital District (dba Memorial Healthcare System)	Debris Monitoring & PA	8/29/2019	8/31/2023
FL	Southwest Ranches, Town of	Debris Monitoring & PA/Comm Services	9/13/2021	9/5/2027
FL	St Augustine, City of	PA	8/9/2021	9/30/2023
FL	Tampa, City of	PA	9/25/2022	9/24/2025
FL	Venice, City of	PA / Debris / Debris Monitoring	8/20/2020	8/20/2023

1.6 SIMILAR PROJECTS

In addition to the experience described throughout in the section above, we have provided project summaries for a variety of contracts similar in scope to the requirements listed in the RFP. This includes local-level customers like the Middle Tennessee Electric Membership Corporation, Montgomery County, PA, and King County, WA, as well as state-level customers like the USVI and the State of Kansas. These projects highlight the breadth and depth of our expertise and our ability to forge successful relationships between local entities and subrecipients, state-level grantees, and federal stakeholders. We will bring similar levels of success demonstrated by these projects to Franklin County.

MIDDLE TENNESSEE ELECTRIC MEMBERSHIP CORPORATION – FEMA PA TECHNICAL ASSISTANCE AND ADVISORY SERVICES

Project:	FEMA PA Technical Assistance and Advisory Services
Customer:	Middle Tennessee Electric Membership Corporation
Period of Performance:	2019-2020
Point-of-Contact:	Keith Thomason, VP of Engineering Phone: 615-494-1528 keith.thomason@mtmec.com
Description:	In 2019, Witt O'Brien's was engaged to provide technical assistance and advisory support for the electric co-op. We conducted a review of Middle Tennessee Electric Membership Corporation's (MTMEC) procurement procedures and policies for compliance with FEMA and Federal standards as well as industry best practices and standard operating procedures in an emergency. The conclusion of this task resulted in our issuing a report with recommendations and updates for implementation by MTMEC. Most recently we provided PA grants management support to MTMEC following the DR4476-TN Tennessee Severe Storms, Tornadoes, Straight-Line Winds, and Flooding that occurred in the first week of March 2020, right when COVID-19 awareness started. We assisted with the preparation of Category A Debris Removal of damaged components, Category B Emergency Measures for MTMEC support of the event, Category C for Pole Mounted Street Lights, and Category F for repairs to the entire power distribution system. The total of damages captured totaled approx. \$6.4 million including Category Z Management Costs.

MONTGOMERY COUNTY, PENNSYLVANIA - GRANT MANAGEMENT AND STAFF AUGMENTATION

Project:	Grant Management and Staff Augmentation
Customer:	Montgomery County, PA
Period of Performance:	2020-2022
Point-of-Contact:	Dean J. Dortone, Chief Financial Officer Phone: 610-278-3436 ddortone@montcopa.org
Description:	Soon after the start of the pandemic in 2020, Witt O'Brien's began supporting Montgomery County. Then in September 2021, the remnants of Hurricane Ida wore a path of destruction across the County resulting in the County expanding the scope of our assistance. Collectively over the last two years, we have been providing grant management and consulting along with call center resourcing and staffing services. For the County's COVID-19 response and recovery, the Witt O'Brien's team provided public advisory services including strategic planning, subject matter expertise, policy guidance, and grants management support and capacity building for the County's \$145 million CARES Act Coronavirus Relief Fund allocation. We also provided policy guidance, program and subrecipient management support and regulatory and compliance guidance on the County's \$79 million ERAP grant funding. Flooding, tornadoes, and heavy rain from the remnants of Hurricane Ida left the County with extensive building damage and clean-up work. Our team has been working with the State of Pennsylvania and FEMA on the County's behalf preparing Damage Inventory and supporting the document collection and aggregation process to prepare FEMA PA grant applications. We are also providing technical advisory support to identify FEMA eligible COVID-19 costs. The County has been able to take advantage of the rarely authorized PA funding for non-congregate sheltering for displaced residents that FEMA made eligible for Applicants in the State, these costs are estimated to be in excess of \$3 million. The County is also taking advantage of utilizing repair and replacement funding related to Parks Department facilities for Alternate Project opportunities to better suit their operational needs. Witt O'Brien's also provides policy guidance to the Montgomery County Chief Financial Officer on the ARPA Coronavirus Local Fiscal Recovery Fund (CLFRF) eligibility framework, eligible uses, compliance requirements, and provided specific policy guidance on requested topics such as revenue loss and premium pay.

KING COUNTY, WASHINGTON - POLICY ADVISORY, PROJECT DESIGN, AND PROJECT IMPLEMENTATION SUPPORT

Project:	Policy Advisory, Project Design, and Project Implementation Support
Customer:	King County, Washington
Period of Performance:	2020-2023
Point-of-Contact:	Alysha Kaplan, Deputy Director, Emergency Management Phone: 206-205-4062 alysha.kaplan@kingcounty.gov

Description: Witt O'Brien's is engaged in a multi-year Technical Assistance and Staff Augmentation contract with King County providing Post-Award Grant Management, Audit, and Closeout of over \$1.35 billion in emergency, response, and recovery funding addressing the impacts of the pandemic. Primary funding streams include CARES Act, Coronavirus Local Fiscal Recovery Fund, ERAP, and FEMA PA.

Scaled engagement has allowed for right sizing the services to the needs of King County with as few as 4 staff and as many as 42 staff actively working on tasks in any given week.

Technical Assistance:

- Leveraging funds and planning for maximum use of financial resources across multiple funding streams with disaggregated requirements.
- Conducting technical reviews of project and program eligibility, policy development, internal controls, Duplication of Benefits (DOBs), unmet needs, benefit-cost analysis, and compliance in documentation and methodology.
- Conducting over 300 eligibility reviews of discrete projects or programs.
- Providing County and subrecipient staff with training regarding performance and compliance criteria of the funding sources.
- Conducting After-Action Reviews and assessments of overall response to COVID-19 and use of CARES Act funding.

Staff Augmentation and Capacity Support:

- These unprecedented funding streams place a heavy burden on County staffing resources. For agencies within the County with insufficient capacity to deliver programs, we are providing the full scope of grant administration services, which include grant application, subrecipient management, pre-award risk assessments, post-award subrecipient monitoring, as well as grant fiscal management and program closeout.
 - Capacity support in the form of short-term peak time resources to work on high-volume, short-term needs or tasks or projects was provided across agencies that have narrower capacity needs.
- Monitoring, Closeout, and Audit-Readiness:**
- Conducting performance and compliance monitoring of projects and programs, covering nearly 2,000 grantees and subgrantees, and over 100,000 direct and indirect beneficiaries.
 - Project and program closeout services resulting in audit-ready files.

USVI - DISASTER RECOVERY CONSULTING SERVICES AND IMPLEMENTATION FOR HURRICANES IRMA AND MARIA

Project:	Disaster Recovery Consulting Services and Implementation for Hurricanes Irma and Maria
Customer:	Government of the U.S. Virgin Islands Office of Disaster Recovery
Period of Performance:	2017-2022
Point-of-Contact:	Adrienne Williams-Octalien, Director

Description:

Phone: 340-778-8135 | awilliams@usvipfa.com

Witt O'Brien's master contract with USVI enabled us to assist the USVI Territory to respond to Hurricanes Irma and Maria in a timely manner; and we are now assisting with building resiliency into USVI's recovery effort. Our master contract is the primary disaster recovery contract with the PFA for the USVI.

Just days after the storm, Witt O'Brien's had a core management team of seven (7) on the ground. By December, we had deployed more than 15 PA experts with another 25+ arriving in January of 2018. In February, Witt O'Brien's deployed more than 125 PA and debris professional. To date, Witt O'Brien's employs 232 disaster recovery professionals across all programs. Key to our success has been our ability to bring in the right experts within each of the sectors.

- Power: Hired a SME with 30 years of executive-level power industry experience, who knew how to drive foundational efforts. Our SME was appointed to a USVI blue-ribbon committee by the Governor to guide and direct the development of a report that evaluated the response and path forward.
- Transportation: Hired a SME who had served as deputy commission of transportation in New York City.
- Public Buildings: Hired a SME with over 30 years of experience in fire and emergency management services to assist in development a plan for repairs and replacement and to write the industry standards for fire stations, which was approved by FEMA for use in the USVI and Puerto Rico.
- Communications: Hired SMEs with more than 30 years of executive-level experience to assist in formulating plans for restoration of public, as well as private, communications system restoration and repair across the territory.

Our results to date include:

Project Management Office

Assisted the Office of Disaster Recovery (ODR) to stand up a PMO; assisted various Territory organizations (Housing Finance Authority, Juan F. Luis Hospital, DPNR, University of the Virgin Islands, Virgin Islands Territorial Emergency Management Agency, and Virgin Islands Department of Education) with project management of their recovery projects.

- Developed a standard lifecycle framework at the project and portfolio level to provide a consistent management foundation across all recovery projects
- Collaborated with +50 GVI Agencies to build and upload +1,500 project schedules into a central project management system
- Created project risk profiles for the Top Priority Projects (+150 projects)

Communications

Witt O'Brien's developed and received FEMA funding for an engineering study of the existing public safety land, mobile, radio (LMR) system justifying FEMA 428 public assistance and mitigation funding for repair/replacement and upgrade to a P-25 network. We developed a FEMA funded pre-mitigation study to assess the IT infrastructure for the creation of an enterprise IT function for GVI. Led efforts to secure 428 grant funding for the repair and mitigation of the damaged tsunami system to include an upgrade to an Integrated Public Alerting and Warning System compatible all-hazards system with full conversion from wood to steel poles. Our SME wrote the emergency communications industry standard approved by FEMA for use in the USVI and Puerto Rico.

USVI Water and Power Authority: Section 406 Mitigation Support

The hurricanes brought considerable destruction to the electric distribution system, and 100% of power was down across the Territory. It took an extraordinary effort for all parties to achieve temporary repairs that restored power to 95% of the Territory (albeit on a temporary, ad-hoc basis) before the end of 2017. With temporary repairs made, WAPA and Witt O'Brien's assembled a team of experts to determine what the power grid in the USVI should look like when permanent repairs are completed, with a focus on improving reliability and resilience of the system through extensive use of BBA and Section 406 Hazard Mitigation.

- Witt O'Brien's power system experts worked together with WAPA experts not only to plan for one of the largest systemwide sets of distribution system upgrades (by percentage of components upgraded) ever funded by FEMA's PA program, but also to actually get the mitigation plan approved by FEMA.

- In late 2019, FEMA announced the intent to audit and likely deny potentially hundreds of millions of dollars in funding overruns incurred by the installation of the Section 406 Hazard Mitigation upgrades to WAPA's Power Distribution system. Witt O'Brien's immediately formed and led a working group with FEMA, WAPA, and WAPA's power installation contractors, which, after 3 months of work, validated not only that the overruns were cost reasonable but also that WAPA was eligible for more funding.

PA Program Grants Management

- Assisted FEMA and Virgin Islands Territorial Emergency Management Agency (VITEMA) in PA recovery. Provided technical assistance in the development of over 460 PWs for Hurricane Irma in the amount of \$74.9 million and over 1,330 total PWs in the amount of \$2.9 billion for Hurricane Maria.
- Assisted the Territory in securing recovery funding from multiple Federal funding sources; FHWA-Emergency Relief (ER) – 98 Detailed Damage Inspection Reports have been approved (\$72M); FEMA-PA – Cataloged road damages & developed scope for roads in 38 watersheds (\$167M)
- Supported the USVI in gaining FEMA funding for more than \$300 million of temporary modular facilities to restore critical services, including hundreds of classroom buildings and for all five major healthcare facilities across the Territory.

Section 404 Hazard Mitigation Grant Program

- Built a Benefit Cost Analysis (BCA) training program for on-the-ground staff. We have since completed over 100 BCAs in the Territory.
- Collaborated with the VITEMA to implement all aspects of the Section 404 HMGF for Hurricanes Irma and Maria, including agency outreach, applicant briefings, the notice of interest process, development of grant applications, post-award kick-off meetings, and support through the project implementation phase. Developed more than 87 HMGF applications, totaling almost \$700M.
- The \$4.9-million Comprehensive Mitigation Plan will take a sector-based approach and include issues that have never been fully addressed in the Virgin Islands, such as comprehensive land use, a flood mitigation plan, and a detailed annex to address mitigation challenges and opportunities related to the agricultural interests of the territory. The plan will include a unique emphasis on the cultural impacts of mitigation within the territory and will be provided in electronic format to allow for unprecedented access for agencies, nongovernmental organizations, and the public. This is one of the largest mitigation plans approved by FEMA over the past 20 years.
- Key HMGF projects approved to date include \$7.3 million for code enforcement, updating the territory's geodetic benchmarks for surveying to ensure accurate recovery and rebuilding, a \$4.9-million Comprehensive Territorial Hazard Mitigation Plan, funding for the retrofit of multiple fire stations, back-up communication equipment for key agencies, innovative solutions for emergency back-up power, wind retrofits of public buildings, and various safe rooms throughout the territory.

- Coordination with VITEMA to develop more than \$500 million in additional HMGF projects that include some of the broadest assortments of project types seen in any disaster recovery such as coral and mangrove restoration, the reduction of coastal flooding and erosion, unique approaches to flooding that take a "Ridge to Reef" approach to the unique topography, and address of flood issues that affect many Caribbean islands.
- **Flooding and HMGF:** Flooding was substantial in the Virgin Islands as Hurricanes Irma and Maria hit, and accordingly Witt O'Brien's has been supporting the territory to update their floodplain ordinance and more effectively manage their floodplain management program through an HMGF grant developed for the Department of Planning and Natural Resources (DPNR). Witt O'Brien's worked with DPNR to identify and prioritize repetitive loss properties for Assistance funding to study and develop projects to protect roads and critical infrastructure from flooding.
- Hannah's Rest is a local neighborhood in St. Croix that lies within a known FEMA flood plain. It lies on the border between two watersheds. Road damage repairs will be funded by the FEMA PA program and HMGF will add drainage improvements to reduce flooding in the future.

The scopes of two other major projects will be combined with the FEMA roads projects; using FEMA Section 406 mitigation funding for underground electric utilities project, and Section 404 HMGF funds to pay for the drainage improvements of the roads projects. Territory Wide Flood Buyout Program was developed to help the territory buy out flood prone properties to avoid future damage and help their residents move from dangerous areas.

- Territory Wide Culvert Upsize Program was developed to increase the drainage capacity all over the Territory. This 404 HMGF application allows the territory to target the most vulnerable roads, while also providing the flexibility to improve culverts in lesser-used areas.
- Creative use of the HMGF: Other notable USVI HMGF projects that have been approved include:
 - \$7.3 million for Code Enforcement to ensure the 2018 newly adopted building codes are followed in the reconstruction efforts, updating the Territory's geodetic benchmarks for surveying to ensure accurate recovery and rebuilding
 - \$4.9 million Comprehensive Territorial Hazard Mitigation Plan, funding for the wind and flood retrofit and reconstruction of multiple fire stations
 - Innovative solutions for emergency back-up power
 - Combined grant funding with CDBG-DR, CDBG-MIT, and 404 HMGF to fund the construction of a multipurpose complex with safe room capabilities that will provide community functions during non-disaster times
 - Solar-powered microgrid with back-up battery storage; wind-powered microgrid with back-up battery storage; total project cost for both microgrids is more than \$220 million
 - Provide project management services to expedite the implementation of a full HMGF application package that was previously approved, which was funded in excess of \$22 million to reconstruct the St. Croix EOC at Hermon Hill. The proposed facility will also incorporate a 911 call center, space for additional Territorial command and control functions, and upgraded back-up power and other resilient design elements, and will ultimately become one of the top EOCs in the Caribbean. These projects leverage our knowledge of VITTEMA operations via the close working relationship we have with the Director and the lengthy engagement we had with his predecessor.
- In addition, Witt O'Brien's mitigation staff worked closely with VITTEMA and Territorial Agency staff to identify numerous critical facilities for retrofit to FEMA P-361 safe room standards, developed a Territory-wide culvert upgrade program to reflect flood risk that incorporates sea level rise and climate change, developed cutting edge "green" hazard mitigation approaches to flood reduction to include coral and mangrove restoration, and packaged a comprehensive collection of wind and flood retrofit projects for residential and public housing stock throughout the Territory

STATE OF KANSAS – COMPREHENSIVE RECOVERY ASSISTANCE FOR FEDERAL FUNDING PROGRAMS

Project:	Comprehensive Recovery Assistance for Federal Funding Programs
Customer:	State of Kansas, Office of Recovery
Period of Performance:	2020-2026
Point-of-Contact:	Alicia Johnson-Turner, Deputy Executive Director Phone: 785-250-4453 Alicia.R.JohnsonTurner@ks.gov

Description:

Witt O'Brien's has worked with the State of Kansas Governor's Recovery Office, helping design and implement programs using the various COVID-19 and other Federal funding streams—including the Coronavirus State and Local Fiscal Recovery Fund (CSLFRF) and the Capital Projects Fund associated with the ARPA. We provided support to multiple state agencies, all 105 counties, 10 major metropolitan cities, and 615 non-entitlement units of local government. Witt O'Brien's has leveraged its cadre of emergency managers, policy analysts, and management consultants to fully understand every program that comprises COVID-19 grants program funding. We have been able to help the State navigate the complex compliance considerations while aligning projects and priorities to the appropriate funding streams, thus securing as much financial flexibility as possible.

We provided a full suite of operational support, programmatic planning, and implementation services for the State's use of over \$1.6 billion in CSLFRF funds, and nearly \$3 billion in Federally allocated assistance from HR133 and ARPA. This is comprised of direct support to state agencies at the forefront of the State's COVID-19 response effort—including Kansas Housing Resource Corporation (KHRC), Kansas Department of Commerce, Kansas Department of Health & Environment (KDHE), Kansas State Department of Education, Kansas Department for Aging and Disability Services (KDADS) (human/social services), the Governor's Office, and technical assistance support to local governments throughout the state. Our contract has included the following:

- Organization and Coordination
- FEMA PA
- Legislative and Funding Initiative Tracking
- State Agency Compliance Support
- State Agency Coordination and Technical Assistance Support
- Local Government Technical Assistance Support
- Financial and Metric Reporting, Data Analysis
- Grants Program Staff Augmentation

For example, Witt O'Brien's understanding of CRF and the Capital Projects Fund also contained in ARPA allowed the State to use this funding stream for a major childcare facility program, thus preserving these funds for the State to use for other types of direct COVID-19 response activities. This support has allowed the State to address a major workforce issue and provide access to affordable and reliable day care, while preserving critical COVID-19 relief funds for future response efforts. We helped the State track to the granular level of costs—including all grants funding revenue such as CDC, CRF, and ARPA funding, as well as FEMA PA.

Additionally, our familiarity with the State's organizational and operational structures enabled us to quickly organize a multidisciplinary team led by two experts in telecommunications and Federal grants management to effectively support the Kansas Office of Broadband Development for the Connectivity Emergency Response Grant (CEREG) and Broadband Partnership Adoption Grant programs.

Our grants management support has resulted in accessing funds and getting funds into the hands of those in need. We have succeeded in getting many of the counties to collaborate with the State to maximize use of the funding while supporting various programs designed to keep people in their homes.

- For the KHRC, we successfully guided them through program design, launch, implementation, payment processing, and compliant reporting over a 60-day surge effort. Due to our success, we are now supporting all of the ERAF and their Housing Assistance Fund (HAF). Our support included providing strategic, tactical, and operations support in the development and execution of the State's \$30 million Kansas Eviction Prevention Program (KEPP).
- We provided direct operational support to the Kansas Department of Commerce in the successful implementation of over \$100 million in Building a Stronger Economy (BASE) grants programs, including program design and application compliance review.
- We have worked with the KDHE and the KDADS to maximize their use of available funds. We reviewed costs that were PA eligible under FEMA PA but were initially paid with CRF funds from the CARES Act. We worked with these two agencies to submit costs for FEMA PA, recommit CRF funds once PA is obligated, and ultimately reprogram CRF dollars

once reimbursements were received from the State emergency management agency. This effort of analysis, tracking, accounting, and submittal of streamlined applications for PA related to Category B considerably increased the dollars available to the State for overall response and recovery efforts. Our process included the following:

- Identifying approximately \$235 million that could be covered by FEMA PA Category B
- Submitting those costs to FEMA, providing rationale and nexus with the emergency
- Resulting outcome provided obligations over \$200 million and the reprogramming of CRF dollars into other critical cost areas

Our team had to first track the universe of public health funding spent in Kansas at the State level (e.g., vaccinations, testing, PPE, emergency labor) and we created a financial dashboard to track the ever-growing costs. The State then used this tool to prioritize costs we could convert from either general revenue or CRF into FEMA PA-reimbursed costs.

1.7 LAWSUITS RELATED TO THESE TYPES OF SERVICES

Witt O'Brien's is engaged, from time to time, in claims and litigation in the normal course and scope of its business. Litigation matters may be confidential, and the details thereof may not be disseminated to third parties in most cases. Witt O'Brien's confirms that neither the firm nor its principals are currently involved in and have not been involved in any material claim or lawsuit in excess of \$500,000.00 in the past 5 years.

1.8 BUSINESS LICENSES, PERMITS, AND CERTIFICATIONS

Witt O'Brien's possesses all necessary licenses, permits, and certifications perform this work and do business in the State of Florida. We have provided documentation in **Appendix A**.

2. PROPOSED TECHNICAL APPROACH

2.1 APPROACH TO PROPOSED SERVICES

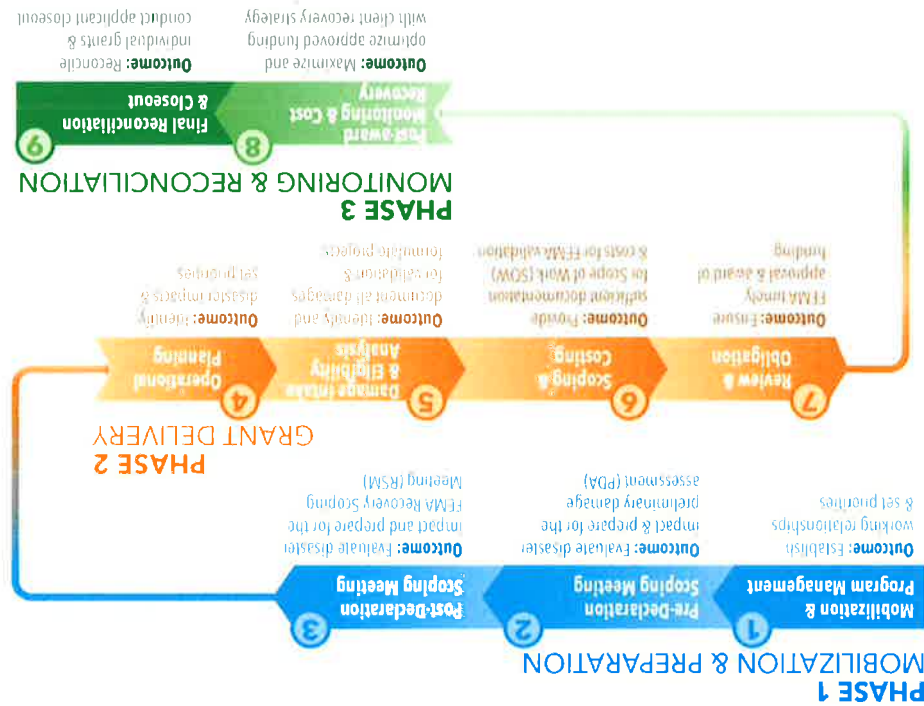
2.1.1 FEMA PA ADVISORY SERVICES

Our technical approach to FEMA PA grants delivery support follows FEMA's PA grants management lifecycle. Converting disaster costs into submitted grants follows a prescribed process, and our interactions with your team will be framed within that process, driving the tasks necessary to meet the fundamental requirements. Our knowledge of the process allows us to take necessary steps to avoid common pitfalls, reduce funding delays, and maximize reimbursement funding. We believe our insights and ability to anticipate issues provide better outcomes and will best meet the needs of the County, while also exceeding the requirements of the RFP.

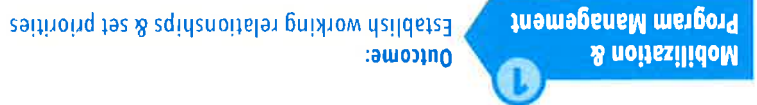
The FEMA PA process consists of some overarching tasks that must be completed to access all available funding in Categories A and B, and to get assurances so the County can engage in permanent project work in the additional categories of PA. At the heart of the phases outlined below—Mobilization & Preparation, Grant Delivery, and Monitoring & Reconciliation—is an approach to grants management designed to maximize the amount of funding the County receives. p9 summarizes the FEMA PA process.

Maximizing recovery funding not only requires expert knowledge and application of FEMA's PA program, but also understanding how that funding aligns with grant programs from the Natural Resources Conservation Service, as well as the FHWA Emergency Response program. Our expert staff understands the nuances of each of these programs and will guide the County through the process of assigning damages to each funding source as appropriate.

Exhibit 1: FEMA PA Process Summary



Mobilization & Preparation



Our industry best practices ensure we are guided by a Program Management Framework (PMF) from kick-off through closeout and audit support. The agreed-upon processes and schedule from the kick-off meeting will be documented in our Project Management Plan (PMP), an industry best practice which will serve as the roadmap for management of the project, particularly the full PA support in grants delivery, monitoring, and reconciliation. The PMP will identify high-level tasks, activities, deliverables, milestones, the schedule, and staffing plan. It will provide the basis for monitoring, controlling, and reporting on the work deliverables, including the comparison of planned vs. actual schedule, costs, and work accomplished.

We will also establish protocols for the County to deploy Witt O'Brien's staff to support the Documentation Unit during EOC activations. As a full-scope emergency management firm, Witt O'Brien's staff are fully prepared to shelter in place with the County and support all aspects of response and recovery operations – to include fielding debris monitoring oversight and damage assessment teams.



Conduct Detailed Review of Existing Policies and Procedures

Compliance with current Federal procurement guidelines is paramount for maximizing access to and maintaining PA funding. Financial compliance issues often arise from inadequate documentation and violations of Federal procurement rules. Our focus is to review relevant procurement policies, procurement documents, and activity tracking mechanisms that were in place during the disaster, such as pay policies, purchasing policies, bid documents, standard contracts, work orders, and time/equipment logs.

Our staff has the expertise to provide advice and guidance on elements that may need revision for better alignment with Federal and State of Alabama requirements. This can include setting up conference calls or in-person meetings, as feasible, to exchange information and documentation necessary to begin grants formulation. Other areas include review of pay and purchasing policies, SOPs related to disasters, time and activity tracking mechanisms, and history of disaster recovery with FEMA.

To support FEMA documentation requests, our staff will ensure the County has the needed information to upload into Grants Portal. The process involves retaining year-round documents, such as purchasing policies, pay policies, bargaining agreements, and insurance policies in place at the time of the disaster. Additional documents that must be maintained include Force Account and Contract Work summaries for work already complete and detailed scope and estimates for work yet to be completed. The remainder of supporting documents include details on all internal or contract activities with a heavy emphasis on the procurement of goods and services.

During this phase, we will assist the County in officially beginning the grants application process to document damages and pursue recovery funding. The following paragraphs describe additional activities to best prepare the County for the application process.

Witt O'Brien's will coordinate a discovery meeting, virtually or in-person, to discuss goals for the partnership. These may include financial reimbursement goals under FEMA's PA program, recovery goals for the community, resiliency goals for the community, or other goals related to program administration. This discovery meeting will establish operational procedures, provide access to the County systems of record, and identify any other expectations and requirements the County has for Witt O'Brien's support. This discovery meeting also includes an assessment of other grants programs the County intends to pursue.

Submit Request for Public Assistance (RPA)

After the discovery meeting, Witt O'Brien's will assist with preparations to receive PA funding. This involves **submission of an RPA to FEMA or directly into Grants Portal**, if necessary. This step must occur within 30 days of the respective area being designated for PA in the declaration and the occurrence of the Applicant's Briefing. The RPA is the form used to apply for the PA program, and once approved, preparation for the project formulation and grants management phases of project applications will begin.

An initial priority of Witt O'Brien's will be to provide technical assistance, programmatic guidance, and training to officials and/or recovery staff regarding the substantive and procedural requirements of FEMA's PA program. To ensure all project formulation and grants management functions are completed to support requirements—including the timely reimbursement of funding from FEMA via the recipient—Witt O'Brien's will ensure the County has available expertise through our Project Manager to provide assistance, guidance, and training on FEMA's current requirements for eligibility and funding.

Establish Program Processes and Systems

As a result of our review, we will work with the County to finalize and document the processes by which the PA program will be executed. A key element will be the processes for obtaining, analyzing, and gathering field documentation (including procurement of goods and services, timekeeping, force account labor and equipment, and debris monitoring). We will also assist in correctly developing processes for routing eligible expenses.

As part of our PMF, we will coordinate with the County to determine the most appropriate data management system/processes for cost tracking, progress reporting, and document retention. This will include in-progress reviews, as required, to keep the County current on project progress. We are experienced at adapting to and using a variety of systems, processes, and procedures. Regardless of the process used, we will work with you to implement a robust file-keeping and organization process from Day One of our engagement.

It is important to note that many of these steps are prescribed by FEMA and are somewhat systemized in Grants Portal. The Witt O'Brien's team uses Grants Portal on a daily basis and are intimately familiar

with it. It will serve as the formal submission of applications, project information, and key documentation for FEMA's assigned Program Delivery Manager (PDMG) who will help shepherd projects at FEMA's CRC to reimbursement.

Establish Priorities for Damage Inspections

These priorities will be shared with FEMA during the Recovery Scoping Meeting (RSM). Part of the prioritization should focus on critical infrastructure that might require constructing temporary facilities for essential services to remain operational. In addition, we will analyze the collected damage documentation to identify those facilities/locations that might need additional information to justify eligibility during Phase 2 of the FEMA process.

Prepare for Recovery Scoping Meeting

FEMA typically conducts an RSM for the following purposes: (a) review damages and impacts, (b) begin gathering documentation, (c) begin developing a list of projects, and (d) review priorities. This is expected to be more granular than the discovery meeting. It is essential to be prepared for this meeting and to discuss the strategies you wish to employ with respect to mitigation early in the process and the RSM is a good venue to discuss this.

This meeting will focus on compiling disaster-related damage impacts and cost estimates, which will be submitted in an initial Disaster Summary Outline for state rollout, or to support a joint state and Federal Preliminary Damage Assessment (PDA), if not already completed. A comprehensive reporting of damages and costs is especially critical during the PDA process, since obtaining a Stafford Act Major Disaster Declaration for FEMA PA is not always automatic, depending on the magnitude of the disaster. It requires the State and the County to meet mandatory cost thresholds based on per-capita indicators. ***The City should capture every potential dollar of damage-related costs to ensure nothing is overlooked or excluded from the PDA to support the request for disaster declaration.*** Once the Damage Inventory (DI) is prepared and uploaded into Grants Portal, our team will work with the County to triage the list of damaged facilities/locations to schedule and assist with damage inspections.



The purpose of this action is to capture and document all applicant incident-related damages and provide enough information so that FEMA can effectively validate the DI and determine damage eligibility with minimal rework in the process; not to be confused with damage assessments related to disaster declarations. This is often done through site inspections (for work to be done) and data collection (for work already completed). The Witt O'Brien's team will then assist in the development of the Damage Description and Dimension (DDD) documentation. Agreement from the County and FEMA on DDDs then initiates the project formulation process.

Develop DDDs

Witt O'Brien's staff are highly trained in the preparation of detailed DDDs, including the Essential Elements of Information (EEI). The EEIs consist of two important components: questions and required documentation. Relative to each project formulated, our team will work directly with the department and/or individual responsible for oversight of the work, or for gathering the required supporting documentation, to complete the EEIs. For work already completed (e.g., Category A and B), our team

will collect data on contractor invoicing, billing, and other essential documentation that will define the eligible damage and approved costs for that project.

It is critical during the damage inspection/assessment process that there is a focus on potential FEMA National Environmental Policy Act (NEPA) requirements. In addition, a focus on possible hazard mitigation opportunities should be recorded site by site, combining the damage-related impacts with cost-effective mitigation early in the process to prevent similar damage from another event.

Finalize Damage Inventory

In close coordination with the County, Witt O'Brien's staff will work with each affected department to collect data and enter relevant information into Grants Portal. Key information pertaining to disaster impacts includes specific site or facility damage information and data collection. In some cases, this requires cost information for emergency response and temporary repair cost data, including video and/or photographic information, the County payroll policies, procurement and contracting documents, mutual aid agreements, invoices, labor contracts, and insurance policies.

6
 Scoping & Costing
 Outcome:
 Provide sufficient documentation for Scope of Work (SOW) & costs for FEMA validation

In the FEMA Scoping and Costing process, the FEMA CRC will be responsible for validating SOWs and cost estimates, whether or not the applicants and subrecipients provide their own estimates. The process is most successful when applicants and subrecipients can first provide a cost estimate based on what they believe to be the budget to reasonably perform the approved SOW. The Witt O'Brien's team has the expertise necessary to develop SOWs and cost estimates *with a focus on maximizing funding and providing necessary resources to build back stronger*. It is often through eligibility justifications that we knit together the pieces of information into a single narrative to "tell your story."

Document and Substantiate Compliance

One of the many challenges with obtaining and keeping FEMA PA funding is demonstrating compliance with all procurement processes set forth in Title 2 CFR Sections 317-327. This demonstration of compliance is critical during FEMA's post-award and closeout activities, including audits performed by the Department of Homeland Security's OIG. Witt O'Brien's brings extensive experience in demonstrating, documenting, and substantiating compliance with Federal procurement requirements, particularly if emergency/exigent circumstances were necessary for lifesaving and/or public health emergency conditions. Substantiating these processes at the beginning of the funding justification phase will reduce FEMA's Requests for Information (RFIs) and assist in the timely obligation and reimbursement of all emergency costs incurred.

Another common delay in obtaining funding from FEMA is the necessity to demonstrate emergency overtime costs for personnel, additional hiring of emergency personnel, and that reassignments of personnel were performed consistently with your labor policies. Like the procurement procedures noted above, Witt O'Brien's brings extensive experience in demonstrating,

Witt O'Brien's has extensive experience detailing expenses with the information needed to identify the transactions in the County's financial system and moving the expenses to the County's grand fund. Witt O'Brien's also tracks costs to ensure no DOBs occur.

documenting, and substantiating compliance with a subrecipient's (applicant's) labor policies for the extraordinary labor costs incurred during the emergency.

FEMA will need to confirm its funding is not duplicating benefits from other sources. Witt O'Brien's will assist in addressing the potential DOBs from other Federal and non-Federal sources. The team will assist in substantiating actual or other potential funding sources, ensuring no duplication exists.

Conduct Project Formulation

Project formulation is the action taken to methodically combine multiple damaged facilities or locations into a single project application, usually based on types of similar damage and functions. In alignment with the County's priorities for recovery, we will coordinate with all departments and offices to triage all DDBs and determine the opportunities that will be most efficient when deciding how to logically group the facilities to best meet your recovery objectives and maximize funding. These decisions will be consistent with how the County plans to perform the restoration work, via contract or self-perform with the County's workforce. Our extensive knowledge and experience will help the County address its priorities for recovery.

Manage Voluntary Resources and Donated Goods

Witt O'Brien's will assist in the identification of potential voluntary resources and donated goods that might have been available during the emergency response. The documentation and substantiation of voluntary resources and donated goods might be eligible to reduce the non-Federal cost share associated with FEMA funding.

Attribute Costs to Work Performed

Witt O'Brien's ensures the cost documentation is appropriately attributed to the emergency work performed. This is an important and often initially omitted aspect of seeking reimbursement from FEMA for the performance of emergency work. Witt O'Brien's will ensure emergency cost documentation is justified and linked to the work performed, allowing FEMA and the recipient to understand how the costs incurred were necessary and eligible.

Identify Funding Priorities

Depending upon the level of the disaster, the County could quickly find itself in a "cash flow" dilemma. As the DI is developed and refined, there are opportunities to identify critical areas for expedited funding. For example, the County might need to identify emergency work for which it wants to prioritize the application process and expedite reimbursement. The City could also want to prioritize the process for temporary facilities that are critical to maintaining operations vital to public health and safety. Based on the level of damage information, we will begin discussions regarding interest in participating in FEMA's Section 428 fixed capped grants program, identifying where it can have the most positive effect through flexible use of the grants funding upon award. Our staff will also monitor other funding opportunities and closely coordinate with the County to pursue supplementary funding options, as not all costs will be eligible for FEMA PA funding. We will be focused on identifying any funding sources that might become available, maximizing the total assistance available.

Conduct Quality Assurance (QA) and Quality Control (QC)

Disaster recovery work is filled with pressures—pressure to do the work fast and do it right (all within a context that is new)—and myriad rules and regulations. Witt O'Brien's will support the County in maintaining supporting documentation, reviewing requests for reimbursement, monitoring compliance, and responding to other requests until all projects are fully reconciled and closed out.

As the various requirements of costs and projects are finalized, Witt O'Brien's will provide QA/QC reviews of all cost documentation, work performed, and other eligibility requirements. This QA/QC process will ensure the projects include a thorough explanation of the emergency situation, the requirements for the emergency work, the itemization of costs incurred, and the substantiation of eligibility as described above. This will again ensure all FEMA reviewers deployed to the field, assigned to the FEMA Regional Office, working from a CRC, or working in FEMA Headquarters understand the request and can have confidence that all eligibility requirements have been documented, substantiated, and explained in a manner FEMA understands.

Develop SOW and Cost Estimates

We typically encourage our clients to prepare their own SOWs and cost estimates for CRC review and will assist in this effort. The SOW will be developed based on the DD and will describe what the applicant will undertake to address the eligible damages. These costs will be based on actual costs (if the work is completed) or estimates for work to be completed. We will develop project applications using adjuster and engineering reports; review procurement documents; adjust for anticipated insurance based on policy schedules; analyze invoice and backup documentation; attend site visits, as needed; participate in meetings to review generated documents; address any eligibility-related issues; and identify hazard mitigation opportunities. We will assist the County with identifying and collecting the relevant documentation including design requirements, applicable codes/standards, Environmental and Historic Preservation (EHP) assessments, and permits.

Identify 406 Hazard Mitigation Opportunities

Witt O'Brien's will ensure that specific Section 406 risk mitigation measures are considered during project formulation for all permanent work category projects. In addition, we have staff who are specialists in working with both Section 406 Hazard Mitigation and Section 404 HMGF. Our team will provide technical assistance to the County with the goal of ensuring the highest success rate possible in identifying and securing Federal funding and cost shares for mitigation.

For 406 projects, we will assist with identifying eligible mitigation projects at the time the project is in initial formulation and through the scope and costing phase for the damaged facility. We will review each SOW for permanent projects to determine whether mitigation measures are warranted, work closely with FEMA to address questions, attend meetings and site visits to resolve issues, perform the BCA, and facilitate the compilation of supporting documentation.

We have found that often, vendors, localities, and states know what 406 mitigation means but have difficulty operationalizing the benefit. It takes the right people to get added 406 funding. We always like to have a civil engineer at the ready to help our teams look at infrastructure with an eye toward future threats. For example, with respect to buildings, every window, roof, gable, foundation, utility placement, and landscaping need to be examined closely for upgrading to prevent future loss.

Support Special Considerations

Witt O'Brien's brings qualified staff to support all special consideration activities, such as historic preservation, environmental and floodplain compliance, and insurance considerations, which can all trigger requirements for additional data.

- **Historic preservation:** Under Section 106 of the National Historic Preservation Act of 1966, FEMA will have to conduct a Section 106 review if a Federal project has the potential to affect historic properties. We bring experts in the Section 106 consultation process who can support the County

in negotiations with the State's Office of Historic Preservation and other regulatory agencies involved in the funding compliance process.

Environmental requirements: Under Section 102 of the NEPA, FEMA considers the environmental impacts of the proposed repair, restoration, and mitigation solutions. These will be addressed by an engineer/architect in the planning process in most cases, if needed. FEMA can offer alternatives to proposed solutions to help ensure compliance in this process.

Floodplain requirements: FEMA has developed an eight-step decision-making process for addressing the floodplain management requirements of 24 CFR 55.20. Our staff has successfully supported clients in complying with FEMA's floodplain management requirements—we are ready to support FEMA's eight-step decision-making process, consider adverse impacts on 100-year floodplains, make Special Flood Hazard Area determinations, and assist with National Flood Insurance Program (NFIP) issues.

Insurance: By law, FEMA cannot provide funding when an applicant has another source of funding such as insurance, referred to as a DOB. We will assist the County with reviewing its insurance policies and insurance proceeds for insured losses. We will analyze and include insurable (including business interruption) and non-insurable flood and wind damages in projects to prevent submitting funding requests for insurable losses that would be DOBs. This step includes ensuring that the correct apportion of proceeds is made to a project where any blanket or settlement payments have occurred.

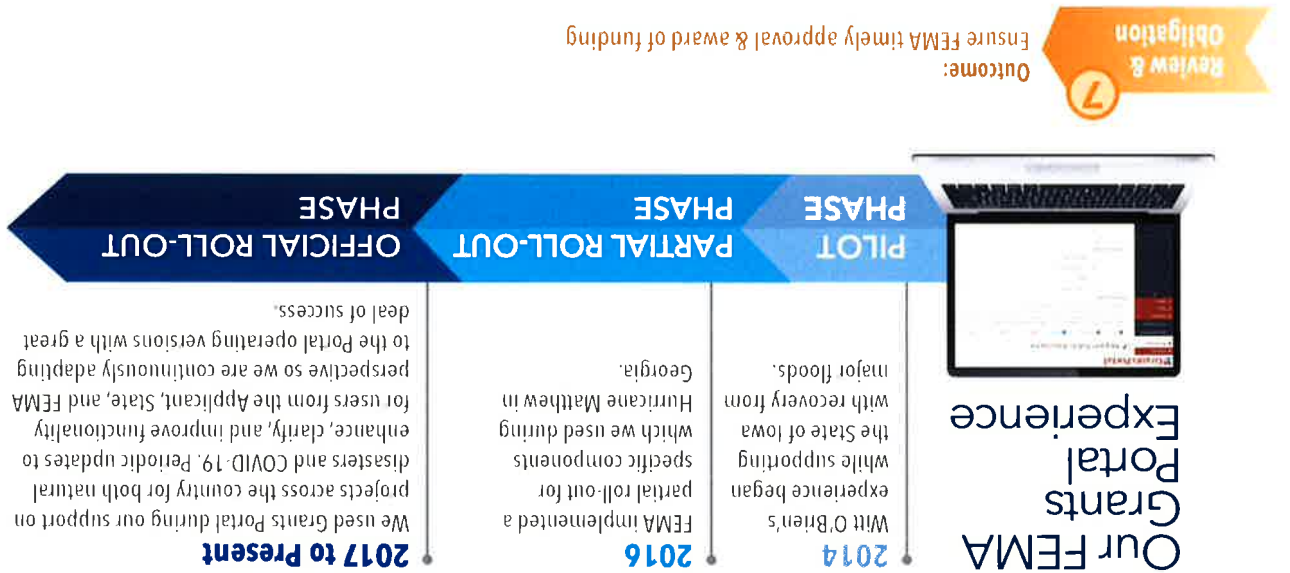
Assess Use of Section 428 Projects

FCOs under Section 428, when accepted, allow the Applicant tremendous flexibility in using funds to better meet overall recovery strategies through consolidation of multiple FCOs under one aggregate budget shared across facilities.

Section 428 of the Sandy Recovery Improvement Act established Fixed Cost Offers (FCOs) that eliminate previous restrictions and penalties for using funds for Alternate or Improved Projects. Using FCOs provides applicants with greater flexibility in using the funding to repair and/or rebuild after disasters. We will work with FEMA and the County to develop individual cost estimates/budgets for the damaged facilities with a focus on accepting the individual FCOs and then consolidating the Section 428 projects as one aggregate funding source to be shared across all the facilities. This option is most effective when there are multiple damaged facilities or infrastructure (e.g., school campuses, government corporate yards, road infrastructure). This provides an opportunity to consolidate funding across all the facilities as one aggregate budget and create an alternative scope beyond the initial basis of the Section 408 funding. Our personnel helped develop and implement these nationally and, therefore, are ready to assist the County staff in understanding when best to participate in this program option.

There are certain risks and benefits with Section 428 projects. Since FEMA obligates the funding based upon an estimate, there is a certain reduction of time and resources spent seeking FEMA approval for project execution scope changes, and if the project is completed below the estimate, the County can keep the excess funding and commit it to another recovery project. **But unlike traditional PA, cost overruns are not eligible for additional obligations of funding under Section 428.** Once the cost documentation has been compiled, substantiated, and formulated into projects, the Witt O'Brien's team will submit the project application in Grants Portal. We have extensive experience working with Grants Portal in support of recipients (grantees) and subrecipients (subgrantees) /

applicants). Witt O'Brien's can ensure efficient, streamlined project submission to FEMA and address the pre-award procedural requirements the recipient might have per the State Administrative Plan.



FEMA QA teams will review eligible projects in preparation for obligation. The Witt O'Brien's team has established relationships with FEMA and has assisted clients in securing billions of dollars in recovery funds. These relationships help us influence conversations on eligibility issues and set up facilitated discussions to resolve issues, which minimizes reliance on the appeals process to resolve issues. Support in this phase will consist of:

- Ensuring applicability of Section 428 funding when it is most advantageous for the County (and subrecipients)
- Ensuring FEMA's final reviews are completed and monitor FEMA's timely approvals
- Responding Timely to RFIs for EHP review
- Proposing insurance apportionment that is in the best interests of the County
- Checking for potential DOBs by coordinating insurance claim submission and tracking in relation to projects submitted to FEMA

Witt O'Brien's will support the County in rapidly and efficiently responding to any RFIs or addressing procedural requirements. FEMA may subsequently establish guidelines to keep the projects moving through the review queues to final approval. We will assist in tracking, coordinating, responding to FEMA RFIs, and managing delivery of the relevant information to ensure the FEMA CRC has enough information for either validation of project estimates or scoping and costing by CRC staff. As needed, we will assist the County in providing FEMA with information necessary to conduct reviews for insurance, EHP, mitigation, and audit compliance.

Through our QA/QC process, Witt O'Brien's ensures that applicants adequately describe their recovery cost story so that the FEMA CRC fully understands costs and the nexus of the disaster. Too often, we find that the FEMA CRC and applicants engage in a "back and forth" RFI process that only serves to delay critically needed funding.

This is probably the shortest and simplest phase, and yet it is the most critical, as *it triggers the County's ability to effectuate recovery*. Projects over certain thresholds (more than \$1 million Federal share) go through additional queues and congressional notifications—including, in some

cases, the Office of Management and Budget and even the White House. These notifications can sometimes be held up for weeks or months. Our team is familiar with the requirements and will leverage our FEMA experience to keep the County's projects flowing through the approval process. When requested, we will also assist the County's with the development of scope and bid packages. ***Thinking about and preparing for project closeout should begin immediately after the first dollar is obligated and continue throughout the grants lifecycle.*** This underscores the need to implement good document management and maintenance of comprehensive and auditable project documentation, in accordance with FEMA and OIG requirements and recommendations. Effective grants management and cash flow maximization depend on regular review of projects with priority adjustments, and real-time financial management that monitors obligations and tracks payments.

Monitoring and Reconciliation

Outcome: Maximize and optimize approved funding with client recovery strategy



Once project applications have been obligated by FEMA, the funding will be available for drawdown by the recipient and disbursement to the County. The process for requesting reimbursement from the State will be in accordance with the State Administrative Plan. Witt O'Brien's brings extensive experience in the post-award phases of the PA program, including the Request for Reimbursement (RFR), implementing grants management tools and systems to attribute disbursed funding from FEMA and the State to eligible projects and costs incurred, completing timely reporting, justifying requests for time extensions if necessary, and other grants management functions. Based on the thorough and accurate justification of eligibility described in the previous work, the post-award RFR process should be streamlined, ensuring timely reimbursement of eligible funding.

Monitor Project Compliance

We will coordinate closely with the County departments to track allocations and project expenditures to ensure minimal lapse of time between expenditures and the receipt of reimbursements. As projects are completed, we will work with the County to conduct preliminary reviews of documents and files to provide assistance and oversight to facilitate and ensure appropriate progress payment requests can be made.

The final reconciliation of costs can then be recognized across affected departments and budgets. We will help ensure that the information collected for reimbursement aligns with the eligible SOW. In some cases, we might identify issues—such as a variation in scope or procurement irregularities—that indicate potential difficulties with seeking reimbursement. We will work with the department that generated the expenditure to justify and support any changes that can be addressed through codes and standards or similar published guidance such as industry best practices, journals, past precedents, and FEMA databases.

Support Quarterly Reporting

Witt O'Brien's will create and maintain quarterly reporting of outstanding PA applications and cash management reports. These reports will also provide insight into the flow of funds for the County. We will submit all required reporting quarterly and provide updates,

Document Management

Our personnel are specifically trained to ensure all documentation is organized to justify project expenditures per the approved SOW, and to do so in a format that meets FEMA and State requirements.

as needed, to ensure the County receives all funding in a timely manner and does not stall because of administrative tasks.

Address Time Extensions and SOW Changes

Some disasters create substantial damage that results in longer, more complex reconstruction processes and periods. In such cases, the applicant might need to request time extensions to the period of performance for certain projects. The process requires written requests detailing reasons for the delay, remaining funds available, a critical path chart, and a plan and schedule for completion of construction work. Our staff will help craft the requests, ensuring they are complete and compliant, and will make a recommendation regarding pursuit of the extension with FEMA or other funders, as appropriate.

Similarly, the initial SOW prepared by the County or FEMA may need to be changed for reasons such as newly uncovered damages, triggers for additional work by codes and standards, or repairs becoming more complex and costly than originally projected. This process also requires written requests detailing the scope items at issue, what triggered the need for the scope change, the dollar value associated with the scope change, and a proposed updated damage description and scope. We will assist with preparing the supporting documentation for the changes required, along with justification to prove that they are a direct result of the disaster.

6 Final Reconciliation & Closeout

Outcome:
Reconcile individual grants & conduct applicant closeout

Through our experience, we know what FEMA has approved historically and what it has deemed ineligible. We have also kept pace with the flurry of PA program changes related to COVID-19 and other disasters. Having a thorough and fully substantiated set of projects, as described above, will provide a strong basis to explain prudent use of public funding to the general public during audits, internal reviews of financial and grants management, and any other external financial reviews. Witt O'Brien's will be available to support the County during these reviews and audits based on our extensive experience in participating in these activities and resolving findings.

If work performed or costs incurred are deemed ineligible by FEMA, Witt O'Brien's will assist in the appeals process as set forth in Title 44 CFR Section 206.206. *Our personnel have extensive experience in all phases of appeals under FEMA's PA program.*

Manage Project Closeout

Project closeout is the reconciliation and review of all documentation, project sites, and payment requests following the completion of work associated with each project's final cost claim. The closeout process will start when the County notifies FEMA that the project is completed through quarterly reporting data and submits a written request for a project closeout.

We understand the complexity of this process and will help the County *navigate the full closeout process*, including preparing project funding requests; developing closeout packages; reconciling final funds; presenting copies of required permits, exemptions, waivers, bid documents, change orders, project filings, or other documents; reconciling accounts to justify claims/payments; recommending project version be prepared for unanticipated changes in scope or cost; conducting final site inspections; and representing the County in exit conferences with the State and FEMA.

Our recovery teams typically establish a checklist-driven workflow to address closeout. Some common issues that impact the ability to close a project can involve:

- Open appeals or arbitration cases
- Problems with a validation of invoices related to vendor support
- Inability to demonstrate completion of work
- Subrecipient cannot demonstrate the cost share was met
- DOBs, including insurance proceeds
- Cost-reasonableness
- Open audit findings and reports
- Issues with EHP compliance
- Fidelity with codes and standards
- Equipment purchased disposition
- Program income earned and not handled correctly
- Not obtaining and maintaining insurance requirements post-award

These issues should be anticipated such that surprises at closeout do not arise. Therefore, we are strong proponents of "close as you go" with respect to PA and HMGP grants. Checklists for state PDMGs, HMA liaisons, and others for applicants/subrecipients are the first line of defense to ensure expectations are communicated from the Applicant Briefings all the way through to closeout. *Further, as we experienced with the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) and now with the USVI closeout, the recovery and mitigation workforce should be operating under a project closeout plan developed in conjunction with the FEMA Region that provides metrics in terms of subgrants to close every month, every quarter, and every year.* These Key Performance Indicators should be established during the beginning phases of a disaster and the type and complexity of the disaster is likely to define those metrics.

Prepare Closeout Documentation and Conduct Final Reconciliation

As projects are completed, we will work with the County to conduct preliminary reviews of documents and files to provide assistance and oversight to facilitate and ensure appropriate progress payment requests can be made. Particularly during closeout and auditing, we will collaborate closely with the County staff on funding reconciliation; locating bid documents; filing reports; submitting required exemptions, waivers, or permits; and finalizing documentation for inspection.

We will assist in developing a closeout package of documentation to the State that will support the final actual cost claimed for the project. We will review claimed project costs for alignment with the approved SOW for the project including contract documents, force account labor records, force account equipment records, rental equipment, materials, permits, and procurement requirements.

Prepare for Audits

There are many oversight functions that will assess the financial performance of FEMA subrecipients over the course of several years post-disaster. FEMA will conduct monitoring through a Single Auditor who will conduct audits involving Federal funding transactions, and the Department of Homeland Security OIG could select the County's PA activities to audit. If there are findings involving questioned costs as a result of this oversight, FEMA can and will de-obligate funds, which could cause financial hardship to the County if the amount is significant.

Per the requirements of the CFR 2 CFR § 200.302 Financial Management, we work with our clients to create the right processes that enable FEMA and the OIG to monitor and audit all expenditures and funding receipts. Our work minimizes the potential for de-obligation of funds.

Conduct Document Retention

Our document approach will allow the County to seamlessly organize and retain data associated with a project from PDA to closeout. For example, data collected (e.g., invoices, damage photos, policies, contracts, donations, and volunteer services) can be uploaded immediately to the appropriate grants file. Information warehoused in the system of record will help the County respond to inquiries regarding insurance claims and others while supporting project closeout and the maximization of recovery funding.

Support State and Federal Correspondence

Witt O'Brien's can provide support and advisory services to address correspondence issued by FEMA or to develop issue memoranda or whitepapers to address projects, policy, or potential insurance and appeals issues. Our team will be immediately available to address all the needs of the County in this respect. Our team will engage with designated City staff early on to identify specific needs, eligible funding streams, and other support required.

2.1.2 FINANCIAL, PAYROLL, AND GRANT MANAGEMENT

Witt O'Brien is uniquely positioned to provide the County with a comprehensive suite of Financial and Grant Management Support services. Building on the qualifications presented in Section 3.1.1 and 3.1.2, our approach to PA and Hazard Mitigation, we incorporate a blend of industry best practices, technological innovation, and regulatory expertise. Our policy advisory team, proficient in Federal systems such as the Grants Portal/Manager and EMMIE, stays current with all changes and new requirements. We are equally well-versed in multiple state reporting systems, ensuring that we can navigate complexities at both the Federal and State levels.

Our holistic, integrated program management approach offers a value-added service that extends well beyond mere compliance. By focusing on assessment, program design, organizational capacity development, and system optimization, we act as force multipliers for your internal teams. We aim to maintain the cultural integrity of your organization while amplifying existing capabilities, thereby delivering solutions that are both effective and tailored to Mobile's specific needs.

One of our key offerings is our in-depth policy advice on cost tracking. We work closely with representatives from various State and municipal departments and agencies to review your existing protocols for financial management, contracting, procurement, staff timekeeping, and payroll. Having worked in all ten FEMA regions since 2001, our team is highly skilled in offering nuanced advice and guidance on FEMA's complex policies and regulations, particularly in areas concerning eligible costs and required supporting documents.

Our track record extends to customized management cost tracking processes, aligned with FEMA's evolving direct and indirect management cost policies since 2007. Our current Workday system is meticulously designed to capture all the task, subtask, and project-specific details required for efficient management of FEMA Category Z Management Costs projects. This translates to faster, more accurate reimbursements for the County, minimizing the financial burden on local resources. Witt O'Brien is well versed in all programmatic reporting requirements and takes these extraordinarily seriously. This same reporting capability extends to our clients, ensuring that they understand staff activities and overall contract burn rates across service lines.

In summary, partnering with Witt O'Brien's offers the County of Mobile an unparalleled opportunity to streamline its financial and grant management processes for disaster recovery. We bring not just compliance but also effectiveness and efficiency, making us the strategic choice for the County's long-term objectives. Through our deep-rooted expertise, integrated approach, and state-of-the-art tracking systems, we provide the County with a pathway for maximizing impact in both near-term and long-term disaster recovery efforts.

2.1.3 PROCUREMENT AND CONTRACT MANAGEMENT/MONITORING SUPPORT

Central to executing projects using federal financial assistance is the compliant acquisition of services. 2 CFR 200.320 describes acceptable procurement methods for non-federal entities like the County. We have ample experience advising and assisting clients with formulating effective and compliant RFPs and the best way to select construction contractors through competitive means. We also have considerable experience in monitoring contractors as well as subrecipients. We have pre-defined monitoring protocols for contractors and we will share this with the County if it chooses to self-perform this task, or our team can perform this task. Key factors we cover when monitoring construction contractors include but are not limited to:

- Compliance with federal contract clauses, especially Davis-Bacon when relevant
- Adherence with change order processes in the contract
- Comparison of construction completed with invoicing
- Assess materials used to ensure there were no unauthorized cheaper substitutions
- Ensure the County engineer or contracted A/E firm is confident with the extent of fidelity to design

2.1.4 INFORMATION TECHNOLOGY AND DATA MANAGEMENT + PORTAL SUPPORT

Witt O'Brien's is platform agnostic. We have worked with all major direct-to-beneficiary technology platforms including FEMA applications, All State disbursement platforms, Allitta360, AmpliFund, Canvas, Dynamics 365, eCivis, Formstacker, GrantCare, Intelligrants, Neighborhoodly, Prolink, Salesforce, Ungork, Zoom Grants, and Yardi. We know the reporting and data needs of the various grants programs and how to use these tools to provide the State and Federal agencies with the information needed.

Witt O'Brien's leverages Microsoft platform tools including Teams, SharePoint, PowerApps, and PowerBI to manage engagements with customers. When configured correctly, these are not only powerful tools but also provide the highest level of interoperability and user experience familiarization. In the event that the County would like for us to provide platforms for documentation management and cost recovery activities, Witt O'Brien's will leverage Microsoft Teams SharePoint. Upon project initiation, we will deploy a dedicated portal to the where all disaster related documentation can be uploaded for validation, aggregated, and compiled into the proper formats for provision to FEMA and other State and Federal agencies.

Data Management and Reimbursement

Support of comprehensive data collection and management practices for cost reimbursement will include utilization of City processes and procedures as well as development of streamlined templates, tools, and reporting systems to support centralized and localized/program-specific data management and reporting practices, as required. This will also enable process improvements and prevent data reporting issues to ensure compliance with all programmatic requirements and long-term storage of documents for audit requirements.

2.1.5 INSURANCE AND OTHER FUNDING SUPPORT

We know it is important to ensure that the County maximizes its own insurance settlement. We can help the County with documenting all damage and estimating costs for insurance purposes. Our insurance adjusters provide an extra set of eyes to make sure settlements are accurate and align with insurance policies. Moreover, we know that such settlements must be removed from FEMA PA subgrants (projects), and we make sure our clients are aware of any potential duplication of benefits. **Additionally, we have helped our clients obtain billions of additional dollars by effectively braiding diverse funding programs and bringing that knowledge to the clients we serve to educate and empower them.** For large public infrastructure projects, the option to utilize additional funding sources on their own, or to "braid" various eligible grants programs is a way to achieve a comprehensive project for which one program alone may be insufficient. Federal funding cannot duplicate other Federal expenditures, but a blended purpose can be achieved through multiple streams of Federal funding.

Our experience "braiding" Federal funding programs also includes but is not limited to: FEMA grants programs (e.g., PA and the HMA family of grants); HUD CDBG-DR and CDBG-MIT; FHWA programs; Small Business Administration (SBA) programs; and the various programs available through the U.S. Treasury's CARES Act and the U.S. Treasury's American Recovery Plan Act (ARPA). Our

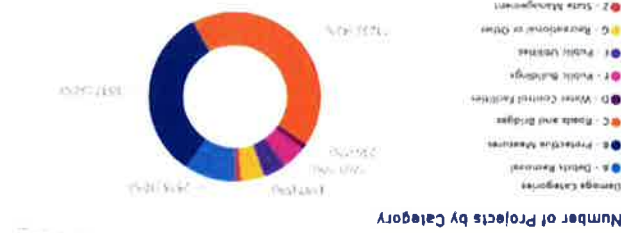
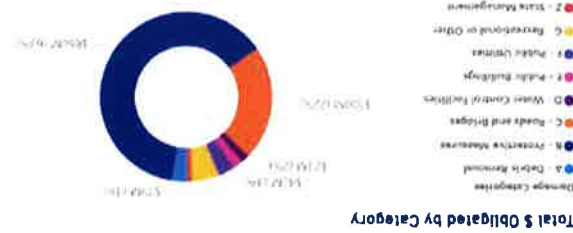


Pennsylvania Counties by Public Assistance

Number of Applicants: 60
Number of Disasters: 19
Number of PWS: 4457

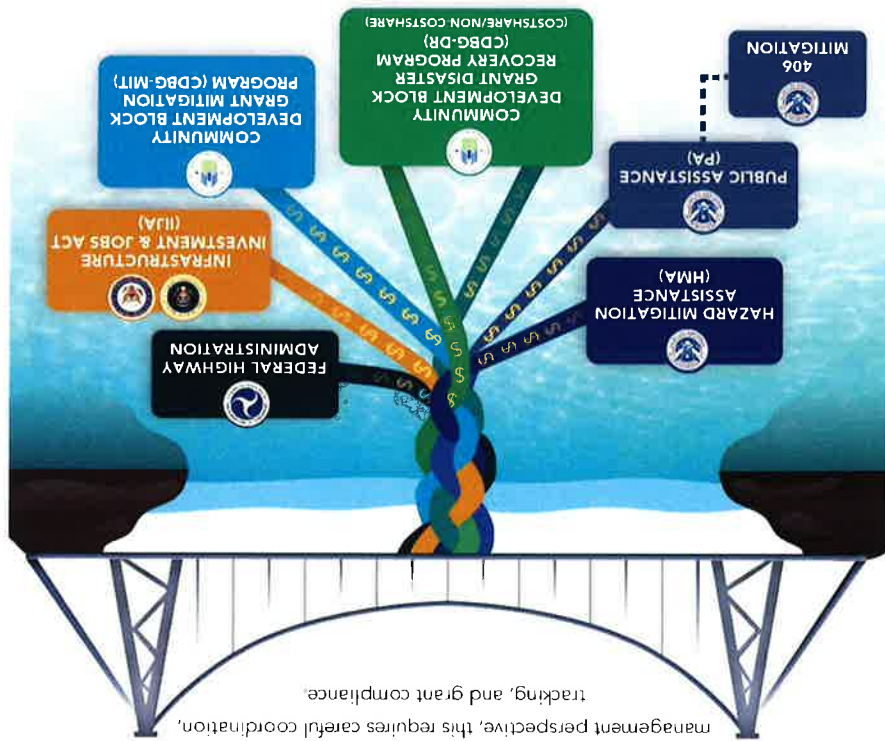
Disaster Title	Declaration Date	Total Obligated
DR-4305-PA-COVID-19-PANDEMIC	4/29/2020	\$4376,764,967
DR-4430-PA-TROPICAL STORM LEE	9/11/2014	\$44,749,110
DR-4430-PA-SEVERE STORMS, FLOODING, AND MUDSLODS	4/29/2016	\$35,671,575
DR-4430-PA-SEVERE STORMS, FLOODING, AND MUDSLODS	6/29/2009	\$22,254,107
DR-1557-PA-TROPICAL DEPRESSION WINN	9/18/2004	\$24,170,088
DR-1448-PA-SEVERE STORMS, TORNADOES, AND FLOODING	8/22/2003	\$20,034,744
DR-4430-PA-SEVERE STORMS, FLOODING, AND MUDSLODS	12/1/2015	\$18,498,708
DR-4430-PA-HURRICANE IRMA	9/2/2017	\$12,881,126
DR-4430-PA-SEVERE STORMS AND FLOODING	10/2/2016	\$12,500,861
DR-1587-PA-SEVERE STORMS AND FLOODING	4/1/2005	\$11,061,566
DR-1587-PA-SEVERE STORMS AND FLOODING	4/1/2005	\$9,405,548
DR-1587-PA-SEVERE STORMS AND FLOODING	4/1/2005	\$8,736,653
DR-4430-PA-SEVERE STORMS, TORNADOES, AND FLOODING	9/2/2013	\$8,443,698
DR-4430-PA-HURRICANE SANDY	10/2/2013	\$2,579,243
DR-4430-PA-SEVERE STORMS AND FLOODING	9/6/2014	\$2,001,084
DR-4430-PA-SEVERE STORMS AND FLOODING	7/12/2011	\$1,613,797
DR-4430-PA-SEVERE STORMS AND FLOODING	3/27/2007	\$1,163,678
DR-4430-PA-HURRICANE KATRINA	9/6/2005	\$274,660
DR-4430-PA-REMANANTS OF TROPICAL STORM LEE	9/2/2013	\$12,457
Total		\$714,053,313

Applicant Name	Total Obligated
ADAMS ELECTRIC COOPERATIVE, INC.	\$146,437
BEFORE RURAL ELECTRIC COOPERATIVE, INC.	\$102,555
BUREAU OF COAL MINING OPERATIONS	\$8,701
CENTRAL ELECTRIC COOPERATIVE, INC.	\$269,380
CLAYBROOK RURAL ELECTRIC COOPERATIVE, INC.	\$447,052
COMMUNITY INTERACTIONS, INC.	\$3,025
DELAWARE BY-PRODUCT FERTILIZER COMMISSION	\$1,133,236
Total	\$714,053,313



BRAIDING FEDERAL GRANT DOLLARS

For large public infrastructure recovery projects, the option to "braid" various eligible grant program funding is a way to achieve a comprehensive project for which one program alone may be insufficient. Federal funding cannot duplicate other federal expenditures but a blended purpose can be achieved through multiple streams of federal funding. To be successful from a grants management perspective, this requires careful coordination, tracking, and grant compliance.



professionals understand the wider implications of recovery and the ever-growing programs around recovery and FEMA PA and HMA. With the availability and use of more recovery and resiliency funding, large infrastructure projects, for example, can include a multitude of Federal program funding—we refer to these as braided projects—each with their own requirements. It is important for professionals to have this awareness and knowledge—ours do. This translates into more funds available and the most effective use of each funding stream, but also means the risk of DOBs if elevated as this is non-compliance with each program. Our professionals are cross-trained in multiple grants programs because our culture at Witt O'Brien's is to foster growth in our employees and serve recovery clients through multiple programs. Our team of local government experts are prepared to work with the Department to develop funding strategies that not only maximize FEMA disaster recovery reimbursements, but also provide targeted support to assess the broad landscape of Federal funding available. Leveraging our deep expertise, we find creative ways to cooperate with funding agencies and leverage the power inherent in current laws and regulations to our clients' greatest advantage.

Our team is eager to assist the County in leveraging the best possible value for its citizens from the grant funding received.

2.1.6 MITIGATION SUPPORT



Drawing upon our experience and knowledge, Witt O'Brien's will work together with the County and its eligible sub-applicants to develop FEMA 406 and Hazard Mitigation Assistance projects and sub-applications for FEMA submission. Our comprehensive approach to project and sub-application development will result in well-documented sub-applications that can be reviewed, approved, and funded quickly, thus ensuring that the County and their communities can mitigate risks in a timely and effective manner. The purpose of the HMA family of grants is to reduce the loss of life and property due to natural disasters. In assisting the County to administer their HMA Program, the Witt O'Brien's team will help the County and its sub-applicants in:

1. Identifying hazard mitigation opportunities

2. Assisting local applicants in the preparation of sub-grant application packages and documentation
3. Prioritizing sub-grant applications according to the County's Mitigation Strategy
4. Reviewing, analyzing, and evaluating sub-grant applications and accompanying documentation
5. Witt O'Brien's staff of HMGP experts will assist the County in the evaluation and administration of all its mitigations projects



DIRECT TECHNICAL ASSISTANCE

As with the PA Program, Witt O'Brien's proposed approach to the delivery of the Mitigation program involves engaging at both the Recipient and Subrecipient levels as early as possible—to identify both opportunities and potential problems—and encourage participation in the grant programs according to Agency priorities.

Witt O'Brien's staff will work together with the County's mitigation personnel to conduct applicant briefings, provide trainings and on-site technical assistance to actual and prospective sub-applicants, assist with the design and implementation of community education and outreach efforts, review and help develop project applications, and establish grants management programs and processes to ensure reimbursement of funds. This level of support helps to overcome the tendency in many communities to ignore mitigation opportunities for fear that they could slow recovery efforts or avoid applying for HMA program funds due to the inherent complexities, uncertainties, and timelines necessary for implementation.

In most of our client engagements, we assign mitigation program experts to serve as consistent single points-of-contact with specific communities/applicants, based on a combination of geographic location and the relevance of consultant experience to identified mitigation opportunities.

These experts will be supported by technical staff who bring specific expertise in critical areas, such as engineering benefit-cost analysis, environmental and historic preservation, and other areas, and can engage on an as needed basis to address specific issues that may arise. This type of approach ensures that those who are considering applying for funds always know to whom they can speak to ask questions and get problems resolved. It also provides our clients with easy access to the "right person" to answer questions or hold accountable when the situation warrants.

Assistance for sub-applicants/recipients with the management of mitigation projects

One of the early steps in any mitigation engagement is to identify which communities in the County do not have FEMA-approved Hazard Mitigation Plans. Using this information, our experts can engage with those communities to discuss the consequences of not participating and encourage them to take

the steps necessary to develop a plan. Witt O'Brien's staff can guide communities toward possible HMA funding sources and assist in the development and submission of these applications. Where applicable, Witt O'Brien's can also assist in the County's request to FEMA for conditional eligibility of communities in active plan development.

As a disaster matures, it is critical that states and local governments learn from experience and recognize the changing landscape (political, physical, financial, risk-based, etc.) and update mitigation plans accordingly. Witt O'Brien's mitigation experts can also assist the County and local jurisdictions to help with this effort.

Review, Analysis, and Technical Assistance of Sub-Grants and Grants Applications

For new mitigation funding opportunities, our team will support the County as needed with applicant briefings, processing sub-applicant letters of intent, and project prioritization. For any ongoing mitigation funding opportunity, our team will support the County with application reviews. We will provide application development technical assistance to sub-applicants, including BCA, EHP consultation, cost estimate development, etc.

Effective scoping requires a team with the technical capabilities to assess feasibility, cost-effectiveness, and environmental components of a project, while knowing how to ensure community support and navigate the eligibility complexities of FEMA's mitigation programs. Typically, we see challenges with incomplete and unsupported applications. Our team can support the County's sub-applicants to develop complete application packages that are fully supported and allow for quick approval.

Project Eligibility Review and Analysis

Our comprehensive approach to project review and analysis will result in well-documented sub-applications that can be approved and funded quickly, minimizing substantive FEMA RFI comments, and ensuring sub-grantees can initiate projects to mitigate their risks in a timely and effective manner. Our team will review and analyze sub-grant applications and submit comprehensive and complete packages for FEMA review within the established timelines of the County and each grants program. This includes:

1. Review and analysis of all components of the application for program eligibility
2. Validating sub-grants applications for consistency with mitigation plans and State priorities
3. Conducting a thorough review for duplication of programs and duplication of benefits
4. Completing Application Review Tools (ART)

Sometimes the only thing needed is to simply ensure an application is complete. Other sub-grantees may need help with every aspect of a sub-grant application package. Witt O'Brien's will meet the sub-applicants where they are and provide the necessary technical assistance to ensure a positive and complete application process.

Overview of Sub-Grants Agreements and Grants

We know the stumbling blocks that inhibit project implementation, such as a compliant procurement process, forward movement of implementation, and compliance with the grants award. Witt O'Brien's will focus on ensuring sub-grants are initiated, supported, monitored, and completed effectively so that they remain compliant from award through project closeout. We will come to each task with the skills needed to be effective advocates for the County's communities and their priorities. Our approach will be fully compliant with the County deliverables for sub-grants oversight, communication, and reporting.

Project Awards

Once a grants application is awarded by FEMA, our mitigation specialists can help facilitate a kick-off meeting with the sub-recipient to review the terms and conditions of the grants award and identify any sub-recipient grants implementation and closeout training needs. Direct coordination with participating jurisdictions will be linked to a designated "point" team member, to provide continuity and consistency. These dedicated team representatives will be available to check in weekly if needed.

Procurement

Procurement utilizing the correct federal process as outlined in 2 CFR can be very challenging to many sub-grants recipients (who often ignore or do not understand the required competitive bid requirements or otherwise procure incorrectly) and is a leading reason for FEMA to disallow funds upon closeout. We will assist the County and support sub-recipients with procurement of services needed to implement sub-grants awards, such as reviewing procurement documents prior to advertisement and prior to the first payment being issued. Our widespread knowledge of the procurement process will reduce issues with procurement compliance and allow sub-grants to remain eligible through the FEMA closeout process.

Quarterly Reports

Our team will track project progress to the approved project schedule by reviewing sub-recipient quarterly reports before submission to FEMA. We will identify any deviations from the project schedule and then coordinate with the sub-recipients to discuss ideas for course correction or the need to modify the terms of the grants award.

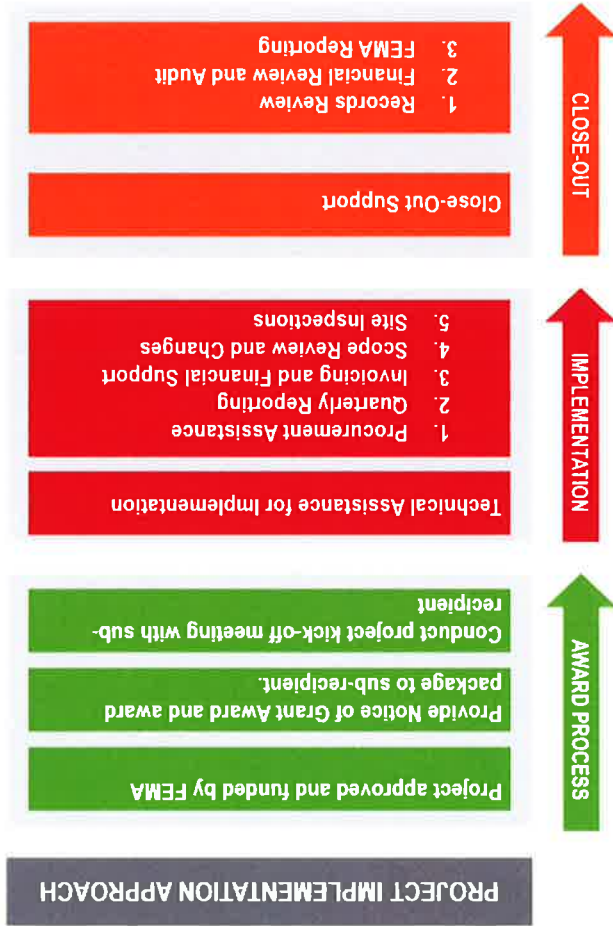
Invoicing and Financial Support

Witt O'Brien's will review payment requests and provide financial support to ensure payments are made in accordance with the State's payment procedures and the terms of the grants award. We will ensure that the financial reviews are conducted quickly, while protecting the County from risk, by ensuring compliance with all federal rules and regulations. Our team's review will begin as soon as a sub-recipient submits a reimbursement request.

Project Amendments

If an amendment is required due to a necessary and unforeseen change in cost or scope, we will coordinate with the sub-recipients to develop a project amendment package that is fully documented. After award, we will update project files to reflect the amendment details and continue with program management services. Witt O'Brien's has developed more than 70 project amendment packages over the past 5 years, often due to changing conditions or cost elements related to the project implementation.

Closeout Support



For any projects in closeout, we will provide files in accordance with FEMA and State policy for records retention. Witt O'Brien's will complete a project closeout for all sub-grants documenting procurement, grants completion, and payment in accordance with the award. As part of regular status reporting to the State, a sub-recipient communications log will be provided monthly.

The following technical support areas can be handled by our experts in coordination with the County program staff:

Technical Review

We have identified hazard mitigation specialists with relevant experience in FEMA HMA programs and requirements—including benefit-cost analysis, environmental and historic preservation, technical application review of all project types, etc. Our team will support the County with the mitigation program reviews and implementation monitoring, while also providing technical assistance to sub-grantees, as needed.

BCA Assistance

BCA is a method that determines the future risk-reduction benefits of a hazard mitigation project and compares those benefits to the cost of the project. The result is a Benefit-Cost Ratio (BCR). A project is considered cost-effective when the BCR is 1.0 or greater. Applicants and sub-applicants are required to use FEMA-approved methodologies (such as the BCA Toolkit) to demonstrate project cost-effectiveness.

Witt O'Brien's is deeply experienced in use of the BCA Toolkit, which is the accepted methodology for demonstrating a positive benefit-cost relationship. Our mitigation specialists will help prepare the most aggressive, yet justifiable, BCA for applicant projects. Should BCA assistance be required by the County, Witt O'Brien's will deliver a team with the demonstrated depth, skill, and knowledge to address the needs of the sub-applicant's projects. We are also able to provide BCA training, if needed.

EHP

FEMA EHP review can become a major delay in the HMA process if the appropriate focus and expertise is not utilized to facilitate agreements, documentation, and a rapid resolution of associated issues required to get through the processes outlined by the NEPA, Section 106 (Historic Preservation), and the numerous other federal, State, and local legal and regulatory frameworks that govern the expenditure of federal funds. Witt O'Brien's will assist the County to ensure the State and sub-applicants follow all environmental regulations.

Our approach is to engage as early as possible with FEMA, the State Historic Preservation Officer, the National Council on Historic Preservation, and others, to work through questions and establish agreements on the approach to related issues as early in the process as possible.

Project Advocacy With FEMA

Unfortunately, obtaining and submitting projects for funding is only half the battle. Submittals usually result in rounds of discussion and clarification with

Experts from the Witt O'Brien's team attempt to resolve EHP issues programmatically whenever possible as opposed to a project-by-project strategy, so that negotiations and documentation requirements necessary to achieve resolution have the broadest possible impact.



FEMA program staff on documentation, the true intent and importance of prioritized projects, methodologies used to determine relative benefits and costs, and many other nuanced factors. Witt O'Brien's experts come to the task ready to serve as advocates for the projects submitted, and with the experience necessary to fulfill this important role.

Witt O'Brien's has been highly successful in this advocacy role during dozens of presidentially declared disasters, involving several thousand projects and well over \$3.5 billion in HMGP funding. Through these engagements, Witt O'Brien's understands how to forecast some of the more common problems that may arise and can engage with FEMA from the point of project submittal through their review and analysis to proactively address the questions that may arise.

We will coordinate with FEMA and the sub-applicants throughout the grants review process to address any RFI until the FEMA review is complete.

Support activities to ensure compliance with local floodplain management and NFIP requirements

Witt O'Brien's and our teaming partner, MBI, will provide direct support to the County and local communities with all NFIP compliance activities. We will assist the State in reaching its Community Assistance Program-State Support Services Element (CAP-SSSE) compliance goals, as well as offering expert assistance to increase or maintain the score determined by your State Tiered Assessment.

Post-Disaster Compliance

The purpose of post-disaster field assessments is to thoroughly capture and document all incident-related damages and provide sufficient information for FEMA and the state to effectively validate the damage impacts. Assessments can be performed by state and local staff or augmented by contracted professionals managed by Witt O'Brien's. We will ensure high-water mark determinations are made for any flooded areas assessed.

Witt O'Brien's will leverage resources already deployed for recovery efforts to collect site data for Substantial Damage Estimates (SDE). This can be achieved either by cross-training local teams to complete both assessment processes simultaneously (with just-in-time training), or by partnering Substantial Damage trained staff with Recovery counterparts. Witt O'Brien's will assemble the technical staff necessary to complete consistent SDEs, from foundation to finishes, as directed. Substantial Damage Determinations are triggered when the cost of restoring a building to pre-existing conditions equals or exceeds 50% of the market value of the building before the damage occurred. Damage can be from any cause, not just flooding, and will require the structure to come into compliance with the most recent requirements of the NFIP and local floodplain ordinances.

Witt O'Brien's will ensure that every determination is consistent with the established methodology, supported by site visit documentation, and validation of the market value uses the most relevant and accurate tax assessment or appraisal value data. We will provide technical and oversight assistance to ensure that all documentation is complete, accurate, and submitted correctly. Consistency of the determinations is of utmost importance.

NFIP Compliance and Higher Standards

Substantial damage and improvement determinations impact pre- and post-disaster code enforcement. Any improvement that equals or exceeds 50% of the market value of the structure before the start of construction will trigger a Substantial Improvement Determination. Homeowners may attempt to improve homes following a disaster event, but a lack of awareness of building code permitting and NFIP requirements can lead to substantial problems.

However, completing inspections for substantial damage or substantial improvement should not only happen following a major disaster declaration, but as part of regular floodplain management. Even small-scale events can impact a community and failure to follow proper building code procedure can happen any time. Witt O'Brien's will assist in the evaluation of local programs and provide technical assistance covering basic floodplain manager responsibilities to implementing best practices.

We understand that the Substantial Damage and Improvement Estimation processes, and the associated compliance requirements, can be contentious. Witt O'Brien's will conduct these estimations with the utmost discretion and consideration while providing expert assistance to state, local, and public interested parties. Our expert staff will coordinate with local code enforcement officials to maximize education and community outreach efforts. Not only during official Disaster Recovery Visits, but also when encountering residents during site visits or other fieldwork. Witt O'Brien's will ensure the County has full visibility on all communication with community members, and members know to whom they are speaking and how to find answers to their questions. Witt O'Brien's will support local officials through any appeals processes, at the direction of the County, and will provide technical assistance on Increased Cost of Compliance.

Witt O'Brien's knows that increasing community resilience is only possible by maintaining feasibility. Not every community has the capacity to adopt higher standards or implement freeboard without a strategic and long-term implementation strategy. Witt O'Brien's will provide technical assistance that meets communities where they are and increases adaptive capacity through coordination with local code enforcement and floodplain officials. Witt O'Brien's will disseminate information on flood insurance and answer questions regarding Risk Rating 2.0.

NFIP, CAP-SSSE, and Cooperating Technical Partner Support

Witt O'Brien's will work at the discretion of the State Floodplain Coordinator to assist in the implementation of the State Floodplain Program where needed. Witt O'Brien's will coordinate Community Assistance Visits with local programs. We have substantial experience coordinating with FEMA, drafting official notices, and facilitating communication among multiple parties. In addition to supporting the County with Community Assistance Visits and Contacts, Witt O'Brien's will maintain documentation for upload into the Grants Portal, to ensure the state meets annual CAP-SSSE goals and ensure program tracking in any state-level systems.

Witt O'Brien's will support the State Floodplain Program in assembling back up documentation for state-tiered assessments, community coordination for FEMA map changes, and coordinating with USACE and the public on any Levee-related projects. We can also facilitate 5-year plan development and implementation of other Cooperating Technical Partner projects.

NFIP Compliance Training

Our team will provide training on NFIP compliance, including 44 CFR § 60.3 and community-level floodplain management, assessment, and enforcement of local floodplain ordinances, substantial damage estimator tool, and can customize trainings to meet the County's needs. Wherever applicable, we can also advocate for the needs of the County and coordinate with Silver Jackets, USACE, FEMA RII, or ASFPM for additional trainings as needed.

2.1.7 EMERGENCY MANAGEMENT SUPPORT SERVICES

Collectively, Witt O'Brien's personnel have decades of experience in emergency management planning and program development for multiple agencies and are intimately familiar with all aspects and phases of emergency management. In partnership with our clients, we produce succinct, clear, understandable, and actionable plans that directly impact the resiliency of their organizations.

Our planners ensure that all deliverables are aligned with the latest state and federal guidance and best practices from the National Response Framework, NIMS, Comprehensive Preparedness Guide (CPG) 101, NFPA 1600, and EMAP Standards, as well as covering all mission areas defined in the National Preparedness Goal.

What differentiates Witt O'Brien's from others is our ability to link FEMA cost recovery and long-term recovery plans with proven implementation experience. We regularly provide pre-disaster comprehensive recovery and FEMA cost recovery planning to clients across the nation. For example, we are currently providing relevant planning services to the CSU System (cost recovery planning) and have provided services to the University of Texas Medical Branch Galveston (disaster and cost recovery planning, debris planning, shelter planning). We have also supported post-disaster recovery efforts following nearly every recent significant disaster in the United States. This experience brings practical, real world understanding to the University's planning efforts, making it complete and more effective.

We have been an industry leader in providing disaster recovery planning services paired with grants development and management. We are a trusted name, providing full lifecycle disaster recovery and grants management services for over 20 states and almost 200 hundred local governments. In just the past two years, our team has provided grants management for over \$20 billion in federal relief funding. Our teams of experts have substantive experience developing and running programs meant to address housing, food, income security, workforce, early childhood care, public health, and a broad range of critical government functions and services.

We have supported all recent forms of recovery legislation in the past 20 years, including the more recent CARES Act, Families First Coronavirus Response Act, HR 133, the ARPA, the Bipartisan Infrastructure Law, and the more recent Inflation Reduction Act.

At Witt O'Brien's, we understand that emergency management planning and preparedness is essential for the safety of our communities. Our team provides the highest level of engagement, collaboration, and effort to ensure that each plan is tailored to the client's objectives and capabilities. We will support the University's long-term recovery planning efforts, better positioning it to maximize federal and state cost recovery, while also restoring the campus community by building back stronger, **safer, and smarter than ever before. Being prepared for a disaster means more than being ready to respond.** It involves having a plan, mapping cost recovery processes to proper documentation and cost-coding, understanding eligibility requirements, identifying priorities, and establishing a management construct for implementation of a rapid and effective recovery effort. It also requires setting expectations for recovery, linking key plan components to potential funding sources, and establishing reasonable timelines.

Initial Assessment

Witt O'Brien's first step would be to complete an initial assessment to help us understand the project/program implementation, including their use of subrecipients, subcontractors, or direct beneficiary delivery. When evaluating capacity and capability, we will also consider any audit results, current grants, and current grants administration processes. Using the initial review, we will work in partnership with the UFA to develop the framework of training and direct capacity building. Our team will then meet with UFA key staff/partners to assess the program or project's existing policies and procedures, their risk assessments, communication and outreach plans, subcontracts, grants agreements, and business processes. This assessment will establish a baseline for how the subrecipient is adhering to relevant program and federal requirements.

Assess Current Emergency Management Plans, Etc.

UFA wants to future-proof their operations against an ever-changing and uncertain world. To accomplish this, we will draw upon our team of well-seasoned practitioners that are experienced working with the fire districts to assess and guide UFA to resiliency.

Our approach is simple; the Witt O'Brien's team will:

- Assess the emergency management plans, policies, and procedures that are currently in place against our extensive experience working in the fire service.
- Review against industry-leading knowledge and best practices.
- Utilize typical industry principles found in the Comprehensive Preparedness Guide (CPG-101), NIMS, ICS, Salt Lake Countywide Incident Management System, National Disaster Recovery Framework (NDRF), along with other guidelines to inform our assessment.
- Establish clearly defined roles and responsibilities ensuring the unity of effort among all recovery partners, foster partnerships, and optimize resources.

Approach to Plan, Policy Assessments

Utilizing our industry-leading best practices we will guide the UFA to establish a clear vision of what their future looks like. Based on this vision, Witt O'Brien's team of experts will carefully craft recovery practices along with recommended resilience strategies that will form the foundation to achieving that vision.

Our approach will be informed by our experience working to support governments across the nation to improve their ability to perform effectively and provide a quality service to their communities. ***We know what works, and we've also learned what often looks good on paper doesn't work in practicality.*** This is the difference between academics and true practitioners. Our team has served in local government emergency management and government leadership roles. We have evaluated programs and carried out implementation plans in concert with strategic plans to drive organizational enhancements and improve effectiveness and efficiencies. We have navigated tight budgeting cycles, challenging political environments, diverse constituencies, difficult threats and hazards, and complex organizations. This practical experience and knowledge are coupled with our team demonstrating a commitment to the ongoing study of the emergency management and public administration field, with team members holding advanced degrees in emergency management, public administration, and homeland security.

In addition to our proposed team, Witt O'Brien's employs numerous SMEs that can be accessed to add value to the provided knowledge and skillsets in support of our efforts on behalf of the UFA. The following presents our approach to ensure that the UFA has a framework that will prove successful in future program improvements and investments and is ready to be implemented to create a more resilient future.

TASK I: Project Initiation & Management

Within two weeks of receiving a task order, or as otherwise proposed by the UFA, we will conduct an initial project planning meeting (hereafter referred to as a "kick-off meeting") with UFA staff. Input from the project kick-off meeting will address mutual insights on the workplan and project direction—key to ensuring it meets your objectives. The finalized project workplan will be used to guide the project and measure progress. This meeting will be a virtual meeting using online/video/telephone capabilities.

Progress Reporting



Witt O'Brien's will maintain direct communication and be accessible to UFA's project team. We recommend that meetings with UFA's project team be held every other week throughout the project. The purpose of these meetings is to ensure transparency of progress, as we keep you informed on the project schedule; discuss potential risks and ways to mitigate them ahead of time; and provide routine reviews of findings, results, and products. This will ensure a more efficient review process at the end of the schedule. Minutes of these meetings will be provided to document project status and progress. Witt O'Brien's will also develop progress reports throughout the contract period to be sent to the UFA to ensure effective project communication and coordination of efforts.

TASK II: Plan, Policy, & Capacity Assessments Existing Document Review / Gap Analysis

Witt O'Brien's planners will go to work reviewing existing plans to best understand the strengths and potential weaknesses that might exist. This Comprehensive Preparedness Guide (CPG) step includes the collection and evaluation of existing local plans, procedures, tools, and checklists, followed by the reconciliation of those resources against relevant state- and national-level program resources, lessons learned, and best practices identified by our team of experts.

We will use the information gathered from the kick-off meeting, document review, team research, site inspections, and collaborate with the UFA's project management team to collect key data required to develop a comprehensive examination of the UFA's organizational structure, operations, and functions. External data and fact-gathering will include document review (such as previously written evaluations and notes; key response documents; and emergency management plans, policies, and other requirements). The goal will be to assess organizational effectiveness and interdepartmental/organizational communication and collaboration with all other agencies, along with neighboring and regional partners both public and private.

Our approach will deconstruct the organizational intricacies of the UFA while simultaneously assessing their real-world efficacy. We will apply our organizational assessment tool that incorporates current EMAP standards, NFPA 1600 standards, and other industry guidance.

Plan, Policy, Procedure Assessments

Witt O'Brien's will perform an extensive assessment of the vitality of current emergency management plans, policies, and procedures of the UFA and will identify best practices and performance measures that should be adopted. This assessment will consist of, but not be limited to:

- Evaluating program service delivery and program capacity
- Recommending short- and long-term improvements and comprehensive organizational modeling
- Proposing streamlining procedures and processes
- Identifying cost-saving technologies to support current and future requirements
- Providing training recommendations to improve operations and support succession planning
- Predicting potential staffing requirements
- Evaluating current trends and processes that exist nationally for consideration by UFA leadership and incorporating lessons learned into the final analysis and report



- Providing an analysis that allows the UFA to understand how their program compares to other jurisdictions nationally

Approach to Planning

The planning process is established in developing and maintaining emergency plans: CPG 101 hinges on the active engagement of a broad array of stakeholders from the whole community throughout the planning effort. The Witt O'Brien's project team will engage with representatives from UFA to ensure we have a diverse planning team.

Stakeholder Surveys & Meetings

Utilizing the information gleaned from both the kick-off meeting and the initial review of documentation, our team will begin drafting comprehensive surveys of the identified stakeholders ahead of any meetings. This will inform our team's development and targeted approach to the individual meetings. We will make extensive use of stakeholder meetings in a manner that prevents internal organizational biases from influencing the outcome of the assessment. Our team will meet and interview key stakeholders individually to obtain comments and observations about current operations, and to provide suggestions for improvements.

Our onsite time will also include site inspections of key facilities that support the emergency management mission—such as the EOC, alternate EOCs, and other facilities. This provides the team with the opportunity to see firsthand the capabilities and capacity of the usable facilities and equipment, as well as the policies and procedures that support these key facilities. The site inspections also allow the team to witness the physical site's operational capabilities along with the effectiveness of staff in the performance of critical roles in support of emergency operations.

Work Group Sessions

During this phase, Witt O'Brien's will facilitate working group sessions with the necessary planning teams to review the results of our assessment findings. Overall priorities for the plans will be identified during these working group sessions. The plans, accompanied by actionable checklists to follow during an emergency, will identify essential planning elements at the departmental level.

Plan Development & Finalization

Following our assessment period, we develop a draft version of the plan and work with the planning team for review and approval. We often favor a multi-tiered review and input process, starting with the core planning team and working concentrically outward through external partners, other stakeholders, and impacted community members; this all could require two or more review "loops" between our team and UFA. In most cases, planning projects then culminate with some training, exercise, or other briefing event to socialize the new plan; this might occur with senior leadership, operational partners, or a broader cross-section of the community, depending on the deliverable.

We will utilize our scientific and technical expertise in the following preparedness support activities to add value to the UFA's emergency planning program:

- Producing whitepapers to provide recommendations and assess industry best practices in relation to organizational processes.
- Presenting assessment findings, preparedness recommendations, and other briefings.
- Developing a variety of operational tools—such as job aids, checklists, position-specific guides, organizational flowcharts, incident management structuring, and other tools—that add organizational effectiveness and efficiencies in EOCs, DOCs, incident management teams, joint information centers, recovery operations centers, and other incident support frameworks.

- Developing comprehensive EOC position support guidance, including the use and management of sophisticated EOC management software and systems.
 - Preparing staff who come from other disciplines for incident management roles, which requires supporting tools and documents that consider the needs of these responders.
- We also bring experience coordinating public outreach and engagement. Members of our team have developed and implemented numerous public engagement initiatives representing government agencies to solicit public input in plan development, socialize planning products, and foster positive community relations. Specifically, these efforts were aimed at increasing public participation and understanding of emergency alert systems, improving awareness of evacuation routes and processes, and expanding capabilities of community and neighborhood organizations.
- Following the development of the draft, Witt O'Brien's will submit the draft plan to UFA's project lead to distribute for review and feedback. Upon receipt of revisions from the project lead, Witt O'Brien's will finalize the plan and facilitate a walk-through session to review the final plan with UFA.

BEST PRACTICES RECOMMENDATIONS

PROVEN RESULTS

Developed strategies for incorporating multi-cultural populations into planning for the County of Sacramento.

Witt O'Brien's has worked with the 23-Campus CSU System since our inception in 2001. Over the past two decades, we have assisted CSU with a full range of professional and technical services spanning the full emergency management lifecycle.

Recommended inclusion of DAFN practices to incorporate the county's multi-lingual populations into actionable evacuation procedures and planning.

Witt O'Brien's is providing strategic advisory services for COVID-19 costs related to the FEMA PA program and the US Department of Education funding from the CARES Act for the Chancellor's Office and all 23 campuses.

2.2 RESPONSE TO MULTIPLE AWARDED CITIES AND COUNTIES

At Witt O'Brien's, we pride ourselves on our responsiveness to client needs. Our management approach is simple: We partner with you to provide the staff necessary for sound, creative, cost-effective solutions. Our purpose-built, task-oriented team brings the experience and expertise needed to successfully assist the County in executing a successful project.

Witt O'Brien's has managed as many as 46 concurrent client engagements in the State of Florida. We successfully activated more than 2,000 personnel concurrently across these 46 simultaneous recovery efforts resulting from Hurricanes Harvey and Irma. After Hurricane Irma in September 2017, we led 32 debris monitoring efforts and 14 FEMA PA activations. In the USVI, we scaled up to 100 staff in response to Hurricane Irma while also serving all of our Florida recovery clients simultaneously. With respect to the County of Franklin, our full-time staff will be able to handle the workload of an additional client.

WITT O'BRIENS SCALES TO MEET CLIENT NEEDS						
EVENT						
2022-2020	2021	2020	2018	2017	2016	
COVID-19	1	4	2	3	1	Event
SURGE PERSONNEL						
810	350	420	500	1500	700	

The team proposed herein is available to start within seven to ten days of receiving a Notice to Proceed (NTP) from the County. While we are confident that this in-house team is adequate and capable of meeting the County needs as defined by its RFP, we understand the County may encounter needs that could not have been anticipated at the outset of the contract. Further, while the anticipated contract term is for a three (3)-year period, the County has two (2) options to renew annually. Considering both unanticipated needs and changes that may occur, we structure our staffing plans to adapt to evolving needs and changing dynamics whether they occur on our side or our clients' side.

Our proposed staff is augmented by the resources available through our broader staff—over 1,200 employees nationwide—hundreds of vetted professionals focused on the lifecycle of grants management. Witt O'Brien's Director of Talent Acquisition and Cadre Management, Jaici Murcia, and her staff keep a well-managed cadre of professionals 'on call' and ready to support projects or deploy, if necessary. These individuals have been interviewed, vetted through our background process, and determined to uphold our ethics and standards. Many of our cadre members possess decades of experience working with and for Federal and/or other state and local agencies in various grants management roles.

This allows us to rapidly respond to client staffing needs, as we identify and vet staff before they are needed. Witt O'Brien's has built an agile professional Cadre; developed and refined procedures augmenting our existing talent pool to recruit, onboard, and train additional, local resources led by our experienced veterans. We provide access to 24/7 online training and onboarding programs to quickly begin incorporating new hires into our team.

2.3 AVAILABILITY

Witt O'Brien's is committed to serving the needs of our clients at the service level they require. Our staff have an internal metric to respond to all customer inquiries within 24 hours. The Florida based team has decades of experience supporting numerous clients are highly skilled in matching demand and staffing patterns each customer requirement.

2.4 FEDERAL REIMBURSEMENT PROCESS IMPROVEMENT

We support each of our customers with a comprehensive review of policies and procedures to ensure the highest levels of compliance. Our approach to each engagement is to give constant feedback, lessons learned, and continuously offer ways to improve and streamline disaster response and recovery processes. The team of experts assembled by Witt O'Brien's has extensive experience at the Federal, State and Local levels and brings an unparalleled level of expertise and best practices required to support the County.

2.5 PUBLIC ADJUSTING

This is an often-overlooked area in disaster recovery. We employ licensed public adjusters because we have witnessed the intersection of insurance settlements and federal financial assistance which cannot duplicate. We can often use insurance reports to more efficiently tell the cost recovery story. We can even help the County assess the degree to which settlement offers are consistent with insurance coverages and policies and whether insurance adjusters may have missed very key evidence and date with respect to replacement.

3. PROPOSED FEE SCHEDULE

We have attached the required pricing form on the following page.

Proposed Fee Schedule

Position Title	Rate	Average Days/Mont h	Hours/Day	No. of positions	Cost/Mo.
Project Manager	\$201.00	22	8	1	\$35,376.00
Sr. Appeals Officer or Legal Counsel	\$211.00	0.5	8	1	\$844.00
Engineer or Environmental Scientist	\$186.00	0.5	8	1	\$744.00
Sr. Grant Specialist	\$166.00	22	8	1	\$29,216.00
Grant Specialist or Insurance Specialist	\$146.00	22	8	1	\$25,696.00
Field Representative or Technical Associate	\$146.00	5	8	1	\$5,840.00
Administrative/Clerical Work	\$120.00	5	8	1	\$4,800.00
			8		\$0.00
			8		\$0.00
			8		\$0.00
			8		\$0.00
Month Estimated Total	\$1,176.00				\$102,516.00

This estimate metric is based on a 40 hour work week for a 30 day month with 22 working days per month. The Column E average days per month per full-time and as-needed positions are based on grant development needs experienced in previous activations.

Please indicate your proposed rate for each position in Column D and your proposed count of each of those positions in Column G. Please indicate additionally needed positions with rate, average days/month and number of positions in the blank lines provided.

When complete, please print this page and add to your Proposed Fee Schedule section of your response. Excel drafts submitted will be considered non-responsive.

WITH YOU WHEN IT COUNTS

WITT O'BRIENS
ambipar
response

Appendix A: Required Documentation



Information Sheet
For Transactions and Conveyances
Corporate Identification

The Following information will be provided to the Franklin County Legal Services for incorporation in legal documents. It is, therefore, vital all information is accurate and complete. Please be certain all spelling, capitalization, etc. is exactly as registered with the State and Federal Government.

Is this a Florida Corporation: YES ☐ or NO ☒ (Circle One)

If not a Florida Corporation,
In what State was it created?
Name as spelled in that State.

Delaware
Witt O'Brien's, LLC

What kind of Corporation is it? ☒ For Profit or ☐ Not for Profit

Is it in good Standing? YES ☒ or NO ☐

Authorized to transact business in Florida? YES ☒ or NO ☐

State of Florida, Department of State, Certificate of Authority Document No: M10000003124

Does it use a registered fictitious name? YES ☐ or NO ☒

Name of Officers:
President: Guilherme Patini Borlenghi
Secretary:
Vice President: Michelle Pashko (Human Resources)
Treasurer:
Director: Cheryl Joiner (Contracts and Compliance)
Other: Chief Executive Officer: Tim Whipple
Director: Gregory Fenton (Corporate Solutions)
Other:
Name of Corporation (As used in Florida): Witt O'Brien's, LLC
(Spelled exactly as it is registered with the State or Federal Government)

Corporate Address:
Post Office Box:
City, State, Zip:
Street Address: 818 Town and County Blvd., Suite 200
City, State, Zip: Houston, TX 77024
(Please provide Post Office Box and Street Address for mail and/or express delivery; also, for recorded instruments involving land)

Federal Identification Number: 27-2783923
(For all instruments to be recorded, taxpayer's identification is needed)

Name of Individual who will sign the instrument on behalf of the Company: Cheryl Joiner
(Upon Certification of Award, the President or Vice-President shall sign Contract. Any other officer shall have permission to sign via a resolution approved by the Board of Directors on behalf of the company. The awarded contractor shall submit a copy of the resolution together with the executed contract to the Contact listed in Section 3.1.)

Title of the individual named above who will sign on behalf of the Company: Director of Contracts and Compliance



CONTACT FOR CONTRACT ADMINISTRATION

Designate one person authorized to conduct contract Administration.

NAME: Cheryl Joiner

TITLE: Director of Contracts and Compliance

COMPANY NAME: Witt O'Brien's, LLC

ADDRESS: 818 Town and Country Blvd., Suite 200

CITY: Houston

STATE: Texas ZIP: 77024

TELEPHONE NUMBER: 281-320-9796

FAX NUMBER: 281-320-9700

EMAIL: contractrequests@wittobriens.com

SIGNATURE: Cheryl Joiner



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
07/27/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	Valent Group, LLC	3500 Blue Lake Drive, Ste. 120	Birmingham	AL 35243	TX 77024
INSURED	Witt O'Brien's, LLC	and others per attached	818 Town & Country Blvd, Suite 200		
INSURER A:	Steadfast Insurance Company	INSURER B:	Zurich American Ins Co	INSURER C:	
INSURER D:		INSURER E:		INSURER F:	
NAIC #	26387		16535		
INSURER(S) AFFORDING COVERAGE					
E-MAIL: seth.stone@valentgroup.com					
ADDRESS:					
PHONE (A/C No, Ext): (205) 262-2700					
FAX (A/C No): (205) 262-2701					
CONTACT NAME: Seth Stone					

COVERAGES
CERTIFICATE NUMBER: 23-24 COI
REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR	LTR	TYPE OF INSURANCE	ADDL SUBR	INSND	WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A		COMMERCIAL GENERAL LIABILITY	☒			GPL8713651-01	08/11/2023	08/11/2024	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000
B		AUTOMOBILE LIABILITY	☒			BAP8713644-02	08/11/2023	08/11/2024	COMBINED SINGLE LIMIT \$ 1,000,000 (Ea accident) BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A		UMBRELLA LIAB	☒			SXS8589576-01	08/11/2023	08/11/2024	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000
B		WORKERS COMPENSATION	☒			WVC 8713648-01	08/11/2023	08/11/2024	E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER	Informational Purposes Only
CANCELLATION	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
AUTHORIZED REPRESENTATIVE	

Additional Named Insureds

Other Named Insureds

O'Brien's Response Management, LLC	Additional Named Insured
Witt O'Brien's USVI, LLC	Additional Named Insured
Witt O'Brien's Payroll Management, LLC	Additional Named Insured



AGENCY CUSTOMER ID: _____

LOC #: _____

ADDITIONAL REMARKS SCHEDULE

Page _____ of _____

AGENCY		Valent Group, LLC		NAMED INSURED		Witt O'Brien's, LLC	
POLICY NUMBER				CARRIER			
EFFECTIVE DATE:		NAIC CODE					

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM, FORM NUMBER: 25 FORM TITLE: Certificate of Liability Insurance: Notes

Additional Coverage Information:

General Liability policy includes the following:

- Professional Liability - Claims Made
- Each Claim Limit: \$4,000,000
- Policy Aggregate: \$4,000,000
- Contractor's Pollution Liability - Occurrence
- Each Claim Limit: \$2,000,000
- Policy Aggregate: \$4,000,000
- Transportation of Materials by Carrier (Auto, Aircraft, Vessel, Rolling Stock) Endorsement applies as follows:
- Transportation Each Incident: \$1,000,000
- Transportation Aggregate: \$1,000,000

Auto Liability includes the following endorsements:

- ACS 90
- CA948 - Pollution Liability - Broadened Coverages for Covered Autos

Workers Comp policy referenced includes the following endorsements:

- Longshore and Harbors Workers Compensation Act Coverage Endorsement
- Alternate Employer Endorsement (blanket if required by written contract and/or agreement)
- Maritime Employers Liability Endorsement

Excess Liability provides coverage over the General Liability, Professional Liability, Pollution Liability, Auto Liability and Employer's Liability coverage.

Excess Liability follows terms and conditions of the underlying policies to the extent such terms and conditions are not inconsistent or do not conflict with the terms and conditions of the Excess Liability policy referenced.

Cyber Liability

Insurers C:

- Arch Specialty Ins Co NAIC #: 21199 40% quota share
- Ascot Specialty Ins Co NAIC #: 45055 25% quota share
- Allianz Underwriters Ins Co NAIC #: 36420 25% quota share
- Portega Specialty Ins Co NAIC #: 16823 10% quota share

Policy Term: 11/1/2023-11/1/2024

Limits:

- Network and Information Liability: \$2,000,000
- Regulatory Defense and Penalty: \$2,000,000
- Multimedia Content Liability: \$2,000,000
- PCI Fines and Assessments: \$2,000,000
- Breach Response: \$2,000,000
- Crisis Management and Public Relations: \$2,000,000
- Cyber Extortion: \$2,000,000
- Business Interruption and Extra Expenses: \$2,000,000
- Digital Asset Restoration: \$2,000,000
- Funds Transfer Fraud: \$250,000

Attachment 'F'

RESPONDENT'S CERTIFICATION

I have carefully examined the Invitation to Bid.

I hereby propose to furnish the services specified in the Invitation to Bid. I agree that my submittal will remain firm for a period of at least 90 days in order to allow the County adequate time to award bid.

I certify that all information contained in this submittal is truthful. I further certify that I am duly authorized to provide this submittal on behalf of the firm as its act and deed and that the firm is ready, willing and able to perform if awarded the contract.

I further certify, under oath, that this submittal is made without prior understanding, agreement, connection, discussion, or collusion with any other person, firm or corporation tendering a submittal for the same service, that no officer, employee or agent of the County or any other respondent is interested in said submittal; and that the undersigned executed this Respondent's Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

Addendum Received: # QA1 # QA2 # QA3 # QA4 # QA5 # QA6 # QA7 # QA8

Witt O'Brien, LLC
NAME OF BUSINESS

Cheryl Joiner
SIGNATURE

Cheryl Joiner, Director of Contracts and Compliance
NAME & TITLE, TYPED OR PRINTED

818 Town and Country Blvd., Suite 200
MAILING ADDRESS

Houston, TX 77024

CITY, STATE, ZIP CODE
contractrequests@wittobriens.com

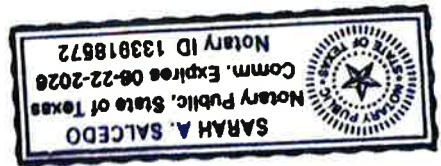
E-MAIL ADDRESS

(281) 320-9796

TELEPHONE NUMBER

STATE OF
COUNTY OF

The foregoing instrument was acknowledged before me by means of ☐ physical presence or ☒ online notarization, this 9/13/23 (date) by Cheryl Joiner (name of officer or agent, title of officer or agent) of Witt O'Brien, LLC (name of corporation acknowledging), a Delaware (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced personally known (type of identification) as identification (Notary Seal)



Sarah A. Salcedo
Notary Public
Name typed, printed or stamped
My Commission Expires: 6/22/24

Attachment 'F'

**SWORN STATEMENT PURSUANT TO SECTION 287.133 (3) (a),
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES**

**THIS FORM MUST BE SIGNED AND SWORN TO IN THE
PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL
AUTHORIZED TO ADMINISTER OATHS**

1. This sworn statement is submitted to FRANKLIN COUNTY, FLORIDA by:

Cheryl Joiner, Director of Contracts and Compliance
for: Witt O'Brien's, LLC
(print individual's name and title)
(print name of entity submitting sworn statement)
whose business address is: 818 Town and Country Blvd., Suite 200, Houston, TX 77024

and (if applicable) its Federal Employer Identification Number (FEIN) is: 27-2783923
(if the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement)

2. I understand that a "public entity crime" as defined in Paragraph 287.133 (1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentations.

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

4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

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

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

6. Based on information and belief, the statement, which I have marked below, is true in relations to the entity submitting this sworn statement. (Indicate which statement applies).

d. Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any

affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

☐ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

☐ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list (attach a copy of the final order).

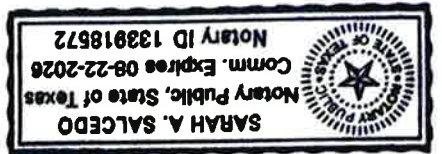
I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

Lucy Juvir
Signature

STATE OF Texas
COUNTY OF Collin

The foregoing instrument was acknowledged before me by means of ☐ physical presence or ☒ online notarization, this 9/13/23 (date) by Cheryl Joiner (name of officer or agent, title of officer or agent) of Will O'Brien's, LLC (name of corporation acknowledging), a Delaware (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced personally known (type of identification) as identification. [Notary Seal]

Notary Public Sarah A. Salcedo
Name typed, printed or stamped
My Commission Expires: 8/22/24



Attachment 'F'

**AMERICANS WITH DISABILITIES ACT (ADA)
DISABILITY NONDISCRIMINATION STATEMENT**

**THIS FORM MUST BE SIGNED AND SWORN TO IN THE
PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL
AUTHORIZED TO ADMINISTER OATHS**

This sworn statement is submitted to FRANKLIN COUNTY, FLORIDA by:
Cheryl Joiner, Director of Contracts and Compliance

(print individual's name and title)

Witt O'Brien, LLC

(print name of entity submitting sworn statement)

whose business address is: 818 Town and Country Blvd., Suite 200, Houston, TX 77024

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

(if the entity has no FEIN, include Social Security Number of the individual signing this sworn statement: _____)

I, being duly first sworn state:

That the above named firm, corporation or organization is in compliance with and agreed to continue to comply with, requirements of the laws listed below including, but not limited to, those provision pertaining to employment, provision of programs and services, transportation, communications, access to facilities, renovations, and new construction.

The Americans with Disabilities Act of 1990 (ADA), Pub. L. 101-336, 104 Stat327, 42USC1210112213 and 47 USC Sections 225 and 661 including Title I, Employment; Title II, Public Services; Title III, Public Accommodations and Services Operated by Private entities; Title IV, Telecommunications; and Title V, Miscellaneous Provisions.

The Florida Americans with Disabilities Accessibility Implementation Act of 1993, Section 553.501-553.513, Florida Statutes:

The Rehabilitation Act of 1973, 229 USC Section 794;

The Federal Transit Act, as amended 49 USC Section 1612;

The Fair Housing Act as amended 42USC Section 3601-3631.

Signature

Cheryl Joiner

STATE OF

Texas

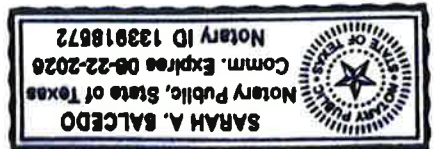
COUNTY OF

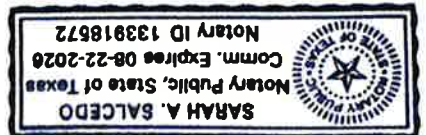
The foregoing instrument was acknowledged before me by means of ☐ physical presence or ☒ online notarization, this 01/13/23 (date) by Cheryl Joiner (name of officer or agent, title of officer or agent) of Witt O'Brien, LLC (name of corporation acknowledging), a Delaware (state or place of incorporation), corporation, on behalf of the corporation. He/she is personally known to me or has produced personally (type of identification) as identification. *Cheryl Joiner* (Notary Seal)

Notary Public

Name typed, printed or stamped

My Commission Expires: 12/22/24





Attachment 'F'

FRANKLIN COUNTY
DRUG-FREE WORKPLACE COMPLIANCE FORM

Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids, which are equal with respect to price, quality, and service, are received from a business that certifies that it has implemented a drug-free workplace program, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing the bids will be followed if none of the bid vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

(The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that Witt O'Brien's, LLC does):

(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.

2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.

3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in Subsection 1.

4. In the statement specified in Subsection 1, notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 1893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.

5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.

6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this form complies fully with the above requirements.

Vendor's Signature: Clay J. J. J.

Date

9/13/23

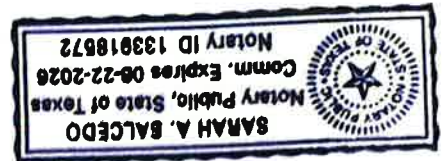
Print or Type Name/Title Cheryl Joiner, Director of Contracts and Compliance

STATE OF TEXAS
COUNTY OF COLLIN

The foregoing instrument was acknowledged before me by means of ☐ physical presence or ☒ online notarization, this 9/13/23 (date) by Cheryl Joiner (name of officer or agent, title of officer or agent) of Witt O'Brien's, LLC (name of corporation acknowledging), a Delaware (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced personally known (type of identification) as identification.

Notary Public
Sarah A. Salcedo
Name typed, printed or stamped

My Commission Expires: 8/22/24



Attachment 'F'

NO LOBBYING AFFIDAVIT

STATE OF FLORIDA
COUNTY OF
Polk

This 13th day of September 2023,
Cheryl Joiner

being first duly sworn, deposes and says that he/she is the authorized representative of
Witt O'Brien's, LLC
(Name of contractor, firm or individual), maker of the
attached submittal made in response to a request for bid, proposals, qualifications and/or
any other solicitation released by Franklin County, FL, and swears that the bidder and any
of its agents agrees to abide by the County's no lobbying restrictions in regard to this
solicitation.

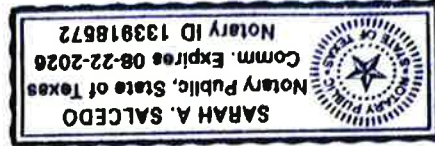
Cheryl Joiner

Affiant

Cheryl Joiner, Director of Contracts and Compliance
Print / Type Name & Title

The foregoing instrument was acknowledged before me by means of ☐ physical presence or ☒ online notarization, this
9/13/23 (date) by Cheryl Joiner (name of officer or agent, title of officer or agent) of
Witt O'Brien's, LLC (name of corporation acknowledging), a Delaware (state or place of
incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced
personally known (type of identification) as identification.
My commission expires: 8/22/24

Notary Signature
Sarah A. Salcedo



VENDOR CERTIFICATION
REGARDING SCRUTINIZED
COMPANIES LISTS

Respondent Vendor Name: Witt O'Brien's, LLC
Vendor FEIN: 27-2783923
Vendor's Authorized Representative Name and Title: Cheryl Joiner, Director of Contracts and Compliance
Address: 818 Town and Country Blvd., Suite 200
City: Houston State: Texas Zip: 77024
Phone Number: 281-320-9796
Email Address: contractrequests@wittobriens.com

Section 287.135, Florida Statutes, prohibits agencies from contracting with companies for goods or services of \$1,000,000 or more, that are on either the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector Lists which are created pursuant to s. 215.473, F.S., or the Scrutinized Companies that Boycott Israel List, created pursuant to s. 215.4725, F.S., or companies that are engaged in a boycott of Israel.

As the person authorized to sign on behalf of Respondent, I hereby certify that the company identified above in the section entitled "Respondent Vendor Name" is not listed on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List. I further certify that the company is not engaged in a boycott of Israel. I understand that pursuant to section 287.135, Florida Statutes, the submission of a false certification may subject company to civil penalties, attorney's fees, and/or costs.

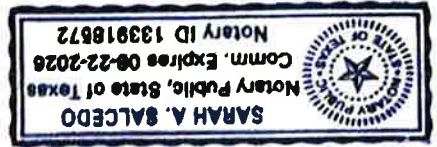
Certified By: Cheryl Joiner
who is authorized to sign on behalf of the above referenced company.
Authorized Signature Print Name and Title: Cheryl Joiner, Director of Contracts and Compliance
Date: 9/13/23

STATE OF Texas
COUNTY OF Collin

The foregoing instrument was acknowledged before me by means of ☐ physical presence or ☒ online notarization, this 9/13/23 (date) by Cheryl Joiner (name of officer or agent, title of officer or agent) of Witt O'Brien's, LLC (name of corporation acknowledging), a Delaware (state or place of incorporation), on behalf of the corporation. He/she is personally known to me or has produced personally known (type of identification) as identification.

[Notary Seal]

Notary Public Sarah A. Salcedo
Name typed, printed or stamped
My Commission Expires: 8/22/24



CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS
(for agreements exceeding \$100,000)

The undersigned certifies, to the best of his or her knowledge, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, Member of Congress, an officer or employee of Congress, or an employee of any Federal agency, a person for influencing or attempting to influence an officer or employee of any Federal agency, a Member of Congress, an officer or employee of Congress, or an employee of any Federal agency, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of any Federal agency, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The undersigned Contractor hereby certifies and attests to the accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 et seq., apply to this certification and disclosure, if any.

Cheryl Joiner
AFFILIANT

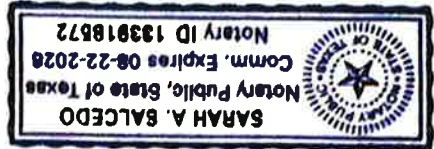
Cheryl Joiner, Director of Contracts and Compliance
Typed Name of AFFILIANT / AFFILIANT Title

9/13/23
Date

Texas
COUNTY OF

The foregoing instrument was acknowledged before me by means of ☐ physical presence or ☒ online notarization, this 9/13/23 (date) by Cheryl Joiner (name of officer or agent, title of officer or agent) of Witt O'Brien's, LLC (name of corporation acknowledging), a Delaware (state) or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced Personally known (type of identification) as identification.
[Notary Seal]

Sarah A. Salcedo
Notary Public
Name typed, printed or stamped
My Commission Expires: 5/22/24



E-VERIFY COMPLIANCE FORM

Definitions:

"Contractor" means a person or entity that has entered or is attempting to enter into a contract with a public employer to provide labor, supplies, or services to such employer in exchange for salary, wages, or other remuneration.

"Subcontractor" means a person or entity that provides labor, supplies, or services to or for a contractor or another subcontractor in exchange for salary, wages, or other remuneration.

Effective January 1, 2021, public and private employers, contractors and subcontractors will begin required registration with, and use of the E-Verify system in order to verify the work authorization status of all newly hired employees. Vendor/Consultant/Contractor acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of:

a) All persons employed by Vendor/Consultant/Contractor to perform employment duties within Florida during the term of the contract; and

b) All persons (including subvendors/subconsultants/subcontractors) assigned by Vendor/Consultant/Contractor to perform work pursuant to the contract with the Department of Homeland Security's E-Verify System during the term of the contract is a condition of the contract with the Franklin County, Florida; and

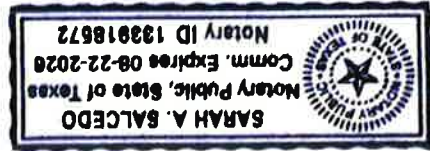
c) Should vendor become successful Contractor awarded for the above-named project, by entering into this Contract, the Contractor becomes obligated to comply with the provisions of Section 448.095, Fla. Stat., "Employment Eligibility," as amended from time to time. This includes but is not limited to utilization of the E-Verify System to verify the work authorization status of all newly hired employees, and requiring all subcontractors to provide an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien. The contractor shall maintain a copy of such affidavit for the duration of the contract. Failure to comply will lead to termination of this Contract, or if a subcontractor knowingly violates the statute, the subcontract must be terminated immediately. Any challenge to termination under this provision must be filed in the Circuit Court no later than 20 calendar days after the date of termination. If this contract is terminated for a violation of the statute by the Contractor, the Contractor may not be awarded a public contract for a period of 1 year after the date of termination.

Company Name: Wit O'Brien's, LLC
Authorized Signature: <i>Cheryl Joiner</i>
Print Name: Cheryl Joiner
Title: Director of Contracts and Compliance
Date: 9/13/23
Phone: 281-320-9796
Email: contractrequests@witobriens.com

STATE OF Texas
COUNTY OF Collin

The foregoing instrument was acknowledged before me by means of ☐ physical presence or ☒ online notarization, this 9/13/23 (date) by Cheryl Joiner (name of officer or agent, title of officer or agent) of Wit O'Brien's, LLC (name of corporation acknowledging), a Delaware (state or place of incorporation) corporation, on behalf of the corporation. He/she is personally known to me or has produced (type of identification) as identification.

Notary Public Sarah A Salcedo
Name typed, printed or stamped Sarah A Salcedo
My Commission Expires: 8/22/24



WITH YOU WHEN IT COUNTS

WITT O'BRIENS
ambipar
response

Resumes

Appendix B:

Laurie has 20 years of experience in disaster response field operations and disaster recovery, with a focus on FEMA PA reimbursement support.

For nearly 15 years, Laurie provided a wide range of emergency management technical assistance for counties in southwest Florida, including field operations for 10 major hurricane disasters. She has served as Emergency Management Director, Incident Commander, EOC Chief, and Communications Officer. She has knowledge of NIMS and ICS, with experience in planning, including emergency operations plans, comprehensive emergency management plans (CEMP), standard operating procedures (SOPs), and local mitigation strategies (LMS); training; and development and execution of tabletop, functional, and full-scale exercises. She also served as a debris management project manager following Hurricane Irma.

Laurie also has extensive experience in disaster recovery, managing client interface for the FEMA PA program for recipients and sub recipients, including supporting damage and eligibility assessments and using the FEMA Grants Portal for submitting required documentation for project formulation. She directly managed more than \$20 million in FEMA PA for replacement of critical infrastructure and charter educational school recovery. Since joining Witt O'Brien's, she has implemented response planning and long-term recovery strategies for both hurricanes and COVID-19.

DISASTER RECOVERY SPECIALIST III, INFRASTRUCTURE SERVICES, WITT O'BRIEN'S (2022 – PRESENT)

As a Disaster Response Specialist, Laurie works to continuously build upon and enhance response and recovery project delivery to effectively assist our local, state, and federal clients. She currently supports COVID-19 and hurricane recovery in multiple states and jurisdictions.

DISASTER RESPONSE SPECIALIST II, LUMA ENERGY PUERTO RICO (2021 – 2022)

Laurie provided technical and developmental guidance for LUMA Energy to prepare for, respond to and recover from any type of disaster that may affect the electric power transmission and distribution lines on the island of Puerto Rico. She was an intricate part of the IEM team that developed LUMA's Emergency Response Plan (ERP) and additional internal and external plans in relation to their blue and grey sky operations. Submissions include the Major Outage Restoration, Fire Response, Earthquake Response Annexes, Cyber Terrorism and EOC Guidebook. Laurie assisted with conducting LUMA's Homeland Security Exercise and Evaluation Program (HSEEP) Exercises and Integrated Preparedness Planning Workshops that assessed their response and recovery capabilities. She continually provided internal mentorship and developed After Action Reviews and Improvement Planning. She developed standard operating guidelines, procedures, policy, and strategies to enhance the capabilities of LUMA's Office of Crisis Management.

DISASTER RECOVERY ASSOCIATE, HURRICANE MICHAEL / COVID-19 (2019 – 2021)

While with Hagerly Consulting, Laurie led project oversight as the client's direct point of contact regarding FEMA PA eligibility project status, and grant reimbursement management. She managed the FEMA Site Inspections for damaged facilities and coordinated with cost estimators regarding the development of damage-descriptions-dimensions. She managed the client's PA Grants Manager and



Laurie Carley
PROJECT MANAGER

YEARS OF EXPERIENCE
 20 Years

EDUCATION

B.S., Business, University of Phoenix

Associate of Arts, Business Techniques, University of Phoenix

CERTIFICATIONS

Florida Emergency Preparedness Association

Currently in recertification for the Florida Professional Emergency Manager Certification.

Human Resource Management (Undergraduate) Certification, 2021

Grants Portal tools to submit required FEMA documentation for project formulation, monitoring pre-awarded functions and overall management of the grant. Laurie administered a hospital replacement project which resulted in an obligation of over \$18 million. Laurie validated support documentation for municipal general debris totaling over \$50 million as well as for the Private Property and Commercial Debris and Demolitions Program while also assisting with its reconciliation of contract invoicing. She coordinated with client staff to assist with management of CARES Act funding and was responsible for the oversight of COVID-19 supporting documentation.

EMERGENCY PLANNER, HILLSBOROUGH COUNTY, FLORIDA (2018 – 2019)

Laurie served as an on-site mentor and SME to the Emergency Management Staff related to the full spectrum of emergency management operations. She provided review of the County Comprehensive Emergency Management Plan, Continuity of Operations Plan as well as multiple standard operating procedures and guidelines, logistics and communications plans. She assisted in the development of Emergency Operations Center (EOC) Desk Books for each Emergency Support Function in addition to WebEOC and Everbridge training and exercises. Developed and executed HSEEP Tabletop and Functional Exercises for all EOC Staff, county internal staff, and external support entities. She also provided emergency operations center support in the planning section for EOC activation(s) and participated in committee development for long term recovery planning.

DEBRIS MANAGEMENT PROJECT MANAGER, LEON COUNTY, FL (2017 – 2018)

Laurie was the Project Manager and direct point of contact to the County and FEMA for Hurricane Irma for debris operations in Florida and Georgia. She coordinated emergency debris push operations to include right-of-way and property collections. Laurie managed field operations, debris monitoring coordination, permitting, and security. She managed all safety meetings, and validated compliance with all local, state, and federal regulatory requirements. She managed the Debris Management Site (DMS) for reduction, recycling, and final disposal to include reconciliation in the field through site operational closeout.

EMERGENCY MANAGEMENT CONSULTANT, STATE OF FLORIDA (2006 – 2017)

Laurie provided emergency management subject matter expert technical assistance to Southwest Florida counties. She evaluated and revised emergency operations plans to include CEMPs, SOPs/SOGs, LMSs, and state and federal grant applications. She evaluated county response and recovery plans to develop and execute tailored HSEEP-compliant tabletop, functional and full-scale exercises to assess capabilities to respond and recover from disastrous incidents and events. She developed After Action Reports with Improvement Plans (AAR/IP) and provided Community Emergency Response Team (CERT) training to enhance the local community's ability to respond and recover from emergencies and provided support for EOC operations during activations.

EMERGENCY MANAGEMENT DIRECTOR, HOLMES COUNTY, FLORIDA (2014–2015)

Laurie implemented a training and exercise program to assess the county's disaster response and recovery capabilities. She provided leadership and increased department capabilities by evaluating all emergency operations plans, procedures and guidelines to support grants requirements. Laurie built relationships with internal and external entities and organizations to develop focus groups and committees ensuring continuity of operations capability. She participated in the LMS committee and successfully applied for grants through the program for culvert replacements throughout the County. Laurie augmented the alternate EOC to build internal capabilities to accommodate additional needs in

areas of response and recovery. Laurie built relationships with the State and Federal partners and provided oversight of the FEMA PA grants.

EMERGENCY MANAGEMENT COORDINATOR/DIRECTOR, SEMINOLE TRIBE OF FLORIDA (2004 – 2006)

Laurie developed and implemented the Emergency Management Department that included all Tribal Reservations. Laurie was the Incident Commander for all EOC activations and provided guidance to the Tribal Council and Board Members of operations and budgetary management. She developed the CEMP Plan and significantly enhanced the department utilizing the framework of NIMS and Incident Command System (ICS). She participated in multi-jurisdictional meetings, committees, and conferences to build relationships between the tribal and non-tribal entities and organizations. Laurie was the direct point of contact to FEMA for the PA grants for multiple affected reservations resulting in over \$8 million in eligible reimbursement. She was the Liaison to FEMA Site Inspectors including those of the Hard Rock Hotels enterprise. She coordinated relief efforts for the Louisiana and Joplin (Missouri) post-hurricane and tornado impacts.

Rachel is an emergency management expert with more than 20 years of experience in disaster and medical / public health preparedness, response, and recovery at the local, state, and federal levels.

Since joining Witt O'Brien's, Rachel served as a senior manager and subject matter expert for project delivery in federal grant programs, including FEMA Public Assistance and Mitigation, HUD CBDG-DR and CBDG-MIT, and COVID-19 related grants. Prior to joining the firm, she provided similar services for another consulting firm and for Texas and Florida government agencies. She started her career as an emergency coordinator for several US Air Force bases.

She has experience in PA project management across multiple projects, completing project applications and receiving over \$200 million in funding. She also led the planning effort in receiving over \$20 million in CBDG-MIT funding as well as over \$19 million in CBDG-DR funding for the municipal government. She is currently engaged with the Witt O'Brien's team providing disaster recovery, COVID-19 support, guidance, and leadership to staff across the country.

Rachel also has extensive experience in emergency preparedness, including plan development, training and exercises, and management of Homeland Security and other related non-disaster and public health grant programs. She has presented at numerous conferences, including the International Association of Emergency Managers and Texas Division of Emergency Management conferences, among others, on topics related to emergency management.

FEMA PA SENIOR ADVISOR / PROJECT EXECUTIVE, CHARLOTTE CO, FL (2022 – PRESENT)

Rachel is providing advisory services on FEMA PA to support the County's recovery from Hurricane Ian (2022). The County has more than 300 projects submitted, totaling more than \$120 million.

FEMA PA SENIOR ADVISOR / PROJECT EXECUTIVE, TENNESSEE EMERGENCY MANAGEMENT AGENCY (2022 – PRESENT)

Rachel is supporting a team that is assisting the Recipient and more than 80 Subrecipients throughout the entire FEMA PA process (from application to closeout) in response to 12 natural disasters (e.g., winter storms, tornadoes, mud slides, flooding), a bombing event, and the COVID-19 pandemic. Total funds across these efforts are more than \$140 million.

FEMA PA PROJECT MANAGER, PORT OF SOUTH LOUISIANA (2022 – PRESENT)

Rachel is leading a team providing advisory services on FEMA PA to support the port's recovery from Hurricane Ida (2021). The project also includes identifying and evaluating Section 406 hazard mitigation projects. The total funds obligated are just over \$25 million and with mitigation may reach more than \$40 million.



RACHEL INGLE, CEM
SUBJECT MATTER EXPERT – RECOVERY

YEARS OF EXPERIENCE

21 Years

EDUCATION

Executive Leadership Certificate, Leadership in Crisis, Harvard University

BS, Emergency Management/ Homeland Security, Jacksonville State University

AAS, Disaster Preparedness, Community College of the Air Force

CERTIFICATIONS

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

Certified Texas Emergency Manager (TEM), Emergency Management Association of Texas

TRAININGS

National Emergency Response and Rescue Training Center: WMD Terrorism Awareness for Emergency Responders

North Atlantic Treaty Organization (NATO) NBC Defense Course: I-70-A-01

U.S. Army Chemical School: Toxic Agent Training

U.S. Air Force Readiness

Apprentice Course and CBRNE Key Leader's Course

FEMA PA PROJECT MANAGER / SENIOR ADVISOR, MULTIPLE CLIENTS (2022 – 2023)

Rachel served as project lead and provided advisory services on FEMA PA to support the several clients' recovery from the COVID-19 pandemic. For Greenwood House, NJ, For Cobble Hill Health Center, NY, the total funds obligated are just over \$5 million. For Lane County, Oregon, the total funds obligated are just over \$4 million. Beverly Hills, CA obligations were at \$3.2 million, and obligated funds for Greenwood House, NJ, are just under \$1 million.

PROJECT MANAGER, GAINESVILLE REGIONAL UTILITIES (2022)

Rachel conducted an evaluation of procurement policies for the FEMA PA reimbursement process. She also reviewed and evaluated their emergency operations plan and conducted an exercise workshop to test their emergency response to a Category 2 Hurricane scenario.

MANAGER OF STATE AND LOCAL RESPONSE AND RECOVERY, INNOVATIVE EMERGENCY MANAGEMENT (IEM) (2020 – 2021)

Rachel served as a Project Manager upon hire and was promoted to Manager after just 11 months. Her responsibilities included managing multi-million-dollar contracts for COVID-19 recovery efforts for the State of Illinois and crisis management work for LUMA Energy in Puerto Rico. For Illinois, she established the State's first-ever Disaster Recovery Framework, COVID-19 Long-term Recovery Plan, and the introduction of recovery support functions for local, state, and federal agencies. For LUMA Energy, she developed their crisis management and emergency management programs, established and built out the LUMA Emergency Operations Center (EOC), and drafted the first-ever Emergency Response Plan (ERP). She also conducted a utility hazard analysis that revealed multiple areas to address gaps in preparedness, response, and recovery operations. She implemented a training and exercise program that provided Incident Command System (ICS) training to more than 2,000 staff and conducted workshops involving 200 stakeholders from local, state, and federal levels of government, private industry, and nonprofit institutions for the first time on the island. She supported the publishing of a federal grants manual as well as policies on emergency procurements and processes for documenting, tracking, and submitting expenses to government agencies to obtain FEMA reimbursements post-disaster.

EMERGENCY MANAGEMENT COORDINATOR (EMC) AND HOMELAND SECURITY MANAGER, CITY OF SAN MARCOS, TX (2017 – 2020)

As the EMC for the City, Rachel was responsible for leading, developing, implementing, coordinating, and maintaining the emergency preparedness, response, recovery, and mitigation plans and activities for the overall emergency management program. Specifically, she managed the City's disaster and non-disaster-related grants, including Homeland Security Program (HSGP), Emergency Management Performance Grants (EMPG), disaster recovery, and private grants awarded for emergency management. She also managed and closed out more than \$2 million in federal PA grants from three previous disasters in 2013 and 2015. She drafted detailed scope changes for multiple projects that allowed the city to increase the allowable costs of the project and available federal assistance by more than 200%. She completed project worksheets (PWS) establishing eligible project sites and accurate cost descriptions. She also developed invoicing, payment records, and compliance review procedures. In addition, she led the City's planning effort in receiving over \$20 million in CDBG-MIT funding and nearly \$20 million in CDBG-DR funding.

PUBLIC HEALTH AND MEDICAL PREPAREDNESS AND RESPONSE PLANNER, TEXAS DEPARTMENT OF STATE HEALTH SERVICES (DSHS) (2016 – 2017)

For the DSHS Response and Recovery Unit, Rachel provided specialized knowledge of public health and medical services preparedness, response, and recovery activities. She was responsible for writing, updating, and evaluating DSHS public health and medical preparedness plans and authoring the first Texas Public Health and Medical Preparedness and Response Plan. She completed the first ever Public Health and Medical Hazard and Vulnerability Analysis for the State of Texas. She developed and managed the workplan and planning performance measures for the Centers for Disease Control and Prevention (CDC) and the Office of the Assistant Secretary for Preparedness and Response (ASPR) grant programs. She provided technical assistance to regional and local stakeholders on the development of public health and medical preparedness plans and exercises.

PLANNING SECTION CHIEF, CAPE CORAL FIRE DEPARTMENT – DIVISION OF EMERGENCY MANAGEMENT (2016)

Rachel was responsible for developing, training, and exercising the city's Emergency Operations Plan (EOP) and Recovery Plan. She also conducted reviews of supporting documentation to ensure compliance and proper reimbursement for PA, EMPG, HSGP, and other federal grants. She prepared post-disaster economic redevelopment strategies; analyzed various reports and other documentation to gain information, determine compliance, and apply applicable information to emergency management planning tasks; and analyzed demographic, statistical, and other forms of data relevant to emergency and disaster planning for utilization in grant funding distribution.

PLANS AND OPERATIONS OFFICER, MANATEE COUNTY, FL EMERGENCY MANAGEMENT (2013)

On a rotating basis, managed the primary and secondary Emergency Operations Centers (EOCs). Developed, revised, implemented, maintained, and provided input on internal and external comprehensive disaster plans, checklists, and programs addressing county-wide all-hazard mitigation, response, recovery, and preparedness actions. Reviewed federal grant guidance documentation to ensure compliant checklists were developed for EMPG, HSGP, PA, and HMGF grant programs to aid in a more efficient reimbursement process. Provided technical assistance with the maintenance and implementation of local, state, and federal grants.

Erin is an Associate Managing Director at Witt O'Brien's and has nearly 20 years of experience in hazard mitigation planning, project and application development, grants management, and financial data management.

Erin joined a predecessor company to Witt O'Brien's in 2010 as a mitigation specialist providing technical assistance for the Office of Homeland Security and Emergency Preparedness in the state's recovery from Hurricane Katrina.

Since that time, Erin has led the development of mitigation plans and HMA grants program applications for higher education institutions and state and local governments and has a FEMA approval rate of one hundred percent. As part of her role, Erin supports communities by connecting hazard mitigation planning to project and application development. She has successfully led the development and implementation of state and local level Hazard Mitigation Assistance projects and managed over \$3B in mitigation funding strategies. Erin's use of effective Benefit-Cost Analyses to achieve acceptable Benefit-Cost Ratios has been instrumental in the obtainment of Hazard Mitigation Assistance funding. She is proficient in project planning, client coordination, and timeline management.

SUBJECT MATTER EXPERT, NEW MEXICO DEPARTMENT OF HOMELAND SECURITY AND EMERGENCY MANAGEMENT (2023 – PRESENT)

Erin serves as a Subject Matter Expert, providing support and staff augmentation services for multiple HMA funding opportunities.

HAZARD MITIGATION ASSISTANCE, CHARLOTTE COUNTY, FLORIDA (2023 – PRESENT)

Erin serves as Project Manager/Senior Advisor. Charlotte County received an \$80 million+ allocation from Hurricane Ida. Witt O'Brien's is providing project scoping and application development services.

HAZARD MITIGATION ASSISTANCE, ALABAMA EMERGENCY MANAGEMENT AGENCY (AEMA) (2022 – PRESENT)

Erin serves as Project Manager, providing support and staff augmentation services to AEMA for multiple HMA funding opportunities. Our mitigation team supports application reviews, application rankings, technical assistance, and staff augmentation services.

HAZARD MITIGATION PLAN UPDATE, MONTGOMERY COUNTY, MARYLAND (2022 – PRESENT)

Erin serves as Project Executive for updating the County's HMP.

ERIN BUCHANAN, CFM
SUBJECT MATTER EXPERT –
MITIGATION



YEARS OF EXPERIENCE

18 Years

EDUCATION

BA, International Relations and
Affairs, Minor – French, Marshall
University

CERTIFICATIONS

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

TRAINING

FEMA Classroom Training: DF-100,

DF-105, DF-106, DF-109, DF-120,
DF-128, DF-219, DF-228, DF-304,
DF-305, DF-308, DF-310, DF-319,
DF-416, DF-418, DF-420, DF-421,
DF-434, DF-435, DF-437, DF-500,
DF-505, DF-506, DF-507, E-253, E-
273, E-276, E-842, L-273, L-386, L-
701
See conclusion of resume for balance
of training.

MITIGATION PROJECT IMPLEMENTATION SERVICES, GLOUCESTER COUNTY, VIRGINIA (2022 – PRESENT)
 Erin serves as Project Manager. Gloucester County received residential flood mitigation grants funding through HMGP and Flood Mitigation Assistance. Witt O'Brien's is providing project implementation services to include property owner coordination, engineering coordination, procurement assistance, financial allocation and reimbursement assistance, and overall grants management services.

SUPPORT TO TERRITORY HAZARD MITIGATION OFFICER, USVI (2021 – PRESENT)

Erin serves as Witt O'Brien's lead mitigation specialist for mitigation, providing support to the Territory Hazard Mitigation Officer and other sub-applicants for mitigation program support. Our team supports application development, including BCAs for an HMGP ceiling lock-in of ~\$1.2 billion.

UPDATE TO REGIONAL HAZARD MITIGATION PLANS (DISTRICT 7), MISSISSIPPI EMERGENCY MANAGEMENT AGENCY, (2022 – 2023)

Erin serves as Project Executive for updating the regional mitigation plan consisting of 9 counties: Jefferson, Adams, Franklin, Lincoln, Lawrence, Wilkinson, Amite, Pike, and Walthall. The area of the participating counties includes 4,781 square miles and a population of 174,795 citizens. This mitigation plan is currently under development.

REGION 4 HAZARD MITIGATION PLAN UPDATE, STATE OF WEST VIRGINIA (2021 – 2022)

Erin served as technical assistance advisor for updating the regional mitigation plan consisting of 5 counties and 30 underlying jurisdictions. Witt O'Brien's was a sub to E.L. Robinson. This mitigation plan was approved in 2022.

UPDATE TO REGIONAL HAZARD MITIGATION PLAN (DISTRICT 2), MISSISSIPPI EMERGENCY MANAGEMENT AGENCY (MEMA) (2021 – 2022)

Erin served as Project Manager/Senior Mitigation Planner for updating the regional mitigation plan consisting of 11 counties and 48 underlying jurisdictions. The areas of the participating counties range from 401 square miles to 710 square miles. This mitigation plan was approved in 2022.

UPDATE TO REGIONAL HAZARD MITIGATION PLAN, MEMA DISTRICT 6 (2021 – 2022)

Erin served as Project Manager/Senior Mitigation Planner for updating the regional mitigation plan consisting of nine counties and 30 incorporated municipalities. This district had eight recorded dam failures and there are 37 high-hazard dams. The areas of the participating counties range from 572 square miles to 767 square miles. This mitigation plan was approved in 2022.

HAZARD MITIGATION PLAN UPDATE, ST. CHARLES PARISH, LOUISIANA (2019 – PRESENT)

Erin serves as Project Manager/Senior Mitigation Planner for updating St. Charles Parish's Hazard Mitigation Plan. The scope includes a detailed repetitive loss strategy that the Parish will use to implement the residential mitigation program.

UPDATE TO REGIONAL HAZARD MITIGATION PLAN, MEMA DISTRICT 4 (2019 – 2020)

Erin served as Project Manager/Senior Mitigation Planner for updating the regional mitigation plan consisting of 10 counties and 36 underlying jurisdictions. The areas of participating counties range from 416 square miles to 772 square miles. This mitigation plan was approved in 2020.

UPDATE TO REGIONAL HAZARD MITIGATION PLAN, MEMA DISTRICT 8 (2019 – 2020)

Erin served as Project Manager/Senior Mitigation Planner for updating the regional mitigation plan consisting of seven counties and 17 incorporated municipalities. The areas of the participating counties range from 415 square miles to 814 square miles. This mitigation plan was approved in 2020.

HAZARD MITIGATION PROGRAM SUPPORT, SIENNA PARKS & LEVEE IMPROVEMENT DISTRICT, TEXAS (2018 – 2019)

Erin served as Hazard Mitigation Specialist/Project Manager tasked with identifying and developing hazard mitigation projects. She has submitted multiple grant applications to TDEM totaling approximately \$70 million. Erin is also Project Manager/senior mitigation planner assisting the Sienna Parks & Levee Improvement District with the development of its inaugural Hazard Mitigation Plan.

UPDATE TO STATEWIDE HAZARD MITIGATION PLAN FOR MEMA (2018)

Erin served as Project Manager/Mitigation Planner updating the Mississippi State Plan, which included an extensive file conversion and updates to include climate change.

UPDATE TO STATEWIDE HAZARD MITIGATION PLAN, VIRGINIA DEPARTMENT OF EMERGENCY MANAGEMENT (2017 – 2018)

Erin served as Project Manager and Senior Mitigation Planner responsible for the update of the plan as well as adding applicable enhanced plan elements. The plan also included a loss-avoidance study using previously implemented mitigation projects throughout the Commonwealth.

HAZARD MITIGATION TECHNICAL ASSISTANCE, CITY OF FERNANDINA BEACH, FLORIDA (2017 – PRESENT)

Erin serves as a mitigation specialist responsible for the development and grants management of the City of Fernandina Beach, Florida drainage project.

FLOOD MITIGATION ASSISTANCE, TOWN OF TOMS RIVER, NEW JERSEY (2017 – 2020)

Erin served as a mitigation specialist responsible for the development and grants management of the Toms River, New Jersey FMA Elevation project.

HAZARD MITIGATION TECHNICAL ASSISTANCE, CITY OF SAVANNAH, GEORGIA (2017 – 2019)

Erin served as a mitigation specialist responsible for the development and grants management of the City of Savannah, Georgia's generator project, which was submitted for HMGF funding under Hurricane Matthew.

UPDATE TO COUNTY HAZARD MITIGATION PLAN, WARD COUNTY, NORTH DAKOTA (2017 – 2018)

Erin served as Project Manager responsible for the update of the HMP, which included 13 jurisdictions. Erin was also responsible for contract management and client reporting.

HAZARD MITIGATION GRANTS MANAGEMENT AND HAZARD MITIGATION PLAN UPDATE, UNIVERSITY OF TEXAS, MEDICAL BRANCH (UTMB) (2016 – PRESENT)

Erin serves as Project Manager/Hazard Mitigation Specialist responsible for grant management, as well as advising UTMB leadership, staff, and contractors. She is responsible for identifying and developing mitigation projects as funding became available. She has submitted multiple grant applications to TDEM totaling approximately \$75 million.

MULTI-JURISDICTIONAL HAZARD MITIGATION PLANNING, MULTIPLE CLIENTS, VIRGINIA (2016 – 2017)

As Senior Mitigation Planner, Erin worked with the Northern Virginia counties of Arlington, Fairfax, Loudoun, and Prince William; the cities of Alexandria, Fairfax, Falls Church, Manassas, and Manassas Park; and the towns of Clifton, Dumfries, Haymarket, Herndon, Leesburg, Lovettsville, Middleburg, Purcellville, Occoquan, Round Hill, and Vienna to update the Hazard Identification and Risk Assessment (HIRA) for the Northern Virginia Hazard Mitigation Plan. Erin provided technical assistance, document and data management, research, and quality assurance/quality control (QA/QC) for this multi-jurisdictional Hazard Mitigation Plan.

UPDATE TO COUNTY HAZARD MITIGATION PLAN, JEFFERSON COUNTY, ARKANSAS (2015 – 2017)
 Erin worked as a Mitigation Planner for this project, and was responsible for the QA/QC of updated plan documents for The Jefferson County, Arkansas Multi-Jurisdictional Hazard Mitigation Plan.

HAZARD MITIGATION PLANNING AND RISK ASSESSMENT, THE UNIVERSITY OF MINNESOTA (2015 – 2016)
 As Deputy Project Manager/Senior Mitigation Planner, Erin worked closely with the five campuses of the University of Minnesota to collect data and documents necessary to create the university's inaugural Hazard Mitigation Plan and update their existing threat/hazard identification and risk assessment (THIRA). Erin was responsible for documenting the development process for the plans, managing data and documents provided by the participating campuses and departments, researching information for the plans, and formatting and updating the plan documents. She worked closely with both the university and its representatives involved in the plan development/update process, providing technical assistance at each stage of the plan and document development/updates, including in the development of the mitigation strategy for each campus and the public participation process. Erin also worked with GIS staff to ensure all map products created for the plan were accurate and correctly reflected conditions, assets, and data sources.

HAZARD MITIGATION PLAN REVIEW, AUBURN UNIVERSITY, ALABAMA (2015 – 2016)
 Erin was responsible for the QA/QC of plan documents for the Auburn University Disaster-Resistant University Hazard Mitigation Plan, which included a preliminary Business Impact Analysis (BIA) for multiple departments at the university.

HAZARD MITIGATION PROGRAM SUPPORT, LOUISIANA GOVERNOR'S OFFICE OF HOMELAND SECURITY AND EMERGENCY PREPAREDNESS (GOHSEP) (2007 – 2016)
 Erin served as Hazard Mitigation Specialist supporting GOHSEP during the rebuilding efforts from Hurricanes Katrina, Rita, Gustav, Ike, Isaac, and several other unnamed disasters. She assisted in the development and implementation of strategic plans for mitigation programs. Erin provided expert guidance regarding mitigation, assisted in identifying and developing HMGP projects and applications, ensured guidance and legislative criteria were met, performed QA/QC reviews, assisted with problem resolution, developed BCAs, assisted in training GOHSEP staff and local subrecipients, and developed funding strategies and financial management tracking tools to manage over \$2.7 billion in Federal funds.

FEMA Independent Study: IS-001, IS-003, IS-005, IS-007, IS-008, IS-010, IS-011, IS-015, IS-022, IS-036, IS-055, IS-100, IS-111, IS-120, IS-139, IS-200, IS-208, IS-212, IS-230, IS-235, IS-240, IS-241, IS-242, IS-244, IS-253, IS-271, IS-275, IS-288, IS-279, IS-292, IS-318, IS-324, IS-362.A, IS-393, IS-394, IS-395, IS-546, IS-547, IS-630, IS-632, IS-650, IS-700, IS-775, IS-800, IS-814, IS-870

Michelle is a Director of Witt O'Brien's Community Services practice. She is a compliance and quality assurance expert with 17 years of experience in large, complex disaster recovery grants programs.

In her role as Director, Michelle leads teams responsible for compliance monitoring, closeout, and managing internal and external engagements. She has developed compliance monitoring, risk, and closeout resources that are being utilized practice-wide—including Jefferson County, Alabama and Louisville, Kentucky Metro Government.

Prior to joining Witt O'Brien's, she served as the Compliance and Monitoring Department Head for the New York City Mayor's Office of Management and Budget (OMB) ensuring compliance for more than \$4.2 billion following Hurricane Sandy and managed internal and external monitoring engagements and audits with the U.S. Housing and Urban Development (HUD) and the Office of the Inspector General. She was also a Project Manager for the City of New Orleans, overseeing \$88 million in capital projects for the Office of Community Development – Disaster Recovery Unit. Michelle held several other positions in the New Orleans area in the aftermath of Hurricanes Katrina and Rita.

DIRECTOR, WITT O'BRIEN'S, LLC (2020 – PRESENT)

Michelle provides American Rescue Plan Act (ARPA) project management support to several state, county, and local government organizations. Her project experience includes but is not limited to:

ARPA GRANTS MANAGEMENT, HARRIS COUNTY, TX (2021 – PRESENT)

As the Lead Project Manager, Michelle is leading the

compliance effort for Harris County's \$915 million ARPA SLFRF award. She established the team and compliance function and is providing technical assistance to Harris County, Boston Consulting Group, and Safal Partners. She has developed a compliance dashboard; performed eligibility assessments for programs and projects; as well as assessed risk and alleviation strategies. She also developed other compliance tools for Harris County, including compliance and subrecipient monitoring plans; tailored monitoring plans; performed reviews; and developed closeout plans.

COVID-19 DISASTER RECOVERY, KING COUNTY, WA (2020 – PRESENT)

Michelle is the Compliance Lead overseeing and leading a team responsible for compliance monitoring of over 200 subrecipients and 1,500 contracts funded with U.S. Treasury-allocated Coronavirus Relief Fund.

In addition, Michelle leads projects for the Metropolitan Water District of Southern California, Eastern Municipal Water District (Perris, California), California Office of Planning and Research Training Series, Sonoma County (CA) subrecipient training, and the City of Wichita, KS.

**MICHELLE LITTLE, MURP
 SUBJECT MATTER EXPERT –
 FINANCIAL REPORTING AND
 COMPLIANCE**



YEARS OF EXPERIENCE
 17 Years

EDUCATION

Master of Urban and Regional
 Planning, University of New Orleans
 BS, Geography, University of Central
 Arkansas

CERTIFICATION

Project Management Professional
 (PMP) (in progress), Project
 Management Institute, Expected date
 of completion: 2023

Certificate, Project Management,
 Rutgers University

MAYOR'S OFFICE OF MANAGEMENT AND BUDGET – CDBG-DR TASK FORCE, CITY OF NEW

YORK, NY (2014 – 2020)

Michelle established the Department and function at OMB. As the Compliance and Monitoring Unit Head, she was responsible for ensuring compliance for \$4.2 billion received after Hurricane Sandy for Business, Housing, Infrastructure, and Resiliency Projects. She oversaw internal and external engagements including monitoring engagements by HUD and Audits by the Office of Inspector General.

CITY OF NEW ORLEANS, LA (2010 – 2014)

As Project Manager, Michelle oversaw \$88 million in capital projects, including streetscape and roadway improvement, planning, land acquisition, streetlight repair, and landscaping projects for the Office of Community Development – Disaster Recovery Unit.

LOUISIANA SOLUTIONS, LLC (2009 – 2010)

As Grants Manager and Junior Planner, Michelle was responsible for 37 streetscape and roadway improvements, land acquisitions, and planning projects. She was also responsible for analyzing census and beneficiary data, urban planning, and GIS.

CITY OF KENNER (LOUISIANA) GRADUATE ASSISTANTSHIP, UNIVERSITY OF NEW ORLEANS (2007 – 2009)

Michelle acted as planning assistant for the University of New Orleans on loan to the City of Kenner and was responsible for grant writing and grant management, land use and master planning, zoning, and GIS.

MATTHEW J. ERCHULL
 SUBJECT MATTER EXPERT – HUD
 GRANT PROGRAMS



YEARS OF EXPERIENCE
 15 Years

PROFESSIONAL EXPERIENCE

Witt O'Brien's
 Managing Director

NYS Governor's Office of Storm

Recovery
 Director of Research and Strategic

Analysis

CDM Smith Inc.

Management Consultant

Matt is a nationally recognized subject matter expert and thought leader in innovative strategies to maximize federal grants programs including HUD CDBG-DR, FEMA Public Assistance, and COVID-19 funding.

Matt has nearly 15 years of experience and is a recognized subject matter expert in development of public policy, program and project management, research, and quantitative analysis focused on assisting state and local governments, NGOs, and private non-profits with federally funded grant programs. He brings expertise in HUD Community Development Block Grant – Disaster Recovery (CDBG-DR) and FEMA's Public Assistance (PA) and Hazard Mitigation Grant Programs (HMGP).

Since joining Witt O'Brien's, Matt has supported state, local, and territorial government clients, non-profit organizations and other non-governmental organizations in support of HUD, FEMA, Small Business Administration (SBA), Economic Development Agency (EDA), and other related federal agency disaster-assistance programs. In addition to his expertise in COVID-19 recovery, Matt has worked on recovery from some of the nation's most devastating disasters including storms in Louisiana, New York, Texas, and the USVI. He has developed 8 unmet needs analyses, 4 action plans, and over 200 project applications.

MANAGING DIRECTOR, COMMUNITY SERVICES, NATIONWIDE (2020 – PRESENT)

Matt is the Managing Director and Practice Lead for an industry-leading team of professionals assisting Federal, State, Tribal, and Local Government entities with the strategic, tactical, and operational administration of billions of dollars in annually appropriated federal funding. His team is currently focusing on leveraging historic congressional funding targeting infrastructure investment, economic development, housing development and stability, Title IV and civil rights/equity, modernization of constituent services, and enterprise solution development/deployment. As Managing Director, Matt has been successful in developing and implementing complex programs under CARES and ARPA, including Emergency Rental Assistance Programs (ERAP), Housing Assistance Fund (HAF) programs, as well as programs for small businesses and for the recovery of dollars lost due to the pandemic. He has provided pro bono webinars for the National Association of Counties (NACo) and various other national and regional associations, helping communities better understand and regulatory requirements and how to meet them. He is currently leading the team in developing and implementing programs for the Housing Assistance Fund for New York, Texas, Kansas and West Virginia Delaware, and Iowa--all have officially launched their HAF programs with New York being the first in the country to receive approval and reach program launch.

MANAGING DIRECTOR, DISASTER RECOVERY, US VIRGIN ISLANDS (2019 – PRESENT)

Following Hurricanes Irma and Maria, Matt served as Deputy Project Manager supporting the U.S. Virgin Islands' \$1.9 billion CDBG-DR/CDBG-MIT program design and implementation support. He assisted with the development of USVI's 2019 Recovery Progress Report for the ODR, which involved coordination between all territorial agencies and critical sectors to obtain information about the state of

recovery in the USVI. Since July 2019, Matt has been directly supporting the Virgin Islands Housing Finance Authority (VIHFA) with advisory services for the USVI's CDBG-DR allocation.

DIRECTOR OF RESEARCH AND STRATEGIC ANALYSIS, NEW YORK GOVERNOR'S OFFICE OF STORM RECOVERY (GOSR), NEW YORK (2015 – 2019)

As Director of Research & Strategic Analysis, Matt assisted the NY GOSR by providing program and policy development, policy research and analysis, and operational systems development expertise as they administered \$4.5 billion for CDBG-DR allocation. Matt led the department responsible for coordinating strategic planning, policy development, program evaluation, policy analysis, and regulatory compliance.

ST. BERNARD PARISH SHERIFF'S DISASTER RECOVERY OFFICE, NEW ORLEANS, LOUISIANA

As Project Manager, Matt managed existing projects totaling approximately \$93 million. He was responsible for managing the design development, project procurement, administrative reimbursement, and closeout activities.

ST. BERNARD PARISH GOVERNMENT RECOVERY OFFICE, NEW ORLEANS, LOUISIANA

As Project Manager, Matt managed existing projects totaling approximately \$1.1 billion. He was responsible for managing design development, project procurement, administrative reimbursement, and closeout activities for over 660 FEMA Project Worksheets (PWS).

404 MITIGATION PLAN, CITY OF MINOT, NORTH DAKOTA

Matt acted as a Technical Writer and Policy & Data Analyst for the City of Minot. He assisted in completing a 404 Mitigation Plan that included analyses of flood-impacted areas with redevelopment and mitigation strategies for affected housing, businesses, critical infrastructure, and public services.

CDBG GRANT NEEDS ASSESSMENT, TIoga COUNTY, NEW YORK

As a Technical Writer and Policy & Data Analyst, Matt completed a CDBG Needs Assessment that focused on impacted housing, businesses, critical infrastructure, social services, schools, and public services as a result of flooding in 2011. The assessment was incorporated into the State of New York Office of Community Renewal's official action plan.

CITY OF GALVESTON DISASTER RECOVERY HOUSING PROGRAM, GALVESTON, TEXAS

As Contract Management System Program Lead, Matt was responsible for developing program requirements, controls, and implementation plans for the program's Contract Management System ("Intelligrants"). Responsibilities included development of system programming and development. Matt also trained program and City staff on system functionality and controls, and provided analytic support based on system data exports.

HARRIS COUNTY DISASTER RECOVERY HOUSING PROGRAM, TEXAS

Matt was responsible for developing program requirements, controls, and implementation plans for the program's Contract Management System ("Intelligrants"). Responsibilities included development of program requirements, based on policy, for system programming and development. He also trained program and County staff on system functionality and controls, and provided analytic support based on system data exports.

CITY OF GALVESTON HOMEBUYER ASSISTANCE PROGRAM, GALVESTON, TEXAS
Matt managed the City's Homebuyer Assistance Program by developing program policies, managing staff, interacting with clients, and collaborating with funding agencies for periodic audits and individual activity reviews.

Grady joined Witt O'Brien's in 2023 with 10 years of experience as an Emergency Management executive helping agencies and private sector partners develop and implement advanced technology solutions to society's most complex problems.

He most recently served as the Assistant Director of Recovery Operations and then Disaster Logistics for Cal Office of Emergency Services (Cal OES) where he oversaw the State's Public Assistance, California Disaster Assistance Act (CDAA), and debris operations teams, as well as logistics response to COVID-19 and numerous historic fires. Prior to Cal OES, Grady played a leading role in the development of FEMA's Public Assistance New Model and modernization of FEMA's major grants management systems at both headquarters and Region IX.

His experience includes disaster response, recovery, logistics, and field operations. Grady is proficient in the National Incident Command System. Grady has expertise in public policy and is passionate about human centered design. He has successfully show agile development, efficient customer experience, and complex system modernization.

PUBLIC SECTOR – SUBJECT MATTER EXPERT, WITT O'BRIEN'S, LLC (2023 – PRESENT)

At Witt O'Brien's, Grady leads recovery programs for the Western United States and also serves as a key SME on innovation and field operations for complex engagements nationally. Specific project experience includes:

Project Manager, Post Disaster Recovery Management, Tulare County, Visalia, CA (2023 – Present)

ASSISTANT DIRECTOR OF LOGISTICS MANAGEMENT, CALIFORNIA OFFICE OF EMERGENCY SERVICES, SACRAMENTO, CA (2021 – 2022)

Grady was appointed by Governor Gavin Newsom to lead statewide logistics for all hazards disaster response and recovery efforts, including the procurement, storage, and distribution of \$2.5 billion worth of commodities and equipment. He developed sophisticated ordering, inventory, and shipment systems, which facilitated 46,000 orders for 1.8 billion units of medical commodities statewide. Other duties included the strategic oversight and management of all disaster logistics operations, 43 facilities statewide, and all Cal OES business services functions. Grady lead largest COVID19 mass vaccination sites in the country (700,000+ residents vaccinated). Executive sponsor for numerous technology modernization initiatives including Credentialing & Deployment Tracking.

GRADY JOSEPH

SENIOR APPEALS OFFICER OR LEGAL COUNCIL



YEARS OF EXPERIENCE
 10 Years

EDUCATION

BA, Political Science, Law and International Relations, University of California, Los Angeles, CA

AWARDS/CERTIFICATIONS

Innovation Champion, American Council for the Technology and Industry Advisory Council - Computer vision pilot for disaster damage assessments.
 President's Award, American Society of Public Administration - Cal OES Disaster Logistics for exemplary leadership in response to COVID19 pandemic.
 Director's Award, California Governor's Office of Emergency Services - Exemplary Leadership in COVID19 Mass Vaccination

Traillblazer Salesforce, California Governor's Office of Emergency Services -Implementation of Public Health Ordering System in support of COVID19 logistics operations.

ASSISTANT DIRECTOR OF RECOVERY OPERATIONS, CALIFORNIA OFFICE OF EMERGENCY SERVICES, SACRAMENTO, CA (2019 – 2021)

Grady was appointed by Governor Gavin Newsom to lead disaster recovery programs, including the oversight and management of FEMA's Public Assistance program and statewide debris removal operations. Managed over \$10 billion of recovery projects statewide. He implemented an end-to-end grants management platform and business improvement process centered on transforming customer service and enabling the efficient management of key program that help communities recover from disasters on Salesforce Service Cloud, including Tableau, MuleSoft.

DEPUTY PROGRAM MANAGER, SERCO NORTH AMERICA, SAN FRANCISCO, CA (2018 – 2019)

Grady led field operations for a 5-year, \$650 million contract providing technical support to FEMA's Public Assistance Program (PA TAC IV) in FEMA Regions V, VI, and VIII (17 states). Responsibilities include full scope readiness strategy for a roster of 500 technical experts including implementation of deployment tracking technology, development of comprehensive training program, deployed staff support and contract performance management.

PRESIDENT, DISASTERS I/O, SAN FRANCISCO, CA (2017 – PRESENT)

Grady provides independent consultant management and subject matter expertise on the implementation of FEMA's Public Assistance Program and associated disaster response and recovery programs. He is focused on digital transformation in the Public Safety Sector.

REGIONAL COORDINATION LEAD, FEDERAL EMERGENCY MANAGEMENT AGENCY, OAKLAND, CA (2016 – 2017)

Grady led national stakeholder engagement for \$250 million Grants Management Modernization initiative tasked with moving 12 primary systems supporting 40+ grant programs (\$15+ billion under management) to a single platform using human centered design and agile development methodology.

DEPUTY OPERATIONS OFFICER, FEDERAL EMERGENCY MANAGEMENT AGENCY, WASHINGTON, DC (2014 – 2016)

Grady supported the Assistant Administrator of Recovery in managing all aspects of national Individual and Public Assistance Program operations from Major Disaster Declaration process to the deployment of field staff (Over 60% of FEMA deployable workforce), including policy and program development. He played a key technical leadership role in the development and implementation of the Public Assistance Grants Manager platform, development of Joint Preliminary Damage Assessment modernization.

PROGRAM ANALYST, FEDERAL EMERGENCY MANAGEMENT AGENCY, WASHINGTON, DC (2013 – 2014)
 Grady performed key role supporting the development and implementation of newly established Program Management Office designed to improve customer experience for disasters. He was responsible for developing technology systems, Standard Operating Procedures, training programs, and personnel deployment strategies.

FIELD ORGANIZER, OBAMA FOR AMERICA, HAMPTON, VA (2012)

Grady led volunteer mobilization efforts and developed enhanced voter turnout and optimization strategy for Hampton Roads region (Population 1.6 million). His work led the region to be ranked #1 in voter turnout increase over 2008 election cycle in the State.

BUSINESS SALES LEADER, APPLE, INC, LOS ANGELES, CA (2009 – 2012)
Grady was the top grossing sales leader at several Apple Retail stores. He managed business sales for small and medium sized companies. Facilitated the delivery of comprehensive technology solutions, including adoption and implementation of mobile technology with the launch of iPad and iPhone.

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