

FEMA CONSULTANT

GAINESVILLE REGIONAL UTILITIES

Attn: Vanessa L. Ashley
RFP: 2021-002-1-2021/VLA
Date: June 30th, 2021

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COVER LETTER

June 30, 2021

Vanessa L. Ashley
Procurement Specialist III
Gainesville Regional Utilities
301 SE 4th Avenue
Gainesville, FL 32601

RE: RFP for FEMA Consultant, RFP 2021-002

Dear Ms. Ashley:

Witt O'Brien's is pleased to submit this proposal to Gainesville Regional Utilities (GRU) in order to provide consulting services for FEMA reimbursements for storm recovery or hardening activities. We understand that you are seeking a qualified and seasoned consultant to assess and provide recommendations on your current reimbursement policies and procedures as well as assist you in maximizing your reimbursements during recovery from future events.

As a premier, full-service emergency management firm in the industry, Witt O'Brien's primary focus has always been on comprehensive disaster management to achieve the best outcome for governmental entities and the communities they serve. Since 2001, we have helped our clients justify, secure, and employ more than \$65 billion in disaster recovery funding across the spectrum of available sources. This work has included damage assessments, project development, and administration of Federal and state disaster recovery grant programs for some of the costliest and most devastating disasters in our nation's history.

Maximizing cost recovery requires expertise in the full grants management lifecycle of numerous programs administered by multiple Federal agencies. Our leadership brings the program management knowledge, understanding, and relationships that are key to addressing everything from the risks of hurricane season, and whatever other natural or manmade disasters GRU may face. Our hard-won success is the result of decades of experience in providing disaster recovery leadership and support for clients across all 10 FEMA regions and delivering results as reflected in an unparalleled record of grants managed.

Witt O'Brien's appreciates your time and consideration and stands ready to assist GRU. Upon award, Witt O'Brien's will in good faith negotiate mutually agreeable contract terms with GRU tailored to the work scope. For any questions about this proposal or our capabilities, please contact our proposed Project Manager, Valarie Philipp, at (954) 644-2202 or vphilipp@wittobriens.com, cc: contractrequests@wittobriens.com.

Respectfully,

Witt O'Brien's, LLC

Jonathan Hoyes

Jonathan Hoyes

Senior Managing Director
Government Solutions

1. PRICING

Solicitation Number: RFP 2021-002 For: FEMA Consultant

PRICING RESPONSE FORM

PHASE 1: - PRICING FOR SERVICES AFTER AWARD OF CONTRACT

Provide lump sum pricing for services requested.

\$5000

PHASE 2: - FEE SCHEDULE FOR SERVICES UPON ACTIVATION OF A STORM

Work to be done on a time and material basis using contracted time and material rates. Compensation for services performed will be based on the contracted rates.

Upon storm activation, task lists will be initiated based on scopes of work for specific projects as needed and required for storm recovery. Tasks will have a ceiling cap per task (not to exceed amount assigned).

FEE SCHEDULE

Position/Title	\$/Hr Rate
Project Executive	\$260.00
Recovery Project Manager	\$168.00
Subject Matter Expert	\$155.00
Senior Grant Management Specialist	\$155.00
Grant Management Specialist	\$140.00
Senior Mitigation Specialist	\$155.00
Mitigation Specialist	\$130.00
Administrative Assistant	\$50.00

Notes on Rates

1. The hourly rates include all applicable overhead and profit.
2. All non-labor other direct costs will be billed to GRU at cost without mark-up. This includes travel expenses such as airfare, hotel, per diem, rental car and/or mileage, which will be billed in accordance with current GSA schedule or GRU’s travel policy as required.
3. All expenses shall be submitted with full supporting documentation in compliance with FEMA guidelines for reimbursement.

2. REFERRALS

The Witt O'Brien's team is currently providing grants management services in response to damages to the electric distribution system of a similar member corporation and has been providing strategic advisory services in the areas of procurement and policy compliance, mitigation, and appeals to several others. **Exhibit 1** provides three references for reimbursement support provided to other utilities within the past 5 years.

Exhibit 1: References for Similar Work Within Past 5 Years

Middle Tennessee Electric Membership Corporation	
Client Information	 <p>POC: Keith Thomason, VP of Engineering Phone: (615) 494-1528 Email: keith.thomason@mtemc.com POP: 2019 to present</p>
Description of Services	<p>Since 2019, Witt O'Brien's has been providing PA grants management support to MTEMC following the Tennessee Severe Storms, Tornadoes, Straight-Line Winds, and Flooding (DR-4476-TN). We also conducted a review of MTEMC's procurement procedures and policies for compliance with FEMA and Federal standards as well as industry best practices.</p>
Clay County Electric Cooperative	
Client Information	 <p>POC: Mark Maxwell, Chief Financial Officer Phone: (352) 473-8000 Email: mmaxwell@clayelectric.com POP: 2019 to present</p>
Description of Services	<p>In 2019, Witt O'Brien's was contracted by CEC to assist with several elements of FEMA Public Assistance. We were contracted to assist with mitigation efforts for the use of their Hurricane Irma Excess Direct Administrative Cost (DAC) funds, complete a procurement and policy review of their existing policies and procedures, and lastly to provide standby grants support for future events should CEC be impacted by a disaster.</p>
Florida Keys Electric Cooperative	
Client Information	 <p>POC: Dr. Ray Rhash, Planning, Rate, and Budget Analyst Phone: 305-747-0291 (c), 305-852-2431, ext 256 (o) Email: ray.rhash@fkec.com POP: 2018 to present</p>
Description of Services	<p>FKEC hired Witt O'Brien's in 2018 to conduct select PA services. We completed a compliance review of their procurement processes and policies for which we issued a final report with recommendations for implementation by FKEC. We were then tasked with providing FEMA appeals, arbitration, and Requests for Information (RFI) support in response to Hurricane Irma deobligations from work completed in 2017 related to debris removal and base camp operation costs and work eligibility.</p>

3. QUALIFICATIONS AND EXPERIENCE

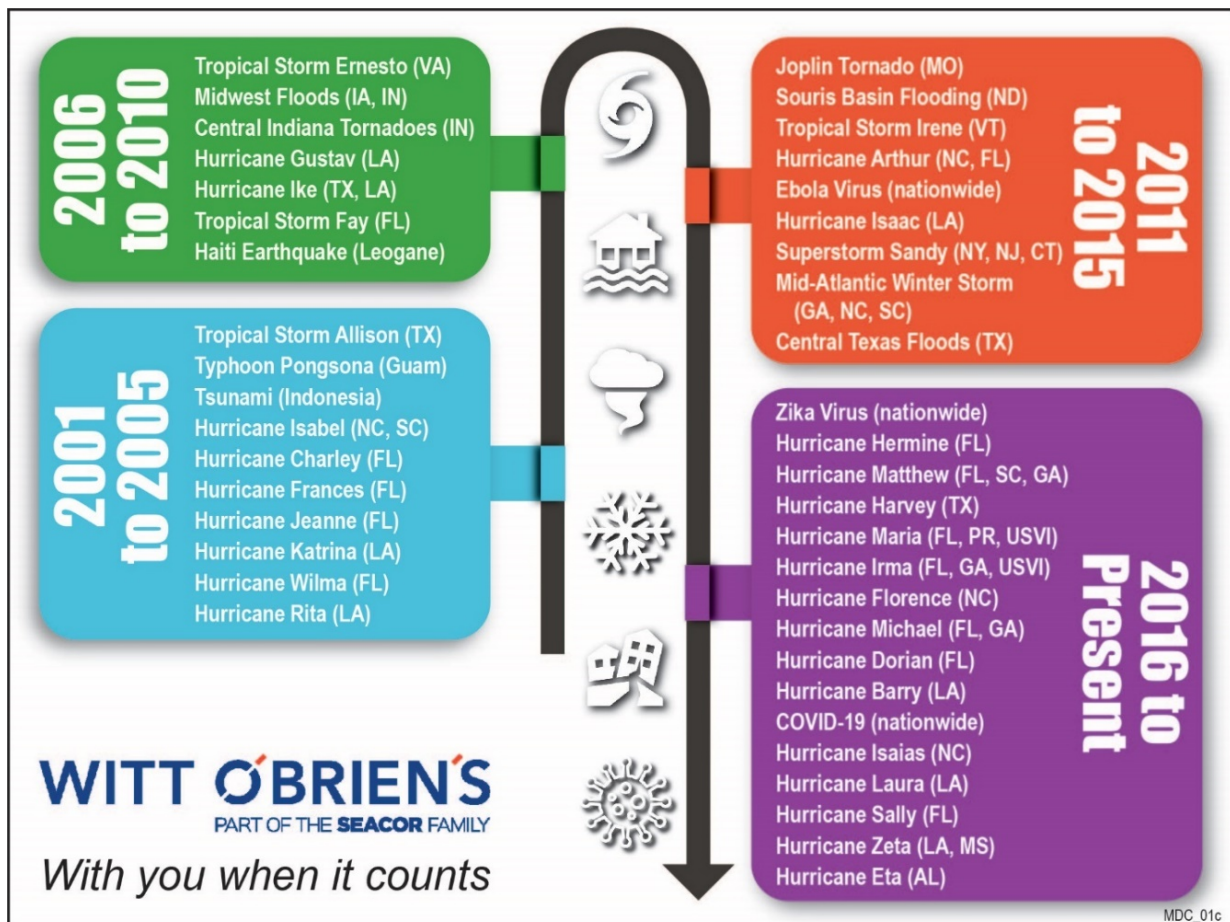
Witt O'Brien's is with you when it counts. Unlike other firms that might have a single division working in emergency and crisis management, Witt O'Brien's is fully dedicated to developing innovative solutions to help state and local governments, communities, and businesses recover from disasters and 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. While we are nimble enough to respond quickly to GRU's needs, we possess the depth of resources, experience, and expertise necessary to produce high-quality, reliable work.

3.1 BACKGROUND OF THE FIRM

Formed in 2012 by a merger between Witt Associates and O'Brien's Response Management, Witt O'Brien's, LLC provides a range of comprehensive emergency preparedness, mitigation, response, and recovery services. Witt O'Brien's is part of SEACOR Holdings, Inc, which was recently acquired by American Industrial Partners, a private equity firm with \$8B of assets under management.

Since 2001, we have supported our clients in preparing for, responding to, and recovering from some of the most significant disasters in our Nation's history, including severe weather, major wildfires, and oil spill events (see **Exhibit 2**).

Exhibit 2: Witt O'Brien's Disaster Management Experience



3.2 BUSINESS PHILOSOPHY, EXPERIENCE, AND QUALIFICATIONS

Witt O'Brien's is a full-service company that supports our clients – and their communities – through the entire disaster life cycle of preparedness, response, recovery, and mitigation. With each project we undertake, our mission is to build community resilience. Although some firms focus almost exclusively on simple post-disaster cost recovery accounting, we understand that recovery is not independent from the other three phases and must be a key consideration within risk mitigation and pre-disaster preparedness activities. Specifically, we have developed response and mitigation plans; conducted pre-event training and exercises; provided emergency operations support; managed emergency operations centers and call centers; assisted with public media support; and coordinated response to and recovery from emergencies and disasters for local, state, regional, and Federal agencies.

We are committed to serving communities with a **philosophy of effective preparedness**, which stems from our staff experience with community-based collaboration, coordination with stakeholder groups, and dedication to lessons learned and best practices. Along with the assurance of our considerable expertise, we also help our **clients develop their own internal capacity**, empowering local communities to engage more effectively in the recovery process and successfully navigate the risks and pitfalls commonly associated with Federal funding programs.

Our strength is in our disaster recovery work where our services include but is not limited to:

- Disaster and debris monitoring services
- FEMA Public Assistance (PA) for all hazards, including COVID-19
- Financial, payroll, and grant management
- Federal Highway Administration (FHWA) grant programs for roads
- Hazard mitigation support
- Insurance and other funding support



The breadth of this work includes compilation and filing of insurance claims, conducting procurement reviews, conducting eligible cost reconciliation, assisting with construction project monitoring and management, preparing audit checklists, evaluating, and preparing appeal responses, and conducting extensive audit and closeout work. We are experts in force account labor and equipment reimbursements, supplies, donated services, mutual aid, and contracted services.

All of what we do at Witt O'Brien's is aimed at one overarching goal: to help the communities we serve (and their residents) get the help they need when they need it. To us, this means enabling them to recover and rebuild as quickly as possible, while ensuring our GRU's full compliance with all Federal requirements. As a proactive advocate for our clients with Federal funding agencies, our work requires that we be more than just familiar with the legal and regulatory framework surrounding any disaster recovery engagement. It is, in fact, our deep expertise in these areas that allows us to help our clients to obtain the funding to which they are entitled, and often, in the process, find creative ways to work cooperatively with funding agencies to leverage the power inherent in those laws and regulations to our GRU's greatest advantage.

The Witt O'Brien's team is adept at applying the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, and related authorities including titles 2 and 44 of the Code of Federal Regulations (CFR), FEMA FP 104-009-2 PA Program and Policy Guide, Sandy Recovery and

Improvement Act (SRIA), and the Disaster Recovery Reform Act (DRRA) of 2018. With additional comprehensive knowledge experience in delivering support for the Department of Housing and Urban Development's (HUD) Community Development Block Grant-Disaster Recovery (CDBG-DR) and CDBG-Mitigation (CDBG-MIT) programs, we know what is needed and how to get it done in a manner that will exceed the requirements of any state or Federal audit.

Witt O'Brien's recovery staff provide both legacy support (Hurricanes Wilma, Ike, Matthew, Harvey, Irma, Maria, Florence, Michael, and Dorian) and emergency support in response to last year's storms (Hurricanes Isaias, Laura, Sally, and Zeta). Since 2001, we have delivered more than **80,000 FEMA PA projects**. We have helped justify, secure, and employ more than **\$65 billion in recovery 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 Program (ERAP), and American Recovery Plan Act (ARPA) where we are advising on over \$10 billion in funding.

Witt O'Brien's approach to successful disaster recovery is based on three central tenants:



Access: How to acquire and fully implement PA grant program funding through pre-disaster preparedness, pre-declaration planning, and close coordination with the state and FEMA officials. This requires a clear understanding of the grant formulation process.



Optimization: How to apply FEMA funding flexibilities in harmony with other recovery programs and our client's own budget to combine and thus maximize the use of all funding streams.



Management: How to provide for program management, grant administration, and compliance across the recovery lifecycle to ensure that all funds acquired survive scrutiny and are retained; with special emphasis on compiling with Federal contract procurement regulations, noted as a key high-risk area.

We are especially proud of our recent success and ongoing work helping the USVI secure and execute more than **\$8 billion in FEMA PA and HUD CDBG-DR recovery funding**. 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 included the execution of PA, HMGP, CDBG-DR, Shelter and Temporary Electric Power (STEP) emergency housing repair, and highway programs. Our hazard mitigation action plan development team played a critical role in securing the highest per-capita award in the history of CDBG-DR for the territory. We assisted in convincing HUD to change their allocation formula to account for the higher cost of construction in the USVI. These efforts resulted in securing **an additional \$250 million in CDBG-DR funding**. We also obtained **more than \$500 million** FEMA PA, FHWA Emergency Relief, and CDBG-DR funds across **143 projects**.

In **Exhibit 3** below, we highlight some additional successes with clients at the state, county, and city level.

Exhibit 3: Select Witt O'Brien's Accomplishments in FEMA PA Cost Recovery

Hillsborough County, FL – Hurricane Irma
Following Hurricane Irma (2017), Witt O'Brien's delivered cost recovery program operational assistance, including damage assessments, data documentation, financial accounting, interagency coordination, and grant management for \$19.4 million in FEMA Category A - G eligible damages.

Exhibit 3: Select Witt O'Brien's Accomplishments in FEMA PA Cost Recovery

<p>Port of Galveston, TX – Hurricane Ike</p> <p>Witt O'Brien's was hired to address the backlog of uncompleted PA projects from a previous contractor. Our support has included completing 48 large project closeouts (valued at \$35M); identifying \$11.7M in recovery costs that were not documented or validated; reviewing and properly documenting \$6M in uncategorized Direct Administrative Costs; and helping the Port categorize and properly apply their \$55 million in insurance proceeds.</p>
<p>University of Texas Medical Branch, Galveston TX - Hurricane Ike</p> <p>Following Hurricane Ike (2008), the University of Texas System contracted Witt O'Brien's to assist UTMB in developing, documenting, managing, and submitting grant applications for funds available in FEMA's disaster programs. Our efforts resulted in more than \$800 million in FEMA funding, including more than \$400 million that was originally denied by FEMA.</p>
<p>Town of Southwest Ranches, FL - Hurricane Irma</p> <p>Witt O'Brien's was activated for disaster debris monitoring and FEMA grants management assistance after Hurricane Irma in September 2017. We worked with the town to gather documentation to support its FEMA claims for debris operations, emergency measures, and repairs to the town's infrastructure for PWs in categories A, B, C, E, and G, which totaled over \$4 million in costs.</p>
<p>City of Pompano Beach, FL – Hurricanes Katrina, Wilma, Matthew, and Irma</p> <p>Since 2011, Witt O'Brien's has provided cost recovery operational services following Hurricanes Katrina and Wilma. After Hurricane Matthew (2016), we reviewed and compiled FEMA reimbursement packages for both Category A debris removal and Category B emergency protective measures cost. Following Hurricane Irma (2017), we supported the city in the preparation and submittal of 22 projects totaling over \$5.7M in damages.</p>
<p>City of Orlando, FL – Hurricanes Charley, Frances, Jeanne, Matthew, and Irma</p> <p>Witt O'Brien's has provided cost recovery for the City of Orlando since 2004, following Hurricanes Charley, Frances, and Jeanne. Our original tasks included recovery grant management and FEMA PW preparation assistance, and we were subsequently asked by the City to support the FEMA appeals process related to any insurance de-obligations sustained during that agency's evaluation of Florida Applicants. Most recently, we assisted with recovery from Hurricane Irma and Matthew, which has included 35 projects in Categories A through G, which total more than \$15 million in value.</p>

3.3 SPECIFIC EXPERIENCE WITH UTILITIES

As a global leader in risk and emergency management for both the public and private sector, Witt O'Brien's brings not only disaster recovery experience, but also deep industry knowledge of critical infrastructure, including energy, water and wastewater, and telecommunications. Our utility experts have developed response and recovery plans and responded to thousands of incidents for electric utilities and oil & gas companies. The firm's Emergency Command Center (ECC) in Houston, TX, responds to more than 1,600 incidents per year, providing personnel and expertise in alignment with FEMA's Incident Command System (ICS). We provide additional expertise to utilities in crisis management, business continuity, security and regulatory compliance, and crisis communications.



Witt O'Brien's 24/7/365 ECC

Our emergency management experts have also supported utilities and their trade associations with disaster preparation, including plans, training, and exercises. For example:

- In 2017, the **National Rural Electric Cooperative Association (NRECA)** contracted with Witt O'Brien's to design an online FEMA Public Assistance and Federal Procurement Toolkit to assist its members in navigating the FEMA Public Assistance Grant Program and Federal procurement guidelines.
- From 2015 to 2018, we supported the **American Public Power Association (APPA)**, including assisting the APPA Cyber and Physical Preparedness Exercises/Workshops; developed an APPA Activation Plan; and created the "Public Power Tabletop in a Box."
- In 2019, we completed the Restoration Best Practices guidebook for **ElectriCities of North Carolina**
- We have also provided emergency management advisory services in the past for **Minnesota Association of Rural Electric Cooperatives, North Dakota Association of Rural Electric Cooperatives, and Mor-Gran-Sou Electric Cooperative**.

Most relevant to GRU, we have provided utilities with disaster recovery support, specifically FEMA PA cost recovery and grants management as well as advisory services. Selected examples are presented in **Exhibit 4**.

Exhibit 4: Witt O'Brien's Disaster Recovery Support for Electric Utilities

client & Disaster	Services Provided
<p>Consumers Power, Inc. (CPI), Philomath, OR Oregon Wildfires (DR-4562)</p>	<p>Since early 2021, Witt O'Brien's has been providing disaster recovery support to CPI to address damages from the wildfires that occurred in Fall 2020. Support includes project formulation, procurement packages, documentation, improved and/or alternate projects, hazard mitigation strategies and grants, oversight of repair/construction, appeals, and project close-out.</p>
<p>Puerto Rico Electric Power Authority (PREPA) Hurricane Maria (DR-4339)</p>	<p>In 2020, PREPA contracted with Witt O'Brien's to provide grant management services in response to the catastrophic damage sustained by the electric grid due to Hurricane Maria (2017). FEMA provided PREPA with a \$10.7 billion settlement for repair and recovery under Public Assistance Alternate Procedures (Section 428). Our support focused specifically on assisting PREPA in identifying Section 406 mitigation opportunities within the project scopes across the seven utility sectors that are involved in the settlement.</p>
<p>U.S. Virgin Islands Water and Power Authority (USVI-WAPA) Hurricane Maria (DR-4339)</p>	<p>Following Hurricane Maria Witt O'Brien's monitored comprehensive clean-up of storm-damaged electrical debris across the entire Territory. We monitored and documented the collection, stripping of hardware, reduction, and off-island shipping of the debris. Relying on our Emergency Operations Center in Houston, we were able to utilize our Incident Command System's Section Chiefs to assist with the logistics and planning of such a unique response. We mobilized more than 100 response personnel into the 3 islands.</p>
<p>Clay County Electric (CEC) Cooperative, Corning, AR</p>	<p>In 2019, Witt O'Brien's was contracted by CEC to assist with several elements of FEMA Public Assistance. We were contracted to assist with mitigation efforts for the use of their Hurricane Irma Excess Direct</p>

Exhibit 4: Witt O'Brien's Disaster Recovery Support for Electric Utilities

client & Disaster	Services Provided
Hurricane Irma	Administrative Cost (DAC) funds, complete a procurement and policy review of their existing policies and procedures, and lastly to provide standby grants support for future events should CEC be impacted by a disaster. We completed the compliance review of CEC's procurement policy and operating processes and are currently assisting with documentation and follow up with FEMA for approval of the excess DAC for mitigation projects following Hurricane Irma.
Middle Tennessee Electric Membership Corporation (MTEMC) Tennessee Storms (DR-4476-TN)	Since 2019, Witt O'Brien's has been providing PA grants management support to MTEMC following the Tennessee Severe Storms, Tornadoes, Straight-Line Winds, and Flooding that occurred in the first week of March 2020 right when COVID awareness started. Prior to the grants support, we conducted a review of MTEMC's procurement procedures and policies for compliance with FEMA and Federal standards as well as industry best practices. We issued a report with recommendations and updates for implementation by MTEMC.
Florida Keys Electric Cooperative (FKEC) Hurricane Irma (DR-4337-FL)	FKEC hired Witt O'Brien's in 2018 to conduct select PA services. We completed a compliance review of their procurement processes and policies for which we issued a final report with recommendations for implementation by FKEC. We were then tasked with providing FEMA appeals, arbitration, and RFI support in response to Hurricane Irma deobligations from work completed in 2017 related to debris removal and base camp operation costs and work eligibility.

4. APPROACH TO PROJECT

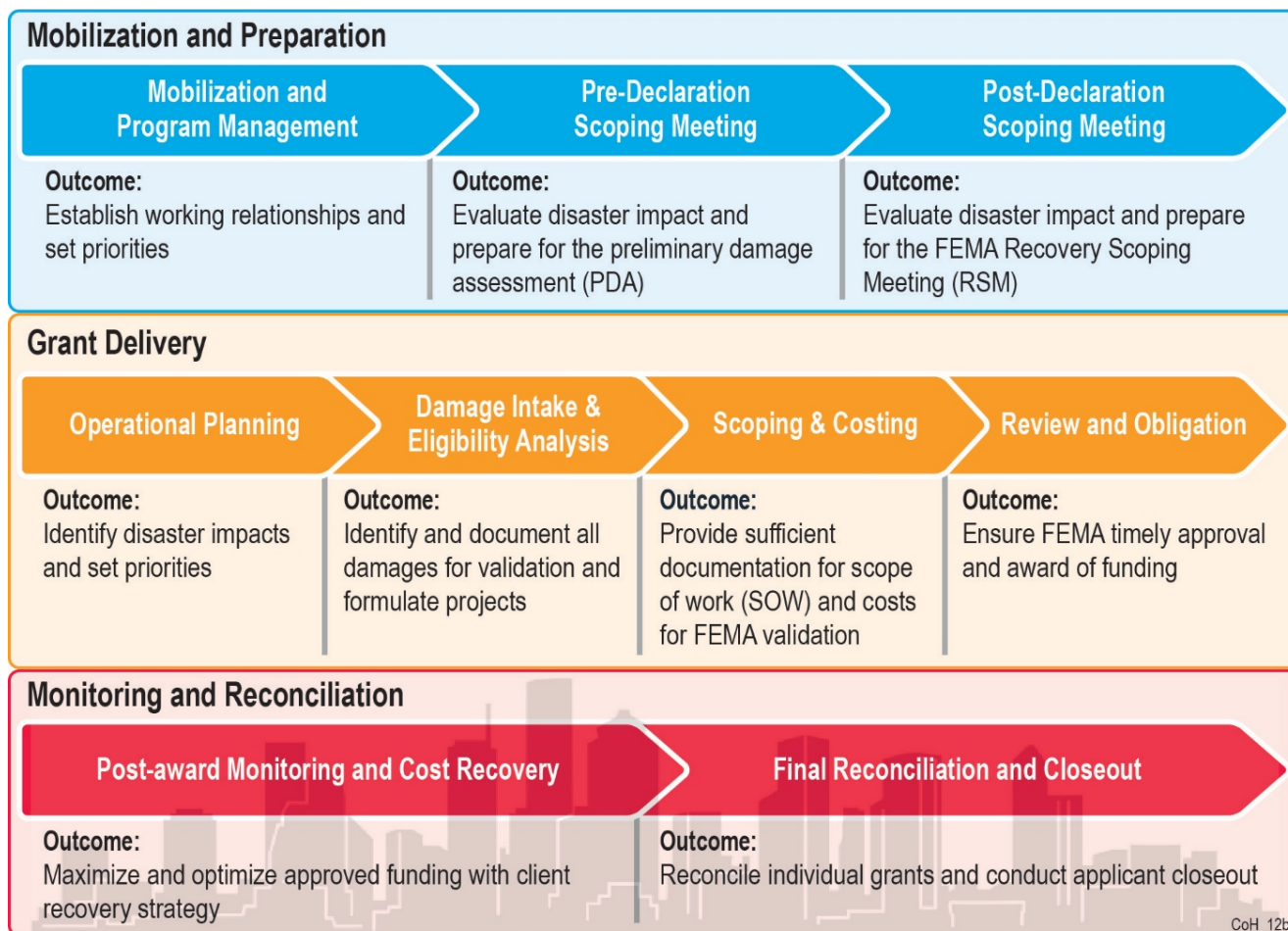
Below we presents our approach for addressing the Scope of Work followed by a discussion of our management approach and staff qualifications.

4.1 SOLUTION

The Witt O'Brien's team is ready to support GRU. Our philosophy and approach are focused on establishing a strong partnership with GRU to work together with a goal of **maximizing cost recovery based on the program funding available**. Our work will be conducted in full compliance with the FEMA Public Assistance Program and Policy Guide (PAPPG), the FEMA Recovery Policy FP 104-11-2 Public Assistance Management Costs Standard Operating Procedures, and any updated policy and guidance.

The Witt O'Brien's team offers a holistic approach to FEMA PA recovery grants management that follows the logical life cycle of the grant process, as shown in **Exhibit 5**. There are three major stages in the process: (1) mobilization and preparation for the application, (2) FEMA PA grant delivery process, and (3) monitoring and final reconciliation. Within these three stages of the lifecycle, we include the activities that FEMA identified in the PA Delivery Model that was rolled out in 2017.

Exhibit 5: Recovery Grants Management Lifecycle Approach

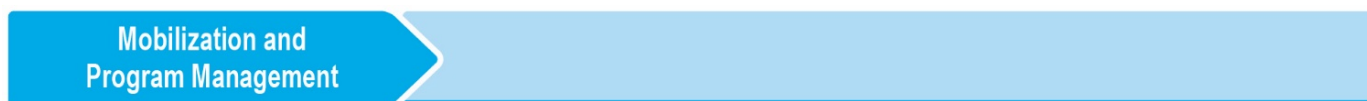


CoH_12b

As set forth by the RFP, our approach to support for GRU will consist of two phases:

- **Phase 1: Review and Recommendations** – upon award of the contract, the Witt O'Brien's team will mobilize and work with GRU to establish the overall approach to reimbursement; This will essentially address the first box in Exhibit 5.
- **Phase 2: Reimbursement Management** – upon activation following a storm, we will work with GRU to execute the remaining elements of Exhibit 5, from pre-declaration initial assessment of damages through reconciliation and close-out.

4.1.1 PHASE 1: REVIEW AND RECOMMENDATIONS



In this phase of the GRU SOW, the Witt O'Brien's team will conduct a kick-off meeting, establish the overall program management framework for the contract, and conduct a detailed review of GRU's current grants management framework and processes.

Kick-off Meeting

Following award, we will conduct a kick-off meeting with GRU to establish a shared understanding of the overall project objectives and ensure we are prepared to help respond and recover in the most efficient and streamlined manner possible. The kick-off meeting will serve as an orientation and opportunity for GRU leadership and other relevant stakeholders to meet key Witt O'Brien's team personnel including our Project Manager, Valarie Philipp. We will provide a proposed agenda ahead of the meeting and will incorporate any additions/adjustments that GRU might recommend.

Establishing Program Management Framework

The results of the kick-off meeting will be documented in our Project Management Plan (PMP), which will serve as the roadmap for our management of the entire project, particularly the full PA support in Phase 2. The PMP will identify high-level tasks, activities, deliverables, schedule, key milestones, and the staffing plan. The plan will provide the basis for monitoring, controlling, and reporting on the work, including the comparison of planned vs actual schedule and costs, work accomplishment, and product delivery.

As part of our Program Management Framework, we will coordinate with GRU to determine the most appropriate data management system for **cost tracking, progress reporting, and documentation retention**. We are fully capable of adapting to and using systems, processes, and procedures as required by GRU to manage the work. Regardless of process and tools used, we will implement a robust file-keeping and organization process from Day 1 of our engagement with GRU.

Detailed Review of Existing Processes and Projects

Compliance with current Federal procurement guidelines is a major consideration for GRU to help guarantee its successful participation in the FEMA PA program. Primary financial compliance issues can often arise from inadequate documentation and violations of Federal procurement rules. Having coherent and compliant policies, procurement documents, and activity tracking mechanisms in place such as pay policies, purchasing policies, bid documents, standard contracts, work orders, and time/equipment logs are all key to this process.

As part of Phase 1, the Witt O'Brien's team will ensure that GRU is fully aware of and has the appropriate policies, procedures, and data to comply with all requirements under the PA program. We will start by providing GRU with training on current Federal and state PA grant management procedures and requirements, so that GRU staff have a clear understanding of the steps in the PA application process and what documentation and information is needed to meet FEMA and state requirements.

We will then work with representatives across GRU departments to review protocols related to the PA process. We will focus on GRU procurement policy and procedures to ensure compliance with Federal requirements and provide written recommendations covering any issues of concern. Witt O'Brien's is well versed on the 2 CFR Sections 200.317-200.326 procurement guidelines as well as additional provisions in 2 CFR and related FEMA PA Program and Policy Guide FP 104-009-2 elements. We routinely provide our clients with advice on procurement compliance in all areas of the program including review of existing policies and contracts, guidance on preparation of bid documents, training of personnel, and other related tasks. Our staff have the expertise to provide advice and guidance on elements that may need to be revised for better alignment with Federal and state requirements. Our staff will also review GRU's protocols for financial management, contracting, staff

timekeeping, payroll, accounting, and document retention to ensure that costs can be adequately documented and justified.

As part of this effort, we will review select samples of projects from previous disasters that are not yet closed out. We will assess the status of these projects, identify potential reasons for delays in completion, and provide recommendations for moving projects forward.

Our proposed Project Manager, Valarie Philipp, will lead this effort in coordination with Gary LaForge, our Senior Grant Management Specialist and utility subject matter expert. They will review the current policies and contracts in place based on both required Federal policy guidelines and industry standard practices to recommend the best path forward to compliance. We will make recommendations on policy language and additional tools and processes that will streamline procurement and ensure adherence to policy when engaging in the FEMA PA process. The outcome will be a written report that addresses:

- Current Federal and state grant management procedures and requirements;
- Recommendations for completing projects from previous disasters that are not closed out; and
- Recommendations for revising the GRU processes for future storm events.

All this information will be presented to GRU management in a 1-hour presentation.

4.1.2 PHASE 2: REIMBURSEMENT MANAGEMENT

In this Phase, the Witt O'Brien's team will work with GRU to execute all the remaining activities in the three stages of the PA process as identified in Exhibit 5 above.

Stage 1: Mobilization and Preparation

Pre-Declaration Scoping Meeting

If a disaster has occurred but has not yet been declared, we will hold a pre-declaration scoping meeting with GRU to conduct the initial activities of disaster declaration. This will focus on compiling disaster-related damage impacts and costs estimates, which will be submitted in an **Initial Damage Estimate (IDE) for state rollup, 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 that the state and county meet mandatory cost thresholds based on per capita indicators. Thus, **GRU should capture every potential dollar of damage-related cost to ensure that nothing is overlooked or excluded** from the PDA in order to support the request for disaster declaration.

The most complete reporting of damages and costs is especially important during the PDA process, since obtaining a Stafford Act Major Disaster declaration for PA is dependent on the state and county meeting mandatory thresholds based on **per capita** indicators.

Post-Declaration Scoping Meeting

Once a disaster has been declared, we will meet with GRU to prepare for FEMA's Operational Planning process, which includes the Applicant Briefing, submittal of the Request for Public Assistance

(RPA), and the Recovery Scoping Meeting (RSM). Our intent is to assist GRU in beginning to identify and collect as much information about damages and costs as possible in order to be best prepared for the RSM and the application process. Our support during the Post-Declaration Scoping will include the activities described below.

Initiate Damage Inventory

The FEMA Damage Inventory (DI) is the detailed list of all debris removal, emergency work activities, and damaged facilities for which the applicant will be seeking PA reimbursement. All potential projects should be included on the FEMA Damage Inventory (DI) and tracked through the entire project formulation process and, ultimately, all reported damages should be addressed by FEMA or other available funding sources.

Developing the initial DI is best started before the RPA submittal and approval, as doing so will better prepare GRU for the application process. The Witt O'Brien's team will assist GRU in using available PDA information to develop the initial DI list. During this time, we will also identify general policy documents, such as insurance policies, labor policies, and other damage-related information (e.g., photographic and video evidence of damages) that will eventually be uploaded into the Grants Portal.

Identify GRU Funding Priorities

Depending upon the level of the disaster, GRU may quickly find itself in a “cash flow” dilemma. As the DI is developed and refined, there are opportunities to ***identify critical funding areas for expedited funding***. For example, GRU may need to identify emergency work for which it wants to prioritize the application process and expedite reimbursement. GRU may 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 discussion on interest in participating in FEMA's Section 428 fixed capped grant program, identifying where it can have the most positive effect through flexible use of the grant funding upon award. Our staff will also monitor other funding opportunities and closely coordinate with GRU 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 to maximize total assistance available.

Stage 2: Grant Delivery

In this stage, we will support GRU through the FEMA-driven processes that result in FEMA approval and award of funding for recovery. This includes FEMA activities during four distinct phases: Operational Planning, Damage Intake and Eligibility Analysis, Scoping & Costing, and Review and Obligation, each of which is discussed below.

Operational Planning

At the start of FEMA's Operational Planning process, the state conducts the Applicant Briefing to provide high-level information on the FEMA program eligibility and grant delivery process. At this point, the subrecipient submits the RPA to notify FEMA of the intent to apply for PA. This is followed by the RSM, which triggers the 60-day regulatory timeframe for the identification and reporting of incident-related damages and statement of priorities by the applicant. It is during this process that we will assist GRU in officially beginning the grant application process to document damages and pursue recovery funding. Our support will consist of the activities described below.

Support FEMA Meetings

We will assist GRU in coordinating and promoting the initial FEMA/state Applicant's Briefing to discuss FEMA PA eligibility criteria, procedures, and requirements. As directed by GRU, our team will coordinate with your organization to ensure that the right representatives attend the briefing. It is best for GRU representatives to attend the Applicant Briefing as a team, with representation from not only impacted departments but also individuals from the offices of procurement, accounting, and finance, as appropriate.

After the Applicant's Briefing, our staff will coordinate with GRU officials to ensure the timely submittal of Request(s) for Public Assistance (RPA) for FEMA approval. Witt O'Brien's staff can address any questions GRU officials may have regarding other required forms such as the State Funding Agreement or its attachments. The extent and types of assessed damages will determine the amount of Federal assistance that can be provided by the Stafford Act, other Federal agencies, or other sources.

Although intended to address high-level information, the FEMA Exploratory Call is used to better inform FEMA of the applicant's initial disaster impacts and to schedule the RSM. Subsequently, the RSM provides an opportunity to look at specific applicant needs and discuss recovery objectives and desired outcomes. Witt O'Brien's team staff will coordinate attendance with GRU staff and assist with assembling information regarding impacts from the incident, such as maps, facility names and locations, documents supporting legal responsibility, photographs and videos, cost estimates, project prioritization and status, and other artifacts affecting eligibility. RSMs are typically scheduled within 10 days of RPA approval and should be conducted within 21 days of that milestone; however, timelines may vary depending on the magnitude of the disaster.

Establish Priorities for Damage Inspections

Once the DI is prepared and uploaded into Grants Portal, our team will work with GRU to triage the list of damaged facilities/locations for priority damage inspection scheduling. Part of the prioritization should focus on critical infrastructure that may require constructing temporary facilities for GRU government and services to remain operational. These priorities will be shared with FEMA/state during the RSM. In addition, we will analyze the collected damage documentation to identify those facilities or locations that may need additional information in order to justify eligibility during the FEMA Damage Intake and Eligibility Analysis process.

Identify Alternative Funding Sources

Witt O'Brien's applies a portfolio management approach to the application of program funding streams. If requested, we can monitor other funding opportunities and will closely coordinate with GRU to pursue supplementary funding options that might become available to maximize total assistance from all possible sources. Our view is that the overarching goal of the cost recovery process should be to **maximize reimbursements to GRU** from all available program funding streams. One of the ways we will accomplish this is to assume the responsibility of staying ahead of the ever-changing FEMA PA program rules, policies, and processes on your behalf. For example, FEMA's PAPPG is updated on a regular basis and requires vigilance to stay informed on any changes to policy and process. Just within the past four years, FEMA has published multiple versions of this guide, but the most recent version is PAPPG V4.0, released on 06/01/2020, which applies to incidents declared on or after 06/01/2020.

The purpose of the FEMA Damage Intake and Eligibility Analysis process is to capture and document all incident-related damages and provide enough information so that FEMA and the state can effectively validate the DI and determine damage eligibility with minimal rework in the process. This is often done through site inspections (for work to be done) and data collection (for work already completed), resulting in the Damage Description and Dimension (DDD) documentation. The DDD is then uploaded to the Grants Portal and submitted to the FEMA Consolidated Resource Center (CRC) for compliance and quality assurance. The project formulation process is initiated once FEMA approves the DDDs with agreement from GRU.

The Witt O'Brien's team will provide assistance in ensuring that all GRU documentation is complete, accurate, and submitted correctly through this FEMA process, eliminating rework, which is key to ensuring timely submission of the grant application. These activities are described below.

Develop Damage Description and Dimension (DDD)

Witt O'Brien's team staff are highly trained in the preparation of detailed DDD, 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 extract information to answer the questions in the Grants Portal specific to EEIs. The questions are a combination of yes/no answers and boxes to populate data that will be utilized by FEMA to prepare the DDD. We will assist with the gathering of the list of documents generated by the answers to the EEI questions. The documents are standard for each individual category of work, so we will assist with the documentation collection process prior to the upload in the Grants Portal to streamline the effort.

Should GRU require assistance with physical damage assessment activities, our team can assemble the technical staff (i.e., professional engineers, certified architects, etc.) needed to inspect public buildings, roads, electric distribution and generation systems, and other public infrastructure. We are also experienced at collaborating with other partners, should GRU have previously identified engineering, architecture, or other professional firms and contractors.

As part of the DDD development, FEMA and the state will conduct site visits to assess damage and document whether damage descriptions are accurate and disaster related. For these visits, we will assist GRU in controlling and maintaining both the schedule and how state and FEMA inspection personnel are engaged. In addition, GRU must be organized and ready when state and FEMA personnel arrive on site. Communication and coverage should be coordinated so that GRU staff who are most familiar with the damages are assigned to work with the state and FEMA inspectors. We can help GRU ensure the required pictorial evidence (showing conditions before and after the disaster) is available to clearly illustrate the extent of disaster-related damages. We highly recommend collecting and assembling site maintenance records to avoid reductions due to deferred maintenance.

Moreover, we will ensure that inspected damages are accurately documented, as this is one of the most important activities in disaster cost recovery. Damage assessments must include specific details such as insurance information, location, cost estimates, category of damage, and community impact. If damages are assessed incorrectly, GRU is less likely to receive the disaster assistance funding for which it is eligible.

It is critical during the damage inspection/assessment process that there is focus on potential environmental requirements due to the area of damage to get a head start on meeting the 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.

Finalize Damage Inventory

At the end of the 60-day period from the RSM, the damage inventory must be complete and include all damage data for which the GRU is seeing reimbursement from FEMA. Witt O'Brien's will ensure that GRU meets this requirement.

Conduct Project Formulation

Project formulation is the action taken to "logically" combine multiple damaged facilities or locations into a single grant, usually based on types of similar damage and functions. During this process, GRU has the opportunity to influence how their damages will be managed and can take the initiative to logically group their projects/facilities in a way that best meets their recovery objectives and maximizes funding. In alignment with GRU's priorities for recovery, we will coordinate with all department heads to triage all the DDDs and determine the opportunities. These decisions should be consistent with how the departments plan to perform the restoration work, either to contract for the work or perform it with their own workforce. The Witt O'Brien's team brings expert services for all categories of emergency and permanent work, Categories A through G.

Scoping & Costing

In the FEMA Scoping and Costing process, the FEMA CRC will be responsible for validating scopes of work (SOW) and cost estimates, whether or not the applicants and subrecipients provide their own estimates. The CRC will develop scopes of work and cost estimates for projects if the applicant does not have the capacity to perform that work. However, 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.

Develop SOW and Cost Estimates

Witt O'Brien's typically encourages our clients to prepare their own SOW and cost estimates for CRC review and will assist in this effort. The SOW will be developed based on the DDD 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 GRU 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

During the development of the SOW, we will ensure that specific Section 406 risk mitigation measures are considered for all permanent work category projects. We have staff who are specialists in working with Section 406 Hazard Mitigation (as well as the state-managed Section 404 Hazard Mitigation Grant

Program (HMGP)). Our team will provide technical assistance to GRU with the goal of ensuring the highest success rate possible in identifying and securing Federal funding and cost shares for mitigation. For Section 406 projects, we will assist with identifying eligible mitigation scope of work at the time the project is in initial formulation and through the scope and costing process for the damaged facility.

As a starting point for identifying opportunities for hazard mitigation projects, we will first identify, review, and evaluate relevant documentation related to mitigation and risk assessment, including the following:

- Local Mitigation Strategy, the Threat and Hazard Identification and Risk Assessment (THIRA), and any other strategic or comprehensive emergency plans
- Applicable laws, regulations, policies, and programs related to hazard mitigation and disaster recovery, development in hazard-prone areas, and changes in hazard locations, frequency, and intensity.
- Permit and code compliance considerations that are outside of the hazard mitigation process but that are both considered by FEMA in facility restoration.
- Funding capabilities and staffing levels for hazard mitigation and recovery projects and programs; and
- Any other criteria identified by our team as relevant and necessary to this discussion, such as existing infrastructure that could positively or negatively impact vulnerability to disasters and GRU's floodplain management program.

As part of our PA support, our mitigation experts can work with our clients to apply different risk assessment tools that may help inform mitigation strategies. Using the risk assessment data and GRU's current mitigation strategies, we can vet locations, identify scope related to the damage component and determine the feasibility of mitigation. If additional site visits are needed to address the mitigation opportunities, we will work with GRU to coordinate with FEMA and state on schedule, etc.

Support Special Considerations

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

- Historic preservation: Under Section 106 of the National Historic Preservation Act of 1966 (NHPA), 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 GRU in negotiations with the state's Office of Historic Preservation and other regulatory agencies involved the funding compliance process.
- Environmental requirements: Under NEPA Section 102, FEMA considers the environmental impacts of the proposed repair, restoration, and mitigation proposed solutions that ensures consideration of projects and potential environmental impacts. FEMA can propose alternatives to proposed solutions to help ensure compliance in this process.
- Floodplain requirements: FEMA has developed an 8-step decision-making process for addressing the floodplain management requirements of 24 CFR 55.20. Our team has successfully supported clients in complying with FEMA's floodplain management requirements—ready to support FEMA's 8-Step decision process, consider adverse impacts on

100-year floodplain, Special Flood Hazard Area determinations, as well as assist with NFIP issues.

- **Insurance:** By law, FEMA cannot provide funding when an applicant has another source of funding (such as insurance), commonly referred to as a Duplication of Benefit (DOB). We will assist GRU with reviewing their 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 a duplication of benefits. This step includes ensuring that the correct apportionment of proceeds is made to project where any blanket or settlement payments have occurred.

Assess Use of Section 428 Projects

Section 428 of the Sandy Recovery Improvement Act (SRIA) established Fixed Capped Offers (FCOs) that eliminate previous restrictions and penalties for using funds for an 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 state to develop individual cost estimates/budgets for the damaged facilities with a focus on accepting the individual FCOs and then consolidating the Section 428 grants 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 428 funding. The Witt O'Brien's team has the personnel that helped develop and implement these Public Assistance Alternative Procedures (PAAP) nationally and, therefore, is ready to assist GRU staff to understand when best to participate in this program option.

Fixed Capped Offers (FCO) 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.

However, it is important to note that if GRU departments participate in Section 428 Alternative Procedures, it will be critical to efficiently file scope of work changes for the grant applications that will either add scope of work or create all new scope of work. These will require FEMA review for compliance with all Federal regulations prior to construction.

Respond to RFIs

Once the SOW and cost estimates for all formulated projects have been provided to FEMA, our team will stay on top of the flow of projects. We will support GRU in rapidly and efficiently responding to any questions from FEMA in order to keep the projects moving through the review queues to final approval. We will assist in tracking, coordinating, responding to FEMA/state RFIs and managing delivery of the relevant information to ensure that the FEMA CRC has enough information for either validation of project estimates or scoping and costing by CRC staff. As necessary, we will assist GRU in providing FEMA with information necessary to conduct reviews for insurance, environmental/historic preservation, mitigation, and audit compliance.

Review and Obligation

At this point in the Grant Delivery process, FEMA quality assurance teams will review eligible projects in preparation for obligation. The Witt O'Brien's team has an excellent relationship with the FEMA CRCs, and we have assisted clients in moving billions of dollars of recovery funds through the CRC via the FEMA Grants Portal in the last three years. These relationships will assist us with the ability to influence conversations on eligibility issues and help with setting up facilitated discussions to resolve issues that avoid appeals process.

The Witt O'Brien's teams support during the FEMA review process will consist of:

- Ensuring that FEMA's final reviews are completed and monitoring FEMA's timely approvals
- Providing timely response to Requests for Information (RFI)
- Proposing insurance apportionment that is in the best interests of GRU
- Checking for potential duplication of benefits by coordinating insurance claim submission and track in relation to projects submitted to FEMA

Although the FEMA obligation process is fairly short and simple, it is the most critical as it triggers the Applicant's ability to effectuate recovery. Projects over certain thresholds (over \$1 million Federal share) go through additional queues and congressional notifications, including, in some cases, the White House OMB. These notifications can sometimes be held up for weeks or months. Our team is familiar with the requirements and will leverage our contacts in the CRCs and FEMA HQ in Washington DC to keep GRU's projects flowing through the approval process. Our support during this process will be to ensure that FEMA reviews and signs the final project and obligates the funding. At this point, GRU will be able to draw down the approved funds via the cost reimbursement process.

Stage 3: Monitoring and Reconciliation

Disaster recovery work is filled with pressures—pressure to do the work fast and do it right (all within in a context that is new)—and filled with a myriad of rules and regulations. During Stage 3, the Witt O'Brien's team will support GRU in maintaining supporting documentation, reviewing requests for reimbursement, monitoring compliance, and responding to other requests until all projects are fully reconciled and closed out.

Post-award Monitoring and Cost Recovery

Effective grant management and cash-flow maximization requires regular review of projects, making priority adjustments, and real-time financial management that monitors obligations and tracks payments. It also requires good project file management and to maintain comprehensive and auditable project documentation in accordance with FEMA and OIG requirements and recommendations.

Manage Documentation

From the onset of the recovery process, Witt O'Brien's staff will work with GRU to prepare for final close-out by providing the critical guidance needed to diligently document recovery efforts. To meet the support needed for all FEMA/grantee documentation requests, our staff will ensure that GRU has the right information and has input all requirements into Grants Portal. Specifically, we will identify and

upload to the Event Profile section of the Portal 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 that is complete and detailed scope and estimates for work yet to be completed. The remainder of supporting documents include details on all in-house or contract activities with a heavy emphasis on the procurement of goods and services.

Monitor Project Compliance

Our team will coordinate closely with GRU departments to track allocations and project expenditures to ensure minimal lapse of time between expenditures and the receipt of reimbursement. As projects are completed, we will work with GRU to conduct preliminary reviews of documents and files to provide assistance and oversight to facilitate and ensure appropriate progress payment requests can be made. Our personnel are specially trained to ensure that all documentation is organized to justify project expenditures per the approved scope of work, and to do so in a format that meets FEMA and state requirements.

The final reconciliation of costs can then be recognized across affected department organizations and budgets. We will help ensure that the information collected for

reimbursement aligns with the eligible scope of work. In some cases, we may 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 practice, journals, past precedents, and FEMA databases.

Quarterly Reporting

We will create and maintain quarterly reporting of outstanding public assistance applications and cash management reports. These reports will also provide insight into the flow of funds for GRU and each applicant in the community so we can determine who needs what in terms of additional assistance.

Time Extensions and Scope of Work Changes

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

Similarly, the initial SOW prepared by GRU or FEMA may need to be changed due to newly uncovered damages, triggers for additional work by codes and standards, repairs becoming more complex and costly than originally projected, etc. 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 proposed updated damage description and scope. Our team 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.

Effective **grant management** and **cash-flow maximization** depend on regular review of projects with priority adjustments, real-time financial management, timely submission of reports, grant payment requests, pre-close-out activities to prepare for close-out and audit, and final close-out. Knowing the level of documentation needed for each reduces payment delays. Everything is not needed upfront.

Final Reconciliation and 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 actual cost claim. The process will start when GRU department(s) notifies the state that the project is completed through quarterly reports data and submits a written request for a project closeout.

Our team understands the complexity of this process and will help GRU navigate **the full close-out process**, which will include preparing project funding requests; developing close-out 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 our clients in exit conferences with the state and FEMA.

Preparing Close-out Documentation and Conducting Final Reconciliation

As projects are completed, we will work with GRU to conduct preliminary reviews of documents and files to provide assistance and oversight to facilitate and ensure appropriate progress payment requests can be made. Our personnel are specially trained to ensure that all documentation is organized to justify project expenditures per the approved scope of work, and to do so in a format that meets FEMA and state requirements. Particularly during close-out and auditing, the Witt O'Brien's team will collaborate closely with staff on funding reconciliation; locating bid documents; filing reports; submitting required exemptions, waivers, or permits; and finalizing documentation for inspection.

Our team 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 scope of work for the project to include contract documents, force account labor records; force account equipment records; rental equipment; materials, permits, and procurement requirements.

Preparing for Audits

FEMA will often conduct an audit of the projects for accuracy and compliance. If there are problems with the audit, FEMA can de-obligate funds, which may cause financial hardship to GRU if the amount is significant. If FEMA has already de-obligated funds, we will assess the situation and determine whether the errors can be corrected. For projects not yet in close-out, we will use our review to check the projects to ensure they are complete and can pass an audit.

Support Claim Denial Appeals

FEMA may make adverse determinations throughout the entire process, from the DDD, SOW, and cost estimates to close-out. FEMA rules and regulations allow for appeals on any written determination from FEMA. FEMA considers written appeals accompanied by detailed information, policy references, and supporting documentation for reconsideration. Our team will assist GRU through the appeals process by assembling documentation and handling the process within the deadlines established by FEMA.

Witt O'Brien's appeals experts have successfully handled some of the largest and most complex appeals and arbitration in FEMA history, including the \$474 million New Orleans Charity Hospital. **Our success rate on appeals is an industry-leading 83%.**

4.2 MANAGEMENT

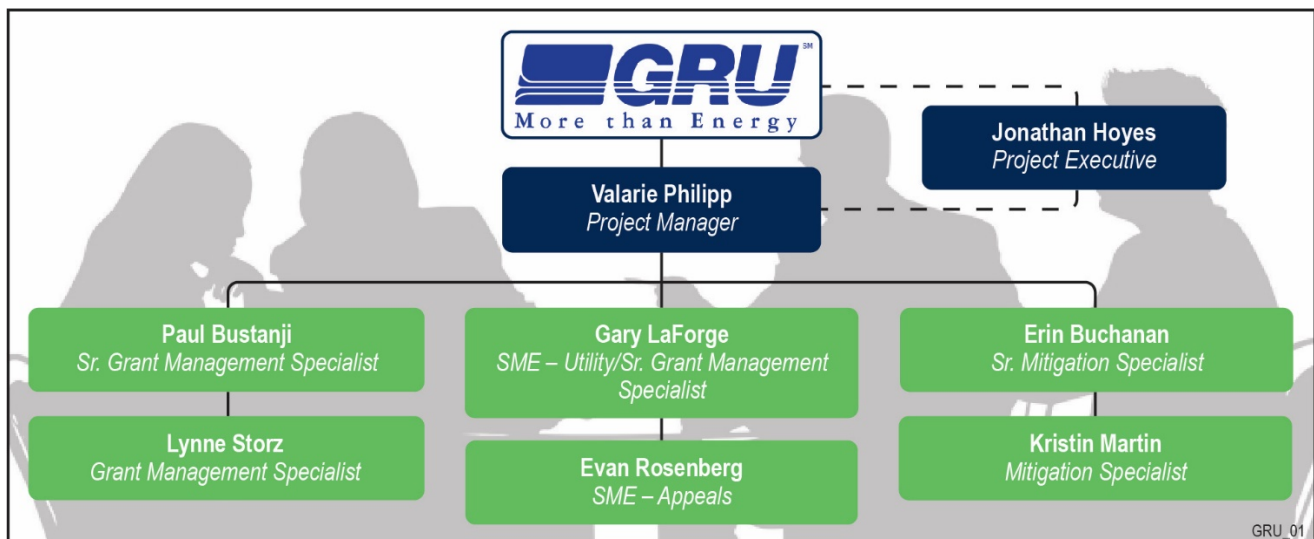
Witt O'Brien's is very familiar with working alongside our clients to manage large-scale disaster recovery operations and the efforts and challenges that these operations require. Based on our extensive resume of success with subrecipient grants management and technical assistance programs across the Gulf Coast, we know that the factors critical to successful disaster recovery program management include:

- **Experienced Key Personnel** – specifically, FEMA PA-experienced managers and subject matter experts who know the intricacies of policy and how to select and manage talented staff and build effective teams
- **Proven Processes** – tools for our managers to track productivity, manage staff workload, and monitor direct and indirect costs
- **Reporting Systems and Tools** – to provide transparency at a granular level to our managers and clients on status for quickly identifying roadblocks so that resources can be focused on solutions. In addition, we will utilize many in place systems and tools and thereby save our clients additional dollars.

4.2.1 PROJECT TEAM STRUCTURE AND QUALIFICATIONS

Our project team structure is presented in **Exhibit 6**. As we will demonstrate, our proposed staff brings the right combination of expertise, experience, and local knowledge, with approaches that maximize access to available funding and management that maximizes successful closeout and GRU's ability to maintain the funding provided.

Exhibit 6: Witt O'Brien's Lean and Efficient Project Team Structure



The Witt O'Brien's team will be led by **Valarie Philipp, P.E.**, who presently leads the FEMA PA business practice at Witt O'Brien's. Ms. Philipp reports directly to our Project Executive, Jonathan Hoyes, who is Witt O'Brien's Senior Managing Director for Government Solutions. As the Project Manager, Ms. Philipp will work on behalf of GRU to support project delivery, contractual, and billing matters and will be ultimately responsible for the team's delivery and performance.

Our Utility Subject Matter Expert (SME) and Senior Grant Management Specialist will be **Gary LaForge, P.E.**, who will be responsible for the day-to-day management of the project and will work closely with the designated GRU project representative. He will work closely with Ms. Phillip ensuring that we are meeting your needs with timely and completed deliverables. He will also be responsible for ensuring that the project is delivered on time, and within cost, scope, and quality parameters. He will be available for online or on-site meetings as can be arranged. He also has the electric system subject matter expertise to positively impact the cost recovery process in a FEMA compliant manner.

Supporting these managers is a team of dedicated reimbursement, mitigation, and compliance specialists. They will generally support day-to-day aspects of the project and will be directed by the management team. They will be assigned by specific recovery specialty -- including FEMA Reimbursement, Appeals and Arbitration, and Hazard Mitigation -- as determined by the needs of the project and in consultation with GRU. **Exhibit 7** provides brief bios for our proposed staff, including their knowledge and experience working with Federal, state, and local governmental bodies on disaster recovery efforts and reimbursement efforts. Full resumes are provided in **Appendix B**.

If awarded this contract, our staff will dedicate hours commensurate with the effort required and the commitments made in this proposal, particularly with respect to the Project Manager, Valarie Phillip and Subject Matter Expert and Senior Grant Management Specialist, Gary LaForge, who are available and will be dedicated to support GRU immediately.

Exhibit 7: Qualifications of Proposed Key Personnel

Jonathan Hoyes, MBA	PROJECT EXECUTIVE
Jonathan is a subject matter expert in cost recovery, FEMA PA, risk management, and infrastructure systems with more than 30 years of public service and private sector experience. Jonathan previously served as the national Director of the FEMA PA Division and he has led field delivery of infrastructure and community assistance (PA, IA, and Mitigation programs) in all ten FEMA Regions, Puerto Rico, and the United States Virgin Islands. During his tenure, he oversaw infrastructure recovery for more than 100 major declarations nationwide. These events included some of the most costly and disastrous events in US history, including Hurricanes Harvey, Irma, Maria, Florence, and Michael.	
Valarie Phillip, PE	PROJECT MANAGER
Valarie is a registered Professional Engineer (P.E.) with more than 20 years of disaster recovery. Her work has been focused on the management and conduct of long-term recovery efforts, reimbursement requests, and development of PWs. She brings expertise in managing and conducting all aspects of cost recovery, including training and ensuring client currency with both Federal and state regulations and requirements. She oversees appeals resolution, procurement compliance, and FEMA disaster closeouts. Most recently, Valarie has managed and overseen 10 disaster debris monitoring projects and 15 FEMA grants management projects resulting from Hurricane Irma. Prior to joining Witt O'Brien's, Valarie served as a FEMA Technical Assistance Contractor (TAC) where she performed building damage assessments, prepared cost estimates, wrote PWs, managed building assessment teams, and served as the Deputy PAC for debris operations for Hurricane Katrina in South Florida.	
Gary LaForge, PE	SME – UTILITIES / SR. GRANT MANAGEMENT SPECIALIST
Gary has 33 years of experience in in the design, construction, permitting and maintenance of civil engineering projects for both private and public sector clients. Since 2008, he has provided grants management support under the FEMA PA program in response to multiple hurricanes as well as the recent COVID-19 pandemic. He has also applied his civil engineering and utility expertise to disaster	

Exhibit 7: Qualifications of Proposed Key Personnel

recovery mitigation, particularly for the US Virgin Islands Water and Power Authority following Hurricanes Irma and Maria. Most recently, Gary has been providing FEMA grants management support to several utilities, including Consumer Power Inc (for wildfires) and Middle Tennessee Electric Membership Corporation (for severe storms). In addition, for several county governments, he has developed project worksheets for Emergency protective Measures and expenses incurred in response to COVID-19.

Erin Buchanan, CFM

SR. MITIGATION SPECIALIST

Erin is a Certified Floodplain Manager (CFM) with more than 15 years of hazard mitigation experience, including mitigation planning, project and application development, grants management, and financial data management. Erin 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 HMA projects of all types and is skilled in developing funding strategies. She has developed financial management tools to track and manage more than \$2.7 billion in Federal funds and over 400 individual projects. She is proficient in project planning, client coordination, and timeline management.

Kristin Martin

MITIGATION SPECIALIST

Kristen is a Mitigation and Benefit Cost Analysis Specialist, is currently serving in the USVI, where she has created more than \$400 in applications for FEMA's HMGP. Prior to joining Witt O'Brien's, she was the Hazard Mitigation and Resiliency Specialist for the Miami-Dade Office of Emergency Management, where she was responsible for updating the Miami-Dade County THIRA, revising the County Recovery Plan, and participating in preparedness exercises. She previously served in a similar role for the City/County of Honolulu, Hawaii.

Evan Rosenberg

SUBJECT MATTER EXPERT - APPEALS

Evan is a disaster recovery and legal expert with more than 10 years of experience in assisting state and local clients with Federal disaster recovery programs. Evan served on the US Virgin Islands Recovery (USVI) team for Hurricanes Irma & Maria, providing expert assistance in FEMA PA and Individual Assistance. Prior to joining Witt O'Brien's, he was the Division lead for all Recovery Operations for the Florida Division of Emergency Management, including four new Presidentially declared events, as well as for over 20 previously declared Presidential disasters during his term. Over the course of his career, he has overseen the administration of more than \$5.5 billion in recovery funding. Previously, Evan worked for 10 years in engineering management, which he uses to inform his emergency management studies and approach.

Paul Bustanji

SR. GRANT MANAGEMENT SPECIALIST

Paul is a grants specialist with more than 15 years of direct experience in disaster recovery. Paul deploys directly to disaster areas to support FEMA PA recovery efforts, including Hurricanes Michael and Irma in Florida and Superstorm Sandy in New Jersey. For these projects, he led damage assessments and the collection, analysis, and documentation of disaster-related expenditures and force account costs. Paul's areas of expertise include disaster recovery and response, PA, Section 404/406 hazard mitigation, project management, and staff management. Prior to joining Witt O'Brien's, Paul served as a senior electrical engineer for FEMA disaster recovery efforts in Texas and Louisiana for the URS Corporation. As a member of PA specialist teams, he provided damage assessment and grant development for city, local, and state governments and institutions.

Exhibit 7: Qualifications of Proposed Key Personnel

Lynne Storz

GRANT MANAGEMENT SPECIALIST

Lynne Storz is a FEMA PA program and debris monitoring specialist with more than 20 years of professional experience. Since joining Witt O'Brien's, Lynne has supported numerous FEMA PA programs and disaster recovery operations throughout Florida and across the country. She has provided technical assistance to local and state governments in the FEMA PA reimbursement process, including use of the FEMA PA Delivery Model. She is experienced in preliminary damage assessments, project worksheet formulation, appeals, and project closeouts.

4.2.2 MANAGEMENT APPROACH, PROCESSES, AND TOOLS

Our PM has the tools to carefully track, schedule, and document all technical work activities employing rigorous project management discipline, including the development of an overall Project Management Plan, as discussed in Section 4.1 above. That PMP will guide and provide routine management control over major work streams under our contract. The PMP will include a detailed definition of work scope, project schedule, and budget baselines; a quality assurance plan; a risk register; and stakeholder engagement plan as appropriate and approved by Baldwin County.

Witt O'Brien's experts are adept at managing projects with a multi-faceted team of specialists that are virtual, on site, and in the field. Our managers facilitate a collaborative environment. In the fast-paced cost-recovery work, we share information using Microsoft 365 for document sharing and video conferencing. Witt O'Brien's installs Office 365 for Business® on all company-issued laptops with Microsoft Office 365 to facilitate rapid communication and information sharing. SharePoint and Microsoft Teams facilitate document sharing, the ability to collaborate on documents, and the flexibility to video conference simply through an Internet connection.

As your contractor, you can depend on the Witt O'Brien's team to be available to participate in all response and recovery conference calls and meetings between GRU, City and County Emergency Management Departments, FDEM, and FEMA, as appropriate. When needed, we will also work with GRU staff prior to these calls to ensure they are adequately prepared to advance their project portfolios and make their best cases for obtaining favorable disaster cost recovery eligibility determinations. As requested, we will also prepare required correspondence to the State of Florida (FDEM), FEMA, or any other stakeholder on behalf of GRU.

Our clients will have regular access to personnel that are assigned to work with them on their disaster recovery and completion of the FEMA PA process. With continuous communication, meeting expectations can be relayed and organized so there is no gap in the request and setting up a meeting within reason. Depending on when contract activation occurs and the magnitude of the disaster, the grant specialists assigned to work with GRU may be working with GRU full-time. If part-time, they may be allocated to additional clients as deemed appropriate to fill their time in a productive manner.

The Witt O'Brien's team is familiar with the components of the Grants Portal and the most effective methods of formulating and tracking awards, and has been able to develop dashboards providing up-to-date status information, as shown in **Exhibit 8**.

Exhibit 8: Utilizing Data from Grants Portal – Standardization through Technology

USVI WOB Project Worksheets

Dashboard



APPENDIX A: REQUIRED FORMS

RESPONDENT'S CERTIFICATION

DRUG FREE WORKPLACE CERTIFICATION

CERTIFICATION OF COMPLIANCE WITH LIVING WAGE

SUBCONTRACTOR INFORMATION FORM

COMPANY POLICY ON DIVERSITY AND INCLUSION

CLARIFICATIONS AND EXCEPTIONS



Solicitation Number: RFP 2021-002 For: FEMA Consultant

RESPONDENT'S CERTIFICATIONNAME OF CORPORATION, PARTNERSHIP, OR INDIVIDUAL: Witt O'Brien's, LLCPHYSICAL ADDRESS: 2200 Eller Drive, Fort Lauderdale, Florida 33316FEDERAL IDENTIFICATION #: 27-2783923 STATE OF INCORPORATION: Delaware (Seal)

I have carefully reviewed this Solicitation including the scope, submission requirements, general information, and the evaluation and award process.

I acknowledge receipt and incorporation of the following addenda, and the cost, if any, of such revisions has been included in the pricing provided. **Addenda 1 through 2 acknowledged** (if applicable).

I am a small business enterprise (SBE) or service disabled veteran enterprise (SDVE) certified with the City of Gainesville Equal Opportunity Department (<http://www.cityofgainesville.org/OfficeofEqualOpportunity.aspx>). YES NO

I am a local business requesting Local Preference (include Business Tax Receipt and Zoning Compliance Permit) YES NO

The Living Wage Ordinance applies YES NO If yes, additional costs in response price \$ 0

I further acknowledge that: **Response is in full compliance with the specifications**; or Response is in full compliance with the specifications **except** as specifically stated and explained in detail on sheets attached hereto and labeled "Clarifications and Exceptions".

I hereby propose to provide the goods/services requested in this Solicitation. I agree to hold pricing for at least **60** calendar days from the Solicitation due date. I agree that GRU's terms and conditions herein take precedence over any conflicting terms and conditions submitted for GRU's consideration, and agree to abide by all conditions of this Solicitation.

I certify that all information contained in this Response is truthful to the best of my knowledge and belief. I further certify that I am duly authorized to execute and submit this Response on behalf of the organization as its agent and that the organization is ready, willing and able to perform if awarded.

I further certify that this Response is made without prior understanding, agreement, connection, discussion, or collusion with any other person, company or corporation submitting an offer for the same product or service; no officer, employee or agent of GRU owns or will benefit more than 5% from award of this Solicitation; and the undersigned executed this Respondent's Certification with full knowledge and understanding of the matters therein contained.

Jonathan Hoyes 6/29/2021
 AUTHORIZED SIGNATURE DATE

Jonathan Hoyes, Senior Managing Director - Government Solutions
 PRINT NAME TITLE

954 523 2200 954 524 9185
 TELEPHONE NUMBER FAX NUMBER

JHoyes@wittobriens.com
please cc: contractrequests@wittobriens.com
 E-MAIL ADDRESS

www.wittobriens.com
 WEBSITE

RESPONDENT'S CONTACT
 (for additional information)

Valarie Philipp
 NAME

Associate Managing Director
 TITLE

954-644-2200
 PHONE

VPhilipp@wittobriens.com
 E-MAIL ADDRESS

If Respondent is not an individual, include authorization for the above individual to sign on behalf of the organization.



GAINESVILLE REGIONAL UTILITIES / PROCUREMENT

Solicitation Number: RFP 2021-002 For: FEMA Consultant

DRUG-FREE WORKPLACE CERTIFICATION FORM

Preference may be given to a business that certifies that it has implemented a drug-free workplace program. Pursuant to Section 287.087, Florida Statutes, whenever two or more competitive solicitations that are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a response 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 tie responses will be followed if none of the tied providers has a drug free workplace program. In order to have a drug-free workplace program, a business shall:

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 proposal 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 proposal, 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 893, Florida Statutes, 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 any employee who is so convicted or require the satisfactory participation in a drug abuse assistance or rehabilitation program as such is available in the employee's community.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of applicable laws, rules and regulations.

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

Witt O'Brien's, LLC
CORPORATION, PARTNERSHIP, OR INDIVIDUAL

6/29/2021
DATE

Jonathan Hoyes
AUTHORIZED SIGNATURE

Solicitation Number: RFP 2021-002 For: FEMA Consultant

**CITY OF GAINESVILLE
GAINESVILLE REGIONAL UTILITIES
CERTIFICATION OF COMPLIANCE WITH LIVING WAGE**

The undersigned hereby agrees to comply with the terms of the Living Wage Ordinance and to pay all covered employees, as defined by City of Gainesville Ordinance 020663 as amended, during the time they are directly involved in providing covered services under the contract with the City of Gainesville for FEMA Consulting Services a living wage of **\$13.75** per hour to covered employees who receive Health Benefits from the undersigned employer and **\$15.8125** per hour to covered employees not offered health care benefits by the undersigned employer.

Responder Name: <u>Witt O'Brien's, LLC</u>	
Physical Address: <u>2200 Eller Drive, Fort Lauderdale, Florida 33316</u>	
Phone Number: <u>954 523 2200</u>	
Name of Local Contact Person: <u>Valarie Philipp</u>	
Physical Address: <u>2200 Eller Drive, Fort Lauderdale, Florida 33316</u>	
Phone Number: <u>954 644 2202</u>	
\$ <u>\$5000</u> (Amount of Contract)	<u>City of Gainesville</u> (Buyer)

Signature: Jonathan Hoyes

Date: 6/29/2021

Printed Name: Jonathan Hoyes

Title: Senior Managing Director, Government Solutions

****Not Applicable****

Solicitation Number: RFP 2021-002 For: FEMA Consultant

SUBCONTRACTOR INFORMATION FORM

List any subcontractors that will be used for the Work along with the goods or services to be provided. If the subcontractor is a small or minority-owned business, check the boxes that apply. The selected prime Consultant will be asked to provide the actual subcontractor spend amount at a later date.

Small Business Enterprise (SBE): Independently owned with a net worth of not more than five million dollars and employs 200 or fewer permanent full-time employees.

Minority Business Enterprise (MBE): 51% owned and managed by a minority. African-American, Asian-American, Hispanic-American, Native-American, or American women owned.

Service-Disabled Veteran Enterprise (SDVE): At least 51% owned and managed by a veteran who has been certified as a service-disabled veteran by the Florida Department of Management Services or other agency.

Subcontractor Name	Goods or Service to be provided	Business Type		
		SBE	MBE	SDVE

Company Policy on Diversity and Inclusion

It is Witt O'Brien's policy to provide equal opportunity and access for all persons, without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, or status as a disabled veteran or other protected veteran, in all phases of the employment process and in compliance with applicable federal, state, and local laws and regulations. This policy of non-discrimination shall include, but not be limited to, the following employment decisions and practices: hiring; promotions; demotions or transfers; layoffs; recalls; terminations; rates of pay or other forms of compensation; selection for training, including apprenticeship; and recruitment or recruitment advertising.

CLARIFICATIONS AND EXCEPTIONS

As required by the RFP Instructions (Section 8.0 "Deviations from Specifications"), Witt O'Brien's would like to request the following exceptions. The pertinent RFP sections are shown in blue.

1. RFP REFERENCE: Contract Sample (PDF Page 16). **The paragraph that is numbered 1 refers to Special Instructions (Attachment 5,) please provide for review and acceptance.**
2. RFP REFERENCE: Attachment 1, General Terms and Conditions, Section 5.5 Final Payment/Acceptance (PDF Page 26). **Witt O'Brien's requests to clarify that it will be releasing client from further payment obligations by accepting the language below.**

Page 26. 5.5 Final Payment/Acceptance. The acceptance by Consultant of final payment due on termination of the Contract shall constitute a full and complete release of GRU from any and all claims, demands and causes of action whatsoever which Consultant, its successors or assigns have or may have against GRU under the provisions of this Contract.

3. RFP REFERENCE: Attachment 2, Supplemental Conditions, Section 3.0, Indemnification (PDF Page 30). **Witt O'Brien's can accept a negligence based indemnification to the extent caused by Witt O'Brien's in the performance of its services. Witt O'Brien's accepts the 3.2 indemnity to the extent products are furnished by WOB.**
4. RFP REFERENCE: Attachment 2, Supplemental Conditions, Section 8.2 Termination for Cause (Cancellation) (PDF Page 32). **Witt O'Brien's requests for mutual termination for cause rights whereby WOB may terminate this Agreement if the City fails to pay the WOB in accordance with this Agreement. In addition, WOB requests for a written notice and a corrective action period of ten (10) days in the event of a breach. Please clarify that, in the event of termination for cause by City, WOB shall be paid for those services rendered prior to termination and applicable hourly rates for any hours worked to transition work to 3rd party.**
5. RFP REFERENCE: Attachment 2, Supplemental Conditions, Section 10. Limitation of GRU's Liability (PDF Page 32). **Witt O'Brien's requests for a mutual consequential damages waiver; otherwise, we request a CAP on our indemnity obligation and/or the overall liability under the agreement.**

10.0 LIMITATION OF GRU'S LIABILITY. To the fullest extent permitted by law, GRU shall not be liable to Consultant for any incidental, consequential, punitive, exemplary or indirect damages, lost profits, revenue or other business interruption damages, ~~including but not limited to, loss of use of equipment or facility.~~

6. RFP REFERENCE: Attachment 2, Supplemental Conditions, Section 12.0 Performance Time (PDF page 33). **Witt O'Brien's reserves the right to negotiate the liquidated damages at award.**

12.0 PERFORMANCE TIME. Consultant fails to complete the Work on or before the date established for Final Completion, then Consultant will be solely responsible for liquidated damages or other costs as set forth in the Solicitation or Contract.

APPENDIX B: KEY PERSONNEL RESUMES

Jonathan Hoyes, Project Executive

Valarie Philipp, Project Manager

Paul Bustanji, Senior Grant Management Specialist

Lynne Storz, Grant Management Specialist

Gary LaForge, SME – Utilities/Senior Grant Management Specialist

Evan Rosenberg, SME - Appeals

Erin Buchanan, Senior Mitigation Specialist

Kristen Martin, Mitigation Specialist

Jonathan Hoyes is an Emergency Management executive, with more than 30 years of public service and private sector experience. He has served in the federal government's Senior Executive Service (SES) at DHS-FEMA and senior manager and business owner in industry, bringing expertise in strategic planning, program design and delivery, and risk management.

Jonathan is a former career member of the federal government's SES who has served as the national Director of FEMA Public Assistance Division. He has led field delivery of infrastructure and community assistance (Public Assistance, Individual Assistance and Mitigation programs) in all ten FEMA Regions, Puerto Rico and the United States Virgin Islands. As the Federal Disaster Recovery Coordinator (FDRC) in Puerto Rico in 2019, Jonathan was the Lead Federal Official for all federal recovery efforts. He also had direct responsibility for over 3,000 federal staff on-island. Jonathan has a proven track record of senior leadership, business development, strategic management, and outstanding client relationships.

SELECT PROJECT EXPERIENCE

SENIOR MANAGING DIRECTOR, GOVERNMENT SOLUTIONS, WITT O'BRIEN'S (2020 – PRESENT)

Jonathan is a nationally respected subject matter expert in Federal disaster grant assistance for debris removal, emergency protective measures, and the repair, replacement, or restoration, and mitigation of disaster-damaged facilities. His knowledge and experience with the full grant management lifecycle allows his to support clients with expert, strategic advice in maximizing Cost Recovery. Focusing on client's policies, procedures, procurement, systems, and human resources, he leads teams that delivery results for communities devastated by natural, public health, and manmade disasters.

DIRECTOR, PUBLIC ASSISTANCE (PA) DIVISION, FEMA (2018 - 2020)

During his tenure in the Senior Executive Service (SES) with FEMA, Jonathan led the administration and delivery of FEMA's Public Assistance grant program, the largest grant program in DHS, averaging more than \$10 billion per year. Jonathan led the development of new policy and doctrine resulting from major legislative changes such as the Bipartisan Budget Act (BBA) and Disaster Recovery Reform Act of 2018 (DRRA). He also was the accountable executive for Second Appeals nationwide, DHS-OIG, OMB, and GAO Audits, and Grant Closeout. As the Certifying Authority (CA) for the 6,000+ national cadre of full-time and part-time Public Assistance federal employees, he ensured they are trained, equipped and ready to serve. He also oversaw three, geographic sector-based Technical Assistance Contractors (TAC) with multi-year, multi-billion-dollar contracts.

Jonathan has overseen infrastructure recovery on over 100 major Stafford Act disaster declarations nationwide, and numerous emergency and Fire Management Assistance Grant Program. In addition, he was the accountable executive for the Community Disaster Loan (CDL) Program and Special Community Disaster Loan (SCDL) Program, providing loans to communities financially devastated by disasters. These major events include some of the most costly and impactful natural disasters in U.S.

JONATHAN HOYES, MBA
PROJECT EXECUTIVE



YEAR JOINED WITT O'BRIEN'S, LLC
2020

YEARS OF EXPERIENCE AT OTHER ORGANIZATIONS
30 Years

EDUCATION

American University, *MBA Finance and International Business*
University of Wales, *BEng Civil Engineering*

LICENCES/CERTIFICATIONS/TRAINING

Top Secret (TS-SCI) Security Clearance

history – Hurricanes Harvey, Irma, Maria, Florence, and Michael. The size and scale of these events is unprecedented – with estimates exceeding the total, combined assistance provided in the previous 38 years since the creation of FEMA in 1979.

Jonathan also served as the Lead Federal Official for the estimated \$92 Billion recovery efforts after Hurricanes Maria and Irma. As the Federal Disaster Recovery Coordinator (FDRC) / Federal Coordinating Office (FCO) for Puerto Rico and the U.S. Virgin Islands, Jonathan coordinated the efforts of over two dozen federal agencies in support of the Territory and Commonwealth.

DIRECTOR, TECHNOLOGICAL HAZARDS DIVISION (THD), FEMA (2016 - 2018)

Jonathan was responsible for delivering two major programs and overseeing preparedness activities related to radiological and chemical weapons hazards in coordination with Federal, State, local, tribal and key private sector partners inside the United States (US). Jonathan and staff assured community preparedness in 37 States, with a population of over 160 million Americans, and across all ten FEMA Regions through the Radiological Emergency Preparedness Program (REPP) and the Chemical Stockpile Emergency Preparedness Program (CSEPP) through the design and implementation of a Reasonable Assurance Alignment Framework (RAAF). While serving as the FEMA THD Director, Jonathan deployed to Puerto Rico in support of Hurricane Maria to serve as a Recovery Subject Matter Expert and Accountable Executive for the designing and implementing FEMA's Outcome-Based Recovery Initiative for Public Assistance.

ASSISTANT ADMINISTRATOR, FIELD OPERATIONS DIRECTORATE (FOD), FEMA (2015)

Jonathan led the formation and stand up of a new Field Operations Directorate (FOD) within FEMA's Office Response and Recovery (ORR). As FOD's first Assistant Administrator, Jonathan integrated four Divisions, and over three hundred staff, at six locations nationwide, to create an efficient and effective new Directorate. This was achieved by creating a common understanding of their individual and combined role to support the mission of FEMA's field operations.

DIRECTOR, NATIONAL DISASTER RECOVERY PLANNING DIVISION (NDRPD), FEMA (2014)

Jonathan led the integration of NDRPD with the Office of Federal Disaster Coordination (OFDC). As the leader of this new Division, Jonathan had responsibility to lead, train, equip, and manage FEMA's field leadership, including Federal Coordinating Officers (FCO) and Federal Disaster Recovery Coordinators (FDRC). During that time, he also served two years as the Chair of the interagency Recovery Support Function Leadership Group (RSFLG). Importantly, Jonathan also led the development and revision of the nation's National Recovery Doctrine.

Valarie Philipp is an Associate Managing Director at Witt O'Brien's and a registered Professional Engineer (PE) in the states of Florida and Georgia.

Valarie has more than 20 years of experience in disaster preparedness, response, and FEMA Public Assistance (PA) recovery support. She has assisted state, county, and municipal governments; health care providers; educational institutions; and non-governmental organizations (NGOs) with disaster preparedness, response, and recovery. She is a subject matter expert in grants management, cost recovery, FEMA disaster closeouts, procurement compliance, and appeals resolution. She also has extensive experience with debris monitoring and operations support. Valarie regularly assists governmental clients with annual contract procurement and maintenance activities, as well as disaster planning and all-encompassing FEMA program training initiatives.

Presently, Valarie is serving as the interim practice lead for all FEMA PA and grant recovery efforts in the continental United States. Prior to joining Witt O'Brien's, Valarie served as FEMA Technical Assistance Contractor (TAC) from 2004 – 2006, where she performed building damage assessments, prepared cost estimates, developed Project Worksheets (PWs), managed building assessment teams, and served as the Deputy Public Assistance Coordinator (PAC) for debris operations for Hurricane Katrina in South Florida. She also worked as a structural engineer for Wiss, Janney, Elstner, and Associates, undertaking forensic investigations, structural analysis, repair design, construction period services, and litigation support for structural failures, construction defects and natural disasters.

SELECT PROJECT EXPERIENCE

COVID-19 RECOVERY SUPPORT, NATIONWIDE (2020 – PRESENT)

Valarie is currently serving as the Project Manager for multiple COVID-19 cost recovery projects involving FEMA and other Federal grants supporting municipal, educational, and healthcare clients with their expenditure tracking, grant eligibility analysis, grant submittal, CARES act grant accountability, cost recovery, audit and compliance.

HURRICANE DORIAN DISASTER RECOVERY SUPPORT, VARIOUS FLORIDA CLIENTS (2019 – PRESENT)

Valarie is currently serving as the Project Manager for 6 FEMA PA projects supporting clients in Florida with their PW preparation and submittal including Category A, B, E and G damages totaling approximately \$10 million.

DISASTER RECOVERY SUPPORT, BOARD OF TRUSTEES OF BAY MEDICAL CENTER (BAY HEALTH FOUNDATION, FLORIDA) (2019 – PRESENT)

Valarie is responsible for the management and oversight of a team of personnel working to support Bay Health Foundation with recovery from the devastating impacts of Hurricane Michael that struck the Florida Panhandle as a Category 5 hurricane in October 2018. The damages documented on FEMA projects to date total over \$124 million. The hospital facilities sustained significant damages to many of their health care facilities county-wide with many buildings condemned and in need of complete replacement. The project has required working with outside teams of engineers, architects, and construction firms to assess damages, develop repair and

VALARIE PHILIPP PROJECT MANAGER



YEAR JOINED WITT O'BRIEN'S, LLC
2006

YEARS OF EXPERIENCE WITH OTHER ORGANIZATIONS
7 Years

EDUCATION
University of Florida, *MSCE, Structural Engineering*
University of Florida, *B.S., Civil Engineering*

LICENCES/CERTIFICATIONS
Professional Engineer (PE):
Florida and Georgia

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

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

replacement strategies, and complete the vision for a functional and accessible community hospital to serve the needs of the surrounding area.

HURRICANE IRMA DISASTER RECOVERY SUPPORT, VARIOUS CLIENTS, FLORIDA (2017 – PRESENT)

Valarie is managing 10 disaster debris monitoring projects in Florida (9 in Broward County and 1 in Palm Beach County) and 15 FEMA grants management projects, some still in process, resulting from Hurricane Irma that impacted Florida and Georgia in September 2017. PWs were prepared for Categories A, B, C, E, F, and G for damages totaling \$74.7 million.

DISASTER RECOVERY SUPPORT, SCHOOL BOARD OF BROWARD COUNTY (SBBC), FLORIDA (2008 – PRESENT)

Valarie has directed SBBC's long-term recovery efforts after the various disasters that impacted the Broward County School District from 2004 to 2020 including the COVID-19 response and recovery. She has overseen the reconciliation and closeout of debris removal projects, emergency protective measures, and permanent work that totaled more than \$60 million.

- Valarie has assisted with gathering, reviewing, and compiling the relevant documentation for the final inspection and closeout of PWs up through the 2016 disasters. This has involved identifying and pursuing more than \$9 million in unclaimed FEMA funds and project cost over-runs, as well as more than \$3 million in originally unclaimed insurance benefits.
- When FEMA's Office of the Inspector General (OIG) conducted an audit of 32 of the School Board's projects, which documented \$15 million in damages, Valarie assisted by gathering and submitting supporting documentation to satisfy the audit findings and conditions through project closeout. She also prepared formal appeals to FEMA to dispute adverse funding decisions, successfully recovering over \$1.7 million in de-obligated funds.
- Most recently, she has supported efforts to comply with updates to the FEMA program guidelines including updating procurement policies and procedures to align with federal procurement regulations as well as implementing disaster expenditure recording procedures to capture damages through the County by department, location, and by FEMA category of work.

SUPERSTORM SANDY RECOVERY, BOROUGH OF ALLENDALE, NEW JERSEY (2013 – 2018)

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

LONG-TERM RECOVERY EFFORTS, FLORIDA DEPARTMENT OF TRANSPORTATION (FDOT), FLORIDA (2008 – 2015)

Valarie assisted FDOT with recovery efforts from the Spring 2014 flooding that impacted North Florida. She had previously served as FDOT's PAC and helped the department perform closeout activities for 110 large PWs related to nine State-declared disasters from 2004-2008, which represented more than \$75 million in obligated funds. She assisted with final inspections, appeals, and grant reimbursements, and QA/QC services.

- Valarie also worked with FDOT districts in Southeastern Florida to compile supporting documents to ensure the successful allocation of obligated funding. She prepared and reviewed documentation to file Detailed Damage Inspection Reports (DDIRs) with the Federal Highway Administration (FHWA) for multiple jurisdictions throughout the Miami-Dade area, which totaled more than \$8 million in federal disaster aid.
- Valarie assisted with the development of FEMA PA and FHWA-ER training materials for FDOT and other local government applications. She delivered training to more than 3,000 representatives and public officials across the State of Florida from the Panhandle to the Keys.

LONG-TERM RECOVERY EFFORTS, CITY OF MIAMI, FLORIDA (2008 – 2012)

Valarie provided oversight and guidance for the City of Miami's long-term recovery efforts. She assisted city staff with all aspects of the debris planning and preparation process, from project inception through disaster closure

and financial audits. She also supported the final inspection and closeout of 27 large PWs that represented more than \$34 million in obligated funds. The majority of the PWs were related to debris removal and emergency protective measures.

- Valarie secured more than \$9.5 million in unclaimed obligated funds and cost overruns, which resulted in successful project closeouts. To secure the funds, Valarie collected, reviewed, and prepared all pertinent documentation from various City departments.
- She also assisted the City in preparing a response to findings from an audit by FEMA's OIG. Her assistance led to the recovery of more than two-thirds of the \$3.8 million of funds in question. She worked with the City to complete a FEMA-approved Disaster Debris Management Plan and assisted during the bidding and contracting phases. She also helped select and approve a temporary debris management site and facilitated annual debris coordination meetings with City staff and contracted vendors.

RECOVERY EFFORTS, FLORIDA DIVISION OF EMERGENCY MANAGEMENT, FLORIDA (2006 – 2008)

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

TECHNICAL ASSISTANCE CONTRACTOR (TAC), FEMA (2004 – 2006)

While working with FEMA, Valarie assisted Palm Beach County's (Florida) efforts to respond to Hurricanes Frances and Jeanne. She performed building damage assessments, prepared cost estimates, wrote PWs, and managed building assessment team members. She also assisted applicants in Miami-Dade and Broward Counties for Hurricanes Katrina and Wilma. During the recovery efforts, Valarie helped determine debris removal project eligibility and funding obligations. She also managed debris specialists and performed QA/QC to help resolve special projects.

STRUCTURAL ENGINEER, WISS, JANNEY, ELSTNER, AND ASSOCIATES (1997 – 2004)

As a structural engineer with this firm, Valarie performing general condition surveys and forensic evaluations of various types of structures such as low-rise and high-rise facilities, parking structures, bridges, retaining walls, storm sewer, and residential facilities. She investigated and performed structural analysis on materials such as masonry, cast-in-place, post-tensioned and precast concrete, steel and stucco, EIFS, and stone cladding. In her work, she was responsible for completing design repairs, preparing construction drawings and specifications, and serving as the field engineer-of-record for repair and reconstruction efforts on behalf of clients.

Paul specializes in the management of disaster recovery grants, bringing more than 15 years of direct experience in disaster recovery. Paul has deployed directly to disaster areas to support FEMA PA recovery efforts, including Hurricanes Michael and Irma in Florida and Superstorm Sandy in New Jersey. For these projects he focuses on damage assessments and the collection, analysis, and documentation of disaster-related expenditures and force account costs. Paul's areas of expertise include disaster recovery, disaster response, public assistance, 406 hazard mitigation, and project management.

Prior to joining Witt O'Brien's, Paul served as the principal communications engineer for URS Corporation, an engineering, design, and construction firm. During that time, he served as a senior electrical engineer for FEMA disaster recovery efforts in Texas and Louisiana, where he was responsible for the execution of tasks related to schematic design, stakeholders' involvement, engineering design and construction documents development to support IT projects. He deployed for Hurricanes Dolly, Ike, Katrina, and Rita, and as a member of PA Specialist teams, he provided damage assessment and grant development for city, local, and state governments and institutions. Paul has an additional 15+ years of experience in communications systems design and product management.

SELECT PROJECT EXPERIENCE

PA SPECIALIST AND TEAM LEAD, HURRICANE MICHAEL RECOVERY SUPPORT, BAY MEDICAL CENTER, FL (2019 – PRESENT)

Paul serves as the PA Specialist Team Lead serving the Bay Medical Center's recovery efforts from Hurricane Michael. As Bay Medical Center is the only regional cardiac health center in seven counties, the recovery work is focusing on in-patient bed capacity and restoration of clinical services and support systems. Paul and his team are guiding the PA efforts for the client with FEMA and the FL Division of Emergency Management (FLDEM).

PA SPECIALIST, HURRICANE IRMA RECOVERY SUPPORT, MULTIPLE CLIENTS, FL (2017 – 2019)

Paul supported response and recovery efforts for multiple disasters including Hurricane Irma in Florida. One of his main projects was with the City of Orlando to assess, document, and submit damage assessment in coordination with FEMA PDMG. He developed cost summaries with contracted and force account work documentation for submittal to the FEMA Grants Portal. Paul also worked with FLDEM to support reimbursement requests, audits, and RFIs.

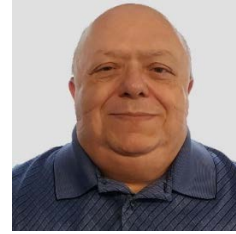
DEPUTY PROJECT MANAGER, SUPERSTORM SANDY RECOVERY, PASSAIC VALLEY SEWERAGE COMMISSION (PVSC), NJ (2014 – 2016)

Paul managed development and submittal of reimbursement requests for PVSC in Newark, NJ. He coordinated the collection, analysis, and documentation of disaster-related expenditures and force account costs to support PVSC recovery. Paul also conducted special force account data analysis to support accurate accounting of labor and equipment hours related to response and recovery.

SENIOR GRANTS MANAGEMENT SPECIALIST, SUPERSTORM SANDY RECOVERY, NEW JERSEY DEPARTMENT OF EMERGENCY MANAGEMENT, WEST TRENTON, NJ (2013-2014)

Paul served several deployments in support of NJDEM response and recovery efforts in New Jersey for Superstorm Sandy. He served as a member of the State Agency Liaison teams and provided damage assessment and grant review support for local and state governments and institutions in Ocean County.

PAUL BUSTANJI SENIOR GRANT MANAGEMENT SPECIALIST



YEARS OF EXPERIENCE

31 years

EDUCATION

Western Michigan University, *B.S.*,
Electrical Engineering

LICENSES/CERTIFICATIONS/TRAINING

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

PA-TAC DEPLOYMENTS, FEDERAL EMERGENCY MANAGEMENT AGENCY (2005 – 2012)

Prior to joining Witt O'Brien's, Paul supported FEMA's Public Assistance program under the Nationwide Infrastructure Support Technical Assistance Contract (NISTAC). His assignments included:

- **Hurricanes Katrina and Rita in Louisiana:** Served several deployments in support of FEMA response and recovery efforts. He served as a member of the PA Project Specialist teams and provided damage assessment and grant development for local and State governments and institutions. Paul was also tasked with hazard mitigation project review and coordination of hazard mitigation plan technical development and submittal.
- **Hurricane Dolly in Texas:** Served as a member of the PA Project Specialist teams and provided damage assessment, grant development, and hazard mitigation for local and State governments and institutions.
- **Hurricane Ike in Texas:** Deployed in support of FEMA response and recovery efforts. He served as a member of the PA Project Specialist teams and provided damage assessment and grant development for local and State governments and institutions. One such institution was the University of Texas Medical Branch at Galveston, where he assisted their recovery efforts for nearly two years. The long-term recovery effort provided him with ample opportunity to contribute technical and institutional assistance. He also managed various PA and hazard mitigation projects and supervised the budgets of multiple recovery initiatives.

PRODUCT MANAGEMENT SUPERVISOR, NEC AMERICA, INC., IRVING, TX (1998 – 2003)

Paul oversaw product management staff who were instrumental in helping Sprint switch to a Multiprotocol Label Switching mechanism, a type of data-carrying service for high-performance telecommunications networks.

Lynne Storz is a FEMA Public Assistance program and debris monitoring specialist with more than 20 years of professional experience.

Since joining Witt O'Brien's in 2004, Lynne has supported numerous FEMA PA programs and disaster recovery operations. She has provided technical assistance to local and state governments in the FEMA PA reimbursement process, including use of the FEMA PA New Model. She is experienced in preliminary damage assessments, project worksheet formulation, appeals, and project closeouts.

Lynne's experience includes managing disaster debris monitoring operations and providing statewide planning and training on FEMA debris regulations. Lynne also provides planning expertise in the development of disaster debris management plans for state and local governments.

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

SELECT PROJECT EXPERIENCE

DEBRIS PLANNING - CITY OF SAN JOSE, CALIFORNIA (2019 – PRESENT)

As a Planner 1, Lynne is responsible for developing the City's Disaster Debris Management Plan for a worst-case earthquake scenario. She is working with five departments to develop the roles and responsibilities of each department and provide the operational guidance necessary to provide effective recovery of the City.

FEMA PUBLIC ASSISTANCE SUPPORT, MOREHEAD CITY, NORTH CAROLINA (2018 – PRESENT)

As Project Manager, Lynne is responsible for providing FEMA Public Assistance program technical assistance and project formulation for 14 projects in Morehead City. These projects included historic cemeteries repair / restoration and hazardous tree removal. Lynne is performing this work under the FEMA PA New Model utilizing the FEMA grants portal for the Town's projects.

FEMA PUBLIC ASSISTANCE SUPPORT, CITY OF HAVELOCK, NORTH CAROLINA (2018 – PRESENT)

As Project Manager, Lynne is responsible for providing FEMA Public Assistance program technical assistance and project formulation for the City of Havelock following Hurricane Florence. She is performing this work under the FEMA New Model utilizing the FEMA grants portal for the City's projects.

FEMA PUBLIC ASSISTANCE SUPPORT, OAKLAND PARK, FLORIDA (2017 – PRESENT)

As a Public Assistance Coordinator for Oakland Park, Lynne is providing FEMA Public Assistance program technical assistance, and project formulation for 24 projects resulting in \$2.4 million in cost recovery. She is using the FEMA New Model implemented in the online Grants Portal for these projects.

SUPERSTORM SANDY FEMA PA SUPPORT, NEW JERSEY OFFICE OF EMERGENCY MANAGEMENT (2012-2014)

Lynne worked with 25 New Jersey state agencies, primarily the New Jersey Department of Transportation (NJDOT), providing technical assistance to the agencies in the FEMA PA program following Superstorm Sandy. For NJDOT's approximately \$30m in PA claims, she provided technical assistance, including Project Worksheets (PW) formulation, reimbursement requests, time extensions, and quarterly reports.

LYNNE STORZ

GRANT MANAGEMENT SPECIALIST



YEAR JOINED WITT O'BRIEN'S, LLC
2004

YEARS OF EXPERIENCE WITH OTHER ORGANIZATIONS

11 Years

EDUCATION

Portland State University, *Master of Urban and Regional Planning*

Portland State University, *B.S., Sociology*

LICENCES/CERTIFICATIONS/TRAINING

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

AREAS OF EXPERTISE

- Project management
- Debris operations
- Planning
- Training
- Preliminary damage assessments
- Grant management

HURRICANE ISAAC RECOVERY SUPPORT, LAFOURCHE PARISH, LOUISIANA (2012)

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

DISASTER RECOVERY SUPPORT, STATE OF NEW JERSEY (2011)

Lynne assisted the State of New Jersey in the response to Hurricane Irene and performed preliminary damage assessments in coordination with the New Jersey State Police and local government entities.

DEBRIS MANAGEMENT PLANNING, VARIOUS CLIENTS (2007-PRESENT).

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

LONG-TERM DISASTER RECOVERY, FLORIDA DEPARTMENT OF TRANSPORTATION (2007-2013)

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

MULTI-CITY RECYCLING MANAGER, WASHINGTON COUNTY, OREGON (1991-2002)

Prior to joining Witt O'Brien's, Lynne served as the Solid Waste Management Coordinator, managing an 11-city recycling program. This effort involved developing and implementing waste reduction, curbside, yard debris, multi-family and commercial recycling programs for more than 400,000 area residents. Her fields of expertise include program administration and management, program planning, facility capacity (landfill/materials recovery) planning, public policy development, program development and implementation, ordinance development, rate regulation, and franchise negotiation.

ADDITIONAL TRAINING

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

Gary is a Professional Engineer with more than 30 years of experience in design, construction, permitting and maintenance of civil engineering projects. For nearly 15 years, he has applied this expertise to FEMA Public Assistance recovery projects and mitigation measures.

Gary's civil engineering expertise lies in all areas of hydrologic or hydraulic systems, including the flood control, water, wastewater, and stormwater infrastructure systems. This includes source identification, water treatment facilities, distribution systems, wastewater collection systems, lift stations, wastewater treatment facilities, reclaimed water distribution and storm water system components. He is an expert in National Pollutant Discharge Elimination System (NPDES) compliance.

Since 2008, Gary has provided grants management support under the FEMA PA program in response to multiple hurricanes as well as the recent COVID-19 pandemic. He has also applied his civil engineering and utility expertise to disaster recovery mitigation.

Select FEMA Public Assistance Experience

DISASTER RECOVERY SPECIALIST, CONSUMER POWER, INC, OR (JAN 2021 - PRESENT)

Witt O'Brien's has been providing FEMA grants management services to CPI to address damages from the Oregon Wildfires (DR-4562). As a Disaster Specialist, Gary supports damage assessments and works on procurement, contracts, cost estimates, and project worksheet development.

DISASTER RECOVERY SPECIALIST, VARIOUS COUNTIES (JUL 2020 – PRESENT)

Witt O'Brien's has been providing Delaware County (PA), Montgomery County (MD), and Anne Arundel County (MD) with FEMA grants management support following the COVID-19 pandemic. As a Disaster Specialist, Gary supports the development of Project Worksheets for the Emergency Protective Measures and expenses incurred as a reaction to COVID-19.

DISASTER RECOVERY SPECIALIST, MIDDLE TENNESSEE ELECTRIC MEMBERSHIP CORPORATION (MARCH 2020 – SEP 2020)

Witt O'Brien's was retained by MTEMC, a utility cooperative overseeing 14,306 miles of line and 301,623 meters, to provide FEMA Grants Management services in response to Tennessee Severe Storms, Tornadoes, Straight-Line Winds, and Flooding (DR-4476-TN). As a Disaster Specialist, Gary supported damage assessments and reviewed Force Account Labor, Equipment and Materials for the development of Project Worksheets.

DISASTER RECOVERY SPECIALIST, CITY OF HAVELOCK, NC (NOV 2018 – SEP 2019)

Following Hurricane Florence (2018), Witt O'Brien's provided FEMA PA technical assistance and project formulation to the City of Havelock. This included providing preliminary hydrologic and hydraulic analysis, cost estimates, and scopes of work for roadway culvert systems and a canal system, which had multi-agency potential

GARY W. LAForge
SUBJECT MATTER EXPERT -
UTILITIES



YEAR JOINED WITT O'BRIEN'S, LLC
2018

YEAR JOINED WITT GROUP HOLDINGS, LLC
2010

YEARS OF EXPERIENCE WITH OTHER ORGANIZATIONS
31 Years

EDUCATION

University of Illinois Champaign, BA, Agricultural Engineering

University of Illinois Champaign, BA, Agricultural Sciences

LICENCES/CERTIFICATIONS

Professional Engineer (PE): Illinois, North Carolina

AWIA Utility Risk and Resilience Certification

AREAS OF EXPERTISE

- Transportation Projects and Master Plans
- Citywide Water, Wastewater and Reclaimed Water Master Plans
- Design and Construction of transportation, water, wastewater and stormwater projects
- Project Management of Stormwater Pollution Prevention Plans and Best Management Practices

funding sources. As a Disaster Specialist, Gary supported damage assessments and worked on procurement, contracts, cost estimates, and project worksheet development.

DISASTER RECOVERY SPECIALIST, TOWN OF MOREHEAD CITY, NC (NOV 2018 – SEP 2019)

Witt O'Brien's was retained by the Town of Morehead City to provide FEMA PA recovery support following Hurricane Florence (2018). The Town's twelve projects have an estimated value of \$2.5 million; in addition, the Town suffered damages to historic cemeteries, which have required consultation between FEMA, the State Historic Preservation Office, and Town officials. As a Disaster Specialist, Gary supported damage assessments and worked on procurement, contracts, cost estimates, and project worksheet development.

DISASTER RECOVERY SPECIALIST AND MITIGATION EXPERT, USVI (OCT 2017 – PRESENT)

As part of Witt O'Brien's disaster recovery support to USVI following Hurricanes Irma and Maria, Gary conducted damage assessments and developed project worksheets for the damages to the Water and Power Authority (WAPA) and Waste Management Authority (WMA). He also provided expert advisory services on mitigation measures for the water, wastewater, and solid waste infrastructure

DISASTER RECOVERY SPECIALIST, LOUISIANA GOVERNOR'S OFFICE OF HOMELAND SECURITY AND EMERGENCY PREPAREDNESS (GOHSEP), (FEB 2010 – MAY 2011)

As a subcontractor and then employee of Witt Group Holdings, Gary served as a Disaster Specialist for FEMA PA management following response to Hurricanes Katrina, Rita, Ike, and Gustav. During the firm's engagement with GOHSEP, they provided a team of nearly 190 program experts to work directly with State agencies, local governments and subdivisions, and eligible nonprofit organizations on all aspects of their Public Assistance program recovery efforts, involving more than 36,000 project worksheets and tens of thousands of revisions and amendments. Gary worked on procurement, contracts, cost estimates, and project worksheet development. He was one of two experts in the development of the Direct Administrative Costs Program.

DISASTER RECOVERY SPECIALIST, FEMA (OCT 2008 – AUG 2009)

While employed by Hanson Professional Services, Inc, as a subcontractor to Witt Associates, Gary served as disaster specialist for FEMA in response to Hurricanes Ike, Gustav, Katrina, and Rita. He worked on procurement, contracts, cost estimates, and project worksheet development. He was elevated to the role of Team Lead working with the three City of Houston Airports and prepared all of their Project Worksheets.

ENGINEERING EXPERIENCE

PRESIDENT, LAFORGE & ASSOCIATES, IL (2006 – PRESENT)

Gary provides expertise on the assessment, upgrade, planning and funding of water, wastewater and stormwater systems to public agencies and private clients through-out the United States. He provides training in the areas of water, wastewater, stormwater and NPDES compliance and inspection; provides master planning expertise in the areas of water, wastewater, stormwater and flood control system analysis and identification of Capital Improvement Plan components; and provides component design and construction inspection and administration services in the water resources area of civil engineering (water, wastewater, stormwater and flood control).

VICE PRESIDENT, HAMPTON, LENZINI & RENWICK, INC., IL (JUN 2017 – JAN 2018)

Gary managed the Engineering Department including the Transportation Division, Water, and Wastewater System.

VICE PRESIDENT, GREENE & BRADFORD, INC., IL (APR 2015 – JUN 2017)

Gary managed the Engineering Department including the Transportation Division, Water and Wastewater System; he coordinated reviews of all private and public construction plans for several Illinois municipalities. He also managed the Capital Improvement Program and Motor Fuel Tax Program for several Illinois municipalities for FY 2015- 2016.

PUBLIC WORK DIRECTOR, VILLAGE OF MAHOMET, IL (MAY 2011 – APR 2015)

As the Public Works Director for the Village of Mahomet, Gary managed 11 staff and 5 professional consulting firms across the Transportation Division, Water, and Wastewater Systems. He maintained all the Village Facilities and implemented all facility enhancement projects as well as managed the Capital Improvement Program (CIP) - \$24 M in Design & Construction for FY 2012 – FY 2015. In addition, he reviewed and coordinated the review of all private and public construction plans

SENIOR PROJECT MANAGER, HANSON PROFESSIONAL SERVICES, INC., IL (OCT 2007 – AUG 2009)

Gary directed several Municipal National Pollutant Discharge Elimination System (NPDES) Programs. He served as a Consultant to FEMA in the Public Assistance Program for Hurricane Ike recovery. Moreover, he directed several floodplain analysis projects for the Missouri Dept. Of Transportation. Gary reviewed and coordinated water system analysis projects in Missouri and Illinois.

SENIOR PROJECT MANAGER, AEI/CASC ENGINEERING, INC., CA (JUL 2005 – SEP 2007)

Gary directed several Municipal National Pollutant Discharge Elimination Systems (NPDES) Programs; Managed the Waste Discharge Reduction (WDR) and Fats, Oils & Grease (FOG) programs; Conducted multiple training seminars for the States NPDES programs; Developed and reviewed several Standard Urban Stormwater Mitigation Plans (SUSMPs), Water Quality Management Plans (WQMPs) and Storm Water Pollution Prevention Plans (SWPPPs) for public and private projects throughout the State of California.

ASSISTANT CITY ENGINEER, CITY OF SEAL BEACH, CA (JAN 2005 – JUN 2005)

For the City of Seal Beach, Gary was Assistant City Engineer responsible for all capital improvements, streets, landscape, stormwater, water, and wastewater systems.

SENIOR PROJECT MANAGER, PACIFIC ADVANCED CIVIL ENGINEERING, INC. (SEP 2003 – DEC 2004)

For both private and public clients, Gary managed projects in the stormwater department.

ENGINEER II, CITY OF COSTA MESA, CA (JUN 2001 – SEP 2003)

Gary served as the NPDES coordinator and implemented the program; he also provided engineering and inspection services on some of the capital improvement projects through the City.

Evan Rosenberg is a disaster recovery and legal expert with more than 10 years of experience in assisting state and local clients with federal disaster recovery programs.

Evan has served on the US Virgin Islands Recovery team for Hurricanes Irma & Maria, providing expert assistance in FEMA Public Assistance (PA) and Individual Assistance (IA), as well as HUD's Community Development Block Grant – Disaster Recovery (CDBG-DR). Prior to joining Witt O'Brien's, he served as the Division lead for all Recovery Operations for the Florida Division of Emergency Management including four new Presidentially declared events, as well as for over 20 previously declared Presidential disasters during his term. Over the course of his career, he has overseen the administration of more than \$5.5 billion in recovery funding.

In addition to performing and overseeing disaster recovery services, Evan is a higher education instructor, providing guidance and mentorship to future emergency management practitioners. Previously, Evan worked for 10 years in engineering management which he uses to inform his emergency management studies and approach.

SELECT PROJECT EXPERIENCE

DISASTER RECOVERY CONSULTING, US VIRGIN ISLANDS (2018 – PRESENT)

Evan serves as part of the leadership team for the USVI recovery efforts after hurricanes Irma and Maria. He has served as a subject matter expert in FEMA IA and PA and HUD CDBG-DR. He also served as the Legal Services SME and Reports and Analytics Lead.

AFFORDABLE HOUSING DIRECTOR, FLORIDA HOUSING FINANCE CORPORATION (2017 –2018)

Prior to joining Witt O'Brien's, Evan served as the Deputy Director of Multifamily Development for the Florida Housing Finance Corporation. He was the legal SME supporting the allocation of approximately \$100 million annually in federal Low-Income Housing Credits and State loan/bond funds and assisted with the development and preservation of affordable housing within the State. He developed competitive proposals for fund allocation, as well as scoring schematics and assignments for such competitive housing allocations, both disaster and non-disaster.

DISASTER RECOVERY, FLORIDA DIVISION OF EMERGENCY MANAGEMENT (FLDEM) (2009 –2017)

While employed by FLDEM in several high-level positions, Evan provided leadership and results for disaster recovery initiatives. He developed a change management process within the Bureau of Recovery to address adaptability of state transparency statues and DHS-OCFO funding determinations. He was responsible for responding to State and DHS-OIG audits of the Florida Recovery Program. Evan also provided oversight for the state Public Assistance teams that worked with FEMA to close out over 600 Projects Worksheets (PWs) on older events, totaling more than \$50MM. He integrated the Recovery Support Functions (RSFs) into operational plans for both Emergency Operations Center (EOC) and Joint Field Office (JFO) Operations. He has stepped up as EOC/JFO Operations Chief for disaster events, including Tropical Storm Debby and Hurricane Isaac. Evan has managed staff across PA, IA, CDBG-DR, and Special Considerations units in response to ongoing disasters and to closeout previous disasters. Evan acted as the Stafford Act Appeals Officer for a short time during his tenure with FLDEM, writing approximately 300 appeals with an estimated recoupment of \$20MM for the affected local governments and state agencies.

EVAN ROSENBERG

SUBJECT MATTER EXPERT -
APPEALS

YEAR JOINED WITT O'BRIEN'S LLC

2018

YEARS OF EXPERIENCE WITH OTHER ORGANIZATIONS

20 Years

EDUCATION

Florida State University, *Juris Doctor, Law*

Florida State University, *M.S. Urban and Regional Planning*

University of Maryland, *B.S. Aerospace Engineering and Mathematics*

LICENCES/CERTIFICATIONS/TRAINING

State of Florida Certified Contract Manager

Florida Real Estate Sales License

FEMA Advanced EM Academy

FEMA L962 – All Hazard Plans Section Chief

FEMA L958 – All Hazards Ops Section Chief

FEMA Advanced Professional Series

FEMA Professional Series

ICS-100, 200, 700, 800

EMERGENCY MANAGEMENT COURSES, AMERICAN PUBLIC UNIVERSITY SYSTEM (2012 – PRESENT)

Evan teaches in the School of Homeland Security's Emergency Management Program. His courses include Emergency Management Theory, Research Methods, Mitigation & Resilient Communities, Economics of Disaster, and Emergency Management Law.

DISASTER MANAGEMENT COURSES, FLORIDA STATE UNIVERSITY CENTER FOR DISASTER RISK POLICY URBAN PLANNING DEPARTMENT (2006 –2011)

Evan developed and taught four courses on Risk Management and Recovery in Disaster for both undergraduate and graduate level studies. He also assisted the Urban Planning Research Lab with the preparation of ordinances and policy documents and taught courses in Growth Management and Environmental Planning.

ENGINEERING MANAGEMENT (1991 – 2002)

Prior to disaster recovery, Evan's career focused on using computer-aided design, in-field site surveys, and network optimization in the telecommunications field. Evan was an engineer responsible for the design, construction, and performance of cellular and wireless networks. He went on to supervise engineering departments in relation to network planning, overseeing 10 in-house engineers and a network of over 100 regional installation and maintenance contractor teams nationwide.

Erin Buchanan has 16 years of hazard mitigation experience, including planning, project and application development, grants management, and financial data management.

As Witt O'Brien's Director of Mitigation, Erin has led the development of mitigation plans for state, municipal, and county governments, special districts, and large universities. Over the past three years alone, Erin has served as Project Manager and Senior Mitigation Planner for nearly a dozen hazard mitigation plan development/update projects. She has worked with several state agencies to develop and/or update their hazard mitigation plans, including the Commonwealth of Virginia, the state of Mississippi, and the state of Louisiana.

Erin has also submitted many multi-million-dollar grant applications for innovative mitigation projects including back-up levee sluice gates, external levee flap gates, and the redesign of pump stations. As part of this work, she has designed financial management tools to track and manage more than \$2.7 billion in federal funds and over 400 individual projects. She is skilled in project planning, client coordination, and timeline management.

SELECT PROJECT EXPERIENCE

PROJECT MANAGER/SENIOR PLANNER, CALIFORNIA STATE UNIVERSITY (CSU), LONG BEACH, CA (2020 – PRESENT)

Leading a Hazard Vulnerability and Risk Assessment (HVRA) for CSU, which includes all 23 campuses and the Chancellor's Office. The HVRA will include both campus-specific risks and system-wide vulnerabilities.

MITIGATION SPECIALIST, HAZARD MITIGATION TECHNICAL ASSISTANCE, SAVANNAH, GA (2017 – PRESENT)

Erin is responsible for development and grants management of the City's generator project, which was submitted for HMGP funding under Hurricane Matthew.

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

Erin serves as a mitigation specialist responsible for the development and grants management of the Toms River, NJ Flood Mitigation Assistance Elevation project.

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

Erin is responsible for developing projects, submitting applications, and managing grants for the City of Fernandina Beach drainage project. Nassau County, FL and in particular, areas of the City, are vulnerable to severe flooding even in a Category 1 storm surge, the weakest and most frequent storm event that Florida faces.

PROJECT MANAGER, HAZARD MITIGATION GRANTS MANAGEMENT, UNIVERSITY OF TEXAS MEDICAL BRANCH (UTMB), GALVESTON, TX (2016 – PRESENT)

- Erin is responsible for grant management and advises UTMB leaders, staff, and contractors. She also identifies and develops mitigation projects as funding becomes available. She has submitted grant applications to TDEM totaling approximately \$25 million, while previously funded projects are in various stages of implementation and project close-out.
- Erin also led UTMB's HMP update and conducted QA/QC of updated plan documents.

ERIN BUCHANAN, CFM
SENIOR MITIGATION SPECIALIST



YEARS OF EXPERIENCE

16 years

EDUCATION

Marshall University, B.A.,
International Affairs

**LICENSES/CERTIFICATIONS/
TRAINING**

*Certified Floodplain Manager
(CFM)*

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, *and more*

PROJECT MANAGER/SENIOR PLANNER, HAZARD MITIGATION PLANNING, ST. CHARLES PARISH, LA (2019 – 2020)

Erin is updating the St. Charles HMP, which will include a detailed repetitive loss strategy that the Parish will use to implement a residential mitigation program.

PROJECT MANAGER/SENIOR PLANNER, MISSISSIPPI EMERGENCY MANAGEMENT AGENCY (MEMA), DISTRICTS 2, 4, 6, & 8 (2018 – 2020)

- Erin has updated the regional mitigation plans for two MEMA districts consisting of several counties and multiple jurisdictions. She is currently leading efforts to update plans for Districts 2 and 6.
- She has updated the Mississippi State Mitigation Plan, which included an extensive file conversion and content updates to include climate change as a hazard.

PROJECT MANAGER/SENIOR PLANNER, HAZARD MITIGATION PROGRAM SUPPORT, FORT BEND COUNTY, TX (2018 – 2019)

For the Sienna Plantation Levee Improvement District, Erin is identifying and developing hazard mitigation projects. She has submitted multiple grant applications to the Texas Division of Emergency Management (TDEM) totaling approximately \$70 million, which are under review. Erin is also assisting with development of an inaugural hazard mitigation plan (HMP).

PROJECT MANAGER/SENIOR PLANNER, VIRGINIA DEPARTMENT OF EMERGENCY MANAGEMENT (VDEM), NORTH CHESTERFIELD, VA (2017 – 2018)

Erin updated the Commonwealth's Mitigation Plan and added applicable enhanced plan elements. The plan also included a loss avoidance study using previously implemented mitigation projects throughout the Commonwealth.

PROJECT MANAGER, HAZARD MITIGATION PLANNING, WARD COUNTY, ND (2017 – 2018)

Erin led efforts to update the County's multi-jurisdictional hazard mitigation plan. The plan included 13 total jurisdictions covering more than 2,000 sq. miles.

SENIOR MITIGATION PLANNER, MULTIPLE CLIENTS, NORTHERN VA (2016 – 2017)

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 HMP. She provided technical assistance, document and data management, research, and QA/QC.

DEPUTY PROJECT MANAGER, HAZARD MITIGATION & RISK ASSESSMENT, UNIVERSITY OF MINNESOTA (2015 – 2016)

Erin worked with all five campuses to collect necessary data and documents to create the inaugural HMP and update the existing THIRA.

MITIGATION PLANNER, HMP REVIEW, AUBURN UNIVERSITY, AL (2015 – 2016)

Erin conducted QA/QC of plan documents for the Auburn University Disaster-Resistant University HMP, which included a preliminary business impact assessment (BIA) for multiple departments.

MITIGATION SPECIALIST, HAZARD MITIGATION PROGRAM SUPPORT, LA GOVERNOR'S OFFICE OF HOMELAND SECURITY & EMERGENCY PREPAREDNESS (GOHSEP) (2007 – 2016)

Erin supported GOHSEP during rebuilding efforts from Hurricanes Katrina, Rita, Gustav, Ike, Isaac, and other disasters. She provided expert guidance regarding mitigation, assisted in identifying and developing HMGP projects and applications, ensured legislative criteria were met, performed QA/QC reviews, developed cost analysis, assisted in training GOHSEP staff and local sub-recipients, and developed financial management tracking tools that managed over \$2.7 billion in funds.

Kristen has 2 years of hazard mitigation and resiliency experience, which has included project and application development, grants management, and cost-benefit analysis.

Kristen is currently working in the USVI, supporting recovery efforts after Hurricanes Irma and Maria. She has been responsible for nearly all of the benefit-cost analyses that have been conducted for the 45 HMGP applications submitted to FEMA. Kristen also supports project and application tracking and provides support to sub-grantees on application development.

Prior to joining Witt O'Brien's, Kristen was a mitigation and resiliency specialist for Miami-Dade County, Florida and the City and County of Honolulu, Hawaii. She is experienced in developing sustainable mitigation strategies and mitigation and recovery planning.

Kristen is also a graduate of FEMA's Professional Development Series.

SELECT PROJECT EXPERIENCE

HAZARD MITIGATION SPECIALIST, DISASTER RECOVERY HAZARD MITIGATION, U.S. VIRGIN ISLANDS (2019 – PRESENT)

- Kristen is currently creating applications for FEMA's 404 Hazard Mitigation Grant Program (HMGP), ranging from smaller generator projects to large PV Microgrids. In total, she has supported the development of more than \$500 million in HMGP applications, including performing benefit-cost analyses, where creative thinking has allowed unique mitigation projects to be approved.
- She is implementing application and project tracking by creating a project tracking database, and managing projects post-approval, ensuring project completion and successful mitigation measures are implemented in accordance with all FEMA requirements. In addition, she ensures client involvement and coordination throughout project development and implementation. Other related tasks include performing application QA/QC, data collection, and project-related research, ensuring applications are developed fully to meet all FEMA HMGP requirements.

HAZARD MITIGATION & RESILIENCY SPECIALIST, MIAMI-DADE COUNTY, FL (2018 – 2019)

In the role of Hazard Mitigation and Resiliency Specialist for the Miami-Dade Office of Emergency Management, Kristin was responsible for the following tasks:

- Completed the 2018 annual review of the Miami-Dade County Local Mitigation Strategy (LMS).
- Planned, coordinated, and participated in the LMS Working Group Quarterly Meetings, which involved scheduling and managing subject matter expert speakers.
- Updated the Miami-Dade County Threat and Hazard Identification and Risk Assessment (THIRA) to meet the 5-year update requirements.
- Assisted with Super Bowl LIV planning preparations.
- Revised the Miami-Dade County Recovery Plan, consisting of 12 Recovery Support Function annexes and the Post-Disaster Redevelopment Plan.
- Participated in multiple exercises including: Turkey Point Radiological Plant EOC exercise, Recovery Tabletop exercise, Cyber-Attack Tabletop exercise, full-scale Radiological Emergency Reception Center exercise, and Florida Statewide Hurricane exercise.
- Assisted with Community Emergency Response Team volunteer management.

KRISTEN MARTIN MITIGATION SPECIALIST



YEARS OF EXPERIENCE

2 years

EDUCATION

Florida International University,
M.A., Disaster Management

Hawaii Pacific University, B.A.,
Environmental Studies

LICENSES, CERTIFICATIONS, & TRAINING

NDPTC AWR-356 Community
Planning for Disaster Recovery

FEMA Professional Development
Series (PDS)

Homeland Security Exercise and Evaluation
Program (HSEEP)

FEMA Training: FEMA G-393, G-235, L-146

SUSTAINABILITY AND RESILIENCY SPECIALIST, CITY OF MIAMI, FL (2019)

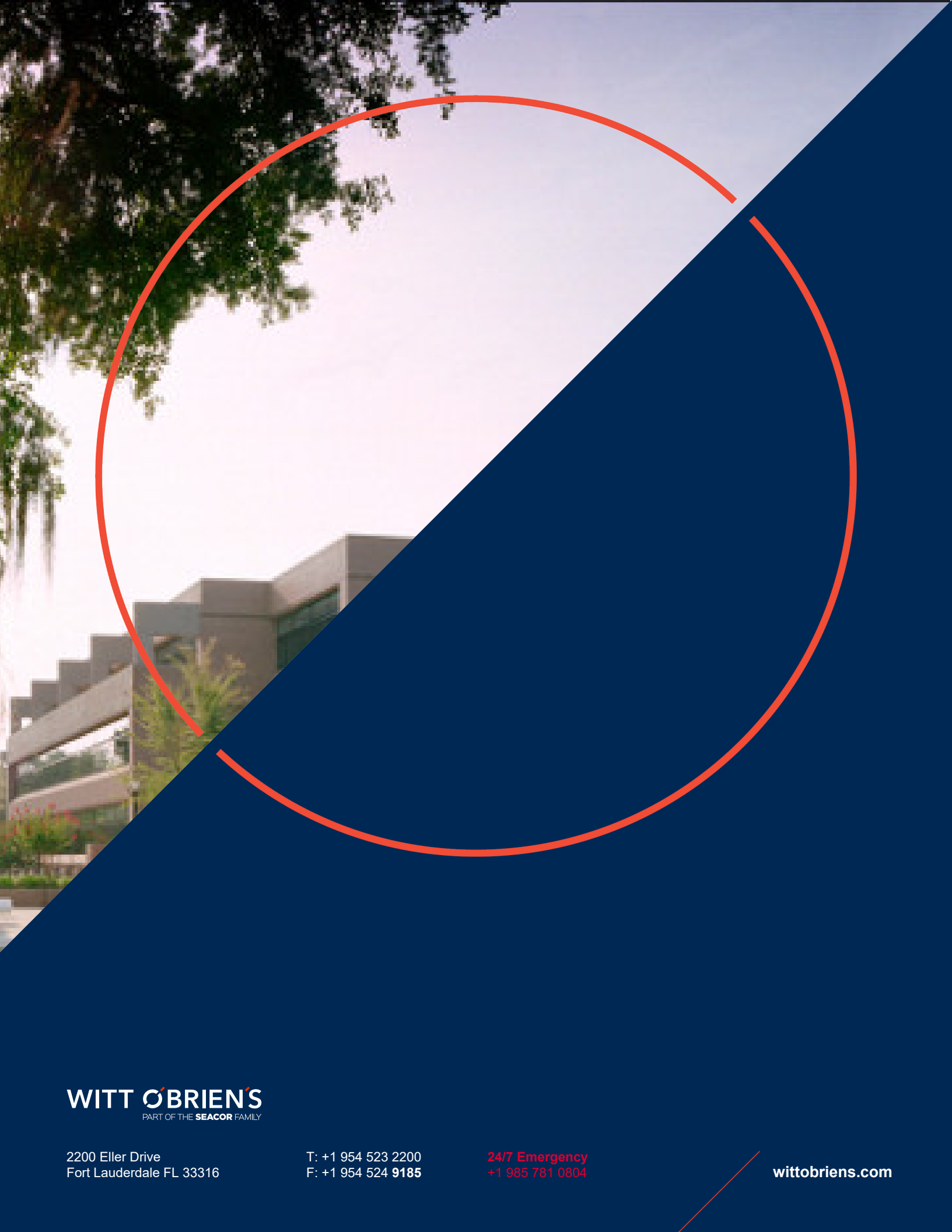
In the role of Sustainability and Resiliency Specialist for the City's Office of Resilience and Sustainability, Kristin was responsible for the following tasks:

- Drafted a preliminary Resilience Hub implementation plan, involving coordinating with City departments to identify locations and needs of the community.
- Assisted with City of Miami's Hazard Mitigation Projects.
- Produced research focusing on updating the City of Miami's Waterfront Design Guidelines.

RESILIENCY AND HAZARD MITIGATION SPECIALIST, CITY/COUNTY OF HONOLULU, HI (2018)

In the role of Resiliency and Hazard Mitigation Specialist for Honolulu's Office of Climate Change, Sustainability, and Resiliency, Kristin was responsible for the following tasks:

- Created and presented Honolulu's Resiliency outreach presentation to various community groups.
- Pursued several research projects with the Office of Climate Change, Sustainability, and Resiliency focusing on Honolulu's long-term recovery from a disaster and various hazard mitigation programs.
- Assisted Honolulu's Department of Emergency Management with climate change research for their updated Hazard Mitigation Plan
- Compiled resiliency data to assist in the creation of Honolulu's Resilient Strategy and Plan
- Assisted Honolulu's Office of Climate Change, Sustainability, and Resiliency application process for FEMA's Hazard Mitigation Grant Program.



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