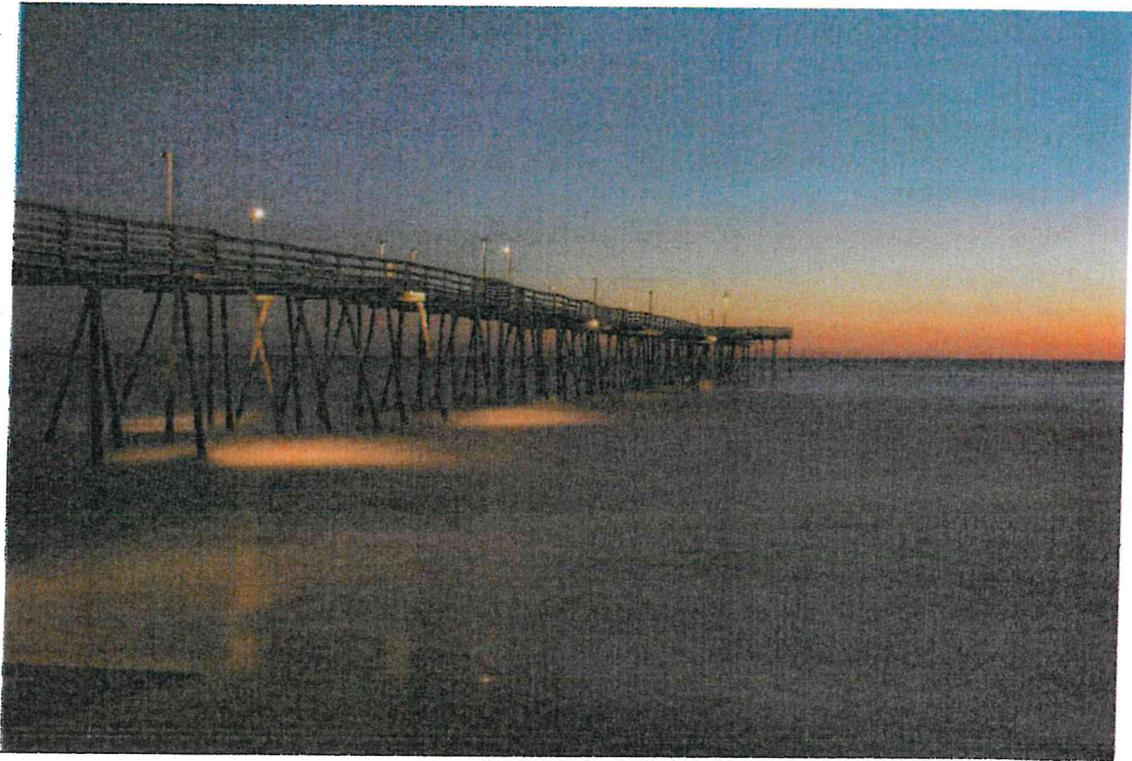




*Letter of Interest and Application for*  
**Hurricane Florence**  
**Hazard Mitigation Grant Program (HMGP)/**  
**Flood Mitigation Assistance (FMA)**  
**Planning and Management Services**  
*Submitted to*  
**Hyde County, North Carolina**



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

Proposal Contact | Colin S. Vissering, Managing Director  
[cvissering@wittobriens.com](mailto:cvissering@wittobriens.com); [proposals@wittobriens.com](mailto:proposals@wittobriens.com)

*Proposal required December 17, 2018 | 2 pm EST*



December 17, 2018

Ms. Rosemary Johnson, Administrative Assistant  
Hyde County  
30 Oyster Creek Road  
P.O. Box 188  
Swan Quarter, NC 27885

RE: Hyde County | Hazard Mitigation and Flood Mitigation Assistance Project | Hurricane Florence

Dear Ms. Johnson:

Hyde County Planning and Inspections Department is playing a central role in North Carolina's recovery from Hurricane Florence in September 2018. This project, Hazard Mitigation and Flood Mitigation Assistance Project, Hurricane Florence, is a critical part of the County's rebuilding of its elevation and reconstruction components of HMGP/FMA projects.

Witt O'Brien's, LLC (Witt O'Brien's) looks forward to helping you make this program a recognized benchmark for effective hazard mitigation. We confirm that we understand this program's general requirements to develop and implement a range of mitigation projects including elevation, reconstruction, and acquisition of structures. We further confirm that we will comply with all provisions contained in this RFP, and that our team is ready to organize immediately to start this important effort.

There are strong reasons why we believe you should select Witt O'Brien's. We highlight these at the beginning of section B of this proposal. One of them is the strength of our team, which includes nationally recognized experts in mitigation. In summary, we are able to provide team members who have worked the full range of developing guidance and policy at the national level for hazard mitigation programs and know the program requirements inside and out, coordinating hand in hand with local governments to ensure feasible and cost effective projects are implemented effectively, ensuring smooth quarterly reporting and ultimately, that close-out for the projects are seamless.

We confirm that all the information submitted in this proposal is true and correct. This proposal will remain valid until the earlier of the expiration of ninety (90) days from the submittal deadline, or until a contract has been awarded.

Upon notification of award, Witt O'Brien's will actively work with Hyde County, NC to negotiate and finalize any contracting needs in a fair and reasonable manner.

Witt O'Brien's does not discriminate against any employee or applicant for employment or provision of services because of race, color, religion, sex, national origin, age or disability.

Witt O'Brien's is not currently engaged in any activity that may constitute a conflict of interest in providing the professional services described in this Request for Proposal. No contingent fees have been paid for soliciting or securing this contract.

Our primary point of contact for our technical and cost proposal is Colin Vissering, whom you may contact at 301-512-5685 or [cvissering@wittobriens.com](mailto:cvissering@wittobriens.com); cc: [proposals@wittobriens.com](mailto:proposals@wittobriens.com). Our primary point of contact for contractual matters is Cheryl Detillieu Joiner, Director of Contracts and Compliance, whom you may contact at 281-606-4721 or [cdetillieu@wittobriens.com](mailto:cdetillieu@wittobriens.com); cc: [proposals@wittobriens.com](mailto:proposals@wittobriens.com).

I am authorized to present this proposal on behalf of Witt O'Brien's and you may contact me at your convenience, 404-942-7750 or [gfonton@wittobriens.com](mailto:gfonton@wittobriens.com); cc: [proposals@wittobriens.com](mailto:proposals@wittobriens.com).



We have surpassed client expectations as demonstrated on prior obligations and in this proposal in the magnitude of public safety, hazard mitigation, planning, and floodplain management issues and sincerely believe that we are the best qualified firm to support Hyde County. We look forward to meeting with you to discuss this project.

Very truly yours,  
Witt O'Brien's, LLC

Gregory Fenton  
Chief Operating Officer

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## General Qualifications Statement

### Why Witt O'Brien's?

#### **We have broad and deep credentials in hazard mitigation**

- + Our experience includes over 1,000 hazard mitigation projects valued at over \$3 billion. Witt O'Brien's has unparalleled experience and knowledge in technical assistance and FEMA funding regarding the application and interpretation of federal law, regulations, and policies applicable to Hazard Mitigation Assistance (HMA) programs, including 44CFR, 2 CFR Part 200, and HMA Policy Guidance. Our experience includes working with all mitigation project types, including elevation, acquisition, and reconstruction projects.

#### **We understand the local conditions and what makes mitigation effective in North Carolina**

- + Our team brings a combination of unmatched technical mitigation program knowledge and experience combined with an in-depth knowledge of the physical topography, building types, and cultural landscape of Hyde County. This allows us to take the standard required approach for mitigation plans under FEMA funding to a greater depth, level of effectiveness, and range of creativity to make sure these are living plans that will facilitate the development and implementation of feasible, cost-effective, and ultimately implementable mitigation projects.

#### **We are currently supporting the U.S. Virgin Islands' hazard mitigation and CDBG-DR programs**

- + As lead recovery consultant for USVI, we've helped win and are now helping to implement over \$2 billion in hazard mitigation funding from both FEMA and HUD. We also helped draft and secure approval for USVI's CDBG-DR Action Plan. We have unique, hard-earned experience in how both FEMA and HUD are currently administering hazard mitigation programs in other jurisdictions. We are also managing the implementation of residential housing repair and wind retrofit through FEMA's STEP program, working to assess, design and implement the hurricane wind retrofit of more than 3,000 homes in accordance with the latest 2018 building code requirements that were recently adopted in the USVI with our assistance.

#### **Our leaders have managed recovery from every major disaster in the past two decades**

- + Our team includes former senior FEMA officials, as well as ex-city managers and credentialed hazard mitigation experts.

#### **We've been in your shoes**

- + Many of our team members have managed hundreds of disaster and hazard mitigation programs as public servants, before becoming consultants.

#### **Our team for this contract has extensive experience with HMA programs**

- + Our proposed team has worked on the development and management of mitigation projects resulting in the successful completion of similar projects while working with a wide range of stakeholders and effectively garnering public support for projects.

#### **We know the leadership of key federal agencies, as well as their policies and procedures**

- + We specialize in helping territory, state, and local governments design integrated strategies and negotiate key terms with federal funding sources, including FEMA and HUD. **Our approach combines hard-won experience with out-of-the-box thinking.**
- + We're experts in the nuts-and-bolts of hazard mitigation, but we also help you push the boundaries of what's been done before. We leverage our programmatic experience and federal access to design innovative solutions to your community's needs.

**We specialize in emergency management, disaster preparedness, disaster recovery and hazard mitigation – nothing else**

- + Some of the proposals you review will come from consultants who cross-utilize staff from other disciplines – not Witt O'Brien's. We focus only on the full disaster management life-cycle, to achieve the best outcome for the governments and communities we serve.

**Our pricing is competitive and has been accepted in other jurisdictions**

- + Our cost proposal is consistent with pricing we have utilized for services in other jurisdictions following the storms of 2018. In combination with the value propositions highlighted above, this should give Hyde County comfort that you are receiving good value for your money.

**Witt O'Brien's is currently performing recovery services in the City of Havelock, NC and Town of Morehead City, NC.**

## Company Overview

Witt O'Brien's builds resilience. We specialize in all phases of the disaster lifecycle:

- + **Prepare:** planning, training, exercises; after-action evaluations
- + **Respond:** support EOC operations; manage live incidents (including debris removal)
- + **Recover:** develop integrated recovery strategies; negotiate and administer FEMA- and HUD-funded recovery programs (including Public and Individual Assistance, Community Development Block Grant – Disaster Recovery (CDBG-DR); support for other federally-funded recovery programs, including Departments of Transportation, Energy, Commerce, etc.
- + **Mitigate:** hazard identification and risk assessments; program design and assessment, hazard mitigation plan development and updates; cost-benefit analysis; grants management, project implementation

Former FEMA Director James Lee Witt founded Witt Associates in 2001, specializing in disaster management for territory, state and local governments. In 2013, the firm merged with O'Brien's Response Management, a leader in crisis and emergency management for the private sector. In 2018 – and depending on client requirements -- Witt O'Brien's has had 400 – 1,000 full-time and part-time employees nationwide, with offices and/or legal presence in Washington, DC, Florida, Texas, Puerto Rico, US Virgin Islands, and a joint venture in Brazil.

No other firm has Witt O'Brien's depth of credentials in large-scale disaster response and recovery. Our record includes:

- + Currently helping U.S. Virgin Islands design and administer its complex recovery program, including FEMA PA and IA and HUD CDBG-DR
- + Advised all four of the states that launched major state-wide recovery programs following pre-2017 catastrophic disasters (Louisiana post-Katrina, New Jersey post-Sandy, and Iowa and Vermont after devastating floods)



- + Helped territorial, state and local governments to recover from every major recent storm: Florence, Michael, Maria, Irma, Harvey, Sandy, Katrina, Rita, Gustav, Ike, etc.
- + Helped obtain, administer and close out over \$50 billion in federal disaster recovery grants

Witt O'Brien's is a Limited Liability Company; a 100% wholly owned subsidiary of SEACOR Holdings, a \$1billion+ publicly traded company on the New York Stock Exchange (NYSE: CKH). We have the depth of resources and expertise necessary to produce the highest quality work, while being small enough to be focused and highly responsive to client needs. We attach two years' financial statements to this proposal as proof of our financial stability.

- + Further information is available at [www.wittobriens.com](http://www.wittobriens.com).

## Summary of Firm(s) Related Experience

Witt O'Brien's has unparalleled experience and knowledge in technical assistance and FEMA funding regarding the application and interpretation of Federal law, regulations, and policies applicable to Hazard Mitigation Assistance (HMA) programs, including 44CFR, 2 CFR Part 200, and HMA Policy Guidance.

Witt O'Brien's staff and leadership have extensive work experience with FEMA's hazard mitigation programs, including the Hazard Mitigation Grant Program (HMGP), Pre-Disaster Mitigation (PDM), and Flood Mitigation Assistance (FMA).

Witt O'Brien's is fully committed to our clients and to providing them with quality services and products, and we deploy all necessary project management tools to achieve those aims. Our clients appreciate that we bring the depth, experience, and resource reach-back of a large corporation, with the flexibility, responsiveness, and personal commitment of a small firm. Our work is characterized by the resourcefulness to do what it takes to get the job done right, on every project.

We assign the right people with the right experience and expertise to the job, and we provide clients with easy accessibility to senior experts. We hire people who share our corporate values of honesty, respect, and fairness – people who want not only to do their work well, but who want to do well. Our staff members, in turn, treat clients and stakeholders with respect and honesty.

We take pride in meeting and exceeding our clients' expectations, by establishing and maintaining stable, long-lasting, and meaningful professional relationships between our senior staff members and our clients, and by ensuring that assigned staff is consistent until the project is complete.

### Experience with Significant and Simultaneous Disasters

Witt O'Brien's has been the leading public safety and crisis management firm in the US since 2001. We have worked on and supported some of the most destructive and costly disasters in recent history.

- |  |  |
|--|--|
| + 2018 Hurricane Florence                    | + 2018 Hurricane Michael                     |
| + 2017 Hurricane Maria                       | + 2017 Hurricane Irma                        |
| + 2017 Hurricane Harvey                      | + 2016 Hurricane Matthew                     |
| + 2016 Hurricane Hermine                     | + 2015 Severe Storms and Flooding            |
| + 2014 Severe Winter Storms                  | + 2014 Severe Storms and Flooding in Florida |
| + 2012 Hurricane Sandy                       | + 2012 Hurricane Isaac                       |
| + 2011 Souris Basin Flooding                 | + 2011 Tropical Storm Irene                  |
| + 2011 Midwest Tornado Outbreak              | + 2010 Earthquake in Haiti                   |
| + 2008 Floods and tornadoes in Indiana       | + 2008 Tropical Storm Fay                    |
| + 2008 Hurricane Ike                         | + 2008 Hurricane Gustav                      |
| + 2008 Severe storms and flooding in Indiana | + 2008 Great Midwest Floods                  |

- + 2006 Tropical Storm Ernesto
- + 2005 Hurricanes in Florida
- + 2004 Hurricanes in Florida, Cayman Islands
- + 2003 Super Typhoon Pongsona in Guam
- + 2005 Hurricanes Katrina and Rita
- + 2004 Indonesian Tsunami disaster
- + 2003 Hurricane Isabel
- + 2001 Tropical Storm Allison

Below are detailed examples of current and past performances where Witt O'Brien's has provided mitigation services. In each of these examples (and numerous others), Witt O'Brien's brought nationally recognized mitigation experts with the necessary depth of experience to support the client and help them succeed. As we have met these unanticipated challenges, we have also performed our original, core mission. We are presenting examples of our disaster recovery and grant management activities, that produced measurable results and demonstrated tangible benefits by helping Recipients and Subrecipients receive mitigation funding:

### [USVI Territorial Emergency Management Agency \(VITEMA\) Hurricanes Irma and Maria | 2017 to Present](#)

Witt O'Brien's supports VITEMA with all aspects of the implementation of the FEMA Public Assistance Grant Program, Hazard Mitigation Grant Program, and HUD CDBG-R for the USVI.

Our recovery experts are developing and documenting more than \$3 billion in FEMA project worksheets and formulating Project Worksheets for Section 428 alternate procedures projects valued in hundreds of millions of dollars. Our housing experts are helping the government provide repaired or replacement housing for its citizens, including managing the hurricane retrofit of over 3000 residential structures, including reconstruction and replacement of roofs, hardening of windows and doors, and hurricane retrofit of structural elements of building. Finally, we managed the massive debris clean-up effort involving coordinating off-island removal of massive quantities of materials.

Our mitigation team helped develop over 170 notices of intent from agencies and non-profit groups totaling over \$600 million in conceptual projects. The team then helped prioritize projects based on cost-effectiveness, feasibility, and eligibility to provide a short-list of recommendations to the Governor to move forward with full project application development. We helped develop a scope of work for a Comprehensive Territorial Hazard Mitigation Plan which received \$4.9 million in HMGP funds. We are now working hand-in-hand with each sub-grantee agency to ensure they implement those projects as they are awarded by FEMA, coordinating kick-off meetings, guiding the procurement processes for design and engineering, supporting reporting requirements, following environmental and historic preservation review and implementation constraints, and ultimately ensuring the awarded funding is used as directed and the approved scopes of work are implemented per all FEMA and Territorial requirements.

Most importantly, Witt O'Brien's is advocating on behalf of the State to ensure that they receive the full amount of FEMA Public Assistance, Hazard Mitigation and other federal aid to which they are entitled, and we will continue to help them rebuild stronger and safer.

#### [Reference:](#)

Valdamier Collens, Public Finance Officer  
21-22 Kongens Gade  
Charlotte Amalie, St. Thomas, VI 00802  
340-774-4750; valdamier.collens@dof.vi.gov

#### [State of Iowa](#)

#### [Largest overland flooding event in FEMA History \(2008 - Present\)](#)

Witt O'Brien's provided the State of Iowa with strategic advice and technical assistance in the form of organization, communications, and planning services. As part of this effort, Witt O'Brien's also provided the State with assistance in requesting innovative pilot programs and initiatives to meet specific challenges identified in the recovery period.

Witt O'Brien's provided technical experts to assist the State with the PA Program, supplementing more than half of the State's PA personnel (28 out of 52 total positions). Our experts brought their programmatic expertise and technical assistance to local Subrecipients, to assist them in their local recovery. This effort involved extensive coordination, team development, and communications with eligible Subrecipients, to maximize grant awards and reduce the likelihood of programmatic and eligibility problems. Witt O'Brien's provided PA Coordinators and Project Officers who worked remotely across the State, managing this overarching support in coordination with HSEMD.

Witt O'Brien's also brought a broad range of experience to the State of Iowa related to hazard mitigation, specifically for the Hazard Mitigation Grant Program (HMGP). Our technical program staff provided direct technical assistance to the State Hazard Mitigation Officer (SHMO) and staff. Our staff assisted with training of newly hired State mitigation staff, redesigning the State's project applications, and developing support materials for both Subrecipient and State staff guidance and reference. In addition, our HMGP experts also provided technical advice regarding policy issues and analysis, including program coordination between multiple federal and State funding programs, to ensure that all activities and projects conformed to all applicable program requirements and guidelines. For example, our experts assisted the State with the use of PA funds to demolish and remove flood-damaged structures that were later acquired using HMGP funds, helping to ensure that activities and costs were assigned to the correct program. Today, Witt O'Brien's continues to provide technical support and assistance in the writing and filing of first and second appeals involving FEMA eligibility decisions. Our successful appeals work has resulted in favorable decisions resulting in more than \$30 million of additional funding on behalf of the State of Iowa and Subrecipients.

#### Reference:

Joyce Flinn, Acting Director  
Iowa Homeland Security and Emergency Management Division  
7105 NW 70th Ave, Camp Dodge, Bldg. W-4, Johnston, IA 50131  
515-323-4313; [joyce.flinn@iowa.gov](mailto:joyce.flinn@iowa.gov)

#### The State of New Jersey Hurricane Sandy Recovery | 2012 to 2017

After the occurrence of Superstorm Sandy in 2012, the State of New Jersey contracted Witt O'Brien's to advise the State's recovery coordinator and assist the State in its long-term recovery needs; to provide staffing of its disaster recovery operations; and to assist the State and its local communities in developing, documenting, managing, and submitting grant applications for funds available under FEMA Public Assistance and Hazard Mitigation Grant Program. We provided significant senior-level advisory services to address problems and develop strategies for issue resolution. Our engagement helped the State of New Jersey address complex programmatic and policy problems, and design and implement long-term recovery strategies. Our presence working on Superstorm Sandy recovery for the State of New Jersey and many of its subgrantees resulted in the State obtaining nearly \$1 billion in assistance that they would not have otherwise received.

#### Reference:

Colonel Patrick Callahan  
P.O. Box 7068, West Trenton, NJ 08628  
609-882-2000; [LPP5243@gw.nisp.org](mailto:LPP5243@gw.nisp.org)

#### Louisiana -Hurricanes Katrina, Rita, Gustav, Ike, and Isaac

From 2005 through 2016, Witt O'Brien's provided support to the State of Louisiana and the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) in response to some of the most severe disasters in Louisiana history, including Hurricanes Katrina, Rita, Gustav, Ike, and Isaac, as well as other declared disasters.

Our mitigation team provided technical assistance to the State with the development and implementation of strategic plans for their Hazard Mitigation Grant Program, with over 400 projects and an allocation of over \$2.3B. Witt O'Brien's assisted with local application development and community education and outreach, as well as, application review, procurement review, payment/finance review, and project closeouts.

**Reference:**

Jeffrey Giering, State Hazard Mitigation Officer  
Governor's Office of Homeland Security and Emergency Preparedness  
7667 Independence Blvd, Baton Rouge, LA 70806  
225-267-2516; [jeffrey.giering@la.gov](mailto:jeffrey.giering@la.gov)

**Hurricane Ike - University of Texas Medical Branch Recovery**

Witt O'Brien's and MFR Solutions, a subsidiary of PVMA, combined to provide FEMA programmatic support and financial operations and reimbursement services to UTMB from 2009 to 2015. Our team provided service to assist in the construction rebuild and mitigation efforts following Hurricane Ike and assisted with gaining UTMB its reimbursement for expenditures under FEMA's Hazard Mitigation Grant Program, Public Assistance program, and through private insurance to total over \$1.5 billion.

**Reference:**

Steve LeBlanc, Associate Vice President, Operations and Facilities  
UTMB, Administration Building, Room 6.206  
301 University Blvd  
409-772-3568; [sjleblan@utmb.edu](mailto:sjleblan@utmb.edu)

## Resumes of Key Personnel

### Our Proposed Team

Our team has strong benefits of broad recovery experience with hazard mitigation grant management and operations support specialization. We are presenting biographies of key team members, and presenting their detailed resumes in *Appendix A* at the end of this proposal:

- + **Colin Vissering, AICP, CFM, Principal-in-Charge.** He will assist with the direction of the activities of the members of the project team. Colin's credentials include:
  - o 25+ years of experience in FEMA Hazard Mitigation programs and the full range of federal environmental and historic preservation compliance requirements
  - o Deployed to more than 15 large-scale disasters in the role of mitigation lead or environmental subject matter expert
  - o Involved in more than 100 other disasters in the role of supporting mitigation programs implementation
  - o Hazard mitigation lead for US Virgin Islands, integrating FEMA and HUD CDBG-DR hazard mitigation opportunities
- + **Erin Buchanan is a Certified Floodplain Manager (CFM) and will serve as a Project Manager.** Erin has more than 14 years of extensive experience in hazard mitigation and FEMA grants management. Erin has worked on hundreds of mitigation projects and has developed funding strategies and financial management tracking tools that managed over \$2.7 billion in federal funds.
- + **Nick Colmenares will serve as a mitigation specialist.** Nick has extensive previous experience with developing and reviewing hazard mitigation projects. Nick will also assist with public outreach.
- + **Juan Bossano will serve as a mitigation specialist.** Juan's previous experience with the Hazard Mitigation Assistance (HMA) programs will be a valuable asset to this project.
- + **Sandra Maxwell will serve as a mitigation specialist.** Sandra has more than 15 years of extensive mitigation experience, including mitigation project development.
- + **Jake Halley will serve as a mitigation specialist.** Jake has provided this same expertise on numerous mitigation projects.
- + **Ashley Herbert will serve as a mitigation specialist, resident housing inspector, and BCA Specialist.** Ashley Hebert has extensive FEMA training and experience in both Public Assistance and Hazard Mitigation. He is a Mechanical Engineer, a Certified Floodplain Manager and a Federal Track Certified Grant Manager. Ashley will focus primarily on the benefit cost analysis as well as the site inspections.
- + **Donna Erat will serve as a mitigation specialist.** Donna has more than 25 years of experience with FEMA's Hazard Mitigation programs as well as fluent knowledge and expertise in leveraging the full range of federal and private resources that can be used for community-based disaster recovery and projects. She provides clients with preparedness, response, recovery, and mitigation services within FEMA's Frameworks, emphasizing community resilience. Her clients have included Fortune 500 companies, elected and appointed officials, tribes, state and local governments, and non-profit organizations.

We are presenting key staff resumes in Appendix B.

## Management Plan/Technical Approach/Project Schedule

### Management Plan

The Project Management Plan provides the basis for Project Managers to monitor and control project scope, schedule, costs, and quality. It includes formal scope, schedule, and cost baselines, as well as a quality assurance plan and other project planning documents as indicated (project communications plan, stakeholder communications plan, and risk management plan).

Under this contract, Witt O'Brien's will utilize tried and tested management controls and QA/QC procedures designed to deliver results. This includes:

- + Contract Execution
- + Work Planning and Resource Loading
- + Continuity
- + Project Controls and Communication
- + Documenting Indirect and Direct Costs
- + Quality Assurance / Quality Controls Processes



### Contract Execution

Once the contract is signed, the Witt O'Brien's Project Manager, will meet with the County's designated Point of Contact (POC) to discuss contract terms and requirements, establish a common understanding of expectations for personnel and work products, and identify initial priorities and objectives.

The Witt O'Brien's Project Manager will also coordinate with the County's POC to complete initial and detailed work-planning efforts and discuss organizational structures. We will also discuss the work effort and associated timing, deliverables, and methodologies.

Immediately upon completing this initial kickoff meeting, our Project Manager will communicate with our project personnel to ensure that everyone is on the same page, and that they understand their tasking, role, and responsibilities for the project.

Typically, the Principal-in-Charge (PIC) has overall contractual responsibility but will engage only as needed per requests from our client and/or the Witt O'Brien's Project Manager and for escalation should the need arise. The PIC, Colin Vissering, may, at times, check in proactively on the project in absence of any issues to ensure customer satisfaction and relationship management.

### Work Planning and Resource Loading

In managing the work effort under this contract, planning to ensure that opportunities are not missed, and staff members are fully utilized is critical. The Witt O'Brien's Project Manager will implement communications protocols to ensure that the County has visibility into how personnel are being utilized and will receive reports that include metrics that provide indicators as to the burdens being carried by each staff member. Using this information, the Witt O'Brien's Project Manager will routinely identify opportunities to make better use of existing personnel or prepare recommendations for client consideration related to how staffing numbers or composition may be adjusted to improve efficiency and effectiveness.

She will then engage on a regular basis with the County's staff to support work planning efforts, as well as on subject-specific planning efforts such as workforce utilization, project or issue resolution efforts, and other matters. These discussions may include subject matter experts from the Witt O'Brien's Team as requested by client management to provide assurances that the topics discussed

maximize the combined knowledge, experience, and insights of the experts we have deployed in support of the work efforts.

This proposal identifies an experienced team of available resources with extensive experience in all aspects of preparedness and hazard mitigation. However, if the demands of the project require additional staffing, the approach will be to seek out and hire firms and/or individuals who have local or regional experience in preparedness and are best suited for optimal results.

### Continuity

When selecting personnel for assigned tasks, Witt O'Brien's sets expectations that our experts will remain on that project until it is completed, and their assistance is no longer required. This could mean that team members may be on extended deployment so that our clients can retain institutional knowledge and limit disruption that often results from regular changes in personnel. Should a change in personnel be required, the Witt O'Brien's Project Manager will notify the POC about the circumstances and will propose qualified replacement personnel as soon as practicable.

### Project Controls and Communication

In our work with the County, we understand that meeting the expectations of our client requires the use of robust project controls and tools designed to ensure the client remains informed and in-charge, and that consultant work remains properly focused.

For these reasons, we have established project controls and reporting procedures that ensure effective communication and provide work accountability, so that our client has access to the information it needs and the visibility into consultant work efforts to monitor consultant activities.

- + Witt O'Brien's will utilize regular staff conference calls to provide an opportunity for our team members to exchange information with each other and Witt O'Brien's' management. These calls will highlight issues that require attention and provide for the free flow of information and discussion of conditions that impact the work effort and ensure that all partners in the recovery effort remain informed and involved.
- + In an effort to be responsive to client requirements, Witt O'Brien's will utilize periodic meetings to allow our personnel to meet with and discuss issues with the County. The timing and structure of these meetings will vary based on client needs and requirements, but they will certainly be designed to provide responsiveness to information demands and to offer an opportunity for two-way communication.
- + We will utilize a standard reporting regimen where our team of experts provide written summaries of issues, project status, and other information (as defined by the County's POC) to assist with the ability to track work efforts, concerns and priorities, and project status. The schedule and content of these reports will be designed to meet the County's needs.

Through the implementation of these management processes, Witt O'Brien's can clearly demonstrate its commitment to establishing the structure, communications, and accountability systems necessary for project implementation.

Our company maintains robust capabilities for effective exchange of data and documents, including a secure, web-based file transfer using MS SharePoint, LeapFile, and Office365. Additionally, the use of survey tools, teleconference, webinars, and video-conferencing capabilities are available. Witt O'Brien's maintains records of meetings through written minutes including, tasked- and time-lined next steps, summaries, or audio records, and presents them to our clients in an agreed-upon format after each meeting. Witt O'Brien's Project Managers also maintain a log of communications and copies of all correspondence, so documentation can be referenced during or after the contract period.

### Documenting Costs

Witt O'Brien's routinely works with our clients to assist with financial tracking, both with our costs and with tracking specific construction budgeted costs. Witt O'Brien's will also provide services with reviewing invoices and authorizing payments to other consultants and general contractors. Witt O'Brien's will supervise the cost report process and will coordinate project financial management with the county finance officer.

Through the use of Witt O'Brien's proprietary time keeping system, Time Tracker, much of Witt O'Brien's costs are eligible for reimbursement by FEMA (or other federal agencies and grants) for our assistance. Time Tracker permits our staff to track time in as small as 15-minute increments, linking each block of time to a description of work done and information about specific projects and tasks.

Time Tracker captures the documentation required to justify our staff's time and attribute our time to specific projects. Costs are added to eligible HMA projects, allowing for reimbursement to the Sub-recipient. Documentation provided in the Witt O'Brien's Time Tracker system can be used in a successful manner to justify and obtain client reimbursement through the proper documentation and justification of costs.

### Quality Assurance / Quality Controls

Witt O'Brien's Quality Assurance practices enable the Project Manager to monitor and document project quality at all stages, including the full range of application completeness and documentation related to the application as well as project implementation tasks after grant award. For Witt O'Brien's, quality is measured against our own consistently high corporate standards as well as any specific requirements related to the project-type and concerns of the client.

As part of our commitment to foster continual improvement of our team members, Witt O'Brien's implements a series of measures to ensure that our personnel remain informed of the latest program updates and best practices. This, in turn, helps our team members to perform their duties with maximum effectiveness and benefit from our continuing experiences around the country.

As regular practice, we hold staff meetings, provide briefings and training, distribute documentation about program changes, share success stories, and discuss problem resolution strategies with both our permanent staff and consultants on an ongoing basis throughout the life of project activities and team deployments.

Our team also emphasizes the need for quality in our work efforts and our deliverables. Witt O'Brien's management, from the PIC to the Project Manager, review consultant work and documentation on an ongoing basis. All efforts are made to identify and refocus work efforts while they are in-process, rather than after they have been completed, to maximize work efficiency, reduce time and expense associated with work efforts, and produce better results. This methodology provides our clients with greater assurances that what they are receiving, and the work that is being done on their behalf, is focused and produces desired results.

Quality assurance efforts also go beyond deliverables; they also extend into the quality of service and technical assistance we provide to both client and sub-grantee. Since the founding of our company in 2001, Witt O'Brien's has made customer service and the quality of our interactions with clients and their stakeholders' primary components in the delivery of its assistance. To enhance this commitment, the Witt O'Brien's' management will continually monitor consultant work efforts and meet with individual staff members to evaluate their success at identifying issues and being responsive in addressing them. We also periodically reach out to our clients to validate whether we are meeting their needs and expectations. This 'hands-on' approach to strong customer service is one of the reasons why the Witt O'Brien's Team has been so well received by our clients.

Witt O'Brien's brings to Hyde County a full array of tracking tools it has developed and refined over the many disaster recovery engagements it has performed in its participation in the recovery from

nearly every major disaster in the United States since 2001. These tools provide for tracking mitigation applications from the initial documentation all the way through the closeout process. Our tracking tools will assist Hyde County in always being able to access the latest status of project development, benefit cost analysis, submission, amendment requests, historical and environmental reviews, project funding, and project implementation. Our tracking and reporting capabilities will assure adherence to all project deadlines and reporting requirements, the timely generation of quarterly reports, and the filing of project related time extension requests. All project data is stored and managed using Witt O'Brien's secure file sharing platform, which uses the latest measures to protect both data at rest and data in motion, all the while providing remote access capabilities for multiple authorized personnel.

## Technical Approach

Witt O'Brien's understands the purpose of this project is to provide Hyde County, NC with Mitigation professional staff support to develop and implement mitigation actions. Witt O'Brien's will submit letters of interest and applications to the North Carolina Division of Emergency Management for HMGP and FMA acquisition, elevation, and reconstruction activities for all federally declared disasters and annual FMA application cycles occurring prior to December 31, 2021. Upon receipt of individual grant agreements, Witt O'Brien's will provide policies, procedures, and guidelines, as well as management services, necessary for the successful implementation and completion of these hazard mitigation activities.

## Proposed Project Approach

Hazard mitigation efforts usually comprise a significant commitment on the part of both State and its local governments. Mitigation may require significant investments of time and resources – time and resources that may not be readily available. Our team understands the importance of mitigation investments. We will provide assistance with community support and buy-in to the mitigation program by attending or conducting local meetings to provide guidance.

Witt O'Brien's will work directly with Hyde County, NC staff to provide project formulation services to mitigation efforts while meeting Federal and State government requirements, for the use of disaster assistance funding. Our comprehensive approach to project and sub-application development will result in well-documented sub-applications that can be reviewed, approved, and funded quickly, thus ensuring that Hyde County can mitigate their risks in a timely and effective manner.

We will expedite the grant process during each phase of the projects, to include the initial phase of developing/revising project plans, cost estimation, project priority lists, letters of interest, application development, grant management, project closeout audits, and the exit interview. We will institute knowledge transfer as a regular part our delivery so that we can continue to build expertise that remains with your team.

We will provide the services presented here under this proposal:

## Direct Technical Assistance

Witt O'Brien's' proposed approach to the delivery of the HMA projects involves engaging property owners as early as possible to identify both opportunities and potential problems. The foundation of the Witt O'Brien's' method is for our staff to work together with Hyde County personnel to conduct public meetings, complete letters of interest, assist with the design and implementation of community education and outreach efforts, develop project applications, and establish grants management programs and processes to ensure reimbursement of funds. Witt O'Brien's will also develop a Citizens Participation Plan and coordinate an effective citizen participation process.

In most of our client engagements, we assign mitigation program experts to serve as consistent single points-of-contact based on a combination of geographic location and the relevance of consultant experience to identified mitigation opportunities. These experts will be supported by

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

Witt O'Brien's will work with Hyde County to develop comprehensive administrative guidelines for all mitigation projects, including procedures for financial management, construction procurement, construction management and inspection, duplication of benefits, relocation, and structural feasibility procedures. It's important to have a consistent standard to base decisions from and Witt O'Brien's has the historic knowledge and will provide recommendations and assist in the development of those standard procedures.

Witt O'Brien's has engineers and certified floodplain managers on staff who will coordinate required structural engineering and building inspection services as well as assist with inspections of all on-site work. Witt O'Brien's will also coordinate NFIP and State of NC Building Code compliance activities.

### Project Identification, Evaluation, and Data Collection

Our approach to providing technical assistance to Hyde County and the identified property owners is both logical and organized and is designed to ensure the highest success rate possible. After an initial public meeting to inform potential applicants about the availability of funding and general program guidelines, a kickoff meeting will be scheduled with property owners wishing to pursue project funding. Separate meetings will be scheduled for individual property owners to discuss mitigation options and begin the data collection process. A detailed case file will be developed and managed for each interested participant which will include all applicable homeowner application data (property site inventory form, elevation certificate, photos, etc.). During these meetings, each proposed project will be reviewed for viability and feasibility (including engineering or other technical feasibility); potential options and alternatives will be discussed; and to the extent possible, all available documentation and data relating to the proposed project will be reviewed and discussed. Any data deficiencies will be identified, and a timeline will be established during which the deficiency will be addressed and resolved. When proposed projects are believed not to be eligible under program rules, not consistent with State priorities, or likely not to be cost-effective, our experts will work with the jurisdiction to identify potential alternatives that may be more probable for funding.

### Benefit Cost Analysis (BCA) Assistance

A key element of project development involves providing support in the completion of Benefit-Cost Analysis (BCA) assistance. Witt O'Brien's has staff who are experts at FEMA's Benefit Cost Analysis Tool, which is the accepted methodology for demonstrating a positive benefit-cost relationship. Our consultants can help prepare the most aggressive, yet justifiable, BCA for applicant projects. Witt O'Brien's will deliver a team with the demonstrated depth, skills, and knowledge to address the needs of projects.

### Environmental and Historic Preservation

Most mitigation project applications considered by FEMA require an environmental and historic preservation review prior to initiating the projects involved. This can become a major delay in the HMA process if the appropriate focus and expertise is not utilized to facilitate the agreements, documentation, and a rapid resolution of associated issues required to get through the processes outlined by the National Environmental Policy Act (NEPA), Section 106 (Historic Preservation) of the Stafford Act, and the numerous other legal and regulatory frameworks that govern the expenditure of federal funds. The Witt O'Brien's' team has substantial experience with these processes and has a thorough understanding of the legislative and regulatory requirements that apply to mitigation project

applications, as well as the methods that have been successfully implemented in the past to minimize delays and secure project funding. Our approach to these types of reviews is to engage as early as possible with the State and FEMA, other federal and State agencies, the State Historic Preservation Officer, the National Council on Historic Preservation, and others in order to work through questions and establish agreements on approach to related issues as early in the process as possible. Witt O'Brien's' experts also take the approach of trying to resolve issues programmatically as opposed to on a project-by-project basis whenever possible, so that negotiations and documentation requirements necessary to achieve resolution have the broadest possible impacts.

### Project Advocacy with NC Division of Emergency Management and FEMA

Unfortunately, obtaining and submitting projects for funding is only half the battle. Submittal usually results in rounds of discussion and clarification with the State and FEMA program staff about the documentation that was submitted, the true intent and importance of prioritized projects, the methodologies used to determine relative benefits and costs, and other factors. For this reason, Witt O'Brien's' experts come to the task ready to serve as advocates for the projects Hyde County has submitted, and with the experience necessary to serve in this important role.

**Witt O'Brien's has proven highly successful in this advocacy role in literally dozens of Presidentially-declared disasters, involving several thousand projects and well over \$3.5 billion in HMGP funding.** Through these engagements, the Witt O'Brien's' team understands how to forecast some of the more common problems that may arise and can engage with the State and FEMA from the point of project submittal through their review and analysis to proactively address the questions that may arise. Taking advantage of a staff with many years of experience working for FEMA and various states at all levels of the recovery process, our team will be able to provide immediate services to the Agency in order to achieve desired program outcomes.

### Project Implementation and Inspection

Once HMA projects are approved, Witt O'Brien's will provide project implementation and management services, including procurement services. Witt O'Brien's will assist with onsite inspection for all properties included in the grants. For each project, Witt O'Brien's would anticipate creating a monitoring and inspection plan that would track all approved grant activities and ensure that all activities are completed in compliance with the grant agreement, that activities are completed on time and on budget, and that all applicable administrative task such as quarterly reports are completed. In the event that issues are identified, our experts will be prepared to offer direct technical assistance to address problems in a timely and effective manner.

After grant award, Witt O'Brien's will provide complete homeowner construction contract administrative services to include preconstruction conferences with homeowners/contractors, reviewing change orders, issuance of notices to proceed, reviewing construction schedules, and regular review of construction quality and control procedures with the local building inspector.

Witt O'Brien's will ensure that all applicable procedures are followed during the grant management process, including URA, FEMA requirements, any procedures that are established specifically for these grants (as discussed above) and any other identified County requirements.

Witt O'Brien's will ensure that all payments are reviewed and are in accordance with the grant award, as well as make recommendation for payments. Witt O'Brien's will also assist with the project closeout process including all documentation requirements for both the State and FEMA.

### Procurement

Witt O'Brien's will manage the construction bid / award procurement process and solicit local / regional general contractors. Witt O'Brien's will procure all required services needed to implement the grant award including, a structural engineering firm, legal firm, appraiser, surveyor, and asbestos

inspector. Witt O'Brien's has widespread knowledge in the procurement process and has provided extensive guidance to past clients regarding the required procedures.

### Project Amendments

If an amendment is required, Witt O'Brien's will work with the County and the State / FEMA to develop a project amendment package that is fully documented. Witt O'Brien's will address any requests for data. After award, Witt O'Brien's will update project files to reflect the amendment details and continue with grant management services. Witt O'Brien's regularly develops project amendment packages, as needed, due to changing conditions.

## Project Schedule

The following schedule shows anticipated time to complete each task based on the following assumptions:

1. The Letters of Interest (LOI) process may have a 60- to 90-day window.
2. Mitigation (HMGP/FMA) application window may be 90-120 days.
3. It is unknown how long it will take NCDEM and FEMA to review, prioritize and approve/award the grants.
4. Generally, HMGP applications are submitted to show a maximum period of performance of 3 years. We have placed a 2-year window on the scope of support services as a guide in the table below.
5. Many of the tasks below will run concurrently either within the application period or the implementation period.

Proposed Activity	Days to complete	Notes
1. Conduct public meetings.	60	This includes time to coordinate with local officials and community groups and schedule venues.
2. Prepare Letters of Interest for submittal to NCDEM.	30-90 days	Based upon some basic information existing within Local Hazard Mitigation Plan on County priorities.
3. Compile homeowner application data (Property Site Inventory Form, elevation certificate, photographs, etc.).	60-90 days	Dependent on scope of project and number of individuals participating.
4. Prepare SCA-compatible property spreadsheets for benefit/cost analysis.	30 days	Based upon number of total structures in each project.
5. Prepare on-line or printed applications for HMGP/FMA projects.	30-45 days	This activity should be straightforward and builds off tasks 1-4.

6. Develop comprehensive administrative guidelines for management of all HMGP and FMA-funded activities.	90 days	This task can begin immediately upon contract notice to proceed.
7. Provide Federal- and state-required civil rights, environmental, labor standards, audit, and general procurement compliance.	Ongoing over 2 years	This task will be tied into all aspects of the project development and implementation.
8. Procure/Schedule/Coordinate structural engineering firm, legal firm, appraiser, surveyor, and asbestos inspector.	90 days – 2 years	This task will begin upon awards of grant applications and will go through completion of each project.
9. Coordinate with the local building inspection department and consultant structural engineer during structural feasibility analysis, develop general elevation, reconstruction, and rehabilitation specifications, and prepare bid documents.	60 days -180 days	This task will be part of project development, procurement and implementation phases.
10. Solicit local/regional general contractors to assure compliance with the project schedule.	60-90 days	This task will be coordinated with task 8.
11. Manage the construction bid/award process.	60-90 days	This task will follow the contract award process.
12. Assist with on-site inspection of all residential construction work.	180 days – 2 years	Ongoing once implementation begins

13. Authorize payment to other consultants and general contractors.	180 days - 2 years	Ongoing once implementation begins
14. Supervise the cost report process and coordinate project financial management with the county finance officer.	30 days - 2 years	Ongoing through entire life of project.
15. Manage all acquisition and demolition activity in accordance with URA and FEMA requirements, and NCDEM Standard Operating Procedures.	30 days - 2 years	Begins at award of mitigation grant through completion of project.
16. Develop a Citizen Participation Plan and coordinate an effective citizen participation process.	30 days - 2 years	Begins upon contract award with initial focus on participation in projects and development of application scope. During implementation of projects becomes an information sharing tool.
17. Maintain detailed case files for each unit included in the project, as well as general project compliance and procurement files.	30 days - 2 years	Ongoing throughout all phases of project.
18. Attend preconstruction conferences with homeowners and contractors; function as grantee/government/contractor liaison during construction.	30 days - 2 years	Ongoing throughout all phases of project.
19. Provide complete homeowner construction contract	30 days - 2 years	Ongoing throughout all phases of project.

administration services		
20. Attend Board of Commissioners meetings as required.	30 days- 2 years	Ongoing throughout all phases of project.
21. Function as liaison between the county and the NC Division of Emergency Management and the designated supervisory agency for CDBG-DR funds.	30 days – 2 years	Ongoing throughout all phases of project.

## Staff Availability

Each member of the proposed Witt O'Brien's team is available to allocate as much time as needed to this project.

The goal of our support to Hyde County is to be on-site to develop close working relationships and to be effective in supporting development and implementation of projects. The reality to this type of activity, which runs over multiple years, is that there will be periods of time where a larger on-site presence of staff is required to meet deadlines and other times where State and FEMA officials may be reviewing submissions and undertaking eligibility and environmental reviews and a large on-site presence is not required. Our Project Manager will work with your leadership team to establish these staffing requirements to ensure the work is completed quickly and thoroughly but to also ensure that project costs are minimized during periods where implementation is not in full swing.

In addition, the skill sets of staff may change slightly during the project life-cycle, where staff with technical expertise in project development and eligibility requirements are needed on the front-end of the cycle, while those with project implementation, construction management, and financial tracking are needed on the back-end of the program implementation. We will adjust accordingly through the life of the project to make sure the right staff are on-site when needed, and that we minimize travel related costs by effectively managing assignments and by utilizing local staff when it makes sense for the project. Our goal is to provide the full range of project development and implementation services in the most efficient and cost-effective way possible for Hyde County.

## Cost Effectiveness

Position Title	Labor Rate	Percent Involvement of total support required	Per Diem Details (at federal GSA rates for localities)
Principal	\$260	3	On-site for Kick off meeting and complex program interactions with State and Federal officials, and then primarily remote oversight
Project Manager	\$168	20	On-site for all key activities and to provide staff oversight and ensure technical compliance for all activities.
Mitigation Specialist I	\$140	30	On-site for majority of all technical support activities. Will work remotely if there are periods where direct support is not necessary.
Mitigation Specialist II	\$130	25	On-site for majority of technical support activities. Will work remotely if there are periods where direct support is not necessary.
Mitigation Specialist III	\$115	22	On-site for majority of technical support activities. Will work remotely if there are periods where direct support is not necessary.
BCA Specialist/Resident Housing Inspector	\$140	30	On-site for majority of all technical support activities, including assisting the local building inspector with construction inspection activities. Will work remotely if there are periods where direct support is not necessary.

Other direct costs (travel, per diem, supplies, etc.) will be billed in accordance with GSA policies, at cost with no mark up, and will include all supporting documents.

## Non-Discrimination Certification

Witt O'Brien's does not discriminate against any employee or applicant for employment or provision of services because of race, color, religion, sex, national origin, age or disability. Witt O'Brien's shall take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, national origin, age or disability. Such action shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. Witt O'Brien's agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.

## Conflict of Interest

Witt O'Brien's is not currently engaged in any activity that may constitute a conflict of interest in providing the professional services described in this Request for Proposal. No contingent fees have been paid for soliciting or securing this contract.

# Appendix A | Financial Statements

## FINANCIAL HIGHLIGHTS FROM CONTINUING OPERATIONS (U.S. dollars, in thousands)

	Years Ended December 31,				
	2017	2016	2015	2014	2013
<b>CONSOLIDATED BUSINESS</b>					
Operating Revenues	\$ 577,891	\$ 448,460	\$ 521,907	\$ 507,202	\$ 489,329
Costs and Expenses:					
Operating	346,891	275,200	331,408	340,333	340,064
Administrative and general	103,196	86,362	101,348	104,881	79,183
Depreciation and amortization	75,869	42,565	60,386	60,085	83,297
	<u>525,956</u>	<u>404,127</u>	<u>493,142</u>	<u>505,299</u>	<u>492,544</u>
Gains (Losses) on Asset Dispositions and Impairments, Net:					
Gains on asset dispositions	12,960	4,684	14,609	29,814	11,813
Impairment charges	(423)	(35,667)	-	(4,381)	(2,976)
	<u>12,537</u>	<u>(30,983)</u>	<u>14,609</u>	<u>25,433</u>	<u>8,837</u>
Operating Income (Loss)	\$ 50,462	\$ 19,700	\$ 43,299	\$ 56,646	\$ 10,608
OBDA <sup>1</sup>	\$ 126,541	\$ 82,860	\$ 100,640	\$ 117,781	\$ 73,908
<b>OCEAN TRANSPORTATION &amp; LOGISTICS SERVICES<sup>2</sup></b>					
Operating Revenues	\$ 352,976	\$ 229,543	\$ 227,143	\$ 214,316	\$ 194,184
Costs and Expenses:					
Operating	195,205	122,531	129,039	112,771	117,283
Administrative and general	36,548	27,825	26,215	24,818	22,073
Depreciation and amortization	46,293	31,162	26,296	28,420	31,299
	<u>277,906</u>	<u>181,518</u>	<u>181,550</u>	<u>165,909</u>	<u>170,655</u>
Gains (Losses) on Asset Dispositions and Impairments, Net:					
Gains on asset dispositions	180	411	-	159	3,210
Impairment charges	(423)	-	-	-	(2,976)
	<u>(243)</u>	<u>411</u>	<u>-</u>	<u>159</u>	<u>240</u>
Operating Income	\$ 74,647	\$ 48,436	\$ 45,592	\$ 48,766	\$ 23,749
OBDA <sup>1</sup>	\$ 128,720	\$ 79,998	\$ 71,888	\$ 77,186	\$ 35,048
<b>INLAND TRANSPORTATION &amp; LOGISTICS SERVICES</b>					
Operating Revenues	\$ 175,496	\$ 187,543	\$ 230,482	\$ 220,150	\$ 210,613
Costs and Expenses:					
Operating	103,880	124,480	168,015	174,918	182,327
Administrative and general	16,558	14,616	15,867	15,937	18,410
Depreciation and amortization	25,852	26,327	28,632	29,430	28,461
	<u>146,290</u>	<u>165,423</u>	<u>212,514</u>	<u>220,285</u>	<u>229,198</u>
Gains (Losses) on Asset Dispositions and Impairments, Net:					
Gains on asset dispositions	11,960	4,283	14,868	29,607	6,300
Impairment charges	-	(1,092)	-	-	-
	<u>11,960</u>	<u>3,191</u>	<u>14,868</u>	<u>29,607</u>	<u>6,300</u>
Operating Income	\$ 11,166	\$ 5,333	\$ 38,136	\$ 62,517	\$ 20,770
OBDA <sup>1</sup>	\$ 37,818	\$ 31,660	\$ 61,768	\$ 91,952	\$ 54,231
<b>WITT O'BRIEN'S<sup>3</sup></b>					
Operating Revenues	\$ 49,156	\$ 42,916	\$ 49,984	\$ 27,891	\$ -
Costs and Expenses:					
Operating	12,017	20,561	21,899	12,978	-
Administrative and general	13,438	16,214	24,096	19,180	-
Depreciation and amortization	819	1,039	1,211	1,045	-
	<u>16,274</u>	<u>17,814</u>	<u>24,106</u>	<u>14,203</u>	<u>-</u>
Losses on Asset Dispositions and Impairments:					
Losses on asset dispositions	-	(11)	(27)	-	-
Impairment charges	-	(29,276)	-	-	-
	<u>-</u>	<u>(29,287)</u>	<u>(27)</u>	<u>-</u>	<u>-</u>
Operating Income (Loss)	\$ 2,882	\$ (24,985)	\$ 2,201	\$ (6,312)	\$ -
OBDA <sup>1</sup>	\$ 3,761	\$ (21,446)	\$ 3,962	\$ (4,467)	\$ -

<sup>1</sup> SEACOR Holdings Inc. ("SEACOR") from time to time, identifies and discusses OBDA, a non-GAAP financial measure. SEACOR defines OBDA as operating income (loss) plus depreciation and amortization. The measure of OBDA may not be comparable to similarly titled measures presented by other companies. Other companies may calculate OBDA differently than SEACOR, which may limit its usefulness as a comparative measure. In addition, this measurement does not necessarily represent funds available for discretionary uses and is not a measure of SEACOR's ability to fund its cash needs. OBDA is a financial metric used by management (i) as a supplemental internal measure for planning and forecasting overall operations and for evaluating actual results against such objectives; (ii) as a criteria for annual incentive bonuses paid to the SEACOR's

officers and other share-based employees; and (iii) to compare to the OBDA of other companies when evaluating potential acquisitions.

<sup>2</sup> On May 2, 2014, SEACOR issued a 6% noncontrolling interest in a financial investor in SEA-Vista, which owns and operates the James A. Cox tanker fleet. SEA-Vista's consolidated results are included in the Ocean Transportation & Logistics Services segment. In 2017, SEACOR's partner's share in SEA-Vista represented \$77.5 million of operating income and \$61.8 million of OBDA.

<sup>3</sup> On July 11, 2014, SEACOR acquired a controlling interest in Witt O'Brien's through the acquisition of its partner's 45.0% equity interest.

**Forward-looking Statements:** Certain statements discussed in this Annual Report constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements concerning management's operations, strategic objectives, business prospects, anticipated economic performance and financial condition and other similar matters involve significant known and unknown risks, uncertainties and other important factors that could cause the actual results, performance or achievements of results to differ materially from the future results, performance or achievements discussed or implied by such forward-looking statements. Readers should refer to the Company's Form 10-K and particularly the "Risk Factors" section, which is included in this Annual Report, for a discussion of risk factors that could cause actual results to differ materially.

# Appendix B | Resumes

Resumes of key personnel are to be found on the following pages.

## Qualification Profile

Colin Vissering has more than 20 years of experience in FEMA Hazard Mitigation programs as well as expertise in the full range of federal environmental and historic preservation compliance requirements. In addition to running disaster services divisions in large engineering companies and serving as Principal in Charge of large federal IDIQ contracts, he has managed grants and environmental and cultural resource activities for federal programs in locations nationwide. His experience includes facilitation of policy meetings, management of long-term recovery efforts, development of hazard mitigation plans and grant applications, environmental training, federal environmental regulatory and policy development, and drafting and implementation of National Historic Preservation Act agreement documents.

Since 1993, Colin Vissering has been deployed to more than 15 large-scale disasters in the role of mitigation lead or environmental subject matter expert and has been involved in more than 100 other disasters in the role of supporting the implementation of mitigation programs. This includes review and development of mitigation grant projects, development and delivery of training programs, and development and implementation of policy issues.

### Relevant Project Experience

**New York Office of Emergency Management (contracted to Hagerty Consulting), Subject Matter Expert**

Colin Vissering has been providing direct assistance to the City of New York in developing and implementing hazard mitigation projects under FEMA's Hazard Mitigation Grant Program (HMGP). Over \$400 million in projects have been approved to date and include a wide range of mitigation activities from hardening and protecting public housing units to structural flood control project along coastal communities.

### Hurricane Katrina Gulf Coast Recovery Office, New Orleans, LA -Mitigation Officer

Hazard Mitigation Action Officer – Gulf Coast Recovery Office, New Orleans, Louisiana. Responsible for implementation of FEMA mitigation and recovery programs and streamlined environmental and historic preservation regulatory compliance across all Gulf Coast States impacted by Hurricanes Katrina and Rita. Worked to assess NEPA compliance efforts and work with FEMA HQ to update policy, guidance, and regulations to allow for improved program funding.

### Long Term Recovery Planning Senior Planner, ESF #14

#### Areas of Expertise

FEMA Mitigation and Public Assistance Programs NEPA and Section 106 Compliance Hazard Mitigation Planning Environmental Planning

#### Registrations and Certifications

Certified Planner (AICP)  
Certified Floodplain Manager (CFM)

#### Affiliations

American Planning Association  
Association of State Floodplain Managers

#### Professional History

President, Vissering Consulting Group, Bethesda, MD, 2006 to present

Vice President, Resource Management Division, Greenhome and O'Mara, Laurel, MD, 2002-2005

Group Manager, URS Corporation, Gaithersburg, MD, 1999-2002

Environmental Protection Specialist, Federal Emergency Management Agency, Washington, DC, 1993-1999

Lieutenant, United States Navy, various stations, 1988-1992

#### Education

Master of Community Planning (MCP), University of Maryland, 1994

Bachelor of Arts, International Affairs (specializing in Soviet and Eastern European Studies), George Washington University, 1988

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

2018

#### Base Location

Washington, DC

Colin Vissering was assigned to ESF#14 at FEMA HQ to help develop processes for the development of Early Recovery Strategies for Communities, outlining a framework for recovery for communities impacted by Hurricane Katrina. Also responsible for coordinating long-term recovery issues with Hazard Mitigation and Planning requirements, as well as coordinating with relevant associations involved in the recovery efforts (including the APA and AIA).

### Federal Emergency Management Agency, Technical Assistance and Research Contract (TARC)

#### Principal/Program Manager

Colin Vissering ensured the ongoing effective completion of all Task Orders under FEMA's \$16 million TARC contract. These included technical design specifications for hazard mitigation actions, strategies for implementation of mitigation programs, building performance assessments following disasters, and problem focused studies related to building sciences and technologies.

### State of Mississippi Department of Community Affairs (DCA) Global Match Initiative

#### Hazard Mitigation Subject Matter Expert

Colin Vissering provided Mitigation Grant Program expertise as part of a team developing CDBG and other grant applications to be used as match for over \$500 million of FEMA mitigation grant funds. Developed grant applications, policy papers, and documentation to support use of these projects as part of the 25 percent non-federal match.

### Dewberry, Hazard Mitigation Technical Assistance Program

#### Environmental Functional Area Leader

Leads Environmental and Historic Preservation related tasks for national technical assistance IDIQ contract for FEMA. Currently lead writer for 20 two-page fact sheets highlighting key issues related to streamlining EHP review across FEMA programs.

### FEMA, Program Management

Colin Vissering is a nationally recognized expert in the Hazard Mitigation Grant Program and NEPA and Historic Preservation compliance efforts related to implementing mitigation programs. Guided development of FEMA's regulations and policies related to 44CFR Part 10, development and delivery of NEPA and Cultural Resource Courses, and completion of more than 150 NEPA compliance documents, primarily environmental assessments. He was closely involved in the development of FEMA's Regional Environmental Officer Cadre.

### Health Resources and Services Administration (HRSA) Review of Recovery Act Grants

Coordinated the review of over 1000 reviews of medical center construction and rehabilitation projects nationwide. Helped develop a comprehensive database and was primary author of two nationwide programmatic environmental assessments that allowed for the completion of more than 600 of the application reviews within three months of initiation of the project.

### Improvement to Environmental Planning and Historic Preservation Decision Support System (DDS) – Technical Advisor Department of Homeland Security

Provided expertise on technical content for DHS department-wide environmental compliance tracking system. Lead coordinator of FEMA-related technical and programmatic issues.

### Other Professional Experience

- + Senior Advisor, Environmental program development and project review, DHHS.
- + Technical Consultant, Revision of National Hazard Mitigation Grant Program Guidance, FEMA HQ
- + Technical Advisor on Mitigation, Environmental and Historic Preservation Programs to FEMA's Deputy Director for Gulf Coast Recovery.
- + Senior Planner, ESF #14 Long-Term Recovery Planning, Hurricane Katrina, FEMA HQ.
- + Principal, Technical Assistance and Research Contract (TARC), FEMA HQ.
- + Principal, HMGP Project - South Florida Water Management District, Palm Beach County, Florida.
- + Project Manager, Local Capability Assessment for Readiness, City of Newport News, Virginia.
- + Team leader, Evaluation of Special Considerations for the World Trade Center Recovery Efforts.
- + Project Manager, Survey of Effectiveness of Community Planning Efforts, FEMA.
- + Task Leader, Vermillion River Basin Multi-Objective Plan, FEMA, NPS.
- + Program Manager, post-disaster economic impact reports, Economic Impact Studies, 1998 Midwest Tornadoes and Hurricane Floyd.
- + Senior staff analyst in the implementation of the Hazard Mitigation Grant Program, FEMA.
- + Project Manager/task order coordinator FEMA Hazard Mitigation Planning Guides, FEMA.
- + Technical support lead, Development of Procedures for Flood-Damaged Mail, Equipment, and Facilities, USPS.
- + Project Manager, *Report to Congress on the Natural and Beneficial Functions of Floodplains*, FEMA, USACE, NPS.
- + FEMA representative, White House Global Climate Change Initiative.
- + Project Manager and primary author, Environmental Regulatory Revisions, FEMA.
- + Project Manager, NEPA compliance reviews, 45 flood control projects, State of Michigan.
- + Project Manager, Environmental Assessment of Construction of a Processing and Distribution Center, USPS, ME.
- + Project manager, Environmental Assessment, Charlesgate Hydraulic Improvement Project [Muddy River, Boston, Massachusetts].
- + Project Manager, Environmental Assessment for the Rebuilding of the Wallace Mill Bridge over the Little Calpasture River, Staunton, Virginia.
- + Project Manager, Cerro Grande Fire Recovery Programmatic Environmental Assessment, Los Alamos, New Mexico.
- + Project manager, NEPA and Historic Preservation Evaluation, Expedited Acquisition and Elevation Review, hazard mitigation projects southern Virginia.
- + Project Manager Environmental Assessment for the Construction of a New Emergency Operations Center (EOC), Richmond, Virginia.
- + Project Manager, Environmental Assessment for Demolition of Existing and Construction of New Public Housing in Camden, New Jersey.
- + Program Manager, NEPA Compliance, FEMA Mitigation Directorate, Washington, DC.
- + Project Manager, NEPA and Historic Preservation Training, FEMA [national].

- + Project Manager, Environmental Assessment for the Closure of the Veterans Affairs Medical Center, Ft. Lyon, Colorado.
- + Program Manager, FEMA Mitigation Directorate National Historic Preservation Act Compliance.
- + Damage Control Assistant, USN, USS San Bernardino (LST 1189), Sasebo, Japan.
- + Chemical, Biological, and Radiological (CBR) Warfare Officer, USN, USS San Bernardino (LST 1189), Sasebo, Japan

## Qualification Profile

Erin Buchanan has more than 14 years of hazard mitigation experience, including project and application development, grants management, financial data management, and mitigation planning. Erin is a graduate of FEMA's Professional Development Series and is a Certified Floodplain Manager (CFM).

Erin is skilled in the development of mitigation projects as well as funding strategies. Erin developed financial management tracking tools that managed over \$2.7 billion in federal funds, including over 400 individual projects. Erin advised the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) on all disaster funding allocations as well as all cost overrun requests. Erin assisted with procurement reviews, cost analysis, financial / payment reviews, and project closeouts..

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

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

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

## Relevant Project Experience

### Sienna Plantation Levee Improvement District (2018)

Erin served as a Hazard Mitigation Specialist / Project Manager tasked to identify and develop hazard mitigation projects under the DR-4332 Hurricane Harvey disaster. She has submitted multiple grant applications to the Texas Division of Emergency Management Agency (TDEM) totaling approximately \$70M, which are currently under review.

### Areas of Expertise

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

### Registrations, Certifications & Training

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

### FEMA Classroom Training:

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

FEMA's National Emergency Management Information System (NEMIS)

FEMA Professional Development Series Certificate

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

CDBG Basics: Training for Practitioners - May 2015

### Education

Bachelor of Arts, International Affairs, Marshall University

Year Joined Witt O'Brien's 2010

### Base Location

Washington, DC

Erin also is assisting the Sienna Plantation Levee Improvement District with the development of its inaugural hazard mitigation plan.

### University of Texas Medical Branch (UTMB) (2014-2018)

Erin served as a Hazard Mitigation Specialist / Project Manager responsible for grant management, as well as advising UTMB leadership, staff, and contractors. She is also responsible for identifying and developing mitigation projects as funding becomes available. She has submitted multiple grant applications to the Texas Division of Emergency Management Agency (TDEM totaling approximately \$25M, which are currently under review. Other previously funded projects are in various stages of implementation and project closeout.

### Clear Brook City Municipal Utility District (2018)

Erin served as a Hazard Mitigation Specialist / Project Manager responsible for identifying and developing mitigation projects under the DR-4332 Hurricane Harvey disaster. She has submitted multiple grant applications to the Texas Division of Emergency Management Agency (TDEM) totaling approximately \$1M, which are currently under review.

### Toms River Township, New Jersey (2017-2018)

Erin served as a Hazard Mitigation Specialist / Project Manager responsible for initial development of Township's hazard mitigation program. She helped organized community education and outreach initiatives, as well as, establishing ranking criteria, property owner coordination, develop a hazard mitigation application for the elevation of residential structures, and NJOEM/FEMA coordination. The project is currently under review by FEMA. FEMA mitigation program.

### Fernandina Beach, Florida (2017-2018)

Erin served as a Mitigation Specialist responsible for the development of the City of Fernandina Beach, FL drainage project. Erin was responsible for application development and provided programmatic guidance to the City.

### Savannah, Georgia (2017-2018)

Erin served as a Mitigation Specialist / Project Manager responsible for the development of the City of Savannah, GA generator project, which was submitted for HMGP funding under Hurricane Matthew. The project is currently under FEMA review.

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

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

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

Erin also provided technical assistance to Parishes and Towns in Louisiana during the development of their local hazard mitigation plans, including the Parishes of Caldwell, Concordia, Lafayette, Lincoln, Morehouse, Point Coupee, Tensas, Union, and Washington, as

well as the Town of Sterlington. In addition, she provided technical assistance to the University of Louisiana-Lafayette.

### Virginia Department of Emergency Management (2017-2018)

Erin served as the Project Manager and Senior Mitigation Planner responsible for the update of the plan as well as bringing the plan to enhanced status. The plan documented the Commonwealth's ability to implement and manage hazard mitigation grant funds and programs, thereby returning enhanced plan status to the Commonwealth, and documented the ways in which changes in climate are impacting or may exacerbate natural hazards that impact the Commonwealth. Additionally, the final plan enabled the Commonwealth to document a portion of the required standards for reaccreditation under the Emergency Management Accreditation Program (EMAP). In addition to planning work, Erin was responsible for contract management and client reporting.

### Ward County, North Dakota (2017-2018)

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

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

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

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

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

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

## Qualification Profile

Nicholas Colmenares has a nineteen-year track record of successfully improving the strategic planning, operations, and project/program management practices of disaster management agencies, businesses and university research centers. He is an expert in qualitative research, including program evaluation and policy analysis. He is recognized for his ability to work across cultural, sectorial, and professional barriers, is bi-lingual (English - Spanish), and has extensive experience in the US, Latin America, and the Caribbean.

### Relevant Project Experience

#### Principal with Risk and Vulnerability Solutions (RVS)

Providing superior service to public sector clients in the areas of hazard mitigation project management, mitigation planning and grant program management.

#### Senior Mitigation and Emergency Management Consultant, The Wood Group (formerly AMEC Foster Wheeler), Inc.

Nicholas provided hazard mitigation and emergency management planning and project management services to local and state clients. His role involves natural hazards risk and vulnerability data acquisition and analysis, and planning team coordination and oversight in developing local and state multi-jurisdictional mitigation plans and updates.

#### FEMA Community Engagement and Risk Communications (CERC) Program Management, Resilience Action Partners (RAP), Inc.

Nicholas serves as a Subject Matter Expert (SME) on natural hazard mitigation. His role involves developing agency (FEMA) incentives for expanding the role of mitigation as a key component of its Resiliency Agenda and working with CERC client communities to build resiliency by removing traditional barriers to mitigation action. He is also a team member of RAP's Mitigation Core Team developing and implementing Pilot programs for community outreach and mitigation capability assessments throughout FEMA's 10 regions.

### FEMA HMGP Mitigation Project Management

#### Areas of Expertise

Hazard Mitigation Project & Program Management  
 Hazard Mitigation Planning  
 Emergency Management Planning  
 Policy Analysis  
 Ethnographic and Evaluation Research

#### Registrations, Certifications, Training

Project Management Professional (PMP),  
 Project Management Institute (PMI)  
 FEMA Courses: IS-100, 200, 300, 400, 634, 700, 800; EO-239  
 FEMA CERT Training  
 FEMA HAZUS Training  
 FEMA NEMIS Training  
 FEMA E-Grants Training

#### Affiliations

Natural Hazard Mitigation Association  
 Society for Applied Anthropology  
 International City Managers Association

#### Professional History

Principal, Risk and Vulnerability Solutions, LLC  
 2006-present  
 Independent Consultant, Program/Project Management, Disaster Management, Hazard Mitigation, 1998-present  
 Mitigation Planning Specialist, Federal Emergency Management Agency, Raleigh, NC, 2005.  
 Program Manager, Ashe Industries, Inc., Tampa, FL 2004-2005  
 Principal, Energy Resources Management, LLC, Tampa, FL, 2000-2005  
 Program Director, Center for Disaster Management, College of Public Health, University of South Florida, Tampa, FL, 1999 – 2002  
 Community Liaison, City of Tampa, Mayor's Office, 1998 – 1999  
 Research Associate, Natural Hazards Research Applications and Information Center, University of Colorado, Boulder, CO, 1994 – 1997

#### Education

Doctor of Philosophy (PhD), Applied Anthropology of Disasters, University of Colorado at Boulder, 1997.  
 Master of Arts (MA), Latin American Studies, University of Florida, 1992  
 Bachelor of Arts (BA), English, University of North Carolina at Chapel Hill, 1987

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

2018

#### Base Location

Florida

From 2009 – present, Nicholas developed (and gained FEMA approval of) Hazard Mitigation Grant Program (HMGP) applications for 32 structural retrofits to critical facilities, construction of 7 tornado safe rooms and 2 drainage projects for 3 Louisiana Parish governments under DR 1603 and DR 1786. He serves as the Project Manager overseeing ongoing project implementations funded through FEMA/HMGP 404 and 406 programs. Related expertise includes working knowledge of 44 CFR, NFIP, NEPA and Section 106 requirements, coordination of all project stakeholders (engineers, contractors, government staff, etc.), conducting agency consultations, managing regulatory compliance, verifying mitigation product technical specifications, pricing, purchasing, supply chain management, review of construction (engineering) plans, managing project teams on site, progress and financial reporting, and public workshops, and presentations on project goals and status.

### Emergency Management Planning for the District of Columbia Homeland Security and Emergency Management Agency (HSEMA)

From 2014-2016, in partnership with Vision Planning and Consulting, Nicholas co-authored the District's Joint Information Center Operations Guide, Crisis Communications Plan and ESF 15 Damage Assessment Operations Plan in the support of the District's new comprehensive emergency management strategy – the District Preparedness Framework.

### Program Management Research for US Army Corps of Engineers (USACE) Institute for Water Resources (IWR)

From 2011-2013, on behalf the USACE/IWR, and in conjunction with the Council on Environmental Quality (CEQ), Inter-Agency Task Force on Climate Change Adaptation, Nicholas led the evaluation of 50 State Hazard Mitigation Plans and conducted interviews with 100 state agency officials to identify best practices in federal-state-local programs and in stakeholder coordination for floodplain management and flood and drought mitigation planning. Lessons learned were applied to IWR recommendations in fulfillment of its role under Action 19 of the CEQ "National Action Plan to Manage Fresh Water Resources in a Changing Climate."

### FEMA (Pilot) Mitigation Program Development and Management

On behalf of James Lee Witt Associates, and the Governor's Office for Homeland Security and Emergency Preparedness (GOHSEP), State of Louisiana, (2006 to 2009), Nicholas served as lead coordinator for the \$12M FEMA Pilot Planning Grant Program. He worked with Public Assistance (PA) consultants to identify 406 mitigation opportunities for damaged and undamaged structures (HMGP 404 and 406), through the prioritization, scoping (pre-construction planning) and implementation of mitigation projects to address hazard risks identified in the mitigation plan update process, as well as meeting all FEMA requirements for cost effectiveness, technical feasibility, and environmental review. Included was a working knowledge of NEPA and Section 106, NFIP and 44CFR, and the ability to review of all projects' engineering design, cost estimating, and evaluation of Benefit-Cost Analysis methods, data and results.

Nicholas assisted with the drafting of official Pilot Programmatic Guidance, as well as Sub-Grantee and Cooperative Agreements, and the establishment of best practices for local-State-FEMA coordination on all administrative and regulatory compliance. Program management included leading committees comprised of FEMA, state and local agency officials, and contractors in local hazard analysis, risk and vulnerability assessments and the development of mitigation strategies in fulfillment of FEMA requirements for the update of local hazard mitigation plans.

### FEMA Hazard Mitigation and Emergency Management Planning

From 2006 – 2011, Risk and Vulnerability Solutions independently conducted updates to 3 Louisiana Multi-jurisdictional Hazard Mitigation Plans, and subcontracted as lead author of the Hazard Identification and Risk Assessment (HIRA) and Future Development Trends chapters for updates to 9 additional Multi-Jurisdictional Hazard Mitigation Plans in Louisiana, as well as drafting State and Local Capability Assessments and Future Development Trends chapters for the 2008, and 2011 Louisiana State Hazard Mitigation Plan Update, and the 2011 New Jersey State Hazard Mitigation Plan Update. In addition, Nicholas co-authored updates to the Emergency Response Plan for 3 Louisiana Parishes.

### Mitigation Plan Development and Approvals for 60 Parishes and 14 local jurisdictions in LA

On behalf of the Governor's Office for the State of Louisiana, (2006 to 2009), Nicholas led a mitigation planning team in providing technical assistance and technical writing guidance to 74 parishes and jurisdictions in LA, and increased FEMA approval of mitigation plans from 4 to 78 during his three-year tenure. His efforts included community outreach, committee development and education on mitigation planning toward garnering local expertise and resources for the development of mitigation planning priorities and plan content.

### Mitigation Plan Review and Approvals for 75 Counties in NC

(2005-2006) Nicholas served as Mitigation Planning Specialist providing technical assistance and technical writing guidance to 75 counties and cities in NC and increased FEMA approval of multi-hazard mitigation plans from 74 to 145 during his tenure.

### USAID/OFDA Risk Management Program Evaluation, Louis Berger Consulting, Washington, DC

(2004-2005) Nicholas served as Disaster Specialist in the evaluation of USAID/Office of Foreign Disaster Assistance (OFDA) Risk Management Program in 17 countries throughout Latin America and the Caribbean. He evaluated all aspects of the Indefinite Duration and Quantity (IDIQ) Contracts held by OFDA contractor implementing the Program's training, staffing, cost efficiency, and program monitoring strategies. Included was the evaluation of annual budget allocations for cost-effectiveness.

### Strategic Planning, EM Planning, and Program Management: Center for Disaster Management and Humanitarian Assistance (CDMHA), College of Public Health, University of South Florida, Tampa, FL

(2000-2004) Nicholas served as a member of the Center's Strategic Planning and Advisory Boards and co-authored the Center's Emergency Response Plan and its Strategic Plan as an information clearinghouse and coordination unit for the US Southern Command. Colmenares developed and managed the Center's Disaster Research Grants Program – \$1.2M for applied social science, engineering, public health, and IT projects – including the peer reviewed, proposal evaluation and selection process. He established cooperative agreements between public and private stakeholders on hemispheric trade corridor security in consultation with Organization of American States (OAS). Nicholas conducted evaluation research and produced reports for the US Southern Command on US military-civilian coordination practices in response to Hurricane Mitch in Central America.

### Community Outreach, Emergency Management and Special Projects, City of Tampa, Mayor's Office (1998-2000)

As Chief Neighborhood Liaison, Nicholas developed the City's community outreach strategy and implemented projects related to natural hazards preparedness and response, and community engagement/citizen participation in urban redevelopment projects. He also co-authored the

update to the City's Emergency Preparedness and Emergency Response Plans. Colmenares served as co-author of the strategic plan and committee member for the City's, Sustainable Communities Demonstration Project. He also conducted an evaluation of the City's international trade practices and led research and development of the City's first International Trade Strategy.

### Policy Analysis, Organizational Assessments and Field Research on Disaster Management Issues. Natural Hazards Center, University of Colorado, Boulder, CO

(1995-1997) Nicholas served as a member of the Center's strategic research team for the Second National Assessment of Natural Hazards, produced for the US Congress. His research on the Assessment team focused on a state-to-state comparative analysis of mitigation, response, and recovery planning capabilities, including variations in best available data and mapping produced and used by state agencies involved in disaster management. His doctoral research produced new findings on South Florida's (public sector) capacity to balance economic development, hazard mitigation and environmental protection. He managed a graduate student team and was a contributing author to the (1999) edited volume, "Disasters by Design".

### Other Professional Experience

#### Program Manager, Ashe Industries, Inc., Tampa, FL 2004 – 2005:

- + Managed product patenting process.
- + Established product's design approval with the Florida Building Commission.
- + Increased division sales from \$20,000 to \$300,000 in 12 months.

#### Partner, Energy Resources Management, LLC, Tampa, FL, 2000 – 2005:

- + Expanded client base from local municipalities to Fortune 100 companies.
- + Increased revenue and profitability through sales model restructuring.

## Qualification Profile

Juan Bossano is an experienced working professional with various stakeholders, including local, state and federal agencies in the field of disaster recovery and resiliency.

He has assisted communities, non-profits, tribes and state agencies in all aspects of recovery including Public Assistance (PA), Community Development Block Grant Disaster Recovery (CDBG-DR), and Hazard Mitigation Assistance (HMA) grant programs, particularly the Hazard Mitigation Grant Program (HMGP).

Juan has achieved success on some of the most expensive natural disasters in US history, assisting states, cities, towns, private nonprofits and homeowners, access more than \$1 billion to meet recovery and resiliency needs.

He is an expert in application development, including cost-effectiveness determinations, benefit-cost analysis, Stafford Act 404 and 406, and 44 CFR.

Juan possessed considerable knowledge of floodplain management, flood hazard mitigation, National Flood Insurance Program and flood preparedness, warning and recovery.

Project highlights include:

- + Developed dozens of Benefit-Cost Analyses for HMA sub-applications and provided technical assistance to sub-applicants
- + Disaster Recovery Consultant well-versed in all FEMA-approved cost-effectiveness methodologies
- + Review of FEMA Public Assistance (PA) Project Worksheets
- + Assisted hundreds of sub-applicants and individual homeowners in accessing National Flood Insurance Program (NFIP) and Increased Cost of Compliance (ICC) funds
- + Determined individual and sub-applicant duplication of benefits for federal grants programs, reviewing multiple SBA, HUD CDBG, and FEMA grant awards
- + Reviewed hundreds of potential HMA projects for eligibility and cost-effectiveness and prioritized for applicant.

## Relevant Project Experience

### Staff Consultant, Data Analyst, H2O Partners Inc. (March 2017-2018)

- + Gathering damage assessments for Texas communities and compiling information for Harris County
- + Creating data reports on information obtained
- + Coordinating with team to create appropriate GIS mapping based on information gathered

### Areas of Expertise

Public Assistance (PA); Community Development Block Grant Disaster Recovery (CDBG-DR); Hazard Mitigation Assistance (HMA) grant programs, particularly the Hazard Mitigation Grant Program (HMGP)

### Registrations, Certifications & Training

Introduction to Hazard Mitigation  
Benefit Cost Analysis Fundamentals  
Hurricane Mitigation Basics for Mitigation Staff  
Flood Mitigation Basics for Mitigation Staff  
Introduction to Unified Hazard Mitigation Assistance  
Public Assistance Cost Estimating  
Public Assistance Operations

### Education

Political Science, Louisiana State University, Baton Rouge, LA, 2011

Year Joined Witt O'Brien's  
2018

Staff Consultant, Mitigation Plan Reviewer, H2O Partners Inc. (March 2017-Present)

- + Writing and editing hazard mitigation plans for local communities throughout Texas
- + Formulating benefit cost analyses for FEMA HMGP grant applications

Public Assistance Specialist, Sub-Recipient Projects, H2O Partners Inc. (March 2017-June 2017)

Responsible for assisting sub-recipients with disaster recovery, including Kaufman County, Texas and the City of Terrell:

- + Reviewing Project Worksheets (PWs)
- + Completing 406 Hazard Mitigation for projects
- + Assisting with document preparation and closeout of projects

QC Monitor, Restore LA, Office of Community Development (OCD), Resilience Strategies; Baton Rouge, LA (August 2017 – September 2017)

- + Assisted the Restore LA team by reviewing damage assessments through Xactimate
- + Found errors, miscalculations, and omissions in damage assessments
- + Calculated the dollar amount differences from errors and adjusted payments accordingly
- + Created and populated property data spreadsheets for data analysis on reimbursement payments

Staff Consultant, Hazard Mitigation Grant Program, H2O Partners Inc., New Mexico Department of Homeland Security and Emergency Management (NMDHSEM) (October 2016 – March 2017)

- + Managed multiple grant applications for varying projects, including flooding, wildfire, and generators
- + Corresponded with local communities to obtain all necessary information to complete the application
- + Advised local communities on how best to run complete Benefit-Cost analyses to determine cost effectiveness for each application and implemented strategies to get a positive Benefit-Cost Ratio

Manager, Hazard Mitigation Grant Program (HMGP) and Community Development Block Grant (CDBG), New York Governor's Office of Storm Recovery; New York, New York (2014– 2016)

- + Managed the initiation and development of infrastructure and buyout projects funded by FEMA – HMGP and HUD CDBG-DR programs in Upstate communities and NYC/Long Island in response to Hurricane Sandy
- + Obtained and compiled the necessary documentation for buyouts and acquisitions to follow the HUD CDBG- DR program guidelines
- + Interfaced directly and managed relationships on a daily basis with key stakeholders at the client (GOSR) level and other state agencies (DHSES, GOSR) as needed
- + Coordinated and guided client and inter-agency dialogue regarding project development
- + Directed the development of HMGP global match buyout projects for over \$252M in CDBG-DR funded residential acquisitions in Long Island and Staten Island

- + Implemented solutions to address FEMA/HUD regulatory challenges and dissimilarities to enable global match project application development

### Benefit Cost Analysis Specialist – Innovative Emergency Management; Albany, NY (October 2013 – January 2014)

- + Provided expertise in the development of a FEMA 404 HMGP program in response to Sandy (DR 4085)
- + Formulated benefit cost analysis (BCA) of project proposals for Nassau County, NY, to determine cost- effectiveness
- + Communicated directly with grant applicants to gather information and data to complete the project analysis (applicants included critical care facilities, municipalities, non-profits; projects of \$50K - \$120M)
- + Performed duplication of benefits review and determined project eligibility

### Hazard Mitigation Elevation Grant Management Specialist – Hazard Mitigation Grant Program (HMGP) Hammerman & Gainer International; New Orleans, LA (September 2012 – October 2013)

- + Determined the need to elevate for each applicant
- + Served as manager for approximately 100 elevation projects needing to pass final review from the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)
- + Formulated final payment packages by gathering and compiling all necessary documents (proof of payment, HMGP required documents, eligibility, etc.)
- + Used FEMA guidelines to determine eligibility of work done and amount to reduce for ineligible items
- + Interacted with engineering firms and state, parish, and city officials from the Louisiana State Licensing Board of Contractors, GOHSEP, OCD-DRU, Orleans Parish, Jefferson Parish, and The Road Home Program

## Qualification Profile

Sandra Maxwell is a Disaster Recovery Specialist for Witt O'Brien's, where she specializes in hazard mitigation as described in Sections 404 and 406 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act. She has more than 15 years of extensive knowledge and experience in all facets of mitigation and FEMA grants management. She has trained state staff in the mitigation process and has worked with public and private sector clients at the local, state, and federal levels across the country. She assists clients through the recovery process by identifying mitigation projects for federal funding, provides technical assistance, and helps applicants develop the documentation necessary for a fundable project application, including budgets and cost estimates for proposed projects. She works as a liaison between applicants and FEMA, and supports applicants as they rebuild stronger, more resilient communities.

As a 406 Mitigation/Public Assistance (PA) Specialist, Sandra worked with the Houston Port Authority, Texas Medical Center, MD Anderson Hospital, Memorial Hermann Hospital, Texas Children's Hospital, Rice University, Houston Board of Education, Houston Area School Districts and the Manhattan, Kansas Parks & Recreation Department. She assisted applicants in identifying mitigation projects, creating budgets and cost estimates and writing mitigation proposals. She also provided technical assistance to local governments on roads and bridges, drainage projects, soil stabilization projects, critical facilities, and water and sewage treatment plants.

As a 404 Mitigation Specialist, Sandra worked as a technical assistant with state and local applicants in New York and New Jersey following Hurricane Sandy. Sandra assisted the Port Authority of New York/New Jersey, the New York Transit Authority, New Jersey Department of Environmental Protection, Berkeley Township Sewerage Authority and Point Pleasant Borough. She also assisted various local applicants in Louisiana following Hurricanes Katrina and Rita, including East Baton Rouge and Vermillion Parishes and the Vermillion Parish School District. She assisted various local governments throughout the State of Alabama with the response to the BP Deepwater Horizon oil spill, including Baldwin County and the cities of Birmingham, Dauphin Island, Gulf Shores, Montgomery, and Orange Beach.

Prior to joining Witt O'Brien's, Sandra served as Deputy Director of Mitigation for the Joint Field Office for FEMA Region IV and the State of Alabama for several Alabama disasters. She also worked as a contractor for federal, state, and local governments. She identified mitigation projects, assisted with application development and the grant application process. She oversaw submittals to FEMA, monitored projects and assisted with the closeout of project applications. Sandra worked on a number of project types, including acquisitions, elevations, drainage, mitigation reconstruction, planning, wind-retrofit, structural retrofit, safe rooms, and generators.

### Areas of Expertise

Hazard mitigation, grants management, training, staff management, strategic advising, program management

### Registrations, Certifications & Training

Project Management Certification  
406 Mitigation Public Assistance Specialist (Certified)  
Public Assistance Project Specialist (Certified)  
Public Assistance Cost Estimator (Certified)  
Debris Management Specialist (Certified)  
HMA 404 Mitigation Grants Specialist (Certified)  
ICS/NIMS Training Courses: 100, 200, 300, 400, 700 and 800 series  
Section 106 Historical Preservation (Certified)  
FEMA's National Emergency Management Information System (NEMIS)  
FEMA's Emergency Management Mission Integrated Environment (EMMIE)  
State of Georgia Certified Mediator, General/Civil Law

### Education

Masters Business Administration, Human Resource Management/Strategic Planning, Keller Graduate School of Business

Bachelor's Degree, Interdisciplinary Studies, International Business and Cultural Anthropology, Georgia State University

Associate's Degree, Foreign Language/Spanish, Georgia Perimeter College-Dekalb Community College

Year Joined Witt O'Brien's  
2014

### Base Location

Washington, DC

## Relevant Project Experience

### State of New Jersey

Sandra served as Disaster Recovery and Hazard Mitigation Specialist for the State of New Jersey, where she assisted in recovery efforts from Hurricane Sandy. She provided technical assistance to senior management and staff on the disaster recovery process, hazard mitigation, and FEMA's grant programs. She worked directly with State applicants and provided technical assistance for hazard mitigation projects. She assisted with project identification and application development. She reviewed applications for completeness and compliance and created requests for additional information. She tracked and monitored projects from application development through FEMA approval and award process. Sandra also conducted training for the State's new hires in both hazard mitigation and grants management and managed and coordinated applications for a hazard mitigation structural elevation project consisting of 2,500 residential structures, with the New Jersey Department of Environmental Protection serving as the applicant.

### British Petroleum Deepwater Horizon Oil Spill

Sandra served as State Lead Advisor and Planning Lead for the State of Alabama's recovery efforts. She interviewed local and state government officials, senators and congressmen, State agencies, and business owners along the Gulf Coast to capture the needs of the communities. She provided resolution on the impact on the communities after the oil spill. She also identified and prioritized recovery projects, connecting those projects to the Region's strategic vision. She supported BP in recovery objectives and assisted in shaping those objectives into implementable, efficient, and impacting initiatives. She also assisted BP in restoring their public image and restoring community relations with various stakeholders. She created the External Affairs Severe Weather Document for BP's use during evacuations due to severe weather, and assisted BP's Operations Division in preparation for severe weather events. She also processed government claims against BP and coordinated payments with BP accounting firms, adjusters, and attorneys.

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

Sandra served as Hazard Mitigation and Grant Specialist for the State of Louisiana during the recovery efforts from Hurricanes Katrina and Rita. She provided technical assistance to senior management and staff at GOHSEP. She trained newly hired state staff in all facets of hazard mitigation and created training programs to help new staff work with the Hazard Mitigation Grant Program (HMGP). She assisted applicants in identifying projects and developed applications, cost estimates, and project budgets. She provided technical assistance, including programmatic guidance, and directed and led a team of federal grants specialists. She ensured quality control and implemented compliance measures within policies and programmatic guidelines. She also conducted Quality Assurance and Quality Control (QA/QC) reviews on grant applications and managed project applications by monitoring and tracking awards and funding. She resolved outstanding issues and assisted with applicant appeals. She conducted research on FEMA and State policies, as well as the US Office of Management and Budget and Title 44 of the Code of Federal Regulations.

### IEM, Inc.

Sandra served as Senior Consultant and Hazard Mitigation Manager for the State of New York in their recovery efforts from Hurricane Sandy. She provided the Governor's office and senior management of the New York Office of Emergency Management with technical assistance on the recovery process and mitigation. She also reviewed, sorted, and organized 2,800 letters of intent from New York applicants requesting hazard mitigation assistance. She reviewed Section

404 and Section 406 mitigation project proposals and trained incoming staff on 404 and 406 mitigation and application development.

### Science Applications International Corporation

Sandra served as Hazard Mitigation Grant Program Senior Consultant and Hazard Mitigation Specialist for the State of Vermont following Tropical Storm Irene, where she also managed the State's property acquisition program. She implemented policy and programmatic reviews and provided technical assistance to state and local applicants participating in the acquisition program. She conducted weekly calls to inform applicants of process, procedures, and required documentation. Sandra managed all incoming paperwork relating to the acquisition program and coordinated efforts with townships, attorneys and the US Department of Housing and Urban Development's Community Development Block Grant (CDBG) program. She conducted Duplication of Benefits (DOB) reviews for applicants participating in the program and vetted DOBs and final offer amounts. She also assisted applicants with discrepancies related to DOB reviews by implementing FEMA DOB policies.

### Federal Emergency Management Agency (TAC)

Sandra served as the Lead 406 Hazard Mitigation Specialist for FEMA during recovery from the Kansas tornado and flooding disaster. She conducted site visits and kick-off meetings and provided applicants with assistance on program requirements, policies, and procedures. She worked in the field with project specialists to identify mitigation opportunities and created hazard mitigation proposals, budgets/cost estimates for various mitigation projects. She provided technical assistance to the State of Kansas' project specialists on 406 policies and programmatic guidance, and processed mitigation project reviews using FEMA's Emergency Management Mission Integrated Environment (EMMIE). Sandra also served as the Deputy Lead 406 Hazard Mitigation Specialist to FEMA for the State of Texas during the recovery from Hurricane Ike. She conducted site visits and kick-off meetings and assisted applicants on policies and programmatic guidance for 406 Mitigation. She worked with project specialists and applicants to identify mitigation opportunities and assisted project specialists in creating hazard mitigation proposals, budgets and cost estimates. She processed Project Worksheets (PWs) and mitigation proposals using FEMA's Emergency Management Mission Integrated Environment (EMMIE).

### Federal Emergency Management Agency

Sandra served as a Hazard Mitigation Specialist and the Deputy Director Mitigation at the FEMA/State Field Office during recovery efforts from Hurricanes Ivan, Dennis, and Katrina. She assisted the State of Alabama in the HMGP grant application process. She provided technical assistance to the State of Alabama and applicants and explained FEMA's grant programs and processes. She aided in identifying mitigation projects, application development, cost estimation, and budget preparation. She conducted compliance reviews on all mitigation project applications received by the State and managed Disaster Recovery Centers (DRCs) throughout the State of Alabama. She scheduled staff and materials and responded to Congressional inquiries. She provided lawmakers with supporting documents, which included policies, programmatic guidance, and regulations. She prepared daily situation reports and represented the mitigation branch during State meetings. She also managed and trained FEMA mitigation staff and assessed staffing needs.

## Qualification Profile

Jake Halley is an experienced Hazard Mitigation Planner, Geographic Information Systems (GIS), and HAZUS-MH Specialist for Witt O'Brien's. He has more than a decade of experience in hazard mitigation planning, grants management, GIS, and emergency management. He brings a broad background in emergency management to clients and projects, having worked for, and with, various levels of governmental and non-profit organizations. Jake is a graduate of FEMA's Professional Development Series and has an extensive background in GIS.

With Witt O'Brien's, Jake has worked on a range of hazard mitigation planning projects, including both updates and new plans. As a Planner and GIS Specialist, he has taken part in the production of 18 hazard mitigation planning projects. He also reviewed more than 30 local mitigation plans while assisting the Louisiana Governor's Office of Homeland Security and Emergency Management (GOHSEP). Jake assisted multiple cities, counties and universities with updates to their hazard mitigation plans and with the development of new plans.

Prior to joining Witt O'Brien's, Jake was the Assistant Director for the Ouachita Parish Office of Homeland Security and Emergency Preparedness (OPHSEP) in Louisiana. He was responsible for managing local, state, and federal funding and grant programs as well as managing local Emergency Operations Center activities for Hurricanes Gustav and Ike in 2008.

### Areas of Expertise

Hazard mitigation planning, GIS, risk assessment, training, exercises

### Registrations and Certifications

Certified Homeland Security Exercise and Evaluation Program (HSEEP)  
Train the Trainer

The University of Louisiana at Monroe  
Active Shooter Certification

FEMA Professional Development Series Certificate

National Weather Service, Severe Storm Spotter (basic and advanced) and Winter Storm Preparedness

National Incident Management System (NIMS) proficient

ESRI Training: Getting Stated with HAZUS-MH and Introduction into the HAZUS-MH Hurricane Model

### Education

Louisiana Tech University, Geographic Information Science

## Qualification Profile

Ashley Hebert has extensive FEMA training and experience in both Public Assistance and Hazard Mitigation. Over the last ten (10) years, he has worked as a FEMA Core Employee in positions ranging from Project Officer 2 to Lead Hazard Mitigation Grant Program Specialist. During his tenure with FEMA, he has served the State of Louisiana as a point of contact for project technical assistance. In 2013, he transferred into a contractor position and served the State of New York as a Lead preparing Benefit Cost Analysis for projects. He has worked five disasters, including the catastrophic Hurricanes Katrina, Rita, and Sandy. As a team lead, he worked with applicants, FEMA and state officials and was very familiar with the details and documentation of these operations. It was his responsibility to assist the applicant's project formulation and staying within FEMA eligibility guidelines.

In addition to his experience with FEMA Public Assistance and Hazard Mitigation operations, he is a Mechanical Engineer, a Certified Flood Plain Manager and a Federal Track Certified Grant Manager. As a Certified Flood Plain Manager, he can analyze hydrological and hydraulic reports to help determine potential negative flow impacts on flood basins and flood plains. He has worked with the NEPA 8 step process on project reviews throughout his time with FEMA.

Over his many years of disaster experience, he has gained knowledge of the SRIA Legislation, PAAP program and many other guidance documents. He has been responsible for managing over \$750 million in projects from cost estimates to completion. He has developed project worksheet Scopes of Work and damage descriptions. He has regularly evaluated projects for eligibility within federal guidelines.

## Relevant Project Experience

**Cost Analysis Specialist, The Sulzer Group, September 2016 - Present**  
100 Projects - Cost Reasonable Analysis (Cost Estimator)

### Sulzer Group, Incorporated

GOHSEP Contractor - PA Closeout: Cost Reasonableness Analysis. Cost Estimator for PA Closeout. Review Invoices and produce estimates for PA projects that did not follow the proper procurement process for all project over \$10,000.00.

**Cost Analysis Specialist, Bryant Hammett & Associates, LLC, April 2016 – September 2016**

GOHSEP Contractor - PA Closeout: Cost Reasonableness Analysis. Cost Estimator for PA Closeout. Review Invoices and produce estimates for PA projects that did not follow the proper procurement process for all project over \$10,000.00.

**Mechanical Engineering Technical Assistance, Turnkey Disaster Management LLC, January 2016 – April 2016**

### Areas of Expertise

Emergency Management, Hazard Mitigation, Public Assistance, Individual Assistance

### Registrations and Certifications

NIMS Compliance Training: ICS/NIMS 100.b, 200.b, 300, 700.a, 800.b

Public Assistance Ops 1 & 2

Certified Grant Manager –Federal Track (Classes conducted by Management Concepts)

### Education

Bachelor of Science, Mechanical Engineering, University of Louisiana at Lafayette

### Year Joined Witt O'Brien's

2018

### Base Location

Walker, LA

FEMA PA, Hurricane Sandy: PW support and project versions. Supplied technical assistance for mechanical equipment and reviewed PW versions for reasonableness. Reviewed mechanical equipment PW's (i.e. waste water treatment plants).

### Cost Analysis Specialist, Gregory C. Rigamer, Incorporated (GCR, Inc.), September 2015 – January 2016

GOHSEP Contractor - PA Closeout: Performed Quality Assurance and Quality Control for the Geospatial Information System database for the New Orleans levee breach class action lawsuit. He also conducted cost estimating for Large Public Assistance projects for both Hurricanes Katrina and Rita.

### Benefit Cost Analysis Project Consultant, Shread-Kuyrkendall and Associates, January 2015 – July 2015

Conducted a full data Benefit Cost Analysis (BCA) using flood studies for Large Flood Mitigation Projects (400+ homes) in St. Bernard and Plaquemines Parishes.

Quality Assurance/Quality Control (New York Rising Project), NOVA Catastrophe Services  
December 2013 – December 2014

Mr. Hebert conducted review of Xactimate estimates completed for the New York Rising program. Reviewed cost estimates for repair and drawings for homes affected by Hurricane Sandy. In quality checks, added items as needed that were over-looked by the initial inspectors to help the homeowners completely repair their homes.

### Cost Benefit Team Lead, Innovative Emergency Management (IEM), October 2013 – December 2013

Analyzed data for program analysis, reviewed HMGP projects for cost effectiveness, managed a team of five individuals, and provided training to other teams for BCA preparation. In this position, he reviewed costs related to projects and provided guidance to applicants to inform them of their options available to collect information for cost effective projects.

### HMGP Cost Benefit Specialist/Lead Hazard Mitigation Grant Program Specialist/Technical Specialist/Project Officer, Department of Homeland Security Federal Emergency Management Agency (FEMA), October 2005 - October 2013

#### **HMGP Cost Benefit Specialist with the Hazard Mitigation Grant Program**

Was responsible for the Benefit Cost (BC) review for most of the new DR 1603 (Katrina) allocation totaling \$390 million dollars released November 14, 2011. He developed and implemented ongoing Mitigation Program changes as necessary to adapt and improve processes. Responsible for providing advice and guidance to FEMA Louisiana Recovery Office team members and to State and Local partners on Benefit Cost (BCA) concerning the 404 Hazard Mitigation Grant Program. He was responsible for the review of projects, as needed, for engineering feasibility and reviewed projects for Phase 1 and II deliverables.

#### **Lead Hazard Mitigation Grant Program Specialist**

Member of the "Strike Team" in Baton Rouge evaluated and made determinations on 1786-1792 (Hurricanes Gustav and Ike) projects so that they could move forward. Reviewed Scope of Work and Master Budgets for cost eligibility and feasibility and made recommendations for approval or denial, made site visits to institutions representing DHS/FEMA. Utilized numerical methods for use in BCA Modules and Excel. During his tenure in Mitigation with FEMA, he calculated more than \$455 million in benefits, which enabled more than \$196 million in

approved FEMA HMGP projects. He served as the Technical Expert for the BCA section and trained other team members on innovative ways to gain project benefits. In doing this, he implemented techniques to utilize the Full Data Module for computing benefits for Drainage Projects. Reviewed projects for engineering feasibility for wind retrofits, drainage, elevations and acquisitions and provided technical assistance to multiple State and Parish officials to aid them in preparing a Benefit Cost Analysis Report.

**Technical Specialist and Project Officer - Public Assistance Program**

Served as the Mechanical Systems and Equipment Specialist, performed cost estimates for various Mechanical Equipment in buildings (i.e. HVAC Systems, Elevators, Boilers, Etc.), determined engineering feasibility of projects, assessed damages, inventoried needs, wrote project worksheets, and maintained case management files. Assisted applicants with project scoping, formulation, and other programmatic and special considerations, and that applicants followed the laws and financial terms for federal grants. Provided guidance on the National Flood Insurance Program and other federal programs available to applicants, identified mitigation measures and other tools/resources to aid in rebuilding communities.

**Applicant Assistant Specialist (Individual Assistance Program)**

Served disaster victims in applying for the Individual Assistance and Households program. Identified opportunities for assistance on a situational basis. Directed disaster victims to additional services to include crisis counseling, disaster unemployment assistance, legal services, and special tax considerations

**Engineer, Scientific International, Incorporated, June 2003 – September 2003 and June 2004 – October 2005**

In this position, designed, built, repaired, modified, and tested oil-field tools that re-faced drill pipe connections, supported deployment to the field, testing and trouble-shooting of equipment when necessary, and through engineering calculations and design, implemented a method for dynamically balancing tools to remove the vibration problems that were causing damage to the equipment.

## Qualification Profile

Donna Erat has more than 25 years of experience with FEMA's Hazard Mitigation programs as well as fluent knowledge and expertise in leveraging the full range of federal and private resources that can be used for community-based disaster recovery and projects.

Donna provides clients with preparedness, response and recovery, and mitigation services within FEMA's Frameworks, emphasizing community resilience. Her clients have included Fortune 500 companies, elected and appointed officials, tribes, state and local governments, and nonprofit organizations.

Donna has supported more than 150 disasters of every size and intensity, impacting rural and urban communities alike, and deployed to nearly a dozen large-scale disasters. Over the course of her career, Donna has managed nearly \$2 trillion in project funds, and has served as intergovernmental liaison, mitigation lead, and long-term recovery subject matter expert supporting the implementation of mitigation programs. This includes review and development of mitigation grant projects, preparing appeals challenging eligibility, development, and delivery of training programs, and development and implementation of policy issues.

Donna's goal is not simply to repair a community to its pre-disaster condition, but to collaborate to develop and implement long-term recovery plans that protect, preserve, and enhance the threads that weave the social, economic, and environmental fabrics that bind resilient and thriving communities together.

## Relevant Project Experience

In North Carolina and Florida alone, Donna has worked six major disasters. Most recently, she provided technical guidance to North Carolina Governor Roy Cooper's office on how to validate disaster impacts and recovery needs based on valid data and seek recovery resources justified by credible and verifiable assessments.

Following the 1999 hurricane season, which left North Carolina battered by four events in less than eight weeks, Donna served as principal advisor to Governor Hunt on all matters regarding hurricane recovery and securing and managing federal assistance. She worked with the Governor's staff as well as the State's Congressional delegation to secure long-term recovery funds with emphasis on hazard mitigation and the repair and rehabilitation of housing in rural areas. Using mitigation funds through the Public Assistance Program, critical public facilities were not simply repaired, but were rebuilt in a way that made structures – and the public services they provided – more resilient to future events.

## Subject Matter Expert, Tribal Policy

Donna is trained in Tribal Trust Responsibilities by the Department of Interior, as well as Tribal Relations with FEMA. Serving as an advisor to then DHS Secretary nominee Janet Napolitano, Donna was the catalyst for legislation requiring FEMA to recognize the sovereign rights of tribal governments and allow federally recognized tribes the right to directly request assistance. Since 1999, she served as pro bono policy advisor to National Congress of American Indians (NCAI) for emergency management issues, including elevating the role and responsibilities of tribes under the Stafford Act.

### Areas of Expertise

FEMA Mitigation and Public Assistance programs  
Hazard mitigation planning  
Facilitate community meetings for developing long-term recovery priorities  
Leveraging federal and private resources for long-term recovery projects

### Education

Government and Public Policy, The American University, 1989-1992  
Economics and Public Policy, Western Maryland College, 1984-1986  
Business and Public Policy, Indiana University, Bloomington, Indiana, 1981-1983

### Year Joined Witt O'Brien's

2018

### Base Location

Seattle, Washington area

### Subject Matter Expert and Program Manager, City of Seattle Department of Human Resources, Cascadia Rising Earthquake Exercise

Donna served dual functions to the City's Human Services Department in preparing for its role in the country's largest ever earthquake and tsunami preparedness exercise. She made policy and administrative recommendations regarding the Department's role in the exercise as well as the Department's overall emergency responsibilities to the City and its citizens.

### Subject Matter Expert, Stahlbush Island Farms, Linn County, Oregon

Donna was retained to research, analyze, and render an opinion regarding development along the Knife River that would significantly alter the function and capacity of the floodplain, causing environmental degradation and loss of function of the floodplain. After exhaustive research and analysis, she arrived at a five-fold opinion recommending the Linn County Commissioners deny the development permit request.

### Senior Planner, ESF #14 Long-Term Recovery Planning (contracted to James Lee Witt Associates)

Following Superstorm Sandy, Donna was assigned to the ESF #14 Planning Team for the State of New Jersey with emphasis on writing the Governor's long-term recovery plan for the State. Her work included drafting correspondence for the Governor, developing strategies for outreach and gleaning community priorities for recovery.

### Subject Matter Expert, Hazard Mitigation, New York State Office of Emergency Management (contracted to IEM)

Donna was retained by IEM to develop HMGP training materials for employees and contractors to ensure IEM would successfully meet its mitigation program obligations to the State and affected residents in the wake of Superstorm Sandy.

### Public Assistance Subject Matter Expert, Colesville, New York

Donna worked with the Colesville Supervisor to provide technical assistance and policy support in the Town's efforts to file a first level appeal under the Public Assistance Program challenging the scope of work for the repair of a road critical the Town's mobility and infrastructure.

### Hazard Mitigation Subject Matter Expert, Louisiana Governor's Office of Homeland Security and Emergency Management, HMGP Grant Match Initiative

Following Hurricane Katrina, Donna provided mitigation grant program expertise and served as supervisor for 20 personnel developing \$500 million HMGP applications. HMGP applications were developed, leveraged, and coordinated with CDBG funds and other grant applications serving as the match for FMA's mitigation grant funds.

### FEMA Subject Matter Expert, Pinnacle Entertainment, Mississippi (contracted to James Lee Witt Associates)

In the wake of Hurricane Katrina, Donna served as lead HMGP and Individual Assistance resource to a major local employer and its employees impacted by Katrina. She provided technical guidance for employees whose homes were destroyed or damaged and needed to be repaired in compliance with local floodplain management ordinances.

### Subject Matter Expert, Project Manager, New Milford, PA

Donna provided technical assistance and policy support regarding the Borough's efforts to secure Public Assistance funds for the repair and restoration of community infrastructure, including bridges and roads vital to the ingress and egress of emergency services, commerce,

and students attending school. She successfully filed appeals under the Public Assistance Program challenging the scope of work and funding levels. Donna received the Borough Civic Award for her efforts in securing an additional \$2.6 million for infrastructure repairs.

### Disaster Recovery Subject Matter Expert, Program Manager, Susquehanna County, PA

Donna served as disaster expert to the County Commissions and the County's 43 boroughs and townships in response to three floods in three years. She collaborated to establish long-term recovery priorities and policies; prepared all FEMA related documents, including Letters of Intent, Project Worksheets, PA appeals, quarterly reports, and grant close-out documentation. One FEMA representative remarked, "Ms. Erat's grant close-out work was the most logical" he had ever seen. In a rush to comply with federally mandated Local Mitigation Plan requirements, Donna researched and wrote the County's plan in less than six weeks; it was regarded as one of the best plans ever submitted to FEMA and leveraged more than \$6 million in mitigation funds.

### Subject Matter Expert, Project Manager, St. Louis County Economic Development Council

Donna designed and brought to fruition a plan for the redevelopment of a community decimated by the 1993 and 1995 Midwest floods. The project included developing a long-term recovery strategy ensuring the resiliency of the community as well as coordination between FEMA and HUD over conflicting program policies. When completed, the project resulted in the revitalization of two brownfield sites for community use, the development of greenways, the completing of a 600-mile bike path between Missouri and Illinois, ADA accessible public parks, and the creation of than 1,700 jobs.

### Subject Matter Expert, Project Manager, ConocoPhillips (contracted to Maximus, Inc)

Donna supported ConocoPhillips in securing more than \$10 million in port security funds from the Department of Homeland Security through a nationally competitive grant process. She managed the grant application and implementation process, including environmental compliance.

### Subject Matter Expert, District of Columbia Emergency Management Agency

Following a major flood in August 2001, the September 11 attacks a month later, and the anthrax attacks on the Capitol complex, Donna was retained to prepare a strategy for the City to engage with FEMA and Congress regarding preparedness and response capabilities to domestic terrorism.

### FEMA Intergovernmental Liaison for the Director

Donna served as the Agency's liaison to the White House and other federal agencies; tribal, state, and local governments; and non-profit organizations active in disasters related to FEMA, its programs, policies, and operations on all disaster matters.

### Subject Matter Expert, Hazard Mitigation Grant Program, FEMA HQ

Donna provided technical guidance regarding compliance with grant program requirements to ensure uniform implementation across all regions. She ruled on the eligibility of HMGP projects through FEMA's appeals process. Her duties also required coordination with HUD and the Economic Development Administration to monitor the status of funds allocated for mitigation projects and worked with the Departments of Agriculture and Transportation on policy coordination. Donna documented the implementation of the HMGP, including preparing

comprehensive reports for the White House and Congress and drafted congressional testimony for Agency leadership. She served as media liaison for the 1993 and 1995 Midwest floods, and met with foreign dignitaries wanting to learn more about mitigation.

### Other Professional Experience

- + Post-Hurricane Katrina, collaborated with congressional committee staff to write legislative language appropriating \$15.7 billion in supplemental CDBG disaster funds to the Gulf Coast region for long- term recovery projects.
- + Lead on report addressing drought in the West with recommendations for mitigation and relief, Western Governors' Association Task Force, 1997.
- + Lead on Western Governors' Association Floodplain Management Taskforce Report, offering recommendations for reducing flood impacts through land use, 1996.
- + Report to Congress on the Natural and Beneficial Functions of Floodplains, FEMA, USACE, NPS, Western Governors' Association.
- + Co-authored book for public works departments providing guidance on how to create a viable, an all- hazards Support Annex preparing for, responding to, recovering from, and mitigating against disasters.
- + Collaborated with the Economic Development Administration (EDA) and the Emergency Management Institute to create designated training resources for public works departments addressing public infrastructure, economic development, and disaster resilient communities.
- + Served as Co-Chair of Stafford Act Coalition, inclusive 50-member organization whose purpose was to expand FEMA's stakeholder base, create a more inclusive work environment within the emergency management field, and promote the development and caretaking of collaborative partnerships before and after a disaster.
- + Appointed as Co-Chair to U.S. Department of Transportation "Best Practices" study addressing damage prevention programs for underground public infrastructure.
- + On detail to the FEMA Director's Office, researched, analyzed, and reported on the cost-effectiveness as well as social, economic, and environmental benefits accrued under HMGP projects implemented following the 1993 and 1995 Midwest floods. Paper was circulated to The White House and Congress, state emergency management directors, national media, and academia. The paper later served as basis for many of the Director's speeches, has been cited by professional associations and non-profit organizations, and the academic community, including Harvard University.
- + Contributed to the writing and/or production of newspaper and magazine articles about flood hazard mitigation, including pieces for Smithsonian Magazine, The New York Times, and Public Television's NOVA Science Series.
- + Recipient of FEMA's Meritorious Service award for responding to and administering mitigation programs in wake of the 1993 Midwest Flood, 1994.
- + Researched, conducted focus group meetings, scripted, and produced public education video for local officials noting public benefits of hazard mitigation, how to develop public support for and implement mitigation projects. Video won a Communicator Award, 1996.
- + Designated as FEMA's Intergovernmental Liaison under the Agency's Continuity of Operations (COOP) Plan for the Executive Branch.



