

RFP # 2023-028

JUNE 22, 2023 | 2:00 PM CT

WITT O'BRIEN'S

ambipar<sup>a</sup>  
response

A PROPOSAL FOR THE  
NORTH CENTRAL TEXAS COUNCIL OF GOVERNMENTS (NCTCOG)

# GRANT MANAGEMENT & CONSULTING SERVICES



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# TAB A:

## Cover Sheet

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## TAB A. COVER SHEET

## A.1 COMPLETED PAGE 1 OF RFP

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# TXShare

Your Public Sector Solutions Center

REQUEST FOR PROPOSALS  
For  
GRANT MANAGEMENT & CONSULTING SERVICES  
RFP # 2023-028

Sealed proposals will be accepted until 2:00 PM CT, Thursday, June 22, 2023, and then publicly opened and read aloud thereafter.

Witt O'Brien's, LLC		
Legal Name of Proposing Firm		
Cheryl Joiner	Director of Contracts and Compliance	
Contact Person	Title	
281-320-9796	contractrequests@wittobriens.com	
Telephone Number	E-Mail Address	
818 Town & Country Blvd., Suite 200	Houston, TX	77024
Street Address of Principal Place of Business	City/State	Zip
818 Town & Country Blvd., Suite 200	Houston, TX	77024
Complete Mailing Address	City/State	Zip

Acknowledgment of Addenda: #1 06/13 #2 \_\_\_\_\_ #3 \_\_\_\_\_ #4 \_\_\_\_\_ #5 \_\_\_\_\_

By signing below, you hereby certify that the information contained in this proposal and any attachments is true and correct, and may be viewed as an accurate representation of proposed services to be provided by this organization. You agree that failure to submit all requested information may result in rejection of your company's proposal as non-responsive. You certify that no employee, board member, or agent of the North Central Texas Council of Governments has assisted in the preparation of this proposal. You acknowledge that you have read and understand the requirements and provisions of this solicitation and that the organization will comply with the regulations and other applicable local, state, and federal regulations and directives in the implementation of this contract. And furthermore that I certify that I am legally authorized to sign this offer and to submit it to the North Central Texas Council of Governments, on behalf of said offeror by authority of its governing body.

*Cheryl Joiner*

Authorized Signature



## A.2 BRIEF STATEMENT OF UNDERSTANDING & SUMMARY OF QUALIFICATIONS

Submitted via [publicpurchase.com](https://publicpurchase.com)

June 22, 2023

North Central Texas Council of Governments (NCTCOG)  
616 Six Flags Drive  
Arlington, TX 76011

RE: NCTCOG TXShare Cooperative Purchasing Program RFP for Grant Management and Consulting Services (RFP # 2023-028)

Dear Members of the Selection Committee:

Witt O'Brien's, LLC is pleased to be considered as a grants management and consulting services vendor with the TXShare Cooperative Purchasing Program (TXShare CPP). Witt O'Brien's is a Houston-based firm focused on policy advisory services, emergency management, project management, and the entire lifecycle of grants management.

As the enclosed response will illustrate, Witt O'Brien's is well-qualified and capable of providing the RFP's desired Scope of Work to public-sector member entities in the TXShare CPP, and we are confident that our response will meet or exceed all of the RFP's Proposal Evaluation Criteria. We have adhered to the RFP's Instruction for Respondents with this enclosed tabbed response that includes the required attachments and exhibits completed and signed, except those omitted by the Question and Answers provided via Public Purchase.

Unlike other firms that might have a single division working in grants and project management, Witt O'Brien's is fully dedicated to developing innovative solutions to help state and local governments, communities, and businesses secure and manage critical federal, state, and local resources. While we are nimble enough to respond quickly to our clients' needs, we possess the depth of resources, experience, and expertise necessary to produce high-quality, reliable work. ***All of what we do is aimed at one overarching goal: to help the clients we serve get the help they need when they need it.*** Thus, we understand the dynamic nature of local governments' needs and appreciate having the opportunity to demonstrate to your current and future member entities our proven abilities in leading and supporting response, project, and grants management efforts across the country.

We appreciate your time and consideration of our proposal. Section D.10 lists one proposed exception to the RFP's stated requirements. Witt O'Brien's reserves the right to negotiate terms and conditions applicable to any final Agreement and, if selected, will negotiate in good faith with the NCTCOG to enter into a mutually agreeable formal written Agreement.

For any questions regarding this proposal, please contact our proposed Senior Grants Management Subject Matter Expert (SME), Matthew (Matt) Hanson, at (602) 377-7960 (mobile) or [mhanson@wittobriens.com](mailto:mhanson@wittobriens.com) with a copy to [contractrequests@wittobriens.com](mailto:contractrequests@wittobriens.com). We look forward to the next step in your selection process.

Respectfully,

Witt O'Brien's, LLC

A handwritten signature in black ink that reads "Cheryl Joiner".

Cheryl Detillieu Joiner, CPCM  
Director of Contracts & Compliance



**TAB B:**

# Executive Summary

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## TAB B: EXECUTIVE SUMMARY

*Before we summarize our firm's approach, we did not find any major requirements that cannot be met nor are we proposing any options or alternatives.*

**An understanding of both the grantee and grantor processes is imperative for a successful program** so our approach is to compile a team that can immediately step in and begin working with jurisdictions regardless of grant need or project subject area. With our present and past national engagements, our staff has gained transferable grants management experience and will provide NCTCOG and its Participating Member Entities with valuable lessons learned and knowledge sharing. **The team we propose for the TXShare CPP includes staff who have served at various levels of government and are knowledgeable in all aspects of federal, state, and local financial and programmatic management.** In addition, NCTCOG and its Participating Member Entities will have access to Witt O'Brien's Cadre—including infrastructure technical experts—to provide further depth in capability. While our team members skill sets and capabilities are diverse, we understand the dynamic nature of local governments and the potential for their needs to diverge from the Scope of Work (SOW) in Section 5 of the RFP. The intent of our Cadre is to be able to meet these unforeseen or unmet client needs and expedite completion of multiple work orders assigned when the delivery schedules overlap. We discuss the Cadre in Section C.4.

Our world-class team of experts includes former local and city administrators and program managers with first-hand experience on the frontlines of grants management, providing oversight of matrixed organizations including subrecipients and contractors. We also have staff who served in senior positions across nearly 25 federal grantor organizations and agencies and understand the complexities of these programs.

We are ready to support NCTCOG and its Participating Member Entities in delivering the services identified in RFPs SOW such that they **maximize federal funding applied for and received, are compliant with federal funding requirements to include 2 CFR 200 and meet applicable program expenditures deadlines.** Our tailored solutions are designed to support clients through **every step of the federal grant recovery and implementation process, which is illustrated by the graphic on the right.** Our team is adept at designing and implementing compliant policies and procedures, ensuring eligibility, and staying current on changes in regulations.



Our team knows it is challenging to manage multiple funding streams (programs) with various layers of compliance—all the while ensuring grants policies and procedures are compliant and conform to applicable and specific federal funding agency requirements. **The Witt O'Brien's approach will be to step in and provide the technical assurances, support, and guidance for NCTCOG and its Participating Member Entities to easily manage these funding streams and all their associated requirements.** Our mission is to create a sustainable partnership between NCTCOG, Participating Member Entities, and our team. These efforts will begin on Day One of the contract start date and **our team will work with you to manage your entire grants management lifecycle and those of your partners.** In all client engagements, we focus on intentionally establishing a partnership to provide the most effective and inclusive model of consulting and service provision. Our methodical, project management-based approach to grants management and compliance guarantees the right solutions via the right resources at the right time.



**TAB C:**

# Experience & Key Personnel

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## TAB C: EXPERIENCE & KEY PERSONNEL

### C.1 INTRODUCTION TO THE PROPOSED TEAM

Per RFP Exhibit C, Service Questionnaire, which can be found in Tab G: Required Attachments, Witt O'Brien's, LLC will self-perform Category 1 Grant Management and Consulting Services.

### C.2 OVERVIEW & HISTORY OF WITT O'BRIEN'S

Unlike other firms that might have a single division working in grants and project management, **Witt O'Brien's is fully dedicated to developing innovative solutions to help state and local governments, communities, and businesses secure and manage critical federal, state, and local resources.** While we are nimble enough to respond quickly to our clients' needs, we possess the depth of resources, experience, and expertise necessary to produce high-quality, reliable work. All of what we do at Witt O'Brien's is aimed at one overarching goal: to help the clients we serve get the help they need when they need it.

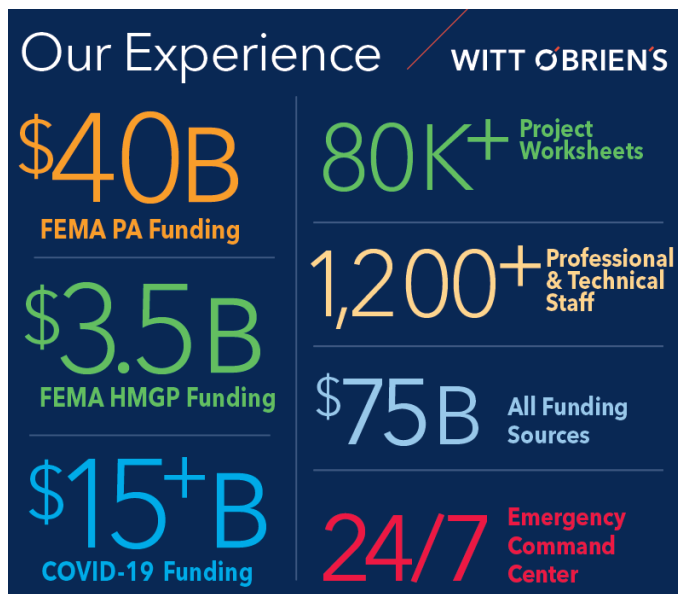
Witt O'Brien's provides clients with services focused on policy advisory, emergency management, the entire lifecycle of grants management, and project management – all to **improve the resilience of communities nationwide. Our firm was formed in 2009** by a merger between O'Brien's Response Management (founded in 1983) and Witt Associates (founded in 2001) and is a fully owned subsidiary of Ambipar Holdings, USA, Inc. (Ambipar).

As the new funding streams arrive in waves to most all federal and state agencies, **we continue to expand our project and grants management service offerings to manage and fully leverage new funding resources**, which far exceed anything previously available. We provide strategic planning, program design, and overall implementation of federal, state, and local grants funded programs while also continuing our work in disaster preparedness, response, recovery, and mitigation to build resilience.

**Witt O'Brien's financial capability is backed by the Ambipar Group; with \$1 billion in annual revenue.** Ambipar was founded in 1995 and specializes in preparing for and responding to environmental, chemical, and biological emergencies that affect communities, companies, and the environment. Ambipar has worked in 39 countries, 7 continents, and 400 locations—and currently has 13 offices across the United States.

For more than 20 years, Witt O'Brien's has led and supported response, project, and grants management efforts across the country—including critical grants implementation and oversight following nearly every major natural or human-caused disaster.

During this time, we have helped justify, secure, and employ more than **\$75 billion in funding across the spectrum of available sources**, including Federal Emergency Management Agency (FEMA) Public Assistance (PA); American Rescue Plan Act



(ARPA); U.S. Housing and Urban Development (HUD) programs including Community Development Block Grant – Disaster Recovery (CDBG-DR) and CDBG – Coronavirus (CDBG-CV), Neighborhood Stabilization Program (NSP2) , and HOME Investment Partnership.

### C.3 RELEVANT QUALIFICATIONS AND EXPERIENCE

At Witt O'Brien's, we take a client and community-centered approach to grants and project management. As shown in **Exhibit 1** below, we offer a full suite of services from reviewing funding strategies through to grants application and post-award management. Our goal is to help the NCTCOG and TXShare Participating Member Entities meet the goals laid out in their scopes of work. We are currently faced with a historic opportunity to leverage an unprecedented amount of federal funding through the Bipartisan Infrastructure Law (BIL) and Inflation Reduction Act (IRA), and Witt O'Brien's can help lead those efforts.

*Exhibit 1: Witt O'Brien's Offers End-to-End Grants Management Advisory Services*

## OUR GRANT MANAGEMENT LIFECYCLE SERVICES



Witt O'Brien's offers relevant qualifications and experience with comprehensive project management—including organizational assessments, identification of funding needs, grants identification, and application writing—followed by grants management services to ensure compliance for maximum reimbursement and the ability to pass audits.

We bring more than two decades of experience integrating multiple funding streams and program opportunities under a single contract with the knowledge, understanding, and relationships key to maximizing available funding. Our corporate and personnel experience and capabilities span all federal funding programs, including the most recent funding streams from the U.S. Treasury Department: **Coronavirus Aid, Relief, and Economic Security (CARES) Act, ARPA, Emergency Rental Assistance Program (ERAP), Homeowner's Assistance Fund (HAF), and the BIL, where we are advising on over \$15 billion in funding.** We assist our clients in developing comprehensive grants funding programs that utilize the full range of funding sources not only for the benefit of the community's current needs, but also to develop targeted strategies that will build community resilience and positively impact future generations.

The Witt O'Brien's policy advisory and grants management services span the full grants lifecycle for programs funded by federal and state agencies. We have designed and developed federally and state-funded initiatives at the state, county, and city levels, spearheading centralized and focused grants management. In addition to grants management, we are also helping many clients rethink and redesign their approach to grants pursuance to create a more centralized, transparent,

successful, and sustainable process. We make sure every grant proposal we develop hits the mark to get our clients as much funding as possible. Further, we ensure that clients maintain current funding streams and achieve compliance with all relevant funders.

To help clients effectively maximize use of the diverse range of funds, we support them in defining and executing cross-cutting inter-woven strategies of compliance requirements across funding sources. This style of approach helps bridge the compliance gap and deliver successful, as well as compliant projects.

Because few significant projects rely on a single funding source, a key component of the funding strategy is being able to properly “braid” various funding requirements to optimize compliance level of effort. This approach requires a comprehensive understanding of each program’s specific requirements to ensure compliance. Witt O’Brien’s uses this approach to maximize multiple funding streams to meet our clients’ needs, it requires comprehensive understanding of each program’s specific programmatic requirements to ensure compliance and no duplication of benefits. We spoke about this in the Executive Summary. Witt O’Brien’s has used this approach successfully to maximize multiple funding streams on infrastructure, economic and housing projects for our clients.

Validating our ability to meet the NCTCOG’s requirements, **Exhibit 2** on the following page, presents our project and grants management clients (states, counties, cities, educational and healthcare organizations, non-governmental organizations [NGOs], and utilities) over the past few years. Today, we are actively assisting more than 100 state, local, and territorial governments—from policy advisory services through the lifecycle of grants management, from management and administration through closeout.

***Balance of page intentionally left blank.***

## Braiding Federal Compliance (Multifamily Real Estate, Project Management)



**Exhibit 2: Witt O'Brien's Grants Management Clients by Market Sector**

STATE AGENCIES			
<ul style="list-style-type: none"> <li>Alabama Emergency Management Agency</li> <li>Delaware State Housing Authority</li> <li>Idaho Dept of Health and Welfare</li> <li>Iowa Finance Authority</li> <li>Iowa Economic Development Authority</li> </ul>	<ul style="list-style-type: none"> <li>Kansas Department of Commerce</li> <li>Kansas Dept. of Health &amp; Environment</li> <li>Kansas Housing Resources Corporation</li> <li>Minnesota Housing Finance Agency</li> </ul>	<ul style="list-style-type: none"> <li>Missouri Housing Development Commission</li> <li>Port of South Louisiana</li> <li>New York State Homes and Community Renewal</li> <li>Pennsylvania Dept of Health</li> <li>Rhode Island Housing</li> </ul>	<ul style="list-style-type: none"> <li>Rhode Island Dept. of Admin</li> <li>Rhode Island Commerce</li> <li>South Carolina Emergency Management Division</li> <li><b>Texas Department of Housing and Community Affairs</b></li> <li>West Virginia Housing Finance Agency</li> </ul>
COUNTIES			
<ul style="list-style-type: none"> <li>Jefferson County, AL</li> <li>Cochise County, AZ</li> <li>Napa County, CA</li> <li>Sacramento County, CA</li> <li>Santa Clara County, CA</li> <li>Sonoma County, CA</li> <li>Clay County, FL</li> <li>Hardee County, FL</li> <li>Hernando County, FL</li> <li>Indian River County, FL</li> <li>Marion County, FL</li> </ul>	<ul style="list-style-type: none"> <li>Pinellas County, FL</li> <li>Putnam County, FL</li> <li>St. Johns County, FL</li> <li>Gwinnett County, GA</li> <li>Hall County, GA</li> <li>Pottawattamie County, IA</li> <li>Kansas (all 105 counties)</li> <li>Montgomery County, MD</li> <li>Hennepin County, MN</li> <li>St. Louis County, MO</li> </ul>	<ul style="list-style-type: none"> <li>Jasper County, MS</li> <li>Suffolk County, NY</li> <li>Ocean County, NJ</li> <li>Cleveland County, OK</li> <li>Garvin County, OK</li> <li>McClain County, OK</li> <li>Grant County, OR</li> <li>Lane County, OR</li> <li>Berks County, PA</li> <li>Delaware County, PA</li> <li>Erie County, PA</li> </ul>	<ul style="list-style-type: none"> <li>Montgomery County, PA</li> <li><b>Bexar County, TX</b></li> <li><b>Harris County, TX</b></li> <li>Arlington County, VA</li> <li>King County, WA</li> <li>Snohomish County, WA</li> </ul>
MUNICIPALITIES			
<ul style="list-style-type: none"> <li>Hoover, AL</li> <li>Beverly Hills, CA</li> <li>Culver City, CA</li> <li>Indian Valley Community Services District, CA</li> <li>Long Beach, CA</li> <li>San José, CA</li> <li>Coral Springs, FL</li> </ul>	<ul style="list-style-type: none"> <li>Dunedin, FL</li> <li>Fernandina Beach, FL</li> <li>Key Biscayne, FL Miami Beach, FL</li> <li>Oakland Park, FL</li> <li>Orlando, FL</li> <li>Osceola, FL</li> <li>Pompano Beach, FL</li> </ul>	<ul style="list-style-type: none"> <li>Ponce Inlet, FL</li> <li>Southwest Ranches, FL</li> <li>Town of Davie, FL</li> <li>Fairway, KS</li> <li>Franklin, KS</li> <li>Merriam, KS</li> <li>Roeland Park, KS</li> <li>Louisville, KY</li> </ul>	<ul style="list-style-type: none"> <li>Town of Morehead City, NC</li> <li>Englewood Housing Authority, NJ</li> <li>Township of Toms River, NJ</li> <li>Moore, OK</li> <li><b>Houston, TX</b></li> <li><b>Baytown, TX</b></li> <li>Norfolk, VA</li> </ul>
EDUCATION			
<ul style="list-style-type: none"> <li>CalTech</li> <li>California State University System</li> </ul>	<ul style="list-style-type: none"> <li>San José (CA) Evergreen Community College District</li> <li>Broward County Schools, FL</li> </ul>	<ul style="list-style-type: none"> <li>Vincennes University, IN</li> <li>Lafayette Parish School System, LA</li> </ul>	<ul style="list-style-type: none"> <li>University of North Carolina System, NC</li> <li>Norman Public Schools, OK</li> </ul>
HEALTHCARE			
<ul style="list-style-type: none"> <li>Memorial Healthcare System, FL</li> <li>Archbold Medical Center, GA</li> <li>Southeast Georgia Health System</li> <li>Upson Regional Medical Center, GA</li> <li>Edward Elmhurst Health Center, IL</li> </ul>	<ul style="list-style-type: none"> <li>Maine General Health, ME</li> <li>Erickson Living, MD</li> <li>New Hanover Regional Medical Center, NC</li> <li>Greenwood House, NJ</li> <li>Albany Medical Center, NY</li> <li>Amsterdam Nursing Home, NY</li> <li>Bishop's Commons, NY</li> <li>Cobble Hill Health Center, NY</li> </ul>	<ul style="list-style-type: none"> <li>Episcopal Health Service, NY</li> <li>Metropolitan Jewish Health System, NY</li> <li>Miriam Osborn Memorial Home Association, NY</li> <li>Rebekah Rehab and Extended Care Center, NY</li> <li>Richmond University Medical Center, NY</li> </ul>	<ul style="list-style-type: none"> <li>St. Francis Commons, NY</li> <li>St. Luke Health Services, NY</li> <li>The Osborn, NY</li> <li>Village Care, NY</li> <li>Weill Cornell Medicine, NY</li> <li>INTEGRIS Health, OK</li> <li>Conway Medical Center Foundation, SC</li> <li><b>Galveston County Health District, TX</b></li> </ul>
NGOS			
<ul style="list-style-type: none"> <li>Love City Strong, USVI</li> <li>US Council of Mayors</li> </ul>	<ul style="list-style-type: none"> <li>National Association of Counties</li> <li>International Association of Emergency Managers</li> </ul>	<ul style="list-style-type: none"> <li>CA State Association of Counties</li> <li>FL Association of Counties</li> </ul>	<ul style="list-style-type: none"> <li>NJ State Association of Counties</li> </ul>
UTILITIES			
<ul style="list-style-type: none"> <li>Eastern Municipal Water District, CA</li> <li>Metro Water District of Southern CA</li> </ul>	<ul style="list-style-type: none"> <li>Clay County Utility Authority, FL</li> <li>Clay Electric Co-op, FL</li> </ul>	<ul style="list-style-type: none"> <li>Florida Keys Electric Co-op, FL</li> <li>Gainesville Regional Utilities, FL</li> </ul>	<ul style="list-style-type: none"> <li>Consumers Power Inc., OR</li> <li>Middle Tennessee Electric Membership Corporation, TN</li> </ul>

## C.4 RESOURCES AVAILABLE TO NCTCOG AND PARTICIPATING MEMBER ENTITIES

**Witt O'Brien's currently employs over 1,200 full-time and on-call professionals serving all phases of emergency management: mitigation, preparedness, response, and recovery; and providing policy advisory and grants management services.**

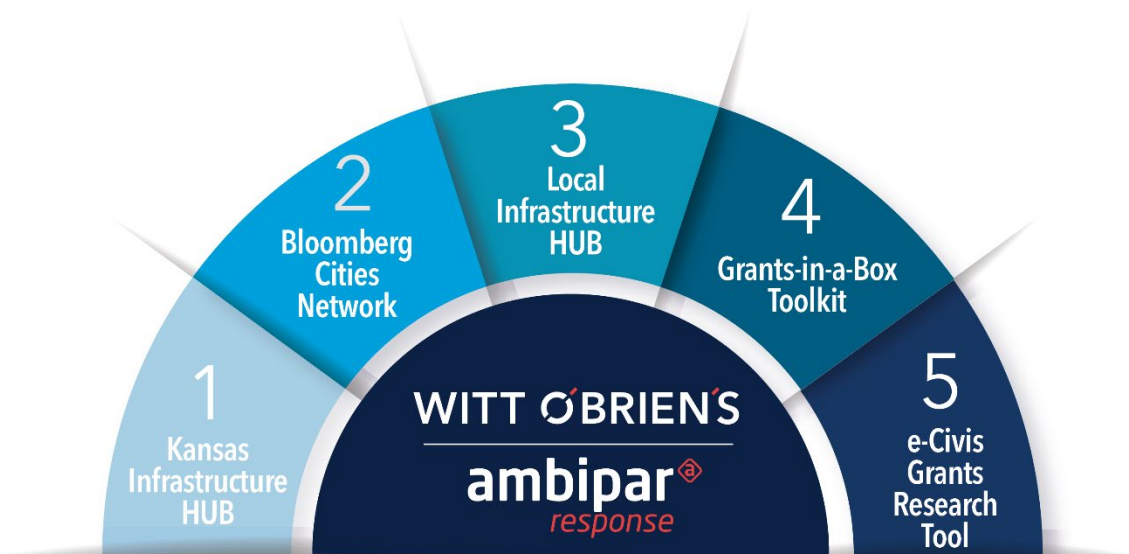
The proposed staff identified will be dedicated to Participating Member Entities of TXShare CPP as needed upon contract award. They will guide you through the evolving regulatory environment, serving as your go-to experts in public advisory services and grants management to ensure that the cradle-to-grave data collection and management process maximizes resource utilization. More importantly, we know what information is needed, how to gather it, how to document it, how to verify and audit it, how to submit it, and how to manage the process all the way through closeout.

**Specifics on Witt O'Brien's process for responding to an order for services is in Section D.3.**

## C.5 UNIQUE QUALIFICATIONS

**Exhibit 3**, below, summarizes the five unique qualifications that Witt O'Brien's provides to NCTCOG and its TXShare CPP Participating Member Entities. These qualifications help further demonstrate our ability to successfully partner with multiple agencies to capture the full value of federal funding.

*Exhibit 3: The Unique Qualifications of Witt O'Brien's*



### Unique Qualification No. 1:



Our work for the **Kansas Infrastructure HUB (KS HUB)** represents real-world, cutting-edge experience that Witt O'Brien's is gaining, which will be of immediate benefit to the TXShare CPP program. KS HUB is a collaborative and coordinated multi-agency body of Kansas state agencies that was formed to maximize the discretionary program

opportunities available through the BIL. Like the TXShare CPP and the needs of its Participating Member Entities, the work of the KS HUB is dynamic, and we were chosen in part for our proven ability to respond to the dynamic needs of clients as evidenced herein. Our responsibilities to the KS HUB include the following:

- 1) planning for and securing BIL funding for Kansas.
- 2) facilitating the efficient delivery of programs/projects that align with funding guidelines and reporting requirements for state agencies.
- 3) assisting in the development and deployment of the Kansas Infrastructure Leverage Fund.
- 4) providing localized technical assistance to eligible entities seeking BIL funding under the direction/guidance of the KS HUB.
- 5) providing services ranging from strategic planning, project management and administration, financial and performance management, audit and compliance, organization and change management, and technology.

### Unique Qualification No. 2:



THE UNITED STATES  
CONFERENCE OF MAYORS

**Witt O'Brien's is a member of the Bloomberg Cities Network (BCN) and are one of their Federal Assistance e311 (ARPA) Project Expert Partners.** The BCN, one initiative of Bloomberg Philanthropies, aims to support city leaders and staff in their commitment to data-informed decision making, collaboration, and resident engagement. In partnership with the U.S. Conference of Mayors, Bloomberg has launched the Federal Assistance e311 to help cities identify, obtain, and retain federal funding from ARPA and now BIL.

Witt O'Brien's was brought in to provide expert knowledge on ARPA and BIL to municipalities through online Q&A, 1:1 assistance, and webinars and enable local authorities to maximize the funding.

The Witt O'Brien's provides support in three ways:

1. Question clearing house. Served as a SME on ARPA and BIL, answering questions from municipalities on funding buckets available to them, how to apply for these grants and how to comply with federal guidelines. Built and maintained a public repository of knowledge for local leaders to reference.
2. Local Infrastructure HUB. Series of enablement sessions and webinars for local leaders to understand eligibility, application, and compliance for specific grant application opportunities in BIL. **See Unique Qualification No. 3 for more detail.**
3. 1:1 application and compliance support. 1:1 engagement with municipalities who need additional support with opportunity identification, application submission, or grant compliance.

Here are some of the impact our involvement has had on local governments:

- We answered hundreds of questions on ARPA and BIL opportunities from municipalities and kept repository up to date as regulation and guidance evolved.

- Designed and delivered education courses for grants including Flood Mitigation Assistance, Building Resilient Infrastructure and Communities (BRIC), Safe Streets and Roads for All, Brownfields Program, and Energy Efficiency and Conservation Grant programs, among others.

### Unique Qualification No. 3:

Related to the BCN membership cited above, is

**our participation in the Local Infrastructure**

## Local Infrastructure Hub

**Hub**, an effort that evolved from the

aforementioned e311 ARPA Project. **Witt O'Brien's is a content developer, presenter and expert partner.** This nationwide program, which involves the National League of Cities, The U.S. Conference of Mayors, and Results for America, among others, is designed to assist municipalities in accelerating project progress at the local level by connecting them "... with the resources and expert advice they need to access federal infrastructure funding." The valuable networking and relationships we build with these partners and others ensure that Witt O'Brien's remains at the forefront of ARPA, BIL, and other federal funding topics moving forward.

### Unique Qualification No. 4:

Our proprietary **Grants-in-a-Box Toolkit** includes standardized processes, templates, and tools to execute grants pursuance and grants administration. We offer our clients the ability to implement the entire Toolkit or select components as needed for a customized, seamless, and sustainable grants management system. Our complete range of services includes Organizational Assessment and Design of Funding Programs and Portfolios Refinement; Robust and Multi-Pronged Grants Research; Funding Strategy Development; Grants Pursuance; Lifecycle Grants Management; Data Management including templates, reporting systems, and other tools; Financial and Budget Management; and Contract Management and Oversight.

### Unique Qualification No. 5:

Our final qualification is our **Grant Research tool**. We work with technology partners and various advocacy organizations to ensure that we always have the latest information regarding available funding opportunities. **Powered by e-Civis, Witt O'Brien's has access to a centralized database containing virtually all postings for federal, state, local, and foundation grants.** Our staff has used the e-Civis solution personally and led integrations of this product at the federal, state, and local levels.

**Exhibit 4**, on the following page, shows representative results of an e-Civis search.

**We acknowledge the RFP's SOW (Section 5.B.) reference to "Grants.gov interpretation." e-Civis will be used with any Participating Member Entity as an aid with Grants.gov interpretation.**

## C.6 TEAM CONTACT INFORMATION

Per RFP Exhibit C, Service Questionnaire, which can be found in Tab G: Required Attachments, Witt O'Brien's, a LLC, will self-perform Category 1 Grant Management and Consulting Services. Our corporate headquarters are in Houston, Texas, however, all proposed staff will work from their remote home offices, which were established after the beginning of the COVID-19 pandemic.

## C.7 STATE REGISTRATIONS, TESTING ACCREDITATIONS, & TEAM MEMBERS DELIVERING SERVICES UNDER THIS RFP

**Witt O'Brien's is registered to conduct business in Texas by the Secretary of State. Our file number is 0801293776.** A copy of this registration will be provided upon request.


**Our proposed team includes a Certified Grants Management Specialist (CGMS), Certified Public Accountant (CPA), a Certified Government Financial Manager (CGFM), a Certified Fraud Examiner (CFE), and a Certified Emergency Manager (CEM).**

Matt Hanson, our proposed Sr. Project Manager, is a Certified CGMS, a designation developed by the National Grants Management Association. Proposed Project Executive, Brad Gair is a CEM, which is a certification issued by the International Association of Emergency Managers.

Grants Management SME, James Goffe, II is a CGFM and fellow SME, Christina Pumphrey is a CFE; they are both also attorneys.

### Exhibit 4: Representative Results from an eCivis Search

4/4/23, 10:00 AM eCivis - Grants Network



**Search Results**

COVID-19 Funding Grant Search Results

Stimulus funding is currently set up to flow directly to states, individuals, and local businesses through direct payments. In addition to the direct payments to states authorized through the stimulus bill, many federal agencies, such as the Department of Housing and Urban Development (HUD) and the Department of Health and Human Services (HHS), are directly awarding supplemental COVID-19 funding to recipients of funding through their regular grant programs.

eCivis provides valuable tools for tracking and managing these forms of federal funding, as well as the additional federal and other funding opportunities listed in our curated inventory within Grants Network. Our research team is curating relevant funding information on a daily basis so check back often.

**Search by Keyword**

See help popup for advanced search syntax.

**Transportation**

Show all grants tagged with the keyword COVID-19

**Search Agent**

Run an existing search agent.


Transportation ▼ Run Search Agent Save Search Agent  
Create Search Agent Show Ignored Grants

**Search Results**

Results 1 - 25 of 241 (0.013 seconds) 1 2 3 4 5 6 7 8 9 10

Score	GN Code	Grant Title	Agency	Actual Funds	Due Date
100.00	US1116	Transportation Infrastructure Finance and Innovation Act (TIFIA) Program - FY 2023	US Transportation	Unspecified	Rolling
99.96	FD21828	Community Transportation Association of America (CTAA): Transit Planning 4 All (TP4A): Transportation Accessibility Institute - FY 2023	FD Foundation	Unspecified	04/12/2023
99.92	US17775	Carbon Dioxide Transportation Infrastructure Finance and Innovation Act (CIFIA) Loans for Carbon Dioxide Transportation Infrastructure - FY 2023	US Energy	Unspecified	Rolling
98.82	US17238	Transportation Demonstration Program - FY 2021	US Transportation	\$100,000,000	06/25/2021

[https://gn.ecivis.com/GO/r\\_searchResults/SEARCHAGENTID/425844](https://gn.ecivis.com/GO/r_searchResults/SEARCHAGENTID/425844)



1/3

These results (see **Exhibit 5**) can be filtered to apply to broad categories, specific projects, or to both simultaneously. Once applicable grants are identified, Witt O'Brien's can track those prospects for clients. Updates regarding new opportunities, application deadlines, and other relevant information will be sent as notifications to those that are at the forefront of assessing opportunities to match them with Participating Member Entities' funding needs.

***Exhibit 5: Representative Sample of eCivis Grant Report***

eCivis		Grant Report		REPORT CRITERIA				Grant Type: All Grant Stage: All Reporting Period: 04/03/2023 - 04/07/2023 Reporting Period Date Type: Grant Added Date			
Grant Title	GN Grant Code	Funding Agency	Funding Office	Grant Type	Match Required	Department Assigned	Project Assigned	Project Summary	Current Stage	Grant Fiscal Year	Unique Identifier
CA2185B Sustainable Transportation Planning Grant Program (Part B): Sustainable Communities - FY 2024	CA2185B	CA Department of Transportation (CalTrans)	Division of Transportation Planning	California	Yes	REGION IX - AZ, CA, HI, NV	City of Dublin	Dublin, California - Grants Research	Under Consideration	2024	40D3A92C-FFD5-4CE5-B282-0203C1F60FFF
CA0272 Infrastructure State Revolving Fund (ISRF) Program - FY 2023	CA0272	CA Other	Governor's Office of Business and Economic Development (GO-Biz) California Infrastructure and Economic Development Bank (IBank)	California	No	REGION IX - AZ, CA, HI, NV	City of Dublin	Dublin, California - Grants Research	Under Consideration	2023	2236F25A-21E0-44AF-B5E3-E121C216E28A
US1116 Transportation Infrastructure Finance and Innovation Act (TIFIA) Program - FY 2023	US1116	U.S. Department of Transportation	Build America Bureau Credit Programs Office	Federal	Yes	REGION IX - AZ, CA, HI, NV	City of Dublin	Dublin, California - Grants Research	Under Consideration	2023	EB32A025-4903-467C-94DF-BB5FCED5C139
CA0272 Infrastructure	CA0272	CA Other	Governor's Office of	California	No	REGION IX - AZ, CA, HI, NV	City of Dublin	Dublin, California -	Under		2236F25A-21E0-44AF-B5E3-E121C216E28A

## C.8 INTERFACING WITH NCTCOG & PARTICIPATING MEMBER ENTITIES' PERSONNEL

With the recent release of the BIL, or the Infrastructure Investment & Jobs Act as it is also known, the IRA, we have entered into an unprecedented time in federal grants management and federal funding opportunity. Our project team will work to be a proactive partner in this process by identifying unique funding opportunities, changes in federal grant processes, and updates to oversight and compliance requirements. The goal being that everyone has the most up to date information and situational awareness as possible to make informed decisions for their local communities. The recent debt ceiling debate is an example where communities with a lack of information were making uninformed decisions which potentially could result in negative results for their constituents.

Once a new engagement is established a dedicated project lead and team will be assigned to ensure familiarity with the local community, initiative that funding is being pursued for, and key stakeholders. Through each engagement, our team's goal is to not only deliver the specific grant service being requested but to also build ongoing grants management capacity throughout the life of engagement. This will be done through the delivery of key pieces of grant collateral, compliance artifacts, ad hoc training, and other services to leave the community in a strong grants management position once the engagement concludes.

As highlighted throughout this proposal, we will bring the resources from other engagements to this project, allowing us to hit the ground running on day one, and bringing value and insight that other offerors are not able to provide.

## C.9 JUDGEMENTS OR PENDING LAWSUITS & SUBMITTED CLAIMS AGAINST RESPONDENT

Witt O'Brien's is engaged, from time to time, in claims and litigation in the normal course and scope of its business. Litigation matters may be confidential, and the details thereof are not allowed to be disseminated to third parties in some cases. Witt O'Brien's confirms that it is not involved in currently nor has it been involved in the past five years with any material litigation.

No claims have been submitted by our clients within the past two years related to the services provided by Witt O'Brien's or its key personnel.

## C.10 RELEVANT EXPERIENCE IN THE LAST FIVE YEARS WITH GOVERNMENTAL ENTITIES

The following provides a partial listing of grants and project management engagements, all from the last few years, to further validate that we bring the necessary experience and skills to meet the NCTCOG goals and those of their Participating Member Entities.

- **Abington Township, PA:** Witt O'Brien's performed a crosswalk of the proposed Capital Improvement Plan to successfully utilize their ARPA allocation and identified other available state and federal programs to help extend their ARPA dollars. ***We wrote a successful application (ARPA-funded through Montgomery County) for a water infrastructure grant*** that allows the Township to remove a harmful substance from a well that provides drinking water to half the population. Because forty percent of the scoring rubric focused on providing benefit to historically underserved communities, we focused our efforts on determining the connection and adequately documenting the benefit to the community.
- **Cochise County, AZ:** Witt O'Brien's started work with Cochise County in 2022 and various Witt O'Brien's team members, when in the Arizona Governor's Office, worked with the County in a variety of capacities. Initially Witt O'Brien's work with the county began as grants lifecycle management and ARPA consultation, but we are ***now writing a discretionary U.S. Department of Transportation (USDOT) Rebuilding American Infrastructure with Sustainability and Equity grant*** for a critical freight and passenger transportation infrastructure project. USDOT is encouraging applicants to consider how their projects can address climate change, ensure racial equity, and remove barriers to opportunity.
- **State of Kansas:** Witt O'Brien's has worked with the State of Kansas for over two years, helping design, implement, and manage programs using the various COVID-19 and other federal funding streams, including the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) and the Coronavirus Capital Projects Fund (CPF). We have provided support to state agencies, all 105 counties, 10 major metropolitan cities, and 615 non-entitlement units of local government. For example, ***we wrote capital projects proposals valued at \$84 million***. As the State makes decisions to pursue individual grants programs, we quickly mobilize a team to help support the application development and program design work. Because we are already tracking the funding opportunities at the time of notice of funding opportunity, the team is familiar with the application requirements and ready to put pen to paper right away.

Abington Township is a Tab: E Reference project.

The State of Kansas Governor's Office of Recovery is a Tab: E Reference project.

- **Kansas Broadband:** With Witt O'Brien's assistance, the Kansas Office of Broadband Development was one of the first two states that submitted a Grant and Program Plan to the CPF and ***one of eight states to receive an award from the US Treasury from early submissions.***
- **Kiikaapoa (Kickapoo) Tribe:** Witt O'Brien's partnered with this tribe in Kansas to develop an ***infrastructure and adoption grant in response*** to the National Telecommunications and Information Administration (NTIA) Tribal Broadband Connectivity Program and assisted with NTIA's post-submission inquiries; it is on track to be awarded.
- **US Virgin Islands (USVI):** Witt O'Brien's has helped secure \$8 billion in recovery assistance from FEMA, HUD, FHWA, and other agencies. Our support included identifying opportunities to ***seek funding, writing, and submitting grants proposals***, evaluating opportunities for hazard mitigation projects, advising on proper funding distribution, setting up a Portfolio Management Office to oversee disaster recovery projects across government agencies (***currently, 1,500 projects spread across 54 agencies***), and designing recovery and mitigation programs.
- **University of Texas Medical Branch (UTMB):** Our work has resulted in ***more than \$800 million*** in FEMA, including BRIC-funded projects to UTMB thus far—\$400 million of which was originally denied by FEMA. In 2019, we developed a retrofit application for the University's Trauma Center, under the FEMA Pre-Disaster Mitigation Program, which was awarded for \$12.5 million.
- **Sienna Parks & Levee Improvement District, TX:** After developing their Hazard Mitigation Plan, we developed grants applications in an effort to reduce hazard vulnerability identified during mitigation plan development. We developed ***approximately \$70 million in applications*** for various FEMA mitigation funding opportunities, including the Hazard Mitigation Grant Program and BRIC.
- **Broward County Schools, FL:** We wrote applications for 577 projects across FEMA PA categories A, B, E, and G, including all-inclusive grants management assistance, to include executive briefings; and wrote, compiled, and submitted appeals amounting to ***over \$1.7 million in recovered funds.***
- **Puerto Rico Electric Power Authority:** We supported the largest publicly owned and privately operated electric utility in the nation, with ***securing and managing the use of federal funding for recovery and resiliency*** of their electric power grid.

## C.11 KEY PERSONNEL

### C.11.1 LIST OF PROPOSED STAFF & ROLES

**Exhibit 6**, on the following page, lists the key staff we propose for the TXShare CPP contract, ***all of whom have more than the required five years' experience in grants consulting and management.*** Biographies for these team members begin below Exhibit 6.

**Exhibit 6: List of Proposed Key Staff, Roles, and Years' Experience**

Key Personnel	Proposed Role	Total Years' Exp.
Brad Gair, CEM, CGeog	Project Executive	30-plus
Vanessa Brower	Project Manager	28
Lisa Gaffkey	Project Coordinator	30-plus
Matt Hanson, CGMS	Sr. Grants Management SME	26

**C.11.2 BIOGRAPHIES OF KEY STAFF**

**Brad Gair, CEM, CGeog** is a Senior Managing Director at Witt O'Brien's; he joined the firm in 2017. **We propose Brad as the NCTCOG Project Executive.**

He is internationally recognized for his disaster management and policy advisory expertise in addressing evolving needs. He served as a FEMA Federal Coordinating Officer after scores of disasters, including the 9/11 attacks in New York and Hurricane Katrina. After Hurricane Sandy, he served as New York City's Deputy Commissioner of Emergency Management (under Mayor Bloomberg), leading a \$4.2 billion housing recovery program. He also led an \$8 billion recovery and resilience program for the USVI, which has been ongoing since back-to-back Hurricanes Irma and Maria struck the Territory in the fall of 2017. Since March 2020, Mr. Gair has been providing strategic advice and support to address COVID-19 to the highest levels of state and local governments.



**Vanessa Brower** is a Program Manager at Witt O'Brien's and joined the firm in 2019. **We propose Vanessa as the NCTCOG Project Manager.**

She has 28 years of consulting experience, primarily in providing design and implementation guidance for federally funded projects and programs. Vanessa served as the SME of Compliance and Senior Project Manager for King County, Washington's \$1.4 billion COVID-19 response and recovery awards. The engagement involved grants management as well as eligibility reviews, monitoring, and closeout of expenditures funded by the CARES Act, ARPA, and the leveraging of other funding to ensure maximum

resource utilization. King County's Single Audit of COVID-19-related awards concluded in no findings or recommendations of the funds managed by Witt O'Brien's. As a result, King County further retained Witt O'Brien's to support ARPA-funded projects through building federal compliance capacity, providing training, implementation support, and staff augmentation. Vanessa has expertise in leveraging multiple complex funding requirements in determining cross-cutting compliance.

Prior to joining Witt O'Brien's, Vanessa provided organizational capacity building to the private, non-profit, and public sectors, particularly focused on quality assurance, quality control, forensic analysis, financial investigation, compliance, and monitoring. She has served in a variety of

capacities for non-profit real estate development, multi-family and single-family affordable housing, LIHTC, and program delivery of HUD-funded awards. Vanessa also served as Technical Assistance Contractor for management of FEMA funding and long-term community recovery planning following numerous disaster events across the nation. She has developed several program policies, procedures, and successful implementation strategies for complex recovery efforts across the United States.



**Lisa Gaffkey** is a Deputy Program Manager at Witt O'Brien's and joined the firm in 2021. ***We propose Lisa as the NCTCOG Project Coordinator.***

She has more than 30 years of experience as a real estate and business consultant, managing compliance and oversight across the nation. Lisa has additional diverse experience as a business process analyst, production manager, and loan servicing department manager. She served as Project Coordinator to King County, Washington supporting their operations and management of \$1.4 billion COVID-19 funding and other Federal assistance.

Prior to joining Witt O'Brien's, Lisa worked for First American Title for 19 years, helping to manage enterprise-wide initiative projects and develop and execute business process improvement initiatives. ***She also served as the production manager for the CDBG-DR funded Louisiana Road Home Project in New Orleans, which distributed more than \$9 billion to more than 130,000 citizens.***



**Matt Hanson, CGMS** is a Managing Associate Director at Witt O'Brien's and joined the firm in 2021. ***We propose Matt as the NCTCOG Sr. Grants Management SME.***

He has more than two decades of experience in government programs and grants management, finance, and agency operations at the federal, state, and local levels. Currently, Matt supports clients nationwide by providing strategic planning, development, and implementation of federally funded grants and assistance programs through grants management best practices and subject matter expertise. Before joining Witt O'Brien's, he served as Assistant Director of the Arizona Governor's Office of Strategic

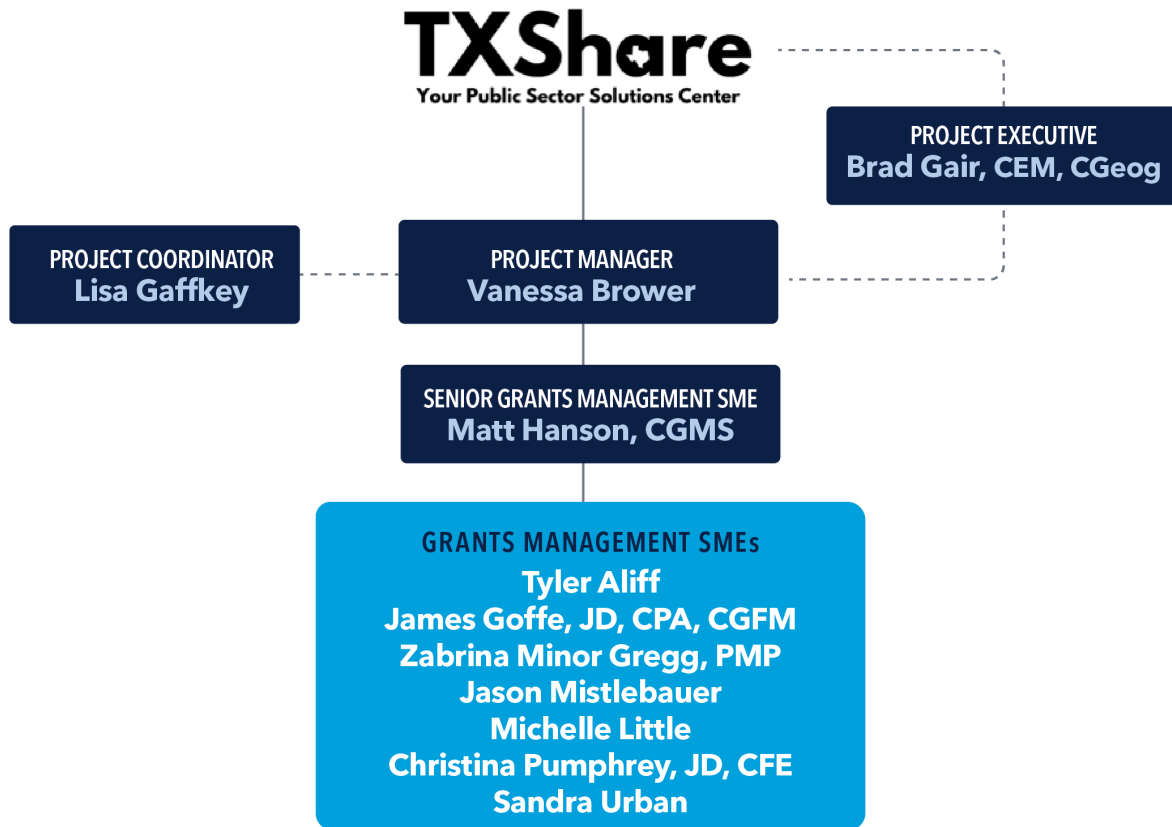
Planning and Budgeting, Economic Recovery Management Team. He supported the state's response to and recovery from COVID-19 through administration of the CARES Act and other federal programs. He was fully engaged in stakeholder engagement and outreach, project management, grants management, and financial oversight. His analyses of the COVID-19 relief bills were key to developing appropriate programs, workflows, and impactful executive-level briefings to the Governor's Office and other state leaders.

***Balance of page intentionally left blank.***

## C.12 ORGANIZATIONAL CHART

Exhibit 7 presents the aforementioned key staff and introduces our Grants Management SMEs.

*Exhibit 7: Proposed Organizational Chart*



*Balance of page intentionally left blank.*

## C.13 STAFF QUALIFICATIONS MATRIX

**Exhibit 8** below illustrates how well-qualified our proposed team members are in grant management activities most relevant to the potential needs of TXShare CPP's Participating Member Entities.

***Exhibit 8: Team Members' Skill Sets in Relationship to the RFP's SOW – Grant Management overarching Activities***

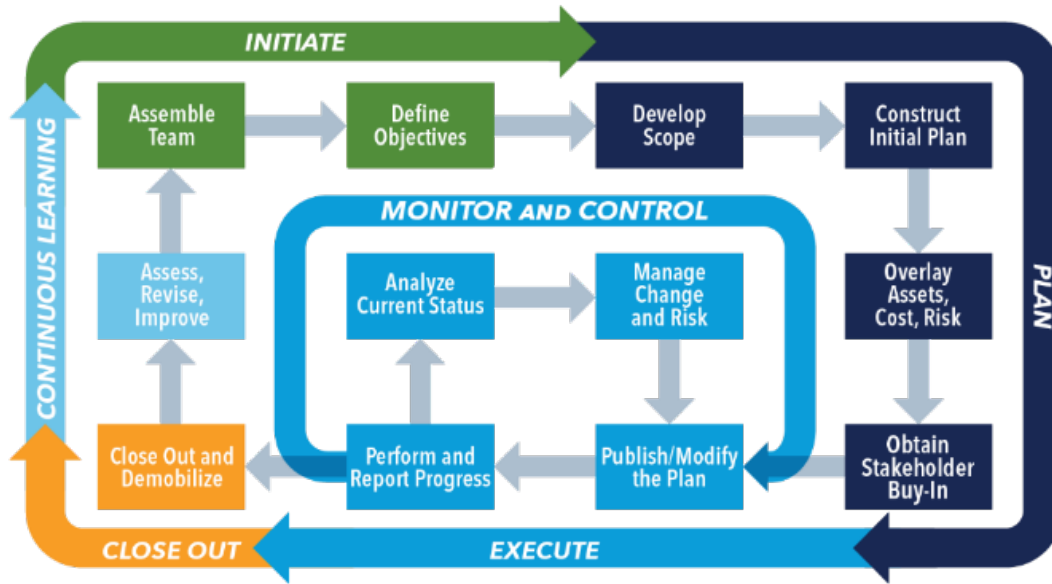
Proposed Staff	Proposed Role	Competence in Code of Federal Regulations 2 (CFR) 200 (Uniform Guidance)	Grant & Program Admin.	Development of Funding Agency Required Documents listed in Section 5.0 SOW	Implementation of Programmatic Activities	Data Collection	Performance Reporting	Program Evaluation Planning	Program and File Internal Reviews	Subrecipient Monitoring
<b>Brad Gair, CEM, CGEOG</b>	Project Executive – Key Staff	●	●	●	●	●	●	●	●	●
<b>Vanessa Brower</b>	Project Manager – Key Staff	●	●	●	●	●	●	●	●	●
<b>Lisa Gaffkey</b>	Project Coordinator - Key Staff	–	–	●	●	●	●	●	●	–
<b>Matt Hanson, CGMS</b>	Sr. Grants Mgmt. SME – Key Staff	●	●	●	●	●	●	●	●	●
<b>Tyler Aliff</b>	Grants Mgmt. SME	●	●	●	●	●	●	●	●	●
<b>James Goffe, II, JD, CPA, CGFM</b>	Grants Mgmt. SME	●	●	●	●	●	●	●	●	●
<b>Zabrina Gregg, PMP</b>	Grants Mgmt. SME	●	●	●	●	●	●	●	●	●
<b>Michelle Little</b>	Grants Mgmt. SME	●	●	●	●	●	●	●	●	●
<b>Jason Mistlebauer</b>	Grants Mgmt. SME	●	●	●	●	●	●	●	●	●
<b>Christina Pumphrey, JD, CFE</b>	Grants Mgmt. SME	●	●	●	●	●	●	●	●	●
<b>Sandra Urban</b>	Grants Mgmt. SME	●	●	●	●	●	●	●	●	●
<b>Additional Full-time Staff Available to Address Capacity Needs (Headcount)</b>		<b>67</b>	<b>45</b>	<b>80</b>	<b>106</b>	<b>20</b>	<b>35</b>	<b>15</b>	<b>45</b>	<b>47</b>

## C.14 MANAGEMENT PLAN

### C.14.1 INTERNAL WITT O'BRIEN'S MANAGEMENT APPROACH

Witt O'Brien's project management approach is consistent with the Project Management Institute's (PMI) Project Management Body of Knowledge Guide and the Process Groups Practice Guide. Witt O'Brien's has established an internal Portfolio Management Office (PMO) that supports our organization in client service delivery success and customer satisfaction through effective management of projects. At the project level, the PMO provides project management process, tools, templates, training, and professional development for our client-facing project staff members. The implementation and operation of our PMO demonstrates our corporate commitment to project management and validates our staff's

Guided by the best practice of PMI, Witt O'Brien's approach to project management includes the five PMI project phases: initiate, plan, execute, monitor/control, and closeout. An overview of our project management process is shown in **Exhibit 9** on the following page. Although our project management approach is aligned with PMI, our approach is always implemented in a manner that is tailored to our clients' and the projects' environment—its size, scale, level of risk and complexity. This tailoring is the deliberate adapting and adjusting of our process driven management approach and governance to best manage the project given the project's characteristics, the work being performed, the culture of the Participating Member Entity's organization, and our Participating Member Entity experience.

*Exhibit 9: Project Management Lifecycle*

Witt O'Brien's will adapt our project management lifecycle phase approach to the TXShare CPP Participating Member Entity as follows:

**Initiate** – When authorization to proceed is achieved, we will set up a project kick-off meeting with the Participating Member Entity, and as appropriate any design consultants and/or contractors, and all stakeholders. The purpose of the kick-off meeting is to identify work scope, budget, schedule, quality, procurement approaches, points of contact, resources required, and service delivery challenges for the assigned work. We will also identify rules and methods of communication, assign specific roles and responsibilities, identify risks and quality objectives, and present an overview of the work order.

**Plan** – We take the outputs of the Initiate Phase and develop the detailed definition of the project work scope, budget, schedule, resources, roles and responsibilities, stakeholders, communication, risk mitigation, quality, and procurement approaches, documented in a Project Management Plan (PMP) (or Task Order Management Plan [TMP] ) for the Participating Member Entity review, discussion, comment, and finalization (see Project Management Plan Section below for definitions of the plan components). These documents will be the benchmarks or baseline against which performance will be measured and managed in the Monitor & Control Phase.

**Execute** – In the Execute Phase, we perform the work described in the PMP (or TMP) to meet the contract requirements by coordinating resources, engaging stakeholders, and integrating and performing the activities of the project defined in the PMP (or TMP).

**Monitor & Control** – concurrent with Execute, we continuously monitor real-time project performance indicators (e.g., work scope accomplishment, schedule, cost, and quality) against the performance baseline in the PMP (or TMP), identify variances to the baseline, determine the root cause of the variances identified, and take corrective actions as necessary to bring performance back in line with the plan. We will also report on established performance metrics on a regular basis to all stakeholders according to the communications plan.

**Closeout** – Finally, as (the project or the task order) come to an end, the Witt O'Brien's Team will use our closeout process and checklist to ensure all contractual requirements are accounted for, including all deliverables have been received and accepted, closeout of accounts, assurance that

warranties and maintenance certificates are in place. The Closeout Phase addresses all accountability and documentation measures after acceptance of the final deliverable(s), ensures that we deliver the contractually committed requirements, and have an orderly end to the project.

Another feature of our project management approach is to leverage our project management process and tools as an integrator. For grants management projects, critical functional disciplines (or skillsets) must come together in an integrated fashion for project success.

Witt O'Brien's project managers are responsible for aligning project team resources and the requisite expertise needed from these skillsets for successful outcomes. Compliance issues; priorities and interdependencies; deployment and demobilization of resources; measuring and monitoring the project's cost, schedule, and work progress; managing stakeholder expectations and communicating benefits; taking appropriate management action as needed—all critical success factors for successful project outcomes.

- **Regulatory** - compliance with federal, state, and local regulations
- **Policy** - federal, state, and local policy that shape projects
- **Business Process** - client business processes that impact the project
- **Program Design** - the needs that drive program design that is efficient and effective
- **Stakeholder Management** - the needs, expectations, and perceptions of project stakeholders
- **Staff & Resource Management** - having the needed skills, at the right time, at the optimum level
- **Strategic Communications** - managing all project stakeholders, including external stakeholders
- **Domain/Subject Matter Expertise** - the experience Witt O'Brien's brings from many other similar projects
- **Data Analytics** - providing the data and analytics and data visualization for management decision making
- **Information Technology** - project management, grants management, and data analytics software to enable effective management of projects

#### C.14.2 PROJECT MANAGEMENT PLAN

As mentioned above in the Plan Phase of the Project Management Lifecycle, we will develop a PMP (or TMP). The PMP is required to an appropriate level of detail for every Witt O'Brien's project and will be required for this project (or each task order). The PMP is used to ensure that all expectations of the statement of work are understood at project initiation. The PMP (or TMP) will be used throughout the Execution and Monitoring & Control Phases of the Work Order to ensure effective management and communication within the Witt O'Brien's Team, and between Witt O'Brien's and the Participating Member Entity.

The PMP (or TMP) includes the following:

- **Project Objectives** - what is planned to be achieved at the end of the project, what are the project outcomes?
- **Work Scope** - defining the work scope for mutual agreement between the NCTCOG Participating Member Entity and Witt O'Brien's.

- **Assumptions** - things we consider to be true that may impact the way we manage the project based on past experience.
- **Organization and Roles and Responsibilities** - the description of the project organization and key roles and responsibilities.
- **Schedule** - the identification and documentation of the specific milestones and work tasks required to complete the deliverables and meet all contractual requirements, becoming the schedule baseline to which schedule performance will be monitored.
- **Cost/Budget** - the development of a time phased budget that becomes the cost baseline to which cost performance will be monitored once actual costs are accrued.
- **Resources** - the identification of all staff and other resources (e.g., software, consultants, etc.) that are required to perform the contractually specified work.
- **Quality** - the translation of project quality requirements or standards into executable activities that can be implemented for quality project deliverables.
- **Risk** - the identification of risks to the project, the factors that drive the risks, and a strategy to mitigate them.
- **Stakeholders** - the development of approaches to interact with internal and external stakeholders based on their needs, perceptions, interests, and the potential impact (both positive and negative) on the project.
- **Communications** - the defined approach for project communication methods, channels and frequency based on the information needs of the project stakeholder community, the information needs of the project team, and the resources available to the project to implement communications.
- **Procurement** - the identification of the need for goods or services for a project not available within Witt O'Brien's, identifying sellers, and putting subcontracts in place to procure the needed goods and services.

The PMP (or TMP) results in an integrated work scope-schedule-cost performance measurement baseline for the project and serves as a management tool enabling the measurement and comparison of actual performance to planned performance.

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**TAB D:**

# Technical Proposal

WITH YOU WHEN IT COUNTS

WITT O'BRIEN'S  
**ambipar**<sup>®</sup>  
*response*

## TAB D: TECHNICAL PROPOSAL

### D.1 CONTACT PERSON BY PHASE

Below we designate specific contact person(s) for the following phases: (1) bid process (2) contracting process (3) contract administration (primary point-of-contact for receiving orders from Participating Member Entities).

#### Bid Process:

Matt Hanson, CGMS, proposed Sr. Grant Management SME. Matt can be reached at [mhanson@wittobriens.com](mailto:mhanson@wittobriens.com) with a copy to [contractrequests@wittobriens.com](mailto:contractrequests@wittobriens.com)

#### Contracting Process:

Please contact [contractrequests@wittobriens.com](mailto:contractrequests@wittobriens.com).

#### Contract Administration:

Vanessa Brower, proposed Project Manager. Vanessa can be reached at [vbrower@wittobriens.com](mailto:vbrower@wittobriens.com).

### D.2 DESCRIPTION OF SERVICES RESPONDENT IS ABLE TO PROVIDE

Per RFP Exhibit C, Service Questionnaire, which can be found in Tab G: Required Attachments, Witt O'Brien's will self-perform Category 1 Grant Management and Consulting Services.

### D.3 PROCESS FOR RESPONDING TO AN ORDER FOR SERVICES

***Witt O'Brien's currently employs over 1,200 full-time and on-call professionals serving all phases of emergency management and providing policy advisory and grants management services.***

Introduced in Section 3.13, our internal PMO supports project managers through maintaining a strong and growing Cadre, the provision of tools and training for all aspects of project management, and our IT department ensures all staff have the technology they need as well as providing continuity of operations to address unexpected emergencies.

Witt O'Brien's Cadre Manager keeps a well-managed Cadre of professionals 'on call' and ready to support projects or deploy, if necessary. These individuals have been interviewed, vetted through our background process, and determined to uphold our ethics and standards. Our Cadre includes individuals with decades of experience working with and for FEMA and/or other state and local agencies in critical preparedness, response, and recovery roles.

***Our proposed NCTCOG team is structured to respond to task orders as they are developed.*** As noted above, this team is supported by our Cadre, vetted individuals with the technical abilities needed by our clients. Our pool of resources and all staff are available to assist, without having to comb through various business units, organizational

#### WITT O'BRIEN'S

PORTFOLIO MANAGEMENT  
OFFICE (PMO)



Accountability



Quality Assurance  
& Control



Responsiveness



Timeliness



Within Budget

structures, and nuances that make it challenging for other firms to utilize resources to their fullest potential.

**We are agile in our ability to meet our clients at the initial onset of a project need.** Our team will help stand up projects in a seamless and timely manner. An example of the responsiveness from project assignment request to fulfillment is included in **Exhibit 10**.

*Exhibit 10: Notional Response Timeline*

**STEP**

## Steps in Project Assignment Request Fulfillment



## D.4 AUTOMATED SYSTEMS FOR FULFILLMENT OF SERVICES

We work with technology partners and various advocacy organizations to ensure that we always have the latest information regarding available funding opportunities. Powered by e-Civis, Witt O'Brien's has access to a centralized database containing virtually all postings for federal, state, local, and foundation grants. **We acknowledge the RFP's SOW (Section 5.B.) reference to "Grants.gov interpretation." e-Civis will be used with any Participating Member Entity as an aid with Grants.gov interpretation.**

The technology solution also helps us fully understand all of the requirements in the notices of funding opportunity as the language has been translated into plain English and summarized. We also bring to the table all grant program updates, clarifications from the grantor manager, and examples of previously funded applications. Throughout the lifecycle the tool will be used for project management, reporting, monitoring, closeout, and document repository as appropriate for

each individual project engagement. ***The e-Civis Grant Research tool was discussed in Section C.5 (Unique Qualification No. 5) and representative screen shots of search results and a report were provided in Exhibits 4 and 5, respectively.***

## D.5 PROJECT UNDERSTANDING

Government entities across the United States face unique challenges serving their constituents but they also have many common needs. These needs likely include identifying and managing relevant government project funding that their fiscal budgets may not afford. TXShare is a cooperative purchasing program available at no cost to local governments and non-profits across the United States, which introduces its members (Participating Member Entities) to vendors who provide service-based solutions designed to meet the evolving needs of members.

## D.6 PROJECT APPROACH

### D.6.1 INTRODUCTION

***Witt O'Brien's holistic, integrated program management approach supports assessment, program design, organizational capacity development, system and process development, and optimization.*** Our experts deliver a range of field-tested strategies, tools, templates, and processes, and they serve as force multipliers, maintaining the cultural integrity of your internal teams and amplifying existing capabilities.

***Through our extensive experience in program management, Witt O'Brien's has developed a standardized model for engagements that ensures resource optimization, efficient program design and implementation, and compliance*** with applicable federal, state, and/or local requirements. We have thoroughly reviewed the RFP requirements/deliverables and believe that our methodology will best meet the needs of those who opt to utilize our consulting services.

***Ensuring a tactical plan at the outset of any engagement*** provides the framework that identifies and meets all requirements and conditions, while providing wraparound services from resource identification and optimization to federal and state compliance and quality support and guidance.

Depending on the size, scale, and magnitude of the project, ***Witt O'Brien's is able to provide full-scale engagement*** for projects in need of this broad array of services and attention. Realizing not all projects may warrant this approach, ***we also offer discreet services to meet the project needs no matter the scale or scope.***

### D.6.2 GRANTS MANAGEMENT OVERARCHING ACTIVITIES

#### Funding Strategy

Witt O'Brien's starts with a thorough review of all available resource opportunities. Additionally, we monitor funder websites for notices and updates along with tracking legislation and opportunities on various industry networking and association platforms. For ease of navigation, we create a consolidated tracker containing the relevant funds and summary of their purpose, highlighting total funding allocations and any award amounts or formulas used for award determinations along with any cost share requirements, allowable uses, performance periods, any unique requirements, and other key provisions, which we will refresh as new guidance is made available. This tracker can be used to inform and better guide the decision making on pursuing additional grants or resources, the appropriate lead department or needed collaboration efforts, along with the ability to share information with stakeholders and other potential funding applicants.

We look for ways to maximize the funding by taking inventory of your current portfolio and leveraging your existing resources as needed (e.g., cost share requirements) or braiding funding to support the total cost of a project.

Witt O'Brien's also helps with defining the purpose and intent of a potential usage of the funds along with the appropriate relationship (contractor, subrecipient, or beneficiary) and funding mechanism (grants program/notice of funding availability vs. Procurement) for that program using its knowledge of federal and state requirements as its guide. Once those have been established, we can provide further assistance in the development of the solicitation to implementation of the program, award decisions through closeout. ***With Abington Township, Pennsylvania, Witt O'Brien's has performed a crosswalk of their Capital Improvement Plan to successfully utilize their ARPA allocation but also identified other available state and federal programs to help extend their ARPA dollars.***

**Abington Township is a Tab: E Reference project.**

### Allowability

Witt O'Brien's provides advisory assistance to ensure allowability of funding. Our team assumes the responsibility of staying ahead of the ever-changing program rules, policies, and processes on your behalf. This includes support from our 20-person policy team that is charged with continually analyzing any changes/modifications to current regulations as well as analysis of what is coming, which now includes the BIL. We employ strategies designed to maximize federal and state assistance with procedures for verification of eligibility for award and expenditure of various funding sources. Our team provides eligibility reviews and compliance consideration memos to demonstrate allowability and identify compliance concerns.

We carefully track federal, state, and local agency guidance for allowable activities, match requirements, reporting requirements, and timeline, etc. Internally, we will create a repository of all funding guidance as it is received and our own interpretation of that guidance to set consistent expectations about the financial resources available. As programs are launched, this information can also be shared externally with program administrators, stakeholders, and other potential funding applicants. ***This is a core competency of Witt O'Brien's best illustrated by our work with the City of Dunedin, Florida where we have reviewed all of their programs regardless of funding source to determine allowability to the corresponding federal, state, or local grants program.***

**The City of Dunedin is a Tab: E Reference project.**

### Budget Analysis and Allocation.

Our staff includes individuals who have provided budget management and fiscal analysis at the federal, state and local levels of government. With a funding strategy and needs assessment, and the policy and research capability to build out a funding roadmap, our team has the tools to provide guidance on budget planning, forecasting, and monitoring of budget allocations.

***We provide the following support for all resource management activities, including:***

- **Agency resource and funding coordination** - Past experience has shown that the bulk of financial transactions and activity happen among state departments. While internal in nature, these transactions oftentimes lack the structure and thorough understanding necessary for successful project implementation. We facilitate these transactions and apply the same internal controls and rigor that are applied to external recipients.

- **Tracking of budget burndown** - Our approach is to leverage central tracking and reporting to provide vigorous oversight of program burn rates as they align to specific project milestones. This provides a bottom-up view of burndown relative to plan, enabling corrective actions to ensure projects stay on budget and deliver to expectations.
- **Funding recoupment oversight** - Inevitably sub-awarded funding is either returned voluntarily or clawed back due to a program finding or questioned costs. We proactively manage this process so that any funding will be redeployed in a timely manner and without risk of reversion to the federal grantor.

***Our team is staffed with former managers of State Budget Offices who have overseen the development and implementation of state agency budgets including the alignment with strategic plans and integration of key performance indicators.***

### Procurement and Supply Chain

Witt O'Brien's is well-versed in Federal procurement codes and requirements along with their guidelines, as well as additional provisions in 2 CFR 200 and related to federal grants compliance. We are prepared to provide support with procurement methods that are in full compliance with federal, state, and local requirements. We bring:

- Knowledge of federal, state, and local procurement standards and will adhere to all guidelines.
- Understanding of federal procurement guidelines for multiple streams of funding, including the U.S. Department of the Treasury.
- Understanding and proven ability to adhere to post-disaster record-keeping for audits of funding programs and maintain compliance.
- Analysis of potential supply chain constraints and recommendations for alternative solutions.

***One recent example is the support we provided to the City of Tempe, Arizona, to review all of their internal procurement policies and procedures in order to ensure that their procurements related to several major infrastructures would be successful and not subject to protest, appeals, or ruled non-compliant by their federal grantor.***

### Grants Management

Witt O'Brien's integrated program management approach supports assessment, program design, organizational capacity development, system and process development, and optimization. Our team offers the unique capability to understand the work we do with grants management from a holistic perspective, from planning to closeout. The myriad of available funding programs creates a wealth of opportunities as well as confusion for states and localities nationwide. Engaging the right support team to ensure immediate understanding of and access to those grants resources most beneficial to your near-, medium-, and long-term objectives is imperative in order to achieve maximum impact. Our bookend grants management services include:

- **Pre-Award Services** - The Witt O'Brien's Team utilizes successful strategies from other state and local government clients across the country to provide pre-award grants services. Strategies include performing a loss-revenue opportunity analysis, maintaining a legislative and funding opportunity tracker, and developing a project inventory. Additionally, Witt O'Brien's will offer up a grants pursuance matrix to facilitate the go/no-go decisions related to potential funding opportunities.

Once the Participating Member Entity has committed to pursuing a grants opportunity, we will implement our project management approach to develop all of the various application materials needed for the submission package. Our team approach ensures all aspects of the proposal receive the attention they deserve, in order to be programmatically and financially sound and as competitive as possible.

- **Post-Award Services** - Witt O'Brien's maintains a centralized knowledge base that allows our team members to pull established and vetted templates to quickly stand up and support all components of the grants management lifecycle. These materials include grants management policy and procedures documents, training curriculum, application templates, risk assessments, monitoring toolkits, reporting templates, closeout checklists, documentation standards, and audit prep materials.
- **Grants Administration** - Witt O'Brien's actively provides support to clients in all aspects of the grants management lifecycle including both the grantor and grantee roles. Our dedicated team has operated centralized grants management offices at the federal, state, and local government levels. Our team can provide ongoing and integrated support to ensure efficiency and tailored approaches to track the performance of individual projects, subrecipients, and contractors. We will mitigate delivery risks by establishing clear, standardized policies and procedures, and templates with technical assistance to ensure they are implemented correctly.

***In addition to the work in Arizona mentioned previously, several members of our team are engaged with the Rhode Island Department of Administration supporting the implementation of an enterprise-wide grants management solution. This work also involves the training of state agency staff on various aspects of the grants lifecycle and how the new solution will impact on that work.***

### Audit and Reporting

Our team's experience at the federal, state, and local levels of government translates into our ability to provide assistance for general reporting, as well as audit preparation for a variety of internal and external audits of varying degree and complexities. Reporting, compliance, and audit preparation are the foundation of successful grants management. Compliance considerations live within each phase of a project.

Throughout the project lifecycle, our team is preparing for reporting requirements and closeout activities. We review and ensure files are audit ready. Our team will resolve any requests for information, justification, audit findings, and eligibility appeals and will work to resolve disputes with federal funders, external auditors, community partners, or other agencies, including but not limited to the preparation of appeals. ***Through our current support of the Kansas Governor's Office of Recovery, we have performed all of the CARES Act and ARPA reporting and assisted the Kansas Office of Accounts & Reports with their single audit preparation.***

**The State of Kansas Governor's Office of Recovery is a Tab: E Reference project.**

**Proposed Sr. Grants Mgmt. SME, Matt Hanson, CGMS, has served as the Project Manager since 2021.**

### Governance Processes

A strength of Witt O'Brien's is its recognition for the importance of discussion, leading to the development and implementation of standard operating procedures. We take this same approach with governance processes and for the framework of project oversight and compliance management.

Through the creation of standard tools and processes, as mentioned throughout this document and section, Witt O'Brien's will work with the Participating Member Entity to develop a repository of this work, establish and designate leads along with roles and responsibilities to

create a tailored knowledge base and process for each individual project. We have ***relevant experience providing this service through our ongoing King County, Washington, engagement, where we developed the process, including all internal controls, for allocating resources among County Departments and Community Based Organizations throughout the COVID-19 pandemic.***

**Proposed Project Manager, Vanessa Brower, is managing the King County project with support from proposed Project Coordinator, Lisa Gaffkey, and several of our Grants Mgmt. SMEs.**

### Technical Assistance and Compliance

The team will provide the Participating Member Entity with a list of oversight considerations for the review of documentation.

To help mitigate delivery risks, we are able to create the following tools:

- **Policies and Procedures Manual** to document key processes to drive the strongest possible internal control environment. A key component will be extensive internal staff training and development around these baseline expectations.
- **Programmatic and financial award and reporting templates** for use by project staff that meet federal flow-down and other requirements for each funding stream, but also capture the structured outcomes critical to the Participating Member Entity for the successful implementation of these programs.
- **A robust monitoring toolkit** based on formal risk assessments to proactively address internal control weaknesses of subrecipients and contractors, and mitigate any opportunities for potential waste, fraud, and abuse by project beneficiaries.
- **Single audit and monitoring clearinghouse** to best leverage economies of scale for tracking and resolution, while also assessing recipient performance across discreet lines of funding and disparate programs (in conjunction with the Compliance team).

Witt O'Brien's will assist in the reporting process and will help develop programs that integrate requisite reporting and compliance requirements. Our work will include:

- Creating a monitoring plan to oversee the creation of project allocation and disbursement of funds according to agreements, recapturing of funds, and budget monitoring.
- Conducting all appropriate checks, such as duplication of benefits review, calculation prior to project award, and again before closeout.
- Using a database to monitor, track, and reconcile all payment requests and expenditures against the agreed-upon schedule and costs to identify any divergence.
- Streamlining the reporting process to ensure continued compliance and provide post-award grants administration.

Witt O'Brien's will manage the oversight of grants cost tracking while ensuring alignment with the project goals, monitoring fund allocations, and providing regular updates on project status. The team will develop and update dashboards for project status and funding expenditures, including remaining fund tracking and plan metric monitoring for alignment with the project plan. ***Our King County, Washington engagement is an example of where all of these tools were needed to support various aspects of the project. Having first done this for King County and now numerous other jurisdictions we have validated this approach and the collateral utilized.***

### Compliance

Witt O'Brien's will track and advise on all applicable compliance requirements and support project compliance throughout the lifecycle of our engagement to closeout, including:

- Provide ongoing and integrated support to ensure efficiency and tailored approaches to track performance of individual projects, subrecipients, and contractors.
- Mitigate delivery risks by establishing administration tools that outline clear, standardized policies and procedures and templates, and provide technical assistance to ensure they are implemented correctly.
- Integrate closeout preparation and oversight from stand up to actual closeout and ensure compliance as a prioritized focus by incorporating closeout milestones into the implementation plan for each project.
- Integrate required documentation and ensure quality of reporting and any final deliverables prior to submission to any federal grantors.
- Conduct comprehensive desk reviews to ensure subawards are fully complete and ready for closeout and identify areas of non-compliance and mitigate or address such issues prior to fund expenditure, or as soon as practically possible when discovered.
- Reconcile all financial transactions and recoup any outstanding funding not programmatically expended. Assist with any final monitoring and compliance concerns and reconciliation at closeout to address further mitigation or resolution needs.
- Engage and assist with development of a closeout strategy including meetings, trainings, and workshops to facilitate agency-wide education and encourage consistent internal control closeout mechanisms. Through this effort, issue closeout documentation and prepare all records to meet federal and local record retention requirements.
- Help prepare files for audit, evaluate internal control weaknesses centered around audit and closeout, and assist with the training needed to transition programming into final stages of grants management.
- Assist with closing remaining gaps in compliance identified in the sample compliance reviews and assist with developing proactive measures and solutions to mitigate any outstanding potential non-compliance issues. We will review prior audits and identify thematic areas of non-compliance which may be strong indicators of weaknesses within current programming and assist with proactive approaches necessary for the prevention or mitigation of repeating past mistakes.

***Witt O'Brien's experience in this area is highlighted by our COVID support of all 105 counties in Kansas where our Technical Assistance providers actively supported the local jurisdictions with these resource needs.***

### Waste, Fraud, and Abuse Mitigation

While not specifically called out in the RFP's SOW, we would feel remiss if we did not include our experience as it relates to identifying and preventing Waste, Fraud, and Abuse. Witt O'Brien's performs ongoing resource monitoring and examines for material weaknesses and non-compliance. ***We developed an industry leading methodology for fraud detection as it relates to ERAPs. We first deployed this approach in our Minnesota engagement and have now expanded it to all of our projects.***

We employ best practices to mitigate the risk of fraud, mismanagement of funds, waste, and abuse and in addition to the initial assessment and sample compliance reviews, we will perform ongoing resource monitoring, and examine financial monitoring material weaknesses and non-compliance.

### Evolving Needs

The Witt O'Brien's team is interdisciplinary, and staff have served as managers at the local, state, and federal levels of government and are active in professional organizations and networking groups. As noted throughout our discussions above, we bring experience and the expertise needed to address evolving needs including the ability to conduct work using both hybrid and remote working environments. Our corporate policy team is structured to ensure we stay current on evolving regulatory requirements (most recently the BIL) and our PMO ensures our ability to stay current on project management tools, processes, and techniques to address our clients' evolving management needs.

Our team's in-depth legal and regulatory knowledge allowed us to take actionable steps for our clients when help was needed navigating the CARES Act and ARPA. We are a leading expert on the housing crisis that occurred as a result of the COVID-19 crisis and continue to provide thought leadership on emergency issues, including community resiliency and equity frameworks. As referenced in Section 3.3.1, Unique Qualifications, Witt O'Brien's is a partner with the BCN and their Federal Assistance e311 project. This effort is evolving into the Local Infrastructure Hub with additional partners including the National League of Cities and Results for America and will ensure that Witt O'Brien's remains at the forefront of these topics moving forward.

### D.7 PROJECT MANAGER'S EXPERIENCE IN THE LAST FIVE YEARS

The table that begins on the following page summarizes the recent (e.g., in the last five years) relevant experience of the key staff introduced earlier. Resumes of this key staff and our Grants Management SMEs, who are presented in the organizational chart, are in Tab H: Resumes.

**BRAD GAIR, CEM, CGEOG, PROJECT EXECUTIVE**

Project Name (all Witt O'Brien's experience)	Client	Dates (yyyy-yyyy)	Role on Project	Work Contributed
Support for the State of Kansas Office of Broadband Development	Kansas Department of Commerce	2020 - Present	Executive Advisor	Full lifecycle grants management
USVI Disaster Recovery	USVI Office of Disaster Recovery	2017 – Present	Program Principal	Established Virgin Islands Office of Disaster Recovery PMO and the full lifecycle grants management
COVID-19 Disaster Recovery	Clients Nationwide	2020 – Present	Subject Matter Expert	Full lifecycle grants management

**VANESSA BROWER, PROJECT MANAGER**

Project Name or Previous Employer	Client	Dates (yyyy-yyyy)	Role on Project	Work Contributed
COVID-19 Related Grants Management (ARPA and CRF)	King County, WA	2020 – 2023	Project Manager/SME	Provided policy, guidance, grants management, capacity, and capability training, and supervised a staff augmentation team of 42 people supporting \$1.4 billion funded by FEMA, HUD, and US Treasury
New York State Disaster Recovery Programs	Previous Employer: Government of New York	2013 – 2020	Contract Project Manager/SME	Designed and implemented a System of Record for eight housing disaster recovery programs funded with CDBG-DR

**LISA GAFFKEY, PROJECT COORDINATOR**

Project Name or Previous Employer	Client	Dates (yyyy-yyyy)	Role on Project/Job Title	Work Contributed
COVID-19 Related Grants Management (ARPA and CRF)	King County, WA	2021 – 2023	Operations Manager	Provided guidance and support to 40 staff members for King County ensuring assigned tasks and deliverables are complete efficiently and on time
First American Title	Previous Employer	2014 – 2021	Executive Advisor	She also served as the production manager for the CDBG-DR funded Louisiana Road Home Project in New Orleans, which distributed more than \$9 billion to more than 130,000 citizens

MATT HANSON, CGMS, SR. GRANTS MANAGEMENT SME				
Project Name or Previous Employer	Client	Dates (yyyy-yyyy)	Role on Project/Job Title	Work Contributed
ARPA Grants Support	Harris County, TX	2/2021 - Present	Executive Advisor	Full lifecycle grants management
COVID-19 and Other Related Federal Assistance Programs	State of Kansas Governor's Office of Recovery	2/2021 - Present	Project Manager	Full lifecycle grants management
Advisory and Grants Management Services (ARPA & Coronavirus Relief Fund)	Shawnee County, KS	2/2021 - Present	Project Manager	Full lifecycle grants management
COVID-19 SLFRF Support	Dunedin, FL	2/2021 - Present	Project Manager	Full lifecycle grants management
ARPA Grants Support	Erie County, PA	2/2021 - Present	Project Manager	Full lifecycle grants management
ARPA Grants Management	Abington Township, PA	2/2021 - Present	Project Manager	Full lifecycle grants management
Arizona Governor's Office of Strategic Planning & Budgeting	Previous Employer	2020 – 2021	Assistant Director	See Tab H: Resumes for specifics
Arizona Department of Administration Office of Grants & Federal Resources	Previous Employer	2011 – 2020	Assistant Director	See Tab H: Resumes for specifics

## D.8 QUALITY ASSURANCE/QUALITY CONTROL PROCEDURES

The Witt O'Brien's approach to quality management, assurance and control for our projects is grounded in our four-phase, ISO 9001–based quality management system that includes:

- **Plan** – We make certain the right people, processes, and tools for establishing quality standards are used.
- **Execute** – We capture and report project performance metrics.
- **Review** – We monitor and analyze technical, schedule, cost, and quality performance.
- **Improve** – We capture and use lessons learned in ensuring quality and enhancing performance.



Witt O'Brien's quality objectives for deliverables and services provided under a contract like NCTCOG, depending on the type of work being performed, include:

- **Accuracy** - Deliverables will be accurate in technical content and adhere to accepted elements of style.
- **Clarity** - Deliverables will be clear, concise, and all diagrams will be easy to understand and relevant.

- **Context** - Deliverables will take into consideration audience, purpose, and the circumstances applicable.
- **Compliance with Approved Schedule** - Deliverables shall be submitted on or before the due date specified.
- **Content Completeness** – Deliverables shall address all the requirements described in the SOW of every task order.
- **Professional Interaction** – The Witt O'Brien's Team personnel will be professional in their interaction with each other, the client staff, and other client contractor staff in a manner that fosters a positive, productive work environment.

For transactional-based work (e.g., receive, complete, and process grant application forms and data) we employ quality control processes that includes a sampling of applications forms as they move through the steps of application processing to ensure the applications are accurate, clear, and complete any variances will be addressed to determine the root cause of the variance, and corrective actions will be put in place. Monitoring continues to ensure corrective actions are having the intended corrective effect.

Our corporate quality philosophy is also rooted in Witt O'Brien's standard approach to project management described in Section C.14.2 of this proposal. Each of our five project lifecycle phases (Initiate, Plan, Execute, Monitor and Control, and Closeout) address quality management as one of the key aspects of managing our projects.

Our documented project management processes address establishing and documenting quality requirements for a project and how the project team will implement those requirements in our project work. We develop PMPs for all our projects. A section of the PMP addresses translating the project quality requirements or standards into executable activities that can be implemented in the project. This increases the likelihood of meeting the quality objectives of our projects, identifying the root causes of poor quality or ineffective processes, and assuring the client that the deliverables will meet all contractual requirements. Quality management is led by our project managers but is the job of all project team members, including subcontractors.

Other features of our quality management approach to improve client service delivery and deliverables include:

- Creating an awareness among our project team of the quality requirements and how they are executed, as documented in the project's PMP.
- Periodic quality reminders and training for our staff.
- Use of a peer review process for each deliverable prior to submission to the client. In the peer review process, project team members other than the author(s) are assigned to conduct a review of a deliverable to identify issues associated with the quality objectives listed above.

In instances where we might receive feedback from the Participating Member Entity a service or deliverable does not conform with the contract requirements, that feedback is acted upon. For non-conformities, a root cause analysis is performed to determine the reason for the quality issue. Then corrective action(s) are developed to eliminate the issue and prevent it from recurring. This is then communicated to the appropriate project team members. The impact and effectiveness of corrective actions are reviewed and evaluated. Improvements are made as necessary.

We also ensure quality through our Project Management Review (PMR) and formal Customer Satisfaction Survey processes. Quality and service delivery excellence is fostered by the Witt O'Brien's PMR process, which most Witt O'Brien's projects are subject to. The PMR review meeting is attended by Witt O'Brien's senior management, the Director of our PMO, and the Project Manager. The PMR is a rigorous standardized assessment of project risk, schedule, cost, quality, customer satisfaction, and contractual performance metrics. Witt O'Brien's conducts customer satisfaction surveys to gather and report customer feedback to ensure that we stay fully aligned with client needs, expectations, and goals.

## D.9 ASSUMPTIONS

Witt O'Brien's did not make any assumptions in responding to the requirements.

## D.10 EXCEPTION TO THE REQUIREMENTS

Witt O'Brien's respectfully requests that the NCTCOG consider the following exception to the RFP:

RFP Section	Exception
6.05 Indemnification. Page 11	<p>Contractor shall defend, indemnify, and hold harmless NCTCOG, NCTCOG's affiliates, and any of their respective directors, officers, employees, agents, subcontractors, successors, and assigns from any and all suits, actions, claims, demands, judgments, liabilities, losses, damages, costs, and expenses (including reasonable attorneys' fees and court costs) (collectively, "Losses") arising out of or relating to: (i) Services performed and carried out pursuant to the contract; (ii) breach of any obligation, warranty, or representation in the contract, (iii) the negligence or willful misconduct of contractor and/or its employees or subcontractors; or (iv) any infringement, misappropriation, or violation by contractor and/or its employees or subcontractors of any right of a third party; provided, however, that contractor shall have no obligation to defend, indemnify, or hold harmless to the extent any losses are the result of NCTCOG's gross negligence or willful misconduct.</p> <p>In no event shall either party be liable for any exemplary, punitive, incidental, special, indirect or consequential damages of any kind, including, without limitation, any loss of profits or revenue, loss of use of property or equipment and business interruption losses, regardless of the cause of such damages, including, without limitation, any negligence (whether active, passive, sole, concurrent or gross), breach of duty (whether statutory, contractual or otherwise) or any other fault of either party or any other person or entity, and regardless of whether the claim is based in contract, tort, strict liability or otherwise.</p>

## D.11 SPECIAL FEATURES OR SERVICES THE RESPONDENT PROPOSES THAT ARE INCLUDED IN THE PRICING PROVIDED

The previously mentioned **e-Civis Grant Research tool**, for which Witt O'Brien's has a license, **is included in the pricing provided in Tab F: Proposal Pricing.**

## D.12 VALUE-ADDED SERVICES

The following are Witt O'Brien's services that we can further discuss with each Participating Member Entity as their needs or interests dictate. ***These services are not included in the pricing provided in Tab F: Proposal Pricing.***

### D.12.1 HOUSING PROGRAM SUPPORT

To address the state's affordable housing challenges, we can provide a team of experts to design and implement new programs and accelerate existing initiatives, while maximizing the funding sources and ensuring compliance with program rules and initiatives. Our team of federal policy and program experts also bring in-depth knowledge of the laws and regulations critical to the success of any CDBG-DR program including the development of HUD-required Action Plans and amendments required for the distribution of funds to the local jurisdiction.

In addition, Witt O'Brien's has provided technical assistance for a variety of disaster housing and sheltering programs, including a unique Sheltering and Temporary Essential Power program. We have worked with both non-congregate and congregate sheltering programs. More recently, we have been recognized for our expertise in the COVID-19 ERAP through the two funding streams and the ARPA-funded HAF Program—both designed to keep residents in their homes.

### D.12.2 RESILIENT COMMUNITY PLANNING PROGRAM SUPPORT

The frequency and cost of natural disasters is increasing, and climatic changes threaten to further aggravate this trend by increasing the severity and duration of natural hazard events that our communities must face. Tragically, these events are resulting in more instances of loss to human life and economic devastation. Climate adaptation planning is one method communities can use to identify ways they could be impacted by future unknowns—and to prepare for those situations. We assist clients in enhancing community resilience through the development of a multi-tiered cyclical process that encompasses immediate, intermediate, and long-term actions requisite in accomplishing a resilient community. Our team utilizes the U.S. Climate Resilience Toolkit to assess vulnerability and identify feasible implementation strategies for risk reduction. We bring the capability to solicit public input in plan development, socialize planning products, and foster positive community relations.



### D.12.3 DISASTER PREPAREDNESS SERVICES

We have delivered a wide range of pre-disaster preparedness support to multiple clients at all levels of government and across the private and non-profit sectors.

## EXAMPLES OF OUR PREPAREDNESS PLANS & DELIVERABLES

WITT O'BRIEN'S

- |                                                                |                                                       |                                                 |
|----------------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------|
| • Emergency Operation Plan                                     | • Comprehensive Emergency Management Plan             | • Severe Weather Plan/Annex                     |
| • Pre-Disaster Recovery Plan                                   | • COOP/COG Plan and Business Continuity Plan          | • Utility Outage Plan/Annex                     |
| • Cost Recovery Plan                                           | • Pandemic Response Plan/Annex                        | • Flood Response Plan/Annex                     |
| • EOC Operations Plan                                          | • Volunteer and Donations Management Plans/Annexes    | • Debris Management Plan                        |
| • Hazard Mitigation Plan                                       | • Sheltering Plan/Annex                               | • Evacuation Plan                               |
| • Threat and Hazard Identification and Risk Assessment (THIRA) | • Mass Care Plan/Annex                                | • Healthcare Surge and Alternate Care Site Plan |
|                                                                | • Commodities Point-of-Distribution (CPOD) Plan/Annex |                                                 |

In support of these planning elements, we have also delivered countless hours of training (both FEMA-standardized and custom-designed) and Homeland Security Exercise and Evaluation Program -compliant exercises, ranging from targeted and community-wide workshops to tabletop,

functional, and full-scale exercises. Witt O'Brien's also brings decades of experience providing After-Action Reports (AARs) and improvement Plans (IPs) to effectively guide communities to improved responsiveness and resilience. Our primary focus for AARs/IPs is to ensure our clients can use our reports to drive real improvement in their missions; each of our reports provide solid, practical, actionable recommendations.

#### D.12.4 CRISIS AND STRATEGIC COMMUNICATIONS

Our understanding of disaster response and recovery includes our innate awareness of the importance of effective communication because we know that disasters and emergencies rarely occur in a single moment. In our experience, situations develop, each at their own pace, occasionally escalating, then slowly and unevenly subsiding. Throughout that progression of unpredictable events, you must remain alert to every change, consider its impact, listen—and manage your message. We bring fully integrated crisis communications, crisis management, strategic communications, and emergency management solutions.

As a full-spectrum emergency management consultancy, we are well-versed in all functions of emergency management, the National Incident Management System (NIMS), and the Incident Command System, as well as the important role emergency operations centers play in facilitating emergency communications, coordination, and incident command. Our firm has maintained an Emergency Command Center (ECC) as the foundation for our emergency response management services. This NIMS-compliant ECC, located in our corporate offices in Houston, Texas, is staffed 24/7/365 and provides services of approximately \$14 million annually.





# TAB E: References

WITH YOU WHEN IT COUNTS

WITT ÓBRIEN'S  

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*response*



**TAB E: REFERENCES**

Pursuant to the RFP's direction, **Exhibit 11** provides three current public agency references.

***Exhibit 11: References from Public Agencies***

<b>Client &amp; Address</b>	<b>Point-of-Contact (POC) &amp; Title</b>	<b>POC Phone and Email</b>	<b>Referrable Project (Period of Performance)</b>
<b>State of Kansas Governor's Office of Recovery</b> Eisenhower State Office Building, 700 SW Harrison St; Ste. 1020, Topeka, KS 66603	Andrea Clark, Director of Program Coordination, Office of Recovery	(785) 368-8524 office (785) 250-4028 cell <a href="mailto:recovery@ks.gov">recovery@ks.gov</a> @	COVID-19 and Other Related Federal Assistance Programs (2020 – Present)
<b>City of Dunedin, FL</b> 542 Main Street, Dunedin, FL 34698	Les Tyler, Finance Director	(727) 298-3060 <a href="mailto:lt Tyler@dunedinfl.net">lt Tyler@dunedinfl.net</a>	COVID-19 State and Local Fiscal Recovery Fund Support (2020 – Present)
<b>Abington Township, PA</b> 1176 Old York Road, Abington, PA 19001	Ashley McIlvaine, Assistant Township Manager	(267) 536-1004 <a href="mailto:amc ilvaine@AbingtonPA.gov">amc ilvaine@AbingtonPA.gov</a>	ARPA Grants and Project Management (2021 – Present)



**TAB F:**

# Proposal Pricing

WITH YOU WHEN IT COUNTS

WITT O'BRIEN'S  
**ambipar**<sup>®</sup>  
*response*

## TAB F: PROPOSAL PRICING

This hourly rate card provides the current suggested list pricing for the services Witt O'Brien's intends to provide. These rates do not include project specific direct costs, such as travel, etc. The pricing for project specific direct costs will be determined with the Participating Member Entity based on their service needs.

Position	Hourly Rate (in \$)
Project Executive	400
Senior Project Manager	340
Project Manager	286
Deputy Project Manager (Project Coordinator)	227
Executive Advisor II	400
Executive Advisor I	330
Federal Assistance Subject Matter Expert III	340
Federal Assistance Subject Matter Expert II	249
Federal Assistance Subject Matter Expert I	170
Management Consultant V (Sr. Grants Mgmt. SME)	225
Management Consultant IV (Grants Mgmt. SME)	175
Management Consultant III (Grants Mgmt. SME)	150
Management Consultant II (Grants Mgmt. SME)	130
Management Consultant I (Grants Mgmt. SME)	95
Data Analyst III	150
Data Analyst II	130
Data Analyst I	95
Financial Analyst III	190
Financial Analyst II	150
Financial Analyst I	120
Administrative Support Specialist III	141
Administrative Support Specialist II	117
Administrative Support Specialist I	95
Eligibility Review Manager II	175
Eligibility Review Manager I	135
Eligibility Review Specialist III	125
Eligibility Review Specialist II	95
Eligibility Review Specialist I	75
Contact & Customer Service Manager II	175
Contact & Customer Service Manager I	135
Contact & Customer Service Specialist III	65
Contact & Customer Service Specialist II	55
Contact & Customer Service Specialist I	45
Technology Technical Senior Advisor	325
Technology Technical Architect	250
Technology Technical Lead	250
Technology Technical Developer III	200
Technology Technical Developer II	180
Technology Technical Developer I	155



**TAB G:**

# Required Attachments

WITH YOU WHEN IT COUNTS



WITT O'BRIEN'S  
**ambipar**<sup>®</sup>  
*response*

## TAB G: REQUIRED ATTACHMENTS

The following attachments are provided in the pages that follow and presented in the order shown below:

- Attachment I: Instructions for Proposals Compliance and Submittal
- Attachment III: Certification Regarding Debarment, Suspension, and Other Responsibility Matters
- Attachment IV: Restrictions on Lobbying
- Attachment V: Drug-Free Workplace Certification
- Attachment VI: Certification Regarding Disclosure of Conflict of Interest
- Attachment VII: Certification of Fair Business Practices
- Attachment VIII: Certification of Good Standing Texas Corporate Franchise Tax Certification
- Attachment IX: Historically Underutilized Businesses, Minority or Women-Owned Or Disadvantaged Business Enterprises
- Attachment X: Attestation of Contracts Nullifying Activity
- Exhibit A: Service Area Designation Form
- Exhibit C: Service Questionnaire

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**ATTACHMENT I:  
INSTRUCTIONS FOR PROPOSALS COMPLIANCE AND SUBMITTAL**

**Compliance with the Solicitation**

Submissions must be in strict compliance with this solicitation. Failure to comply with all provisions of the solicitation may result in disqualification.

**Acknowledgment of Insurance Requirements**

By signing its submission, Offeror acknowledges that it has read and understands the insurance requirements for the submission. Offeror also understands that the evidence of required insurance may be requested to be submitted within ten (10) working days following notification of its offer being accepted; otherwise, NCTCOG may rescind its acceptance of the Offeror's proposals. The insurance requirements are outlined in Section 6.04.

Name of Organization/Contractor(s):

Witt O'Brien's, LLC

Signature of Authorized Representative:

Cheryl Joiner

Date: 06/21/2023

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**ATTACHMENT III:  
CERTIFICATION REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS**

This certification is required by the Federal Regulations Implementing Executive Order 12549, Debarment and Suspension, 45 CFR Part 93, Government-wide Debarment and Suspension, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668, 682), Department of Health and Human Services (45 CFR Part 76).

The undersigned certifies, to the best of his or her knowledge and belief, that both it and its principals:

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency;
2. Have not within a three-year period preceding this contract been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or Local) transaction or contract under a public transaction, violation of federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification, or destruction of records, making false Proposals, or receiving stolen property;
3. Are not presently indicated for or otherwise criminally or civilly charged by a government entity with commission of any of the offense enumerated in Paragraph (2) of this certification; and,
4. Have not within a three-year period preceding this contract had one or more public transactions terminated for cause or default.

Where the prospective recipient of federal assistance funds is unable to certify to any of the qualifications in this certification, such prospective recipient shall attach an explanation to this certification form.

Name of Organization/Contractor(s):

Witt O'Brien's, LLC

Signature of Authorized Representative:

Cheryl Joiner

Date: 06/21/2023

DocuSign Envelope ID: 7645800B-266C-45BA-A3C8-82BEF6BEDDB1

**ATTACHMENT IV:  
RESTRICTIONS ON LOBBYING**

Section 319 of Public Law 101-121 prohibits recipients of federal contracts, grants, and loans exceeding \$100,000 at any tier under a federal contract from using appropriated funds for lobbying the Executive or Legislative Branches of the federal government in connection with a specific contract, grant, or loan. Section 319 also requires each person who requests or receives a federal contract or grant in excess of \$100,000 to disclose lobbying.

No appropriated funds may be expended by the recipient of a federal contract, loan, or cooperative agreement to pay any person for influencing or attempting to influence an officer or employee of any federal executive department or agency as well as any independent regulatory commission or government corporation, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any of the following covered federal actions: the awarding of any federal contract, the making of any federal grant, the making of any federal loan the entering into of any cooperative agreement and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

As a recipient of a federal grant exceeding \$100,000, NCTCOG requires its subcontractors of that grant to file a certification, set forth in Appendix B.1, that neither the agency nor its employees have made, or will make, any payment prohibited by the preceding paragraph.

Subcontractors are also required to file with NCTCOG a disclosure form, set forth in Appendix B.2, if the subcontractor or its employees have made or have agreed to make any payment using non-appropriated funds (to include profits from any federal action), which would be prohibited if paid for with appropriated funds.

**LOBBYING CERTIFICATION  
FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS**

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

1. No federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an officer or employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal loan, the entering into of any cooperative Contract, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative contract; and
2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan, and or cooperative contract, the undersigned shall complete and submit Standard Form – LLL, "Disclosure Form to Report Lobbying", in accordance with the instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers and that all sub-recipients shall certify accordingly.

Name of Organization/Contractor(s):

Witt O'Brien's, LLC

Signature of Authorized Representative:

Cheryl Joiner

Date: 06/21/2023

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**ATTACHMENT V:  
DRUG-FREE WORKPLACE CERTIFICATION**

The Witt O'Brien's, LLC (company name) will provide a Drug Free Work Place in compliance with the Drug Free Work Place Act of 1988. The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited on the premises of the Witt O'Brien's, LLC (company name) or any of its facilities. Any employee who violates this prohibition will be subject to disciplinary action up to and including termination. All employees, as a condition of employment, will comply with this policy.

**CERTIFICATION REGARDING DRUG-FREE WORKPLACE**

This certification is required by the Federal Regulations Implementing Sections 5151-5160 of the Drug-Free Workplace Act, 41 U.S.C. 701, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668 and 682), Department of Health and Human Services (45 CFR Part 76).

The undersigned subcontractor certifies it will provide a drug-free workplace by:

Publishing a policy Proposal notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the workplace and specifying the consequences of any such action by an employee;

Establishing an ongoing drug-free awareness program to inform employees of the dangers of drug abuse in the workplace, the subcontractor's policy of maintaining a drug-free workplace, the availability of counseling, rehabilitation and employee assistance programs, and the penalties that may be imposed on employees for drug violations in the workplace;

Providing each employee with a copy of the subcontractor's policy Proposal;

Notifying the employees in the subcontractor's policy Proposal that as a condition of employment under this subcontract, employees shall abide by the terms of the policy Proposal and notifying the subcontractor in writing within five days after any conviction for a violation by the employee of a criminal drug abuse statute in the workplace;

Notifying the Board within ten (10) days of the subcontractor's receipt of a notice of a conviction of any employee; and,

Taking appropriate personnel action against an employee convicted of violating a criminal drug statute or requires such employee to participate in a drug abuse assistance or rehabilitation program.

Name of Organization/Contractor(s):

Witt O'Brien's, LLC

Signature of Authorized Representative:

Cheryl Joiner

Date: 06/21/2023

DocuSign Envelope ID: 7645800B-266C-45BA-A3C8-82BEF6BEDDB1

**ATTACHMENT VI:  
CERTIFICATION REGARDING DISCLOSURE OF CONFLICT OF INTEREST**

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

"No employee of the contractor, no member of the contractor's governing board or body, and no person who exercises any functions or responsibilities in the review or approval of the undertaking or carrying out of this contract shall participate in any decision relating to this contract which affects his/her personal pecuniary interest.

Executives and employees of contractor shall be particularly aware of the varying degrees of influence that can be exerted by personal friends and associates and, in administering the contract, shall exercise due diligence to avoid situations which give rise to an assertion that favorable treatment is being granted to friends and associates. When it is in the public interest for the contractor to conduct business with a friend or associate of an executive or employee of the contractor, an elected official in the area or a member of the North Central Texas Council of Governments, a permanent record of the transaction shall be retained.

Any executive or employee of the contractor, an elected official in the area or a member of the NCTCOG, shall not solicit or accept money or any other consideration from a third person, for the performance of an act reimbursed in whole or part by contractor or Department. Supplies, tools, materials, equipment or services purchased with contract funds shall be used solely for purposes allowed under this contract. No member of the NCTCOG shall cast a vote on the provision of services by that member (or any organization which that member represents) or vote on any matter which would provide a direct or indirect financial benefit to the member or any business or organization which the member directly represents".

No officer, employee or paid consultant of the contractor is a member of the NCTCOG.

No officer, manager or paid consultant of the contractor is married to a member of the NCTCOG.

No member of NCTCOG directly owns, controls or has interest in the contractor.

The contractor has disclosed any interest, fact, or circumstance that does or may present a potential conflict of interest.

No member of the NCTCOG receives compensation from the contractor for lobbying activities as defined in Chapter 305 of the Texas Government Code.

Should the contractor fail to abide by the foregoing covenants and affirmations regarding conflict of interest, the contractor shall not be entitled to the recovery of any costs or expenses incurred in relation to the contract and shall immediately refund to the North Central Texas Council of Governments any fees or expenses that may have been paid under this contract and shall further be liable for any other costs incurred or damages sustained by the NCTCOG as it relates to this contract.

Name of Organization/Contractor(s):

Witt O'Brien's, LLC

Signature of Authorized Representative:

Cheryl Joiner

Date: 06/21/2023

DocuSign Envelope ID: 7645800B-266C-45BA-A3C8-82BEF6BEDDB1

**ATTACHMENT VII:  
CERTIFICATION OF FAIR BUSINESS PRACTICES**

That the submitter has not been found guilty of unfair business practices in a judicial or state agency administrative proceeding during the preceding year. The submitter further affirms that no officer of the submitter has served as an officer of any company found guilty of unfair business practices in a judicial or state agency administrative during the preceding year.

Name of Organization/Contractor(s):

Witt O'Brien's, LLC

Signature of Authorized Representative:

Cheryl JoinerDate: 06/21/2023

**ATTACHMENT VIII:  
CERTIFICATION OF GOOD STANDING  
TEXAS CORPORATE FRANCHISE TAX CERTIFICATION**

Pursuant to Article 2.45, Texas Business Corporation Act, state agencies may not contract with for profit corporations that are delinquent in making state franchise tax payments. The following certification that the corporation entering into this offer is current in its franchise taxes must be signed by the individual authorized on Form 2031, Corporate Board of Directors Resolution, to sign the contract for the corporation.

The undersigned authorized representative of the corporation making the offer herein certified that the following indicated Proposal is true and correct and that the undersigned understands that making a false Proposal is a material breach of contract and is grounds for contract cancellation.

Indicate the certification that applies to your corporation:

          X          

The Corporation is a for-profit corporation and certifies that it is not delinquent in its franchise tax payments to the State of Texas.

---

The Corporation is a non-profit corporation or is otherwise not subject to payment of franchise taxes to the State of Texas.

Type of Business (if not corporation):

☐ Sole Proprietor

- ☐ Partnership

☐ Other

Pursuant to Article 2.45, Texas Business Corporation Act, the North Central Texas Council of Governments reserves the right to request information regarding state franchise tax payments.

Cheryl Joiner, Director of Contracts and Compliance  
(Printed/Typed Name and Title of Authorized Representative)

Cheryl Joiner

Signature

Date: 06/21/2023

N/A

**ATTACHMENT IX:  
HISTORICALLY UNDERUTILIZED BUSINESSES, MINORITY OR WOMEN-OWNED OR DISADVANTAGED  
BUSINESS ENTERPRISES**

Historically Underutilized Businesses (HUBs), minority or women-owned or disadvantaged businesses enterprises (M/W/DBE) are encouraged to participate in the solicitation process. Representatives from HUB companies should identify themselves and submit a copy of their certification.

NCTCOG recognizes the certifications of both the State of Texas Program and the North Central Texas Regional Certification Agency. Companies seeking information concerning HUB certification are urged to contact:

State of Texas HUB Program  
Texas Comptroller of Public Accounts  
Lyndon B. Johnson State Office Building  
111 East 17th Street  
Austin, Texas 78774  
(512) 463-6958  
<http://www.window.state.tx.us/procurement/prog/hub/>

Local businesses seeking M/W/DBE certification should contact:

North Central Texas Regional Certification Agency  
624 Six Flags Drive, Suite 100  
Arlington, TX 76011  
(817) 640-0606  
<http://www.nctrca.org/certification.html>

**Submitter must include a copy of its minority certification documentation as part of this solicitation.**  
If your company is already certified, attach a copy of your certification to this form and return with your proposal.

Indicate all that apply:

\_\_\_\_\_ Minority-Owned Business Enterprise

\_\_\_\_\_ Women-Owned Business Enterprise

\_\_\_\_\_ Disadvantaged Business Enterprise

Not Applicable to  
Witt O'Brien's, LLC

**ATTEST TO Attachments of Certification:**

N/A

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Typed Name

\_\_\_\_\_  
Date

Subscribed and sworn to before me this \_\_\_\_\_ day of \_\_\_\_\_ (month), 20\_\_ in

\_\_\_\_\_ (city), \_\_\_\_\_ (county), \_\_\_\_\_ (state).

**SEAL**

Notary Public in and for \_\_\_\_\_ (County),

State of \_\_\_\_\_ Commission expires: \_\_\_\_\_

**ATTACHMENT X  
ATTESTATION OF CONTRACTS NULLIFYING ACTIVITY**

The following provisions are mandated by Federal and/or State of Texas law. Failure to certify to the following will result in disqualification of consideration for contract. Entities or agencies that are not able to comply with the following will be ineligible for consideration of contract award.

**PROHIBITED TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT CERTIFICATION**

This Contract is subject to the Public Law 115-232, Section 889, and 2 Code of Federal Regulations (CFR) Part 200, including §200.216 and §200.471, for prohibition on certain telecommunications and video surveillance or equipment.

Public Law 115-232, Section 889, identifies that restricted telecommunications and video surveillance equipment or services (e.g. phones, internet, video surveillance, cloud servers) include the following:

- A) Telecommunications equipment that is produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliates of such entities).
- B) Video surveillance and telecommunications equipment produced by Hytera Communications Corporations, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliates of such entities).
- C) Telecommunications or video surveillance services used by such entities or using such equipment.
- D) Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, Director of the National Intelligence, or the Director of the Federal Bureau of Investigation reasonably believes to be an entity owned or controlled by the government of a covered foreign country.

The entity identified below, through its authorized representative, hereby certifies that no funds under this Contract will be obligated or expended to procure or obtain telecommunication or video surveillance services or equipment or systems that use covered telecommunications equipment or services as a substantial or essential component of any system, or as a critical technology as part of any system prohibited by 2 CFR §200.216 and §200.471, or applicable provisions in Public Law 115-232 Section 889.

☒ The Contractor or Subrecipient hereby certifies that it does comply with the requirements of 2 CFR §200.216 and §200.471, or applicable regulations in Public Law 115-232 Section 889.

SIGNATURE OF AUTHORIZED  
PERSON:

*Cheryl Joiner*

NAME OF AUTHORIZED PERSON:

Cheryl Joiner

NAME OF COMPANY:

Witt O'Brien's, LLC

DATE:

06/21/2023

-OR-

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☐ The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of 2 CFR §200.216 and §200.471, or applicable regulations in Public Law 115-232 Section 889.

SIGNATURE OF AUTHORIZED PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

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DocuSign Envelope ID: 7645800B-266C-45BA-A3C8-82BEF6BEDDB1

**DISCRIMINATION AGAINST FIREARMS ENTITIES OR FIREARMS TRADE ASSOCIATIONS**

This contract is subject to the Texas Local Government Code chapter 2274, Subtitle F, Title 10, prohibiting contracts with companies who discriminate against firearm and ammunition industries.

TLGC chapter 2274, Subtitle F, Title 10, identifies that "discrimination against a firearm entity or firearm trade association" includes the following:

- A) means, with respect to the entity or association, to:
- I. refuse to engage in the trade of any goods or services with the entity or association based solely on its status as a firearm entity or firearm trade association; and
  - II. refrain from continuing an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association; or
  - III. terminate an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association.
- B) An exception to this provision excludes the following:
- I. contracts with a sole-source provider; or
  - II. the government entity does not receive bids from companies who can provide written verification.

The entity identified below, through its authorized representative, hereby certifies that they have no practice, policy, guidance, or directive that discriminates against a firearm entity or firearm trade association; and that they will not discriminate during the term of the contract against a firearm entity or firearm trade association as prohibited by Chapter 2274, Subtitle F, Title 10 of the Texas Local Government Code.

☒ The Contractor or Subrecipient hereby certifies that it does comply with the requirements of Chapter 2274, Subtitle F, Title 10.

SIGNATURE OF AUTHORIZED  
PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

*Cheryl Joiner*

Cheryl Joiner

Witt O'Brien's, LLC

06/21/2023

**-OR-**

☐ The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of Chapter 2274, Subtitle F, Title 10.

SIGNATURE OF AUTHORIZED PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

DocuSign Envelope ID: 7645800B-266C-45BA-A3C8-82BEF6BEDDB1

**BOYCOTTING OF CERTAIN ENERGY COMPANIES**

This contract is subject to the Texas Local Government Code chapter 809, Subtitle A, Title 8, prohibiting contracts with companies who boycott certain energy companies.

TLGC chapter Code chapter 809, Subtitle A, Title 8, identifies that "boycott energy company" means, without an ordinary business purpose, refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations with a company because the company:

- I. engages in the exploration, production, utilization, transportation, sale, or manufacturing of fossil fuel-based energy and does not commit or pledge to meet environmental standards beyond applicable federal and state law; and
- II. does business with a company described by paragraph (I).

The entity identified below, through its authorized representative, hereby certifies that they do not boycott energy companies, and that they will not boycott energy companies during the term of the contract as prohibited by Chapter 809, Subtitle A, Title 8 of the Texas Local Government Code.

☒ The Contractor or Subrecipient hereby certifies that it does comply with the requirements of Chapter 809, Subtitle A, Title 8.

SIGNATURE OF AUTHORIZED  
PERSON:

*Cheryl Joiner*

NAME OF AUTHORIZED PERSON:

Cheryl Joiner

NAME OF COMPANY:

Witt O'Brien's, LLC

DATE:

06/21/2023

**-OR-**

☐ The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of Chapter 809, Subtitle A, Title 8.

SIGNATURE OF AUTHORIZED PERSON:

NAME OF AUTHORIZED PERSON:

NAME OF COMPANY:

DATE:

### EXHIBIT A Service Area Designation Forms

Texas Service Area Designation or Identification			
<b>Respondent Name:</b>	Witt O'Brien's, LLC		
<b>Notes:</b>	<b>Indicate in the appropriate box whether you are proposing to service the entire State of Texas</b> <div style="display: flex; justify-content: space-between;"> <div style="width: 48%;"> Will service the entire State of Texas   Yes </div> <div style="width: 48%;"> Will not service the entire State of Texas   </div> </div>		
	<b>If you are not proposing to service the entire State of Texas, designate on the form below the regions that you are proposing to provide goods and/or services to. By designating a region or regions, you are certifying that you are willing and able to provide the proposed goods and services.</b>		
<b>Item</b>	<b>Region</b>	<b>Metropolitan Statistical Areas</b>	<b>Will You Serve This Designated Service Area?</b>
1.	North Central Texas	16 counties in the Dallas-Fort Worth Metropolitan area	
2.	High Plains	Amarillo Lubbock	
3.	Northwest	Abilene Wichita Falls	
4.	Upper East	Longview Texarkana, TX-AR Metro Area Tyler	
5.	Southeast	Beaumont-Port Arthur	
6.	Gulf Coast	Houston-The Woodlands-Sugar Land	
7.	Central Texas	College Station-Bryan Killeen-Temple Waco	
8.	Capital Texas	Austin-Round Rock	
9.	Alamo	San Antonio-New Braunfels Victoria	
10.	South Texas	Brownsville-Harlingen Corpus Christi Laredo McAllen-Edinburg-Mission	
11.	West Texas	Midland Odessa San Angelo	
12.	Upper Rio Grande	El Paso	

Nationwide Service Area Designation or Identification Form			
<b>Respondent Name:</b>			
<b>Notes:</b>	Indicate in the appropriate box whether you are proposing to provide service to all Fifty (50) States.		
	Will service all Fifty (50) States	Will not service Fifty (50) States	
	Yes		
	<p>If you are not proposing to service to all Fifty (50) States, then designate on the form below the States that you will provide service to. By designating a State or States, you are certifying that you are willing and able to provide the proposed goods and services in those States.</p> <p>If you are only proposing to service a specific region, metropolitan statistical area (MSA), or city in a State, then indicate as such in the appropriate column box.</p>		
<b>Item</b>	<b>State</b>	<b>Region/MSA/City</b>	<b>Designated as a Service Area</b>
1.	Alabama		
2.	Alaska		
3.	Arizona		
4.	Arkansas		
5.	California		
6.	Colorado		
7.	Connecticut		
8.	Delaware		
9.	Florida		
10.	Georgia		
11.	Hawaii		
12.	Idaho		
13.	Illinois		
14.	Indiana		
15.	Iowa		
16.	Kansas		
17.	Kentucky		
18.	Louisiana		
19.	Maine		

20.	Maryland		
21.	Massachusetts		
22.	Michigan		
23.	Minnesota		
24.	Mississippi		
25.	Missouri		
26.	Montana		
27.	Nebraska		
28.	Nevada		
29.	New Hampshire		
30.	New Jersey		
31.	New Mexico		
32.	New York		
33.	North Carolina		
34.	North Dakota		
35.	Ohio		
36.	Oregon		
37.	Oklahoma		
38.	Pennsylvania		
39.	Rhode Island		
40.	South Carolina		
41.	South Dakota		
42.	Tennessee		
43.	Texas		
44.	Utah		
45.	Vermont		
46.	Virginia		
47.	Washington		
48.	West Virginia		
49.	Wisconsin		
50.	Wyoming		

### EXHIBIT C Service Questionnaire

Respondents are encouraged to consider that cooperative contracts are able to be offered to any public-sector agency that can benefit from them, anywhere in the nation.

In Exhibit B, you provided your standard rates for services. For any or all of these services, you may therefore provide a percentage discount off of this standard pricelist. A 0% discount must still be denoted on the line item(s) with the number zero. Respondents are **not** required to propose a discount.

Indicate the services you are able to offer, as well as any Proposed % Discount from the pricing offered on Exhibit B. If you are not proposing a percentage-discount, please mark that field as "0".

Category #	Description	Yes	No	Proposed % Discount
1	Grant Management & Consulting Services		X*	0%*

\*Witt O'Brien's reserves the right to offer a discount based on the specific scope of work of each task order.

Respondents should address the following items in Tab D: Technical Proposal if they are applicable for the service(s) being proposed.

- Respondents are asked to identify services that they are able to provide.
- Respondents are not required to be able to respond to all services in order to provide a proposal to this RFP.
- Those Respondents that are capable of providing more than a single service, indicate which in the table above, and provide an individual narrative relating to the needs of each Service Category as described in Exhibit B.
- Responses should consist of detailed descriptions of what a Respondent's firm is capable of providing to the TXShare Public Purchasing Cooperative. The numbered activities in each Service Category must be addressed, but Respondents are encouraged to provide additional detail about their operation and capabilities.
- Respondents who wish to propose additional services or pavement analysis services are encouraged to do so by attaching additional (as many as necessary) to describe said products or services and their associated pricing structures.

Note: Respondent is not required to complete any questions that are not applicable to the services you are bidding.



# TAB H: Resumes

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## TAB H: RESUMES

The following staff resumes are provided in the pages that follow and presented in the order shown below.

- Brad Gair, CEM, CGEOG – Project Executive
- Vanessa Brower – Project Manager
- Lisa Gaffkey – Project Coordinator
- Matt Hanson, CGMS – Sr. Grants Mgmt. SME
- Tyler Aliff – Grants Mgmt. SME
- James Goffe, II, JD, CPA, CGFM - Grants Mgmt. SME
- Zabrina Gregg, PMP - Grants Mgmt. SME
- Michelle Little - Grants Mgmt. SME
- Jason Mistlebauer – Grants Mgmt. SME
- Christina Pumphrey, JD, CFE - Grants Mgmt. SME
- Sandra Urban - Grants Mgmt. SME

**Brad is a Senior Managing Director at Witt O'Brien's and an internationally recognized expert in disaster management who has led recovery efforts for some of the nation's largest disasters.**

Brad has served as a FEMA Federal Coordinating Officer after scores of disasters, including the 9/11 attacks in New York, Hurricane Katrina, and Hurricane Sandy. He served as New York City's Deputy Commissioner of Emergency Management (under then Mayor Bloomberg), leading a \$4.2 billion housing recovery program. He also developed a new national disaster management framework for the United Arab Emirates (UAE).

Since joining Witt O'Brien's, Brad has helped design (and is now implementing) the \$8 billion recovery and resilience program for the USVI as they recover from back-to-back Category 5 hurricanes in 2017. In addition to this work, he is currently engaged with multiple state, local, federal, and non-profit clients to lead recovery efforts from COVID-19. He has prepared and presented over 30 webinars on COVID-19 cost recovery and is currently overseeing recovery efforts from COVID-19 for multiple state, local, federal, and non-profit clients.

#### **SENIOR MANAGING DIRECTOR, WITT O'BRIEN'S, LLC (2006 – PRESENT)**

The following are several significant projects that Brad has worked since joining Witt O'Brien's:

##### **BROADBAND SUPPORT FOR THE STATE OF KANSAS(2020 – PRESENT)**

Project Executive providing strategic advisory support to the Secretary of Commerce, the Secretary of Transportation, the Director of the Kansas Office of Broadband Development, and the Governor's Office of Recovery on Broadband planning, funding priorities and grants programs.

##### **COVID-19 DISASTER RECOVERY FOR CLIENTS NATIONWIDE (2020 – PRESENT)**

In response to the COVID-19 pandemic, Brad served as a SME providing support to hospitals, counties, and cities on cost recovery and understanding and interpreting ARPA and the CARES Act. He assists clients in applying for and maximizing potential federal funding sources for response and recovery, including COVID-19 / CARES Act and the CRF, ARPA, as well as funding available from the USDOT, USHHS, USDOE, USDOJ, USED, FEMA, and HUD's CDBG-CV programs.

##### **DISASTER RECOVERY, USVI (2017 – PRESENT)**

As the Program Principal, Brad leads the recovery programs for the USVI in response to back-to-back Category 5 Hurricanes Irma and Maria that struck the Territory within weeks of each other in the fall of 2017. Key achievements include establishment of the USVI Office of Disaster Recovery PMO; development of a project planning management tool; and leading efforts to help agencies, departments, and authorities manage schedules, track progress, identify and resolve risks and issues, and drive positive outcomes on nearly **1,500 disaster recovery projects**.

#### **BRAD GAIR, CEM, CGEOG** PROJECT EXECUTIVE



##### **YEARS OF EXPERIENCE**

38 years

##### **EDUCATION**

M.A., Geography, University of Arizona

B.A., Geography, Villanova University

Advanced Certificate: Terrorism Studies, University of St. Andrews

Certificate: Executive Leadership & Strategic Management, Harvard University

Graduate: Leadership for a Democratic Society Program, Federal Executive Institute

##### **CERTIFICATIONS/TRAINING**

International Association of Emergency Managers (IAEM): CEM

Royal Geographical Society: Chartered Geographer (CGeog)

Brad has worked extensively with government departments with a large volume of disaster recovery projects, including the Department of Health, Department of Public Works, Department of Education, Water and Power Authority, Housing Finance Authority (HFA), Housing Authority, and the Department of Human Services .

The following provides details on specific USVI programs Brad has overseen.

- **Public Assistance Recovery Program:** Assists FEMA and the Virgin Islands Territorial Emergency Management Agency (VITEMA) with PA recovery efforts. Duties include providing technical assistance in the development of over 229 Project Worksheets (PWs) for Hurricane Irma (totalling \$70.8 million) and more than 662 PWs (totalling \$2.2 billion) for Hurricane Maria.
- **404 & 406 Hazard Mitigation Grant Programs (HMGP):** Collaborating with VITEMA to implement all aspects of the 404 and 406 HMGPs for Hurricanes Irma and Maria, including agency outreach, applicant briefings, the notice of interest process, development of grant applications, post-award kick-off meetings, and support through the project implementation phase.
- **Program Management Support to Department of Public Works (DPW):** Engaged with DPW to develop a project approach and strategy to identify and catalog projects, develop timelines and priorities, and identify critical processes and risk factors that could impact project schedules. Based on initial data collection results, developed procurement options and corresponding staffing recommendations for critical FEMA projects.
- **Sheltering, Temporary and Essential Power (STEP) Program:** Assisted HFA by providing consulting services for the temporary reconstruction of homes so local citizens could remain in their primary residences throughout the disaster recovery period. Brad oversees management of the STEP PMO for two contractors providing primary engineering support, case management, logistics, and sub-contracting for the construction, repair, and rebuilding of single-family homes.
- **CDBG-DR Recovery Program:** Supporting the HFA by providing planning, program design, program management, compliance, policy, environmental, and financial management expertise. This support includes assisting with the effort to plan and manage approximately \$1.8 billion in HUD CDBG-DR funds for Housing, Infrastructure, and Economic Revitalization projects throughout the Territory. Drafted the initial Action Plan, Amendment #1, and several policies and procedures.

#### **NEW YORK UNIVERSITY (NYU) LANGONE HEALTH, NEW YORK CITY, NY (2014 – 2017)**

Brad was the first-ever Vice President for Emergency Management and Enterprise Resilience for NYU Langone Health. He had full responsibility for all emergency management operations, preparedness, response, and recovery operations, and for devising an enterprise-wide resilience strategy, including a comprehensive business continuity program. He was the Incident Commander for all emergencies and disasters and was responsible for supporting the successful negotiation of \$1.4 billion in federal Hurricane Sandy recovery grants with FEMA.

#### **OFFICE OF THE MAYOR, CITY OF NEW YORK, NY (2012 – 2014)**

Brad was appointed as the Director of Housing Recovery Operations by then New York City Mayor Bloomberg in the immediate aftermath of Hurricane Sandy to lead all housing recovery efforts in order to provide temporary and permanent housing solutions for tens of thousands of city residents, and to maximize the capture of billions of dollars in federal disaster funding assistance for housing and public infrastructure.

His key accomplishments included:

- Strategic planning and policy development for a \$2 billion housing recovery program comprising repair, rehabilitation, and reconstruction plus resiliency improvements of more than 25,000 single-family homes, multi-family housing, and public housing units
- Developed the \$650 million Rapid Repairs program that restored heat, hot water, and electricity to 20,000 New York City residential units in 90 days
- Resolved complex issues with FEMA on New York City's multi-billion-dollar public infrastructure reimbursement program resulting in more than \$1 billion in increased funding
- Implemented a \$60 million hotel-based emergency sheltering program
- Devised and obtained philanthropic funding of more than \$35 million to repair and perform mold removal in more than 2,500 residential units and provide rental assistance to immigrant families

#### **PRESIDENT, GOOD HARBOR EM, LLC (2012)**

#### **PRINCIPAL, GOOD HARBOR CONSULTING, LLC (2009 – 2012)**

Key projects Brad oversaw in these roles include:

#### **NEW JERSEY OFFICE OF HOMELAND SECURITY & PREPAREDNESS**

Project Manager for two significant critical infrastructure protection projects: the NJ Turnpike Exit 14 Resiliency Plan & Decision Support Tool Project, and the NY/NJ Port Resiliency, Recovery & Resumption of Trade Plan Project. Also served as project principal for the NJ Homeland Security Exercises Services contract.

#### **NEW YORK CITY OFFICE OF EMERGENCY MANAGEMENT:**

Project Manager for a \$1+ million contract to provide planning support to the 4-state (NY, NJ, CT, PA) Regional Catastrophic Planning Team.

#### **UAE NATIONAL CRISIS AND EMERGENCY MANAGEMENT AUTHORITY (NCEMA)**

Led a team of international experts working to help the UAE develop a new national emergency management agency. Served as Special Advisor to the NCEMA General Manager and the Emirate of Abu Dhabi Higher Counterterrorism Committee.

#### **REPUBLIC OF YEMEN**

Advised senior government officials on emergency management, command and control, interoperable communications, stadium and hotel safety and security, special event management, and evacuation planning.

#### **CITY OF NEW YORK, OFFICE OF EMERGENCY MANAGEMENT, NEW YORK, NY (2006 – 2009)**

Deputy Commissioner who managed a staff of 40 emergency managers and support personnel.

Primary duties included:

- Serving as the City's senior field coordinator for major citywide incidents, managing the Field Response Operations unit, and overseeing the city's 24/7 EOC
- Developing and delivering interagency training and exercise programs
- Implementing Notify NYC, New York City's emergency public warning system
- Field implementation of the Citywide Incident Management System, New York City's adaptation of the National Response Framework and Incident Management System

- Deploying to support other jurisdictions during major disasters (Hurricane Ike – Houston, TX)

**U.S. DEPARTMENT OF HOMELAND SECURITY, FEMA (1999 – 2006)**

Federal Coordinating Officer deployed to more than 25 major disasters, emergencies, and special events, in 16 states/territories as a senior federal official for a wide range of incidents, including:

**SEPTEMBER 11TH**

Appointed as the Federal Recovery Officer – the federal government's highest-ranking field-based executive – with full authority over a total budget of \$8.8 billion, including responsibility for major debris removal and cleanup, utility and infrastructure reconstruction, human services, emergency public transportation, long-term recovery planning, and hazard mitigation programs. Implemented a streamlined process for delivery of assistance to promote a highly expedited rebuilding and recovery process.

**2004 FLORIDA HURRICANES/2005 GULF COAST HURRICANES**

Managed all initial post-disaster housing operations and developed strategic re-housing plans designed to provide temporary sheltering/housing for hundreds of thousands of families.

**LONG-TERM RECOVERY INITIATIVES**

Managed long-term recovery initiatives – including multiple award-winning plans – during seven major disasters, including Hurricane Floyd (North Carolina, 1999), 9/11 (2001), 2004 Florida Hurricanes (5 counties), and the 2005 Gulf Coast Hurricanes (27 parishes in Louisiana). Played a key role in establishing national protocols for FEMA's long-term recovery work that culminated in the National Disaster Recovery Framework.

**REBUILDING IN IRAQ (SENIOR EXECUTIVE SERVICES APPOINTEE)**

At the request of the U.S. Department of Defense, deployed to Iraq in late 2003 as a Special Advisor to the Coalition Provisional Authority to provide guidance and technical expertise on rebuilding/recovery issues.

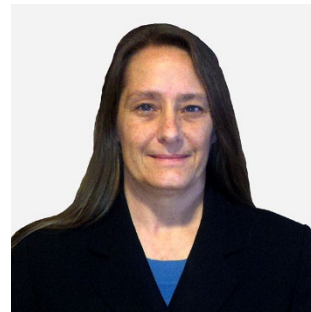
**Vanessa is a Program Manager at Witt O'Brien's. She has over 28 years of experience in managing complex disaster recovery projects in the public, non-profit, and private sector with a focus on housing and community recovery.**

Vanessa has developed program policies, procedures, and successful implementation strategies for complex recovery efforts across the United States including Washington, Texas, Louisiana, Mississippi, Alabama, Florida, Pennsylvania, and New York. Vanessa has expertise in leveraging multiple complex fund requirements in determining cross-cutting compliance. She has provided organizational capacity building to private, non-profit, and public sectors, particularly focused on quality assurance, quality control, forensic analysis, financial investigation, compliance, and monitoring.

Since joining Witt O'Brien's, Vanessa has grants management expertise for COVID-19 related funding in King County, Washington. Prior to joining Witt O'Brien's, Vanessa served as a SME for New York State disaster recovery programs following Superstorm Sandy. She also has experience as a Technical Assistance Contractor for management of FEMA funding and long-term community recovery planning following numerous disaster events across the nation.

## **VANESSA BROWER**

### **PROJECT MANAGER**



### **YEARS OF EXPERIENCE**

28 Years

### **EDUCATION**

B.S., Accounting, Central Washington University

## **PROGRAM MANAGER, WITT O'BRIEN'S, LLC (2019 – PRESENT)**

The following is the primary project that Vanessa has worked since joining Witt O'Brien's:

### **COVID-19 RELATED GRANTS MANAGEMENT RESPONSE, KING COUNTY, WA (JULY 2020 - PRESENT)**

Vanessa serves as a SME and manages the King County, WA \$1.4 billion FEMA, CRF and ARPA awards following COVID-19, which involved grant management as well as eligibility review, monitoring and closeout of expenditures, and the leveraging of other funding to ensure maximum resource utilization. The King County Single Audit of CRF resulted in no findings or recommendations of the COVID -19 funds managed by Witt O'Brien's. ARPA audit is underway and likely also has no findings of funds managed by Witt O'Brien's. Scaled engagement allowed for right sizing the services to the needs of King County with as few as 4 staff and as many as 42 staff actively working on tasks in any given week.

### **CDBG-DR, HUD ACTION PLAN TECHNICAL ASSISTANCE (JUNE 2019 - JULY 2020)**

As a SME, Vanesa provided technical assistance in the formulation and delivery of CDBG-DR Action Plans for various clients.

## **NEW YORK STATE DISASTER RECOVERY PROGRAMS RELATED TO SUPERSTORM SANDY (2013 - 2020)**

As a Contract Project Manager and SME, Vanessa designed and implemented a System of Record for eight housing disaster recovery programs funded with CDBG-DR supporting workflow of over 40,000 applications for homeowners and renters, powered by IntelliGrants Agate Software. This project involved managing the \$3 billion budget, developing program policy, software systems, operations, and program delivery. She was responsible for the New York Rising Governor's Office of Storm Recovery System of Record powered by IntelliGrants Agate Software, funded with CDBG-DR as a result of Super Storm Sandy.

**CDBG-DR FUNDING, NEW YORK CITY HOUSING RECOVERY OFFICE, NEW YORK, NEW YORK (2013)**

As a FEMA Contract SME, Vanessa developed the initial action plan for program policy, operations and program delivery. Developed cross-cutting programmatic policy regarding the prevention of duplication of benefit, misuse, mismanagement, and abuse of federal funds.

**LUZERNE COUNTY, PENNSYLVANIA DISASTER RECOVERY PROGRAMS, WILKES-BARRE, PENNSYLVANIA (2012 - 2020)**

As a Contract Project Manager, Vanessa provided design and implementation services of disaster recovery programs funded with CDBG-DR related to Hurricane Irene and Tropical Storm Lee for Luzerne County's \$26 million budget. Residential and Commercial Property Acquisition Redevelopment and Buyout converting to open space.

**HUD CDBG/HOME TECHNICAL ASSISTANCE (NOVEMBER 2012 – SEPTEMBER 2013)**

Project Manager who conducted HUD risk and compliance assessment of at-risk participating jurisdiction, evaluating conformance and performance to CDBG and HOME regulatory requirements. One CPD Capacity Needs assessment as a joint project with National Center on Family Homelessness and Home Base/The Center for Commons Concerns.

**TECHNICAL ASSISTANCE CONTRACTOR IV; FEDERAL FEMA FUNDING; FEMA LONG-TERM COMMUNITY RECOVERY PLANNING (2011 – 2013)**

Technical Assistance to FEMA Community Recovery Planning effort under the National Disaster Recovery Framework. Scoping, developing and documenting housing, economic, and infrastructure projects to repair and rebuild communities.

Technical Specialist for program design and implementation of CDBG-DR funding assisting New York Disaster 4085: heavily affected by Hurricane Sandy and Pennsylvania Disaster 4025 & 4030: heavily affected by Hurricane Irene and Tropical Storm Lee.

Technical Contributor to development of a block grant disaster recovery playbook for the Regional Catastrophic Planning Team covering parts of Connecticut, New Jersey, New York and Pennsylvania.

**HARRIS COUNTY & CITY OF GALVESTON, TEXAS HOUSING DISASTER RECOVERY PROGRAMS, HOUSTON, TEXAS (2009 - 2010)**

With a \$216 million budget of CDBG-DR funding, Vanessa was the Contract Project Manager who oversaw this grant program of nearly 3,700 applicants. She developed and managed program policy, software systems, operations and program delivery, with more than 130 employees. She provided design and implementation services of housing disaster recovery programs funded with CDBG-DR as a result of Hurricane Ike. This included the design and administration workflow, award calculation and fiscal systems powered by IntelliGrants by Agate Software.

**FEMA LONG-TERM COMMUNITY RECOVERY PLANNING FOR EVENT 1791, BEAUMONT AND HOUSTON, TEXAS (2008 – 2009)**

Vanessa was the Contractor Operations Lead for the FEMA funding. She provided strategic planning for disaster recovery from Hurricane Ike, economic, infrastructure, housing.

**ROAD HOME SMALL RENTAL PROPERTY PROGRAM, STATE OF LOUISIANA (2006 – 2008)**

As the Program Director with an \$869 million budget for CDBG-DR funding, she managed 17,000+ applications processed in 13 targeted parishes; managed program policy, software systems, operations and program delivery with responsibility for 200+ employees.

**Lisa is a Deputy Program Manager at Witt O'Brien's. She has 30 years of experience as a real estate and business consultant, managing compliance and oversight across the nation.**

She has diverse experience as a business process analyst, production manager, escrow bank manager, real estate closing agent, and loan servicing department manager.

Prior to joining Witt O'Brien's, Lisa worked for First American Title for 19 years, helping to manage enterprise-wide initiative projects and develop and execute business process improvement initiatives. ***She also served as the production manager for the CDBG-DR-funded Louisiana Road Home Project in New Orleans, which distributed more than \$9 billion to more than 130,000 citizens.***

#### **OPERATIONS MANAGER, WITT O'BRIEN'S, LLC (2021 – PRESENT)**

The following is the primary project that Lisa has worked since joining Witt O'Brien's:

##### **COVID-19 RELATED GRANTS MANAGEMENT RESPONSE, KING COUNTY, WA (2021 - PRESENT)**

As Operations Manager, Lisa provides guidance and support to 40 staff members, ensuring assigned tasks and deliverables are completed efficiently and on time. She assists staff as needed and navigates the availability of resources to successfully ensure all tasks are completed on time. She has been developing and implementing specific operational procedures needed for King County, including training staff. Lisa provides daily interface and project management support to the County guaranteeing client requests are documented, tracked, and delivered on schedule. Her other responsibilities include monthly reviews and reconciliation of staffing hour reports used for client invoicing.

##### **FIRST AMERICAN TITLE (2004 – 2021)**

Lisa held the following positions throughout her 19 year tenure.

##### **BUSINESS PROCESS CONSULTANT (2014 – 2021)**

In this role, Lisa managed and participated in enterprise-wide initiative projects that involve defining project scope, solution design, stakeholder acceptance and implementation across various divisions of the company. She was responsible for the mobile notary platform rollout, was the primary vendor liaison, and identified integration opportunities and developed business use case requirements for technical teams. She designed the rollout method and training program to onboard ~350 branch offices and ~2,200 users. Successful integration with vendor resulting in greater user ease when creating an order. Sustained average monthly volume is 26,000 – 30,000 mobile notary appointments.

Key accomplishments included:

- **Improved title policy delivery performance, companywide.** Established on time delivery standards; put divisional governance models in place, re-designed the dashboard tool used to track policy delivery. Title policy delivery improved from ~60% on time to sustained ~85% to 95% on time delivery.

#### **LISA GAFFKEY**

PROJECT COORDINATOR



#### **YEARS OF EXPERIENCE**

30 Years

#### **EDUCATION**

B.S., Business Administration, Management, University of West Florida/Hawaii Pacific University

- **Complaint Management system.** Developed a business process and platform to intake, triage and report on consumer complaints as required by ALTA Best Practices. This platform is still operational after six years and has served to streamline the consumer complaint submission and resolution process for over 7,500 consumer complaints.
- **User Override Reporting platform.** Developed the methodology and requirements for a platform to track user overrides of filed insurance rates. While the user interface has been updated over the last seven years, the platform, methodologies, and reporting are still used today to provide the necessary oversight of this user activity.

#### IT/BUSINESS ANALYST MANAGER (2008 – 2014)

Lisa managed a team of 11 new Business Analysts to define and execute business process improvement initiatives, internal training programs and acquisition support. She was responsible for acquisition onboarding and led and managed a 21-office title company acquisition onto the First American network; designed and implemented operational system training program to teach new employees our operational software. She successfully integrated new employees to First American's culture and systems. Her key accomplishments included:

- **Developed Funding Dashboard.** Provided design support for a new integrated application while collaborating with the lender and internal escrow teams on the business process. Tool designed to fill productivity gap between lender and escrow during the loan funding process. This Funding Dashboard is still in use after seven years and serves ~10 lender clients.
- **Offshore Escrow Support.** Led team of analysts that identified title and escrow processes to be handled offshore.
- **Escrow Training Program.** Led team of analysts to design and implement a title and escrow training program for 1,200 Northwest Division employees.

#### PRODUCTION MANAGER (2006 – 2008)

Lisa acted as **production manager for the CDBG-DR-funded Louisiana Road Home Project**, New Orleans, LA. ***She was part of a team of seven that creatively and successfully designed a grant distribution process utilizing software not originally built to accommodate a grantor/grantee.*** The team distributed more than \$9 billion dollars to more than 130,000 Louisiana citizens.

Lisa also managed and led a production staff of ~350 temporary employees responsible for preparing grant "closing" packages, conducting mass signing appointments, as well as the receipt, distribution, and financial accounting of all grant funds. At peak, ~10,000 or more signing appointments per month were accomplished throughout various signing centers. She participated in daily calls with the Governor of Louisiana and General Contractor to provide grant distribution stats. Accurate reporting of files received, scheduled, closed, and disbursed provided the necessary transparency of the health of the program.

Lisa modified business processes frequently due to the ever-changing rules and requirements of The Louisiana Road Home Program. The ability to pivot quickly and redesign as necessary was certainly a skill honed at this time.

#### ESCROW BRANCH MANAGER (2004 – 2006)

Lisa managed the new branch location and escrow staff developing new clientele in the region. During this time, she exceeded the company mandated retention levels and profit margins.

**MCDONALD, FLEMING, MOORHEAD AND FERGUSON / CHELSEA TITLE OF NW FLORIDA (1996 – 2004)**

As a Real Estate Closing Agent, Lisa provided administrative support to real estate attorneys. She managed and led a 220-unit condo closing project after six months employment. During this time, she provided viability assessments of under-performing escrow offices and aided in opening and staffing new locations.

**INTERNATIONAL SAVINGS AND LOAN/DRI ASSURANCE, HONOLULU, HI (1988 – 1996)**

Lisa served as the President of DRI Assurance, Inc., which is a wholly owned subsidiary of International Savings and Loan (ISL). In this role, she was responsible for annuity sales, profit and loss statements as well as eight branch offices, 12 sales representatives and 3 administrative employees.

She began her career at ISL as a Loan Servicing Department Manager. Her responsibilities included the supervision of 30 employees while providing customer service for all mortgage loans, mortgage loan payoffs, and mortgage payments processing.

**Matt is a Director, Managing Associate at Witt O'Brien's and is the Deputy Practice Lead of our Community and Infrastructure Services practice. He brings more than 25 years progressive experience in government programs/grants management, finance, and agency operations at the federal, state, and local levels.** Matt supports clients nationwide by providing strategic planning, development, and implementation of federally funded grants and assistance programs through grants management best practices and subject matter expertise.

Since joining Witt O'Brien's, Matt has been supporting clients nationwide with the administration of their ARPA funds, as well as grants from the BIL and other federal sources. Since 2020, he has served as the Project Manager for the State of Kansas Governor's Office of Recovery helping the state administer their \$1.6b allocation of ARPA funding including providing training and technical assistance to state agencies and local governments who have been distributed a share of this funding.

Before joining Witt O'Brien's, he served as Assistant Director of the Arizona Governor's Office of Strategic Planning and Budgeting, Economic Recovery Management Team. Matt supported the state's response to and recovery from COVID-19 through administration of the CARES Act and other federal programs. He was fully engaged in stakeholder engagement/outreach, project management, grants management, and financial oversight. His analysis of the COVID-19 relief bills was key to developing appropriate programs, workflows, and impactful executive-level briefings to the Governor's Office and other state leaders. He also created and delivered training to both internal staff and external stakeholders.

Matt also previously served in several roles for the U.S. Department of Justice (DOJ), Office of Justice Programs (OJP) including Director of Grants Policy Office, which involved conducting grants program assessments and compliance reviews, improving and establishing grants policy, and providing training and tools including the establishment and implementation of IT solutions to maximize efficiency and compliance. Matt also managed the implementation of the Justice Assistance Grant Program, OJP's integration of the Grants.gov system and served as the office and agency representative on various IT and grants administration working groups and special projects.

### **SENIOR MANAGING DIRECTOR, WITT O'BRIEN'S (2021 – PRESENT)**

In this role, Matt provides ARPA project management support to several state, county, and local government organizations. This involves project investment allowability reviews, establishing internal controls and other audit and compliance mechanisms, delivering training to state agencies and local governments on all aspects of ARPA, tracking and aligning funding opportunities to maximize resources for state and local clients, and supporting program design including reporting and outcome assessments.

The following are projects that Matt has worked on or is currently working on since joining Witt O'Brien's:

**COVID-19 AND OTHER RELATED FEDERAL ASSISTANCE PROGRAMS – STATE OF KANSAS GOVERNOR'S OFFICE OF RECOVERY (TAB E: REFERENCE PROJECT)**

### **MATTHEW HANSON, CGMS**

SENIOR GRANTS MANAGEMENT  
SME



#### **YEARS OF EXPERIENCE**

26 Years

#### **EDUCATION**

B.S., History and Government,  
Muhlenberg College

Graduate Studies, Public  
Administration, University of Virginia

Graduate Candidate, Public  
Administration, Northern Arizona  
University

#### **CERTIFICATIONS**

CGMS – National Grants  
Management Association

COVID-19 GRANTS MANAGEMENT (ARPA & CRF) – SHAWNEE COUNTY, KS

COVID-19-RELATED GRANTS MANAGEMENT – KING COUNTY, WA

COVID-19 SLFRF SUPPORT – DUNEDIN, FL (TAB E: REFERENCE PROJECT)

ARPA GRANTS MANAGEMENT – TOWNSHIP OF ABINGTON, PA (TAB E: REFERENCE PROJECT)

ARPA GRANTS SUPPORT – HARRIS COUNTY, TX

ARPA GRANTS SUPPORT – ERIE COUNTY, PA

### **ASSISTANT DIRECTOR, ARIZONA GOVERNOR'S OFFICE OF STRATEGIC PLANNING & BUDGETING (2020 – 2021)**

**Leadership:** Leveraged existing state centralized grants management office to respond to COVID-19 global health pandemic. Supported the state's response to, and recovery from, COVID-19 through the administration of CARES Act and other federally covered funds. Supervised a team of eight grant professionals responsible for the management of \$1.86 billion in federal grant funds.

**Stakeholder Engagement/Outreach:** Provided executive-level briefings to Governor's Office, agency heads, stakeholder associations, and grantees. Analyzed COVID-19 relief bills and produced white papers and various other research documents on their impacts to the state. Developed a grant applicant outreach plan, including applicant briefings and post-award training sessions.

**Project Management:** Created and delivered training and professional development sessions to both internal staff and external stakeholders. Led the integration of Arizona's centralized grants management function into the state budgeting process. Deployed an enterprise-wide grants management solution along with other tools to properly track, manage, and report on state grant activity.

**Grants Management/Financial Oversight:** Oversaw the creation of standard work to administer all programs managed by ERMT. Developed and implemented a monitoring and oversight plan, including a waste, fraud, and abuse resource guide. Led the statewide adoption of the GREAT Act and other federal data collection and transparency initiatives. Fiscal agent for Coronavirus Relief Fund and Governor's Emergency Education Relief Fund. Administered the end-to-end grants lifecycle for eight programs with over 1,000 subrecipients funded from both federal pass-through and state funds. Supported both budget development and execution through data collection and analysis.

### **ASSISTANT DIRECTOR, ARIZONA DEPARTMENT OF ADMINISTRATION, OFFICE OF GRANTS AND FEDERAL RESOURCES (2011 – 2020)**

**Management:** Supervised a team of 13 grant program and policy managers. Provided expert advice to the Director on a wide range of issues, projects, and programs, many of which had state and regional impact. Delivered grant program briefings, training, and technical assistance to Governor's Office, agency staff, stakeholder associations, and grantees.

**Education & Professional Development:** Authored the state's first standard set of grant policies and procedures with the publication of the Arizona Grant Manager's Manual. Administered several special projects including the State 9-1-1 Program, State Energy Program, Travel Reduction Initiative, Volkswagen Settlement Program, Bulletproof Vest Partnership, Project Safe Neighborhoods, and Independent Oversight Committees.

**Project Management:** Led the effort to reform the grants management process at the School Facilities Board. Oversaw the deployment of the state's enterprise grants management system, maintenance, and

enhancements. Integrated statewide grant information into the state accounting system with a standard data schema and nightly batch interface.

**Grants Administration:** Served as Arizona's Single Point of Contract for federal grant and program coordination as outlined in federal Executive Order 12372. Implemented and administered Arizona's statewide annual monitoring plan. Implemented Uniform Guidance and other federal grant management reforms such as Federal Funding Accountability and Transparency Act reporting statewide.

### **ASSISTANT DIRECTOR OF PROGRAMS AND PERFORMANCE, ARIZONA GOVERNOR'S OFFICE OF ECONOMIC RECOVERY (2009 – 2011)**

**Supervision:** Supervised a team of grant professionals tasked with the administration of \$1.1 billion in federal grant funds. Served as principal American Recovery and Reinvestment Act (ARRA) grant resource for 22 state agencies and departments. Provided oversight for 500+ subrecipients, including subaward compliance, monitoring, and delivery of technical assistance.

**Communications/Outreach:** Developed and implemented a complete end-to-end grants management process and standard work for the new office. Established agency strategic goals and provided oversight and guidance to agency program areas in development and monitoring performance measures to ensure effective use of grant funds. Helped coordinate the ARRA Section 1512 reporting and oversight requirements for all state entities.

**Grants Program Oversight:** Fiscal agent for the State Fiscal Stabilization Fund awarded through the ARRA program. Developed and implemented a robust performance and evaluation process for all grants and subagreements managed by the Governor's Office of Economic Recovery.

### **INTERGOVERNMENTAL AND GRANTS PROGRAM MANAGER FOR CITY MANAGER'S OFFICE, CITY OF GOODYEAR, ARIZONA (2006 – 2009)**

**Research & Analysis:** Assisted in the research, writing, and analysis of proposed legislation, administrative rules, and ordinances affecting the City. Facilitated the review of regional issues and proposed legislative issues by city departments and identified potential impacts on city and departmental operations. Established and maintained effective working relationships with other cities, the county, regional governments, state agencies, civic, and community organizations. Represented the City's interest with governmental and non-governmental entities. Coordinated the preparation of communication on activities associated with the City's Intergovernmental Programs division.

**Intergovernmental Relations:** Assisted in the legislative process by monitoring hearings and representing the City. Developed, through consultation with city management and other department staff, a grant funding strategy. Identified grant funding opportunities to assess their potential for enhancing the City's resources, including consultation with state and federal agencies or Congressional staff. Coordinated with contract government relations entities on grant-seeking efforts. Administered grant-tracking database, held regular meetings with identified grant stakeholders in city departments, and prepared reports regarding grant funding and grant opportunities.

**Grant Pursuance and Writing:** Assisted grant stakeholders in each department by maintaining data for use in applications and provided editorial assistance. Ensured the grantee departments met all federal, state and local grant requirements. Developed and maintained a network of local and national organizations to support grant applications.

### **UNITED STATES DEPARTMENT OF JUSTICE, OFFICE OF JUSTICE PROGRAMS (1998 - 2006)**

Matt held the following positions in his eight year tenure.

DIRECTOR OF THE GRANTS POLICY OFFICE (2006)

Matt was responsible for establishing grants-related policy, coordinating program assessments and grants compliance reviews, and providing tools and training to the agency's grants management staff necessary for them to perform their duties. Responsible for continually reviewing agency policy and IT systems in order to maximize staff efficiency and ensure compliance with various federal and departmental rules and regulations. Served as the agency's top authority on grant-related issues and delivered speeches, training, and presentations on grant-related concerns to a diverse community of interested parties. Represented the agency at all interagency grant policy meetings and working groups.

#### **DIRECTOR'S SPECIAL ASSISTANT FOR ADMINISTRATION (2003 – 2006)**

In this role, he was responsible for supporting all aspects of the Director's work, as well as directing the efforts of the Division Chiefs in the Programs Office, planning projects and establishing annual timelines, managing operations and developing internal policies and procedures. Managed a variety of special projects—including implementation of the new Justice Assistance Grant Program, OJP's integration of the Grants.gov system, and Jacob Wetterling Act compliance—streamlined and simplified agency practices and rules, responded to Congressional correspondence and Freedom of Information Act requests, developed funding strategies for the President's budget, and supported internal and external communication efforts. As a member of the BJA management team, he delivered speeches and presentations on agency funding programs, financial management, grants, and major initiatives at meetings and conferences. Served as the office and agency representative on various IT and grants administration working groups.

#### **STATE PROGRAM MANAGER, DOJ OJP (1998 – 2003)**

Managed over 793 grants funded through 28 different federal programs in three states. Provided training and technical assistance to the field. Planned and implemented many special projects and programs that had an impact on justice systems and internal operations, including the Serious and Violent Offender Reentry Initiative and the Comprehensive Approaches to Sex Offender Management grant program. Served for two years as Chair of the internal Corporate Users Group that oversees data systems development at the OJP. Developed program requirements and solicitations and reviewed submitted grant proposals to make funding recommendations. Wrote and delivered speeches, briefings, and presentations to policymakers, practitioners, and grantees throughout the nation at agency sponsored meetings and training sessions. Worked directly with the Principal Deputy Director to redesign/streamline numerous grant programs including the Edward Byrne Memorial Justice Assistance Grant Program and the Residential Substance Abuse Treatment Grant.

#### **CONTRACTOR SUPPORT FOR DOJ OJP, ZAI AMELEX, INC. (1995 – 1998)**

Programmer II who managed a four-person team responsible for report processing, audit processing, and handling of financial reviews for the OJP. Served as OJP's liaison with the DOJ's Audit Office and Office of the Inspector General. Helped develop a new agency-wide audit tracking system. Created up to 2,000 ad hoc and recurring reports annually for OJP staff and management. Processed over 2,500 grants and applications annually for the OJP.

**Tyler is a Senior Consultant at Witt O'Brien's. He is an accomplished program management professional with 10 years of experience in leading crisis and disaster management teams, community development, and other public sector programs. Additionally, Tyler specializes in grants management and compliance.**

He is a SME on compliance with federal housing programs, having worked on both CDBG and COVID-19 programs. Tyler has served various organizations within the state of West Virginia, focusing on community development and improving the lives of the citizens of the state. He is a forward-thinking and resourceful professional and leader who is passionate about collaborating with stakeholders; consistently demonstrating his experience in client relations, crisis communications, public relations, strategic planning, project management and government relations.

Tyler provides day-to-day program management, which includes manpower planning, personnel, education, and training to public sector entities, including local, state, and federal governments. He integrates company principles into service-level training, which includes collective and individual training and specialized company training for leadership and other strategic planners. Tyler maintains project plans, tracks risk and issues, and coordinates status with leadership for projects with multiple public and private sector organizations.

#### **SENIOR CONSULTANT, WITT O'BRIEN'S, LLC (2021 – PRESENT)**

The following are projects that Tyler has worked on or is currently working on since joining Witt O'Brien's:

##### **COVID-19 RELATED GRANTS MANAGEMENT (ARPA AND CLFRF), KING COUNTY, WA (2021)**

As the Community Development SME, Tyler supported compliance and monitoring efforts with U.S. Treasury ARPA and CLFR funding. Additionally, Tyler supported the creation of subrecipient toolkit to support and better position the County and it's subrecipients for compliance.

##### **COVID-19 RELATED GRANTS MANAGEMENT (ARPA AND CLFR), KANSAS DEPARTMENT OF AGING & DISABILITY, TOPEKA, KS (2021)**

As the Community Development SME, Tyler supported the client with technical assistance, program support, and compliance as needed in relation to the State's CLFR funding as a federal grant's technical assistance and compliance SME.

##### **ERAP PROGRAM, STATE OF KS GOVERNOR'S OFFICE OF RECOVERY, TOPEKA, KS (2021)**

Tyler served as the Community Recovery SME providing program management/project management, subcontractor management, compliance, technical assistance, and training. In this role, Tyler was responsible for managing the quality assurance and quality control subcontractor as well as providing training as needed to maximize efficiency and quality. Additionally, Tyler was the point-of-contact for technology related efforts – the system of record and production management tool.

#### **TYLER ALIFF**

GRANTS MANAGEMENT SME



#### **YEARS OF EXPERIENCE**

10 years

#### **EDUCATION**

M.B.A., Business Administration,  
West Virginia University

B.A., Advertising/Public Relations-  
Strategic Communications, The  
Pennsylvania State University

**STATE OF WEST VIRGINIA HOUSING DEVELOPMENT FUND (ERAP AND HAF PROGRAM SUPPORT),  
CHARLESTON, WV (2021 – 2022)**

Tyler served as the Deputy Project Manager providing program management/project management, subcontractor management, compliance, technical assistance, and training. In this role, Tyler was responsible for supporting the daily management of 100+ team members conducting case management and quality assurance and quality control activities. Additionally, Tyler was the point of the contact for the production management software and system of record. Tyler supported the client in transitioning system of records while processing over 43,000 emergency rental assistance applications across the State of WV and directly supporting the expenditure of over \$150 million dollars.

**TRANSITION OF GRANT MANAGEMENT SERVICES, GWINNETT COUNTY, GA (2022 – 2023)**

Tyler served as the Community Development SME. In this role, he supported the County from transitioning from a historical third-party vendor program delivery model to a newly created internal County delivery model. Tyler is supporting the County is reviewing and assessing all CDBG policies and procedures and updating as needed to be in alignment with federal rules and regulations. Additionally, Tyler is providing compliance and technical assistance as a federal grants Management SME assessing subrecipient payment eligibility. Tyler is also providing technical assistance and training to the County's newly created internal team to build capacity.

**JEFFERSON COUNTY ERAP, JEFFERSON COUNTY, AL (2022 – 2023)**

As the project's Deputy Project Manager and Community Development SME, Tyler was responsible for supporting the management and program delivery of the Emergency Rental Assistance \$80 million allocation. In this role Tyler supported the County through federal end-to-end grants compliance, program management, subrecipient management, and technical assistance and training.

**WEST VIRGINIA VOLUNTARY ORGANIZATION ACTIVE IN DISASTER (VOAD) (2019 – 2021)**

Tyler held the following positions in his tenure at VOAD.

**PROGRAM DIRECTOR, CDBG-DR HOUSING PROGRAM (2020 – 2021)**

Tyler was the front-line supervisor of the Housing Team, and worked with West Virginia Voluntary Organizations developing program guidelines, researching, and formulating policy issues. He evaluated projects and benefits against goals and determined project eligibility, program reporting and performance metrics. He also developed program guidelines in conjunction with CDBG-DR rules and regulations. Communicating with State Compliance and Monitoring, he ensured regulatory and program requirements were met. He developed outreach materials as well as program reporting based on performance metrics. He was responsible for determining project eligibility, managing project timelines and managing grant closeouts.

**PROGRAM SUPERVISOR, CDBG-DR BRIDGE/HOME PROGRAM (2019 – 2020)**

As a Program Supervisor, Tyler supervised the Bridge HOME Team. He developed program guidelines, stayed current with policy issues, and was responsible for program compliance. He was responsible for program documentation, including performance metrics and program reporting. He provided intergovernmental and communication assistance and developed messaging for the website and social media.

**WEST VIRGINIA DEPARTMENT OF COMMERCE, DIVISION OF COMMUNITY ADVANCEMENT AND DEVELOPMENT (2018 – 2019)**

Tyler was a Community Development Specialist. With senior level crisis management communication skills and Tyler's knowledge of related HUD and CDBG-DR grants, he provided major support to his division and the various stakeholders, which included case managers, Congressional delegations, the Governor's Office, and contractors. Tyler collected relevant economic and demographic data by serving as a liaison to community and economic development stakeholders on a state and local level. He wrote and edited intergovernmental agreements between West Virginia state agencies. He developed state and federal grant-in-aid and technical assistance programs to meet community and business needs by designing program guidelines, eligibility criteria and application forms. He collaborated with state and federal governmental officials in the development and administration of these programs. He reviewed grant-in-aid applications for accuracy in such areas as financial documentation, environmental impact, public notification, civil rights, and engineering review. He monitored the local administration of state and federal grants to assure grant funds were properly spent and appropriate records maintained. His knowledge of HUD and low income housing relating to CDBG-DR grants enabled him to review and revise the Training Plan throughout the year, as necessary, in response to federal requirements, funding availability and identified subrecipient needs.

**WEST VIRGINIA UNIVERSITY, DIVISION OF TALENT AND CULTURE: LEADERSHIP AND ORGANIZATION DEVELOPMENT (2017 – 2018)**

As a Program Assistant, Tyler became the marketing resource and SME and liaison for human resources communications and course marketing efforts, while developing new workflows, processes, and support systems to ensure efficient operations. Tyler managed budgets of individual projects and overall department budget and outside contracts. While at West Virginia University (WVU), Tyler supported the WVU Research Corporation's online learning and served as the primary contact for vendors, employees, and supervisors. He was able to successfully evaluate the effectiveness of existing training through review of compliance requirements.

**VARIOUS ROLES, OFFICE OF THE GOVERNOR OF WEST VIRGINIA (2013 – 2017)**

Tyler worked for the Office of the Governor for four years. There he served as an Intern in 2013, Caseworker and as a Resource Administrator in 2017.

**James is a Senior Fiscal Advisor in Witt O'Brien's Community Services Practice. A professional grants manager and auditor, he has 16 years of experience with governmental accounting, auditing, and financial management.**

James has served as a City Finance Director, Chief Financial Officer, Grant Evaluator, and Fiscal Specialist throughout his career and brings a wealth of knowledge in all aspects of finance and monitoring. Since joining Witt O'Brien's, James has provided compliance support for a number of state and local grant programs, including COVID-19 related funding support for King County, WA. Previously, he provided extensive auditing of local governments for the State of Ohio and has served as the Finance Officer for two Ohio municipalities.

#### **SENIOR FISCAL ADVISOR, WITT O'BRIEN'S, LLC (2021-PRESENT)**

James' expertise has provided critical compliance support of the Uniform Grant Guidance and U.S. Treasury CSLFRF for various engagements, principally King County, Washington. He provided technical assistance for the County's CSLFRF program development and implementation, including utilization of a class-based system for negative economic impact grants. James designed and programmed an Excel tool for the county, using Visual Basic for Applications. He leads the Witt O'Brien's team providing staff augmentation of CSLFRF program underwriting. The grant tracker, program reporting and closeout tool James designed and programmed was instrumental for our success with this project.

James has also provided assessment, grant and financial management, and compliance analysis for many of our contracts including but not limited to Franklin County, KS; the City of Wellsville, KS; Shawnee County, KS; and Ocean County, NJ.

#### **OHIO AUDITOR OF STATE – EAST REGION, CANTON, OH (2020 – 2021)**

James was an Assistant Auditor in charge of auditing local government financial statements of cities, counties, villages, townships, and school districts. As a component of financial audits, he performed regulatory compliance audits of local governments. James reviewed and audited the Annual Comprehensive Financial Reporting (ACFR) and performed single audits (A-133 Audits) of federally funded grants. Through his leadership and guidance, he performed audit planning, established materiality, and identified audit risks.

#### **CITY OF UNIVERSITY HEIGHTS, OH (2018 – 2019)**

As the City's Finance Director, James served as the Chief Financial Officer, Human Resources Director, and Information Technology Director. He supervised the Finance Department and chaired the Health Insurance Committee. James managed the city budget of \$23 million dollars and was responsible for all budgeting, employee benefits, insurance, and payroll systems. He also resolved a two-year backlog of incomplete bank reconciliations. James prepared the annual budget proposals for

#### **JAMES P. GOFFE II, JD, CPA, CGFM**

GRANTS MANAGEMENT SME



#### **YEARS OF EXPERIENCE**

16 Years

#### **EDUCATION**

J.D., Taxation and Business Organizations, Ohio Northern University – Claude W. Pettit College of Law

B.S., Business Administration, Bowling Green State University

#### **PROFESSIONAL LICENSES/CERTIFICATIONS**

Ohio Certified Public Accountant (CPA-52956)

Ohio School Treasurer License (OH3170393)

Certified Government Financial Manager (CGFM-15090)

the Mayor and City Council and led a special assessment process to ensure compliance with the Ohio Revised Code.

#### **OHIO ATTORNEY GENERAL – CRIME VICTIM SERVICES, COLUMBUS, OH (2017 – 2018)**

As a Grant Evaluator and Fiscal Specialist, James audited subrecipients of VOCA (Federal) Grants and SVAA (State) Grants for fiscal compliance and served as the customer service liaison to the grant subrecipients. He developed internal processes and written guidance for VOCA subrecipients to assist in implementation of federal rules. James monitored the budget, reviewed, and evaluated all aspects of the grant applications and new grant awards. He also recommended acceptance, rejection, or modifications of grant applications and processed all adjustments, as well as monitoring for compliance. James researched the CFR and taught fiscal training seminars to subrecipients.

#### **ARMSTRONG ACCOUNTING & CONSULTING, LLC, ASHLAND, OH (2016 – 2017)**

Serving as a Certified Public Accountant, James provided grant management for Ashland Rape Crisis Center, including applications, budgeting, and compliance. He prepared income tax returns for Individuals, S-Corporations, Partnerships, and non-profits, as well as employer withholding payments and payroll tax returns. He also oversaw compliance with unemployment and workers compensation, sales tax and Ohio Commercial Activity Tax. James reported the compliance for non-profit organization's to the Ohio Attorney General.

#### **OHIO NORTHERN UNIVERSITY LEGAL CLINIC, ADA, OH (2015 – 2016)**

While a Legal Intern, James assisted with limited practice of law under Rule II of the Ohio Supreme Court for the Government of the Bar. He prepared and presented civil cases at trial and pre-trial hearings.

#### **CITY OF CANAL FULTON, OH (2011 – 2013)**

As the City's Finance Director, James served as the Chief Financial Officer, Human Resources Director, and Information Director. He supervised the Finance Department, Income Tax Department, and Utility Billing Department and managed the \$9 million City budget. He prepared annual budget proposals, and 5-year budget forecasts for the Mayor and City Council. He developed water and sewer rate studies to justify long-term phased-in rate increases. James implemented a Voice Over IP phone system and many internal control improvements.

#### **OHIO AUDITOR OF STATE – AKRON / CANTON REGION, CANTON, OH (2007 – 2011)**

As an Assistant Auditor, James was responsible for auditing local government financial statements of cities, counties, villages, townships, and school districts. He performed regulatory compliance audits of local government as a component of financial audits. He reviewed and audited the ACFR and performed Single Audits (A-133 Audits) of federally funded grants. He assisted with audit planning, establishing materiality, and identifying audit risks.

**Zabrina is a Manager of Witt O'Brien's Community Services Practice where she specializes in Public Policy, Grants Management and Compliance. She is a housing leadership professional with 12 years of experience in community housing programs, crisis communications, public relations, strategic planning, and government relations.**

Zabrina is an expert manager who has worked with community housing, the homeless, and non-profits focused on housing for the low income population. She holds a NeighborWorks Professional Certificate in Affordable Housing Funding and Finance and passed the HUD Housing Counseling exam.

#### **MANAGER, WITT O'BRIEN'S, LLC (2021 – PRESENT)**

The following are projects that Zabrina has worked on or is currently working on since joining Witt O'Brien's:

##### **END-TO-END FEDERAL GRANT MANAGEMENT OF ARPA AND BIL PROJECTS, CITY OF OPELIKA, AL (2023 – PRESENT)**

Project Manager for end-to-end support of BIL funded projects and ARPA projects for the City of Opelika.

##### **NATIONAL LEAGUE OF CITIES (NLC) AND BLOOMBERG INFRASTRUCTURE BOOT CAMP: CONTENT CREATOR, PRESENTER, AND SME, NATIONWIDE INITIATIVE (2023 – PRESENT)**

Zabrina is responsible for presenting cities with federal grant strategies. She supports NLC and Bloomberg Infrastructure boot camp series as a compliance SME.

##### **END-TO-END FEDERAL GRANT MANAGEMENT OF ARPA AND BIL PROJECTS, CITY OF HOOVER, AL (2022 – PRESENT)**

Zabrina provides advisory services and ensures federal compliance of an \$8 million dollar ARPA allocation to the City of Hoover.

##### **ARPA AND ERA PROGRAM, JEFFERSON COUNTY, AL (2021 – PRESENT)**

Zabrina is responsible for managing and overseeing the federal end-to-end federal grants compliance of \$126 million ARPA allocation and an \$80 million ERAP allocation. Her responsibilities include pre-award, post-award and close out activities.

##### **U.S. HEALTH AND HUMAN SERVICES (HHS) FEDERAL POLICY REVISION: GRANTS POLICY STATEMENT AND GRANTS POLICY ADMINISTRATION MANUAL (2021 – PRESENT)**

Zabrina is responsible for rewriting federal HHS policy for both internal and external users.

##### **RHODE ISLAND REBOUNDS SMALL BUSINESS GRANT PROGRAM, RHODE ISLAND COMMERCE CORPORATION, PROVIDENCE, RI (2021 – PRESENT)**

Zabrina developed, manages, and oversees a Small Business Grant Program delivering for the RI Commerce Corporation, awarding over 20 million to small business grantees. She is also responsible for monitoring and auditing cases.

##### **KING COUNTY ERAP PROGRAM, KING COUNTY, WA (2021)**

As ERAP Supervisor and Fiscal Program Lead, Zabrina is overseeing the \$390 million Eviction Prevention and Rental Assistance Program in King County Washington. This involves designing an

#### **ZABRINA MINOR GREGG, PMP**

GRANTS MANAGEMENT SME



#### **YEARS OF EXPERIENCE**

12 years

#### **EDUCATION**

M.B.A., University of Tennessee, Knoxville

B.A., Sociology, University of Tennessee, Knoxville

#### **CERTIFICATION**

Project Management Professional (PMP), Issued: 2023

enterprise scale database system to process over 20,000 applications for rental assistance and manage records and information for local Community Based Organizations to do this work.

### **COMMUNITY HOUSING PARTNERSHIP, FRANKLIN, TN (2020)**

Zabrina served in the following positions while with the Community Housing Partnership.

#### **EXECUTIVE DIRECTOR (2020)**

Zabrina served in this role during a time of growth. She ensured compliance with HUD procurement and federal Continuum of Care grant guidelines. She managed multiple construction projects for single-family and multi-family units, that were planned to develop to 41 units, during the heart of the pandemic. Zabrina also managed 43 low income rental units, including capital improvements. She managed operations topping \$1.2 million, \$1 million of which were federal grant funds. She also participated in multiple federal homeless programs that focused on data collection under federal regulatory requirements.

#### **EXECUTIVE DIRECTOR DESIGNATE (2019 – 2020)**

Zabrina managed the day-to-day operations of 43 rental units. She also reviewed contracts and managed construction project development activities. She provided oversight for the Continuum of Care Program, which covered a 19-county region.

### **OAK RIDGE HOUSING AUTHORITY (ORHA), OAK RIDGE, TN (2016 – 2019)**

As the Deputy Director, Zabrina managed major Capital Fund projects. She ensured procurement compliance and compliance with HUD requirements. She completed HUD-required reports and prepared reports for the Board of Commissioners. She managed accounts receivable and accounts payable and was responsible for rent collections. Zabrina worked closely with the tenants, solving challenges and resolving issues.

### **TENNESSEE VALLEY COALITION FOR THE HOMELESS (TVCH) (2015 – 2016)**

As TVCH's Chief Development Officer, Zabrina managed several programs, including an Emergency Solutions Grant HUD program and the HUD-funded Homeless Management Information System Database. She created and maintained the training curriculum. She managed the staff, AmeriCorps staff, and those supporting the HUD/VA funded Supportive Services for Veteran Families Program. She collaborated on three major HUD grants that were funded as well as various state and local grants.

### **TRINITY OUTREACH CENTER OF HOPE (2012 – 2015)**

Zabrina founded a start-up non-profit to address the needs of the impoverished and homeless in the Anderson County area. As its Executive Director, she recruited 25 staffers and volunteers to assist in obtaining basic resources, food, clothing and shelter, helping over 171 individuals obtain housing in 2013. She strategically partnered with the local Continuum of Care to mainstream social service to facilitate access to mainstream social services. She worked with federal, state, and local governments to bring resources into the county to address issues related to poverty and homelessness.

### **OAK RIDE HOUSING AUTHORITY, OAK RIDGE, TN (2011 – 2013)**

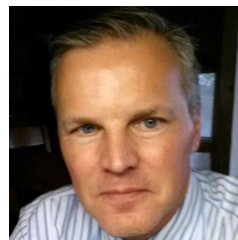
As the Family Self Sufficiency Coordinator, Zabrina worked directly with families and connected them to community resources consistent with those goals. Her hands on approach allowed her to work with a caseload of 36 families, with whom she counseled on the benefits of home ownership and creditworthiness. As a talented professional grant writer, she was able to secure funds to support the organization.

**Jason is a Director of Witt O'Brien's Community Services Practice. He is a senior grants management professional with 25 years of experience in program development, management, and implementation for public sector and non-profit clients across Arizona and California.**

Jason joined Witt O'Brien's to provide project management support for COVID-19 programs, guiding clients on effective use of the various funding streams, including ARPA. For the prior 15 years, he assisted public sector, non-profit, and philanthropic organizations across Arizona in managing grant programs. For the Arizona Governor's Office of Strategic Planning and Budgeting, he supported the state's response to and recovery from the COVID-19 pandemic. He also supported statewide grants management programs for the Arizona Office of Grants and Federal Resources and the Arizona Governor's Office of Economic Recovery.

In addition to his public sector career, he has been a senior manager for several non-profits in the state, including A New Leaf and the Arizona State University Lodestar Center for Philanthropy and Nonprofit Innovation. He also worked for childcare and community/family service organizations in California.

## **JASON MISTLEBAUER** GRANTS MANAGEMENT SME



### **YEARS OF EXPERIENCE**

25 Years

### **EDUCATION**

M.P.A, Arizona State University

B.A., Economics and Geography,  
University of Tennessee-Knoxville

### **PROFESSIONAL AFFILIATION**

Member, National Grants Management Association and Grants Professional Association

## **COMMUNITY SERVICES DIRECTOR, WITT O'BRIEN'S (2022 – PRESENT)**

Jason provides ARPA project management and advisory support to Witt O'Brien's teams supporting COVID-19 grants management in state, county, and local government organizations. The following are some of the projects that Jason has worked on or is currently working on since joining Witt O'Brien's:

COVID-19 AND OTHER RELATED FEDERAL ASSISTANCE PROGRAMS – STATE OF KANSAS GOVERNOR'S OFFICE OF RECOVERY

COVID-19 SMALL BUSINESS GRANTS PROGRAM DEVELOPMENT, IMPLEMENTATION, AND ADMINISTRATION –RHODE ISLAND COMMERCE

COVID-19 AND GENERAL GRANTS MANAGEMENT INCLUDING SUBRECIPIENT MANAGEMENT, COMPLIANCE, POLICY AND PROCEDURES DEVELOPMENT AND SUPPORT FOR COCHISE COUNTY, AZ – COCONINO COUNTY, AZ AND THE CITY OF TEMPE, AZ

## **ARIZONA GOVERNOR'S OFFICE OF STRATEGIC PLANNING AND BUDGETING (2020 -2021)**

Jason held the following positions during his tenure.

### **MANAGER (2021)**

Jason supported the state's response to and recovery from the COVID-19 pandemic. He was responsible for the management of more than \$5B worth of federal grant funds through the administration mainly of the CRF and the SLFRF Fund. He analyzed federal stimulus bills and related guidance documents for their impact on the state and provided executive-level briefings to Governor's Office leadership and stakeholders. He created process improvements and standard work for the administration and implementation of various grant programs and funded projects.

**COMPLIANCE AND FINANCIAL SERVICES MANAGER (2020)**

In this position, Jason was responsible for the payments, internal controls, and reporting for approximately 500 recipients. He prepared financial reports and produced activity statements to monitor grant funds and analyzed internal grant systems and data to ensure compliance with federal and state regulations. He created, modified, updated, and implemented grant policies and designed grant training and professional development for non-grant staff.

**DIRECTOR OF COMMUNITY ENGAGEMENT, A NEW LEAF, MESA, AZ (2018 – 2019)**

For this human and community services non-profit, Jason served as the community ambassador for the organization, mission, programs, and clients served. He oversaw the private grants team, working in collaboration to develop strategies for meeting revenue goals. He actively collaborated with Philanthropy Committee members, Board, leadership, and Philanthropy team, for developing strategies to engage donors and to meet revenue goals. He followed up on leads to engage new and existing funders and coordinated and facilitated presentations, using marketing materials and AV presentations.

**ASSISTANT STATEWIDE GRANTS ADMINISTRATOR - ARIZONA OFFICE OF GRANTS AND FEDERAL RESOURCES, ARIZONA DEPARTMENT OF ADMINISTRATION, PHOENIX, AZ (2013 – 2018 & 2020)**

Jason was Asst. Statewide Grants Administrator. He served as the state's primary consultant to all grant departments for programmatic, financial reporting, and federal compliance guidance. He was the program lead for the statewide implementation of e-Civis, a grant pursuance and management tool, and was responsible for consulting with all state departments to ensure a smooth integration and transition to the new system. He led training sessions to drive consistency and adoption of new system in order to maximize research and pursuance of grants and overall administration efficiency. He also co-authored the statewide Grants Management Manual, a policy and process document for statewide employees responsible for managing grants.

**GRANTS MANAGEMENT ANALYST, ARIZONA GOVERNOR'S OFFICE OF ECONOMIC RECOVERY (2013)**

Jason was a Grants Management Analysis who served as a fiscal manager of \$500 million for the State Fiscal Stabilization Fund for Education and the Education Jobs Fund as part of the ARRA. He managed 1,500 grants for 500 sub-awardees ranging from economic development grants that helped Arizona start-up companies grow their products to grants that retained teachers at their current schools. He also conducted thorough analysis of the current grant process and implemented improvements of the pre- and post-award management process of ARRA funding received by Arizona. In addition, he conducted on-site monitoring visits of school districts, nonprofits, and private businesses to ensure compliance with state and federal grant terms and conditions.

**SENIOR PROGRAM MANAGER, ARIZONA STATE UNIVERSITY LODESTAR CENTER FOR PHILANTHROPY AND NONPROFIT INNOVATION, PHOENIX, AZ (2007 – 2010)**

For the Nonprofit Capacity Building Initiatives Unit of the Lodestar Center, Jason led various programs surrounding board governance, strategic planning, and general nonprofit effectiveness offered by the Center for non-profits' continuous development, enhancement, and growth. He represented the Lodestar Center on critical internal committees; primary liaison with key capacity building organizations; created opportunities for greater partnerships between the Center and the community. He also served as the Interim Director of the Nonprofit Management Institute which is the Center's Professional Development Education Unit's professional certificate program and course.

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

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

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

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

Provides ARPA project management support to several state, county, and local government organizations. Her project experience includes but is not limited to:

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

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

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

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

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

#### **MAYOR'S OFFICE OF MANAGEMENT AND BUDGET (OMB) – CDBG-DR TASK FORCE, CITY OF NEW YORK (2014 – 2020)**

Michelle established the Department and function at OMB. As the Compliance and Monitoring Unit Head, she was responsible for ensuring compliance for \$4.2 billion received after Hurricane Sandy for Business, Housing, Infrastructure, and Resiliency Projects. She oversaw internal and external

#### **MICHELLE LITTLE**

#### **GRANTS MANAGEMENT SME**



#### **YEARS OF EXPERIENCE**

17 Years

#### **EDUCATION**

Master of Urban and Regional Planning, University of New Orleans

B.S., Geography, University of Central Arkansas

#### **CERTIFICATIONS**

Project Management Professional (PMP) (in progress), PMI, expected date of completion: 2023

Certificate, Project Management, Rutgers University

engagements including monitoring engagements by HUD and Audits by the Office of Inspector General.

**CITY OF NEW ORLEANS, LA (2010 – 2014)**

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

**LOUISIANA SOLUTIONS, LLC (2009 – 2010)**

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

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

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

Christina is a SME in Public Housing for Witt O'Brien's Community Services Practice. She is also an attorney and a Certified Fraud Examiner (CFE) specializing in investigations, research and analysis. Prior to joining Witt O'Brien's, Christina was Assistant State Attorney, Assistant Regional Counsel, and a Senior Attorney, with 11 years in the Florida Department of Children and Families. Christina's experience includes supporting indigent clients, supporting families and children, and successfully investigating fraud.

#### **SME, PUBLIC HOUSING, WITT O'BRIEN'S, LLC (2022 – PRESENT)**

Christina has performed the roles of compliance officer and fraud prevention SME since joining Witt O'Brien's. She has worked on multiple ERAP projects as well as the initiation of the HAF program for the State of New York. She also supports the Rhode Island Commerce Project, conducting fraud reviews.

#### **OFFICE OF CRIMINAL CONFLICT & CIVIL REGIONAL COUNSEL, MARIANNA, FL (2018 – 2022)**

As Assistant Regional Counsel, Christina drafted briefs, memoranda, pleadings, and other legal papers to prepare 3 - 5 legal cases for defense per month. She conducted legal research to verify and supplement the information provided. She represented 140 misdemeanor, felony, and juvenile indigent clients per year during court arraignments, pre-trial hearings, trials, depositions, and other criminal offense proceedings.

#### **OFFICE OF STATE ATTORNEY, MARIANNA, FL (MAY – SEPT 2018)**

As the Assistant State Attorney, Christina performed preliminary analysis of case evidence to advise law enforcement officers if criminal charges could be filed. She communicated and built rapport with approximately 20 victims to obtain victim input. She achieved 90% successful prosecution rate while representing the State of Florida in 12 criminal courtroom proceedings. She conducted initial investigations, including analyzing concrete video evidence, that resulted in 76 criminals charged being filed against a law enforcement officer.

#### **FLORIDA DEPARTMENT OF FINANCIAL SERVICES, TALLAHASSEE, FL (2017 – 2018)**

As a Senior Attorney, led extensive investigations on Workers' Compensation Compliance and Medical Services cases to identify potential fraud, waste, or abuse. She developed legal opinions and recommendations for agency action; if necessary, represented the State of Florida, Dept. of Financial Services, Division of Workers' Compensation during administrative actions before the Division of Administrative Hearings. She prepared pleadings, including charging documents, motions, and legal memorandum, to initiate legal action and litigate the action to conclusions. She conducted discovery to summarize findings in well-organized, accurate, succinct and cohesive reports supported with documentation of the information presented. She conducted a fraud investigation into a Workers' Compensation medical insurance provider and detected systematic violations of medical provider claim payments totaling more than \$500,000 in the two-year investigation period.

#### **FLORIDA DEPARTMENT OF CHILDREN AND FAMILIES, MARIANNA, FL (2006 – 2017)**

Her work as a Senior Attorney resulted in reducing the average case load from 190 cases to 70 cases within 18 months, maintaining a lower average caseload for 8 years, through development of tracking system. She assessed and determined whether potential abuse was corroborated by evidence, which could lead to court actions and managed open cases to ensure cases moved through the court process according to statutory timelines.

### **CHRISTINA PUMPHREY, JD, CFE**

GRANTS MANAGEMENT SME



#### **YEARS OF EXPERIENCE**

16 years

#### **EDUCATION**

J.D., Florida State University, College of Law

B.S., Criminal Justice, Troy State University

B.A., Urban Studies, Rutgers University, Douglass College & Bloustein School of Planning and Public Policy

#### **CERTIFICATION**

CFE Active (#991739)

**Sandra is a Sr. Consultant and Grants Policy Manager in Witt O'Brien's Community Services Practice. She has 16 years of experience pursuing and managing federal grants for local organizations, with a focus on housing and community development and emergency management programs.**

For communities throughout Florida, Sandra has successfully managed and oversaw the administration of multimillion-dollar state and federal grant programs including CDBG Entitlement and CDBG-CV, NSP, HOME and the State Housing Initiatives Partnership (SHIP). She has vast knowledge and experience in the Integrated Disbursement & Information System and the HUD Environmental Review Online System for both single-family and multi-family housing programs.

Since joining Witt O'Brien's, Sandra has been providing policy analysis and advice to several federal grants management projects for single-family and multi-family affordable housing projects. These projects include the lifecycle of affordable housing: from acquisition to lease-up/resale and long-term monitoring.

#### **SR. CONSULTANT AND GRANTS POLICY MANAGER, WITT O'BRIEN'S, LLC (2022 – PRESENT)**

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES (2022 – PRESENT)

As the project's Policy Manager, Sandra has been providing subject matter experience assistance for federal agencies in policy guidance, development, and technical assistance. Sandra has taken her years of experience in successfully managing federal U.S. Health and Human Services Substance Abuse and Mental Health Services multi-year grants to assist in her policy guidance to federal awarding agencies.

#### **ARPA GRANTS SUPPORT, HARRIS COUNTY, TX (2022 – PRESENT)**

As the Sr. Grants Policy Manager, Sandra has been involved with ensuring the eligibility of affordable housing projects for Harris County's ARPA-funded projects. These projects include acquisition and preservation of single-family and multi-family housing properties. As part of eligibility determination, Sandra utilizes her years of knowledge of federal regulations as well as current knowledge of the ARPA Final Rule to assist Harris County. Her attention to detail ensures that clients are expending ARPA funds in accordance with federal regulations to ensure compliance.

#### **FEDERAL COMMUNICATIONS COMMISSION (FCC) (2022 – PRESENT)**

Sandra has been assigned as the Sr. Grants Policy Manager working with the FCC to assist with policy guidance, as the FCC has never awarded grants before. As part of the implementation of the FCC's grant program, Sandra utilizes her years of knowledge of federal regulations as well as current knowledge of the federal grants and grants processes to assist the FCC.

#### **SANDRA URBAN**

GRANTS MANAGEMENT SME



#### **YEARS OF EXPERIENCE**

16 Years

#### **EDUCATION**

M.A., Public Administration with an Emergency Management Certificate, Florida State University

B.A., Criminology and Criminal Justice, Florida State University

B.A., Spanish, Florida State University

#### **CERTIFICATIONS/TRAINING**

FEMA Courses: G-195 Intermediate ICS, G-196 Advanced ICS, NIMS 100, NIMS 200, NIMS 700, and NIMS 800.

Brevard County Employee Development Program

**THE CITY OF PALM BAY, PALM BAY, FL (2017 – 2022)**

Sandra held the following positions during her five year tenure with the City of Palm Bay.

**HOUSING ADMINISTRATOR (2020 – 2022)**

Responsible for the full grant lifecycle management of more than \$8 million in various subcontracts for the City's CDBG, HOME Investment Partnership, NSP and SHIP Programs. Her responsibilities included supervising day-to-day operations of the staff, grant preparation, file documentation and management, financial records, and closeout procedures. Her supervision of programs included homeownership programs for rehabilitation, emergency repairs, and homebuyer assistance. She developed and prepared policies and program guidelines (including program goals and objectives); monitored program progress and budgets; and made programmatic recommendations. She was responsible for planning and reporting as required by city, state, and Federal regulations, using state and federal software systems. She also prepared and submitted all related plans, amendments and annual reports as required by state and federal regulations. Sandra was trusted with all environmental review records such as environmental assessments and categorically excluded subject to (Part 85). She coordinated with the Procurement Department to prepare requests for proposals or qualifications, bid documents and specifications, and understands state and federal procurement policies regarding housing and community development grants.

**SPECIAL PROJECTS MANAGER (2017 – 2020)**

Special Projects Manager responsible for pursuing and applying for new grant and foundation opportunities that resulted in more than \$1 million in FEMA, CDBG-DR, and HMGP grants awarded to the City's Fire Rescue and Police Departments. She managed the full grants lifecycle of more than \$1 million in various subcontracts including CDBG, including grant preparation, file documentation, financial records management, and close out. Sandra monitored status and performance with project management and operations counterparts, including various capital projects, such as the acquisition/renovation of a new fire station.

**SPECIALIZED TREATMENT EDUCATION AND PREVENTION SERVICES, INC., COCOA, FL (2016 – 2017)**

As the Chief Financial Officer, Sandra managed and maintained compliance for \$2 million in contracts for state and federal funds. Sandra oversaw the approval and processing of revenue, expenditure, and position control documents, department budgets, mass salary updates, ledger, and account maintenance and data entry. Sandra prepared and analyzed monthly financial statements to pinpoint potential weak areas and ensured records systems were maintained in accordance with generally accepted accounting standards.

**BREVARD COUNTY BOARD OF COUNTY COMMISSIONERS, VIERA, FL (2007 – 2016)**

Contract Administrator and Staff Specialist. In these roles, Sandra managed more than \$12 million in various federal contracts and subcontracts from beginning to end, including proposal preparation, file documentation and management, financial records, and close out. Sandra was responsible for all environmental review records such as categorically excluded subject to (Part 85) for the NSP. She was appointed Lead Monitor for Contracts Team, including the NSP where she oversaw the acquisition, rehabilitation, and resale/rental of single-family homes. She created internal monitoring plans for quality assurance purposes and to verify that all investments were optimally protected and ensured. Her work was instrumental in creating and updating policies and procedures that resulted in effective program management and a favorable site visit from federal auditors.



WITT O'BRIEN'S

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response

WITH YOU WHEN IT COUNTS

818 TOWN & COUNTRY BLVD  
SUITE 200, HOUSTON TX 77024

T: +1 281 320 9796  
F: +1 281 320 9700

24/7 EMERGENCY  
+1 985 781 0804

[wittobriens.com](http://wittobriens.com)