



# The State of New Jersey

Procurement Bureau

Division of Purchase and Property

Department of the Treasury

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## Request for Qualifications for Disaster Recovery and Long Term Planning Consulting Services (Hurricane Sandy)

### Submitted to (Issued by):

The State of New Jersey ("State") Procurement Bureau  
Division of Purchase and Property  
Department of the Treasury on behalf of the State of New Jersey Governor's Office  
Via GSA RFQ Process  
Purchase Bureau - 9th Floor  
Division of Purchase and Property  
Department of the Treasury,  
33 West State Street, P.O. Box 230  
Trenton, NJ 08625-0230

### Submitted by:

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**November 26, 2012**



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Division of Purchase and Property  
Department of the Treasury  
33 West State Street, P.O. Box 230  
Trenton, NJ 08625-0230

RE: **Request for Qualifications for Disaster Recovery and Long Term Planning Consulting Services (Hurricane Sandy)**

To Whom it May Concern:

Witt Group Holdings, LLC ("Witt Associates") is pleased to submit this proposal to provide **Disaster Recovery and Long Term Planning Consultant Services** in the wake of Hurricane Sandy for the State of New Jersey. Our familiarity with the State, our past experience with Federal Emergency Management Agency (FEMA) and other federal and state programs that can support recovery needs, and our involvement in nearly every major disaster since 2001 make us the ideal provider for supplying the State with these specific services. Furthermore, Witt Associates brings substantial experience helping states establish and staff effective long-term recovery organizations, making our firm uniquely qualified to support the State of New Jersey under this RFQ.

***Witt Associates has successfully and aggressively supported well over a dozen states with the strategic management of recovery efforts associated with Presidentially-declared disasters, helping them to secure, manage, and implement more than \$33 billion of FEMA and other agency assistance since 2005 and apply those resources creatively to address recovery challenges. No other firm in the industry can match this level of experience.***

We have not only helped governments understand the often complex federal regulations that surround funding requests, but have contributed to the development of the federal, state, and local-level policies and procedures necessary to implement complex programs and delivery assistance. Our team has been a trusted liaison for states as they work with both local and federal governments throughout the recovery process. This experience includes some of the largest and most complex disasters in history, including Tropical Storm Allison; Hurricanes Katrina, Rita, Gustav, and Ike; the 2008 Midwest Floods; the 2011 Tornado Outbreak; the 2011 North Dakota Floods; and countless other disasters in which we helped our clients secure and manage billions of dollars of federal reimbursements and where we played key roles in the resolution of issues and development of policy that guide the disaster relief efforts and programs at all levels.

Witt Associates' experience providing these types of services to states, local governments, and eligible non-profit entities is unmatched by anyone else in the industry, both in terms of scope and in terms of the number of engagements we have had including the fact that we have held similar contracts with 17 US states and territories, with 11 of them resulting in disaster deployments in the aftermath of natural and human-caused disasters including several that rank in the top-ten list of the most costly disasters in US history (as measured by both total losses and actual FEMA obligations).

**Witt Associates is a firm that is focused exclusively on providing the type of assistance envisioned in this RFQ.** This is a key difference between Witt Associates and its competitors. Most other firms in this industry only provide emergency management and recovery assistance as a “sideline” addition on top of their core business activities – they are engineering firms, insurance adjusters, remediation companies, etc., who use disaster recovery projects as a means to utilize staff who are not assigned to other “core” company work efforts. For Witt Associates, this is all we do; this focus means that Witt Associates will bring only experts in FEMA disaster programs and recovery, and who have spent years building knowledge and experience in the types of services described in the State of New Jersey RFQ. The singular focus on disaster-related services also means that collectively, our staff has a higher level of experience, a greater understanding of how the disaster programs can be utilized to solve often unique problems, and a more complete view of how states like New Jersey can leverage past precedent to justify and maximize reimbursement levels for its clients.

Furthermore, Witt Associates is uniquely qualified to support the staffing and expertise envisioned by the State of New Jersey as evidenced by our experience helping states establish, manage and staff long-term recovery offices and associated implementation efforts. All team members have a deep understanding of the recovery programs, and have substantial expertise and hands-on experience in implementing or following the provisions of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (FEMA’s authorizing legislation) as well as the authorities and programs from other departments and agencies commonly applied to address recovery needs.

In closing, Witt Associates understands the challenges (operational, geographical, hazard-based, and political) faced by the State of New Jersey, and our familiarity with the situation and previous work allow us to engage with little or no “ramp-up” time to deliver services that will immediately provide value. This experience and these relationships represent a value-added benefit that Witt Associates brings to this project in that we can engage knowing the personalities and expectations of the client.

The enclosed materials provide an overview of the qualifications of our firm and our team, information about our past performance, and our team’s approach to the scope of work. We pledge our strongest commitment to serving the State of New Jersey. We will provide the State of New Jersey with the best possible comprehensive team to address this RFQ’s needs as well as any others that arise or are requested.

As the point of contact for this proposal, I invite you to contact me directly should you have any questions or require additional information. I may be reached by phone at (202) 585-0780 or via email at [bscanlon@wittassociates.com](mailto:bscanlon@wittassociates.com).

Respectfully,



Barry W. Scanlon  
President

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## **4.0 Required Components of the RFQ Quote**

Proposals submitted in response to this RFQ should respond to each of the following requests in the order indicated.

### **4.1 Technical Proposal**

*The bidder shall describe its approach and plans for accomplishing the work outlined above in 3.0 RFQ Scope of Services. The bidder must set forth its understanding of the requirements of this RFQ and its ability to successfully complete the contract.*

The Scope of Services identified in Section 3.0 of the Request for Quote (RFQ) is described on the following pages including a restatement of the RFP requirements, and a narrative approach for the offered services. Witt Associates understands that the State of New Jersey has diverse and significant needs based upon the recent disaster, and that requirements may change from time-to-time as the recovery process unfolds.

*Scope:*

*Work will be assigned by written task order with pricing based on a not to exceed clause.*

Upon notification by the client of a need, the designated Witt Associates Project Manager shall obtain relevant information from the client defining the requirement. It is likely that some requirements for the deployment may result from interactions between the client and Witt Associates' experts, and not be well defined at the time of first contact. In such events, upon receiving client notification, the Witt Associates' Project Manager shall work with the client on the definition of needs and the development of a recommended staffing pattern and "not-to-exceed" cost estimate for the engagement. Once the State of New Jersey approves the staffing pattern and budget, the Witt Associates Project Manager will provide support to the state on the development of a written task order, and will initiate planning and deployment of personnel as required thereafter.

*Contractor shall work with Governor's designee in planning, structuring and organizing a long term recovery office for the State;*

Our experience planning for – and implementing – long-term recovery effort that maximizes funding from FEMA and leverages it with other available resources is unmatched. This dedication is exemplified by Witt Associates' contribution to long term recovery programs in a large number of states and communities across the country. For example, Witt Associates designed and helped to establish, staff, and implement both the *Rebuild Iowa Office* after the 2008 floods and the *Louisiana Recovery Authority* after Hurricane Katrina, which provided vision and leadership to the regions and incorporated many different stakeholder opinions into the recovery planning. We also helped design the long-term recovery office in Vermont after Tropical Storm Irene in 2011, and long-term recovery programs in a variety of other states and communities devastated by natural and man-

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made disasters. Throughout these efforts, Witt Associates helped build high-functioning recovery organizations, designed and led a comprehensive and inclusive recovery planning processes, engaged stakeholders to develop a consensus around local, regional and statewide visions for recovery, and linked planning outcomes to both responsible parties and funding sources to make sure they could be implemented. The vast experience of our personnel guided these recovery organizations (and the stakeholders they were there to support) through their recovery challenges, and leveraged substantial funding to implement their community and regional visions. It is experiences such as these that demonstrate Witt Associates' competency in not only assisting in the conceptual planning stage of recovery, but also in the implementation of those plans, managing expectations, and linking priorities identified through that process to multiple and complex funding streams to guarantee results. No other firm can show this type of success in both the planning and implementation components of long-term recovery that involve input from a wide variety of stakeholders.

*Contractor shall provide strategic support to the State in all facets of New Jersey's recovery and mitigation;*

One of the core service offerings is the critical task of delivering strategic, programmatic and policy guidance that enables our client to develop and implement goals before, during and after a disaster. Witt Associates is a recognized leader in emergency management, and brings together a unique combination of disaster response and recovery expertise unlike any other firm. For example, in the aftermath of Hurricane Katrina, the Governor of Louisiana retained Witt Associates to advise them all matters pertaining to its recovery effort, an engagement that continues to this day. The scope of that project reflects the range of our Firm's expertise as it included the provision of executive-level strategic guidance and consulting services, recovery planning and implementation assistance, logistical support, agency coordination, implementation of an effective command system structure, crisis communications, public outreach, donations coordination, individual assistance delivery, long-term recovery planning, infrastructure rehabilitation, and hazard mitigation. Witt Associates also provided strategic support for the State of Iowa and to the Governor directly after the 2008 catastrophic floods (the fifth largest disaster in U.S. history, based on FEMA obligations), helping them to develop strategies and priorities to guide statewide recovery efforts, implement and maximize funding from FEMA (Public Assistance and Hazard Mitigation Grant Programs), address transitional housing issues, design and implement new state recovery programs to fill "gaps" in traditional governmental sources, and provide crisis communications assistance and staffing.

For the State of New Jersey, Witt Associates brings the experience gained from the previously described engagements and matches that with a team of highly qualified personnel who can provide all-inclusive disaster planning and recovery assistance to address the state's recovery vision and goals. Having experience with our nation's most complex disasters, our team is intimately familiar with disaster recovery systems, protocols, and best practices, and can apply them to the advantage of the state. In addition our extensive relationships at all government levels and the private sector bring an ability to engage with stakeholders, resolve problems, and leverage

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our team's expertise to cut through red-tape and advance recovery objectives in the State of New Jersey.

*Contractor shall research and advise on resources for appropriate resolution services to assist in the State reconstruction;*

Our firm's broad-based and national experience means that our team can do more than just prepare paperwork – we can creatively solve problems and draw upon our experts' knowledge to utilize the flexibility available in federal disaster programs, regulations, and policies to speed the State of New Jersey's recovery and obtain the maximum support for its needs.

The Witt Associates team working on the State of Vermont's recovery from record floods resulting from Tropical Storm Irene diligently pursued FEMA reimbursement of expenses associated with the removal of debris in waterways. FEMA had taken the position that these expenses were not eligible for reimbursement under the Public Assistance Grant Program. The Witt team produced position papers and briefing materials, and worked closely with FEMA staff from FEMA Region I and the State of Vermont to explain how and why the FEMA position was incorrect. On October 19 FEMA fully reversed its position and agreed that FEMA has the authority to fund the removal of debris in waterways. This 180 degree shift in FEMA's position will likely result in the funding of several million dollars' worth of debris removal that was previously determined by FEMA to be ineligible. On October 30, FEMA issued a revised Disaster Assistance Policy 9523.5 and a clarification memo of its policy on debris in waterways. This new approach and revised Disaster Assistance Policy will have a significant effect with waterway debris issues in the states affected by Hurricane Sandy.

This experience provides Witt experts with insights into not only the written law and regulations, but also precedent and the nuances related to how they can be best applied to maximize financial reimbursements for the State for recovery assistance. The value of Witt Associates' services is more than theoretical: besides providing the support our clients need to get the job done more quickly and to free up existing personnel so that they can return to their regular jobs, our firm has been credited with resolving highly complex problems and securing many billions of dollars' worth of assistance for our clients that they may not have received otherwise.

In those cases where issues that need to be addressed are unique to New Jersey or fall outside of the knowledge of our individual team members, the Witt Associates team are prepared to research options and opportunities, calling upon the depth of experience and relationships within the broader company, as well as with our friends and partners throughout the state of New Jersey (including State departments and agencies), in FEMA, and inside other federal departments and agencies. The ability to "reach back" in this way to access experience and relationships from all sources has proven highly successful in past engagements, and is something the Witt Associates team can offer to meet the needs of the state of New Jersey during the term of the contract described in this RFQ.

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*Contractor shall provide contractor management, budgeting, and technical evaluation of both short and long-term recovery and mitigation priorities;*

Witt Associates has proven with our ability to manage contractors during complex and sizable engagements, and our ability to budget, manage, and provide technical evaluation including: program assessment, development of budget projections, alternatives analysis, benefit cost analysis. This is evidenced by our experience as stated below.

The Witt Associates team is unrivaled in terms of our disaster recovery knowledge and experience. Our experience stems from our involvement in nearly every significant disaster in the United States since 2001, including our work for the State of Louisiana after Hurricanes Katrina and Rita, the States of Indiana and Iowa after the 2008 floods, the State of Vermont after Tropical Storm Irene in 2011.

Since our founding, Witt Associates has extensive experience managing disaster programs and financial reconciliation efforts in the wake of some of the largest and most complex disasters in US history. In fact:

- Since 2005, Witt Associates experts have helped manage and implement nearly **\$15 billion** in Public Assistance funding, representing over 70,000 Project Worksheets;
- We have helped implement over \$3 billion in Hazard Mitigation Grant Program (HMGP) funds in order to fund several thousand mitigation projects;
- Our experts have helped our clients justify, secure, and utilize **over \$12 billion** in disaster supplemental funding, including monies from the Community Development Block Grant (CDBG) program; and
- We have helped design, staff, and implement long-term recovery planning and coordination efforts for multiple states.

*Contractor shall provide guidance and planning, structuring, organizing and staffing for New Jersey's long term recovery offices in states in the aftermath Hurricane Sandy;*

Witt Associates will assist the State with the establishment of its long-term recovery organization, helping it to achieve the state's recovery objectives, support ongoing community discussions and planning activities, providing a framework for evaluating, coordinating, and prioritizing both public and private recovery efforts, and helping to identify and secure funding to implement those measures. What differentiates Witt Associates from its competition in this area is real-world experience implementing such efforts – our team will include a significant number of disaster recovery experts and professional planners **who over the past six years, have developed and staffed multiple successful recovery organizations for our state clients**, providing staffing and management personnel to support recovery efforts, developing an inclusive long-term recovery planning process and strategy, and supporting the implementation of recovery plans in multiple disaster events. We have provided this type of support for clients both large and small, including for

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jurisdictions impacted by several of the most complex and catastrophic events in US history (including Hurricanes Katrina / Rita in Louisiana, and the 2008 Midwest Floods in Iowa). We have also developed pre-disaster recovery plans for many of our clients across the country – including for Counties in New Jersey -- which weave our real-world disaster experience and knowledge into a plan that represents national best-practices and strategies proven to achieve results. It is this ability to merge on-the-ground experience with planning that makes Witt Associates unique.

Witt Associates will bring an organizational model that has been proven successful in other states for the State of New Jersey's Long term recovery offices which is premised on the model:

A recovery office where most of the work gets done, organized around thematic areas related to the recovery (e.g., infrastructure restoration; transitional and permanent housing; economic recovery; environmental issues; hazard mitigation and flood protection; beach restoration; and community services / resources), and including a robust Communications and Outreach team to facilitate community engagement efforts and support the communication of priorities, timelines, and recovery progress. This entity would be proposed to be staffed by a combination of consultant personnel and staff from relevant state agencies, speak with "one voice" on behalf of the state as it relates to recovery needs and priorities, and would have broad ability to influence actions of other state agencies, as required; and a recovery advisory body composed of prominent and influential New Jersey residents, who can provide guidance and advice to support the recovery effort, facilitate inclusive efforts to explore key issues and problems impacting recovery, and whose members can serve as spokespeople for the Governor's recovery efforts.

Of course, Witt Associates would want to work with our state counterparts to determine how this model can be "tweaked" to meet unique needs in New Jersey and we would remain flexible to support other models, should the Governor wish to head in a different direction.

*Contractor shall advise on all aspects of New Jersey's interaction with FEMA, including but not limited to communications, grant applications, reimbursement claims, all FEMA interactions in the Joint Field Office (JFO) and in setting up and staffing the necessary State infrastructure in the JFO;*

Witt Associates is well-equipped to provide grant management advice and services to the State of New Jersey. One of the initial steps in the recovery process is the applicant briefing process. We will begin our advisory service by fully preparing the State for ongoing meetings with FEMA. Our team representatives with expertise in the Public Assistance process will provide information, both verbally and in written form, to the State in order to (1) help determine possible program and damage eligibility; (2) explain relevant applicant /state/FEMA responsibilities; (3) understand reimbursement options under the PA program, including standard repair, improved projects, and alternate projects; (4) educate potential applicants about mitigation opportunities and responsibilities under the PA program; (5) outline program steps and estimated timelines; and (6) provide explicit guidance on documentation and audit requirements.

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Witt Associates' experience with Federal assistance in the aftermath of disasters dates back to before the founding of the firm. As Director of FEMA, James Lee Witt re-invented the Public Assistance, Mitigation, and Flood Insurance programs. We provide substantial expertise that will enable New Jersey to not only live up to its responsibilities under these programs, but to speed recovery assistance, resolve disputes with FEMA and insurers as required, identify creative solutions to issues standing in the way of recovery, and maximize the amount of Federal assistance available to the State of New Jersey. Our professionals are unrivaled in the field and will leverage their experience to maximize the State's reimbursement in the aftermath of a disaster.

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*Contractor shall assist in the resolution of disputes with federal, county, and local authorities to ensure that all available monies are appropriately received, disbursed, and accounted;*

The Witt team will immediately bring to the attention of New Jersey and FEMA all misunderstandings involving any aspects of eligibility, funding, or of the program in general. Utilizing the knowledge and skills of individuals whose many years of experience include working for and with FEMA, and at all levels of the recovery process, our team will provide immediate services to the State of New Jersey in order to achieve desired outcomes. Our strategy to resolve disputes and address problems in the funding processes revolves around three primary principles: (1) we will work to build a foundation of education and accessibility with the state's "client" stakeholders at the county and local levels, so that they can better understand recovery requirements and have a source for information when they have questions; (2) we will engage with partners at the federal, state and local levels to identify issues and problems as early in the process as possible, and work to resolve them before they get in the way of longer-term recovery objectives; and (3) we will serve as advocate for the state of New Jersey and its counties and communities whenever possible. Specifically, our efforts will focus on the following:

- Witt Associates believes in the old adage that an ounce of prevention is worth a pound of cure. For this reason, we believe in engaging with stakeholders in the recovery process, at all levels of government, to ensure that all parties understand requirements, documentation standards, funding processes, and timelines as early in the recovery effort as possible. This, more than anything else, can reduce more disputes than nearly anything else.
- Throughout the recovery process, Witt Associates proposes that its experts, along with those from other departments and agencies in New Jersey, engage as a resource for county and local

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officials, and will work with them as their advocate and mentor to provide information, answer questions, and offer guidance throughout the life of the recovery effort.

- Our experts will work directly with State and FEMA and other federal agency personnel in the field, as well as with agency leadership at the Joint Field Office, in their respective regional offices, and in Washington, DC (as required), to identify issues and disagreements that are or may impact the delivery of recovery assistance and resolve them where possible. To maximize our effectiveness in this arena, our team will draw upon its many relationships with key players at all levels in the process to address problems as early in the process as possible.
- Witt Associates will engage on an ongoing basis with county and local officials to identify challenges and understand problems they are facing with both program eligibility and the flow of funding, so that issues can be identified and resolved before they become crises.
- Our team will leverage the power of expert program knowledge and past precedent to justify preferred courses of action, whenever possible, to cut through red tape and achieve results more quickly
- When necessary, Witt Associates will help develop and recommend new program policies and protocols that meet program requirements but concurrently maximize program flexibility

Witt Associates has proven highly successful in this advocacy role, resulting in our firm being credited with helping our clients to maintain strong and positive relationships with impacted communities, the resolution of thousands of large and complex recovery issues / disputes to speed reconstruction, and helping them secure literally billions of dollars of funding for which they were initially denied.

*Contractor shall advise on all relevant federal and state documentation practices necessary to ensure the receipt and retention of grant funding as part of response, recovery and mitigation;*

Witt Associates has provided disaster recovery program support to state and local clients for nearly every significant disaster since 2001, and comes to the job with an understanding of the most recent FEMA regulations, policy and precedent and how they impact grant funding and documentation requirements. Using this information, we have helped our clients secure, document, manage, **and retain** over \$17 billion in FEMA Public Assistance, \$3.5 billion in FEMA Hazard Mitigation Grant Program funding, and over \$15 billion in other agency funding (including grants from the U.S. Department of Housing and Urban Development, the Economic Development Administration, the U.S. Department of Transportation, the U.S. Department of Agriculture, and many other sources).

Achieving such results takes focused effort, expertise, and detailed knowledge of rules and regulations, and past precedents. It also requires an understanding of how the various federal departments and agencies expect and wish to see documentation presented, because presentation in other forms can often raise questions and cause delays in the process. Our depth and breadth of experience will assist with coordination, team development, and communication with New Jersey in

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order to maximize grant awards for eligible applicants and to reduce the likelihood of issues that may occur during the process.

To provide the support desired under this RFQ, Witt Associates would propose that a technical assistance program be implemented which provides grant recipients (more commonly known as “sub-grantees”) with guidance and support throughout the life of the disaster recovery process related to documentation requirements. Where documentation is inadequate or unique circumstances exist, our program experts could engage with the respective sub-grantees to help them either improve their documentation or engage with the granting agency to propose alternate methodologies to justify expended costs, using past precedent accepted by the funding agencies wherever possible to reduce delays and minimize disputes.

At the state level, Witt Associates would recommend that the agencies that normally manage the programs that will be used to support recovery efforts continue to do so; more often than not, the existing agencies already do a good job in those areas. However, our experts could engage with them where appropriate to advise them on documentation requirements associated with disaster recovery programs for which they are not normally involved (for example, if an agency experienced damages from Hurricane Sandy and will be a sub-grantee under the Public Assistance program). In addition, Witt Associates experts can support the state’s efforts to obtain and retain grant funding by conducting evaluations of existing systems, processes, and documentation management procedures and recommend how they may be improved, should that be necessary.

*Contractor shall provide assistance with both high-level and detailed long term recovery planning, debris and logistics planning and mitigation planning;*

A disaster of the scope and complexity of Hurricane Sandy will require extensive and complex planning, most notably in the areas of long-term recovery, debris, logistics, and hazard mitigation. Witt Associates can provide not only quality and experienced personnel in these areas to support planning efforts, but can integrate real-world experience from some of the largest and most complex disasters in U.S. history to make sure that those plans are actionable, realistic, and reflective on best practices.

In the area of long-term recovery planning, Witt Associates will draw upon its experience conducting similar planning efforts for the States of Louisiana (after Hurricanes Katrina/Rita), Iowa (after the 2008 Midwest Floods), and Vermont (after Tropical Storm Irene), among others, as a basis for designing an inclusive and stakeholder-driven recovery planning effort. Our recommended approach will involve the use of issue-oriented “planning sub-committees” that focus on key recovery issues, with each holding stakeholder planning sessions designed to engage members of the broader community, gather data on storm impacts and needs, identify challenges that need to be addressed, and recommend priorities for the Governor and the state’s recovery office to consider as part of the state recovery plan. Witt Associates experts could help staff and inform this process, to allow the state of New Jersey to organize these planning sub-committees and

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their community engagement processes based on best-practices. Our experts would also be available to support communications and outreach efforts, document the planning process, prepare the plan itself, and help identify both strategic and tactical approaches to implementing the plan and linking priorities to resources.

Debris planning is always a major issue after a large disaster like Hurricane Sandy, and Witt Associates can assist there as well. The approach that Witt Associates would recommend in this area is to approach debris planning from a management perspective, establishing priorities for debris operations, establishing “rules of the game” related to documentation and monitoring, and identifying and addressing key areas that must be managed properly to ensure funding reimbursement (such as permitting, environmental controls, training for debris personnel, sorting and recycling of debris that is removed, and methods for debris quantity management and disposal). If engaged on debris planning and management efforts, Witt Associates would draw from our existing cadre of debris experts, including personnel who helped design FEMA’s current debris program and the “19-step” process for private-property debris removal, to engage with State, County, and local entities responsible for debris removal to develop a planning document and associated resources that reflect both best practices and real on-the-ground conditions and priorities.

Our cadre of experts also contains personnel who have spent their careers supporting disaster response and recovery logistics operations, and who bring substantial logistics planning expertise. At this point in the Hurricane Sandy recovery effort, most logistics planning will involve more than just the mobilization of physical resources; it will also involve managing the delivery of program funding and technical resources so that complex problems can be addressed comprehensively, using the capabilities and resources of multiple departments, agencies, and private entities. This creates significant complexity during recovery operations, and requires personnel with an understanding of both resource mobilization and what it takes to obtain needed assistance through program requirements / timelines. Witt Associates team members come to this task with unmatched experience of the complex puzzle that is long-term recovery, and with knowledge of both physical logistics planning as well as how multiple programs and resources (including those that were not originally designed to address disaster needs and timelines) can be mobilized and leveraged successfully to achieve results. This type of expertise, and the ability to work with other partners to achieve results, must be built into logistics and implementation plans for long-term recovery.

The Witt Associates team can also provide significant support to the State of New Jersey when it comes to mitigation planning. In fact, there is no other firm in the country more familiar with the state hazard mitigation planning requirements found in the Disaster Mitigation Act of 2000 (DMA 2000). DMA 2000 was conceived and enacted under the guidance of Witt Associates’ company founder, James Lee Witt, while he served as Director of the Federal Emergency Management Agency (FEMA). Members of our team were also responsible for development of FEMA’s “State and Local Mitigation Planning ‘how-to’ guides,” the initial edition of the “State Multi-Hazard Mitigation

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Planning Guidance” also known as the “Blue Book.” Using this expertise as our guide, our company has provided support to many states to not only help them update their own mitigation plans based on real-world disaster (thereby allowing mitigation planning and priorities to reflect damages, changes to infrastructure and flood protection, and capacity of the state and local governments to implement mitigation measures), but also engage with local and county governments to help them obtain the resources to update their own mitigation plans accordingly. While the timing for this mitigation planning effort will be critical and requires that additional information be available about the disaster and its impacts before it begins, Witt experts can advise the State on how resources can be leveraged for both the state and county/local governments to help pay for mitigation planning activities. We can also work with the State of New Jersey to develop a planning process, involving both the state and its impacted jurisdictions that will maximize the effectiveness of Hazard Mitigation Grant Program (HMGP) project funds once they become available.

*Contractor shall conduct programmatic assessments and evaluations to ensure that proper operating metrics are adhered to in New Jersey’s response, recovery and restoration process;*

Our team’s experience supporting states and local governments in other significant disasters provides our experts with an understanding of many of the unique challenges that present themselves in the disaster recovery period, and an understanding of their true nature. This offers our team the ability to help the State of New Jersey to identify obstacles standing in the way of recovery programs, address “gaps” in assistance (unmet needs), and develop initiatives, actions, and programs that can effectively address them.

This type of work effort is not new to Witt Associates. In several events – including in Louisiana after Hurricanes Katrina/Rita and in Iowa after the 2008 floods – Witt experts have played critical roles in evaluating recovery programs and progress, and recommending, establishing, and implementing efforts and programs to enhance long-term recovery.

Our recovery operation is designed to maximize reimbursement of recovery costs to the State, and is only accomplished through quality eligibility determination, detailed cost tracking, and grant program understanding and navigation. As a part of this strategy, Witt Associates will make itself available to conduct assessments and evaluations in cooperation with the State of New Jersey to ensure that the response, recovery and restoration processes are coordinated and communicated with all agencies, departments and stakeholders. These evaluations will be utilized to assess the gaps and address them as improvement plan action items in coordination with the appropriate state representatives. They will also be designed to provide a balanced, accurate, third-party assessment of any problems that occurred, and how they can best be addressed to achieve the State’s recovery goals and objectives.

To the degree possible, the Witt Associates approach to this task would involve working **with** existing departments and agencies in the conduct of the assessment / evaluation. This approach makes the most sense, since those organizations possess much of the information necessary to

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complete the assessment, and often have at least a superficial understanding of the problems being experienced. By working with State and other departments and agencies, we also can be more successful at developing “buy-in” from the entities that will most often be responsible for implementing recommendations coming out of the assessment.

In some cases, the conduct of an assessment or evaluation will identify the need to create new programs or initiatives to make a positive impact. Fortunately, Witt Associates is skilled and experienced at developing unique and customer-focused approaches to disaster challenges experienced by our clients and their stakeholders. As required, our staff will work to develop and recommend new programs, policies, and protocols that can achieve results. These recommendations will be built on national “best practices,” but will be developed to address the unique needs of the State of New Jersey. They will also be developed to comply with the requirements of funding programs/agencies (as required), and to maximize program flexibility. As an example, Witt Associates worked with the State of Iowa after the 2008 floods to develop and implement the highly-successful “JumpStart” homeowner and business assistance programs, which addressed deficiencies in Federal and state assistance programs that were impacting disaster recovery success.

*Contractor shall provide or advise the State on data management related to New Jersey’s response recovery and mitigation efforts;*

Effective presentation of information for decision-making and project files, as well as effective communications with stakeholders, are paramount during disaster response and reconstruction, and become even more so during longer-term recovery efforts. Witt Associates has access to a wide variety of datasets to support justifications, which can further magnify the effectiveness of our program experts in justifying project eligibility while working with NJOEM and FEMA.

To support our recovery experts, our Technical Services Unit utilizes cutting edge technology to support our experienced staff. ESRI, the leader in geographic information system (GIS) technology is a business partner of Witt Associates. This capability is available to the State of New Jersey, as required, to help State leadership better understand the status of recovery efforts and make better decisions as a result. The TSU can also develop interactive dashboard tools for the State, as requested, that can put key information and data sets at the fingertips of those who need it, portrayed in a visual and easily-digestible format. This type of tool / product was very effective in our recovery work with Hurricane Katrina 2005, Hurricane Rita 2005, Hurricane Gustav 2005, Iowa Floods 2008, and the Deep Horizon Oil Spill 2010. Our TSU will work with the State’s GIS department to integrate data and data management to enhance the recovery process. The State Recovery office will be able to collect the data from the various agencies and departments to collaborate and coordinate the recovery process. Specifically, Witt Associates represented Louisiana in the early implementation and modification to the client’s needs of the software management program that Louisiana has utilized to manage the \$11billion recovery effort.

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*Contractor shall assist the State to develop and apply data structures and data analysis necessary for New Jersey officials to make critical decision regarding emergency planning, logistics, and sustained improvement of infrastructure;*

Witt Associates will work with the State to help them organize their disaster data management structures (specifically what are they going to collect, how are they going to collect the data, how and where will the store the data, who has access to the data). The State of New Jersey will need a data management structure that will help them manage all of the FEMA programs as well as other recovery efforts. If the State of New Jersey has an existing data management system in place, Witt Associates will work with the State to make sure that their current structure is sufficient to accommodate the scope of this disaster.

In addition, Witt Associates will assist the State determine how they will collect that data and how to best use that data as support for additional funding requests. We will also have to work with them to determine what types of metrics the State will use to measure and analyze data. Once this data management system has been established, the State leadership can make better informed decisions as it relates to recovery planning, critical infrastructure, logistics and managing the recovery operation. Witt Associates will employ our world class GIS and data analytics capability, and our specialized experience applying said capability to disaster response and recovery needs. We utilized this expertise successfully to build data and analysis in both the Louisiana and Iowa Recovery offices. This analysis was able to provide a better understand event impacts and evaluate progress made toward recovery, and are using it presently to assist one of our clients in New York to target assistance to the subset of their stakeholders who were impacted by storm surge.

*Contractor shall provide risk assessment, hazard identification, and hazard mitigation advice concerning New Jersey's recovery and mitigation efforts;*

Witt Associates will provide technical expertise and project management for the following work efforts in regard to hazard identification and risk assessment needs based upon the issued task order. The work will be performed consistent with "Step 1" of the guidance provided in DHS's *Threat and Hazard Identification and Risk Assessment (THIRA) Guide* (CPG 201) and FEMA's 'how-to' guides 386-2 and 386-7, respectively titled: *Understanding Your Risks: Identifying Hazards and Estimating Losses* and *Integrating Manmade Hazards Into Mitigation Planning*.

Witt Associates' approach will be based on the special needs of the identified task order. Witt Associates' approach is consistent with "whole community" concepts promoted by federal guidance and regulations and reflects the need to continuously improve through better connections and communications within the emergency management and homeland security community.

Witt Associates has extensive knowledge of key guidance documents and assessment programs including individual experience in the development and utilization of precursor guidance and assessment processes for current recommended practices regarding Hazard Identification and risk

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assessment. We have demonstrated expertise for projects requiring threat and hazard identification and risk assessment for natural and human-caused hazards including public agency hazard mitigation planning, emergency operations planning, and continuity of government planning at varying levels of governments and field applications.

As consultant-contractor to the State of New Jersey, Witt Associates will provide experienced mitigation personnel in order to help the State capitalize upon every opportunity to invest in cost effective mitigation measures.

Witt Associates team members have been **key participants** in the development of national policy and programs related to emergency management including key underpinnings of threat and hazard identification, risk assessment, capability assessment, and mitigation programs.

One key opportunity in the aftermath of any disaster – but most notably after larger ones that raise the issues of risk that Hurricane Sandy has raised – is to maximize mitigation funding under both the Section 406 Public Assistance Program and the 404 Hazard Mitigation Program. Witt Associates will bring experts in both mitigation programs in an effort to first and foremost maximize mitigation opportunities that can be incorporated into FEMA-eligible repairs of damaged buildings and infrastructure (406), and then leverage that to the maximum extent possible with Section 404 funds to allow the state to minimize its risks from future storms. In addition to the Section 406 mitigation, the Witt Associates’ team brings with it substantial expertise related to the Hazard Mitigation Grant Program (HMGP) and hazard mitigation planning, both of which are likely to be important factors in both the recovery of the State of New Jersey after a disaster and in its readiness for future events. Our team brings substantial recent experience, covering all aspects of the mitigation programs and activities – including the management, oversight, and implementation of over \$3.5 billion in HMGP funds since 2005, and experience completing nearly 100 mitigation plans and reviewing hundreds more for our clients. This experience can be leveraged for the benefit of New Jersey and its counties and local governments.

Drawing upon this experience and knowledge, Witt Associates’ staff would work hand-in-hand with State mitigation personnel to conduct applicant briefings, provide training and on-site technical assistance to actual and prospective HMGP applicants, assist with the design and implementation of community education and outreach efforts, review (and help develop, where appropriate) HMGP project applications, and establish grants management programs and processes to ensure reimbursement of funds. Our team would also be available to work hand-in-hand with RIEMA and eligible applicants at the state and local levels to develop HMGP project applications for submission and consideration by State mitigation personnel. Witt Associates traditionally takes the approach of providing maximum direct technical assistance at the local level, in recognition of the fact that mitigation is, in most cases, not something that is part of most community’s daily activities. Our experience has shown that the provision of quality expertise in a more direct and supportive manner does more to encourage a local culture of mitigation than just about any other type of support that can be provided.

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Witt Associates has also provided mitigation planning support to state and local governments across the country, both inside and outside of the context of a disaster operation. Among other successes, Witt Associates was able to provide technical support and gain FEMA approval for **78 local mitigation plans in the State of Louisiana in a little over 6 months after Hurricanes Katrina and Rita**. We also helped design and implement the first-ever **Planning Pilot Grant Program**, designed to allow for the updating and/or amendment of local mitigation plans and debris management, as well as the **Demolition-Rebuild Pilot Program** in Louisiana which permitted substantially-damaged structures to be demolished, removed, and rebuilt at higher elevation on-site as an eligible HMGP program activity. Drawing upon this type of experience and capability, the Witt Associates team is well positioned to provide support to New Jersey and its state agencies in the updating and development of its mitigation plans and programs, support the review of plans developed by jurisdictions statewide, and provide the capacity to deliver direct technical support to local governments in the development of their mitigation plans, as required.

Witt Associates has performed a great deal of hazard mitigation planning and updates for the following counties within the State of New Jersey:

- Camden County, New Jersey Multi-Jurisdictional Hazard Mitigation Plan
- Cumberland County, New Jersey Multi-Jurisdictional Hazard Mitigation Plan
- Gloucester County, New Jersey Multi-Jurisdictional Hazard Mitigation Plan
- Hunterdon County, New Jersey Multi-Jurisdictional Hazard Mitigation Plan
- Middlesex County, New Jersey Multi-Jurisdictional Hazard Mitigation Plan
- Mercer County, New Jersey Multi-Jurisdictional Hazard Mitigation Plan
- Morris County, New Jersey Multi-Jurisdictional Hazard Mitigation Plan
- Passaic County, New Jersey Multi-Jurisdictional Hazard Mitigation Plan
- Sussex County, New Jersey Multi-Jurisdictional Hazard Mitigation Plan
- Union County, New Jersey Multi-Jurisdictional Hazard Mitigation Plan
- Warren County, New Jersey Multi-Jurisdictional Hazard Mitigation Plan
- Atlantic City, New Jersey Single-Jurisdictional Hazard Mitigation Plan

It is important to note that this is not the entire list of hazard mitigation plans that Witt Associates staff have worked on. However, the list clearly indicates that Witt Associates has the ability to provide a broad perspective on hazard mitigation planning and best practices from a range of communities and hazard situations within the State of New Jersey.

*Contractor shall work with the State to craft the State's intermediate and long term response and recovery framework following Hurricane Sandy;*

In supporting the State of New Jersey, Witt Associates would be available to engage with community planners, citizens and stakeholders (public and private), to help them fully understand the risks and opportunities they face, identify the opportunities they may have to improve response and recovery capabilities, and develop consensus around a path forward to strengthen the existing

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response and recovery framework in the State of New Jersey and in their local communities. The outcomes of this effort can then be evaluated and linked to potential funding sources, obtain the support that is needed, and coordinate the delivery of often disparate assistance programs to achieve complex recovery goals. Specifically, the Witt Associates team can help the State to assemble federal, non-profit, and private sector stakeholders to:

- Develop a common vision for recovery
- Build broad-based support for the recovery planning and implementation process
- Promote environmentally-sound green construction
- Rethink how and where communities are built
- Build support for increased mitigation and building standards
- Develop a policy and coordinating group led by the State, comprised of government, non-profit, and private sector partners and other key stakeholders
- Establish and staff planning teams who will meet with community leaders (including local government agencies, business leaders, elected officials, private nonprofits, etc.) to identify issues and concerns, encourage discussion and decision making on local and regional recovery issues, organize and participate in public meetings, and use collected input to produce a list of prioritized actions that will help the area with its long-term recovery.
- Engage the public to help determine how their communities will be rebuilt, and according to what priority.
- Prepare a recovery planning document to capture, document, and serve as a focal point for recovery actions, priorities, and needs
- Provide recovery implementation staff support over the longer-term to coordinate with federal, state, and local agencies, non-profits, and the private sector to help identify and secure funding to accomplish actions items and priorities.
- Engage with federal agencies, non-profits, private industry, individuals, and others in an effort to secure their “buy-in” for recovery priorities and encourage their participation in core recovery principles.

*Contractor shall work closely with the State to implement the strategic and tactical response and recovery framework and shall provide needed staffing;*

Witt Associates will assist the State in the development of a successful disaster recovery management system that combines all levels of government with coordination, integration, community engagement and management following the National Disaster Recovery Framework (NDRF) core principles.

Because Witt Associates has been involved in nearly every significant disaster recovery event in the United States since 2001, our team brings a unique understanding of federal and other funding streams and have a clear understanding of how many of those programs can (and in some cases, cannot) support recovery requirements. This knowledge and experience will be at the disposal of

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the State of New Jersey, to the extent required, and can be utilized to leverage scarce resources to support recovery core principles and objectives.

Upon completion of the recovery framework, Witt Associates would propose that our planning team evolve into a team focused on implementation of the described strategy, according to identified priorities, through the provision of technical assistance and supporting both state and local efforts to link plan elements to funding and other resources necessary to make them happen. This would involve defining and revising strategic approaches to recovery, so that overall recovery efforts lead toward overall desired outcomes. It will also involve the identification and tracking of work plans designed to lead to progress toward completion of the many steps that will be necessary to achieve results. The Witt Associates team would propose using project management practices, technologies and systems, including Microsoft Project software, be applied to this effort to ensure that progress continues to be made over time.

*Contractor shall work closely with the Office of the Governor in providing planning advice and execution of the response, recovery and mitigation plan in conjunction with the Governor's designee;*

While the response, recovery, and mitigation planning efforts must involve local leadership, relevance, and buy-in, it is critical to remember that the planning effort also reflects statewide goals and priorities, and must be consistent with the Governor's priorities and objectives in the post-Sandy environment. For this reason, Witt Associates would expect to work closely and coordinate with the Office of the Governor, both during plan development and in execution of the implementation process.

This is a role with which Witt Associates experts have a great deal of comfort. Many of our proposed team has worked directly with and for Governors, as well as their Lt. Governors, Chiefs of Staff, Senior Policy Advisors, and others as required, providing expert advice and guidance, and seeking direction. We would also encourage the design and implementation of a planning process that provides the Governor's Office with extensive opportunity to provide input and concurrence with steps being taken and recommendations as they are being defined. We would also encourage the Governor's Office to maintain active and senior-level involvement in the implementation of plan priorities and strategies, so that those efforts can be informed through the political process, pursued with full transparency, and pursued with the full knowledge and support of Governor

*Contractor shall provide detailed assistance to the State as it seeks, obtains and monitors grants and any supplemental appropriations from Congress, as well as with other federal governmental agencies such as the U.S. Department of Housing and Urban Development, the U.S. Department of Transportation, and the U.S. Department of Homeland Security to provide support to the State after a catastrophic event;*

Our years of work in response to disasters nationwide have also provided Witt Associates with extensive working knowledge of the many other programs (disaster relief and otherwise) that is

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made available after a disaster from agencies across the federal government, to include the various programs of the U.S. Department of Transportation, the Community Development Block Grant (CDBG) and variety of housing programs from the US Department of Housing and Urban Development, resources from the US Department of Agriculture and Rural Development Administration, the programs of the US Economic Development Agency, assistance available through the US Environmental Protection Agency, support from the US Department of Health and Human Services, loans from the US Small Business Administration, and a variety of other programs available elsewhere. We draw upon this familiarity (not only of the programs themselves, but their specific application in the disaster recovery context) to resolve interagency disagreements and confusion on their relative applicability to real-world circumstances, and to leverage resources to achieve results larger and more significant than can be obtained with any one program alone.

Because of the magnitude of the Hurricane Sandy disaster, there is every reason to believe that supplemental appropriations may be made by Congress to address unmet needs associated with the recovery period. We would encourage the State of New Jersey to engage Witt Associates in this process, given our extensive experience assisting other states (such as Louisiana, Iowa, Indiana, and others) document, justify, and secure over \$15 billion in additional resources to meet their recovery needs. As a part of the State's recovery team, we would help the state identify and quantify recovery needs, identify which ones cannot be addressed sufficiently with existing government programs, and present a compelling argument to Congress and the Administration – in terms they are more likely to accept and which are consistent with how they have evaluated supplemental funding requests in the past – to justify and maximize the assistance the state may wish to request. Witt Associates also has the ability, should the state so desire, to engage on behalf of the State in Washington, DC with Members of Congress, Congressional staff / committees, and individual federal departments and agencies to educate them on the needs in New Jersey and encourage them to act on the state's behalf.

*Contractor shall closely advise the State on any needed dispute resolution between governmental entities as part of the development and implementation of the State's response, recovery and mitigation plans;*

A key part of any Witt Associates engagement is to help identify and resolve issues that may stand in the way of recovery or the obtaining of assistance to meet client objectives. At Witt Associates, we do not consider this a defined task under our contracts; it is a part of how we do business.

To address this, the Witt Associates staff and management team will draw upon an established and proven methodology to keep the state engaged and informed of areas where intergovernmental dispute resolution may be required. Through implementation of regular conference calls, daily reporting practices, and use of our WittTrak time and issue reporting system, our Project Manager for the engagement in New Jersey will maintain near real-time visibility into disagreements, conflicts, and concerns raised by staff in the field. These, in turn, become the subject of issue resolution efforts and briefings / coordination with State staff and leadership.

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In most cases, disputes can be resolved through discussion and the leveraging of relationships that Witt Associates personnel have with FEMA and other agency representatives. When issues are identified which are not readily solvable or which are impacting recovery efforts, however, the Witt Associates Project Manager will engage with the State to discuss the issue, and will outline the basis for the disagreement and possible methodologies to pursue issue resolution. Our team will then provide support to the state, and/or engage on the state's behalf, following the agreed-upon methodology.

Should misunderstandings or disputes continue to arise, Witt Associates is uniquely prepared to engage in support of the State on more formal dispute resolution avenues. Where appropriate, Witt Associates' project personnel have extensive experience in preparing, arguing, and successfully resolving appeals in partnership with our state clients. Our team would work directly with the State – and/or with its local applicants, should we be so directed -- to determine the grounds for possible appeals, and would help frame the information provided to best address programmatic rules and guidelines, and would utilize tested methods of arguing and negotiating resolutions with FEMA and other entities, as appropriate, in order to obtain the best possible results. In addition, it is worth mentioning that members of the Witt Associates' team have experience leading FEMA disaster close-out operations, which provided hands-on experience in the most difficult and controversial projects/issues that occurred in a disaster. This experience provides our team with the unique understanding of FEMA structures, processes, practices, and precedents, all of which can be utilized to build a case for New Jersey project appeals.

Witt Associates leadership also have the ability to leverage existing relationships at the Joint Field Office, in federal regional offices, as well as with agencies directly in Washington, DC should that be required to resolve disputes or obtain decisions necessary to advance recovery.

Witt Associates prides itself on its ability to communicate well with its clients. We believe our commitment to response and recovery and our ability to leverage our demonstrated skills and capabilities will provide the highest quality of service to the State of New Jersey.

*Contractor shall advise on federal regulatory standards relevant to funding requests and recovery assistance;*

Throughout the recovery process, Witt Associates experts will be available to support the state with advice and guidance related to the federal laws, regulations, and policies that directly impact funding requests and recovery assistance. Fortunately, the firm's expertise in this area is significant.

Many of our team members have spent their careers working at the federal, state, and local levels, utilizing the very programs and authorities now being implemented in New Jersey to support its recovery efforts. This experience provides our team with not only an understanding of the law and regulations, but also the *intent* behind those guidance's and the past precedent as to how they have

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been utilized to solve real-world problems. It also gives our experts the ability to understand – and leverage – the inherent flexibility that sometimes exists in existing law, regulation and policy to achieve results for the State of New Jersey. This represents real value that Witt Associates can deliver to the State and its impacted communities.

It is worth noting that in many cases, Witt Associates team members spent earlier parts of their careers working for the very federal departments and agencies now involved in the Hurricane Sandy disaster recovery effort. In addition, **many of our personnel helped develop the very rules and regulations now being implemented.** This provides our experts with unrivaled understanding of what is possible and what is not in the recovery context, and puts our consultants in a very strong position when providing advice and guidance to the state of New Jersey as it relates to funding requests and recovery assistance.

*Contractor shall advise on productive working relationships with non-governmental organizations, including, but not limited to, charities, philanthropies, and aid groups, to secure assistance needed by New Jersey residents;*

A central component of any successful disaster operation is the ability to reach out and communicate effectively with all stakeholders involved in the recovery, including non-governmental organizations (NGOs) who often have both resources and volunteers capable of meeting the needs of both individuals and communities impacted by an event like Hurricane Sandy. This is not always easy, however, as many such organizations operate according to their own priorities and timelines (irrespective of the State), and the tactics and strategies used to work with such groups in “normal” times are sometimes less effective in the disaster context because of strains on both their capacity and their understanding of the disaster environment to effectively navigate the complex issues that surround disaster operations. Our team can work directly with Voluntary Organizations Active in Disasters (VOADs), as well as traditional non-governmental organizations who have a stake in the recovery, to involve them in the recovery planning process, hear about their needs and the concerns of those they represent, and establish mechanisms for coordination and communication.

One strategy that we would recommend for their involvement is the establishment of an Unmet Needs Coordination Group, whose job it is to coordinate and meet with involved NGOs to identify unmet needs, quantify their magnitude, and establishing priorities and strategies for addressing them. Such an organization can serve to focus and distribute NGO resources where they are most needed, as opposed to where each individually believes they should be. In addition, an Unmet Needs Coordination Group can serve as a valuable voice in support of overall state recovery priorities through their participation in long-term recovery planning efforts and their independent validation of identified unmet needs.

*Contractor shall closely advise the State as it plans the State-wide mitigation efforts in the aftermath of Hurricane Sandy with particular emphasis on plan aspects concerning catastrophic events*

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*(including floods and hurricanes) that could destroy significant numbers of existing dwellings, businesses, critical infrastructure and key resources; and*

Witt Associates provides unrivaled assistance in identifying risks, planning to reduce future losses, and implementing comprehensive mitigation solutions. Our company's founder, James Lee Witt, is widely considered the "father of mitigation" due to his work as FEMA Director under President Bill Clinton. Reflecting his deep commitment to reducing risk from disasters, he has assembled a team with unmatched experience, qualifications, and management skills to aid state and local governments in the pursuit of mitigation projects, program management, and funding.

Witt Associates' Mitigation Specialists have substantial expertise in the Section 404 HMGP and other mitigation programs, including in the areas of project identification and scoping, grants management, benefit-cost analysis, environmental/historic review, mitigation planning, public outreach and training, and other areas of expertise that are necessary both before and in the aftermath of a disaster to encourage risk-reduction efforts. This comprehensive capability will be available to NJOEM in support of its efforts to provide technical assistance in the development and delivery of HMGP assistance, as required. To address this need, our staff will work directly with NJOEM to educate on mitigation and program requirements, identify mitigation opportunities, and provide technical assistance in the development of project applications. Throughout this process, Witt Associates will work hand-in-hand with state and FEMA representatives to maximize the chances of approval of submitted projects. Once sub-grants have been awarded by the state, Witt Associates staff will provide hands-on technical assistance and consultation to help meet all programmatic requirements for project implementation, ensure adequate documentation for all payments, and provide grant management support to the NJOEM.

Witt Associates' expertise in mitigation carries over to the Public Assistance program, where we have extraordinary capability and success in identifying mitigation measures that can be incorporated into FEMA-eligible repairs to public buildings and infrastructure. Our personnel will survey damaged sites along with FEMA representatives and make notes relating to possible mitigation measures that can be pursued in the repair of damaged elements under the Public Assistance program (Section 406). Witt Associates staff will also use these site visits as an opportunity to discuss and provide guidance on the possible development of mitigation projects under the Hazard Mitigation Grant Program (HMGP) to complement and leverage Public Assistance expenditures to achieve even greater and more comprehensive mitigation solutions. During consultation with departments on their project needs, our staff will discuss and provide expert advice related to mitigation opportunities. This information will be provided verbally and in writing (as required), so that the departments and their project managers can give due consideration prior to arrival of the FEMA Public Assistance inspector who will develop the scope of work for the applicant's projects. Selected mitigation opportunities can then be identified by the departments and Witt Associates staff at the time the FEMA inspector prepares the Public Assistance project worksheets for the applicant's project work. Witt Associates staff will also help

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to integrate identified mitigation priorities and projects into long-term community recovery planning efforts, as required, in order to encourage the integration of risk-reduction activities.

*Contractor shall provide needed staffing for any of the foregoing tasks.*

Witt Associates understands that every engagement requires a broad set of programmatic, technical and financial expertise in order to address the changing and often unique requirements of each disaster. For this reason, our approach involves the availability and utilization of subject-matter experts from a wide variety of disciplines and fields – available on either a part-time or full-time basis – to support client needs. It is this flexibility in approach that defines the Witt Associates work effort for its clients, allowing us to be responsive to changing circumstances.

To meet these changing needs, Witt Associates maintains over 120 full-time emergency management and disaster recovery experts, along with a cadre of nearly 500 consultants capable of providing expertise in nearly every area in which needs could arise in the aftermath of an event like Hurricane Sandy. This capacity has been tested and proven many times in the past, delivering quality results for our clients.

Furthermore, Witt Associates is one of the only firms in the country that can not only claim the ability to deploy large numbers of diverse personnel to the field; we can demonstrate that we have successfully done so. In fact, in 2008, Witt Associates deployed nearly 300 personnel to the field to work eight (8) concurrent disasters, and did so while still maintaining quality product and client satisfaction. No other firm in our industry can demonstrate the ability to provide quality staff for as many events, or in as large numbers, as Witt Associates.

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## **4.2 Management Overview**

*The bidder shall set forth its overall technical approach and plans to meet the requirements of the RFQ in a narrative format.*

*This narrative should demonstrate to the State that the bidder understands the objectives that the contract is intended to meet, the nature of the required work and the level of effort necessary to successfully complete the Contract.*

*This narrative should demonstrate to the State that the bidder's general approach and plans to undertake and complete the contract are appropriate to the tasks and subtasks involved.*

*Mere reiterations of RFQ tasks and subtasks are strongly discouraged, as they do not provide insight into the bidder's ability to complete the contract. The bidder's response to this section should be designed to demonstrate to the State that the bidder's detailed plans and proposed approach to complete the Scope of Services are realistic, attainable and appropriate and that the bidder's quote will lead to successful contract completion.*

This section of Witt Associates' proposal outlines the basic tasks and steps included in the Management Overview as per **Section 4.2** of the RFQ. Witt Associates understands that the State of New Jersey has diverse and considerable needs that may vary significantly following the most recent disaster. Witt Associates is committed to providing long term and highly flexible recovery services as we have demonstrated in many other states and many other clients, including (but not limited to) the states of Louisiana, Iowa, Indiana, and Vermont.

Witt Associates has a complete and unrivaled understanding of the FEMA disaster programs, both structurally (law, regulation, policy) and through our knowledge of past precedent, which we use to solve problems and maximize disaster recovery funding. In fact, many of the policies used today at the federal level to govern disaster assistance are ones that members of the Witt Associates' team were involved in establishing when they worked at FEMA, or helped develop in partnership with our clients and the agency during disaster deployments in which we were involved nationally. In approaching the responsibilities identified in this RFQ, Witt Associates will bring this unique and unmatched knowledge and experience working with the FEMA disaster programs, including the Public Assistance, Individual Assistance, Hazard Mitigation programs and Long Term Recovery Planning, as well as incident operations, logistics recovery and continuity of operations, to provide superior service to the State of New Jersey.

Our methodology and approach for delivering results and meeting the responsibilities of this contract is one that has been tested and proven time and time again, in literally dozens of deployments in numerous other states who experienced multi-billion dollar disaster events. Central to our approach is to work alongside our clients, as part of their team, to resolve problems and provide the capacity needed to promote an effective recovery. Witt Associates will leverage its

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demonstrated skills and capabilities in order to provide only the broadest and highest quality support for the State of New Jersey.

Witt Associates' approach to providing this type of service is built on the foundation of providing experienced and qualified personnel to augment, not displace, State personnel in the performance of critical duties of long term recovery. As part of our standard recovery strategy, we begin by developing and implementing a recovery management plan that prioritizes all needs and requirements, and takes into account all stakeholder activities, to include State and local-specific projects, contractor management requirements, and external government regulations and standards. Our recovery operation is designed to maximize reimbursement of recovery costs to the State, and is only accomplished through quality eligibility determination, detailed cost tracking, and grant program understanding and navigation.

Achieving such long term recovery results takes focused effort, expertise and detailed knowledge of both best practices, rules and precedent. Our depth and breadth of experience will assist with coordination, collaboration and communication to ensure the successful delivery of a long term recovery program for the State of New Jersey.

Our approach to this project is reflected by our understanding of each of the Scope of Services identified in Section 4.0 of this proposal. Witt Associates will aid the State of New Jersey with broad-based and flexible services related to long term recovery. Witt Associates will support the State of New Jersey as a technical advisor in the long term recovery process and developing a successful program for the State.

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## **4.3 Contract Management**

*The bidder should describe its specific plans to manage, control and supervise the contract to ensure satisfactory contract completion according to the required schedule. The plan shall include the bidder's approach to communication with the State Contract Manager including, but not limited to, status meetings, status reports, etc.*

The Project Manager will directly control the activities of all members of the team and coordinate all project related communications with the State of NJ and the State Contract Manager. Witt Associates' Management Processes are comprised of Process Controls and Communications.

### **Quality/Communications/Reporting/Transparency/Process Controls**

One of the keys to success in any consulting engagement is the establishment of appropriate management processes to ensure quality performance. Under this contract, Witt Associates will utilize a tried and tested management process designed to deliver results.

### **Start-Up**

Once the contract is signed, Witt Associates' proposed Project Manager will propose that we meet with State of New Jersey staff to discuss contract terms and requirements, establish a common understanding of expectations for personnel and work products, and identify initial priorities. The Project Manager will also coordinate or meet with the State to complete initial and detailed work-planning efforts, discuss organizational structures (and how they may be changed to meet State objectives), and establish strategies for the integration of consultant and state personnel. We will also discuss the work effort and associated timing, deliverables, and methodologies. Immediately upon completing this "kick-off meeting," our Project Manager will communicate with all of our project personnel to ensure that everyone is on the same page.

### **Continuity**

When selecting our personnel for assigned tasks, we set expectations that our experts will remain on that project until it is completed and their assistance is no longer required. This could mean that team members may be on extended deployment so that our clients can retain institutional knowledge and limit disruption that often results from regular changes in personnel.

### **Work Planning**

In managing the work effort under this contract, planning to ensure that opportunities are not missed and staff members are fully utilized is critical. The Witt Associates' Project Manager will engage on a daily basis with State of New Jersey staff to support work planning efforts, as well as on subject-specific planning efforts such as workforce utilization, project or issue resolution efforts, and other matters. These discussions will include subject matter experts from the Witt consultant team, as required and as requested by State management, to provide assurances that the topics discussed maximize the combined knowledge, experience, and insights of the experts we have deployed in support of the work effort.

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### **Project Controls and Communication**

In its work with the State of New Jersey the Witt Associates' team has always understood that it is our job to support the State, not to supplant it. We have also understood that meeting the expectations of our client in providing that support requires the use of robust project controls designed to ensure the client remains informed and in-charge, and that consultant work effort remains properly focused. For those reasons, we have paid special attention to establishing project controls and reporting procedures designed to ensure effective communication and provide work accountability, so that the State of New Jersey – our client and partner – has access to the information it needs and the visibility into consultant work efforts to both monitor and direct consultant activities.

In carrying out the responsibilities under this RFQ, we plan to continue this effective strategy by doing the following during the new contract period:

- Witt Associates will bring (at no cost to the State) a proprietary management and reporting system called *WittTrak*. This web-based system provides both Witt Associates management and representatives from the State of New Jersey visibility into the activities of individual consultant's work efforts each day, and provides fields for consultant field staff to identify and highlight issues, concerns and other matters that may require management attention. State of New Jersey staff will have access to every consultant's daily reports (if desired), and can monitor them on an ongoing basis. Witt managers throughout the management chain are involved in reviewing and approving each and every daily report filed by one of our personnel, thereby ensuring that information contained in the reporting system is quickly understood in the management chain, and where necessary, questions can be asked when concerns or issues are raised;
- Witt Associates will utilize regular staff conference calls to provide an opportunity for our team members to exchange information with each other and with the State of New Jersey and Witt Associates' management. These calls will highlight issues that require State attention. They will also provide for the free flow of information and the discussion of conditions that may impact the work effort, and ensure that all partners in the recovery effort remain informed and involved;
- In an effort to be responsive to client requirements, Witt Associates will utilize a series of regular meetings to allow our personnel to meet with and discuss issues with the State of New Jersey. The timing and structure of these meetings will vary based on client needs and requirements, but they will certainly be designed to provide responsiveness to state information demands and to offer an opportunity for two-way communication, and;
- We will be prepared to utilize a regular reporting regimen where our team of experts provide written summaries of issues, project status, and other information (as defined by the State of New Jersey) to assist with the State's ability to track work effort, sub grantee concerns and priorities, and project status. The schedule and content of these reports will vary based on the State of New Jersey's needs and to ensure the State can properly and effectively manage overall operations.

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Through the implementation of these management controls, Witt Associates can demonstrate its commitment to establishing the management protocols, communication and accountability systems necessary for the State of New Jersey to manage its recovery and the work efforts of Witt personnel. Our ability to keep State leadership apprised of critical situations and issues, maximize funding through documentation efforts, as well as demonstrate the effectiveness of consultant work efforts, can have significant and positive impacts on efforts contemplated in the future under the scope of work.

### **Project Methods and Supporting Processes**

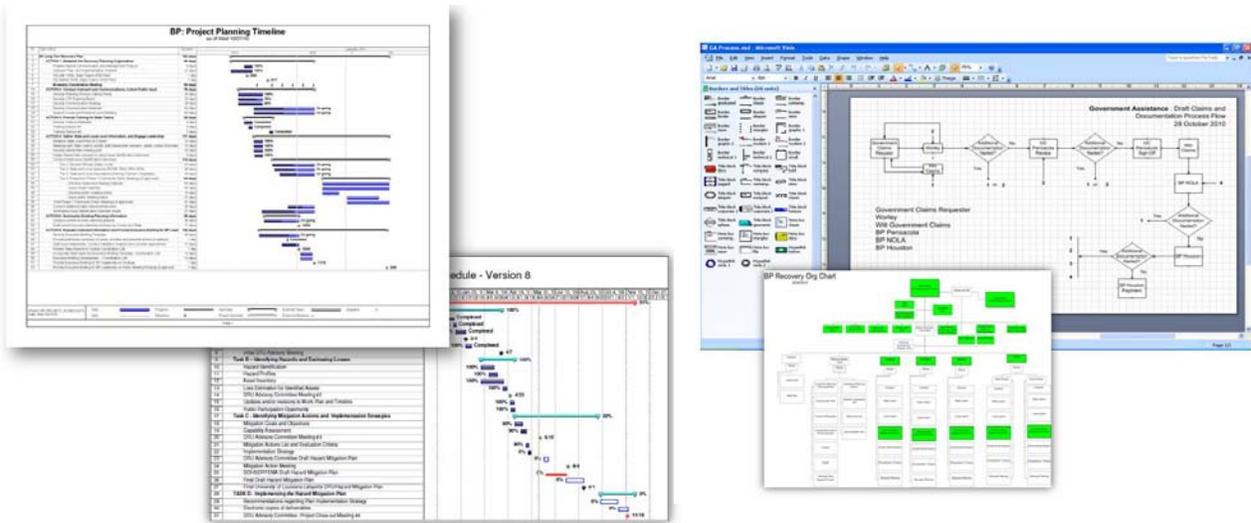
Furthermore, the Witt Associates' team utilizes multiple methods, tools, and techniques to both enhance performance and encourage greater communication. These project methods and supporting processes have all been tested time and time again and have proven to be best practices in the delivery of technical assistance as described in this RFQ.

Examples of some of the methods, tools, and techniques that we will employ in support of the State of New Jersey include the following:

- **Reporting, Tracking, and Documentation** – To assist the State with the complex task of managing large numbers of consultants as well as the prospect of having to follow new management cost rules from FEMA, Witt Associates will utilize *WittTrak* (mentioned above) to provide the State with visibility into the activities of individual consultants' work efforts *each day*. *WittTrak* offers our field-deployed personnel the ability to highlight project status, accomplishments, issues, and future courses of action that may require management attention, attach documents and meeting agendas that may be relevant to management interests, and provide detailed summaries of work efforts performed by consultant resources. The system also permits consultants to capture their work time associated with specific funded projects (where appropriate), thereby offering the State the opportunity to charge the cost of consultant time against not only FEMA's Indirect Administrative Costs allowance (which is capped and is grossly insufficient to reimburse the State for its efforts to manage the Public Assistance and Hazard Mitigation programs), but also provide sufficient documentation to justify a portion of consultant time against specific projects through Direct Administrative Costs (which are not capped, as long as they are determined to be reasonable). ***The documentation provided in the Witt Associates WittTrak system has successfully justified client reimbursement and has been accepted by FEMA's auditors, making WittTrak one of the few systems of its type to create documentation that has been accepted as justifying Direct Administrative Costs.*** This capability, which is only available through Witt Associates, gives the State added flexibility and ability to seek reimbursement for their costs to administer the FEMA recovery programs.

Managing project objectives, task and milestones are imperative. To manage the project and support client communications MS-Project and MS-VISO will be utilized.

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- **Quality Assurance** – As part of our ongoing commitment to fostering continual improvement of its team members, Witt Associates implements a series of measures to ensure that its personnel remain informed of the latest program updates and best practices. This, in turn, helps our team members to perform their duties with maximum effectiveness and benefit from our continuing experiences around the country.

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

Witt Associates provides opportunities for information exchange, both within disaster deployments and between them nationally, during face-to-face meetings, conference calls, and even formal trainings and seminars offered by our company outside of client work time. These measures offer Witt personnel a support network that can keep our staff highly informed about recent program changes and successful practices, and helps them to keep their skills honed to achieve the best possible results for the State.

Our team also emphasizes the need for quality in our work efforts and our deliverables. Witt Associates' management, from the President of Disaster Operations on down to the branch level consultant managers, has the responsibility to review consultant work and documentation on an ongoing basis. All efforts are made to identify and refocus work efforts while they are in-process, rather than after they have been completed, to maximize work efficiency, reduce time and expense associated with work efforts, and produce better results. This methodology provides the State with greater assurances that what they are receiving, and the work that is being done on their behalf, is focused and produces desired results.

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Quality assurance efforts also go beyond deliverables; they also extend into the quality of service and technical assistance we provide to both client and sub-grantee. Since the founding of our company in 2001, Witt Associates has made customer service and the quality of our interactions with clients and their stakeholders' primary components in the delivery of its assistance. To enhance this commitment, the Witt Associates' management will continually monitor consultant work efforts and meet with individual staff members to evaluate their success at identifying both client and sub-grantee issues and being responsive in addressing them. Our deployed managers will track how often our experts meet or communicate with their applicants, and how assistance is delivered. We also periodically reach out to the clients we are serving, both at the State and local levels, to validate whether we are meeting their needs and expectations. This type of "hands-on" approach to ensuring strong customer service is one of the reasons why the Witt Associates' team has been so well received by stakeholders statewide.

Witt Associates also proposes the use of its proprietary *WittTrak* system to provide quality assurance, as described previously. This management tool provides senior leadership direct and near-immediate visibility into the work efforts being performed in the field, thereby allowing both State and Witt Associates' managers to monitor performance, progress, and results (and take action to refocus field efforts, where necessary).

- **Contractor Management** – The Witt Associates' team recognizes and understands that while we are partners in addressing the State of New Jersey's recovery needs, we are also working for the State Project Manager and our efforts are managed by the State. Witt Associates also understands that as the Prime Contractor in this engagement, the activities of its personnel are the responsibility of our management team, and their performance reflects on our company and our overall performance under the contract. As such, we have taken great care in selecting subcontractors, and utilize a number of contractor management procedures and protocols to ensure performance. The process of selection of our partner firm for this RFQ was based upon their experience.

As a first step in our approach to managing our subcontractors, we have established a review process for personnel who are proposed to be deployed to satisfy State staffing and expertise needs. All resumes are reviewed and approved by both Witt Associates' corporate management and the appropriate Witt Associates' Project Manager to ensure the quality and experience exists to recommend staff to support the State's recovery needs.

All consultant personnel will report directly to the Witt Associates' Project Manager for purposes of ensuring performance under the terms of the contract. This enables the on-scene management team too directly and immediately address the State's issues or concerns related to consultant performance and work effort, without having to work back through the partner company organization to produce results.

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In addition, all partner firm staff will also be required to utilize the *WittTrak* management and reporting system, providing Witt Associates and the State management the ability to understand, in detail, what every team member is doing, how they are doing it, what issues they are facing that may be positively or negatively impacting the work effort, and how their work effort relates to specific project efforts as well as the State's priorities.

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## 4.4 Potential Problems

*The bidder shall set forth a summary of any and all problems that the bidder anticipates during the term of the contract. For each problem identified, the bidder shall provide its proposed solution.*

The following are possible areas of concern that could occur during the term of a contract of this type based on Witt Associates' experience with similar situations

**Problem 1:** **Maintaining Staffing Consistency and Institutional Knowledge Over Long Time-Periods.** Support for the State of New Jersey is expected to be required for an extended duration, making the maintenance of consistent staffing and retaining of institutional knowledge of personnel critical to the success of the effort.

**Solution 1:** To address this, Witt Associates is skilled at maintaining personnel consistency and we have a rotation plan to ensure that we provide personnel adequate time at home while minimizing impact on the work effort.

**Problem 2:** **Controlling Expenses.** The cost of lodging and travel is always a concern in a long-term deployment such as the one described in this RFP.

**Solution 2:** While some costs will be unavoidable, Witt Associates would work to control these costs wherever possible through the use of New Jersey- and regionally-based personnel, so as to reduce the need for lodging, travel, and per diem costs. Further, Witt Associates has established a policy framework for its deployments intended to reduce client costs by ensuring that only coach airfare is allowed for deployments, managing the duration, and frequency of staff rotations home, and through the pursuit of less costly and longer-term housing / rental vehicle options when personnel are expected to operate in-theater for extended periods. These types of management policies and efforts have resulted in significant cost savings for our clients in past similar deployments, and can significantly increase the return on investment for contractor support.

**Problem 3:** **Managing Expectations.** Long-term recovery is difficult, and the establishment of an office like that described in the RFP to manage and encourage those efforts can be a challenge as well. One of the most significant issues that must be addressed is the management of expectations. After a disaster, everyone will have different ideas about what they need to recover, what can be done with limited resources, and how quickly progress can be achieved – it will be a challenge for the state and its contractor-partner to manage those expectations by engaging with the public and other stakeholders on a regular and ongoing basis, communicating the vision and timelines established for the recovery, and managing the “message” of recovery to

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continually remind people about what is possible, where priorities lie, and when they should expect results.

**Solution 3:** To achieve this, Witt Associates would suggest that the Jersey Shore Recovery Office be staffed and organized to include robust outreach and crisis communications capabilities, composed of personnel who understand both disaster recovery and campaign-style communications and engagement techniques. Witt Associates will draw upon experts to staff its responsibilities for the State of New Jersey with personnel who are experienced and focused on the needs of stakeholder engagement, thereby encouraging the development of an “engagement culture” within the Recovery Office. Further, Witt Associates would recommend that significant effort be focused on clearly establishing and communicating the mission of the Recovery Office, defining what is in its area of responsibility (i.e., long-term recovery issues and priorities) and what is to be handled by other entities (e.g., temporary housing, short-term relief needs, etc.).

In addition, Witt Associates would recommend that the Governor establish a Jersey Short Advisory Commission, composed of prominent and committed individuals who can provide ongoing input and direction to recovery efforts. If established properly, this Commission can also serve as the Governor’s “eyes, ears, and voice” in their respective communities, thereby helping to manage expectations and build support for the recovery effort associated with Hurricane Sandy.

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## **4.5 Organizational Support and Experience**

*The bidder should include information relating to its organization, personnel, and experience, including, but not limited to, references, together with contact names and telephone numbers, evidencing the bidder's qualifications, and its ability to perform the services required by this RFQ.*

*The bidder should include a contract organization chart, with names showing management, supervisory and other key personnel (including subcontractor's management, supervisory or other key personnel) to be assigned to the contract. The chart should include the labor category and title of each such individual.*

This section of Witt Associates' proposal includes an overview of experience and expertise, our organization and personnel. References and an organizational chart are also being provided.

### **Organization, Experience & Personnel**

Witt Associates has provided disaster recovery program support to state and local clients for nearly every significant disaster since 2001, and comes to the job with an understanding of the most recent FEMA regulations, policy, and precedent. Today, Witt Associates is performing disaster recovery program support for the states of Vermont, Louisiana, Indiana, and Iowa, and has completed similar work for a variety of clients over the last several years. We provide substantial expertise that will enable the State of New Jersey to not only live up to its responsibilities under the program, but to speed recovery assistance, resolve disputes with FEMA and insurers as required, and maximize the amount of federal assistance available to the State of New Jersey. Our Recovery professionals are unrivaled in the field and will leverage their experience to maximize the State's reimbursement in the aftermath of a disaster.

Witt Associates offers highly qualified personnel who will provide all-inclusive long-term recovery / disaster-recovery related consulting. Witt Associates' personnel are exceptionally experienced in disaster response and recovery, each having years of experience in their respective fields and many having held leadership positions in recovery operations – both prior to and since joining Witt Associates – associated with our nation's most costly and complex natural and man-made (human-caused) disaster including:

- 1992 Hurricane Andrew
- 1993 Midwest Floods
- 1993 World Trade Center Bombing
- 1994 Northridge Earthquake
- 1995 Hurricane Marilyn
- 1999 Hurricane Floyd
- September 11<sup>th</sup> Attacks on the World Trade Center and Pentagon
- 2001 Tropical Storm Allison
- 2004 Florida Hurricanes

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- 2005 Gulf Coast Hurricanes (Katrina/Rita)
- 2006 Virginia Severe Storms
- 2008 Midwest Floods
- 2008 Hurricanes Gustav and Ike
- 2011 Southeast / Midwest Tornado Outbreak
- 2011 Tropical Storms Irene and Lee

As a result of these and many other experiences, Witt Associates is intimately familiar with disaster response and recovery systems, protocols, best practices, and precedent, and through its extensive work on these disasters, brings extensive relationships at all level of government and the private sector.

Witt Associates' expertise regarding FEMA programs and their rules and guidelines is second to none. **In fact, James Lee Witt and many of our key personnel were involved as architects of those programs when working at and with FEMA and Congress in years past, and have continued working directly with the agency to develop and enhance the understanding and application of agency rules, regulations, and policies to unique disaster circumstances.** Witt Associates brings the involvement of many past FEMA "insiders" to the table to support the State of New Jersey, allowing them to utilize their program expertise and knowledge to achieve results that others simply cannot achieve.

When this expertise is brought into executive level discussions during disaster management operations, our clients are better informed decision-makers who are fully capable of maintaining the public trust, and preserving the political and governmental integrity of the State of New Jersey.

***Witt Associates' experience, expertise and work approach delivers value and a level of service unmatched by our competitors.*** Witt Associates has an extensive background in providing programmatic disaster recovery services at national, state, and local levels, assisting governments, and communities in responding to and recovering from disasters. Furthermore, our team has been a trusted liaison for local communities, as they work with both state and federal governments throughout the recovery process.

Throughout this proposal and in the following materials, three (3) key elements of the company's and personnel (organization) qualifications and experience are emphasized:

- Witt Associates has been in operation for more than a decade with a sole focus on providing high quality disaster-relief services.
- Witt Associates' subject matter experts and professional staff are leaders in their respective fields
- Witt Associates provides a high rate of return on investment

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It is important to elaborate on the third point before discussing the experience and expertise of the firm. The value that Witt Associates brings to the State of NJ is evident in more than just our knowledge of disaster recovery / long-term recovery programs. Our demonstrated successes in past and on-going projects have resulted in significant financial benefits for our clients, producing dramatic returns on investment:

- After major flooding impacted one of the schools in the Ottawa, Illinois School District, FEMA offered \$1.2 million in Public Assistance to repair the existing facility. Within 8 weeks, Witt Associates convinced FEMA their methodology for assessing damages at the school was flawed, and the School District should be eligible to receive funding for a new school located outside of the floodplain. ***As a direct result, the grant award was increased to nearly \$17 million as a result, 14 times what was originally proposed.***
- In a recent evaluation done for the University of Texas Medical Branch in Galveston, TX (a sub-grantee that experienced nearly \$1.5 billion in losses due to Hurricane Ike in 2008), *Witt Associates helped secure more than \$350 million in value added, more than \$200 million of which is funding that was originally denied by FEMA, a return of more than 26 times what Witt Associates has been paid to provide disaster support services*
- ***In the aftermath of Hurricanes Katrina and Rita in Louisiana, the State credits Witt Associates with helping to obtain over \$3 billion more funding than they believe they would have won without our team's assistance.***

In addition, it is worth noting these figures do not include the added value delivered to our clients when our teams engage and allow existing staff to return to their day-to-day activities and not be consumed by disaster needs.

## References

This section includes References to Evidence the Bidder's Qualifications and its ability to perform the services required by this RFP (some of these references are also used for case studies which require 2 contact names). References for the Witt Associates team's recent and relevant project experiences can attest to the value of Witt Associates brings in delivering services similar to those requested by the State of New Jersey.

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<b>North Dakota: 2011 Flood Recovery</b>	
<p><b>Reference 1</b> Ron Rauschenberger, Governor’s Chief of Staff Office of Governor State of North Dakota 600 East Boulevard Avenue Bismarck, ND 58505-010 Tel: (701) 328-2222</p>	<p><b>Reference 2</b> Greg Wilz, Director of Emergency Management North Dakota Department of Emergency Services Fraire Barracks Ln, Bldg 35 Bismark, ND 58504 Tel: (701) 328-8100</p>
<b>State of Louisiana: Hurricanes Katrina and Rita Recovery</b>	
<p><b>Reference 1</b> Paul Rainwater, Chief of Staff for Governor Bobby Jindal State of Louisiana 900 North 3rd Street Baton Rouge, LA 70802 Tel: (225) 342-7015</p>	<p><b>Reference 2</b> Kevin Davis, Director Governor’s Office of Homeland Security and Emergency Preparedness State of Louisiana 7667 Independence Blvd. Baton Rouge, LA 70806 Tel: (225) 925-7345</p>
<b>State of Iowa: Floods of 2008 - Recovery Services</b>	
<p><b>Reference 1</b> Patrick Hall, Recovery Division Director Iowa Homeland Security and Emergency Management Division 7105 NW 70th Ave Camp Dodge, Bldg. W-4 Johnston, IA 50131 Tel: (515) 979-1835</p>	<p><b>Reference 2</b> Dave Miller, Current FIMA Administrator (Past State Director for IA HSEMD) Associate Administrator, Federal Insurance and Mitigation Administration Federal Emergency Management Agency US Dept. of Homeland Security 500 C Street SW, Washington, DC 20472 Tel: (202) 646-2500 Cell: (515) 725-3231</p>
<b>State of Indiana: Floods of 2008 - Recovery Services</b>	
<p><b>Reference 1</b> Arvin Copeland, Director of Response and Recovery Indiana Department of Homeland Security 402 W. Washington St. Indianapolis, IN 46204 Tel: (317) 232-3834 Mobile: (317) 650-3930</p>	<p><b>Reference 2</b> Joseph Wainscott, Executive Director State Department of Homeland Security 302 West Washington Street, Room E-208 Indianapolis, IN 46204 Tel: (317) 232-3986</p>

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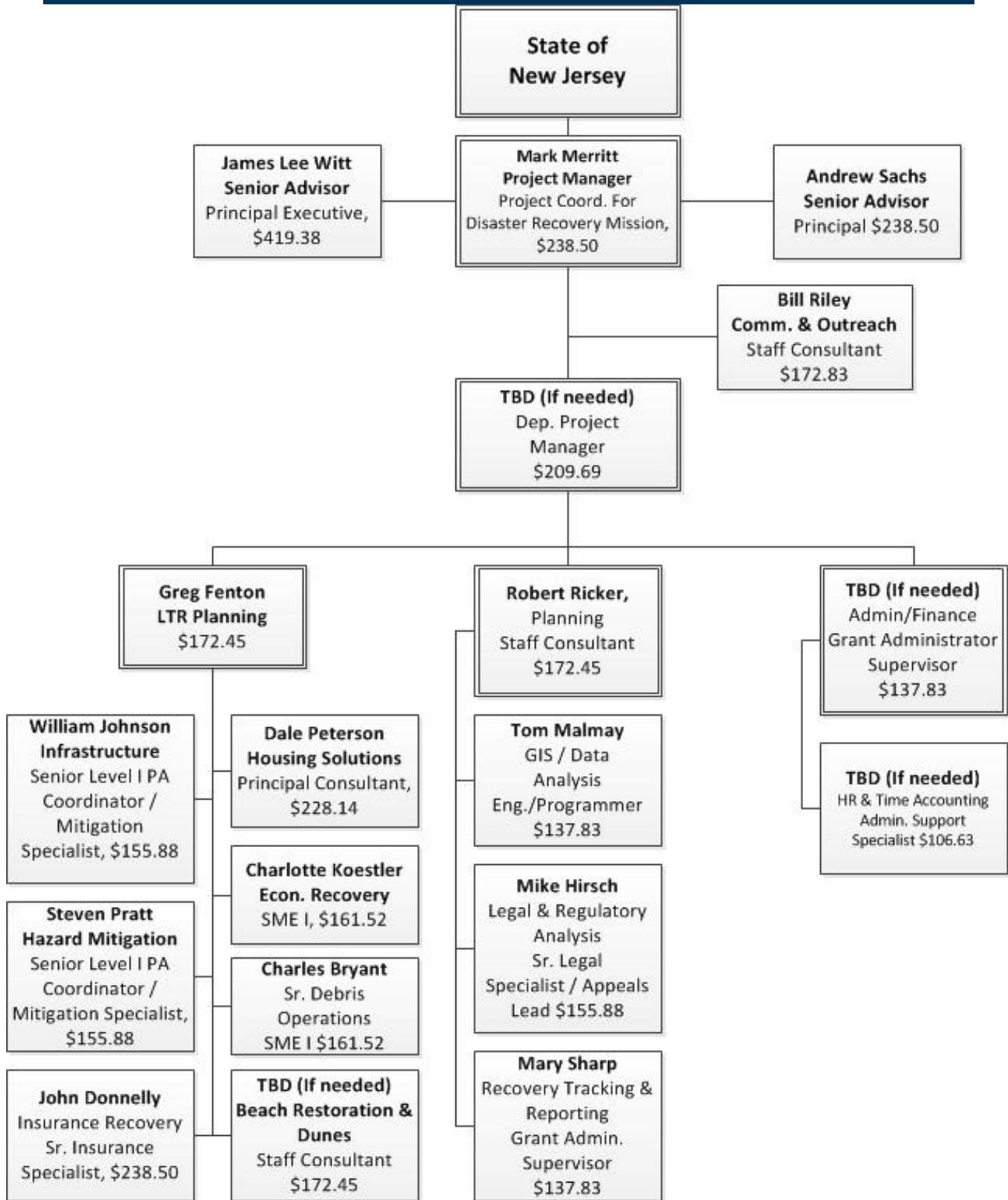
<b>University of Texas Medical Branch: Recovery Services</b>	
<b>Reference 1</b> Mike Shriner, VP Business Operations and Facilities University of Texas Medical Branch Administration Building Room 6.206 301 University Blvd Galveston, TX 77555-0144 Tel: (409) 772-3501	<b>Reference 2</b> Paul Pousson Associate Director of Risk Management University of Texas System 220 W. 7th Street Austin, TX 78701 Tel: (512) 499-4655

## **Organizational Chart**

**This section contains an Organizational Chart with labor category and title in each box in completion of the requirements for RFQ Section 4.5. The labor category and rate reflects the GSA Discounted Hourly Rate to the State of New Jersey.**

1. The organizational chart being presented is a concept only. The actual organizational structure and staffing to be used will be dependent on the organization established by the state into which we must fit, as well as state-determined staffing requirements for the Jersey Short Recovery Office. Should our firm be selected under this solicitation to provide the described services, the Witt Associates Project Manager will engage with the State of New Jersey upon selection to create an organizational chart that will meet the needs of both the work effort and state requirements.
2. This organizational chart represents only “key” positions and organizational components that we expect may be required. Additional personnel may be added – either consultant or State – to augment the team as required and authorized.

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\*The labor category rates reflect the GSA Discounted Rates to the State of New Jersey

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## **4.6 Resumes**

*Detailed resumes should be submitted for all management, supervisory and key personnel to be assigned to the contract. Resumes should be structured to emphasize relevant qualifications and experience of these individuals in successfully completing contracts of a similar size and scope as this one. Resumes should include the following:*

- *Clearly identify the individual's previous experience in completing similar contracts;*
- *Beginning and ending dates should be given for each similar contract;*
- *A description of the contract should be given and should demonstrate how the individual's work on the completed contract relates to the individual's ability to contribute to successfully providing the services required by this RFQ; and*
- *With respect to each similar contract, the bidder should include the name and address of each reference together with a person to contact for a reference check and a telephone number.*

Witt Associates offers a highly specialized team that includes mitigation, preparedness, response, and recovery specialists with demonstrated expertise in FEMA recovery programs. The experts on our staff have experience at the local, state, and federal government levels. Our comprehensive understanding of both federal and state regulations, as well as operational best practices, ensures that state and local interests are protected and funding opportunities are maximized.

We have an unrivaled team of personnel who have a deep understanding of FEMA's recovery programs, are well-trained in the National Incident Management System (NIMS) and Incident Command System (ICS), and have substantial hands-on experience in long-term disaster recovery, including implementing or following the provisions of the *Robert T. Stafford Disaster Relief and Emergency Assistance Act*.

To assist the evaluation of our proposed team, we have included the following key personnel which summarize the experience and skills of the team members in FEMA's disaster recovery programs. This is provided as a demonstration of our team's depth and ability to assist the State of New Jersey with its recovery. In the following pages, please find the detailed resumes of our proposed key personnel. The level of staffing and team members utilized will depend on the needs of the State of New Jersey and the required skill sets, so the Witt Associates' team can provide the right personnel at the right time.

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**JAMES LEE WITT**

**Witt Associates**

**Chairman of the Board**

**Summary of Qualifications and Skills**

James Lee Witt has been at the forefront of disaster and crisis management for more than 30 years. Mr. Witt served as Director of the Federal Emergency Management Agency (FEMA) from 1993 to 2001 and was responsible for the Agency’s overhaul. In 1996, Mr. Witt became the first FEMA Director to be elevated to a Cabinet position.

During his tenure with FEMA, Mr. Witt transformed the Agency into an effective all-hazards response agency with hands-on assistance to those at risk, both before and after an incident. Mr. Witt led FEMA through disasters in more than 6,500 counties, in all 50 states and territories. As Chairman of the Board of Witt Associates, Mr. Witt provides direction and subject matter expertise to state and local governments, the international community, corporations, hospitals, higher education institutions, and non-governmental organizations with innovative disaster mitigation solutions, preparedness services and a complete range of response and recovery services in the event of a natural and/or human-caused disaster.

He has served on a number of boards and advisory councils including: Member of the National Salvation Army and Advisory Board, Council Principle of the Council for Excellence in Government, Board of Directors of the National Academy of Engineering, Board of Directors of the Worldwatch Institute, Board of Directors of the American Red Cross, Board of Trustees of the Kennedy Center for the Performing Arts, and Board of Directors of the National Crime Prevention Council.

Mr. Witt’s leadership and achievements have been acknowledged by nationally recognized organizations that include the Council for Excellence in Government, Harvard University’s Kennedy School of Government, and the National Association of Broadcasters. He is also sought after for public speaking and has lectured at Harvard University, Stanford University, the World Bank, and the United Nations.

**Overall Summary of how this individual's past experience is relevant to NJ project:**

James Lee Witt is a leading disaster recovery expert. As the Director of FEMA during the Clinton Administration and through his work leading Witt Associates, Mr. Witt would bring his knowledge and experience with federal disaster recovery programs and long-term recovery best practices to the State of New Jersey.

**Employment History**

<b>Organization</b>	<b>Employment Dates</b>
<b>Witt Associates</b> Founder and Chairman of the Board	<b>2001 - Present</b>
<b>Federal Emergency Management Agency</b> Director	<b>1993 - 2001</b>
<b>Arkansas Office of Emergency Services</b> Director	<b>1988 - 1993</b>

**Education**

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**JAMES LEE WITT**

**Witt Associates**

**Chairman of the Board**

- Honorary Doctorate of Humane Letters , Arkansas Tech University

**Registrations, Certifications, Affiliations, Professional Associations, Committees, Panels, Advisory Boards, and Awards**

- Member of the National Salvation Army and Advisory Board
- Council Principle with the Council For Excellence In Government
- Board of Directors for the National Academy of Engineering
- Board of Directors for the Worldwatch Institute
- Advisory Board for Governor Leavitt of Utah
- Trustee for the John Leland Center for Theological Studies
- Former Board of Directors American Red Cross
- Former Board of Trustees Kennedy Center for the Performing Arts
- Former Board of Directors National Crime Prevention Council
- Charter Board Chairman of Child Development Incorporated

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**MARK MERRITT**

**Witt Associates  
President**

**Summary of Qualifications and Skills**

As President of Operations for Witt Associates, Mark Merritt brings first-hand disaster recovery and operational expertise to emergency planning and on-site disaster response and recovery projects for state and local governments, as well as private sector entities. This experience includes extensive work in the federal Public Assistance and Individual Assistance programs, as well as other elements of long term recovery efforts, emergency operations center support and operations, and Incident Command efforts such as Logistics, Supply, and Planning.

As Project Manager for Witt Associates' efforts in the State of Louisiana following Hurricane Katrina, in the Cayman Islands after Hurricane Ivan, in Houston after Tropical Storm Allison, and in Guam after Typhoon Chata'an, Mr. Merritt has provided expert evaluation and estimation of damages, prepared and submitted financial and related Project Worksheets, managed recovery operations, monitored recovery and response budgets, and has developed scopes of work to repair or replace damaged facilities and coordinate donations. In addition, Mr. Merritt has developed and delivered training programs for local emergency responders for numerous government officials in Guam, Myrtle Beach, Key West, Miami, and Tampa.

Prior to joining Witt Associates, Mr. Merritt worked for FEMA from 1993 to 2001, where he held several positions of increasing responsibility ranging from logistical and operational support to disaster recovery oversight and financial reconciliation. Having worked for a variety of the agency's programs, Mr. Merritt is exceptionally qualified to provide strategic advice and recommendations on emergency management policies and procedures, as well as the federal disaster programs. Mr. Merritt brings this firsthand disaster recovery, operational, and programmatic expertise to emergency planning and on-site disaster response and recovery projects for state and local governments, international agencies, and private sector entities. Many of these projects have involved the integration of technology recommendations into daily operations. Mr. Merritt led FEMA's efforts to reconcile and "close out" older disasters by developing the agency's first Disaster Closeout Teams. In this role, Mr. Merritt represented FEMA's Office of Financial Management in negotiations with FEMA's Response and Recovery Directorate, Office of the Inspector General, Office of General Counsel, State Offices of Emergency Management and local governments to resolve long standing eligibility disputes that resulted in the amenable closure of numerous disaster projects and the return of over a \$1 billion dollars of unliquidated obligations to the Disaster Relief Fund.

While Mr. Merritt served as the Special Assistant to the Associate Director for the Response and Recovery Directorate, he represented the Associate Director of FEMA in liaison and coordination activities with a variety of representatives from various segments of federal, state, and local governments, private industry and other parties with an interest in FEMA programs and policies.

**Relevant Experience in Completing Similar Contracts**

**Project Details**

**Description of Contract**

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**MARK MERRITT**

**Witt Associates  
President**

<p><b>State of Louisiana</b> Hurricanes Katrina, Rita, Gustav, and Ike Recovery</p>	<p>2005 - Present</p>	<p>Mark Riley Deputy Director of Recovery Governor's Office of Homeland Security and Emergency Preparedness 7667 Independence Blvd Baton Rouge, LA 70806 Tel: (225) 573-0027</p>	<ul style="list-style-type: none"> <li>▪ <b>Served as Project Manager for Witt Associates' efforts with disaster recovery for the State of Louisiana after Hurricanes Katrina, Rita, Gustav, and Ike. Witt Associates provides Public Assistance, Hazard Mitigation, and Individual Assistance support, as well as long-term recovery planning.</b></li> <li>▪ The scale of the Louisiana Katrina response is one of the largest in history. Many of the same issues addressed there will need to be addressed in New Jersey in the case of a large-scale event: damage estimates, assisting the state through the reimbursement process in the effort to maximize funding, budget monitoring, and many others. Mr. Merritt's work for FEMA provided the State of Louisiana a wealth of experience in development and delivery of disaster relief; experience that will be of great benefit to the State of New Jersey, should the need arise.</li> </ul>
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**Overall Summary of how this individual's past experience is relevant to NJ project:**  
Mark Merritt brings first-hand disaster recovery and operational expertise to state and local governments. He has extensive work in the federal disaster recovery programs and long term recovery efforts from his work both at FEMA and projects at Witt Associates, including for the State of Louisiana. He would bring this expertise to the State of New Jersey.

**Employment History**

Organization	Employment Dates
<p><b>Witt Associates</b> Founder and President</p>	<p><b>2001 - Present</b></p>
<p><b>Federal Emergency Management Agency</b> Team Leader, Chief Financial Officer's Field Support Team</p>	<p><b>2000 - 2001</b></p>
<p><b>Federal Emergency Management Agency</b> Team Leader, Eastern Territorial Closeout Team</p>	<p><b>1997 - 2000</b></p>
<p><b>Federal Emergency Management Agency</b> Deputy Chief of Staff</p>	<p><b>1995 - 1997</b></p>
<p><b>Federal Emergency Management Agency</b> Special Assistant to the Associate Director for the Response and Recovery Directorate</p>	<p><b>1993 - 1995</b></p>

**Education**

- Bachelor of Science, National Security and Public Affairs, US Military Academy

**BARRY W. SCANLON**

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**Witt Associates**

**President**

**Summary of Qualifications and Skills**

Barry W. Scanlon has more than seventeen years of experience in emergency management and crisis communications. As President of Witt Associates, Mr. Scanlon provides leadership and counsel to the firm and its clients. Mr. Scanlon has managed all aspects of client services and projects, including public affairs, strategy development, and new business development.

Prior to founding Witt Associates, Mr. Scanlon was appointed by President Clinton as the official for corporate outreach and business liaison for the Federal Emergency Management Agency's (FEMA) \$100 million dollar joint public-private sector initiative "Project Impact: Building Disaster Resistant Communities." Mr. Scanlon secured more than 5,000 corporate partners for the initiative; developed brand marketing relationships and joint ventures with FORTUNE 500 companies such as Home Depot, Fannie Mae, Visa, Solutia, State Farm, and BellSouth; and leveraged over \$50 million through corporate partners to promote "Project Impact's" message through public education, press conferences, and business summits. He created, developed, and produced materials used within the United States and internationally to promote public-private partnerships.

In addition, Mr. Scanlon created the national *Project Impact Foundation*, a 501(c) 3 non-profit organization designed to reduce the effects of natural disasters, and expand corporate influence and participation in disaster prevention initiatives. Mr. Scanlon selected and managed both national and regional staff that were responsible for the growth of "Project Impact." He signed and produced marketing materials, and used them to launch a successful campaign in seven pilot communities, developing a recruitment strategy which resulted in the growth of "Project Impact" programs to over 200 communities.

**Overall Summary of how this individual's past experience is relevant to NJ project:**

Barry W. Scanlon's federal emergency management experience, coupled with his work bringing private and public stakeholders together would benefit the State of New Jersey in its disaster recovery efforts.

**Employment History**

Organization	Employment Dates
Witt Associates Founder and President	2001 - Present
Federal Emergency Management Agency Director of Corporate Affairs	1997-1999
Federal Emergency Management Agency Special Assistant to James Lee Witt	1999-2001

**Education**

- Bachelor of Arts, Political Science, The George Washington University

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**ANDREW SACHS**

**Witt Associates**

**Vice President Disaster Services**

**Summary of Qualifications and Skills**

Andrew Sachs is currently the Vice President for Disaster Services at Witt Associates. During his time as a senior executive with Witt Associates, he has managed billions of dollars of funding on behalf of his clients and facilitated the implementation of thousands of projects. Mr. Sachs has become a trusted advisor to Governors and their staffs, local elected officials, Members of Congress, senior company executives, and others, supporting their efforts at the state, national, and corporate levels to address complex public policy and operational challenges, including the economic and physical recovery from disasters of all kinds, both natural and human-caused.

Most recently, Mr. Sachs helped to establish recovery operations in support of the State of Vermont after they experienced nearly \$1 billion in losses from Tropical Storms Irene and Lee in 2011. In that capacity, he established a recovery team and oversaw efforts to provide direct assistance to impacted local governments to facilitate their recovery and financial reimbursement for disaster losses. He also developed a concept for long-term recovery planning for the state, which was based on stakeholder involvement and was used as a guideline for establishing recovery priorities.

Mr. Sachs also led the team in 2008 that helped the Iowa Homeland Security and Emergency Management Division (HSEMD) manage the recovery from the catastrophic Midwest Floods of 2008, which today stands as the nation's fifth largest disaster measured by FEMA obligations. While in Iowa, Mr. Sachs was a trusted advisor to the Governor, designed and helped lead the Rebuild Iowa Office (RIO) to develop a statewide long-term recovery plan and coordinate recovery efforts statewide, managed the State's crisis communications effort, and oversaw the teams helping to the state to obtain and maximize funding under the Public Assistance and Hazard Mitigation programs.

Since 2005, Mr. Sachs has been overseeing the Witt Associates recovery team in Louisiana in the wake of Hurricanes Katrina, Rita, Gustav, and Ike. He helped design and implement the Louisiana Recovery Authority (LRA), an entity established to identify and coordinate overall recovery efforts, establish priorities, receive and distribute appropriated relief funds, and provide a single voice for the State on recovery issues. Mr. Sachs also led the State's long-term community recovery planning effort with the 26 most impacted parishes, and developed and implemented regional and statewide planning activities designed to address issues that cross jurisdictional boundaries. Mr. Sachs has since served as a senior advisor to both the Governor and Executive Director of the LRA on matters related to disaster response and recovery, including how to spur recovery in heavily impacted communities and business sectors, how to speed and maximize Federal assistance to the State and local governments, and how best to work with FEMA and other federal agencies to achieve results. Additionally, Mr. Sachs provided technical assistance and support for the State's initial implementation of its \$9 billion Public Assistance and \$2 billion Hazard Mitigation Grant programs, to include resolution of critical issues and disagreements with FEMA, representation of applicant and State needs, and communications with applicants.

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**ANDREW SACHS**  
**Witt Associates**  
**Vice President Disaster Services**

Previously, Mr. Sachs served as the Director of Economic Development in Brewer, Maine, where he was responsible for attracting new business and creating jobs. In this capacity, Mr. Sachs led many critical economic development efforts, including the successful acquisition and redevelopment of the contaminated and dilapidated Eastern Fine Paper mill (creating nearly 500 manufacturing jobs), multiple major expansions of manufacturing company operations, the attraction of major new retailers along the City’s commercial thoroughfare, and the development and implementation of a waterfront redevelopment plan for areas along the Penobscot River.

Earlier in his career, Mr. Sachs also held several leadership positions at FEMA. As the Chief of Program Outreach at FEMA, he developed partnerships with private sector organizations, non-profit groups, and other agencies to influence policy design and program delivery. He regularly represented the Agency before the Congress, constituent groups, the media, and senior governmental officials to influence policy and redirect resources toward cost-effective hazard mitigation and risk reduction efforts. He also served as the Special Assistant to the Associate Director of the Response and Recovery Directorate, during which time he supported overall policy and program management efforts related to federal disaster programs. While in this role, Mr. Sachs was selected by the FEMA Director to co-manage a staff of 40 to successfully close-out over \$750 million in disputed disaster claims by the State of Florida after Hurricane Andrew. He successfully researched claims, developed resolution strategies, and negotiated settlements for all projects in less than five months.

***Relevant Experience in Completing Similar Contracts***

<b>Project Details</b>		<b>Description of Contract</b>	
<b>State of Vermont</b> Tropical Storm Irene Disaster Recovery	2010 - Present	Sue Minter Irene Recovery Director State of Vermont 900 Maggies Way Waterbury Center, Vermont 05677 Tel: (802) 828-3333	Helped to establish recovery operations in support of the State of Vermont after they experienced nearly \$1 billion in losses from Tropical Storms Irene and Lee in 2011. In that capacity, he established a recovery team and oversaw efforts to provide direct assistance to impacted local governments to facilitate their recovery and financial reimbursement for disaster losses. He also developed a concept for long-term recovery planning for the state, which was based on stakeholder involvement and was used as a guideline for establishing recovery priorities.
<b>State of Iowa</b> 2008 Flooding Disaster Recovery	2008 - Present	Patrick Hall Recovery Division Director	Led the team in 2008 that helped the Iowa Homeland Security and Emergency Management Division (HSEMD) manage the recovery from the catastrophic Midwest Floods of 2008. Mr. Sachs

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<b>ANDREW SACHS</b> <b>Witt Associates</b> <b>Vice President Disaster Services</b>			
		Iowa Homeland Security and Emergency Management Division 7105 NW 70 <sup>th</sup> Ave Camp Dodge, Bldg. W-4 Johnston, IA 50131 Tel: (515) 979-1835	was a trusted advisor to the Governor, designed and helped lead the Rebuild Iowa Office (RIO) to develop a statewide long-term recovery plan and coordinate recovery efforts statewide, managed the State’s crisis communications effort, and oversaw the teams helping to the state to obtain and maximize funding under the Public Assistance and Hazard Mitigation programs.
<b>Overall Summary of how this individual’s past experience is relevant to NJ project:</b> Andrew Sachs has experience working for FEMA in the Response and Recovery Directorate, as well as experience with Witt Associates working on disaster recovery, including long-term recovery, for cities and states across the US.			
<b>Employment History</b>			
<b>Organization</b>		<b>Employment Dates</b>	
<b>Witt Associates</b> Vice President Disaster Services		<b>2006 - Present</b>	
<b>City of Brewer, Maine</b> Director of Economic Development		<b>1999 - 2005</b>	
<b>Federal Emergency Management Agency</b> Chief of Program Outreach		<b>1997 - 1999</b>	
<b>Federal Emergency Management Agency</b> Special Assistant to the Associate Director of the Response and Recovery Directorate		<b>1992 - 1997</b>	
<b>Education</b>			
<ul style="list-style-type: none"> <li>▪ Masters of Public Administration, concentration in Business and Government Relations, The George Washington University (Honors)</li> <li>▪ Bachelors of Arts, Political Science, Bates College (Honors)</li> </ul>			
<b>Registrations, Certifications, Affiliations, Professional Associations, Committees, Panels, Advisory Boards, and Awards</b>			
<ul style="list-style-type: none"> <li>▪ Presidential Management Intern (now known as Presidential Management Fellow)</li> <li>▪ Disaster Operations Leadership Program (DOLP) at FEMA</li> <li>▪ Regularly sought-after for television, print media, and radio interviews related to emergency management, disaster recovery, and hazard mitigation issues. His commentary has been used by CNN, Fox News, Bloomberg BusinessWeek, Bloomberg News, The New York Times, The</li> </ul>			

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**ANDREW SACHS**

**Witt Associates**

**Vice President Disaster Services**

Washington Post, The Boston Globe, The Baton Rouge Advocate, The New Orleans Times-Picayune, New York Newsday, The Newark Star Ledger, and many other national, regional, and local media outlets.

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**BRUCE BAUGHMAN**

**Witt Associates**

**Senior Emergency Management Consultant**

**Summary of Qualifications and Skills**

For more than three and a half decades, Bruce Baughman has served in key senior federal and state emergency management positions for some of the largest natural and human-caused disasters ever to hit the US and its territories, including 15 major hurricanes, the Oklahoma City bombing, and the 9/11 terrorist attacks. He has testified before both houses of Congress on emergency management issues more than 30 times.

Prior to his retirement from US Department of Homeland Security in 2003, Mr. Baughman held several key senior positions within the Federal Emergency Management Agency (FEMA) including Director of the Office of National Preparedness and the Director of Operations. During his tenure as Director of the Office of National Preparedness at FEMA from 2001 to 2003, Mr. Baughman was responsible for providing \$3.5 billion in grants to State and Local governments to meet their homeland security requirements. From 1993 to 2001, Mr. Baughman served as Director of Operations. While in the position he directed response operations for more than 130 presidential disaster and emergency declarations, including earthquakes, bombings, explosions, floods, tornadoes, fires, and supported NTSB, INS and AID/Office of Foreign Disaster Assistance in some of their emergency missions. In addition, Mr. Baughman participated in the planning for over 25 National Security Special Events to include the 1996 Summer Olympics, the 2002 Winter Olympics, the World Trade Organization meetings, three Presidential Inaugurations, the G-8 Summits, and the Democratic and Republican Conventions.

In 2003, Governor Bob Riley of Alabama selected Mr. Baughman to be a member of his Cabinet as the Director of the Alabama Emergency Management Agency and Assistant Director for the Alabama Department of Homeland Security. As Director of the Agency, Mr. Baughman led the State’s response to three hurricanes – Ivan in 2004 and Dennis and Katrina in 2005- and a deadly series of tornadoes in March 2007.

Prior to his career with FEMA, Mr. Baughman served as the Operations Officer for the Mississippi Emergency Management Agency (MEMA) for four years. Before joining the MEMA staff he was a Captain in the US Marine Corps for four years.

**Relevant Experience in Completing Similar Contracts**

Project Details		Description of Contract	
<b>Regional Community Resilience Project</b>	Jan. 2009 – 2010	<b>Warren Edwards – Oakridge National Labs</b>	<ul style="list-style-type: none"> <li>▪ <b>Subject Matter Expert</b></li> <li>▪ <b>Developed strategy for long term recovery</b></li> </ul>

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<b>BRUCE BAUGHMAN</b>			
<b>Witt Associates</b>			
<b>Senior Emergency Management Consultant</b>			
<b>America's Climate Choices</b>	Jan. 2009-2011	<b>Dr. Thomas Wilbanks</b>	<ul style="list-style-type: none"> <li>▪ <b>Subject Matter Expert</b></li> <li>▪ <b>Developed recovery and mitigation strategies</b></li> </ul>
<p><b>Overall Summary of how this individual's past experience is relevant to NJ project:</b> Mr. Baughman has extensive history working for state emergency management agencies with his roles with the states of Alabama and Mississippi, and he brings his experience working in the federal government and disasters with his experience within the Federal Emergency Management Agency.</p>			
<b>Employment History</b>			
<b>Organization</b>		<b>Employment Dates</b>	
<b>Witt Associates</b> Senior Emergency Management Consultant		<b>2012-present</b>	
<b>Emergency Management Associates, LLC</b> Chief Executive Officer		<b>2007 - Present</b>	
<b>Alabama Emergency Management Agency</b> Director		<b>2003 - 2007</b>	
<b>Federal Emergency Management Agency</b> Director of the Office of National Preparedness		<b>2001 - 2003</b>	
<b>Federal Emergency Management Agency</b> Director of Operations		<b>1993 - 2001</b>	
<b>Federal Emergency Management Agency</b> Chief, Hazard Mitigation Branch		<b>1989 - 2003</b>	
<b>Mississippi Emergency Management Agency</b> Operations Officer		<b>1975-1979</b>	
<b>Education</b>			
<ul style="list-style-type: none"> <li>▪ Bachelor of Arts, Political Science, Belhaven University</li> <li>▪ Master of Science, Education, Mississippi State University</li> <li>▪ Graduate of Harvard University's Kennedy School of Government Program for Senior Executives</li> </ul>			
<b>Registrations, Certifications, Affiliations, Professional Associations, Committees, Panels, Advisory Boards, and Awards</b>			
<ul style="list-style-type: none"> <li>▪ Top Secret Security Clearance with the Department of Defense and Department of Homeland Security</li> <li>▪ FEMA Distinguished Service Award</li> <li>▪ Four FEMA Meritorious Service Awards</li> <li>▪ National Hurricane Conference's Neil Frank Award</li> <li>▪ National Hurricane Conference's Distinguished Service Award</li> <li>▪ President's Council on the Year 2000 Gold Medal</li> <li>▪ National Emergency Management Association's Presidential Citation</li> <li>▪ National Emergency Medical System's Outstanding Achievement Award</li> <li>▪ US Army Corps of Engineering Distinguished Service Award</li> <li>▪ Past president of the National Emergency Management Association</li> </ul>			
<b>Other</b>			
Federal Emergency Management Agency			

*Request for Qualifications for  
Disaster Recovery and Long Term Planning Consulting Services (Hurricane Sandy)*



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**BRUCE BAUGHMAN**

**Witt Associates**

**Senior Emergency Management Consultant**

Senior Program Officer 1983-1989

Federal Emergency Management Agency – Region IV

Public Assistance Officer 1979-1983

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**DALE PETERSON**

**Witt Associates**

**Senior Disaster Recovery Manager**

**Summary of Qualifications and Skills**

Dale Peterson has more than thirty-six years of experience as a government worker. He was recruited by the National Flood Program as an Emergency Management Program Specialist, and when that program became a part of FEMA, he began a twenty year career in program, division, and regional office management. Mr. Peterson's experience with recovery includes work with the Government of the Cayman Islands and managing the Guam Recovery Office following two devastating typhoons.

With Witt Associates, Mr. Peterson's experience includes assisting the Government of the Cayman Islands establish a method and procedure to maximize their disaster recovery efforts following Hurricane Ivan. He also assisted in the revision of the Government's Hurricane Preparedness Plan, provided the opportunity to train, and exercise Government Responders in preparation for the coming Hurricane Season.

Mr. Peterson's experience with FEMA includes serving as the Hazard Identification and Risk Assessment Branch Chief, where he managed staff that worked in support of mitigation, planning, preparedness, community assistance and grants management. He developed regional policies, which led to the development of national policies.

Previously, Mr. Peterson served as Chief of Operations and Planning, Response, and Recovery at FEMA, where he was responsible for the integrated management of the Federal Response Plan at the regional level and the National Security Emergency Preparedness regional program for the development of Continuity of Government coordination among numerous regional Executive Branch departments and agencies.

Mr. Peterson also established the first FEMA area office in the Pacific, and served as the Director of the Pacific Area Office. He directed the coordination of all FEMA programs serving Hawaii, American Samoa, Guam, the Commonwealth of the Northern Mariana Islands, and the Trust Territories of the Pacific. He represented FEMA in all public and private sector activities including but not limited to coordination with the military (CINCPAC), congressional delegations, governors, and heads of state.

Mr. Peterson's past experience also includes working with Dewberry's team of Special Matter Experts (SME) as a Program Manager and Senior Advisor contracted to FEMA following Hurricane Katrina in 2005. Initially he worked to address the housing needs of those displaced, but later was asked to relocate to the Public Assistance Program where he served in number of management roles providing strategic planning analysis and support to the Recovery Office Managers.

Before his work with Dewberry, Mr. Peterson previously served as Manager of the Guam Recovery Office, where he was responsible as the Governor's Authorized Representative (GAR), to manage the Guam Recovery Office, and coordinate the recovery and restoration activities of all Guam Offices,

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<b>DALE PETERSON</b> <b>Witt Associates</b> <b>Senior Disaster Recovery Manager</b>			
Agencies, and Departments following two federally declared disasters, Typhoons Chata'an and Pongsona.			
<b>Relevant Experience in Completing Similar Contracts</b>			
<b>Project Details</b>		<b>Description of Contract</b>	
<b>Contract/Project</b> Cayman Islands, Hurricane Ivan Recovery	2004- 2005	<b>Mark                  Merritt</b> 202-585- 0780	<ul style="list-style-type: none"> <li>▪ <b>Preparedness Planner and Trainer</b></li> </ul>
<b>Contract/Project</b> State of Louisiana, Hurricane Katrina & Rita Recovery (Dewberry)	2005- 2012	<b>Eddie                  Williams</b> <b>(FEMA)</b>	<ul style="list-style-type: none"> <li>▪ <b>Housing Subject Matter Expert and Public Assistance Supervisor</b></li> </ul>
<b>Overall Summary of how this individual's past experience is relevant to NJ project:</b> Mr. Peterson has direct experience working with FEMA. He also managed the Guam Recovery Office following two devastating typhoons, and worked with the Cayman Islands on its disaster recovery.			
<b>Employment History</b>			
<b>Organization</b>		<b>Employment Dates</b>	
<b>Witt Associates</b> Senior Disaster Recovery Manager		2002-2005; 2012 - present	
<b>Dewberry, LLC</b> Program Manager and Senior Advisor		2005-2012	
<b>Government of Guam</b> Manager, Guam Recovery Office		2003-2005	
<b>Pacific Emergency Resources</b> Disaster Preparedness Consultant		1998-2003	
<b>Federal Emergency Management Agency</b> Hazard Identification and Risk Assessment Branch Chief		1996- 1998	
<b>Federal Emergency Management Agency</b> Chief, Operations and Planning, Response, and Recovery		1993-1996	
<b>Education</b>			
<ul style="list-style-type: none"> <li>▪ Bachelor of Arts, History &amp; English, Washburn University</li> <li>▪ Master of Regional and Community Planning, Kansas State University</li> </ul>			

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**DONNA ERAT**

**Witt Associates**

**Subject Matter Expert**

**Summary of Qualifications and Skills**

Donna Erat brings a wealth of experience in hazard mitigation and federal reimbursements to the Witt Associates team, gained over an extensive career working in emergency management.

Ms. Erat's experience includes serving as Principal for E Group, LLC where, in partnership with local, state, and federal governments, she managed all aspects of disaster recovery programs for clients. This included Public Assistance and Hazard Mitigation Grant Program projects, Individual Household Program claims, and compliance with and enforcement of local floodplain management ordinances and National Flood Insurance Program requirements. She prepared Disaster Mitigation Act of 2000-compliant hazard mitigation plans on behalf of clients, as well as Flood Mitigation Plans through the Flood Mitigation Assistance program. She also crafted and implemented public policy and communications strategies on behalf of clients, including Tribal and municipal governments, stakeholder coalitions, and private corporations for the purpose of securing federal funds and evolving public policy and public awareness in areas addressing emergency management, transportation, and community and economic development. In addition, Ms. Erat provided counsel regarding compliance with federal grant program requirements, including grant administration, and all relevant laws and Executive Orders, including the preparation of environmental assessments under the National Environmental Policy Act.

Ms. Erat also has experience obtaining federal funding through her work with MAXIMUS. There, she represented the City of Bellingham on community development projects, transportation, Brownfield redevelopment and compliance with environmental law and secured more than \$6 million in federal transportation funds. She also represented ConocoPhillips in securing more than \$10.5 million in port security funds from the Department of Homeland Security, and provided strategic advice regarding the securing, packaging and leveraging of federal, state, and private funds, including preparing grant applications.

Ms. Erat previously worked at the Federal Emergency Management Agency (FEMA). As an Intergovernmental Affairs Specialist, Ms. Erat served as the Liaison for the Director of FEMA to the White House, Tribal, state, and local governments, other federal agencies, non-profit organizations and faith-based service groups, and public interest groups, including the National Emergency Management Association, the Association of State Floodplain Managers, and the Western Governors' Association, on disaster activities relating to FEMA, its programs, policies, and operations. She facilitated resolution to outstanding disaster issues on behalf of local, state, and Tribal governments, as well as prepared briefing materials and led preparatory sessions with Director in advance of constituent meetings.

Before assuming this role, Ms. Erat served as a Mitigation Program Specialist. In this capacity she developed and provided policy and technical guidance to FEMA Regional offices for the implementation of the Hazard Mitigation Grant Program, and reviewed, evaluated, and ruled on eligibility appeals for

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**DONNA ERAT**

**Witt Associates**

**Subject Matter Expert**

Hazard Mitigation Grant Program (HMGP) funds. She also wrote congressional testimonies, and wrote a report on the cost-effectiveness and social and environmental benefits of mitigation following 1993 and 1995 Midwest floods.

**Overall Summary of how this individual's past experience is relevant to NJ project:**

Donna Erat's experience in hazard mitigation, federal reimbursements, and serving as a liaison with stakeholders will all be relevant to the State of New Jersey, including her experience working for and with FEMA on disaster recovery programs and issues.

**Employment History**

Organization	Employment Dates
<b>E Group, LLC</b> Principal	<b>2004 - Present</b>
<b>MAXIMUS</b> Director, Federal Resource Development	<b>2003 - 2004</b>
<b>Discovery Institute</b> Senior Policy Advisor, Cascadia Project	<b>2001 - 2002</b>
<b>Womble Carlyle Sandridge &amp; Rice</b> Associate Director of Federal Government Relations	<b>2000 - 2001</b>
<b>American Public Works Association</b> Manager, Disaster Preparedness Programs	<b>1998 - 1999</b>
<b>Federal Emergency Management Agency</b> Intergovernmental Affairs Specialist/Mitigation Specialist	<b>1994 - 1998</b>

**Education**

- Bachelor of Arts, Economics and Public Administration, American University

**Registrations, Certifications, Affiliations, Professional Associations, Committees, Panels, Advisory Boards, and Awards**

- Certificate of Commendation, US Department of Transportation (Efforts in damage prevention programs)
- Honorable Mention, The Communicator Awards, public awareness video on flood hazard mitigation
- Meritorious Award, Federal Emergency Management Agency, implementation & documentation of Midwest acquisition and relocation program after the floods in 1993 & 1994

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**JOHN DONNELLY**

**Witt Associates**

**Senior Insurance Specialist**

**Summary of Qualifications and Skills**

John Donnelly is a Senior Insurance Specialist with Witt Associates and has more than ten years of insurance experience working for major insurance corporations as a Property/Casualty and Worker’s Compensation Claim Adjuster. Mr. Donnelly’s insurance career has not only included the adjustment process for property claims, but also the training of employees in claim procedures and mold mitigation management. His past contacts put him in touch with every aspect of the insurance claim including working with underwriting, audit, reinsurance, actuarial and statistics.

As Executive Director of National Fire Adjustment Co., Inc., Mr. Donnelly has experience identifying, negotiating, and settling multi-million dollar first party property losses. Previously, Mr. Donnelly worked for Farmers Insurance Group, where he was a Resident Adjuster for the State of New York specializing in property/casualty claim settlement, high profile claims, severe water loss claims, and mold related losses. He was responsible for implementing, training, and maintaining vendor accountability for all EPV programs throughout the State of New York.

Prior to joining Farmers Insurance Group, Mr. Donnelly worked for CGU of New York. There, he evaluated and processed established Workers’ Compensation claims involving severe and/or long-term injuries. He maintained contact with claimants via activity checks, surveillance, and direct contact with SIU to minimize fraud.

Mr. Donnelly also has experience with Commercial Union Insurance Companies. As a Workers’ Compensation Claim Adjuster, Mr. Donnelly was responsible for ensuring prompt, equitable, and cost effective claim service throughout New York and Connecticut. His duties included contact with departments such as underwriting, audit, reinsurance, actuarial, statistics, as well as insured, claimants, physicians, attorneys, rehabilitation specialists, and Workers’ Compensation Boards.

**Relevant Experience in Completing Similar Contracts**

Project Details	Description of Contract
Mr. Donnelly is a new consultant with Witt Associates but has previously worked with Witt Associates as a sub-contractor in response to disasters in Joplin, Missouri, City of Galveston, and Buffalo, New York.	

**Overall Summary of how this individual’s past experience is relevant to NJ project:**

Mr. Donnelly’s career in the insurance industry will provide the State of New Jersey with services related to insurance claims and related issues that arise in the disaster recovery process.

**Employment History**

Organization	Employment Dates
Witt Associates Senior Insurance Specialist	2012 - Present
National Fire Adjustment Co., Inc. Executive Director	2006 - Present
Farmers Insurance Group Resident Adjuster	2001 - 2006

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<b>JOHN DONNELLY</b>	
<b>Witt Associates</b>	
<b>Senior Insurance Specialist</b>	
<b>Commercial Union Insurance Companies</b> Workers' Compensation Claim Adjuster	<b>1993 - 1996</b>
<b>Education</b>	
<ul style="list-style-type: none"> <li>▪ Bachelor of Arts, Business/Spanish, State University College at Buffalo</li> <li>▪ "Personal Risk Management and Experience," Center for Professional Development, Canisius College</li> <li>▪ Property Law and Estimating, Vale National</li> <li>▪ Institute of Inspection Cleaning and Restoration</li> </ul>	
<b>Registrations, Certifications, Affiliations, Professional Associations, Committees, Panels, Advisory Boards, and Awards</b>	
<ul style="list-style-type: none"> <li>▪ Public Adjuster Licenses in eighteen states, Washington DC, and the Province of Ontario, Canada</li> <li>▪ Former Councilman and Deputy Supervisor, Town of Tonawanda, NY</li> <li>▪ Member of Fireman's Association of the State of New York (FASNY)</li> <li>▪ Former Member of Ken-Ton Board of Education, Past Vice President</li> <li>▪ Member of Ellwood Volunteer Fire Department, Past President</li> <li>▪ Town of Tonawanda United Fireman's Association</li> <li>▪ Young Insurance Professionals (NYYIP)</li> <li>▪ Member of March of Dimes Revenue Committee</li> <li>▪ Member of 100 Club of Buffalo</li> <li>▪ Member of National Association of Public Insurance Adjusters</li> </ul>	

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**MICHAEL HIRSCH**

**Witt Associates**

Senior Legal/Appeals Specialist

**Summary of Qualifications and Skills**

Michael Hirsch has more than thirty years of experience as a federal government attorney and disaster assistance program director, and was responsible for implementation of the Federal Emergency Management Agency's (FEMA) disaster assistance program. He managed the evolution of FEMA's Office of General Counsel into a key component of the Agency. His areas of expertise include comprehensive knowledge of all FEMA authorities, including the Robert T. Stafford Disaster Relief and Emergency Assistance Act and the National Flood Insurance Act.

Throughout his career, Mr. Hirsch has built and managed partnerships within FEMA, as well as between FEMA and other federal agencies, which enhanced FEMA's ability to implement the Federal disaster assistance and mitigation programs. Mr. Hirsch served as FEMA's Deputy General Counsel for much of the 1990s, a period when FEMA was regarded as among the best agencies in the federal government, and he authored legal opinions which enabled FEMA to prepare for and respond to Presidentially-declared disasters more effectively.

Mr. Hirsch has extensive experience working in various positions with FEMA. He served as Senior Policy Advisor and Individual Assistance Branch Director, where he led FEMA's implementation of a new disaster assistance program for victims of disasters throughout the US and its territories. He also led efforts to improve FEMA's relationship with other Federal agencies and non-governmental organizations that work with FEMA in the implementation of the disaster assistance program. Mr. Hirsch spearheaded FEMA's efforts to improve the implementation of the activities of the Office of Cerro Grande Fire Claims, a \$600 million claims processing program created by Congress to reimburse victims of the Cerro Grande fire in 2000. He served as Chair of the Congressionally-created Emergency Food and Shelter (EFS) Program National Board, which provides funding to local organizations that provide assistance to homeless individuals and families throughout the US.

Previously, Mr. Hirsch served as Deputy General Counsel in the Office of the General Counsel (OGC) of FEMA, where he ensured that OGC provided comprehensive legal services to FEMA's Director and throughout the Agency. Before assuming responsibilities, Mr. Hirsch served as Associate General Counsel for FEMA. As Associate General Counsel, Mr. Hirsch was responsible for implementation of FEMA's legislative and regulatory activities, and he was the lead attorney in FEMA's successful efforts during the 1990s to clarify and expand FEMA's authorities and plans to prepare for more effective responses to disasters. He also had the lead role in FEMA's efforts to enact revisions to the Federal government's disaster relief and mitigation authorities.

Mr. Hirsch's FEMA's experience also includes serving as Attorney-Advisor, where he provided legal services throughout FEMA, including issues relating to the disaster assistance program, the National Flood Insurance Program (NFIP), the National Disaster Medical System (NDMS), the Defense Production Act, the Continuity of Operations (COOP) program, the Radiological Emergency

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**MICHAEL HIRSCH**

**Witt Associates**

Senior Legal/Appeals Specialist

Preparedness program, the Chemical Stockpile Emergency Preparedness program, the Urban Search and Rescue (USR) program, and the Emergency Food and Shelter program.

Prior to joining FEMA, Mr. Hirsch served as an Attorney-Advisor for the Department of Housing and Urban Development, where he provided legal services to the Federal Disaster Assistance Administration, which was responsible for administering the Federal disaster relief program before FEMA was created in 1979. He also previously served as Attorney-Advisor to the General Accounting Office (now known as the Government Accountability Office) in its preparation of reports on program implementation by federal agencies.

Since working for FEMA, Mr. Hirsch has served as a FEMA consultant on numerous Public Assistance, Individual Assistance, Mitigation, National Flood Insurance Program and Preparedness projects. He has also consulted for state and local governments and nonprofit organizations on a variety of disaster-related and mitigation projects. He also worked for Innovative Emergency Management, Inc. (IEM) as Director of the Disaster Recovery Division, where he was responsible for developing IEM's Department of Homeland Security and FEMA activities.

**Relevant Experience in Completing Similar Contracts**

Project Details		Description of Contract	
<b>Contract/Project</b> Iowa Disaster Recovery Support	2011-present	<b>Bill Riley</b>	<ul style="list-style-type: none"> <li>▪ Sr. Legal Specialist/Appeals Lead</li> <li>▪</li> </ul>

**Overall Summary of how this individual's past experience is relevant to NJ project:**  
Mr. Hirsch's role in implementation of FEMA's disaster assistance program, his numerous years of experience working within FEMA, and his extensive knowledge regarding disaster recovery and the legal aspects are all relevant to this scope of work.

**Employment History**

Organization	Employment Dates
<b>Witt Associates</b> Sr. Disaster Recovery Consultant OR Sr. Legal/Appeals Specialist	<b>2011- present</b>
<b>Michael Hirsch Consulting</b> Emergency Management Consultant	<b>2006 - 2010</b>
<b>IEM</b> Director, Recovery Division	<b>2006</b>
<b>Federal Emergency Management Agency</b> Senior Policy Advisor and Individual Assistance Branch Director	<b>2001 - 2005</b>
<b>Federal Emergency Management Agency</b> Deputy General Counsel	<b>1997 - 2001</b>
<b>Federal Emergency Management Agency</b> Associate General Counsel	<b>1989 - 1996</b>
<b>Federal Emergency Management Agency</b>	<b>1979 - 1988</b>

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<b>MICHAEL HIRSCH</b>	
<b>Witt Associates</b>	
Senior Legal/Appeals Specialist	
Attorney-Advisor	
<b>Department of Housing and Urban Development</b> Attorney-Advisor	<b>1976 - 1979</b>
<b>General Accounting Office (Now Government Accountability Office)</b> Attorney-Advisor	<b>1974 - 1976</b>
<b>Education</b>	
<ul style="list-style-type: none"> <li>▪ Bachelor of Arts, History, Duke University</li> <li>▪ Juris Doctor, The George Washington University</li> </ul>	
<b>Registrations, Certifications, Affiliations, Professional Associations, Committees, Panels, Advisory Boards, and Awards</b>	
<ul style="list-style-type: none"> <li>▪ Member of the Washington, DC Bar Association</li> <li>▪ Member of the State of Ohio Bar Association</li> <li>▪ FEMA SES Peer Award</li> <li>▪ Member and Chair of the FEMA Labor-Management Partnership Council, 1997-2000</li> <li>▪ FEMA Meritorious Service Award</li> <li>▪ Acting Regional Director in FEMA's regional office in San Francisco in 1998</li> </ul>	

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**ROBERT RICKER**

**Witt Associates  
Planner**

**Summary of Qualifications and Skills**

Robert Ricker is an Emergency Management Planner with Witt Associates. Mr. Ricker has been responsible for emergency management consulting for various public and private sector clients at the municipal, county, state, federal, and multi-jurisdictional levels around the country. Mr. Ricker’s core planning capabilities are in response-oriented activities, continuity of operations planning, and exercise development and facilitation. He specializes in natural and human-caused event preparedness and response, and homeland security policy.

With Witt Associates, Mr. Ricker has been involved with projects such as serving as the Project Manager for the Morris County New Jersey Commodities Distribution Plan, and the Project Manager for the Morris County Continuity of Operations (COOP) Plan. He also served as the Project Manager for the Massachusetts/Rhode Island/New Hampshire Regional Catastrophic Preparedness Grant Program (RCPGP), which developed a Regional Catastrophic Coordination Plan, Regional Coordination Protocols, an Improvised Explosive Device Annex, and related terrorism-focused Incident Annexes. Mr. Ricker also assisted as a planner for the Maryland Emergency Management Agency (MEMA) Assessment where he evaluated numerous facets of emergency management as they relate to MEMA activities. Upon completion, Mr. Ricker assisted in a presentation of the gap analysis results and the resulting recommendations to the Governor’s office.

Prior to joining Witt Associates, Mr. Ricker worked for Schoharie County, New York's Emergency Management Office. Mr. Ricker was the Deputy Director was responsible for the review and development of emergency operations planning, Comprehensive Emergency Management Planning and safety-related plans. Several of the plans Mr. Ricker help design or update were the Gilboa Dam Plan, Bear Pond Dam Plan, Schoharie County Pandemic Flu Plan, Workplace Violence Policy and Fire and Evacuation Plan. Prior to being hired by Schoharie County, Mr. Ricker retired as Lieutenant in the New Jersey State Police (NJSP) where he was the Deputy Bureau Chief for Marine Services. During his 26 years of service to the NJSP, Mr. Ricker served as the Statewide Incident Management Commander where he developed outreach programs and diversion routing for the eight northern most counties in New Jersey. Mr. Ricker established policies and procedures for the NJSP at Newark Liberty International Airport in the days following 9/11 as well as serving as Incident Commander during this eight month detail. Mr. Ricker also served as Planning Section Chief for NJ’s Remembrance and Reflection Ceremony for resident of NJ who lost their lives in the events of 9/11.

**Relevant Experience in Completing Similar Contracts**

**Project Details**

**Description of Contract**

<b>Project Details</b>	<b>Description of Contract</b>	
<p><b>Passaic County Sheriff's Office</b> ICS Training-300/400</p>	<p>September 2010, December 2010, August 2011</p>	<p>Deputy Chief Edward J. Murphy Jr. Ret. Domestic Preparedness</p> <ul style="list-style-type: none"> <li>▪ For each contracted class, Witt Associates conducted one full week of training sessions for the requirements of ICS 300 (3 days) and 400 (2 days). The audience was public sector, executive level fire fighters and law enforcement sectors.</li> </ul>

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<b>ROBERT RICKER</b> <b>Witt Associates</b> <b>Planner</b>			
		Planner Passaic County Office of Emergency Management 300 Oldham Road Wayne, New Jersey 07470  Tel: (973) 904-3625	<ul style="list-style-type: none"> <li>Mr. Ricker planned, prepared and conducted all training while demonstrating the ability to efficiently and effectively communicate and reach a diverse audience.</li> </ul>
<b>Middlesex and Mercer County, NJ</b> Continuity of Operations / Continuity of Government Planning	April 2010 and December 2010	Middlesex County Fire Marshall Michael Gallagher, 732-316-7171	<ul style="list-style-type: none"> <li>Witt Associates completed Continuity of Operations/Continuity of Government Plans (COOP/COG) for the Middlesex County and Mercer County and their combined 38 municipalities.</li> <li>Mr. Ricker planned, organized and facilitated tabletop exercises for the Counties to test the validity of COOP/COG plans in progress prior to finalization and to train staff on how to implement the COOP/COG Plan. Mr. Ricker provided technical review for all plans for each municipality and county.</li> </ul>
<b>Overall Summary of how this individual's past experience is relevant to NJ project:</b> Robert Ricker's emergency management experience within the State of New Jersey and his familiarity with stakeholders in the region will be utilized in this contract with the State.			
<b>Employment History</b>			
<b>Organization</b>		<b>Employment Dates</b>	
<b>Witt Associates</b> Preparedness Program Manager		<b>2008 - Present</b>	
<b>Schoharie County Emergency Management</b> Deputy Director		<b>2006 - 2008</b>	
<b>New Jersey State Police</b> Lieutenant		<b>1979 - 2004</b>	
<b>Education</b>			
<ul style="list-style-type: none"> <li>Bachelor of Science, Criminal Justice, The College of New Jersey</li> <li>Master of Arts, Professional Education, Seton Hall University</li> </ul>			

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**ROBERT RICKER**

**Witt Associates  
Planner**

- Graduate, Northwestern University School of Police Staff and Command 96th Class
- Graduate, FBI National Academy 186th Session

**Registrations, Certifications, Affiliations, Professional Associations, Committees, Panels,  
Advisory Boards, and Awards**

- Homeland Security Exercise and Evaluation Program (HSEEP) Certified
- HSEEP Train the Trainer Certified
- Certified to Instruct ICS 100-400, IS-700, and IS-800

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**CHARLOTTE KOESTLER**

**Witt Associates**

**Housing and Economic Development Subject Matter Expert**

**Summary of Qualifications and Skills**

Charlotte Koestler has expert knowledge of public affairs concepts, principles, practices, and techniques including community and media relations to establish, implement, and maintain a proactive program. She is also skilled in analyzing and evaluating comments, proposals, or suggestions to develop recommendations concerning the impact on public image. She has experience with many facets of business administration and management, sales and sales management, marketing, relationship building, and customer service and satisfaction.

Prior to joining Witt Associates, Ms. Koestler served as the Executive Director of the Stone County Economic Development Partnership in Wiggins Mississippi. Here she took charge of planning, developing, marketing, and managing all aspects and activities centered on economic development. She identified needs and prepared and evaluated programs to meet those needs such as business expansion/retention, business and industry attraction/recruitment, enhancement of tourism and revitalization of the commercial downtown areas. She developed and executed strategies in promoting, recruiting, and developing new business independently and in conjunction with other community and/or area economic development entities. In this position, Ms. Koestler worked closely with a 17-member board and various members of the county, non-profit groups, state and federal officials and other organizations as needed, and she also led the effort in making Stone County the first “Go Green” county in Mississippi.

Ms. Koestler has also previously served as the interim director of the Vicksburg-Warren Community Alliance, Inc. where she coordinated the development of the Vicksburg-Warren County Community Strategic Plan and the Community Feasibility Study.

**Relevant Experience in Completing Similar Contracts**

Project Details			Description of Contract
<b>BP Deepwater Horizon</b>	2010-2011	<b>Andrew Sachs</b> 202-585-0780	<ul style="list-style-type: none"> <li>▪ <b>Economic Subject Matter Expert II</b></li> <li>▪ <b>Relevance to NJ Project</b></li> </ul>
<b>North Dakota Recovery</b>	2012-present	<b>Kelly George</b> 202-585-0780	<ul style="list-style-type: none"> <li>▪ <b>Housing Subject Matter Expert</b></li> <li>▪ <b>Relevance to NJ Project</b></li> </ul>

**Overall Summary of how this individual's past experience is relevant to NJ project:**  
Charlotte Koestler has expertise in support of overall recovery planning efforts as it relates to economic development/redevelopment issues and the creation of regional recovery plans and resulting initiatives.

**Employment History**

Organization	Employment Dates
<b>Witt Associates</b> Housing and Economic Development Subjet	<b>2010 - Present</b>

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<b>CHARLOTTE KOESTLER</b>	
<b>Witt Associates</b>	
<b>Housing and Economic Development Subject Matter Expert</b>	
Matter Expert	
<b>Stone County Economic Development Partnership</b> Executive Director	<b>2007 - Present</b>
<b>Vicksburg-Warren Community Alliance, Inc.</b> Interim Director	<b>2003 - 2006</b>
<b>Numera Software Corporation</b> Vice President Marketing	<b>2002 - 2003</b>
<b>Collin County Community College</b> Associate Professor	<b>1995 - 2002</b>
<b>Gekiere &amp; Associates</b> Financial Services Representative	<b>1983 - 1995</b>
<b>Education</b>	
<ul style="list-style-type: none"> <li>▪ Bachelor of Business Administration, General Business, University of Mississippi (Oxford)</li> <li>▪ Master of Engineering, Career Enterprises, University of North Texas (Denton)</li> <li>▪ Doctorate Candidate, Human Working Capital, University of Southern Mississippi (Hattiesburg)</li> </ul>	
<b>Registrations, Certifications, Affiliations, Professional Associations, Committees, Panels, Advisory Boards, and Awards</b>	
<ul style="list-style-type: none"> <li>▪ President, Mississippi Gulf Coast Alliance for Economic Development</li> <li>▪ Board Member, Mississippi Economic Development Council</li> <li>▪ Conference Committee Member, Mississippi Manufacturers Association</li> <li>▪ Gulf Coast Business Council</li> <li>▪ Chairperson &amp; Fundraising Chairman, American Heart Association</li> </ul>	

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**BILL RILEY**

**Witt Associates**

**Communications and Outreach**

**Summary of Qualifications and Skills**

Bill Riley is a uniquely qualified executive with private sector, government and non-profit experience. He has expertly managed a diverse multi-national organization; compassionately delivered emergency relief to those affected by natural disasters; and capably directed facility construction, renovation and relocation efforts. Mr. Riley is a skilled administrator and leader with demonstrated accomplishments in organizational change, program and project management, emergency and disaster response, crisis management and public affairs. He displays expert proficiency in developing policies, and designing and implementing new programs and processes, and formulating objectives and priorities consistent with the long-term interests of an organization in a global environment. Mr. Riley displays consistently strong leadership abilities and communication skills.

Mr. Riley is a uniquely qualified executive with private sector, government, and non-profit experience, and a skilled administrator and leader with demonstrated accomplishments in emergency and disaster response, including response, recovery, crisis management, communications, and public affairs. He displays expert proficiency in developing policies, and designing and implementing new programs and processes, and formulating objectives and priorities. Mr. Riley displays consistently strong leadership abilities and communication skills, and has expertly managed a diverse multi-national organization, compassionately delivered emergency relief to those affected by natural disasters, and capably directed facility construction, renovation, and relocation efforts.

During his time with Witt Associates, Mr. Riley has served as Project Manager for the Witt Associates Hurricane Ike recovery efforts with the City of Houston, City of Galveston, and the University of Texas Medical Branch, encompassing administrative, medical, research and educational facilities. Mr. Riley also managed the recent closeout of FEMA Public assistance projects for the State of Arkansas, and managed the Arkansas Game and Fish Commission recovery from the 2011 severe storms and floods. Mr. Riley also managed the State of Indiana recovery efforts from the 2008 severe storms and floods, and led the communications effort for the State of Iowa after the 2008 summer flooding and severe storms. In addition, Mr. Riley had an integral role in helping Iowa stand up its *Rebuild Iowa* Office.

Prior to joining Witt Associates, Mr. Riley was the Chief Operating Officer for Holy Cross Family Ministries in North Easton, Massachusetts, where he was responsible for all operational concerns of the organization's holding company, two operating companies and five business units. Mr. Riley advanced the reorganization of the corporate management structure and the development of long-range strategic and tactical plans. He successfully managed the construction of its world headquarters and the relocation of its operations. In September 2001, Mr. Riley took a two week leave of absence from Holy Cross Family Ministries to serve as the national and international media liaison for the FEMA Urban Search and Rescue Task Forces operating at Ground Zero.

Mr. Riley was previously Manager of Media Relations and Incident Operations Center at the US Chemical Safety and Hazard Investigation Board in Washington, DC, where he was a capable member of

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**BILL RILEY**

**Witt Associates  
 Communications and Outreach**

the start-up team of this US government Executive Branch agency.

**Relevant Experience in Completing Similar Contracts**

Project Details			Description of Contract
State of Iowa Office of Homeland Security and Emergency Management	July, 2008-June 2010	David L. Miller, Administrator Iowa Homeland Security & Emergency Management Division Telephone: 515-725-3231	<ul style="list-style-type: none"> <li>Mr. Riley led communications in the State of Iowa, and had an integral role in helping Iowa stand up its Rebuild Iowa Office. Mr. Riley worked closely with the Communications Director of the Rebuild Iowa Office as well as with the staff and communications director and press secretary of Governor Chet Culver and Lt. Governor Patty Judge. Mr. Riley continues to provide advice on an ad hoc basis to the Governor's Office. While providing service to the State of Iowa, Mr. Riley developed and implemented the Strategic Communications Plan for the Rebuild Iowa Office.</li> </ul>

**Overall Summary of how this individual's past experience is relevant to NJ project:**  
 Part of any disaster recovery effort involving program management will require timely and accurate communications with the public. Mr. Riley's experience in assisting the state in their external communications efforts will be of benefit to the State of New Jersey in an event of similar size and scope.

**Employment History**

Organization	Employment Dates
Witt Associates Senior Disaster Recovery Manager	2008-Present
Holy Cross Family Ministries Chief Operating Officer	1999-2007
US Chemical Safety & Hazard Investigation Board Manager Media Affairs & Incident Operations Center	

**Education**

- Villanova University

**Registrations, Certifications, Affiliations, Professional Associations, Committees, Panels, Advisory Boards, and Awards**

- Certified Insurance Counselor, Society of Certified Insurance Counselors
- Exemplary Service Award, US Chemical Safety and Hazard Investigation Board
- Letter of Commendation from FEMA Director

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**CHARLES W. BRYANT**

**Witt Associates**  
**Senior Debris Operations**

**Summary of Qualifications and Skills**

Charles Bryant is a highly skilled and sought after Debris Specialist and Emergency Response Specialist. His extensive experience includes leading debris management operations in response to Hurricanes Katrina and Rita in Louisiana and Hurricanes Gustav and Ike; he is an adjunct instructor for the National Emergency Response and Rescue Training Center, a division of Texas A&M University; he served as Fire Chief for the City of Sulphur, Louisiana; and he operates his own company, C. Bryant, Inc., an emergency management consulting company.

**Relevant Experience in Completing Similar Contracts**

**Project Details**

**Description of Contract**

State of Louisiana Governor's Office of Homeland Security and Emergency Preparedness	2005- 2007; 2007- ongoing	Mark Riley Deputy Director Governor's Office of Homeland Security and Emergency Preparedness Telephone: 225-573- 0027	<ul style="list-style-type: none"> <li>▪ In his capacity as JLWA Deputy Debris Manager for the State of Louisiana for Hurricanes Gustav and Ike, Mr. Bryant oversees response and coordination of debris operations for the State of Louisiana and affected applicants. From December 06 to April 07, he served as the Deputy Manager for Debris Operations, with responsibilities for overall coordination of debris operations for the State of Louisiana.</li> <li>▪ Before that, Mr. Bryant served as Planning Manager for Public Assistance Debris Operations for the State of Louisiana from October 2005 to November 2006 in the aftermath and recovery from the devastation of Hurricanes Katrina and Rita, where he had primary responsibility of planning, development, and coordination of Private Property Debris Removal and Structural Demolition activities. He provided services of development, planning strategies, and operational objectives as they relate to debris removal, with liaison support to all federal, state and local partners.</li> </ul>
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**Overall Summary of how this individual's past experience is relevant to NJ project:**

Mr. Bryant's debris management experience for the State of Louisiana fulfills the requirements of the various Public Assistance and debris related tasks required in the Scope of Work Section 3.0 of the RFQ.

**Employment History**

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<b>CHARLES W. BRYANT</b> <b>Witt Associates</b> <b>Senior Debris Operations</b>	
<b>Organization</b>	<b>Employment Dates</b>
<b>Witt Associates</b> Technical Assistance Specialist	<b>2005-Present</b>
<b>AECOM</b> Technical Assistance Contractor on Debris	<b>2007-2012</b>
<b>Education</b>	
▪ Louisiana State University at Eunice, LA Associate Fire Science Degree	

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**MARY SHARP, CFM**

**Witt Associates**

**Grant Admin. Supervisor**

**Summary of Qualifications and Skills**

Mary Sharp has provided planning and technical writing support for hazard mitigation plans and updates, and has provided specialized technical modeling and analysis support, including HAZUS, ALOHA, and SLOSH.

Ms. Sharp has assisted with creating maps and providing analysis for development of state, local, and academic hazard mitigation plans and updates. She has created user-friendly GIS-data, maps, and tools to support projects, and performed risk analysis and quantitative analysis utilizing historical and spatial data.

Prior to joining Witt Associates, Ms. Sharp was a Mitigation Planning, HAZUS, and GIS consultant for Geofemme, Inc., where she provided HAZUS and GIS support for the State of Louisiana Hazard Mitigation Plan Update and several Louisiana parish plan updates. She has also managed mitigation planning, GIS, and emergency management projects, as well as conducted specialized training and coordination of HAZUS and GIS.

Ms. Sharp’s past experience also includes serving as an IT Technical Specialist / Database Administrator for the State of Louisiana, Division of Administration, Office of Community Development, Disaster Recovery Unit. There she developed RFPs to solicit software solution vendors and maintained and managed data transfer for the Hazard Mitigation Section via Business Objects, eGrants Plus, and SharePoint portal. Ms. Sharp also provided computer and technical support to a staff of 80 and designed and maintained an internal database to track information and document needs for over 130,000 applicants.

As a former Geospatial Information Systems Analyst and Lead Hazard Mitigation Grants Program Specialist for the DHS/FEMA HMGP Mitigation section, Ms. Sharp designed and populated the ArcIMS product to track traditional mitigation projects from submission, to funding, to completion. She also co-designed and managed data transfer for ArcIMS product to assist Historical, Environmental, and Mitigation reviewers to assess properties quickly and efficiently for the Louisiana Road Home recovery effort.

**Relevant Experience in Completing Similar Contracts**

Project Details			Description of Contract
<b>Contract/Project</b> Boston UASI	2011- 2011	<b>Tom Malmay</b> 318.450.5990	<ul style="list-style-type: none"> <li>▪ <b>GIS /Planning Specialist</b></li> <li>▪ <b>Relevance to NJ Project</b></li> </ul>

**Overall Summary of how this individual's past experience is relevant to NJ project:**

Mary Sharp’s experience with GIS, mapping, and long-term disaster recovery in the State of Louisiana will be utilized in this contract with the State.

**Employment History**

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<b>MARY SHARP, CFM</b>	
<b>Witt Associates</b>	
<b>Grant Admin. Supervisor</b>	
<b>Organization</b>	<b>Employment Dates</b>
<b>Witt Associates</b> Grant Admin. Supervisor	<b>2010 - Present</b>
<b>Geofemme, Inc.</b> Mitigation Planning, HAZUS, and GIS Consultant/Owner/Vice-President	<b>2001 - Present</b>
<b>State of Louisiana Division of Administration, Office of Community Development, Disaster Recovery Unit, Hazard Mitigation Section</b> IT Specialist/Database Administrator	<b>2008 - 2009</b>
<b>Federal Emergency Management Agency (Baton Rouge)</b> Geospatial Information Systems Analyst/Lead Hazard Mitigation Grants Program Specialist	<b>2007 - 2008</b>
<b>Federal Emergency Management Agency (Baton Rouge)</b> GIS Analyst	<b>2006 - 2007</b>
<b>State of Mississippi</b> Administrative Assistant IV	<b>1998 - 2004</b>
<b>Education</b>	
<ul style="list-style-type: none"> <li>▪ Attended Baton Rouge Community College, Louisiana, and Hinds Community College in Mississippi</li> </ul>	
<b>Registrations, Certifications, Affiliations, Professional Associations, Committees, Panels, Advisory Boards, and Awards</b>	
<ul style="list-style-type: none"> <li>▪ Certified Floodplain Manager (CFM)</li> <li>▪ Certified C.O.T.R. (Contracting Officer's Technical Representative)</li> <li>▪ FEMA T-T-T Basic HAZUS-MH Instructor</li> </ul>	

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**TOM MALMAY**  
**Witt Associates**  
**Engineer/Programmer**

**Summary of Qualifications and Skills**

Tom Malmay is an Engineer/Programmer with Witt Associates. He has over 17 years of experience in disaster management, leading in the development and execution of all-hazards community mitigation, preparation, response, and recovery programs. His extensive leadership roles include technology integration, community team building, project development and management, and budgeting.

As part of his work for Witt Associates, Mr. Malmay has served as a mitigation specialist in support of the Louisiana Governor’s Office of Homeland Security and Emergency Preparedness. His duties included mitigation program development and associated publications, GIS spatial analysis, project management, state mitigation application development, and development of education and outreach programs.

Mr. Malmay has worked on both the 2006 and 2007 Louisiana Hazard Mitigation Planning projects, and provided GIS technical assistance in response efforts to the Iowa Floods in 2008. He has also worked on projects such as the Fairfax County, Virginia Snow Storm and BP Oil Spill recovery efforts.

Previously, Mr. Malmay was contracted by the state agencies to assist with the After-Action Report for Hurricanes Katrina and Rita and assisted Parishes with the FEMA Disaster Recovery programs for reimbursement. He managed six local emergency operations plan reviews and development projects; the plan review process included an all-hazards analysis. Mr. Malmay also served active duty and reserve in the U.S. Coast Guard performing search and rescue duties on the Chesapeake Bay and supporting Desert Shield.

Prior to his work with Witt Associates, Mr. Malmay worked for the Ouachita Civil Defense Agency in Monroe, Louisiana, as a planning officer, where he was promoted to the position of Civil Defense Agency Director. In that position, Mr. Malmay was charged with the overall management of the community disaster preparedness program, including hazard analysis, hazard mitigation, training, and exercise design, grant proposal development, SARA Title III requirements, media relations, GIS and internet application development, coordination of disaster response and recovery activities, activation of the Hazard Mitigation Grant Program, and community disaster education development.

**Relevant Experience in Completing Similar Contracts**

Project Details			Description of Contract
State of Iowa 2008 Flooding Disaster Recovery	2008 - Present	Patrick Hall Recovery Division Director Iowa Homeland Security and	<ul style="list-style-type: none"> <li>Provided GIS technical support that helped the Iowa Homeland Security and Emergency Management Division (HSEMD) manage the recovery from the catastrophic Midwest Floods of 2008.</li> </ul>

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<b>TOM MALMAY</b> <b>Witt Associates</b> <b>Engineer/Programmer</b>			
		Emergency Management Division 7105 NW 70 <sup>th</sup> Ave Camp Dodge, Bldg. W-4 Johnston, IA 50131 Tel: (515) 979-1835	
<b>State of Louisiana</b> Hurricanes Katrina, Rita, Gustav, and Ike Recovery	2005 - Present	Mark Riley Deputy Director of Recovery Governor's Office of Homeland Security and Emergency Preparedness 7667 Independence Blvd Baton Rouge, LA 70806 Tel: (225) 573-0027	<ul style="list-style-type: none"> <li>Served as a mitigation specialist with Witt Associates' efforts with disaster recovery for the State of Louisiana after Hurricanes Katrina, Rita, Gustav, and Ike. Witt Associates provides Public Assistance, Hazard Mitigation, and Individual Assistance support, as well as long-term recovery planning. Mr. Malmay provided GIS spatial analysis, outreach program development, and performed other duties in support of the long-term recovery efforts.</li> </ul>
<b>Overall Summary of how this individual's past experience is relevant to NJ project:</b> Tom Malmay's experience with the long-term recovery efforts for the State of Iowa and the State of Louisiana following catastrophic disasters, as well as his experience as a Director for a local emergency management agency in Louisiana, will be of benefit to the State of New Jersey.			
<b>Employment History</b>			
<b>Organization</b>		<b>Employment Dates</b>	
Witt Associates Engineer/Programmer		2006 - Present	
Hatch Mott MacDonald Project Manager		2003 - 2006	
Ouachita Civil Defense Agency, Monroe/West Monroe, LA Director		1993 - 2003	

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**TOM MALMAY**

**Witt Associates**

**Engineer/Programmer**

**Education**

- Courses at Louisiana State University
- US Coast Guard

**Registrations, Certifications, Affiliations, Professional Associations, Committees, Panels, Advisory Boards, and Awards**

- Provided ArcGIS.com presentation to West Palm Beach GIS developers Conference
- Presented GIS mitigation applications at the 2006 Denver, Colorado GIS Conference
- GIS disaster management application published twice in ESRI ArcNews
- GIS mitigation application published in Earth Observation Magazine
- GIS mitigation and preparedness program published in ESRI book for responders
- Disaster management internet application published by Dr. John Pine, LSU
- Service on Louisiana Hurricane Shelter Taskforce
- Local governments designated FEMA Project Impact Community in 2000
- GIS and internet application White Papers submitted to Louisiana State Police
- Served as Ouachita Parish LEPC Chairperson from 1994 to 2003

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## **4.7 Experience of Bidder on Contracts of Similar Size and Scope**

*The bidder should provide a comprehensive listing of contracts of similar size and scope that it has successfully completed, as evidence of the bidder's ability to successfully complete the services required by this RFQ.*

*Emphasis should be placed on contracts that are similar in size and scope to the work required by this RFQ, including experience with domestic or international concessions, public-private partnerships and other forms of private sector participation.*

*A description of all such contracts should be included and should show how such contracts relate to the ability of the firm to complete the services required by this RFQ.*

*For each such contract, the bidder should provide two names and telephone numbers of individuals for the other contract party. Beginning and ending dates shall also be given for each contract.*

This section of Witt Associates' proposal contains a listing of contracts of similar size and scope and detailed case studies for projects that have been successfully completed – further demonstrating expertise and experience, and to demonstrate our ability to meet and exceed the requirements of this RFQ. We are proud to say we have been highly successful at providing seamless solutions and resolving major problems, obstacles, and challenges – all while remaining fluid and committed to task. Witt Associates is proud of our results-based accomplishments and demonstrated successes – we possess a noteworthy portfolio of clients and an unrivaled, substantial record of service supporting states, institutions, and local governments in developing, implementing, and managing effective disaster relief programs.

***The projects detailed in this section of the project are representative examples and by no means all inclusive.*** As a value-added source of information, we appended the individual project charts with relevant and emphasized project detail for your consideration:

Detailed information on our team's relevant project experience, cross referencing and supporting these case studies, can be found in the 4.6 *Resumes* section of this proposal.

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	<i>Strategic Advice</i>	<i>Technical Assistance</i>	<i>Public Assistance</i>	<i>Mitigation Assistance</i>	<i>Individual Assistance</i>	<i>Financial Assistance</i>
State of North Dakota	✓	✓				
State of Louisiana	✓	✓	✓	✓	✓	✓
State of Indiana	✓	✓	✓	✓		✓
State of Iowa	✓	✓	✓	✓	✓	✓
State of Rhode Island	✓			✓		
State of Vermont	✓	✓	✓	✓		✓
University of Texas Medical Branch	✓	✓	✓	✓	n/a	✓

**State of North Dakota**

*2011 Flood Recovery*

Nine months after the largest flood event in state history impacted the City of Minot and surrounding areas of North Dakota in 2011, Governor Jack Dalrymple engaged Witt Associates to breathe new life into recovery efforts and resolve problems that were standing in the way of reconstruction.

Within days of being contacted, Witt Associates initiated a rapid assessment of the status and effectiveness of recovery efforts at the federal, state, and local levels. This assessment was used to restructure state recovery operations and pursue new approaches to remove obstacles and red tape. Upon completion of this task, Witt experts were engaged to resolve long-standing problems standing in the way of both Public Assistance and Hazard Mitigation program projects, resulting in the rapid resolution issues delaying tens of millions of dollars of funding.

One substantial problem faced in the disaster recovery was with permanent housing solutions in Minot and Ward County, where approximately 25% of housing units were destroyed. All levels of government had hoped to acquire large numbers of damaged housing units so that they could give residents funding they would need to relocate out of harm's way, while concurrently offering the community the ability to construct enhanced flood protection. Despite efforts of the State, County, and City (and their contractors), they could find no way to fund the acquisition of hundreds of homes due to the restrictions and regulations of federal programs and the fact that most structures were not located in a mapped floodplain. When Witt Associates experts became involved, our team focused on the application of both CDBG and HMGP funding in tandem to resource the acquisitions effort, and suggested that the state pursue the remapping of the floodplain due to significant inaccuracies believed to exist in current flood mapping products. Once concerns about existing maps were confirmed through preliminary assessment efforts, Witt Associates then recommended that the state consider working with FEMA to develop Advisory Base Flood Elevations (ABFEs), and

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encourage the City of Minot to adopt and enforce them during recovery. Once adopted, the use of ABFEs would not only result in safer reconstruction, but would also create significant new eligibility under the HMGP program, thus making substantially more housing units potentially eligible for acquisition.

Witt Associates has also been tasked by the state to conduct a statewide assessment of their riverine flood hazard risk. to conduct this assessment and develop a fifteen-year strategy to. Reduce the state's risk, Witt Associates team members have worked federal and state agencies, many of the most at-risk communities statewide, and with stakeholder groups to better identify and assess the risk faced by North Dakota, and to identify and recommend improvements to law, regulation, and policy to address it. The effort has also focused on identifying and prioritizing mitigation activities, so the state, locals, and the private sector can implement a multi-year, coordinated effort to reduce the state's risk through cost-effective and targeted mitigation investments.

This Contract demonstrates Witt Associates' ability to complete the services in this RFQ in that we demonstrated our ability to provide technical assistance and strategic guidance to support the State of New Jersey in their long term recovery.

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## **State of Louisiana**

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*Hurricanes Katrina (2005), Rita (2005), Gustav (2008), and Ike (2008) – Recovery Services*

In the aftermath of Hurricane Katrina, the Governor's Office in the State of Louisiana retained Witt Associates to provide **strategic advice** to the State on overall response and recovery efforts. Within 48 hours of the storm's landfall, before a contract had been formally signed, James Lee Witt led a response team into Baton Rouge. Witt Associates established a functional joint operations center within 24 hours and provided essential State and local personnel with the tools needed to communicate effectively Statewide.

Witt Associates continues to advise the Governor, his cabinet, and other leaders on all matters concerning recovery, as well as to provide assistance in the development of policies and coordination with public and private recovery entities on all levels. In addition, Mark Merritt, the proposed Project Manager for this engagement, was invited to testify before the Senate Homeland Security Subcommittee for Disasters on behalf of the State's recovery efforts.

In addition to its strategic advisory role, Witt Associates provided **technical assistance** as a part of contributing to long-term recovery efforts. Initially, Witt Associates reformed the State's emergency management structure, bringing it into line with FEMA's emergency support functions. Witt Associates' staff played key roles in the design and implementation of the Louisiana Recovery Authority (LRA), the organization responsible for coordinating overall recovery efforts, establishing rebuilding priorities, receiving and distributing appropriated relief funds, and providing a single voice for the State on recovery issues. Witt Associates has also served as the senior emergency management advisor for the LRA Board of Directors and as liaisons between the State and the parishes and parish presidents affected by Katrina. To bring about a more planned and coordinated recovery in southern Louisiana, Witt Associates also organized and led the State's long-term community recovery planning effort in 26 parishes (over 1/3 of the State), and developed and implemented regional and Statewide planning activities designed to address issues that cross jurisdictional boundaries.

Some other notable technical assistance efforts undertaken by Witt Associates include:

- Establishing a joint operations center
- Implementing the Incident Command Structure and Command Center
- Providing support for local EOC operations
- Developing debris monitoring and debris management plans
- Developing the Planning Pilot Grant Program to help parishes, municipalities and institutions identify potential mitigation projects and undertake initial work to develop the projects for future mitigation grant applications
- Working with university leaders throughout the State on specific higher education disaster recovery needs

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Since September of 2005, Witt Associates has established and implemented the State's **Public Assistance (PA) Program** to maximize funding availability for Louisiana projects. Witt Associates provided an initial team of nearly 190 program experts to work directly with State agencies, local governments and subdivisions, and eligible private non-profit organizations on all aspects of their PA program recovery efforts, involving nearly 40,000 Project Worksheets and versions and representing over \$10 billion in eligible losses. Programmatically, Witt Associates provided significant support in the development and delivery of disaster relief programs to the affected areas. Witt Associates has also **been credited by the State in helping them secure well over \$3 billion in funding** that they believe they would not have received otherwise, through the application of our experts' experience and knowledge of past-precedent to the advantage of the State and its applicants. In addition, Witt Associates was able to assist the State by recruiting, training, and mentoring their recovery staff from a starting number of four (4) personnel to more than 250 today.

In April 2006, Witt Associates' contract with the State of Louisiana was expanded to include **mitigation assistance** through the establishment and management of the State's nearly \$2 billion Hazard Mitigation Grant Program (HMGP) for Hurricanes Katrina and Rita. The work included innovative solutions such as developing "global match" coastal restoration applications to provide cost-share match for the HMGP program Witt Associates initially established the State's HMGP operation using its expert consultants, and as the State hired personnel for the long-term, Witt experts provided them with both classroom and on-the-job training so that they could assume increasing responsibility for program efforts.

For nearly a year after Hurricane Katrina devastated the State, Witt Associates' experts were also involved in the management, oversight, and problem resolution efforts as it related to the delivery of disaster housing and **individual assistance (IA)** support in Louisiana. Our team worked hand-in-hand with FEMA, State agencies, and non-profit organizations to facilitate the establishment of an applicant case-management system to support citizens and homeowners with their critical and immediate needs, supporting outreach to local officials about the potential placement of temporary housing units in their jurisdictions, facilitation of the identification and institutionalization of new approaches to Individual Assistance program delivery (such as the expediting of funding through the approval of initial IA grant awards based on remote sensing damage assessments), the design of the State's pilot housing programs for rental unit repair and intermediate-term housing solutions, and other activities critical to the State's assistance to individuals and households.

Witt Associates has also provided **financial assistance** to the State of Louisiana in the form of insurance coordination and claim reconciliation, and the capture, documentation and management of direct administrative costs so as to maximize reimbursement. Witt Associates has also provided close-out support for literally thousands of Project Worksheets and Hazard Mitigation Grant Program (HMGP) projects through financial reconciliation of project documentation.

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In addition, Witt Associates has also provided substantial assistance to the State of Louisiana under this contract for **pre-event preparedness and pre-declaration activities**. This assistance has taken many forms, including:

- Operations and evacuation planning;
- Assistance with EOC staffing in advance of Hurricanes Gustav and Ike, and preliminary damage assessments after the storms passed;
- Providing support to the State and local governments during EOC activations;
- Development and updating of the State’s mitigation plan, and the provision of direct technical assistance to 62 parishes and 7 local jurisdictions on the development of their mitigation plans;
- Development of an emergency management curriculum for executives in State government
- Development of materials and website development associated with a Statewide mitigation and preparedness outreach effort;
- Assistance to help the State improve their emergency management systems, protocols, and plans in order to successfully obtain Emergency Management Accreditation Program (EMAP) accreditation.

<b>State of Louisiana</b>	
<b>Type of Disaster:</b>	Hurricane / Flooding / Severe Storms
<b>Prime Contractor:</b>	Witt Associates
<b>Subcontractors:</b>	Neel-Schaffer, Inc. Vissering Pardue Associates, Inc. Recovery Management, Inc. Post, Buckley, Schuh & Jernigan, Inc (PBS&J) PB Americas, Inc. RS Means (Reed Business Information US) Shaw Environmental & Infrastructure, Inc. Sides & Associates, Inc
<b>Date, Name, and Location of Disaster:</b>	2005 (Katrina) 2005 (Rita) 2008 (Gustav) 2008 (Ike)  All four disasters involved significant portions of the State of Louisiana
<b>Client:</b>	State of Louisiana Governor’s Office of Homeland Security and Emergency Preparedness

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<b>State of Louisiana</b>	
<b>Service Timeframe:</b>	Notification: Personnel were on-scene within 48 hours of storm landfall for Katrina, approximately September 1, 2005; staff were available immediately after Hurricanes Rita, Gustav, and Ike  Resolution: Ongoing
<b>Magnitude of Damage:</b>	Katrina: \$10,633,169,435 Rita: \$670,138,187 Gustav: \$718,506,549 Ike: \$229,390,750
<b>Scope of Work:</b>	Total contract: \$40 million Katrina: 5,647 large PWs; 13,397 small PWs Rita: 945 large PWs; 3,540 small PWs Gustav: 1,272 large PWs; 5,576 small PWs Ike: 402 large PWs; 1,248 small PWs
<b>Staff Ratio of Contractor to Subcontractor:</b>	Currently 40:3
<b>Titles held by Subcontractors:</b>	Technical State Applicant Liaison State Applicant Liaison Debris Management Specialist

**This Contract demonstrates Witt Associates ability to complete the services in this RFQ in that they are similar in nature to the services we have provided to the State of Louisiana.**

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**State of Indiana**

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*Floods of 2008 – Recovery Services*

The summer floods of 2008 dealt heavy blows to the heartland state of Indiana. After months of heavy rainfall, rivers overflowing, and levees failing, as well as damage from tornadoes, the State was in serious need of disaster relief assistance. The State of Indiana contracted with Witt Associates to assist the State of Indiana Department of Homeland Security with a range of disaster relief services.

Witt Associates provided the State with **strategic advice** and **technical assistance** in the form of organization, communications, and planning services. Through the disaster programs, our team regularly reviewed activities and priorities in an effort to achieve strategic objectives and to plan for future delivery of support in a way that best meets critical needs. Action and work plans were developed as needed to guide work efforts, linked to performance benchmarks that allow Witt Associates and the clients to monitor progress.

Witt Associates contributed technical and professional services to assist and implement the State of Indiana's responsibilities as a Grantee under FEMA the **Public Assistance Program** ranging from initial damage assessments through the final closeout of over 800 Project Worksheets (PWs). Witt Associates provided coordination, team development, and communication and technical assistance support with eligible State, local, and non-profit sub-grantees, maximizing grant awards and reducing the likelihood of problems. Witt Associates' experts also provided grants / financial management support to the State, as well as to sub-grantees, including through the provision of expert staff to facilitate program, applicant, and project close-out and audit support services. Witt Associates utilized State Public Assistance Coordinators (PACs) and Project Officers (POs), and a trained team of State project closeout specialists to provide this overarching support.

Witt Associates brought extensive experience with **mitigation assistance** to bear as well. Under Public Assistance, throughout the recovery process, Witt Associates' expert consultants worked with eligible applicants to identify and incorporate Section 406 mitigation measures into their reconstruction efforts. In addition, Witt Associates supported Indiana's Hazard Mitigation Grant Programs (HMGP) and hazard mitigation planning, providing mitigation specialists to support the State of Indiana's needs in the implementation of its HMGP program. Our mitigation experts provided direct technical assistance to applicants on questions of project identification, scoping and eligibility, facilitated application preparation, delivered technical assistance (including for benefit-cost analysis), and supported applicants and the State with problem resolution services.

Over the life of that engagement, Witt Associates was credited with not only providing the State and locals with the staff capacity and expertise they needed to facilitate a more rapid recovery, but also with securing substantial additional funding. **In just over our initial one year of service, Witt Associates' program experts helped secure more than \$13 million in funding originally denied by FEMA, helped secure millions more in funding that applicants did not realize they**

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were eligible to receive prior to our involvement, and our team used its collective expertise and knowledge of recovery program precedent to resolve hundreds of problems standing in the way of applicant recovery efforts.

In addition, Witt Associates also provided *strategic advice* and assistance to the State of Indiana for *pre-event preparedness and pre-declaration activities* regarding the declaration process and providing information regarding the financial implications of strategic and programmatic operational decisions.

Finally, Witt Associates has also provided *financial assistance* to the State of Indiana in the form of insurance coordination and claim reconciliation, and the capture, documentation and management of direct administrative costs so as to maximize reimbursement. Witt Associates has also provided close-out support through financial reconciliation of project documentation for nearly 800 Project Worksheets.

<i>State of Indiana</i>	
<b>Type of Disaster:</b>	Flooding/Severe Storms
<b>Prime Contractor:</b>	Witt Associates
<b>Subcontractors:</b>	Faulkner Strategies, LLC Bucher & Christian, Inc. IEM, Inc.
<b>Date, Name, and Location of Disaster:</b>	2008 Midwest Floods with Statewide impacts
<b>Client:</b>	State of Indiana Department of Homeland Security
<b>Service Timeframe:</b>	Notification: Seven (7) days of notice to proceed, in late July of 2008 Resolution: Ongoing
<b>Magnitude of Damage:</b>	\$ 146,700,000
<b>Scope of Work:</b>	Total contract: \$3.5 million  # of large projects - 304 # of small projects - 2392
<b>Staff Ratio of Contractor to Subcontractor:</b>	6:1
<b>Titles held by Subcontractors:</b>	Deputy Public Assistance Officer State Public Assistance Coordinator

**This Contract demonstrates Witt Associates' ability to complete the services in this RFQ in that the programmatic experience in the recovery process will cover the same aspects that the State of New Jersey is currently facing.**

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**State of Iowa**

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*Floods of 2008 – Recovery Services*

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In the months prior to the 2008 floods in Iowa, Witt Associates' experts engaged with the Iowa Homeland Security and Emergency Management Division (HSEMD) to discuss strategies and planning requirements necessary to improve the State's preparedness for future response and recovery operations. The preparedness discussions unfortunately turned to necessary assistance after extremely heavy rainfall in the upper Midwest on top of record snow-pack led to a sustained period of flooding that impacted 92 of the State's 99 counties (including the catastrophic flooding of Cedar Rapids) between May and August of that year.

Within days of the start of the flooding and severe storms in Iowa, the State engaged Witt Associates to help them secure recovery funding and implement FEMA and other agency disaster relief programs, as well as manage the planning and coordination effort for long-term recovery. Within days, Witt Associates deployed a team of skilled professionals to provide the State of Iowa Homeland Security and Emergency Management Division (HSEMD) with technical and professional services to assist and implement the State of Iowa's responsibilities as the Grantee under FEMA grant programs, including the Public Assistance (PA) Program.

Similar to the work with the State of Indiana, Witt Associates provided the State of Iowa with **strategic advice** and **technical assistance** in the form of organization, communications, and planning services. As part of this effort, Witt Associates provided the State with assistance in requesting innovative pilot programs and initiatives to meet specific challenges in the recovery period.

One such program was a program initiated by a Witt Associates' recommendation was to establish the *Rebuild Iowa Office* (RIO), a State agency created by Executive Order and chaired by the Lt. Governor, charged with the mission of ensuring the State of Iowa rebuild safer, stronger, and smarter than before. Witt Associates helped develop and implement the RIO, providing core staff support for the RIO and its advisory body (the Rebuild Iowa Advisory Commission), and helped develop and implement a community-based recovery planning initiative that provided heavy emphasis on identifying and prioritizing the impacts of the 2008 disaster on housing, businesses, area economies, infrastructure, and other key areas. **The efforts of the RIO and the resulting planning effort were widely applauded throughout the State, and became the foundation for the State's successful long-term recovery efforts and their successful requests for several billion dollars of supplemental appropriations.**

More than 500 Iowans participated in this planning effort, including community representatives, elected officials, business leaders, economic development planning districts/Councils of Governments, and citizens. This significant public/private effort produced substantial consensus among participants, and resulted in a variety of policy changes at the State and local levels, as well

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as the establishment of the State's widely-praised "Jumpstart" initiative that has provided grants and forgivable loans to businesses and homeowners to "jumpstart" their recovery.

As part of the company's engagement in support of the RIO, Witt Associates also provided the staffing and expertise in support of the State's strategic and crisis communications efforts, which involved the preparation of communications strategies and materials, the design and conduct of outreach efforts and events, and the development of daily messages to reach out and communicate effectively with the public, local officials, the business community, and others with consistent, focused messages and information. Our External Affairs Officers in Iowa worked directly with the State emergency management and communications staff to recommend and develop daily messages and communications strategies, as well as with existing program personnel and dedicated outreach/community relations staff to ensure a common understanding and delivery of messages and strategies.

As part of this engagement, Witt Associates worked with the State of Iowa on **public assistance**, providing over half of the State's Public Assistance personnel (28 out of 52 total positions) to provide programmatic expertise and technical assistance to local sub-grantees. This effort involved extensive coordination, team development, and communication with eligible State, local, and non-profit applicants in order to maximize grant awards and reduce the likelihood of problems. Witt Associates provided State Public Assistance Coordinators (PACs) and Project Officers (POs), working remotely across the entire State, to manage this overarching support in coordination with HSEMD.

Witt Associates brought a broad range of experience to the State of Iowa related to **mitigation assistance**, specifically for the Hazard Mitigation Grant Program (HMGP) and hazard mitigation planning. Our team provided mitigation grant managers as well as specialists (mitigation planners; benefit-cost analysis; training; quality assurance/quality control; National Environmental Policy Act/Historic Preservation, engineering, etc.) to support Iowa HSEMD staff in implementing its HMGP program, valued at nearly \$340 million.

In the immediate aftermath of the historic flooding, Witt Associates provided experienced personnel to support the State of Iowa's **individual Assistance** responsibilities, in an effort to speed the delivery of assistance and minimize unmet needs. In support of State of Iowa staff, our personnel worked with FEMA to help identify critical needs of disaster victims, strategized on issues and challenges in the delivery of individual disaster assistance, and assisted in the recommendation and development of disaster-specific guidance in order to ensure that citizens in Iowa received the assistance they were eligible to receive in the least amount of time possible. Witt experts also engaged to help resolve substantial problems that were impacting the placement of temporary housing units in the most heavily impacted areas of the State; all while assuring accountability in the process.

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In addition, Witt Associates also provided **strategic advice** and assistance to the State of Iowa for **pre-event preparedness and pre-declaration activities** regarding the declaration process and providing information regarding the financial implications of strategic and programmatic operational decisions.

Finally, Witt Associates has also provided **financial assistance** to the State of Iowa in the form of insurance coordination and claim reconciliation, and the capture, documentation and management of direct administrative costs so as to maximize reimbursement. Witt Associates has also provided close-out support through financial reconciliation of project documentation.

<b>State of Iowa</b>	
<b>Type of Disaster:</b>	Flooding
<b>Prime Contractor:</b>	Witt Associates
<b>Subcontractors:</b>	Post, Buckley, Schuh & Jernigan, Inc (PBS&J) IEM, Inc. Appraisal Associates Company
<b>Date, Name, and Location of Disaster:</b>	2008 Midwest Floods, with Statewide impacts (92 of the State's 99 counties were designated to receive federal disaster assistance)
<b>Client:</b>	State of Iowa Homeland Security and Emergency Management Division
<b>Service Timeframe:</b>	Notification: 48 hours of notification in late June 2008 Resolution: Ongoing
<b>Magnitude of Damage:</b>	\$1.4 billion (FEMA eligible)
<b>Scope of Work:</b>	Total contract: Standby, time and materials contract, \$7.6 million  Large Projects - 1,486 Small Projects - 14,300
<b>Staff Ratio of Contractor to Subcontractor:</b>	8:1
<b>Titles held by Subcontractors:</b>	Project Officer

**This Contract demonstrates Witt Associates' ability to complete the services in this RFQ in that our comprehensive understanding of both federal and state regulations and recovery operations ensures that state and local interests are protected, and funding opportunities are maximized.**

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**State of Rhode Island**

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*Flooding 2010 – Recovery and Emergency Management Services*

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In 2010, after the State of Rhode Island experienced one of its worst floods in State history, Witt Associates was activated by the Rhode Island Emergency Management Agency (RIEMA) to provide a variety of services in support of the State, many of which had to be completed under tight timelines.

Initially, the Witt Associates' team was tasked with the provision of direct technical assistance to flood-impacted local communities who were interested in submitting applications for Hazard Mitigation Grant Program (HMGP) funding. Witt Associates mobilized a team of mitigation experts with substantial experience in the development of benefit-cost analyses (BCA) using FEMA's BCA software for this task. These personnel met one-on-one with interested community representatives to explain the hazard mitigation grant program, review and evaluate the potential eligibility of projects they were interested in pursuing, and provide them with technical assistance related to what information they would need to include in that application to increase the likelihood of its approval. The Witt Associates' team then provided assistance, both directly and from remote locations, to assemble the appropriate data to complete BCAs for the projects that were to be submitted in order to demonstrate their cost-effective nature and meet all FEMA program requirements. Both RIEMA and the local applicants with whom our team worked believed the support provide by Witt Associates was instrumental in their ability to complete quality applications in time to meet programmatic timelines.

Concurrently, the State of Rhode Island requested assistance for the preparation of an update to the State's Hazard Mitigation Plan, as a means of ensuring that there was no delay in the provision of Hazard Mitigation Grant Program (HMGP) funding due to the lapse of the State's plan approval. An expert team of mitigation consultants was assigned to work with RIEMA to outline a strategy for approaching the project in the required timeline, which was then presented to FEMA for their approval. At that point, the Witt team engaged to quickly develop an update to the State plan that met FEMA's requirements for approval. The plan update was successfully completed within two months of initiating work and was approved by FEMA.

Shortly after the first two projects were completed, RIEMA issued another task order to Witt Associates under its contract with the agency to prepare a grant application with the US Economic Development Administration (EDA) in order to help the agency secure funding provided by the agency on a Statewide competitive basis to promote economic recovery from the flood disaster and better position the State to address economic issues in future disaster events. The Witt team engaged with the RIEMA Director in order to develop a concept for the establishment of a "Business Emergency Operations Center," or BEOC, that could engage with the private sector on training, preparedness and mitigation before the next disaster occurred, and support the recovery efforts of primarily small and medium-sized businesses after future events. Through this effort, the Witt team

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developed a successful application, allowing the agency to fund two new positions for the proposed BEOC –a Director and one support staff member.

Most recently, RIEMA tasked Witt Associates with the development of summary narratives, meant to identify and describe activities and programs that were performed by the agency, and offer justification as to why those functions must be maintained. The Witt team worked with existing RIEMA staff to gather the information required to prepare the summaries, linking each to national best-practices and citing legal and other requirements related to the performance of those functions. These summaries were utilized by RIEMA to explain and justify to the Adjutant General what they did as an agency, what functions they performed, and why they were necessary in the face of overall State government budget cuts.

Witt Associates has also provided **strategic advice** and assistance to the State of Rhode Island for **pre-event preparedness and pre-declaration activities** regarding the declaration process and providing information regarding the financial implications of strategic and programmatic operational decisions.

<b>State of Rhode Island</b>	
<b>Type of Disaster:</b>	Flooding
<b>Prime Contractor:</b>	Witt Associates
<b>Subcontractors:</b>	IEM, Inc.
<b>Date, Name, and Location of Disaster:</b>	2010 flooding, Statewide
<b>Client:</b>	State of Rhode Island and Providence Plantations
<b>Service Timeframe:</b>	Notification: February 2010 Resolution: May 2010
<b>Magnitude of Damage:</b>	Approximately \$75 million in FEMA Public Assistance; \$14 million in FEMA HMGP funding
<b>Scope of Work:</b>	Total contract: Master Services Agreement  Activated to provide HMGP BCA support
<b>Staff Ratio of Contractor to Subcontractor:</b>	No subcontractors were utilized
<b>Titles held by Subcontractors:</b>	n/a

**This Contract demonstrates Witt Associates’ ability to complete the services in this RFQ in that our team has the extensive experience and capability in managing recovery program delivery and relationships at the state and local level.**

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## **State of Vermont**

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### *Tropical Storms Irene and Lee (2011) – Recovery Services*

Tropical Storm Irene hit Vermont on August 28, 2011 with record rainfall that caused unprecedented flooding throughout the State of Vermont. Hundreds of roads and bridges were washed out, entire towns were isolated, and significant portions of the State's critical infrastructure were damaged or destroyed. In all, the disaster caused over \$1 billion in damages Statewide, with more than \$175 million in eligible FEMA losses.

In September, the Vermont Secretary of Administration expedited an emergency contract with Witt Associates to assist the State in its recovery by providing **strategic advice** and **technical assistance**. Witt Associates helped the State establish a structure and process for long-term recovery planning, and supported their efforts to identify recovery goals and priorities, as well as provide the State assistance and advice with the development of a methodology and strategic action plan. In October, the State expanded Witt Associates' role to help 51 communities that the State, and Regional Planning Commissions, identified as areas of concern or special needs due to their limited capacity to support recovery requirements and the magnitude of losses. Under the guidance and direction of the Governor-appointed Recovery Director and the State Public Assistance Officer, Witt Associates embarked on a response and recovery outreach plan to aid the communities through the provision of direct technical assistance and guidance.

### **Witt Associates' success in performing these functions was noted by both the State and local communities with whom we worked.**

In the Fall of 2011, the State decided to fully compete a contract for recovery, after which Witt Associates was hired again in December. The new contract covered both the recovery from Tropical Storms Irene and Lee, as well as future disasters that may occur in the State through 2017. Under the new contract vehicle, Witt Associates' experienced team of **public assistance (PA)** and **mitigation assistance** professionals continued their work with State staff, Regional Planning Commissions, and local communities to identify damages and provide counsel on critical aspects of the PA program, highlighting nuances of federal regulations to maximize disaster recovery awards. Acting as State Public Assistance Liaisons, the Witt Associates' team is continuing to provide invaluable advice, guidance, and staff support to local communities struggling to deal with the PA process, procurement issues, eligibility questions, the facilitation of the development of PA project worksheets, and the review and reconciliation of financial documentation to ensure eligibility and promote the timely and complete reimbursement of funds.

Finally, Witt Associates has also provided **financial assistance** to the State of Vermont in the form of insurance coordination and claim reconciliation, as well as the capture, documentation and management of direct and indirect administrative costs so as to maximize total reimbursement.

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In addition, Witt Associates has also provided **strategic advice** and assistance to the State of Vermont for **pre-event preparedness and pre-declaration activities** regarding the declaration process and providing information regarding the financial implications of strategic and programmatic operational decisions.

<b>State of Vermont</b>	
<b>Type of Disaster:</b>	Tropical Storm / Flooding
<b>Prime Contractor:</b>	Witt Associates
<b>Subcontractors:</b>	Milone & MacBroom, Inc. Woodward and Curran, Inc.
<b>Date, Name, and Location of Disaster:</b>	2011, Tropical Storm Irene  Significant portions of the State of Vermont were affected by the disaster
<b>Client:</b>	State of Vermont, Agency of Administration
<b>Service Timeframe:</b>	Notification: Mid-September, 2011 Resolution: Ongoing
<b>Magnitude of Damage:</b>	Approximately \$175-200 million in damages
<b>Scope of Work:</b>	Total contract: \$2,200,000  Large Projects – 368 Small Projects – 2,508
<b>Staff Ratio of Contractor to Subcontractor:</b>	No subcontractors activated at this time
<b>Titles held by Subcontractors:</b>	n/a at this time

**This Contract demonstrates Witt Associates' ability to complete the services in this RFQ in that shows our ability to complete the technical assistance services required in Section 3.0 of this RFQ.**

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**University of Texas Medical Branch**

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*Hurricane Ike (2008) – Recovery Services*

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When Hurricane Ike made landfall in Galveston, Texas on September 13, 2008, one of the hardest hit institutions was the University of Texas Medical Branch (UTMB). The storm flooded every building on the campus, causing an estimated \$1.2 billion in damages and lost revenue. Witt Associates originally worked with UTMB after Tropical Storm Allison, and due to our previous success, UTMB turned to Witt Associates to assist with recovery from Hurricane Ike as well. In October 2008, the University of Texas System contracted with Witt Associates to assist UTMB in developing, documenting, managing, and submitting grant applications for funds available under FEMA disaster programs.

Witt Associates provided **strategic advice** and **technical assistance** to UTMB in the form of planning; and recovery management and oversight. Witt Associates has also provided strategic advice and assistance for **pre-event preparedness and pre-declaration activities** regarding the declaration process and providing information regarding the financial implications of strategic and programmatic operational decisions.

The primary focus of Witt Associates' work has been providing counsel to UTMB on critical aspects of the **Public Assistance (PA) Program** by highlighting nuances of federal regulations to maximize UTMB's Disaster Recovery awards.

**With total damages estimated at nearly \$1.5 billion, UTMB is one of the largest single PA applicants in FEMA history.**

Witt Associates' experienced team of emergency management professionals have worked with UTMB staff and department managers and have identified damages, conducted site inspections, developed documentation and verification of damages; compiled Project Worksheet packages; managed PA applications, quantified cost details and championed opportunities for UTMB under the 406 hazard mitigation provisions of PA. Acting as UTMB's representative, the Witt team has negotiated with FEMA to resolve eligibility issues and gain FEMA's support to increase PA awards including scope alignment to projects that had been missed in FEMA's initial assessments, and successful appeals of FEMA's decisions. **Without the direct assistance of the Witt Associates' technical team, UTMB would not have been able to successfully negotiate the funding of a new \$100 million elevated clinical service wing as a way of mitigating critical functions of the hospital complex.**

**Overall, Witt Associates' efforts have resulted in the award of nearly \$1 billion to the University thus far for eligible damages, \$400 million of which is funding originally denied by FEMA and that the University of Texas believes they would not have received otherwise.** With our assistance, UTMB has been better able to oversee work effort and documentation to

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maximize reimbursements, support project claims processing, facilitate project reporting, and effectively support appeals and audits.

Witt Associates' **Mitigation Assistance** services for UTMB have included 406 hazard mitigation projects mentioned above and development of Hazard Mitigation Grant Programs (HMGP) hazard mitigation projects and development of hazard mitigation plans in an effort to prevent damage from future events. **Over \$200 million in potentially eligible HMGP projects have been identified, scoped, and documented to date, and more than \$2.8 million has been approved.**

**To date, Witt Associates has assisted in the development of 1443 FEMA Project Worksheet packages and HMGP applications valued at nearly \$1.14 billion.**

Finally, Witt Associates has also provided **financial assistance** to UTMB in the form of insurance coordination and claim reconciliation, and the capture, documentation and management of direct administrative costs so as to maximize reimbursement. Witt Associates has also provided close-out support through financial reconciliation of project documentation.

<i>University of Texas Medical Branch</i>	
<b>Type of Disaster:</b>	Flooding
<b>Prime Contractor:</b>	Witt Associates
<b>Subcontractor:</b>	Recovery Management, Inc.
<b>Date, Name, and Location of Disaster:</b>	2008, Hurricane Ike Galveston, Texas
<b>Client:</b>	University of Texas Medical Branch
<b>Service Timeframe:</b>	Notification: October 1, 2008 Resolution: Ongoing
<b>Magnitude of Damage:</b>	\$1.5 billion in damages to this client
<b>Scope of Work:</b>	Total contract: \$13,127,000  Large Projects – 282 Small Projects – 368
<b>Staff Ratio of Contractor to Subcontractor:</b>	15:1
<b>Titles held by Subcontractors:</b>	Public Assistance Specialist

**This Contract demonstrates Witt Associates' ability to complete the services in this RFQ in that shows our ability to complete the technical assistance services required in Section 3.0 of this RFQ.**

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*It is important to note that the above are representative projects and not the entire portfolio of relevant work examples for Witt Associates. In Section 3, "Company Experience", additional information is provided regarding Witt Associates qualifications for undertaking the requested work with the State of New Jersey.*

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## **4.8.1 Additional Experience of Bidder**

*Bidder should have significant experience overseeing statewide recovery efforts related to natural disasters including contractor management, budgeting, and technical evaluation of both short and long-term priorities.*

*Bidder should have experience in planning, structuring, organizing and staffing long-term recovery offices in states in the aftermath of a catastrophic event. Bidder should have a proven track record in assisting states in reconstruction efforts involving billions of dollars in a manner that properly carries out the vision of the State's leadership formulated in conjunction with assistance from the consultant.*

*Bidder should have experience in dealing with FEMA in the aftermath of major catastrophic events. Bidder should have experience in providing a framework for operating with FEMA in the context of a Joint Field Office (JFO) and in setting up and staffing the necessary State infrastructure in the JFO.*

*Bidder should be able to demonstrate prior experience and success with all relevant federal and state documentation practices necessary to ensure the receipt and retention of grant funding.*

*Bidder should have experience in long term recovery planning, debris and logistics planning and mitigation planning.*

*Bidder should have significant experience with data management related to hurricanes, tropical storms, or similar natural disasters. Consultant must have prior experience applying data structures and data analysis to critical decision making regarding emergency planning, logistics, and sustained improvement of infrastructure. Bidder should have particular expertise in risk assessments, hazard identification, and hazard mitigation related to natural disasters.*

*Bidder should have experience in crafting an intermediate and long term response and recovery framework for a state immediately after a catastrophic event. Bidder should have experience in all facets of instituting, on both a strategic and tactical level, such a response and recovery framework including staffing each aspect of the recovery effort.*

*Bidder should have experience in seeking, obtaining and monitoring grants and supplemental appropriations from Congress as well as with other governmental agencies such as the U.S. Department of Housing and Urban Development, the U.S. Department of Transportation, the U.S. Department of Homeland Security as well as other federal agencies that can provide support to the state after a catastrophic event. Bidder should have experience with dispute resolution related to hurricanes, tropical storms, or similar natural disasters. Bidder should have demonstrated ability evaluating federal regulatory standards relevant to funding requests and recovery assistance. Bidder should have worked with non-governmental organizations, including, but not limited to, charities, philanthropies, and aid groups, in securing assistance for natural disaster relief efforts.*

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*Bidder should have experience in planning large scale mitigation efforts in the aftermath of a statewide catastrophic event that has destroyed thousands of dwellings, flood tens of thousands of homes and businesses and caused statewide damage to critical infrastructure and key resources.*

Witt Associates is well-positioned to meet the disaster recovery needs for the State of New Jersey after the devastating, unprecedented Hurricane Sandy disaster of October 2012 – known as “the largest storm in the State’s modern history”. Our firm has provided disaster recovery consulting services, policy, and planning services, and disaster operations support for a host of public sector clients at the state and local levels, including the State of Louisiana after Hurricanes Katrina and Rita, the state of Iowa after the catastrophic 2008 floods, the state of Vermont after Hurricane Irene, as well many other states and territories impacted by disasters. . If selected for this RFQ, we pledge our strongest commitment to assist the State and the Governor in providing services that will help meet the Governor’s pledge to “rebuild and restore our tourism industry, our transportation and utilities infrastructure, and the lives of our citizens for the long term.”

Founded in 2001, Witt Associates is a leading crisis and emergency management consulting firm based in Washington, DC with consultants throughout the United States including the State of New Jersey. Our CEO, James Lee Witt, has more than 30 years of experience in emergency management, including eight years as the Director of the Federal Emergency Management Agency (FEMA). Witt Associates employs a staff of experienced practitioners in the homeland security and emergency management industry. With more than 110 full-time staff and over 100 internationally renowned subject matter experts in crisis management, we are well equipped to provide exceptional service to the State of New Jersey.

Since our founding, Witt Associates has extensive experience managing disaster programs and financial reconciliation efforts in the wake of some of the largest and most complex disasters in US history. In fact:

- We have been involved in nearly every significant disaster in the United States since 2001;
- Since 2005, Witt Associates experts have helped manage and implement nearly **\$17 billion** in Public Assistance funding, representing over 70,000 Project Worksheets;
- We have helped implement over \$3.5 billion in Hazard Mitigation Grant Program (HMGP) funds in order to fund several thousand mitigation projects;
- Our experts have helped our clients justify, secure, and utilize **over \$12 billion** in disaster supplemental funding, including monies from the Community Development Block Grant (CDBG) program; and
- We have helped design, staff, and implement long-term recovery management and coordination efforts for multiple states in the wake of some of the largest and most complex disasters in U.S. history, providing our firm with unique experience that supports the scope of work described in this RFQ.

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This experience provides Witt experts with insights into not only the written law and regulations, but also past precedent and the nuances related to how they can be best applied to maximize financial reimbursements for the State for recovery assistance. It has also helped us develop and gain valuable insights into best practices that can aid long-term recovery efforts and coordinate the many stakeholders involved in making such initiatives a success. The value of Witt Associates' services is more than theoretical: **besides providing the support our clients need to get the job done more quickly and to free up existing personnel so that they can return to their regular jobs, our firm has been credited with resolving highly complex problems and securing many billions of dollars worth of assistance for our clients that they may not have received otherwise.**

Our experience and successes working disaster recovery events such as Hurricanes Katrina and Rita in Louisiana, the 2008 floods in the State of Iowa and Indiana, Hurricane Ike in Galveston, Texas, and the recent tornadoes impacting Joplin, Missouri demonstrates Witt Associates' technical and operational capabilities and extraordinary capacity to support clients of all sizes, in all circumstances.

Our firm's broad-based and national experience means that our team can do more than just prepare your paperwork – we can leverage our relationships, our understanding of the disaster programs, our visibility into precedent setting events across the nation, and our experience addressing complex recovery challenges – to creatively solve problems and utilize the flexibility available in federal disaster programs, regulations, and policies to **speed the State of New Jersey's recovery and obtain the maximum support for its needs.**

Witt Associates has assembled a team with all of the necessary skill sets and experience to address the wide range of needs that the State of New Jersey may face during recovery. Our team of technical experts has decades of experience working (and living) throughout the Northeast and is the best match to meet the State of New Jersey's needs. They also bring substantial experience working with and supporting elected and appointed leadership as they develop and implement strategies to support long-term recovery objectives.

Witt Associates is **currently engaged in the State of New Jersey** assisting with planning efforts, and is supporting several of the most devastated communities in the wake of Hurricane Sandy (Lavalette; Sea Bright; Monmouth Beach; Union Beach) with their FEMA and other agency claims. Our team's knowledge of New Jersey's system and knowledge of the processes being utilized enhances our ability to immediately perform and achieve results under the requirements of this RFQ.

What differentiates the Witt Associates' team from its competitors is that our work approach delivers value, experience, expertise, and a level of service unmatched by our competitors. Witt Associates has an extensive background in providing strategic and programmatic disaster recovery services at national, state, and local levels, assisting governments, and communities in responding

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to and recovering from disasters. Our company has core competencies in long-term recovery planning and implementation, as well as work with the federal agencies and programs whose programs support disaster recovery efforts. This includes substantial experience working with the Public Assistance and hazard mitigation programs, and the documentation / justification and management of the reimbursement process at the federal, state, and local levels. We have helped governments understand the often complex federal regulations that surround funding requests and have contributed to the development of the policies and procedures necessary to implement complex programs and delivery assistance. We have helped our clients identify “gaps” in disaster recovery assistance, and design and implement creative new programs and initiatives to address otherwise unmet needs (for example, we helped the State of Iowa develop and implement the “JumpStart” recovery programs that were successfully utilized in the wake of the 2008 floods to provide housing and business recovery assistance not provided through traditional government programs or insurance). Furthermore, our team has been a trusted liaison for local communities, as they work with both state and federal governments throughout the recovery process.

Our team of experts has partnered with our many clients to successfully streamline disaster assistance to develop and implement strategies that have solved problems, changed federal rules and policies, resolved conflicts and obstacles standing in the way of disaster recovery efforts, and leveraged our significant expertise in FEMA and other federal program legal frameworks, regulations, policies, and rules. The State of New Jersey will benefit from the experience and knowledge our staff has acquired to resolve current and future disaster-related issues. No other firm – anywhere – can match this track record of success.

Witt Associates’ proven ability to provide significant numbers of qualified staff – and support multiple large state-level engagements concurrently – makes our firm distinctively qualified to support the State of New Jersey under the terms of this RFQ.

In addition, Witt Associates completed a Pre-Disaster Recovery Plan for Middlesex County, New Jersey in 2010. The purpose of this Pre-Disaster Recovery Plan is to proactively prepare the county, *prior* to a disaster, to manage recovery from a natural or human-caused disaster.

Middlesex County’s Pre-Disaster Recovery Plan was completed, but awaiting action by the county’s Board of Chosen Freeholders, when Hurricane Sandy made landfall in October 2012.

With more than 800,000 residents, Middlesex is the second-largest county in New Jersey by population. The county is home to major industrial, petrochemical, transportation, and other critical infrastructure and key resources, as well as Rutgers University. Middlesex’s low topography makes it particularly vulnerable to hurricane and storm surge, and it is also at risk for human-caused incidents due in part to its proximity to New York City.

The Middlesex County Pre-Disaster Recovery Plan project is a significant document for several reasons. It is one of the few comprehensive pre-disaster recovery plans to be developed outside of

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the US Southeast or West Coast. It provides a meaningful focus on human-caused as well as natural disasters. It is also among the first pre-disaster recovery plans designed to be consistent FEMA's *National Disaster Recovery Framework* (2011). (The first plan to achieve this consistency was Witt Associates' Pre-Disaster Recovery Plan for Fairfax County, Virginia, outside Washington, DC; that widely recognized plan was designed concurrently with the development of FEMA's *National Disaster Recovery Framework*.)

To develop Middlesex County's innovative and responsive Pre-Disaster Recovery Plan, Witt Associates worked with the county Office of Emergency Management to implement an extensive outreach effort. The plan was reviewed and validated by all municipal emergency coordinators at every phase of development, and the municipal coordinators agreed in advance to the basic framework for post-disaster command and coordination; this agreement was a crucial accomplishment in light of New Jersey's Home Rule governance structure. Also, all impacted county departments were involved in the planning, as were key non-profit organizations, networks of non-profits, and private-sector partners.

Middlesex's plan provides a meaningfully interdisciplinary approach by integrating emergency management with community planning. Utilizing these distinct perspectives, combined with Witt Associates' own recovery field experience and the distinct characteristics of Middlesex County and New Jersey Home Rule governance, the Middlesex plan is able to describe:

- Smooth transition from response to recovery operations
- Effective, accountable, and flexible management of recovery efforts
- Coordination of and county support for municipal recovery efforts
- Seamless coordination with federal, state, and other external partners
- Accountable and transparent high-level oversight of recovery operations that does not impinge on the organization's effectiveness
- A structured process for operational planning and strategic coordination of recovery efforts, including municipal efforts
- Preliminary scoping/ tasking to various recovery functions in multiple disciplines
- Position checklists for all major positions in recovery

As a UASI-funded project, Middlesex's Pre-Disaster Recovery Plan is designed to provide a model recovery plan for adaptation by other jurisdictions in the Newark-Jersey City UASI Region.

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## **6.0 Cost Proposal**

*As part of its proposal the bidder is to set forth how its GSA hourly rates will be applied to the various services request within the RFQ. The bidder may offer hourly rates more competitive than its GSA pricing but may not increase said rates.*

*The Contractor shall not start work on any task until requested to do so by the State Contract Manager.*

This section of Witt Associates proposal contains information as required in the RFQ regarding proposed costs of tasks and work identified in the RFQ Scope of Services Section 3.0. Should the State of New Jersey need any additional areas of expertise, Witt Associates is amendable to adding additional titles and rates to the contract, as required.

The cost proposal chart details the following information:

- The first column represents our standard GSA job titles and rates;
- The second column represents a discount we are offering to the State of New Jersey, in light of the size and duration of the anticipated contract. It includes discounts of 7.5% for all job titles with regular GSA rates over \$200 per hour; 5% for job titles with regular rates between \$150-\$200 per hour; and 2% for job titles with regular rates below \$150.
- The third column represents our discounted rates, plus an estimate for other reasonable costs and expenses necessary to complete the described scope of work (estimated at X% of hourly labor rates)
- Cost can vary greatly depending on the amount of work required by the State, the magnitude and complexity of damages that may occur during a disaster event, the number and quality of FEMA and State personnel assigned to their community, and a variety of other factors. For this reason, Witt Associates prefers to utilize the discounted GSA Rates and submit the expenses separately rather than utilization of an all-inclusive hourly rate.

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<b>JOB TITLE</b>	<b>GSA HOURLY RATE</b>	<b>DISCOUNTED HOURLY RATE</b>	<b>ALL INCLUSIVE HOURLY RATE PER RFQ DEFINITIONS 2.0</b>
Principal Executive	\$453.38	\$419.38	\$482.28
Principal	\$257.84	\$238.50	\$274.28
Project Coordinator for Disaster Recovery Mission	\$257.84	\$238.50	\$274.28
Deputy Project Manager	\$226.69	\$209.69	\$241.14
SME III	\$340.03	\$314.53	\$361.71
SME II	\$249.36	\$230.66	\$265.26
SME I	\$170.02	\$161.52	\$185.75
Senior Principal Consultant	\$317.36	\$293.56	\$337.59
Principal Consultant	\$246.64	\$228.14	\$262.36
Staff Consultant	\$181.53	\$172.45	\$198.32
Senior Level I Public Assistance Coordinator / Mitigation Specialist	\$164.08	\$155.88	\$179.26
Senior Level II Public Assistance Coordinator / Mitigation Specialist	\$140.64	\$137.83	\$158.50
Public Assistance Coordinator / Mitigation Specialist	\$117.20	\$114.86	\$132.08
Senior Legal Specialist / Appeals Lead	\$164.08	\$155.88	\$179.26
Operations Specialist	\$140.64	\$137.83	\$158.50
Senior Trainer	\$140.64	\$137.83	\$158.50
Trainer	\$117.20	\$114.86	\$132.08
Senior Engineer	\$164.08	\$155.88	\$179.26
Engineer / Programmer	\$140.64	\$137.83	\$158.50
Senior Insurance Specialist	\$257.84	\$238.50	\$274.28
Grant Administrator Supervisor	\$140.64	\$137.83	\$158.50
Grant Administrator	\$117.20	\$114.86	\$132.08
Administrative Support Specialist	\$108.81	\$106.63	\$122.63
Administrative Support / Data Entry	\$70.13	\$68.73	\$79.04

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**Expenses and Reimbursement per the GSA Schedule**

1. The Client shall pay Consultant for reimbursable expenses on receipt of Consultant's itemized invoice. Consultant agrees to adhere to the General Services Administration (GSA) published rates to include disaster specific amendments. Consultant represents that GSA travel rules are adopted, utilized and eligible for reimbursement by FEMA and other federal agencies, as appropriate.
2. Reimbursable expenses include the following:
  - a) Coach class air fare purchased at the lowest reasonably available rate and baggage fees, to include Consultant Deployment and Demobilization Travel;
  - b) Meals limited to the maximum current GSA per diem rate (receipts not required but will be supplied if FEMA or other funding agencies require same);
  - c) Lodging limited to the maximum current GSA per diem rate to include GSA- or FEMA-approved lodging waivers;
  - d) Consultant deployment and demobilization travel time will be reimbursed at ½ of the applicable hourly rate for the employee or approved Subconsultants while travelling;
  - e) Rotation airfare for Consultant employees or approved Subconsultants will be reimbursed based on the Consultant travel policy which limits each individual to a maximum of one (1) extended weekend trip every two (2) weeks, with up to one (1) trip up every quarter being a trip that can extend up to a week in duration; coach class air fare purchased at the lowest reasonably available rate plus baggage fees. Additional rotations or extensions of rotation duration may also be allowed outside of this rotation policy if deemed cost-effective or for client-recognized holidays, as long as they are approved by the Client;
  - f) Mileage for Consultant privately owned vehicles at the current IRS rate of 55.5 cents per mile (subject to change);
  - g) Taxi, mid-size automobile rental expenses, parking, and related costs with applicable taxes; and
  - h) The ordinary and reasonable cost, including any sales tax Consultant is legally required to pay, for out-of-pocket copying, printing, postage, running computer analyses, messages, delivery services, long distance telephone calls, and materials and supplies costs, laundry, directly related to Consultant's performance under this Agreement.

## 9.0 Additional Requirements

*The documents listed below must be completed and submitted with the bid quote. Purchase Bureau forms can be downloaded from the Department of Treasury website:*

*<http://www.state.nj.us/treasury/forms.html#pb>*

*Ownership Disclosure Form*

*Disclosure of Investigations and Other Actions Involving Bidder Form*

*Disclosure of Investment Activities in Iran*

*Certification of MacBride Principles and Northern Ireland Act of 1989*

*Affirmative Action Employee Information Report or, in the alternative, supply either a New Jersey Affirmative Action Certificate or evidence that the bidder is operating under a federally approved or sanctioned affirmative action program.*

*New Jersey's Standard Terms and Conditions*

*Vendor Certification - Executive Order #129 Compliance*

*Vendor Certification under Public Law 2005, Chapter 51  
(formerly Executive Order #134)*

*Cooperative Purchasing Form*

*Insurance Certificate*

*NOTE: A copy of a valid New Jersey Business Registration must be submitted prior to contract award. If not already registered with the New Jersey Division of Revenue, registration can be completed online at the Division of Revenue website:*

*<http://www.state.nj.us/treasury/revenue/index.html>*

Per the RFQ Section 9.0, Additional Requirements, the following forms are included following this page:

- Ownership Disclosure
- Disclosure of Investigation and Actions Involving Bidder
- MacBride Principles and Northern Ireland Act of 1989
- New Jersey Affirmative Action Certificate
- Waivered Terms and Conditions for Services Contracts
- Vendor Certification - Executive Order #129 Compliance (Source Disclosure Certification Form)
- Vendor Certification under Public Law 2005, Chapter 51 (formerly Executive Order #134)
- Vendor Certification under Public Law 2005, Chapter 271
- Witt Associates' Equal Opportunity Policy Statement (not requested in RFQ)
- Valid New Jersey Business Registration and Certificate of Authority

# State of New Jersey Division of Purchase & Property

## Information Sheet and Certification for Delegated Purchasing Authority Transactions

Company Information			
Company Name	Witt Group Holdings, LLC		
Address	1501 M Street NW, 5th Floor		
City	Washington	State	District of Columbia Zip Code 20005
Country	United States	Contact Person	Barry W. Scanlon
Phone	(202) 585-0780	Fax	(202) 585-0792
Company Email	bscanlon@wittassociates.com		
FEIN/SSN	[REDACTED]	Quote or PO #	

The information provided above will be used to pre-populate information fields within the Delegated Purchasing Authority ("DPA") Transactions document packet for your convenience.

This certification will serve as your official signature for the following certifications presented within this document packet:

- Ownership Disclosure and Actions Involving Bidder Form**
- Source Disclosure Certification Form**
- MacBride Principles Certification Form**
- Vendor Certification and Political Contribution Disclosure Form**
- Two Year Chapter 51 / Executive Order 117 Vendor Certification and Disclosure of Political Contributions Form**
- Affirmative Action Supplement Form**
- Delegated Purchasing Authority Terms and Conditions**
- Disclosure of Investment Activities in Iran**

Please Note: For businesses not registered by the State of New Jersey, Division of Revenue, you MUST complete a Business Registration Certificate Application, which is located here <http://www.nj.gov/njbusiness/starting/>. You must have a valid Business Registration Certificate to be eligible to do business with the State of New Jersey.

You must also answer the questions on the following forms/certifications: Ownership Disclosure and Actions Involving Bidder Form, Source Disclosure Certification Form, MacBride Principles Certification Form, Vendor Certification and Political Contribution Disclosure Form, Two Year Chapter 51 / Executive Order 117 Vendor Certification and Disclosure of Political Contributions Form and the Affirmative Action Supplement Form. These questions must be answered in full in order for you or your company to be eligible for award.

Certification: I, being duly sworn upon my oath, hereby represent and state that the foregoing information and any attachments thereto to the best of my knowledge are true and complete. I acknowledge that the State of New Jersey is relying on the information contained herein and thereby acknowledge that I am under a continuing obligation from the date of this certification through the completion of any contracts with the State to promptly notify the State in writing of any changes to the answers of information contained herein. I acknowledge that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification, and if I do so, I recognize that I am subject to criminal prosecution under the law and that it will also constitute a material breach of my agreement(s) with the State of New Jersey and that the State at its option may declare any contract(s) resulting from this certification void and unenforceable.

**I certify that the signature on this page below has the effect of and constitutes a signature on every page listed in this packet.**

Signed By: Barry W. Scanlon Current Date 11/26/12

Title: President 



**State of New Jersey**  
**Division of Purchase & Property**  
**Delegated Purchasing Authority Terms and Conditions**

The following terms and conditions shall apply to all contracts or purchase agreements made with the State of New Jersey.

For agency purchase orders issued against term contracts, additional provisions shall apply in accordance with the provision of the agreement between the State of New Jersey and the Contractor.

**1. STATE LAW REQUIRING MANDATORY COMPLIANCE BY ALL CONTRACTORS**

**1.1 CORPORATE AUTHORITY** – It is required that all corporations be registered with the Office of the Secretary of the State prior to conducting business in the State of New Jersey.

**1.2 ANTI-DISCRIMINATION** – All parties to any contract with the State of New Jersey agree not to discriminate in employment and agree to abide by all anti-discrimination laws including those contained within N.J.S.A. 10:2-1 through 10:2-4, N.J.S.A. 10:4-1 et seq. and N.J.S.A. 10:5-31 through 10:5-38, and all rules and regulations issued thereunder.

**1.3 PREVAILING WAGE ACT** – The New Jersey Prevailing Wage Act, N.J.S.A. 34:11-56-26 et seq., is hereby made a part of every contract entered into on behalf of the State of New Jersey through the Division of Purchase and Property, except those contracts which are not within the contemplation of the Act. The bidder's signature on this proposal is his guarantee that neither he nor any subcontractors he might employ to perform the work covered by this proposal has been suspended or debarred by the Commissioner, Department of Labor for violation of the provision of the Prevailing Wage Act.

**1.4 THE WORKER AND COMMUNITY RIGHT TO KNOW ACT** – The provisions of N.J.S.A. 34:5A-1 et seq. which require the labeling of all containers of hazardous substances are applicable to this contract. Therefore, all goods offered for purchase to the State must be labeled by the contractor in compliance with the provisions of the Act.

**1.5 OWNERSHIP DISCLOSURE** – Contracts for any work, goods or services cannot be issued to any corporation or partnership unless prior to or at the time of bid submission the bidder has disclosed the names and addresses of all its owners holding 10% or more of the corporation's or partnership's stock or interest. Refer to N.J.S.A. 52:25-24.2.

**1.6 COMPLIANCE: LAWS** – The contractor must comply with all local, state and federal laws, rules and regulations applicable to this contract and to the goods delivered and/or services performed hereunder.

**1.7 COMPLIANCE: STATE LAWS** – It is agreed and understood that any contracts and/or orders placed as a result of this proposal shall be governed and construed and the rights and obligations of the parties hereto shall be determined in accordance with the laws of the STATE OF NEW JERSEY.

**1.8 COMPLIANCE: CODES** – The contractor must comply with NJUCC and the latest NEC70, B.O.C.A. Basic Building Code, OSHA and all applicable codes for this requirement. The successful vendor will be responsible for securing and paying for all necessary permits, where applicable.

**2. LIABILITIES**

**2.1 LIABILITIES – COPYRIGHT** – The contractor shall hold and save the State of New Jersey, its officers, agents, servants and employees, harmless from liability of any nature or kind of or on account of the use of any copyrighted or uncopyrighted composition, secret process, patented or unpatented invention, article or appliance furnished or used in the performance of this contract.

**2.2 INDEMNIFICATION** – The contractor shall assume all risk of and responsibility for, and agrees to indemnify, defend and save harmless the State of New Jersey and its employees from and against any and all claims, demands, suites, actions, recoveries, judgment and costs and expenses in connection therewith on account of the loss of life, property or injury or damage to the person, body or property of any person or persons whatsoever, which shall arise from or result directly or indirectly from the work and/or materials supplied under this contract. This indemnification obligation is not limited by, but is in addition to, the insurance obligations contained in this agreement.

**2.3 INSURANCE** – The contractor shall secure and maintain in force for the term of the contract liability insurance as provided herein. The contractor shall provide the State of New Jersey with current certificates of insurance for all coverage's and renewals thereof which must contain the provision that the insurance provided in the certificate shall not be canceled for any reason except after thirty days written notice.

The insurance to be provided by the contractor shall be as follows:

- a. General liability policy as broad as the standard coverage forms currently in use in the State of New Jersey shall not be circumscribed by any endorsements limiting the breadth of coverage. The policy shall be endorsed to include:
  1. Broad Form Comprehensive General Liability
  2. Products / Completed Operations
  3. Premises / Operations

**State of New Jersey**  
**Division of Purchase & Property**  
**Delegated Purchasing Authority Terms and Conditions**

The limits of liability for bodily injury and property damage shall not be less than \$1 million per occurrence as a combined single limit.

- b. Automobile liability insurance which shall be written to cover any automobile used by the insured. Limited of liability for bodily injury and property damage shall not be less than \$1 million per occurrence. As a combines single limit.
- c. Worker's Compensation Insurance applicable to the laws of the State of New Jersey and Employer's Liability Insurance with limits of not less than:
  - \$100,000 Bodily Injury, Each Occurrence
  - \$100,000 Disease Each Employee
  - \$500,000 Disease aggregate Limit

**3. TERMS GOVERNING ALL PROPOSALS TO NEW JERSEY PROCUREMENT BUREAU**

**3.1 SUBCONTRACTING OR ASSIGNMENT** – The contract may not be subcontracted or assigned by the contractor, in whole or in part, without the prior written consent of the Director of the Division of Purchase and Property. Such consent, if granted, shall not relieve the contractor of any of his responsibilities under the contract.

Nothing contained in the specifications shall be construed as creating a contractual relationship between any subcontractor and the State.

**3.2 PERFORMANCE GUARANTEE OF BIDDER** – The bidder hereby certifies that:

- a. The equipment offered is standard new equipment, and is the manufacturer's latest model in production with parts regularly used for the type of equipment offered; that such parts are all in production and not likely to be discontinued; and that no attachment or part has been substituted or applied contrary to manufacturer's recommendations and standard practice.
- b. All equipment supplied to the State and operated by electrical current is UL listed where applicable.
- c. All new machines are to be guaranteed as fully operational for the period stated from time of written acceptance by the State. The bidder will render prompt service without charge, regardless of geographic location.
- d. Sufficient quantities of parts necessary for proper service to equipment will be maintained at distribution points and service headquarters.
- e. Trained mechanics are regularly employed to make repairs to equipment in the territory from which the service request might emanate within a 48 hour period or within the time accepted as industry practice.
- f. During the warranty period, the contractor shall replace immediately any material which is rejected for failure to meet the requirements of the contract.
- g. All services rendered to the State shall be performed in strict and full accordance with the specifications stated in the contract. The contract shall not be considered complete until final approval by the State's Using Agency is rendered.

**3.3 DELIVERY GUARANTEES** – Deliveries shall be made at such time and in such quantities as ordered in strict accordance with conditions contained in the specifications.

The contractor shall be responsible for the delivery of material in first class condition to the State's Using Agency or the purchase under this contract, and in accordance with good commercial practice.

Items delivered must be strictly in accordance with the specifications.

In the event delivery of goods or services is not made within the number of days stipulated or under the schedule defined in the specifications, the Using Agency may be authorized to obtain the material or service from any available source, the difference in price, if any, to be paid by the contractor failing to meet his commitments.

**3.4 STATE'S RIGHT TO INSPECT CONTRACTOR'S FACILITIES** - The State reserves the right to inspect the contractor's establishment.

**3.5 MAINTENANCE OF RECORDS** – The contractor shall maintain records for products and/or service delivered against the contract for a period of three (3) years from the date of final payment. Such records shall be made available to the State upon request.

**4. TERMS RELATING TO PRICE QUOTATIONS**

**4.1 PRICE FLUCTUATIONS DURING CONTRACT** – All prices shall be firm through issuance of contract purchase order and shall not be subject to increase during the period of the contract.

**4.2 DELIVERY COSTS** – Unless otherwise noted in this purchase order, all prices for items are to be F.O.B. Destination. Regardless of the methods of quoting shipment, the contractor shall assume all liability and responsibility for the delivery of merchandise in good condition to the State' Using Agency or designated purchaser.

**State of New Jersey**  
**Division of Purchase & Property**  
**Delegated Purchasing Authority Terms and Conditions**

F.O.B. Destination does not cover "spotting" but does include delivery on the receiving platform of the ordering agency at any destination in the State of New Jersey unless otherwise specified. No additional charges will be allowed for any transportation costs resulting from partial shipments made at the contractor's convenience when a single shipment is ordered. The weights and measures of the State's Using Agency receiving the shipment shall govern.

4.3 C.O.D TERMS – C.O.D. terms are not acceptable.

4.4 TAX CHARGES – The State of New Jersey is exempt from State sales or use taxes and Federal excise taxes. Therefore, they must not be included in the invoice. The State's Federal Excise Tax Exemption Number is 22-75-0050k.

4.5 PAYMENT TO VENDORS – Payment for goods and/or services purchased by the State will only be made against State Payment Vouchers. The State Payment Voucher in duplicate together with original Bill of Lading, express receipt and other related papers must be sent to the consignee on the date of each delivery.

4.6 NEW JERSEY PROMPT PAYMENT ACT – The New Jersey Prompt Payment Act (P.L.1987, c. 184) requires state agencies to pay for goods and services within sixty (60) days of the agency's receipt of a properly executed State Payment Voucher or within sixty (60) days of receipt and acceptance of goods and services, whichever is later.

#### 5. CASH DEPOSITS

a. A discount period shall commence on the day the State Using Agency received a properly signed and executed State Payment Voucher for products and services that have been duly accepted by the State Using Agency in accordance with the terms, conditions and specifications of the Contract/Purchase Order. If the State Payment Voucher is received prior to the delivery of the goods and services, the discount period begins with the acceptance of goods and services, whichever is later.

b. The date on the check issued by the State in payment of that State Payment Voucher shall be deemed the date of the State's response to that Voucher.

6. STANDARDS PROHIBITING CONFLICTS OF INTEREST – The following prohibition on vendor activities shall apply to all contracts or purchase agreements made with the State of New Jersey, pursuant to Executive Order No. 189 (1988).

a. No vendor shall pay, or agree to pay, either directly or indirectly any fee, commission, compensation, gift, gratuity, or other thing of value of any kind to any State officer or employee or special State officer or employee, as defined by N.J.S.A. 52-13D-13b and e, in Department of the Treasury or any other agency with which such vendor transacts or offers or proposes to transact business, or to any member of the immediate family, as defined by N.J.S.A. 52-13D-13i, of any such officer or employee, or any partnership, firm or corporation with which they are employed or associated, or in which such officer or employee has an interest within the meaning of N.J.S.A. 52-13D-13g.

b. The solicitation of any fee, commission, compensation, gift, gratuity or other thing of value by any State officer or employee or special State officer or employee from any State vendor shall be reported in writing forthwith by the vendor to the Attorney General and the Executive Commission on Ethical Standards.

c. No vendor may, directly or indirectly, undertake any private business, commercial or entrepreneurial relationships with, whether or not pursuant to employment, contract or other agreement, express or implied, or sell any interest in such vendor to, any State officer or employee or special State officer or employee having any duties or responsibilities in connection with the purchase, acquisition or sale of any property or services by or to any State agency or any instrumentality thereof, or with any person, firm or entity with which he is employed or associated or in which he has an interest within the meaning of N.J.S.A. 52:13D-13g. Any relationships subject to this provision shall be reported in writing forthwith to the Executive Commission on Ethical Standards, which may grant a waiver of this restriction upon application of the State officer or employee or special State officer or employee upon a finding that the present or proposed relationship does not present the potential, actuality or appearance of a conflict of interest.

d. No vendor shall influence, or attempt to cause or influence, any State officer or employee or special State officer or employee in his official capacity in any manner which might tend to impair the objectivity or independence of judgment or said officer or employee.

e. No vendor shall cause or influence, or attempt to cause or influence, any State officer or employee or special State officer or employee to use, or attempt to use, his official position to secure unwarranted privileges or advantages for the vendor or any other person.

f. The provisions cited above in paragraph 6a. shall not be construed to prohibit a State officer or employee or special State officer or employee from receiving gifts from or contracting with vendors under the same terms and conditions as are offered or made available to members of the general public subject to any guidelines the Executive Commission on Ethical Standards may promulgate under paragraph 6c.



# COOPERATIVE PURCHASING FORM

DEPARTMENT OF THE TREASURY PROCUREMENT BUREAU STATE OF NEW JERSEY 33 WEST STATE STREET PO BOX 230 TRENTON, NJ 08625-0230	SOLICITATION NUMBER: <u>Dis. Rec. &amp; Long Term Planning</u> BIDDERS NAME: <u>Witt Group Holdings, LLC</u> BIDDERS FEIN: <u>[REDACTED]</u>
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## IMPORTANT NOTICE

BIDDERS ARE ADVISED TO REVIEW THE ATTACHED REQUEST FOR PROPOSAL (RFP) AND ANSWER THE CONTRACT EXTENSION QUESTION LISTED BELOW.

### AGREEMENT TO EXTEND STATE CONTRACT TERMS TO QUASI-STATE AGENCIES, COUNTIES, MUNICIPALITIES, SCHOOL DISTRICTS, COUNTY COLLEGES AND STATE COLLEGES

THE QUESTION BELOW ELICITS THE BIDDER'S ADVANCE AGREEMENT TO OR REJECTION OF THE USE OF THIS STATE CONTRACT BY THE FOLLOWING ENTITIES:

N.J.S.A. 52:27B-56.1 PERMITS THE PARTICIPATION OF QUASI-STATE AGENCIES IN STATE CONTRACTS.

N.J.S.A. 52:25-16.1 ALLOWS THE DIRECTOR TO EXTEND IN ADVANCE THE LOCAL USE OF STATE CONTRACTS BY INCLUDING A PROVISION FOR SUCH PURCHASES IN THE STATE CONTRACT.

N.J. S.A. 52:25-16.2 PERMITS VOLUNTEER FIRE DEPARTMENTS, VOLUNTEER FIRST AID SQUADS AND RESCUE SQUADS TO PARTICIPATE IN STATE CONTRACTS.

N.J.S.A. 52:25-16.5 PERMITS INDEPENDENT INSTITUTIONS OF HIGHER EDUCATION TO PARTICIPATE IN STATE CONTRACTS.

N.J.S.A. 18A:64A-25.9 PERMITS ANY COLLEGE TO PARTICIPATE IN STATE CONTRACTS.

N.J.S.A. 18A:64-60 PERMITS ANY STATE COLLEGE TO PARTICIPATE IN STATE CONTRACTS.

N.J.S.A. 40:11-12 AND N.J.S.A. 18A:18A-10 TO ALLOW COUNTIES, MUNICIPALITIES AND SCHOOL DISTRICTS TO USE SUCH STATE CONTRACTS AND TO DEAL "DIRECTLY" WITH STATE CONTRACT VENDORS INSTEAD OF BIDDING THE ITEMS.

THE SAME PRICE MUST BE ESTABLISHED FOR THE STATE AND FOR LOCAL GOVERNMENTS; OTHER TERMS AND CONDITIONS ALSO MUST BE THE SAME UNLESS A PARTICULAR TERM OR CONDITION IS SPECIFICALLY IDENTIFIED OTHERWISE IN THE RFP BY THE STATE.

A BIDDER'S WILLINGNESS OR UNWILLINGNESS TO EXTEND WILL "NOT" BE A FACTOR IN DETERMINING THE STATE AWARD. THE DIRECTOR WILL "NOT" AWARD A SEPARATE CONTRACT FOR LOCAL USE. THE VENDOR MUST AFFIRMATIVELY INDICATE ITS CONSENT TO SUCH EXTENSION IN ACCORDANCE WITH THE PROVISIONS OF THE RFP, AT THE TIME OF CONTRACT AWARD, OR AT ANY TIME DURING THE PERIOD OF PERFORMANCE OF THE CONTRACT.

DO YOU AGREE TO EXTEND ANY STATE CONTRACTS AWARDED AS A RESULT OF THIS RFP TO THE AFOREMENTIONED ENTITIES AT THE SAME PRICE AND COMMON TERMS AND CONDITIONS?

YES  NO

IF THE BIDDER DOES NOT CHECK "YES" OR "NO" TO THE ABOVE QUESTION, THE ANSWER WILL BE CONSIDERED AS "NO" .

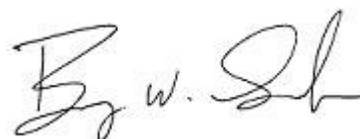
**NOTE: NO CONTRACT WILL BE EXTENDED TO THESE ENTITIES UNLESS THE DIRECTOR OF THE DIVISION OF PURCHASE AND PROPERTY SPECIFICALLY PROVIDES FOR THE EXTENSION AT THE TIME OF THE AWARD, OR AT ANY TIME DURING THE PERIOD OF PERFORMANCE OF THE CONTRACT.**

# State of New Jersey Standard Terms and Conditions

1. **STANDARD TERMS AND CONDITIONS APPLICABLE TO THE CONTRACT**- Unless the bidder/offeror is specifically instructed otherwise in the Request for Proposals (RFP), the following terms and conditions shall apply to all contracts or purchase agreements made with the State of New Jersey. These terms are in addition to the terms and conditions set forth in the RFP and should be read in conjunction with same unless the RFP specifically indicates otherwise. In the event that the bidder/offeror would like to present terms and conditions that are in conflict with either these terms and conditions or those set forth in the RFP, the bidder/offeror must present those conflicts during the Question and Answer period for the State to consider. Any conflicting terms and conditions that the State is willing to accept will be reflected in an addendum to the RFP. The State's terms and conditions shall prevail over any conflicts set forth in a bidder/offeror's proposal that were not submitted through the question and answer process and approved by the State. Nothing in these terms and conditions shall prohibit the Director of the Division of Purchase and Property (Director) from amending a contract when the Director determines it is in the best interests of the State.
2. **STATE LAW REQUIRING MANDATORY COMPLIANCE BY ALL CONTRACTORS** - The statutes, laws or codes cited herein are available for review at the New Jersey State Library, 185 West State Street, Trenton, New Jersey 08625.
- 2.1 **BUSINESS REGISTRATION** – Pursuant to N.J.S.A. 52:32-44, the State is prohibited from entering into a contract with an entity unless the bidder and each subcontractor named in the proposal have a valid Business Registration Certificate on file with the Division of Revenue.

The contractor and any subcontractor providing goods or performing services under the contract, and each of their affiliates, shall, during the term of the contract, collect and remit to the Director of the Division of Taxation in the Department of the Treasury the use tax due pursuant to the "Sales and Use Tax Act, P.L. 1966, c. 30 (N.J.S.A. 54:32B-1 et seq.) on all their sales of tangible personal property delivered into the State. Any questions in this regard can be directed to the Division of Revenue at (609) 292-1730. Form NJ-REG can be filed online at <http://www.state.nj.us/treasury/revenue/busregcert.shtml>.

- 2.2 **ANTI-DISCRIMINATION** - All parties to any contract with the State agree not to discriminate in employment and agree to abide by all anti-discrimination laws including those contained within N.J.S.A. 10:2-1 through N.J.S.A. 10:2-4, N.J.S.A. 10:5-1 et seq. and N.J.S.A. 10:5-31 through 10:5-38, and all rules and regulations issued thereunder are hereby incorporated by reference.
- 2.3 **PREVAILING WAGE ACT** - The New Jersey Prevailing Wage Act, N.J.S.A. 34: 11-56.26 et seq. is hereby made part of every contract entered into on behalf of the State of New Jersey through the Division of Purchase and Property, except those contracts which are not within the contemplation of the Act. The bidder's signature on [this proposal] is his guarantee that neither he nor any subcontractors he might employ to perform the work covered by [this proposal] has been suspended or debarred by the Commissioner, Department of Labor for violation of the provisions of the Prevailing Wage Act and/or the Public Works Contractor Registration Acts; the bidder's signature on the proposal is also his guarantee that he and any subcontractors he might employ to perform the work covered by [this proposal] shall comply with the provisions of the Prevailing Wage and Public Works Contractor Registration Acts, where required.
- 2.4 **AMERICANS WITH DISABILITIES ACT** - The contractor must comply with all provisions of the Americans with Disabilities Act (ADA), P.L 101-336, in accordance with 42 U.S.C. 12101, et seq.
- 2.5 **MACBRIDE PRINCIPLES** – The bidder must certify pursuant to N.J.S.A. 52:34-12.2 that it either has no ongoing business activities in Northern Ireland and does not maintain a physical presence therein or that it will take lawful steps in good faith to conduct any business operations it has in Northern Ireland in accordance with the MacBride principles of nondiscrimination in employment as set forth in N.J.S.A. 52:18A-89.5 and in conformance with the United Kingdom's Fair Employment (Northern Ireland) Act of 1989, and permit independent monitoring of their compliance with those principles.
- 2.6 **PAY TO PLAY PROHIBITIONS** – Pursuant to N.J.S.A. 19:44A-20.13 et seq (L.2005, c. 51), and specifically, N.J.S.A. 19:44A-20.21, it shall be a breach of the terms of the contract for the business entity to:
  - a. make or solicit a contribution in violation of the statute;
  - b. knowingly conceal or misrepresent a contribution given or received;
  - c. make or solicit contributions through intermediaries for the purpose of concealing or misrepresenting the source of the contribution;



## State of New Jersey Standard Terms and Conditions

- d. make or solicit any contribution on the condition or with the agreement that it will be contributed to a campaign committee or any candidate or holder of the public office of Governor, or to any State or county party committee;
- e. engage or employ a lobbyist or consultant with the intent or understanding that such lobbyist or consultant would make or solicit any contribution, which if made or solicited by the business entity itself, would subject that entity to the restrictions of the Legislation;
- f. fund contributions made by third parties, including consultants, attorneys, family members, and employees;
- g. engage in any exchange of contributions to circumvent the intent of the Legislation; or
- h. directly or indirectly through or by any other person or means, do any act which would subject that entity to the restrictions of the Legislation.

**2.7 POLITICAL CONTRIBUTION DISCLOSURE** – The contractor is advised of its responsibility to file an annual disclosure statement on political contributions with the New Jersey Election Law Enforcement Commission (ELEC), pursuant to N.J.S.A. 19:44A-20.27 (L. 2005, c. 271, §3 as amended) if in a calendar year the contractor receives one or more contracts valued at \$50,000.00 or more. It is the contractor's responsibility to determine if filing is necessary. Failure to file can result in the imposition of penalties by ELEC. Additional information about this requirement is available from ELEC by calling 1(888) 313-3532 or on the internet at <http://www.elec.state.nj.us/>.

**2.8 STANDARDS PROHIBITING CONFLICTS OF INTEREST** - The following prohibitions on contractor activities shall apply to all contracts or purchase agreements made with the State of New Jersey, pursuant to Executive Order No. 189 (1988).

- a. No vendor shall pay, offer to pay, or agree to pay, either directly or indirectly, any fee, commission, compensation, gift, gratuity, or other thing of value of any kind to any State officer or employee or special State officer or employee, as defined by N.J.S.A. 52:13D-13b. and e., in the Department of the Treasury or any other agency with which such vendor transacts or offers or proposes to transact business, or to any member of the immediate family, as defined by N.J.S.A. 52:13D-13i., of any such officer or employee, or partnership, firm or corporation with which they are employed or associated, or in which such officer or employee has an interest within the meaning of N.J.S.A. 52: 13D-13g.
- b. The solicitation of any fee, commission, compensation, gift, gratuity or other thing of value by any State officer or employee or special State officer or employee from any State vendor shall be reported in writing forthwith by the vendor to the Attorney General and the Executive Commission on Ethical Standards.
- c. No vendor may, directly or indirectly, undertake any private business, commercial or entrepreneurial relationship with, whether or not pursuant to employment, contract or other agreement, express or implied, or sell any interest in such vendor to, any State officer or employee or special State officer or employee having any duties or responsibilities in connection with the purchase, acquisition or sale of any property or services by or to any State agency or any instrumentality thereof, or with any person, firm or entity with which he is employed or associated or in which he has an interest within the meaning of N.J.S.A. 52: 130-13g. Any relationships subject to this provision shall be reported in writing forthwith to the Executive Commission on Ethical Standards, which may grant a waiver of this restriction upon application of the State officer or employee or special State officer or employee upon a finding that the present or proposed relationship does not present the potential, actuality or appearance of a conflict of interest.
- d. No vendor shall influence, or attempt to influence or cause to be influenced, any State officer or employee or special State officer or employee in his official capacity in any manner which might tend to impair the objectivity or independence of judgment of said officer or employee.
- e. No vendor shall cause or influence, or attempt to cause or influence, any State officer or employee or special State officer or employee to use, or attempt to use, his official position to secure unwarranted privileges or advantages for the vendor or any other person.
- f. The provisions cited above in paragraphs 2.8a through 2.8e shall not be construed to prohibit a State officer or employee or Special State officer or employee from receiving gifts from or contracting with vendors under the same terms and conditions as are offered or made available to members of the general public subject to any guidelines the Executive Commission on Ethical Standards may promulgate under paragraph 3c of Executive Order No. 189.

**2.9 NOTICE TO ALL CONTRACTORS SET-OFF FOR STATE TAX NOTICE** - Pursuant to L. 1995, c. 159, effective January 1, 1996, and notwithstanding any provision of the law to the contrary, whenever any taxpayer, partnership or S corporation under contract to provide goods or services or construction projects to the State of New Jersey or its agencies or instrumentalities, including the legislative and judicial branches of State government, is entitled to payment for those goods or services at the same time a taxpayer, partner or shareholder of that entity is indebted for any State tax, the Director of the Division of Taxation shall seek to set

# State of New Jersey

## Standard Terms and Conditions

off that taxpayer's or shareholder's share of the payment due the taxpayer, partnership, or S corporation. The amount set off shall not allow for the deduction of any expenses or other deductions which might be attributable to the taxpayer, partner or shareholder subject to set-off under this act.

The Director of the Division of Taxation shall give notice to the set-off to the taxpayer and provide an opportunity for a hearing within thirty (30) days of such notice under the procedures for protests established under R.S. 54:49-18. No requests for conference, protest, or subsequent appeal to the Tax Court from any protest under this section shall stay the collection of the indebtedness. Interest that may be payable by the State, pursuant to P.L. 1987, c.184 (c.52:32-32 et seq.), to the taxpayer shall be stayed.

- 2.10 COMPLIANCE - LAWS** - The contractor must comply with all local, State and Federal laws, rules and regulations applicable to this contract and to the goods delivered and/or services performed hereunder.
- 2.11 COMPLIANCE - STATE LAWS** - It is agreed and understood that any contracts and/or orders placed as a result of [this proposal] shall be governed and construed and the rights and obligations of the parties hereto shall be determined in accordance with the laws of the STATE OF NEW JERSEY.
- 3. STATE LAW REQUIRING MANDATORY COMPLIANCE BY CONTRACTORS UNDER CIRCUMSTANCES SET FORTH IN LAW OR BASED ON THE TYPE OF CONTRACT**
- 3.1 COMPLIANCE - CODES** – The contractor must comply with NJUCC and the latest NEC70, B.O.C.A. Basic Building code, OSHA and all applicable codes for this requirement. The contractor shall be responsible for securing and paying all necessary permits, where applicable.
- 3.2 PUBLIC WORKS CONTRACTOR REGISTRATION ACT** - The New Jersey Public Works Contractor Registration Act requires all contractors, subcontractors and lower tier subcontractor(s) who engage in any contract for public work as defined in N.J.S.A. 34:11-56.26 be first registered with the New Jersey Department of Labor and Workforce Development. Any questions regarding the registration process should be directed to the Division of Wage and Hour Compliance at (609) 292-9464.
- 3.3 PUBLIC WORKS CONTRACT - ADDITIONAL AFFIRMATIVE ACTION REQUIREMENTS** - N.J.S.A. 10:5-33 and N.J.A.C. 17:27-3.5 require that during the performance of this contract, the contractor must agree as follows:
- a) The contractor or subcontractor, where applicable, will not discriminate against any employee or applicant for employment because of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Except with respect to affectional or sexual orientation and gender identity or expression, the contractor will take affirmative action to ensure that such applicants are recruited and employed, and that employees are treated during employment, without regard to their age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Such action shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the contracting officer setting forth the provisions of this nondiscrimination clause;
  - b) The contractor or subcontractor, where applicable will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex;
  - c) The contractor or subcontractor where applicable, will send to each labor union or representative of workers with which it has a collective bargaining agreement or other contract or understanding, a notice, to be provided by the agency contracting officer, advising the labor union or workers' representative of the contractor's commitments under this act and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

# State of New Jersey Standard Terms and Conditions

N.J.A.C. 17:27-3.7 requires all contractors and subcontractors, if any, to further agree as follows;

1. The contractor or subcontractor agrees to make good faith efforts to meet targeted county employment goals established in accordance with N.J.A.C. 17:27-5.2.
  2. The contractor or subcontractor agrees to inform in writing its appropriate recruitment agencies including, but not limited to, employment agencies, placement bureaus, colleges, universities, and labor unions, that it does not discriminate on the basis of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, and that it will discontinue the use of any recruitment agency which engages in direct or indirect discriminatory practices.
  3. The contractor or subcontractor agrees to revise any of its testing procedures, if necessary, to assure that all personnel testing conforms with the principles of job-related testing, as established by the statutes and court decisions of the State of New Jersey and as established by applicable Federal law and applicable Federal court decisions.
  4. In conforming with the targeted employment goals, the contractor or subcontractor agrees to review all procedures relating to transfer, upgrading, downgrading and layoff to ensure that all such actions are taken without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, consistent with the statutes and court decisions of the State of New Jersey, and applicable Federal law and applicable Federal court decisions.
- 3.4 **BUILDING SERVICE** – Pursuant to N.J.S.A. 34:11-56.58 et seq., in any contract for building services, as defined in N.J.S.A. 34:11-56.59, the employees of the contractor or subcontractors shall be paid prevailing wage for building services rates, as defined in N.J.S.A. 34:11.56.59. The prevailing wage shall be adjusted annually during the term of the contract.
- 3.5 **THE WORKER AND COMMUNITY RIGHT TO KNOW ACT** - The provisions of N.J.S.A. 34:5A-1 et seq. which require the labeling of all containers of hazardous substances are applicable to this contract. Therefore, all goods offered for purchase to the State must be labeled by the contractor in compliance with the provisions of the statute.
- 3.6 **SERVICE PERFORMANCE WITHIN U.S.** – Under N.J.S.A. 52:34-13.2, all contracts primarily for services awarded by the Director shall be performed within the United States, except when the Director certifies in writing a finding that a required service cannot be provided by a contractor or subcontractor within the United States and the certification is approved by the State Treasurer.

A shift to performance of services outside the United States during the term of the contract shall be deemed a breach of contract. If, during the term of the contract, the contractor or subcontractor, proceeds to shift the performance of any of the services outside the United States, the contractor shall be deemed to be in breach of its contract, which contract shall be subject to termination for cause pursuant to Section 5.7(b)(1) of the Standard Terms and Conditions, unless previously approved by the Director and the Treasurer.

- 3.7 **BUY AMERICAN** – Pursuant to N.J.S.A. 52:32-1, if manufactured items or farm products will be provided under this contract to be used in a public work, they shall be manufactured or produced in the United States and the contractor shall be required to so certify.

## 4. **INDEMNIFICATION AND INSURANCE**

- 4.1 **INDEMNIFICATION** - The contractor's liability to the State and its employees in third party suits shall be as follows:
- (a) Indemnification for Third Party Claims - The contractor shall assume all risk of and responsibility for, and agrees to indemnify, defend, and save harmless the State of New Jersey and its employees from and against any and all claims, demands, suits, actions, recoveries, judgments and costs and expenses in connection therewith which shall arise from or result directly or indirectly from the work and/or materials supplied under this contract, including liability of any nature or kind for or on account of the use of any copyrighted or uncopyrighted composition, secret process, patented or unpatented invention, article or appliance furnished or used in the performance of this contract.
  - (b) The contractor's indemnification and liability under subsection (a) is not limited by, but is in addition to the insurance obligations contained in Section 4.2 of these Terms and Conditions.
  - (c) In the event of a patent and copyright claim or suit, the contractor, at its option, may: (1) procure for the State of New Jersey the legal right to continue the use of the product; (2) replace or modify the product to provide a non-infringing product that is the functional equivalent; or (3) refund the purchase price less a reasonable allowance for use that is agreed to by both parties.

# State of New Jersey Standard Terms and Conditions

- 4.2 INSURANCE** - The contractor shall secure and maintain in force for the term of the contract insurance as provided herein. All required insurance shall be provided by insurance companies with an A- VIII or better rating by A.M. Best & Company. The contractor shall provide the State with current certificates of insurance for all coverages and renewals thereof, and the certificates shall reflect that the insurance policies shall not be canceled for any reason except after sixty (60) days written notice to the State. Certificates of renewals shall be provided within thirty (30) days of the expiration of the insurance. The contractor shall not begin to provide services or goods to the State until evidence of the required insurance is provided. The certificates of insurance shall indicate the contract number or purchase order number and title of the contract in the Description of Operations box and shall list the State of New Jersey, Department of the Treasury, Division of Purchase & Property, Contract Compliance & Audit Unit, PO Box 236, Trenton, New Jersey 08625 in the Certificate Holder box. The certificates and any notice of cancellation shall be emailed to the State at:

ccau.certificate@treas.state.nj.us

The insurance to be provided by the contractor shall be as follows:

- a. Occurrence Form Comprehensive General Liability Insurance or its equivalent: The minimum limit of liability shall be \$1,000,000 per occurrence as a combined single limit for bodily injury and property damage. The above required Comprehensive General Liability Insurance policy or its equivalent shall name the State, its officers, and employees as "Additional Insureds" and include the blanket additional insured endorsement or its equivalent. The coverage to be provided under these policies shall be at least as broad as that provided by the standard basic, unamended, and unendorsed Comprehensive General Liability Insurance occurrence coverage forms or its equivalent currently in use in the State of New Jersey, which shall not be circumscribed by any endorsement limiting the breadth of coverage.
- b. Automobile Liability Insurance which shall be written to cover any automobile used by the insured. Limits of liability for bodily injury and property damage shall not be less than \$1 million per occurrence as a combined single limit. The State must be named as an "Additional Insured" and a blanket additional insured endorsement or its equivalent must be provided when the services being procured involve vehicle use on the State's behalf or on State controlled property.
- c. Worker's Compensation Insurance applicable to the laws of the State of New Jersey and Employers Liability Insurance with limits not less than:
  - \$1,000,000 BODILY INJURY, EACH OCCURRENCE
  - \$1,000,000 DISEASE EACH EMPLOYEE
  - \$1,000,000 DISEASE AGGREGATE LIMIT
- d. This \$1 million amount may have been raised by the RFP when deemed necessary by the Director.
- e. In the case of a contract entered into pursuant to N.J.S.A. 52:32-17, et.seq., (small business set asides) the minimum amount of insurance coverage in subsections a., b., and c. above may have been lowered in the RFP for certain commodities when deemed in the best interests of the State by the Director.

## **5. TERMS GOVERNING ALL CONTRACTS**

- 5.1 CONTRACTOR IS INDEPENDENT CONTRACTOR** – The contractor's status shall be that of any independent contractor and not as an employee of the State.
- 5.2 CONTRACT AMOUNT** - The estimated amount of the contract(s), when stated on the RFP form, shall not be construed as either the maximum or minimum amount which the State shall be obliged to order as the result of the RFP or any contract entered into as a result of the RFP.
- 5.3 CONTRACT TERM AND EXTENSION OPTION** - If, in the opinion of the Director, it is in the best interest of the State to extend a contract, the contractor shall be so notified of the Director's Intent at least thirty (30) days prior to the expiration date of the existing contract. The contractor shall have fifteen (15) calendar days to respond to the Director's request to extend the term and period of performance of the contract. If the contractor agrees to the extension, all terms and conditions including pricing of the original contract shall apply unless more favorable terms for the State have been negotiated.
- 5.4 STATE'S OPTION TO REDUCE SCOPE OF WORK** – The State has the option, in its sole discretion, to reduce the scope of work for any deliverable, task or subtask called for under this contract. In such an event, the Director shall provide to the contractor advance written notice of the change in scope of work and what the

# State of New Jersey

## Standard Terms and Conditions

Director believes should be the corresponding adjusted contract price. Within five (5) business days of receipt of such written notice, if either is applicable:

- (a) If the contractor does not agree with the Director's proposed adjusted contract price, the contractor shall submit to the Director any additional information that the contractor believes impacts the adjusted contract price with a request that the Director reconsider the proposed adjusted contract price. The parties shall negotiate the adjusted contract price. If the parties are unable to agree on an adjusted contract price, the Director shall make a prompt decision taking all such information into account, and shall notify the contractor of the final adjusted contract price.
- (b) If the contractor has undertaken any work effort toward a deliverable, task or subtask that is being changed or eliminated such that it would not be compensated under the adjusted contract, the contractor shall be compensated for such work effort according to the applicable portions of its price schedule and the contractor shall submit to the Director an itemization of the work effort already completed by deliverable, task or subtask within the scope of work, and any additional information the Director may request. The Director shall make a prompt decision taking all such information into account, and shall notify the contractor of the compensation to be paid for such work effort.

**5.5 CHANGE IN LAW** – Whenever a change in applicable law or regulation affects the scope of work, the Director shall provide written notice to the contractor of the change and the Director's determination as to the corresponding adjusted change in the scope of work and corresponding adjusted contract price. Within five (5) business days of receipt of such written notice, if either is applicable:

- (a) If the contractor does not agree with the adjusted contract price, the contractor shall submit to the Director any additional information that the contractor believes impacts the adjusted contract price with a request that the Director reconsider the adjusted contract price. The Director shall make a prompt decision taking all such information into account, and shall notify the contractor of the final adjusted contract price.
- (b) If the contractor has undertaken any work effort toward a deliverable, task or subtask that is being changed or eliminated such that it would not be compensated under the adjusted contract, the contractor shall be compensated for such work effort according to the applicable portions of its price schedule and the contractor shall submit to the Director an itemization of the work effort already completed by deliverable, task or subtask within the scope of work, and any additional information the Director may request. The Director shall make a prompt decision taking all such information into account, and shall notify the contractor of the compensation to be paid for such work effort.

**5.6 SUSPENSION OF WORK** - The State may, for valid reason, issue a stop order directing the contractor to suspend work under the contract for a specific time. The contractor shall be paid for goods ordered, goods delivered, or services requested and performed until the effective date of the stop order. The contractor shall resume work upon the date specified in the stop order, or upon such other date as the State Contract Manager may thereafter direct in writing. The period of suspension shall be deemed added to the contractor's approved schedule of performance. The Director shall make an equitable adjustment, if any is required, to the contract price. The contractor shall provide whatever information that Director may require related to the equitable adjustment.

**5.7 TERMINATION OF CONTRACT**

- a. For Convenience  
Notwithstanding any provision or language in this contract to the contrary, the Director may terminate this contract at any time, in whole or in part, for the convenience of the State, upon no less than thirty (30) days written notice to the contractor.
- b. For Cause
  1. Where a contractor fails to perform or comply with a contract or a portion thereof, and/or fails to comply with the complaints procedure in N.J.A.C. 17: 12-4.2 et seq., the Director may terminate the contract, in whole or in part, upon ten (10) days notice to the contractor with an opportunity to respond.
  2. Where in the reasonable opinion of the Director, a contractor continues to perform a contract poorly as demonstrated by e.g., formal complaints, late delivery, poor performance of service, short-shipping, so that the Director is required to use the complaints procedure in N.J.A.C. 17:12-4.2 et seq., and there has been a failure on the part of the contractor to make progress towards ameliorating the issue(s) or problem(s) set forth in the complaint, the Director may terminate the contract, in whole or in part, upon ten (10) days notice to the contractor with an opportunity to respond.
- c. In cases of emergency the Director may shorten the time periods of notification and may dispense with an opportunity to respond.
- d. In the event of termination under this section, the contractor shall be compensated for work performed in accordance with the contract, up to the date of termination. Such compensation may be subject to adjustments.

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## 5.8 **SUBCONTRACTING OR ASSIGNMENT** –

- a. **Subcontracting**: The contractor may not subcontract other than as identified in the contractor's proposal without the prior written consent of the Director. Such consent, if granted in part, shall not relieve the contractor of any of his responsibilities under the contract, nor shall it create privity of contract between the State and any subcontractor. If the contractor uses a subcontractor to fulfill any of its obligations, the contractor shall be responsible for the subcontractor's: (a) performance; (b) compliance with all of the terms and conditions of the contract; and (c) compliance with the requirements of all applicable laws.
- b. **Assignment**: The contractor may not assign its responsibilities under the contract, in whole or in part, without the prior written consent of the Director.

## 5.9 **NO CONTRACTUAL RELATIONSHIP BETWEEN SUBCONTRACTORS AND STATE** - Nothing contained in any of the contract documents, including the RFP and vendor's bid or proposal shall be construed as creating any contractual relationship between any subcontractor and the State.

## 5.10 **MERGERS, ACQUISITIONS** - If, during the term of this contract, the contractor shall merge with or be acquired by another firm, the contractor shall give notice to the Director as soon as practicable and in no event longer than thirty (30) days after said merger or acquisition. The contractor shall provide such documents as may be requested by the Director, which may include but need not be limited to the following: corporate resolutions prepared by the awarded contractor and new entity ratifying acceptance of the original contract, terms, conditions and prices; updated information including ownership disclosure and Federal Employer Identification Number. The documents must be submitted within thirty (30) days of the request. Failure to do so may result in termination of the contract for cause.

If, at any time during the term of the contract, the contractor's partnership, limited liability company, limited liability partnership, professional corporation, or corporation shall dissolve, the Director must be so notified. All responsible parties of the dissolved business entity must submit to the Director in writing, the names of the parties proposed to perform the contract, and the names of the parties to whom payment should be made. No payment shall be made until all parties to the dissolved business entity submit the required documents to the Director.

## 5.11 **PERFORMANCE GUARANTEE OF CONTRACTOR** - The contractor hereby certifies that:

- a. The equipment offered is standard new equipment, and is the manufacturer's latest model in production, with parts regularly used for the type of equipment offered; that such parts are all in production and not likely to be discontinued; and that no attachment or part has been substituted or applied contrary to manufacturer's recommendations and standard practice.
- b. All equipment supplied to the State and operated by electrical current is UL listed where applicable.
- c. All new machines are to be guaranteed as fully operational for the period stated in the contract from time of written acceptance by the State. The contractor shall render prompt service without charge, regardless of geographic location.
- d. Sufficient quantities of parts necessary for proper service to equipment shall be maintained at distribution points and service headquarters.
- e. Trained mechanics are regularly employed to make necessary repairs to equipment in the territory from which the service request might emanate within a 48-hour period or within the time accepted as industry practice.
- f. During the warranty period the contractor shall replace immediately any material which is rejected for failure to meet the requirements of the contract.
- g. All services rendered to the State shall be performed in strict and full accordance with the specifications stated in the contract. The contract shall not be considered complete until final approval by the State's using agency is rendered.

## 5.12 **DELIVERY REQUIREMENTS** -

- a. Deliveries shall be made at such time and in such quantities as ordered in strict accordance with conditions contained in the contract.
- b. The contractor shall be responsible for the delivery of material in first class condition to the State's using agency or the purchaser under this contract and in accordance with good commercial practice.
- c. Items delivered must be strictly in accordance with the contract.
- d. In the event delivery of goods or services is not made within the number of days stipulated or under the schedule defined in the contract, the using agency shall be authorized to obtain the material or service from any available source, the difference in price, if any, to be paid by the contractor.

# State of New Jersey

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- 5.13 APPLICABLE LAW AND JURISDICTION** - This contract and any and all litigation arising therefrom or related thereto shall be governed by the applicable laws, regulations and rules of evidence of the State of New Jersey without reference to conflict of laws principles and shall be filed in the appropriate Division of the New Jersey Superior Court.
- 5.14. CONTRACT AMENDMENT** – Except as provided herein, the contract may only be amended by written agreement of the State and the contractor.
- 5.15 MAINTENANCE OF RECORDS** - The contractor shall maintain records for products and/or services delivered against the contract for a period of five (5) years from the date of final payment unless otherwise specified in the RFP. Such records shall be made available to the State, including the Comptroller, for audit and review.
- 5.16 ASSIGNMENT OF ANTITRUST CLAIM(S)** - The contractor recognizes that in actual economic practice, overcharges resulting from antitrust violations are in fact usually borne by the ultimate purchaser. Therefore, and as consideration for executing this contract, the contractor, acting herein by and through its duly authorized agent, hereby conveys, sells, assigns, and transfers to the State of New Jersey, for itself and on behalf of its political subdivisions and public agencies, all right, title and interest to all claims and causes of action it may now or hereafter acquire under the antitrust laws of the United States or the State of New Jersey, relating to the particular goods and services purchased or acquired by the State of New Jersey or any of its political subdivisions or public agencies pursuant to this contract.

In connection with this assignment, the following are the express obligations of the contractor:

- a. It shall take no action that will in any way diminish the value of the rights conveyed or assigned hereunder.
- b. It shall advise the Attorney General of New Jersey:
  1. in advance of its intention to commence any action on its own behalf regarding any such claim or cause(s) of action;
  2. immediately upon becoming aware of the fact that an action has been commenced on its behalf by some other person(s) of the pendency of such action.
- c. It shall notify the defendants in any antitrust suit of the within assignment at the earliest practicable opportunity after the contractor has initiated an action on its own behalf or becomes aware that such an action has been filed on its behalf by another person. A copy of such notice shall be sent to the Attorney General of New Jersey.
- d. It is understood and agreed that in the event any payment under any such claim or cause of action is made to the contractor, it shall promptly pay over to the State of New Jersey the allotted share thereof, if any, assigned to the State hereunder.

## **6. TERMS RELATING TO PRICE AND PAYMENT**

- 6.1 PRICE FLUCTUATION DURING CONTRACT** - Unless otherwise agreed to in writing by the State, all prices quoted shall be firm through issuance of contract or purchase order and shall not be subject to increase during the period of the contract.

In the event of a manufacturer's or contractor's price decrease during the contract period, the State shall receive the full benefit of such price reduction on any undelivered purchase order and on any subsequent order placed during the contract period. The Director must be notified, in writing, of any price reduction within five (5) days of the effective date.

Failure to report price reductions may result in cancellation of contract for cause, pursuant to provision 5.7(b)1.

- 6.2 TAX CHARGES** - The State of New Jersey is exempt from State sales or use taxes and Federal excise taxes. Therefore, price quotations must not include such taxes. The State's Federal Excise Tax Exemption number is 22-75-0050K.

## **6.3 PAYMENT TO VENDORS** -

- a. The using agency(ies) is (are) authorized to order and the contractor is authorized to ship only those items covered by the contract resulting from the RFP. If a review of orders placed by the using agency(ies) reveals that goods and/or services other than that covered by the contract have been ordered and delivered, such delivery shall be a violation of the terms of the contract and may be considered by the Director as a basis to terminate the contract and/or not award the contractor a subsequent contract. The Director may take such steps as are necessary to have the items returned by

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- the agency, regardless of the time between the date of delivery and discovery of the violation. In such event, the contractor shall reimburse the State the full purchase price.
- b. The contractor must submit invoices to the using agency with supporting documentation evidencing that work or goods for which payment is sought has been satisfactorily completed or delivered. For commodity contracts, the invoice, together with the original Bill of Lading, express receipt and other related papers must be sent to the State Contract Manager or using agency on the date of each delivery. For contracts featuring services, invoices must reference the tasks or subtasks detailed in the Scope of Work section of the RFP and must be in strict accordance with the firm, fixed prices submitted for each task or subtask on the RFP pricing sheets. When applicable, invoices should reference the appropriate RFP price sheet line number from the contractor's bid proposal. All invoices must be approved by the State Contract Manager or using agency before payment will be authorized.
  - c. In all time and materials contracts, the State Contract Manager or designee shall monitor and approve the hours of work and the work accomplished by contractor and shall document both the work and the approval. Payment shall not be made without such documentation. A form of timekeeping record that should be adapted as appropriate for the Scope of Work being performed can be found at [www.nj.gov/treasury/purchase/forms/Vendor\\_Timesheet.xls](http://www.nj.gov/treasury/purchase/forms/Vendor_Timesheet.xls).
  - d. The contractor shall provide, on a monthly and cumulative basis, a breakdown in accordance with the budget submitted, of all monies paid to any small business, minority or woman-owned subcontractor(s). This breakdown shall be sent to the Chief of Operations, Division of Revenue, P.O. Box 628, Trenton, NJ 08646.

**6.4 OPTIONAL PAYMENT METHOD: P-CARD** - The State offers contractors the opportunity to be paid through the MasterCard procurement card (p-card). A contractor's acceptance and a State agency's use of the p-card are optional. P-card transactions do not require the submission of a contractor invoice; purchasing transactions using the p-card will usually result in payment to a contractor in three (3) days. A contractor should take note that there will be a transaction-processing fee for each p-card transaction. To participate, a contractor must be capable of accepting the MasterCard. Additional information can be obtained from banks or merchant service companies.

**6.5 NEW JERSEY PROMPT PAYMENT ACT** - The New Jersey Prompt Payment Act, N.J.S.A. 52:32-32 et seq., requires state agencies to pay for goods and services within sixty (60) days of the agency's receipt of a properly executed State Payment Voucher or within sixty (60) days of receipt and acceptance of goods and services, whichever is later. Properly executed performance security, when required, must be received by the State prior to processing any payments for goods and services accepted by state agencies. Interest will be paid on delinquent accounts at a rate established by the State Treasurer. Interest shall not be paid until it exceeds \$5.00 per properly executed invoice.

Cash discounts and other payment terms included as part of the original agreement are not affected by the Prompt Payment Act.

**6.6 AVAILABILITY OF FUNDS** – The State's obligation to make payment under this contract is contingent upon the availability of appropriated funds and receipt of revenues from which payment for contract purposes can be made. No legal liability on the part of the State for payment of any money shall arise unless and until funds are appropriated each fiscal year to the using agency by the State Legislature and made available through receipt of revenues.

**WITT GROUP HOLDINGS  
EQUAL OPPORTUNITY POLICY STATEMENT**

Witt Group Holdings, LLC. is firmly committed to Equal Employment Opportunity (EEO) and to compliance with all Federal, State and local laws that prohibit employment discrimination on the basis of age, race, color, gender, national origin, religion, disability, protected veteran status and other protected classifications. This policy applies to all employment decisions including, but not limited to, recruiting, hiring, training, promotions, pay practices, benefits, disciplinary actions and terminations.

As a government contractor, Witt Group Holdings is also committed to taking affirmative action to hire and advance minorities and women as well as qualified individuals with disabilities and covered veterans.

We invite employees who are disabled or protected veterans and who wish to be included under our Affirmative Action Program to self-identify as such with the EEO Coordinator. This self-identification is strictly voluntary and confidential and will not result in retaliation of any sort.

Employees of and applicants to Witt Group Holdings will not be subject to harassment, intimidation, threats, coercion, or discrimination because they have engaged or may engage in filing a complaint, assisting in a review, investigation, or hearing or have otherwise sought to obtain their legal rights related to any Federal, State, or local law regarding EEO for qualified individuals with disabilities or qualified protected veterans.

As CFO of Witt Group Holdings, I am committed to the principles of Affirmative Action and Equal Employment Opportunity. In order to ensure dissemination and implementation of equal employment opportunity and affirmative action throughout all levels of Witt Group Holdings, I have selected Angela DeLeon as the EEO Coordinator for Witt Group Holdings. One of the EEO Coordinator's duties will be to establish and maintain an internal audit and reporting system to allow for effective measurement of Witt Group Holdings's programs.

In furtherance of Witt Group Holdings's policy regarding Affirmative Action and Equal Employment Opportunity, Witt Group Holdings has developed a written Affirmative Action Program which sets forth the policies, practices and procedures which Witt Group Holdings is committed to applying in order to ensure that its policy of non-discrimination and affirmative action for qualified individuals with disabilities and qualified protected veterans is accomplished. This Affirmative Action Program for qualified individuals with disabilities and qualified protected veterans is available for inspection by any employee or applicant for employment upon request, between 8:00 am and 5:00 pm at the Human Resources department. Any questions should be directed to me, your supervisor, or Angela DeLeon, EEO Coordinator.

  
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Pate Felts  
CFO

Effective 7/15/2010