

# Company Background

Witt O'Brien's is a global leader in preparedness, crisis management, and disaster response and recovery with the depth of experience and capability to provide services across the crisis and disaster life cycle. Witt O'Brien's is uniquely positioned to bring together policy architects and technical experts in public safety with leaders from all levels of government and private sector partners to forge solutions to emergency management challenges. Witt O'Brien's brings a new approach to the crisis and disaster industry by combining extensive real world experience with innovative planning, training, exercise, and technology solutions for our diverse clientele.

Witt Associates, chaired by James Lee Witt, combined with O'Brien's Response Management to form Witt O'Brien's in 2013. The combination of the two firms brings together the nation's top preparedness, crisis management and disaster response and recovery organizations, providing additional depth, capability, and expertise for clients. Clients appreciate that we are small enough to be highly responsive to their needs, while also possessing the depth of resources, experience, and expertise necessary to produce the highest quality of work.

Witt O'Brien's is headquartered in Washington, DC, and our company has worked throughout the Commonwealth of Virginia including our past preparedness, response, and recovery work at the local jurisdictional, State, regional and University levels. Our work has spanned the diverse towns and communities throughout Virginia, from Norfolk to Blacksburg to Arlington. Witt O'Brien's understands the hazards facing the region and the stakeholders involved and can use this familiarity to provide immediate value to state and local government as well as quasi-government stakeholders.

Witt O'Brien's has been performing exercise design and development projects nationwide and within Virginia for over a decade. Relevant projects include:

- **Fairfax County Recovery Tabletop Exercise:** Witt O'Brien's worked with Fairfax County to develop an innovative and responsive Pre-Disaster Recovery Plan. After the plan was developed, Witt O'Brien's also provided a one (1)-day staff training session and developed and delivered a three (3)-module tabletop exercise to evaluate the plan. As a UASI-funded project, Fairfax's Pre-Disaster Recovery Plan was designed to provide a model recovery plan for adaptation by other counties and municipalities in the National Capital Region.
- **Eastern Virginia Medical School Tabletop Exercise:** This tabletop focused on testing the Emergency Operations and Continuity of Operations Plan for the Norfolk-based Eastern Virginia Medical School.
- **Maryland Region-V Hospital Medical Surge Full-scale Exercise:** To support Joint Commission requirements as well as Hospital Preparedness Program grant requirements, Witt O'Brien's designed and conducted a 15 hospital full-scale exercise to test medical surge. This exercise utilized over 200 mock-patients which included over 100 actors.
- **Hawaii Makani Pahili 2014 Exercise Program:** Witt O'Brien's is currently under contract with the City and County of Honolulu to support the Regional Catastrophic Planning Grant Program exercise requirement. Witt O'Brien's will develop five (5) tabletop exercises, a three (3)-day functional exercise involving all of the Hawaiian Islands and FEMA as well as four (4) distinct full-scale exercises.
- **Maritime Law Enforcement Information Network (MLEIN) Exercise Series:** Witt O'Brien's developed, delivered, and evaluated a series of exercises for the Maryland Natural Resources Police. In total, two (2) tabletop exercises, one (1) drill, one (1) large multi-site full-scale exercise were conducted. The exercises included state, local, and federal response partners focused on the implementation of new capabilities technologies to support interdiction response capabilities on the water.
- **Ventura County Office of Emergency Services Mass Care Exercise:** Witt O'Brien's conducted a three (3)-day exercise event. Partners included county and city response organizations (fire, law and EMS), county public works, county general services, volunteer organizations (Red Cross, United Way), access and functional needs representatives, transportation agencies, and California State University Channel Islands. In

total, Witt O'Brien's delivered one (1) tabletop exercise and a two (2)-day full-scale exercise. Mock victims were taken to a simulated hospital for registration and non-wounded evacuees were taken to a non-traditional mass care and shelter site, a facility of emergency tents established for the exercise event.

For this scope of work, Witt O'Brien's offers a premier team of emergency management professionals. These team members have worked on planning, training, and exercise projects focused on mitigation, preparedness, response, and recovery among all levels of government as well as within the private sector and internationally. Our proposed staff is made up of subject matter experts in emergency management who have real-world experience managing disasters. Our boots-on-the-ground experience in crisis and emergency response allows for realistic exercise development and value-added evaluations and recommendations for improvement that are based on past experiences and best practices in the field.

Witt O'Brien's proposes Master Exercise Practitioners (MEP) and HSEEP certified staff each with extensive experience in developing executive and cabinet level exercise as well as complex, multi-agency, cross-jurisdictional, multi-site functional and full-scale exercises. These experiences have rounded our staff to be much more than just HSEEP certified exercise designers but implementers of best practices and forgers of the next generation of experiential learning and evaluation opportunities. Witt O'Brien's augments exercise design staff with specialists in the field. Proposed staff including but not limited to experts in fire and rescue, emergency operations center (EOC) management, incident command, public health and medical response, security and law enforcement, higher education emergency preparedness, transportation, emergency communications, mass care, public information and crisis communications experts.

The principle for this contract is Christina Crue. Ms. Crue is a Certified Emergency Manager and a Master Exercise Practitioner who has made it her career to develop realistic exercises to prepare and evaluate both the public and private sector domestically and abroad. Ms. Crue has helped to mold the Homeland Security Exercise and Evaluation Program by serving on the HSEEP National Working Group. In addition, as part of her responsibilities as the Training and Exercise Branch Manager at the Maryland Emergency Management Agency, she chaired the National Capital Region's Exercise and Training Oversight Panel (ETOP). Ms. Crue has designed complex multi-state and multi-agency functional exercises and complex full-scale exercises that included 1,000 participants and volunteers. Her experience also includes Senior Executive Level exercise design, delivery, and evaluation with governors and cabinet level staff. In addition, Ms. Crue has performed tabletop and functional exercises across the globe to include Jordan, Tanzania, Iraq, Brazil, Colombia, Turkey, and many more. In December of 2012, Ms. Crue traveled to Brazil on request of the Brazilian government to support the development of national exercise and training policy and programs in preparation for the World Cup and the Olympics.

Ken Burris serves as Witt O'Brien's Chief Executive Officer (CEO) and is the former CEO of Witt Associates and the former Chief Operating Officer (COO) of the FEMA. His responsibilities at FEMA included the day-to-day operations of the agency's 8,000 full-time and contract employees; managing a \$7 billion budget; and serving as a senior advisor to the Secretary of the Department of Homeland Security for emergency response, recovery, and preparedness. Prior to assuming the duties of COO, Mr. Burris served as the Regional Director of FEMA's Region IV, where his responsibilities included disaster response, recovery, and preparedness oversight for the Southeastern United States.

**ATTACHMENT C**

**Proposed Pricing Structure**

(See Proposal Preparation and Submission Instructions C.5. page 11)

	<b>Baseline</b>	<b>A la Carte</b>
<b>Discussion Based Exercise (Six Hour Minimum)</b> <ul style="list-style-type: none"> <li>• Seminar</li> <li>• Workshop</li> <li>• Tabletop</li> </ul>	5 tables of 10 participants (50 participants)  1 Lead Facilitator 1 Table Facilitator/table 1 Scribe/table Two Minutes of Audio Enhancement Four Minutes of Video Enhancement	Additional Lead/Co-Facilitator  Additional Table Facilitator  Additional Table Scribe  Additional Two minutes of Audio  Additional Four Minutes of Video
<b>Operations Based Exercise (Eight Hour Minimum)</b> <ul style="list-style-type: none"> <li>• Drill</li> <li>• Functional</li> <li>• Full-Scale (baseline costs may be combined for a single, large venue FSE)</li> </ul>	5 Exercise Venues 1 controller per venue  5 Exercise Venues, 1 Registration Staff per venue.  1 Lead Controller 1 Safety Controller 1 SIMCELL Controller	Additional Venue Controller Additional Registration Staff (per person) Additional Safety and/or SIMCELL Controller

<b>Exercise Type</b>	<b>Baseline Assumptions</b>	<b>Contractor Pricing</b>
<b>Discussion Based Exercise (Six Hour Minimum)</b> <ul style="list-style-type: none"> <li>• Seminar</li> <li>• Workshop</li> <li>• Tabletop</li> </ul>	5 tables of 10 participants (50 participants)  1 Lead Facilitator 1 Table Facilitator/table 1 Scribe/table Two Minutes of Audio Enhancement Four Minutes of Video Enhancement  Project and Program management and travel costs as well as other management costs included.	Region 1 = \$ 33,730 Region 2 = \$ 33,730 Region 3 = \$ 33,730 Region 4 = \$ 33,730 Region 5 = \$ 33,730 Region 6 = \$ 33,730 Region 7 = \$ 33,730
<b>Operations Based Exercise (Eight Hour Minimum)</b> <ul style="list-style-type: none"> <li>• Drill</li> <li>• Functional</li> <li>• Full-Scale (baseline costs may be combined for a single, large venue FSE)</li> </ul>	5 Exercise Venues 1 controller per venue  5 Exercise Venues, 1 Registration Staff per venue.  1 Lead Controller 1 Safety Controller 1 SIMCELL Controller  Project and Program management and travel costs as well as other management costs included.	Region 1 = \$ 50,512 Region 2 = \$ 50,512 Region 3 = \$ 50,512 Region 4 = \$ 50,512 Region 5 = \$ 50,512 Region 6 = \$ 50,512 Region 7 = \$ 50,512

A La Carte menu (over Firm/Fixed Prices)	Estimates for this item by Region
Additional Lead/Co-Facilitator	Region 1 = \$ 175.00/hour for all regions Region 2 = \$ Region 3 = \$ Region 4 = \$ Region 5 = \$ Region 6 = \$ Region 7 = \$
Additional Table Facilitator	Region 1 = \$ \$160/hour for all regions Region 2 = \$ Region 3 = \$ Region 4 = \$ Region 5 = \$ Region 6 = \$ Region 7 = \$
Additional Table Scribe	Region 1 = \$ \$125/hour for all regions Region 2 = \$ Region 3 = \$ Region 4 = \$ Region 5 = \$ Region 6 = \$ Region 7 = \$
Additional Two Minutes of Audio	Region 1 = \$ \$500.00 Region 2 = \$ Region 3 = \$ Region 4 = \$ Region 5 = \$ Region 6 = \$ Region 7 = \$
Additional Four Minutes of Video	Region 1 = \$ \$5000.00 Region 2 = \$ Region 3 = \$ Region 4 = \$ Region 5 = \$ Region 6 = \$ Region 7 = \$
Additional Venue Controller	Region 1 = \$ \$125/hour for all regions Region 2 = \$ Region 3 = \$ Region 4 = \$ Region 5 = \$ Region 6 = \$ Region 7 = \$
Additional Registration Staff (per person)	Region 1 = \$ \$100/hour for all regions Region 2 = \$ Region 3 = \$ Region 4 = \$ Region 5 = \$ Region 6 = \$ Region 7 = \$
Additional Safety and/or SIMCELL Controller	Region 1 = \$ \$135/hour for all regions Region 2 = \$ Region 3 = \$ Region 4 = \$ Region 5 = \$ Region 6 = \$ Region 7 = \$

Other: Lead Evaluator	Region 1 = \$ 135/hour for all regions Region 2 = \$ Region 3 = \$ Region 4 = \$ Region 5 = \$ Region 6 = \$ Region 7 = \$
-----------------------	--